



Cabinet

To the Cabinet on Friday, 30 September 2022

Date of meeting: Monday, 10 October 2022

Time: 17:30 Please note start time.

**Venue: The Foxton Room, Harborough Innovation Centre,
Wellington Way, Market Harborough, Leicestershire LE16 7WB**

Members of the public can access a live broadcast of the meeting from the [Council website](#), and the meeting webpage. The meeting will also be open to the public.

- Information Exchange from Portfolio Holder
- Topical Issues
 - Questions
 - Petitions
 - Notices of Motion

Agenda

1 Apologies for Absence

2 Declarations of Members' Interests

3 Minutes

To approve as a true record the Minutes of the previous Meeting.

Draft Cabinet Minutes - 4th July 2022

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4 2022/23 Financial Performance Report – Outturn Quarter 1 (Year ending 31 March 2023)

2022.23 Q1 Outturn Financial Performance

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5 Performance: Quarter 1, 2022/23 Year

Quarter 1 2022-23 Performance Report

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11	Health and Wellbeing Strategy Report		
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12	Rural Strategy		
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13	To consider any matters of special urgency (to be decided by the Leader)		

LIZ ELLIOTT
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HARBOROUGH DISTRICT COUNCIL

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Circulate to: Jonathan Bateman - Member, Paul Dann - Member, James Hallam - Deputy Leader,
Phillip King - Leader, Simon Whelband - Member

HARBOROUGH DISTRICT COUNCIL
MINUTES OF THE CABINET MEETING

held at
Council Chamber
The Symington Building
Adam and Eve Street
Market Harborough
LE16 7AG

4th July 2022

commencing at 5.30pm

Present:

Cllr King (Chair)

Councillors: Bateman, Dann, Hallam and Whelband

Officers: D. Atkinson, C. Bland, L. Elliott, S. Hamilton, C Mason & C. Pattinson

INFORMATION EXCHANGE FROM PORTFOLIO HOLDERS

Corporate & Regulatory Services

Councillor Dann reported that he had recently attended a Revenue and Benefits meeting.

Finance

Councillor Hallam thanked the Finance Service Manager and Interim Deputy Chief Executive for their hard work in preparing the financial outturn.

Strategy

Councillor King reported that since the last Cabinet meeting on the 7th June 2022 he had attended the following events and meetings, including an A46 Partnership meeting, East Midlands Council Regional Employers Board, the Harborough Carnival, delivered a keynote address at Midlands Connect, the A5 Partnership Group and the LGA Conference in Harrogate.

TOPICAL ISSUES

There were none.

APOLOGIES FOR ABSENCE

There were none.

MINUTES

RESOLVED that the minutes of the meeting of the Cabinet held on the 7th June 2022 be approved as a correct record.

DECLARATION OF MEMBERS' INTERESTS

There were none.

2021/22 FINANCIAL PERFORMANCE REPORT – OUTTURN QUARTER 4 (YEAR ENDING 31 MARCH 2022)

The Portfolio Holder introduced the report and highlighted the salient points which set out the financial forecast for Quarter 4, for the year ending 31st March 2022 for revenue and capital.

In respect of the Revenue budget, the 2021/22 net service expenditure is £12.2m and after capital financing (£857k), the net expenditure for the delivery of services is £13.1m; over the MTFS period, this increases to £13.5m by 2024/25. For 2021/22 in respect of the Updated Net Expenditure budget of £13.2m, the outturn is showing a net overspend of £7k.

The Cabinet noted that the pay award included in the Quarter 3 forecast was agreed at 1.75% for all NJC staff on SCP 2 and above (a 2.75% increase on SCP 1) back dated to 01 April 2021; an increase of 1.75% represented an additional cost in 2021/22 of £122k and was implemented in March 2022 and included in this outturn for 2021/22. Over the MTFS this increases the pay budget by £670k.

Reserves are being finalised in line with the Statement of Accounts deadlines. The expected position on the General Fund and Earmarked Reserves is £15.689m (31 March 2021 £17.971m). The main reasons for the reserve reduction is due to a combination of the net impacts of agreed reserve movements when the budget was set in February 2021 along with the considerable, and unbudgeted, S.31 grants that the Council received prior to the end of the 2020/21 that the government gave to all local authorities to compensate for the Covid 19 impact on Business Rates losses that would be recognised and released in 2021/22.

The Capital Programme for 2021/22 totals £5.3m, of which £1.4m is in respect of new initiatives for 2021/22.

RESOLVED that:

- (i) the financial performance report and comments on the Outturn (31st March 2022) as detailed within the report and associated appendices be noted.
- (ii) the Revenue carry forwards in Appendix 5 to the report totalling £286k into 2022/23, be approved.
- (iii) the Capital carry forwards (slippage) in Appendix 4 to the report, totalling £4.349m into 2022/23, be approved.

Summary of Reasons

Good financial governance requires the Cabinet to consider and comment on the forecast financial outturn for 2021/22. Such commentary demonstrates to customers, partners, and stakeholders that the Council is actively considering the financial environment within which the Council is operating.

PERFORMANCE, QUARTER 4 2021/22 YEAR

The Portfolio Holder introduced the report and highlighted that of the 34 Key Activities at the end of Quarter 4; three were completed, 30 had Green status, 1 had Amber status and no activities were classed as Red status. Of the Key Performance Indicators; 21 are in the strategic performance dashboard, sixteen are green, three are amber and two are red, these being: Lutterworth footfall; and the number of interventions carried out to encourage owners of empty properties to bring them back into use.

RESOLVED that performance of the Council at the end of Quarter 3 of the 2021/22 year be considered.

Summary of Reasons

Performance is monitored and reported to Members on a quarterly basis as part of the Council's Performance Management Framework.

CORPORATE RISK AND OPPORTUNITY MANAGEMENT: QUARTER 4, 2021/22

The Portfolio Holder introduced the report and highlighted that there were 19 risks and 7 opportunities twelve Green, eleven Amber and three were Red, these being CR 33 Costs of planning appeals, and legal challenges, exceed budget; and CR 37 Increase in homeless presentations results in an increased demand in Council support for reactive temporary accommodation and CV03 Loss of income, as economic activity reduces, weakens the Council's cashflow and financial sustainability.

A new Corporate Risk was added to the Corporate Risk and Opportunity Register during Quarter 4, CR41 Disruption / uncertainty arising from the war in Ukraine.

RESOLVED that the items contained within the Council's Corporate Risk and Opportunity Register as attached at Appendix A to the report be noted.

Summary of Reasons

Monitoring of the Council's Corporate Risks and Opportunities is prescribed by the Council's Risk and Opportunity Management Framework.

UPDATE ON PERFORMANCE OF HARBOROUGH BUILDING CONTROL SERVICE OPERATING WITHIN THE LEICESTERSHIRE BUILDING CONTROL PARTNERSHIP

The Portfolio Holder introduced the report which provided a further update on the performance of the Harborough Building Control section working within the Leicestershire Building Control partnership following on from the previous Cabinet update report dated 5th July 2021.

The Cabinet noted that this performance report will be the last report produced under the shared service arrangement due to the fact that the Harborough Building Control service and its associated staff now operate within the Leicestershire Building Control partnership under a delegated service model which commenced on the 1st April 2022.

RESOLVED that:

- (i) the ongoing positive performance of the Leicestershire Building Control Partnership be noted.
- (ii) the Leicestershire Building Control Partnership Management Board continue to monitor and report on the performance of this Partnership in accordance with the agreed terms and conditions of the delegation agreement dated 1st April 2022.

Summary of Reasons

To provide and update on the Performance of the Building Control service operating within the Leicestershire Building Control Partnership.

REVISED LOCAL DEVELOPMENT SCHEME (LDS) FOR THE NEW LOCAL PLAN

The Portfolio Holder introduced the report which covered the revisions to the Local Development Scheme (LDS) for the new Local Plan. The Council is required to prepare a Local Development Scheme (LDS) under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended). In relation to the new Local Plan, the LDS must specify: the subject matter of the document to be prepared and the geographical extent to which it relates; whether the document will be prepared jointly with one or more other local authority; and the timetable for the preparation of document.

The new revised LDS sets out the current intended timetable for the preparation of the next Local Plan. This reflects the amended timetable to conclude the preparation of the Housing and Economic Needs Assessment, Statement of Common Ground and related strategic evidence, which form important inputs to the Local Plan.

The recent review of the current adopted Local Plan concluded that the plan remains up to date and continues to deliver sustainable development for Harborough District. The review also confirmed that Local Plan policies continue to broadly reflect the requirements of the latest NPPF, and that the policies continue to support sustainable development across the district. Updating the LDS provides further evidence that we have, and intend to continue, to have an up-to-date Local Plan managing development across the district in a sustainable manner moving forward. The LDS demonstrates we continue to make active progress on plan-making which is a key Government requirement.

RESOLVED that:

- (i) the revised Local Development Scheme (LDS) for the next Local Plan, set out at Appendix A be approved;
- (2) the revised Local Development Scheme be published on the Council's website;
- (3) the revised Local Development Scheme be kept under review and further reports be received if the LDS requires updating and/or review.

Summary of Reasons

To ensure the LDS remains up to date and to enable the Cabinet to consider the timetable for the preparation of the Local Plan.

TO CONSIDER MATTERS OF SPECIAL URGENCY

There were none.

The meeting ended at 6.12 p.m.

Harborough District Council

Report to the Cabinet Meeting of 10 October 2022



Title:	2022/23 Financial Performance Report – Outturn Quarter 1 (Year ending 31 March 2023)
Status:	Public
Key Decision:	No
Report Author:	Carolyn Bland, Financial Services Manager
Portfolio Holder:	Cllr James Hallam, Finance
Appendices:	<p>Appendix 1: Summary Revenue Budgets and Capital Programme for 2022/23 Budget and MTFs (2023/24 to 2026/27).</p> <p>Appendix 2: 2022/23 Revenue Forecast Outturn and Variance Analysis by Portfolio & Director Service Categorisation.</p> <p>Appendix 3: Commentary on 2022/23 Budget Variances Greater than £25,000, by Director Service Categorisation.</p> <p>Appendix 4: General Fund Reserves 31.03.2022.</p> <p>Appendix 5: Potential Compounding of Cost/Inflation Pressures.</p> <p>Appendix 6: 2022/23 Capital Forecast Outturn and Variance Analysis.</p> <p>Appendix 7: Disposal of Land at Naseby Square, Market Harborough.</p>

Executive Summary

This report sets out the financial position (outturn) for the year ending 31 March 2023, based on information at the end of June for revenue and capital. Based on the financial position as at 30 June 2022, based on known income and expenditure commitments and working assumptions, the forecast:

- Revenue is forecasting an overspend of £1,041k, a variance of 8.7% to the approved budget.
- Capital is forecasting an on-budget position.

Recommendations

- **That Cabinet considers the financial performance report and comments on the Forecast Outturn (31st March 2023) as detailed within the report and associated appendices.**

Reasons for Recommendations

Good financial governance requires the Cabinet to consider and comment on the forecast financial outturn for 2022/23. Such commentary demonstrates to customers, partners, and stakeholders that the Council is actively considering the financial environment within which the Council is operating.



1. Purpose of Report

To update Cabinet in respect of the Quarter 1 forecast outturn for 2022/23 for both revenue, capital and reserves.

2. Background

The Council approved the 2022/23 Budget and Medium-Term Financial Strategy (2023/24 to 2026/27) (MTFS); which included the Capital Programme in February 2022. In respect of:

- the **Revenue budget**, the 2022/23 net service expenditure is £11.1m and after capital financing (£506k), the net expenditure for the delivery of services is £11.6m; over the MTFS period, this increases to £13.6m. This is summarised in **Appendix 1**.
- the **Capital Programme**, the 2022/23 programme totals £11.1m and is financed by £8.1m of external grants and capital receipts, £636k of direct revenue funding and £2.4m of unsupported borrowing (minimum revenue provision). Over the MTFS period the capital programme decreases to £860k.
- **Reserves**, Council approved a net contribution to reserves of £1.4m.

3. Details

Revenue Headlines

- 3.1 Providing an accurate forecast outturn based on the financial performance at Quarter 1 can be challenging as many things can occur between the end of June and the end of the financial year; as the potential impact of the new proposed pay rise has clearly shown. Finance have been working closely with services, acting as a critical friend to value check their forecast outturns, however it must be remembered that the forecast outturns are the responsibility of respective services.
- 3.2 The forecast outturn for the current financial year and the impact over the MTFS is summarised below.
- 3.3 **2022/23**; in respect of the updated net expenditure budget of £12m, the forecast outturn is £13.1m, which represents an overspend of the budget by £1,041k. A “financial” variance analysis based on both Portfolio and Director service categorisation is summarised in **Table 1** below. An accompanying Reserve analysis is shown at **Appendix 2** and the reasons for variances greater than £25k is shown in **Appendix 3**.

Summary of 2022/23 Revenue Budget Variances, by Director Service Categorisation				Table 1
Service	Updated Budget £000	Forecast Outturn £000	Variance £000	Commentary
Interim Chief Executive	2,304	2,259	(45)	Savings on post and one off receipt less inflation
Interim Deputy Chief Executive (Finance, ICT & Assets)	2,561	3,295	734	Additional proposed pay increase £317k, corporate savings not achieved £351k plus £45k achieved plus inflation
Communities	5,964	6,250	286	Carparking income down
Planning	695	828	133	Savings from shared service proposal not achieved
Net Direct Cost of Services	11,524	12,632	1,108	
Finance & Assets: Capital Financing (*)	506	439	(67)	MRP saving
Net Expenditure	12,030	13,071	1,041	
NB. * Finance & Assets are allocated to this item, but this item (Minimum Revenue Provision) is dependent on other services actioning the capital programme.				

- 3.4 It should be noted that the categorisation of services by Director is based on the structure used for setting the 2022/23 budget, some responsibilities have temporarily changed, Legal and Democratic Services are currently reporting to the Interim Deputy Chief Executive not the Interim Chief Executive.

Inflationary and Non-Inflationary Costs

- 3.5 Of the £1m costs noted in 3.3, some are directly related to inflationary (cost-of-living impacts) whereas others are due to underachievement of savings or variances related to normal operational delivery. A summary of these is shown below and detailed in **Appendix 5**.

- Inflationary variances £423k
- Underachievement of savings £445k
- Normal operational delivery £173k

Inflationary Costs

- 3.6 **Pay Award** It should be noted that included within the 2022/23 forecast estimate is a corporate increase in respect of employees pay. The Council was notified in July that a pay offer of £1,925 on all pay points had been made. Members will recall that as part of the budget they approved the following employee pay indices for 2022/23 and for each year of the MTFS.

- 2022/23: 1.75%
- 2023/24: 2.0%
- 2024/25: 2.0%
- 2025/26: 2.5%
- 2026/27 2.5%

If this increase is agreed for local government, the additional cost in 2022/23 is £481k, an overspend over the budgeted increase of £317k. It should be noted that at the time of writing, the union Unite has rejected this proposed offer of £1,925 and the unions GMB and Unison are consulting members.

- 3.7 **Inflation** A review of the impact of inflation on the Council's expenditure has concluded that there will be no impact during 2022/23 on the Council's major revenue contracts, except for energy costs. An increase of £106k over current budget has been included in the forecast due to gas/electricity volatility. Wider impact of the cost-of-living crisis could lead to non-collection of rates and other debts.

Underachievement of Savings

- 3.8 **Senior Management review** The review of the "target operating model" (the way the Council operates) has been delayed because of the Council decision to investigate the sharing of senior management. Savings of £353k were identified in the budget but now only £49k are forecast to be achieved during 2022/23.
- 3.9 **Development Management** At the time the budget was being set the Council was exploring the potential to share services with another Leicestershire District Council which would have generate a saving of £94k; unfortunately, this proposition is no longer being taken forward. However, alternative sharing arrangements are being discussed but it is considered that if this alternative proposition was taken forward it is unlikely any savings would be achieved this financial year.

Potential Mitigations

- 3.10 The Council currently holds considerable capital receipts. In 2021/22 the council used revenue and capital receipts in financing its capital programme in place of internal borrowing. This saved the Council £67k in 2022/23 due to reduced capital financing (minimum review provision). Currently it looks likely that capital receipts can be used for financing, in place of borrowing, for 2023/24. It is currently considering applying those receipts to mitigate some of the current revenue capital financing costs. If this is the case, it will save the Council approximately £410k over the remaining period of the current MTFS (2023/24 to 2026/27). This will be reported on further as part of the Quarter 2 monitoring.

Budget Setting

- 3.11 The Council has started its budget preparations for 2023/24 and subsequent years. As part of this process, as well as addressing future costs, officers are considering what savings or income generation opportunities exist to help mitigate the current in-year budget pressures. This will be reported further as part of the Quarter 2 financial performance monitoring.

Reserves

- 3.12 Inevitably as the Council progresses through any year its use of reserves will flex depending on:
- the macro and micro economic climate that the Council finds itself, and
 - along with its need to meet its corporate priorities and statutory obligations.
- 3.13 As required by the Reserves Strategy, considering the 2022/23 forecast overspend of the revenue budget, Cabinet is asked to note that through the active management of reserves that the General Fund (Unallocated) Reserve is maintained at 20%, the approved minimum level of reserves.
- 3.14 Further, members will recall that when the budget was set in February, no contribution from reserves was needed. With the various budget changes noted within this report, including the additional pay award, there is now a “budget gap” of £1m (**Appendix 3**). At the 31st March 2022, the Council had revenue reserves totalling £15.7m; however not all these reserves are useable and these are shown in **Appendix 4**. Of these reserves, £6.1m are potentially useable and sufficient to meet the in-year pressure.
- 3.15 However, in a “worst-case scenario” i.e. the Council took no action to address the current £1m budget pressure; it is currently estimated that the pressure would exceed £7m over the medium-term financial strategy (**Appendix 5**). If this is adjusted through reserves, this shows that the Council will have totally depleted its usable reserves during 2026/27 and thus would not meet the budget principle agreed by Cabinet (November 2021):

To ensure that over the medium term, financial sustainability can be achieved.

Capital Programme

- 3.16 The Capital Programme for **2022/23** totals £11.1m, of which £7.9m was brought forward from previous years and £3.2m is in respect of new initiatives for 2022/23. The forecast outturn is in line with budget. A summary variance analysis is shown in **Table 2**, and a detailed analysis, with associated commentary, is shown in **Appendix 6**.

Summary of 2022/23 Capital Budget Variance Greater than £25,000					Table 2
Service	Updated Budget £000	Forecast Outturn £000	Variance		Commentary
			£000	%	
Capital Projects	11,090	11,090	0	0%	forecast as on budget

Disposal of Land at Naseby Square, Market Harborough

- 3.17 The Council completed on the sale of land at Naseby Square to Platform Housing Group, a social housing provider, on the 25th April 2022 for £1.4m. After the setting off of known costs when the Council was looking to self-develop and the more recent costs of disposal, the net capital receipt is 259k. A detailed analysis is shown in **Appendix 7**.

4. Implications of Decisions

4.1. Corporate Priorities

The contents of this report are evidence of how the Council monitors issues that may affect the delivery of its Corporate Priorities.

4.2. Financial

This report gives the outturn position for the Council's 2022/23 revenue and capital budgets.

4.3. Legal

The Council is legally required to set and manage a balanced budget.

4.4. Policy

No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

No environmental issues arise directly from this report.

4.6. Risk Management

It is important to monitor the position against budget in order to ensure any issues can be addressed appropriately and in a timely manner.

4.7. Equalities Impact

No equalities issues arise directly from this report.

4.8. Data Protection

No data protection issues arise directly from this report.

5. Summary of Consultation and Outcome

Consultation has been undertaken with the Portfolio Holder.

6. Alternative Options Considered

Not applicable.

7. Background papers

None.

Summary Revenue Budgets and Capital Programme for 2022/23 Budget and MTFS (2023/24 to 2026/27)

REVENUE					
Approved 2022/23 Budget & Medium-Term Financial Strategy (2023/24 to 2026/27)					
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Net Direct Cost of Services	11,064	10,942	11,094	11,896	12,708
Capital Financing	506	541	741	819	907
Net Expenditure	11,570	11,483	11,835	12,715	13,615
Contributions to/(from) Reserves					
- General Reserves	0	0	0	(551)	(1,962)
- Earmarked Reserves	1,428	(1,451)	(725)	(804)	(31)
	1,428	(1,451)	(725)	(1,355)	(1,993)
Budget Requirement	12,998	10,032	11,110	11,360	11,622
Total Grants	(6,344)	(3,020)	(3,749)	(3,675)	(3,601)
Council Tax Requirement	6,654	7,012	7,361	7,685	8,021

CAPITAL PROGRAMME					
Approved 2022/23 Budget & Medium-Term Financial Strategy (2023/24 to 2026/27)					
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Capital Projects					
CCTV	20	20	20	20	20
Harborough Innovation Centre	20	20	20	20	20
Housing & Homelessness Schemes	650	0	0	0	0
Lightbulb (Disabled Facilities Grants) & Other Social Services	420	420	420	420	420
Leisure, Open Spaces & Play	2,886	3,600	3,100	1,000	150
Corporate Buildings	222	375	1,000	5,000	0
Car Parks & Similar Facilities	90	400	400	0	0
Economic Development	0	0	0	0	0
Capital Works-S.106	250	250	250	250	250
ICT & Transformation	2,205	175	0	0	0
Total	6,763	5,260	5,210	6,710	860
Sources of Finance					
External Funding & Grants	1,626	1,820	3,328	1,270	720
Capital Receipts	3,926	500	450	50	50
Service Charges	6	6	6	6	6
Direct Revenue Financing	630	100	0	0	0
Unsupported Borrowing (MRP)	575	2,834	1,426	5,384	84
Total	6,763	5,260	5,210	6,710	860

2022/23 Revenue Forecast Outturn and Variance Analysis by Portfolio & Director Service Categorisation	Appendix 2
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2021/22 Outturn	Service Analysis - BY PORTFOLIO	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
3,007	Finance	2,353	0	136	2,489	2,562	73	3%
4,218	Planning, Environment & Waste	4,986	0	190	5,176	5,322	146	2.8%
890	Wellbeing, Communities & Housing	1,270	0	40	1,310	1,287	(23)	-1.8%
588	Strategy (aka Planning & Regeneration)	670	0	32	702	734	32	4.6%
2,652	Corporate & Regulatory Services	1,785	0	62	1,847	2,727	880	47.6%
11,355	Net Direct Cost of Services	11,064	0	460	11,524	12,632	1,108	9.6%
452	Capital Financing	506	0	0	506	439	(67)	-13.2%
11,807	Net Expenditure	11,570	0	460	12,030	13,071	1,041	8.7%

2021/22 Outturn	Service Analysis - BY DIRECTOR	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
1,532	Interim Chief Executive	2,196	0	108	2,304	2,259	(45)	-2%
3,104	Interim Deputy Chief Executive (Finance, ICT & Assets)	2,439	0	122	2,561	3,295	734	28.7%
1,275	Governance	0	0	0	0	0	0	0.0%
5,433	Communities	5,924	0	40	5,964	6,250	286	4.8%
11	Planning	505	0	190	695	828	133	19.1%
11,355	Net Direct Cost of Services	11,064	0	460	11,524	12,632	1,108	9.6%
452	Capital Financing	506	0	0	506	439	(67)	-13.2%
11,807	Net Expenditure	11,570	0	460	12,030	13,071	1,041	8.7%

2021/22 Outturn	Reconciliation to Council Tax Requirement	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
11,807	Net Expenditure	11,570	0	460	12,030	13,071	1,041	8.7%
	Contributions to/(from) Reserves							
(1,636)	- General Reserves	0	0	0	0	(1,041)	(1,041)	0.0%
3,577	- Earmarked Reserves	1,428	0	(460)	968	968	0	0.0%
1,941		1,428	0	(460)	968	(73)	(1,041)	-107.5%
13,748	Budget Requirement	12,998	0	0	12,998	12,998	0	0.0%
(7,459)	Corporate Funding & Grants	(6,344)	0	0	(6,344)	(6,344)	0	0.0%
6,289	Council Tax Requirement	6,654	0	0	6,654	6,654	0	0.0%

Original Budget £000	2022/23 Reserve Movements		Appendix 2 (continued)			
		Updated Actuals 31.03.22 £000		Updated Budget £000		Forecast Outturn £000
	> General Fund (Unallocated) Reserve					
2,741	b/f	2,361		2,361		2,361
0	Cont from/(to) Services	0		0		(1,041)
(450)	Cont from/(to) Budget Surplus Reserve	(70)		(70)		1,294
2,291	c/f	2,291		2,291		2,614
11,570	Net Expenditure	11,570		11,570		13,071
(117)	- CV19 adjustment 1 - Earmarked Res	(117)		(117)		
11,453	Min Level Reserves	11,453		11,453		
2,291		2,291		2,291		2,614
Yes		Yes		Yes		Yes
	> Earmarked Reserves					
	Budget Surplus Reserve					
0	b/f	0		0		0
450	Cont from/(to) General Fund	70		70		(1,294)
(451)	Cont from/(to) Earmarked Reserves	(451)	380	(71)		1,293
(1)	c/f	(381)		(1)		(1)
	CV19 Internal Recovery Reserve					
7,825	b/f	4,171		4,171		4,171
(4,935)	Cont from/(to) Services	(4,935)		(4,935)		(4,935)
(733)	Cont from/(to) Corp Funding & Grants	(733)		(733)		(733)
0	Cont from/(to) Earmarked Reserves	0		0		0
2,157	c/f	(1,497)		(1,497)		(1,497)
	Projects, Risk & Smoothing Reserve					
691	b/f	1,051		1,051		1,051
300	Cont from/(to) Services	300		300		300
2,278	Cont from/(to) Corp Funding & Grants	2,278		2,278		2,278
451	Cont from/(to) Budget Surplus Earmarked Reserve	451	(380)	71		71
75	Cont from/(to) Earmarked Reserves	75		75		75
3,795	c/f	4,155		3,775		3,775
	Capital & Contract Reserve					
748	b/f	1,888		1,888		1,888
0	Cont from/(to) Budget Surplus Earmarked Reserve	0		0		0
0	Cont from/(to) Services	0	(460)	(460)	(460)	(460)
748	c/f	1,888		1,428		1,428
	Transformation Reserve					
2,067	b/f	1,837		1,837		1,837
(1,000)	Cont from/(to) Earmarked Reserves	(1,000)		(1,000)		(1,000)
1,067	c/f	837		837		837
	Community, Economic & Infrastructure Reserve					
1,447	b/f	1,447		1,447		1,447
425	Cont from/(to) Earmarked Reserves	425		425		425
1,872	c/f	1,872		1,872		1,872
	Commercial Investment Reserve					
2,357	b/f	2,934		2,934		2,934
500	Cont from/(to) Earmarked Reserves	500		500		500
2,857	c/f	3,434		3,434		3,434

Commentary on 2022/23 Budget Variances Greater than £25,000, by Director Service Categorisation		Appendix 3	
Service	Directorate Variance £000	Detailed Service Variance	
		£000	Commentary
Interim Chief Executive Land Charges Deputy Chief Executive Provision for Utilities inflation Cumulative variances less than £25k	(45)	(48) (36) 41 (2)	£48k payment from HM Land Registry for moving land charges register. Nearly 3 months of salary savings until interim appointment of Director: Finance, ICT & Assets to post until end of December 2022, assuming Deputy returns to post from January 2023. Market Hall and Harborough Innovation Centre
Interim Deputy Chief Executive (Finance, ICT & Assets) Finance Services IT Services Director: Finance, ICT & Assets) Corporate Savings - pay increase Corporate Savings - other savings Provision for Utilities inflation Cumulative variances less than £25k	734	80 51 (49) 317 396 45 (106)	Initial delays in new financial system project had a knock on effect on the planned restructure savings of £118k, now only anticipating savings for 4 months from December 2022. Unbudgeted cost of Microsoft licences less savings. Saving generated as post holder acting as Deputy Chief Executive until end of December 2022. Original budget for pay increase of 1.75% increased in line with current request of £1,925 per scale point. £304k target operating model savings will not be achieved in 2022/23, plus £47k of cross cutting savings. £45k of vacancy savings matched by vacancy savings in individual cost centres. Mostly the Symington Building
Communities Carparking - fee income Carparking - other Cumulative variances less than £25k	286	105 196 (15)	£94k down on car park fee income, £15k down on permits less increase in electric vehicle charging income of £4k. £176k Sainsburys profit share plus increased expenses including £6k inflation.
Planning Development Control Cumulative variances less than £25k	133	141 (8)	£94k shared service not proceeded with, £39k down on income, plus other smaller overspends.
Finance & Assets: Capital Financing Cumulative variances less than £25k	(67)	(67)	Minimum Revenue Provision (MRP) saving.
Net Expenditure	1,041	1,041	

General Fund Reserves, 31 st March 2022				Appendix 4
Reserve	Balance (£m)		Purpose	Useable / Unusable
General Fund (Unallocated Reserve)	2.4		Emergency funding (20% of net expenditure)	Unusable
Earmarked Reserves	13.3			
CV19	4.2		To meet known costs relating to the Coronavirus Pandemic.	Unusable, as it is mainly TIG grant to meet current and next year Collection Fund deficits.
Projects, Risks & Smoothing	1.1		To meet known future pressures, primarily the Local Plan.	Unusable, as this is funding set-aside to meet known future costs.
Capital & Contracts	1.9		To meet known capital and revenue contract costs.	Unusable, as this is funding set-aside to meet known future costs.
Transformation	1.8		To meet costs relating to the current transformation programme.	Usable, but this would not be available to meet costs of transformation.
Community, Economic & Infrastructure	1.4		To meet potential costs relating to community etc development.	Usable, but this would not be available to meet the costs of community development.
Commercial Investment	2.9		To meet potential costs where investments will generate a return; £900k of this is potentially committed to co-fund the Levelling-Up Fund Bid.	Usable, but this would not be available to support the costs of commercial investment.
Total	15.7			

Potential Medium-Term Impact of Cost/Inflationary Pressures								Appendix 5	
	In-Year Pressures			Potential Impact if No Mitigation				Cumulative Impact over MTFS	Reasoning
	2022/23			2023/24	2024/25	2025/26	2026/27		
	Saving £000	Cost £000	Net £000						
				£000	£000	£000	£000		
Inflation									Assume increase year-on-year Assume reduce next year.
Pay	0	317	317	634	951	1,268	1,585		
Utility Bills	0	106	106	0	0	0	0		
	0	423	423	634	951	1,268	1,585	4,861	
Underachievement of Savings									Saving achieved after 9 months in 2023/24. Saving achieved after 9 months in 2023/24. Saving achieved Saving achieved after 6 months in 2024/25.
Senior Management Review (TOM)	0	304	304	228	0	0	0		
Cross Cutting Savings	0	47	47	35	0	0	0		
Vacancy Savings	(45)	45	0	0	0	0	0		
Development Management Shared Service	0	94	94	128	64	0	0		
	(45)	490	445	391	64	0	0	900	
Normal operational delivery									Impact only 2022/23 Impact only 2022/23 Impact only 2022/23 Cost will need meeting in future years Impact only 2022/23 Anticipating permanent reduction in demand Impact only 2022/23 Impact only 2022/23
Land Charges	(48)	0	(48)	0	0	0	0		
Deputy Chief Executive	(36)	0	(36)	0	0	0	0		
Finance	0	80	80	0	0	0	0		
IT Services	0	51	51	51	51	51	51		
Director: Finance etc	(49)		(49)	0	0	0	0		
Carparking (lost income)	0	301	301	301	301	301	301		
Development Management (underachievement of income)	0	47	47	0	0	0	0		
MRP saving	(67)	0	(67)	0	0	0	0		
Variances less than £25k	(129)	23	(106)	0	0	0	0		
	(329)	502	173	352	352	352	352	1,581	
Total	(374)	1,415	1,041	1,377	1,367	1,620	1,937	7,342	

2022/23 Capital Forecast Outturn and Variance Analysis									Appendix 6
Capital Projects	Original Budget	Virements & Reserve Movements	Slippage to 2023/24	Updated Budget	Actual to Quarter 1	Forecast Outturn	Variance		Commentary
	£000	£000	£000	£000	£000	£000	£000	%	
CCTV	20	0	0	20	39	20	0	0%	CCTV schemes underway
Harborough Innovation Centre	20	0	0	20	4	20	0	0%	
Housing & Homelessness Schemes	927	0	0	927	1	927	0	0%	Roman Way in planning phase. Plowmans Yard development out to tender.
Lightbulb (Disabled Facilities Grants) & Other Social Services	732	0	0	732	(113)	732	0	0%	Delivered through Lightbulb partnership and on track
Leisure, Open Spaces & Play	3,749	0	0	3,749	18	3,749	0	0%	Covers - play areas - schemes out for pricing, leisure centre maintenance, which is in commitment stage and Welland Park toilet refurbishments.
Corporate Buildings	513	125	(148)	490	6	490	0	0%	Symington Building ventilation scheme put on hold awaiting outcome of review of TSB future usage. New depot project underway - pull budget forward from future years allocations. Works to Frank Whittle monument commenced early - bring budget forward from 23/24
Car Parks & Similar Facilities	619	0	0	619	0	619	0	0%	Covers EV points at car parks plus budget b/f for the coach park
Economic Development	528	0	0	528	0	528	0	0%	Lutterworth TC Heritage Zone plan
Capital Works-S.106	1,623	0	0	1,623	678	1,623	0	0%	Community grants funded through s106 contributions
ICT & Transformation	2,382	0	0	2,382	177	2,382	0	0%	All principle projects underway (new finance and assets system, ICT transformation programme, customer call centre in-sourcing).
Total	11,113	125	(148)	11,090	810	11,090	0	0%	
Sources of Finance									
External Funding & Grants	4,000			4,000	566	4,000	0	0%	
Capital Receipts	4,054	0		4,054	177	4,054	0	0%	
Service Charges	6	0		6	4	6	0	0%	
Direct Revenue Financing	630	0		630		630	0	0%	
Unsupported Borrowing (MRP)	2,423	125	(148)	2,400	63	2,400	0	0%	
Total	11,113	125	(148)	11,090	810	11,090	0	0%	

Disposal of Land at Naseby Square, Market Harborough	Appendix 7
	£'000
Sale Proceeds	(1,400)
Planning application	18
Design and planning works	178
Legal and admin costs	8
Purchase of land at 3 Naseby Close	126
Purchase of 87 Granville Street	957
Net Book Value of land held at Newcombe Street	54
	1341
Net Surplus from Sale	(59)

Harborough District Council

Report to the Cabinet 10 October 2022



Title:	Performance: Quarter 1, 2022/23 Year
Status:	Public
Key Decision:	No
Report Author:	L. Elliott, Interim Chief Executive
Portfolio Holder:	Councillor Paul Dann, Corporate & Regulatory Services
Appendices:	A. Key Activities in Detail, End of Quarter 1 B. Strategic Performance Dashboard, End of Quarter 1

Executive Summary

- Status of all 32 Key Activities at the end of Quarter 1 of the 2022/23 year (see Appendix A for full details): 27 (84.4%) Key Activities had a status of Green. 5 (15.6%) Key Activities had Amber status. 0 (0.0%) Key Activities were classed as Red status.
- Two Key Activities were added to the Corporate Plan during Quarter 1 of the 2022/23 year:
 - KA.01.13 External maintenance works to The Symington Building and
 - KA.01.14 Refurbishment of toilets in Welland Park, Market Harborough.

Recommendation

It is recommended that the Cabinet consider and comment on the contents of this report.

Reasons for Recommendation

The Council's Performance Management Framework requires that both Scrutiny and the Cabinet have a role in monitoring the performance of the Council against its Corporate Delivery Plan.

1. Purpose of Report

To consider and comment on the contents of this report.

2. Background

Performance is monitored and reported on to Officers and Members on a quarterly basis as part of the Council's Performance Management Framework. Performance Reports are submitted to both Scrutiny and the Cabinet via quarterly reports.



3. Details

3.1 This report consists of:

- **Appendix A: Key Activities in Detail**

This appendix contains a performance summary of each of the Key Activities identified in the Corporate Delivery Plan for the 2022/23 year including a status, progress comment and next steps.

- **Appendix B: Strategic Performance Dashboard**

The Strategic Performance Dashboard consists of the Council's key performance indicators for each priority and is designed to provide an overview of how the Council is performing. The Council's Performance Management database contains information on a wider range of performance indicators including further indicators from the Corporate Delivery Plan and operational indicators. Exceptions are addressed through one-to-one Portfolio Holder meetings and the Performance Improvement Board. The status of these items is categorised as either 'Green' (on or better than the set target), 'Amber' (within a tolerance of 5% below the target) or 'Red' (5% or more below target). The Direction of Travel column indicates whether the indicator has changed status since the previous month. Direction of Travel is stated as either 'Better', 'Same' or 'Worse'.

3.2 Officers are required to provide a status of Complete, Green, Amber or Red for each Key Activity. Definitions of these are as follows:

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

3.3 Performance Summary

3.3.1 Status of Key Activities

Figure 1 below shows the status of all 32 Key Activities at the end of Quarter 1 of the 2022/23 year (see Appendix A for full details): 27 (84.4%) Key Activities had a status of Green. 5 (15.6%) Key Activities had Amber status. 0 (0.0%) Key Activities were classed as Red status.



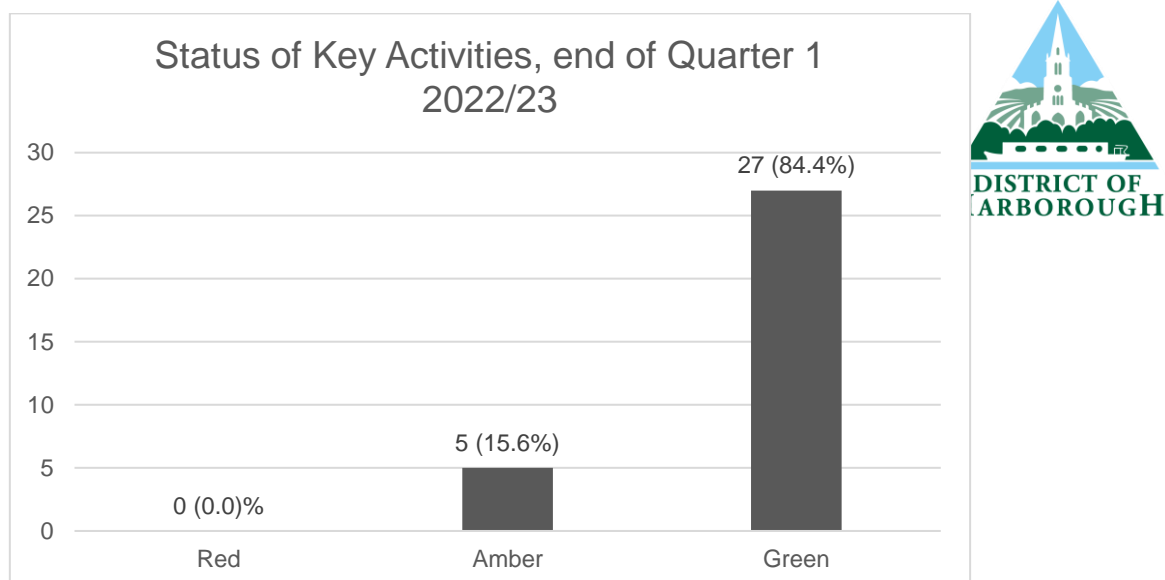


Figure 1 Status of Key Activities, End of Quarter 1 of the 2022/23 year

3.3 Exceptions

The following key performance indicators on the Strategic Performance Dashboard were Red status at the end of Quarter 1 of the 2022/23 year.

3.3.1 Number of new affordable housing completions during the year

End of Quarter 1 status = Red

Comments

37 affordable housing units were completed during Quarter 1 of the 2022/23 year. The target for the end of Quarter 1 was 45 units. The target for the 2022/23 year is 179 units. It is anticipated that completion of units will increase in subsequent Quarters and that the target for the year will be met.

3.3.2 60% of major planning applications determined within 13 weeks or other agreed time

End of Quarter 1 status = Red

Comments

During Quarter 1 of the 2022/23 year, 6 out of 11 (54.5%) major planning applications were determined on time. This reflects the general decline in Development Management performance following the BC25 led redundancies (5 FTE). Performance continues to be closely monitored, along with other risks that may impact performance (for example 2.5 FTE staff resignations June 2022).

3.3.3 Number of Interventions carried out to encourage owners of empty properties to bring them back into use/ number of properties brought back into use.

End of Quarter 4 status = Red



Comments

During Quarter 1 of the 2022/23 year no interventions were carried out. The target for the year is 35 interventions. Due to resource pressures within the team, it has been necessary to focus resources on the statutory services.



4. Implications of Decisions

4.1. Corporate Priorities

The contents of this report are evidence of how the Council has performed in meeting its Corporate Priorities.

4.2. Financial

No financial issues arise directly from this report.

4.3. Legal

No legal issues arise directly from this report.

4.4. Policy

No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

No environmental issues arise directly from this report.

4.6. Risk Management

Risks are managed alongside performance through the Council's Performance Management database. Risk reports are provided to the Cabinet at regular intervals during each year.

4.7. Equalities Impact

Equality actions are identified as part of the Business Planning Process and are captured where relevant for each Key Activity.

4.8. Data Protection

No data protection issues arise directly from this report.

5. Summary of Consultation and Outcome

At its meeting on 15 September 2022, the Performance Scrutiny Panel will consider the contents of this report.

6. Alternative Options Considered





Not applicable.

7. Background papers


- Corporate Plan.
- Performance Management Framework.





Key Activity Quarterly Report (Quarter 1, 2022/23)


Action Status Key	
	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 1: Community leadership to create a sense of pride and wellbeing

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.01 Improve and enhance the future delivery of Customer Services		- Project remains on-track in line with the project plan.	- Build and implementation of the new contact centre. - Undertake staff training.	Customer Services and Engagement	Corporate


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.02 Increase the digitalisation of services		- Work is continuing to build and implement online services for our customers.	- Start the development of online licensing forms within Netcall. Monitor/review current/new online forms through customer feedback. Continue with the re-engineering and redesign of the Council's website.	Customer Services and Engagement	Corporate


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.03 To ensure effective Strategic Communications across the District to keep residents informed of Council services and Key Activities		<ul style="list-style-type: none"> - Key news and updates are shared with stakeholders via the Council's communication channels in a timely, accurate and engaging way and links with partners and local media continue to help us to widen our reach to residents across the Harborough District. 	<ul style="list-style-type: none"> - Continue to deliver high-quality communication activities for key projects and initiatives, and in support of service areas and corporate plan priorities, across the Council's communication channels to stakeholders. - Corporate Communications Strategy update in progress, to be completed by September 2022. - Engagement Strategy draft in progress, to be completed by September 2022. 	Communications	Strategy


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.04 Investment in community facilities through the Section 106 process		<ul style="list-style-type: none"> - £486,238.32 allocated to community facilities and open space facilities. - The status of this activity is 'Amber' since and up- to-date balance sheet has not been provided to the Grants Officer since January 2022. 	<ul style="list-style-type: none"> - 2023 contributions are at risk since balances have not been provided to parishes. 	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.05 To prevent crime, tackle antisocial behaviour and support vulnerable victims		<ul style="list-style-type: none"> - Lighter Nights/Respect and Tolerate Campaigns run in April/ May 2022. - Community Safety Partnership road shows were held in secondary schools during March 	<ul style="list-style-type: none"> - Run the Safer Summer campaign through July/August 2022, including Safer Summer Days in Market Harborough and 	Community Partnerships	Wellbeing


		<p>and April 2022.</p> <ul style="list-style-type: none"> - Public Spaces Protection Orders (PSPOs) for Psychoactive Substances were advertised on waste vehicles. - Social Media Campaigns on Promoted Knife Crime Education were offered. - Joint FATAL Four Operation on Springfield Street, Market Harborough took place in May 2022. - A Stakeholder event was held at the Harborough Innovation Centre during May 2022. - A Safer Summer Campaign was launched in June 2022. - Increased use of Community Protection Notices (CPNs) for Cannabis smells. 	<p>Lutterworth.</p> <ul style="list-style-type: none"> - Run Anti-social Behaviour (ASB) Awareness Week with diversionary activities at open spaces in the District where ASB has historically occurred. - Continue work towards Domestic Abuse Housing Alliance (DAHA) accreditation. - Continue to issue newsletters to schools each term. 		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.06 Review and implement any emerging issues that come from government policies		- There were no relevant emerging issues from government policies in Quarter 1 of the 2022/23 year.	- Continue to proactively monitor any relevant emerging issues.	Legal and Democratic Services	Corporate

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.07 Implementation and monitoring of the adopted Harborough Local Plan (2011-2031)		- Continued support for implementation and ongoing monitoring of the adopted Local Plan.	- 2021-22 Housing and employment monitoring. Preparation of the five-year housing land supply position.	Strategic Planning	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.08 Planning decisions and planning enforcement are maintained in line with the adopted Harborough Local Plan (2011-2031)		- Planning application decision time has declined over the past quarter and year. There has been a high level of staff resignations (2.5 FTE) and one long-term absence (1 FTE) from June 2022. These resignations become vacancies by September 2022 and, if not filled in the interim, there is a very high risk and strong likelihood that the decline in performance will accelerate.	- Continue to monitor planning application performance. Recruit to vacant posts.	Development Management	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.09 Continue the preparation of the next Local Plan, ensuring that design codes are developed to shape the District in line with our place-shaping ambitions		- Local Development Scheme revision published. - Strategic Housing and Economic Land Availability Assessment (SHELAA) is in progress.	- Completion and publication of the SHELAA.	Strategic Planning	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.10 Planning Obligations Policy preparation and ongoing monitoring		- Planning Obligations Supplementary Planning Document (SPD) is now adopted and published. Monitoring continues.	- Support colleagues in the implementation of the Planning Obligation SPD. Further round of recruitment to seek to fill the current vacancy in order to further progress monitoring work.	Strategic Planning	Planning

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.11 Continue the programme of review of the Council's conservation areas and preparation of the Local List		- Bitteswell Conservation Area review is in progress. Next tranche of the Local List	- Completion of Bitteswell Conservation Area Review	Strategic Planning	Planning



of Heritage Assets		designations are being prepared prior to consideration by the Panel prior to seeking approval for public consultation.	and second Tranche of the Local List prior to public consultation in the Autumn.		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.12 Support the preparation of Neighbourhood Plans		<ul style="list-style-type: none"> - Leire Neighbourhood Plan referendum was held on 12 May 2022. - East Langton Review Examination took place between 31 March 2022 and 30 June 2022. - Dunton Bassett Examination started on 8 June 2022. - Kibworth Review Examination: examiner appointed on 11 July 2022. - Tugby and Keythorpe Examination took place between 3 May 2022 to 29 June 2022. 	<ul style="list-style-type: none"> - East Langton Review Referendum date provisionally agreed as 27 October 2022. - Hold Dunton Bassett Referendum. - Hold Kibworth Review Referendum. - Hold Tugby and Keythorpe Referendum (provisional date: 27 October 2022). - Support Plans as they progress: Medbourne Review, Houghton Review, Lubenham Review, Lutterworth start (all dates TBC). 	Strategic Planning	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.13 External maintenance works to The Symington Building		<ul style="list-style-type: none"> - Contract administration, Principal designer / CDM (construction design and management) advisor appointed. - Contractor has been appointed through the Scape framework. Surveys have been carried out by sub-contractors to be able to supply fixed costs, as the budget cost was provided 	<ul style="list-style-type: none"> - Fixed costs to be received and agreed along with a programme of work. 	Property Team	Finance


		over a year ago.			
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.14 Refurbishment of toilets in Welland Park, Market Harborough		<ul style="list-style-type: none"> - A bid was submitted and has been approved for funding towards the refurbishment of the toilets to include for Changing Places Toilets (fully accessible toilets) with no net loss to the existing provision. - Grant funding from changing places toilets bid has been approved (£88k), Section 106 funding approved (£)100k, Capital funding approved (£122k). - The appointed contractor has been to site to carry out various surveys. Consultation has been carried out with the Equality & Diversity Officer and relevant people who have provided an input from a user/ practical point of view. - The revised layout has been submitted to the Changing Places team for consideration and approval. - It is envisaged that, due to lead in times and school holidays, the work on site will be programmed for the end of the summer break although this still needs to be confirmed to ensure that requirements around S106 are met. 	<ul style="list-style-type: none"> - Approval of the proposed layout from Changing places team. - Finalise fixed costs for the proposed work. - Finalise programme of work. 	Property Team	Finance

Council Priority 2: Promoting health and wellbeing and encouraging healthy life choices


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.01 Provide support for the most vulnerable in our communities, ensuring that they have suitable accommodation to safeguard them from harm and we provide high-quality help and advice on housing options		<ul style="list-style-type: none"> - A contractor has been appointed to Improve our temporary accommodation units at Plowman's Yard (ongoing). - Two households assisted to move with Homelessness Prevention Fund. - Two Housing Options Officers have been appointed to enable households to receive tailored housing options advice - An Application for Funding has been approved through the Housing Advisors Programme at LGA. The funding is to develop a more active and structured approach to increasing single person Housing provision. Work on the project has commenced with the appointment of the lead consultant and will be ongoing through the year. 	<ul style="list-style-type: none"> - Complete fire safety audit recommendations. - Provide extensive training to the Housing Options Officer. 	Community Partnerships	Wellbeing
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.02 Agree and implement the Young Persons Strategy		<ul style="list-style-type: none"> - The Young Persons Opportunity Plan and Action Plan was drafted ready for Scrutiny in July 2022. - The Young Persons Officer delivered the Jubilee school arts project. - The Young persons Officer facilitated Community Safety Partnership (CSP) 	<ul style="list-style-type: none"> - The draft Young Persons Opportunity Plan and Action Plan to be considered by Scrutiny in July 2022. 	Community Partnerships	Wellbeing


		roadshows in secondary schools.			
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.03 Implement a Health and Wellbeing Strategy that will empower people to take action to improve health and wellbeing for themselves and others through providing effective, timely and appropriate support where it is needed		<ul style="list-style-type: none"> - The Health and Wellbeing Strategy was taken to Scrutiny on 30 June 2022. Following Scrutiny, the Cabinet will consider the Strategy. - The Strategy aims to work with communities and build a future for the people of Harborough District that gives them the best life chances and opportunities through: community leadership to create a sense of pride in our place, promoting health and wellbeing and encouraging healthy life choices, creating a sustainable environment to protect future generations, and supporting residents and businesses to deliver a prosperous local economy. 	<ul style="list-style-type: none"> - The Strategy will go to cabinet in the Autumn of 2022. - Staff will continue to work through the associated action plan. 	Community Partnerships	Wellbeing

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.04 Review the current leisure services provisions and service delivery options for the future, including preparations for any new contractual arrangements		<ul style="list-style-type: none"> - The existing contract with Sports and Leisure Management (SLM) for operation of Harborough Leisure Centre and Lutterworth Leisure Centre ends in March 2024. We have appointed the Sport, Leisure and Culture Consultancy (SLC) to provide support with the overall programme of procuring these services. Through SLC we have undertaken direct engagement with the leisure operator market in order to better understand: 	<ul style="list-style-type: none"> - Development of SLC Shadow Bid to test contract value and affordability. - Development of Procurement Strategy key considerations briefing paper. - Project Team Workshop on Procurement Strategy. - Procurement Strategy to be 	Community Partnerships	Wellbeing


		<ul style="list-style-type: none"> • The level of interest of leisure operators in the Council's services, including those facilities that are within the scope of the existing contract with SLM. • How comfortable leisure operators are with extending the reach and impact of the services beyond core facilities through outreach programmes designed to help tackle inactivity and health inequalities in the wider community. • Leisure operators' current thinking on contract length and future risk share in terms of maintenance, utilities, and commercial risk linked to Covid recovery. • Whether leisure investment will make to contract more attractive. • Any other financial considerations that would make the opportunity more or less attractive to leisure operators. • Any issues, concerns or risks that might prevent leisure operators from participating in a future tender process. 	considered by Cabinet in September 2022.		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.05 Implement measures to improve the living accommodation within the District		- During Quarter 1 of the 2022/23 year 37 rented housing units were completed.	- Continue monitoring affordable housing unit delivery and work closely partner organisations.	Strategic Planning	Wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.06 Delivery of the agreed objectives of the Armed Forces Covenant		<p>- Current activity to sustain the Armed Forces Covenant is assessed as Green.</p> <p>- In Quarter 1 a new Armed Forces Officer (AFO) was appointed who is determining priorities for the next 6 to 12 months. Widespread engagement with local veterans' groups, charities, reserve organisations and other AFOs from across the region is helping to inform the setting of priorities.</p>	<p>- Plans for Quarter 2 include reviewing the Central Government guidance on the implementation of the Armed Forces Covenant Duty, which is due to be implemented in the Autumn. This includes specifically understanding what the implications are for the Council. Guidance is due to be published in the summer but no clearer date has been provided.</p> <p>- Plans will be set in motion in during Quarter 2 to create a monthly Lutterworth Wellness Hub for veterans from October, building on the development of the extant Veterans Drop-In Centre over the past four months. This is supported by funding from the Armed Forces Covenant Trust.</p>	Legal and Democratic Services	Corporate


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.07 Provision of a sustainable 24-hour Lifeline Service		- Customer numbers are recovering to pre-pandemic levels. Budgets forecast achievement of targets.	- Continue marketing of service.	Commissioning and Lifeline	Wellbeing


Council Priority 3: Community leadership to create a sense of pride and wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.01 Reduce environmental crime through promoting a cleaner, greener environment using education and enforcement		- We continue our three-year success with reducing fly-tipping in the District through patrols, campaigns and enforcement. The Tip Off campaign, along with other campaigns has been, and continues to be, very successful in driving fly tippers out of the District.	- Continue the work on our successful campaigns. - Develop new campaigns for this year to include: dog fouling and littering etc.	Environmental Services and Health & Safety	Regulatory

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.02 Prepare for re-procurement of the Environmental Services contract, ensuring that any new requirements from government are included in the specifications		- Project not started yet.	- TBC.	Environmental Services and Health & Safety	Regulatory

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.03 Produce a Welland Park Strategy and further develop a 10-year strategy for the use of all Council-owned parks and green spaces		- Part of the changes, agreed during the BC25 process, have been implemented. - The first stage of consultation has taken place.	- Draft the Strategy, in line with consultation and engagement.	Environmental Services and Health & Safety	Regulatory

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.04 Provide effective local air quality management		<ul style="list-style-type: none"> - The Annual Status Report has been developed and the draft submitted to DEFRA with the final report to be submitted following sign off. - We are progressing with the implementation of the successful grant funding for particulate monitoring. We are working with North West Leicestershire District Council and have purchased additional monitoring equipment and provisionally identified a site for the monitor to be placed. A communication plan has been developed and we are currently drafting a questionnaire. 	<ul style="list-style-type: none"> - Confirm the study location and send out initial questionnaires. 	Regulatory Services	Regulatory

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.05 All Council activities will work towards being carbon neutral by 2030		<ul style="list-style-type: none"> - The Climate Officer Group continues to meet and have a series of actions underway, including new electric vehicle charge points. 	<ul style="list-style-type: none"> - A draft report on the Climate emergency action Plan will be prepared by September 2022. 	Regulatory Services	Regulatory


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.06 Provide domestic energy efficiency advice and measures in partnership with external organisations and encourage households to participate in the Council's Collective Switching and Solar Together initiatives		<ul style="list-style-type: none"> - Collective switching has halted due to issues in the energy market. Solar together reached 1,500 registrants with around 200 accepting offers so far. - 128 energy efficiency measures were completed under ECO3. 77 properties are being improved under LADS2. 	<ul style="list-style-type: none"> - LAD2 properties to be completed by end of October 2022. - Installations of solar together start in October 2022. - ECO4 flexible eligibility is due to be signed off in September 	Regulatory Services	Regulatory



			2022.		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.07 Develop and implement a Rural Strategy for the District		- Development of the Rural Strategy is on track. A draft Strategy was considered by the Communities Scrutiny Panel on 28 July 2022.	- The draft Rural Strategy is due to be considered by the Cabinet on 10 October 2022.	Community Partnerships	Wellbeing

Council Priority 1: Community leadership to create a sense of pride and wellbeing





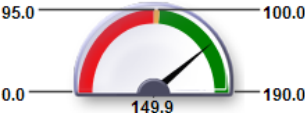








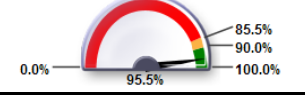

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.01 Ensure that Harborough District's towns, villages and rural areas remain attractive and vibrant places to live, work invest and visit		<ul style="list-style-type: none"> - Finalised the Town Centre Masterplan for Market Harborough, which was approved by Council in June 2022. - Launched new promotional video promoting tourism within Harborough District in April 2022. 	<ul style="list-style-type: none"> - Submit a bid to the Government's Levelling Up Funding for Market Harborough Town Centre and develop plans for the UK Shared Prosperity Fund to support the District's towns, villages and rural areas. - Develop implementation plans for both Market Harborough and Lutterworth Town Centre Masterplans. 	Economic Development	Finance

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.02 Ensure that we support new and existing businesses with Harborough District to be as successful as they can be		- Continued to evolve and develop the support and facility offer at the Harborough Innovation Centre to meet the needs of businesses, which resulted in occupancy rates of over 85%, (up from 48% during the Covid pandemic).	- Develop plans for the UK Shared Prosperity Fund to support new and existing businesses within Harborough District.	Economic Development	Finance

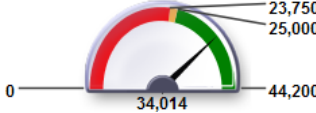

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.03 Ensure that Harborough District residents (particularly young people), can gain access to the education, training, and skills they require to obtain high-quality employment and careers to help them meet their potential and live a fulfilling life		- Worked in partnership with the Job Centre Plus and other partners to deliver monthly Job Club events in Lutterworth and the first Market Harborough Job Fair in April 2022. Work has also focussed on helping Ukrainian nationals who are living in the District to find employment.	- Develop plans for the UK Shared Prosperity Fund to support District residents gaining skills and employment.	Economic Development	Finance
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.04 Review and revise the Economic Development Strategy to ensure it is fit for purpose in the current climate		- Work has been undertaken to assess the current position of Harborough District post-Covid and in the context of the Government's Levelling Up agenda.	- Commence detailed work to review and develop a new Economic Development Strategy for the District.	Economic Development	Finance

Strategic Performance Dashboard



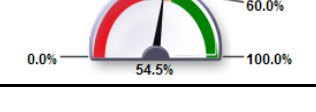
Council Priority: Community Leadership to create a sense of pride in our place

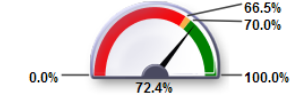

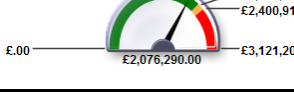
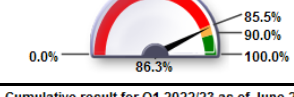
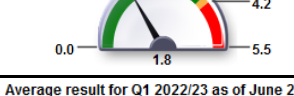
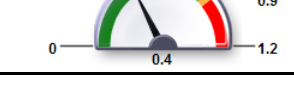
KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
SP 01 Number of new affordable housing completions during the year		37.0	45.0	<p>Q1 2022/23 result</p> 		37 affordable housing units were completed during Quarter 1 of the 2022/23 year. The target for the end of Quarter 1 was 45 units. The target for the end of the year is 179 units.
SP 02 Supply of ready to develop housing sites in forthcoming five year period compared to requirement (achievement of five-year land supply)		149.9	100.0	<p>March 2021 result</p> 		Data for this indicator was last calculated on 31 March 2021. At this time a 149.9% (7.49 years) supply was available. Note: the calculation as at 31 March 2022 is expected to be available during Quarter 2 of the 2022/23 year.
CCS 05 Reducing avoidable contact		0%	8%	<p>Average result for Q1 2022/23 as of June 2022</p> 		During Quarter 1 of the 2022/23 year, an average of 0% avoidable contact was recorded (8% better than the target of 8%).
HS 07 Number of Repeat Homelessness Acceptances		0	0	<p>Q1 2022/23 result</p> 		During Quarter 1 of the 2022/23 year there were zero instances of repeat homelessness.
COR 01 Stage 1 and Stage 2 complaints responded to within 20 working days (%)		95.5%	90.0%	<p>Cumulative result for Q1 2022/23 as of June 2022</p> 		During Quarter 1 of the 2022/23 year, 95.5% (42 out of 44) of corporate complaints were responded to within the target time of 20 working days.

Council Priority: Promoting health and wellbeing and encouraging healthy life choices

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
CP 11 Number of attendances at sport and physical activities	✓	34,014	25,000	<p>Q4 2021/22 result</p> 	↑	Data for this indicator is reported twice per year (at the half-year and end-of-year positions). The first data for the 2022/23 year will be reported at the end of Quarter 2. The result shown here is for the end of Quarter 4 of the 2021/22 year.
RS 16 Average number of weeks taken to complete Disabled Facilities adaptations	✓	17	20	<p>Q1 2022/23 result</p> 	↑	During Quarter 1 of the 2022/23 year, Disabled Facilities Adaptions were completed within an average of 17 weeks (2 weeks better than the target of 19 weeks).

Council Priority: creating a sustainable environment to protect future generations

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
CON 10 Levels of Litter and Detritus (% of sites are Grade B or better)	✓	89.6%	88%	<p>Q1 2022/23 result</p> 	↑	At the end of Quarter 1 of the 2022/23 year, 89.6% of the District (112 out of 125 sites) was Grade B or better level of litter or detritus.
CON 14 Average number of working days to respond to reports of fly-tipping (days)	✓	2.13	5.00	<p>Q1 2022/23 result</p> 	↑	At the end of Quarter 1 of the 2022/23 year, reports of fly-tipping were responded to within an average of 2.1 days (2.9 days better than the target of 5 days).
DM 01 60% of major applications determined within 13 weeks or other agreed time	✗	54.5%	60.0%	<p>Cumulative result for Q1 2022/23 as of July 2022</p> 	↓	At the end of Quarter 1 of the 2022/23 year, 54.5% (6 out of 11) of Major Planning applications had been determined within 13 weeks or other agreed time. The result was 5.5% short of the 60% target.

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
DM 02 Percentage of minor and other applications determined within 8 weeks or other agreed time	✓	72.4%	70.0%	Cumulative result for Q1 2022/23 as of June 2022 	↓	At the end of Quarter 1 of the 2022/23 year, 72.4% (181 out of 250) of minor and other planning applications had been determined within 8 weeks or other agreed time.
DM 07 Less than 10% of major decisions allowed at appeal	✓	0.0%	10.0%	Cumulative result for Q1 2022/23 as of July 2022 	→	At the end of Quarter 1 of the 2022/23 year, zero major planning applications appeals had been allowed.
FS 02 Establishment and Agency costs are kept within agreed revised budget	✓	£2,076,290.00	£2,286,582.00	Cumulative result for Q1 2022/23 as of June 2022 	↑	The target for the end of Quarter 1 of the 2021/22 year was ≤£2,286,582. The value achieved of £2,076,290 was 9.2% better than target. The total budget for the 2022/23 year is £9,528,733.
FS 03 90% of payments to creditors within 30 days	⚠	86.3%	90.0%	Cumulative result for Q1 2022/23 as of June 2022 	↓	At the end of Quarter 1 of the 2022/23 year, 86.3% (843 out of 977) of payments to creditors were made within 30 days. The value achieved was 3.7% short of the target of 90%.
HR 02 Percentage staff turnover (%)	✓	1.8	4.0	Cumulative result for Q1 2022/23 as of June 2022 	↑	At the end of Quarter 1 of the 2022/23 year, staff turnover was 1.8%. The average number of employees during Quarter 1 was 189. The target staff turnover for the 2022/23 year is ≤16.
HR 03.1 Working days lost due to Sickness Absence (short-term only)	✓	0.4	0.9	Average result for Q1 2022/23 as of June 2022 	↓	At the end of Quarter 1 of the 2022/23 year 0.4 days per FTE had been lost due to short-term sickness (0.5 days better than the target of 0.9 days).

Council Priority: supporting businesses and residents to deliver a prosperous local economy

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
ED 08.1 Market Harborough Footfall	✓	1,737,879	480,000		↑	At the end of Quarter 1 of the 2022/23 year, footfall in Market Harborough was recorded as 1,737,879 (262.1% ahead of the target of 480,000).
ED 08.2 Lutterworth Footfall	⚠	378,049	390,000		↑	At the end of Quarter 1 of the 2022/23 year, footfall in Lutterworth was measured at 378,049 (3.2% short of the target of 390,000).
RS 14 Number of interventions carried out to encourage owners of empty properties to bring them back into use/ number of properties brought back into use	✗	0	8.75		↓	During Quarter 1 of the 2022/23 year, zero interventions were carried out to encourage owners of empty properties to bring them back into use. The target for the 2022/23 year is 35 interventions.
RB 01 In-Year Council Tax Collection Rate of 98.4%	⚠	29.2%	29.9%		↓	At the end of Quarter 1 of the 2022/23 year, 29.2% of Council Tax had been collected. (0.7% short of target).
RB 02 Achieve an average time of 19 days to process new benefit claims	✓	14.9	20.3		↓	During Quarter 1 of the 2022/23 year, new Benefit claims were processed within an average of 14.9 days (4.1 days better than the target of 19 days).

Errata

- Item 5: Performance: Quarter 1, 2022/23 Year

Following the publication of the agenda for the Council's Cabinet meeting on 12th September 2022, the Cabinet meeting was postponed due to the mourning period of the passing of Queen Elizabeth II. Subsequently, the Council has made a correction to the Performance Report which is now Item 5 on the agenda for the Council's Cabinet meeting on 10th October 2022. The correction has been made to set out the reasoning for the decline in performance within Development Management.

The Performance Report enclosed with the agenda for the Council's Cabinet meeting on 10th October 2022 incorporates the changes set out below;

3.3.2 60% of major planning applications determined within 13 weeks or other agreed time

End of Quarter 1 status = Red

Comments

During Quarter 1 of the 2022/23 year, 6 out of 11 (54.5%) major planning applications were determined on time. Since the start of the year 2.5 FTE posts have become vacant; however, active recruitment is now underway and by November the service will only be 0.5 FTE short of full establishment. From November, it is expected that performance will improve. Performance will of course be closely monitored.

Impact on Scrutiny Performance Panel reporting

None, the Scrutiny report had the correct wording.

LIZ ELLIOTT
INTERIM CHIEF EXECUTIVE & HEAD OF PAID SERVICE

Contact Officer: Naomi Kwasa
Email: n.kwasa@harborough.gov.uk

Harborough District Council

Report to the Cabinet Meeting of 10 October 2022



Title:	Corporate Risk and Opportunity Management: Quarter 1, 2022/23
Status:	Public
Key Decision:	N/A
Report Author:	L. Elliott, Interim Chief Executive
Portfolio Holder:	Councillor Paul Dann, Corporate & Regulatory Services
Appendices:	Appendix A Corporate Risk and Opportunity Register Appendix B Risk and Opportunity Movement Appendix C Risk and Opportunity Residual Scoring Distribution Appendix D Risk and Opportunity Scoring Criteria

Executive Summary

At the end of Quarter 1 of the 2022/23 year there were 18 Corporate Risks and 6 Corporate Opportunities on the Corporate Risk and Opportunity Register. Full details of the Risks and Opportunities, including scores and mitigating actions, are attached at Appendix A.

Recommendation

That the items contained within the Council's Corporate Risk and Opportunity Register (attached at Appendix A to this report) be noted.

Reasons for Recommendation

The Council's Risk and Opportunity Management Framework provides that the Council's Risks and Opportunities will be reported on a regular basis.

1. Purpose of Report

To provide the Cabinet with information on the Council's Corporate Risks and Opportunities at the end of Quarter 1 of the 2022/23 year.

2. Background

- 2.1 The Corporate Risk and Opportunity Register (attached at Appendix A to this report) sets out the Council's Corporate Risks and Opportunities. Corporate Risks and Opportunities are defined as issues that may have a significant impact on the delivery of the Council's vision and priorities. They are identified, monitored and managed via the Council's Risk and Opportunity Strategy Board which meets on a quarterly basis. The Board last met on 5 July 2022.



- 2.2 The Board amends the Register to reflect progress on actions which have been identified to:
- (i) reduce the likelihood of a risk occurring, the impact the risk would have if it were to occur, or both.
 - (ii) monitor opportunities.
 - (iii) add and/or remove risks and opportunities.
- 2.3 At the end of Quarter 1 of the 2022/23 year there were 18 Corporate Risks and 6 Corporate Opportunities on the Corporate Risk and Opportunity Register. Full details of the Risks and Opportunities, including scores and mitigating actions, are attached at Appendix A.
- 2.4 The Council's Risk and Opportunity Management Framework uses a matrix which scores both impact and likelihood out of 4 (see Appendix D).
- 2.5 The Council's Risk and Opportunity Management Framework categorises Risks and Opportunities in the following way:







Score	Risk Status	Opportunity Status
9 or above	 (Red)	 (Green)
5-8	 (Amber)	 (Amber)
1-4	 (Green)	 (Red)

Table 1 Risk and Opportunity Score and Statuses

3. Details

- 3.1 A summary of the status of the Council's Corporate Risks and Opportunities at the end of Quarter 1 of the 2022/23 year can be seen at Figure 1 below:

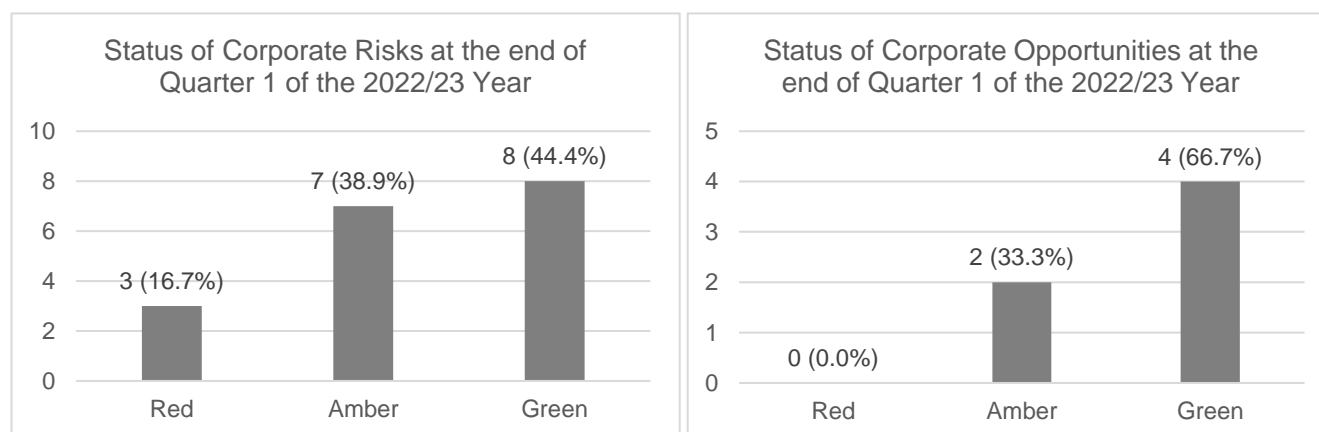


Figure 1 Summary of Risk and Opportunity Statuses

3.2 New Risks and Opportunities

- 3.2.1 No new Corporate Risks were added to the Corporate Risk and Opportunity Register during Quarter 1 of the 2022/23 year.
- 3.2.2 No new Corporate Opportunities were added to the Corporate Risk and Opportunity Register during Quarter 1 of the 2022/23 year.

3.3 Risks and Opportunities Removed

- 3.3.1 One Corporate Risks was removed from the Corporate Risk and Opportunity Register during Quarter 1 of the 2022/23 year (shown below). This risk was related to the threat to the Council posed by the Covid-19 pandemic. Since short-term financial planning to deal with pandemic is no longer required, the risk was removed.

CV 04 The focus on high-priority, short-term needs prevent the medium-term financial planning and decision-making needed to balance the Council's finances in the medium term

- 3.3.2 One Corporate Opportunity was removed from the Corporate Risk and Opportunity Register during Quarter 1 of the 2022/23 year (shown below). This opportunity was removed since the Budget Challenge 25 programme has concluded.

COR OP 09 The service transformation propositions agreed by Council as a consequence of the Budget Challenge 2025 programme deliver the required savings

3.4 Managing Operational Risks & Project Risks

- 3.4.1 In addition to the Corporate Risks and Opportunities attached at Appendix A, the Council monitors and manages Operational Risks and Opportunities identified through the Corporate Delivery Plan and Team Plans.
- 3.4.2 Project Risks and Opportunities that are identified through corporate projects are monitored by an Officer-led Programme Board.
- 3.4.3 Operational Risks and Opportunities are updated on a quarterly basis alongside quarterly performance updates. Project Risks are updated on either a monthly or quarterly basis as part of their associated highlight reports.
- 3.4.4 Operational Risks are managed via an internal Performance Improvement Board on an exception basis i.e. Red Risks (those with a residual score of 9 or more) and those with a negative direction of travel.
- 3.4.5 Corporate Risks, Operational Risks and Project Risks are all included in the Risk and Opportunity Register which is held on the Council's Performance Management database.

4. Implications of Decisions

4.1. Corporate Priorities

The contents of this report are evidence of how the Council monitors issues that may affect the delivery of its Corporate Priorities.

4.2. Financial

No financial issues arise directly from this report.

4.3. Legal

No legal issues arise directly from this report.

4.4. Policy

No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

No environmental issues arise directly from this report.

4.6. Risk Management

The Corporate Risk and Opportunity Register is attached at Appendix A to this report.

4.7. Equalities Impact

No equalities issues arise directly from this report.

4.8. Data Protection

No data protection issues arise directly from this report.

5. Summary of Consultation and Outcome

At its meeting on 7 September 2022 the Audit and Standards Committee considered the contents of this report.

6. Alternative Options Considered

Not applicable.

7. Background papers





Risk and Opportunity Management Framework







Corporate Risk and Opportunity Register, Quarter 1 2022/23



D.O.T (direction of travel)

↑	=	Increase in risk/ opportunity score compared to previous report
-	=	No change in risk/ opportunity score compared to previous report
↓	=	Reduction in risk/ opportunity score compared to previous report



Corporate Opportunities



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
COR OP 02 Disposal of Assets for Capital Receipts or Acquisitions to meet expected or current demand.	2 Moderate	3 Likely	6	3 Significant	3 Likely	9		
Mitigations (Risks) / Actions (Opportunities)								
Both Naseby Close, Market Harborough and De Verdon Road, Lutterworth are now sold. Naseby Close was sold to Platform Housing (RSL) and De Verdon Road by open-market sale. The Council has acquired 4, Roman Way, Market Harborough to help mitigate the high cost of temporary housing need and is also redeveloping flats held at Ploughman's Yard, Market Harborough. Further, the Council now has in place an Asset Management Plan that records the condition of the Council's current strategic property holdings and highlights future property needs.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
COR OP 04 Income maximisation/ Cost Reduction.	3 Significant	2 Unlikely	6	4 Major	3 Likely	12		
Mitigations (Risks) / Actions (Opportunities)								
Regular monitoring takes place alongside a monthly review by the relevant Portfolio Holder. Regular re-profiling of income targets takes place and is informed by current and future activity levels. Regular monitoring by the Corporate Management Team and quarterly reporting to the Cabinet monitors income trends and action plans. During the 2021/22 year, the BC25 programme came to a close. The savings and investment opportunities arising will be reported as part of the routine quarterly financial monitoring.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
COR OP 05 To work with the other Leicestershire Authorities to explore different structures for delivering Council services for the benefit of residents.	4 Major	2 Unlikely	8	4 Major	3 Likely	12		
Mitigations (Risks) / Actions (Opportunities)								
The Leader of the Council has committed to working collaboratively for the potential benefit to the residents of Harborough District. Some preparatory work has been completed to identify the scope of the project. A scope has been agreed between a number of Leicestershire Authorities on further collaboration and work is continuing in this area.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
COR OP 06 To support communities during recovery from the Covid-19 pandemic via the County-coordinated Contain and COMF Funding.	4 Major	1 Very Unlikely	4	4 Major	4 Very Likely	16		
Mitigations (Risks) / Actions (Opportunities)								
Agreed funding for specific projects focused on Covid-19 recovery. £130K of funding was received during Quarter 4 of the 2020/21 year. Approval has been received to continue using this funding into the 2022/23 year, which eases the urgency on spending and allows us to prioritise spending to where it will have the greatest impact.								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
COR OP 07 To ensure that Harborough District Council benefits from the ERDF Welcome Back funding to support the reopening of local town centres and tourism following the Covid-19 pandemic.	2 Moderate	3 Likely	6	2 Moderate	4 Very Likely	8		
Mitigations (Risks) / Actions (Opportunities)								
To develop and deliver a programme of activities to support the reopening of local town centres and tourism and respond to the medium-term impact of Covid-19. The initial deadline to submit proposals to Government by 30 May 2021 was achieved. Once approved, the delivery of these plans can run through until the end of March 2022. Plans have had to be modified slightly to take account of continuing restrictions and lack of capacity amongst the events industry. Final submission and evidence for was made in early May 2022 and Officers are awaiting confirmation of the funding, or any further clarification from government officials, with a view to receiving the £166K funding retrospectively within the next few months.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
COR OP 08 To maximise the likelihood that Harborough District Council can benefit from Government Levelling Up Funding to support town centre regeneration, investment in local cultural facilities or upgrading local transport Infrastructure.	3 Significant	1 Very Unlikely	3	3 Significant	2 Unlikely	6		
Mitigations (Risks) / Actions (Opportunities)								
Whilst it is recognised that this is likely to be a very difficult case to make, given that Harborough District is classed as a Category 3 (the lowest) area, Council Officers are working with consultants to submit a credible application for to Round 2 of Levelling Up Funding in early July 2022, focussed on Market Harborough town centre. Whilst it is recognised that this is a very competitive process, every effort is being made to ensure that this is as strong an application as possible and experienced consultants have been commissioned to assist with this work, learning from the experiences of Round 1.								



Corporate Risks







Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 07 Risk of the Council not helping to encourage conditions for new business growth results in the District not benefitting from the LLEP funding	2 Moderate	3 Likely	6	2 Moderate	2 Unlikely	4		
Mitigations (Risks) / Actions (Opportunities)								
The Council is represented on the LLEP Board through a nominated District Leader representation. The Council was successful in gaining funding for two projects from the Leicestershire Business Rates pooling fund for 2019/20, and whilst progress has been delayed on these due to the coronavirus pandemic, work is back on track and the LLEP is comfortable and assured by the progress being made. The Lutterworth Town Centre Masterplan was approved as Council policy on 27 September 2021, and work on the implementation is likely to commence during 2022. Funding towards the St. Mary's Quarter in Market Harborough is being progressed via a consultant-led feasibility study in mid to late-2022.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 12 Lack of a co-ordinated approach to Emergency Planning could result in a failure to effectively respond to situations.	4 Major	2 Unlikely	8	4 Major	1 Very Unlikely	4		
Mitigations (Risks) / Actions (Opportunities)								
As a member of the Local Resilience Forum (LRF) the Council receives support on responding to emergency situations from a number of partner organisations. Training undertaken by staff is under continual review to ensure compliance with the Local Resilience Forum's guidance and competencies. Severe Weather and Flood Contingency Plans are in place to ensure there is an effective response to any incident. There is a county-wide programme for testing plans which ensures that there is a consistent approach and that plans are tested at appropriate times. The Council is a member of the county-wide emergency planning partnership and this provides 24/7 support from an emergency planning professional. A protocol has been developed, and is in operation, to update Members, at the time of an incident. Emergency Plans have been developed and tested for the high-risk scenarios throughout the District. Joint working arrangements with								

LCC Highways enable a co-ordinated approach to situations that involve both organisations. Member and Officer training has been provided to ensure their roles are fully understood during an incident. We work with the LRF to ensure Harborough Emergency Planning procedures are robust, clear to Members, and are tested. A Corporate Management Team Emergency Planning rota is in place. An online training module on Emergency Planning for all staff was launched in Quarter 4 of the 2016/17 year. Corporate Management Team received training in May 2018 regarding management of emergency incidents. An Audit review, conducted in February 2018, made no recommendations. During Quarter 3 of the 2019/20 year, elected members received an emergency plan briefing. During Quarter 2 of the 2020/21 year, a multi-agency exercise was carried out remotely across Leicestershire. Throughout the pandemic the Council has stood up its own response structure and an internal audit on the Council's initial response to the pandemic, with a primary focus on management of the recovery stage, including re-establishing effective governance and internal control arrangements, was carried out. The audit concluded there was substantial assurance in the controls in place in the organisation. The Corporate Management Team and Service Managers are in continual liaison to ensure that there is an appropriate level of management cover in The Symington Building. During Quarter 1 of the 2022/23 year the Council's Emergency Planning Response Structure was changed to facilitate an agile response from both the Corporate Management Team and Service Managers.

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 15 Reduction in public sector funding by all partners leads to service gaps and reduced public sector offer to residents.	3 Significant	4 Very Likely	12	2 Moderate	3 Likely	6		
Mitigations (Risks) / Actions (Opportunities)								
<p>The Council actively engages with partners in shaping future public service provision and to maintain awareness of any further potential reductions (revenue and capital) in funding from all partners. However, the expected significant changes in future funding due to formulae adjustment and business rates, now expected to be implemented in 2023/24 continues to provide a lack of clarity over funding available to partners to support outcomes in the District. The Council partially mitigates this through representation on working groups, responses to public consultations and working with other local districts. In respect of the Council's own budget, the government issued a one-year financial settlement for 2021/22 and has again for 2022/23. In respect of the approved budget for:</p> <ul style="list-style-type: none"> • 2021/22 and MTFS: the risk associated with reduced government funding was accommodated within the budget and reflected in the s.25 report. • 2022/23 budget and MTFS: this has enabled Cabinet to approve a Draft 2022/23 Budget and MTFS that is balanced for 2022/23 and the entire period of the MTFS. <p>Note: the inherent risk score increased from 9 to 12 during Quarter 1 of the 2022/23 year to reflect worsening national financial pressures.</p>								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 20 Business Continuity: loss of building(s) / service(s) through unforeseen events.	4 Major	4 Very Likely	16	4 Major	2 Unlikely	8		
Mitigations (Risks) / Actions (Opportunities)								
<p>Disaster recovery facilities are now in place for the hosting of key ICT systems in the event of a disaster recovery incident. Testing has been completed on bringing business applications, such as TLC (Land Charges) and elections, online. The Elections system has been tested by the service area. Next stage: service areas to test using the recovered systems. Other activities include testing individual business continuity plans with service areas and review priority services and accommodation, if necessary. All of the Business Continuity plans were updated during Quarter 1 of the 2020/21 year. A Business Continuity exercise on ICT Disaster Recovery is scheduled to take place during the 2022/23 year.</p>								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 25 The Council does not have sufficient funding to deliver its current services in the medium term.	4 Major	4 Very Likely	16	2 Moderate	2 Unlikely	4		
Mitigations (Risks) / Actions (Opportunities)								
<p>The budget (including income and expenditure) is monitored on a quarterly basis and corrective action taken as required. In respect of:</p> <ul style="list-style-type: none"> • 2022/23 Approved Budget: Council approved a Budget of £11.6m and over the MTFS that is balanced for each year. This includes the conclusions of the Budget Challenge 2025 review that was conducted during 2020/21; this programme achieved annual savings of £3.1m by 2024/25. However, in 2025/26 the MTFS starts to show an unplanned budget gap, due to the compounding impacts of pay, increases in Environmental Services costs and the impacts of the governments Fair Funding Review but this pressure is met from reserves. Consequently, the Council must continue with its service transformation programme and deliver agreed savings to ensure that it can deliver sustainable services over the medium term. Over the MTFS period, all reserves far exceed the minimum 20% threshold. • 2022/23 Quarter 1: this will be reported to Cabinet in September 2022. It is anticipated that the Council will be facing an underachievement of budget position due to the currently known pressures from a higher than budgeted pay-award and utility costs. The Council currently holds £15.7m in reserves, which includes a mix of usable and unusable reserves. In respect of usable reserves, the Council has more than £6m which should give it sufficient time to take appropriate action to address the currently known budgetary pressures. 								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 27 Risk of reduction of failing to deliver housing in a timely way could lead to reduction in receipts of new homes bonus (NHB).	3 Significant	2 Unlikely	6	2 Moderate	2 Unlikely	4		
Mitigations (Risks) / Actions (Opportunities)								
<p>The government has undertaken a consultation on New Homes Bonus, but the results have not yet been disclosed. It is expected that there will be a further round of NHB for 2023/24 and potentially for 2024/25. The Council continues to have a good five-year housing supply so if the government does introduce a "new housing" based funding stream, it is anticipated that the Council should continue to be appropriately rewarded.</p>								
Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 29 Loss of ability to provide a comprehensive service due to cyber security attacks.	3 Significant	3 Likely	9	2 Moderate	3 Likely	6		
Mitigations (Risks) / Actions (Opportunities)								
<p>The Council's ICT infrastructure is secured to national standards. We have annual ITC health check testing. The Council now has ongoing security and benchmarking performed by Microsoft that provides additional recommendations and assurance. During Quarter 4 of the 2020/21 year, the potential for a global security issue occurred. The Council's swift implementation of its Emergency Patching Procedure meant that it was unaffected by the incident. A revised ICT Strategy was prepared during the 2021/22 year and approved by Council on 21 June 2021.</p>								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 30 Risk of Loss of Planning decision-making powers on major applications to the Planning Inspectorate due to Special Measures designation as a result of triggering the Appeal threshold for Government Intervention.	3 Significant	3 Likely	9	3 Significant	1 Very Unlikely	3		



Mitigations (Risks) / Actions (Opportunities)

The adopted District-wide Local Plan has the effect of reducing the number of planning applications made outside the strategy of the Local Plan. This has the effect of also reducing planning appeals outside of the Local Plan strategy thereby significantly reducing the risk of loss of decision-making powers, special measures and government intervention. The proactive growth team is working closely with applicants for allocated sites in the Local Plan and ensuring applications are submitted in a timely fashion to enable delivery in accordance with the Local Plan housing trajectory. The Council ensures that it meets Statutory deadlines for determination of applications through the use of agreed extensions of time with applicants. The Council uses software to manage deadlines and monitor performance.

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 32 The Council does not meet its budgeted-for Planning fee income targets, particularly in regard to major applications which could have a negative impact on the Council's financial position.	4 Major	3 Likely	12	4 Major	1 Very Unlikely	4		

Mitigations (Risks) / Actions (Opportunities)



The proactive growth team works closely with applicants on allocated sites in the Local Plan to ensure that applications are submitted in a timely fashion to enable delivery to take place in accordance with the Local Plan housing trajectory and also to ensure that planning application fee income levels are maintained. The Corporate Management Team monitors planning fee income on a regular basis particularly in regard to fees for major applications and this information is fed into an overview of the Council's financial status. The growth team and Director of Planning and Regeneration also proactively monitor and forecast planning fee income on a regular basis: this enables early awareness of increases or decreases in income levels to be highlighted. Strategic Planners and Officers in Development Management are also proactively monitoring the delivery of the housing trajectory in the Local Plan to establish the extent to which there is a likelihood of major planning applications coming forward. The robust planning income system continues to function well. For this reason, the residual risk score remains at 4. This system provides the Council with real-time financial information about planning income and enables accurate financial forecasting. A recent Growth Projections Audit report provided Good Assurance for both the Control and Compliance Environments which provides further evidence around the robust nature of the Council's ability to forecast growth and the associated income arising.



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 33 Cost of planning appeals and legal challenges significantly weaken the Council's financial position	4 Major	4 Very Likely	16	4 Major	4 Very Likely	16		



Mitigations (Risks) / Actions (Opportunities)



Ensure all Members, especially Planning Committee Members, receive the necessary training to ensure they make robust planning decisions. Members receive refresher training on planning decision-making on a proportionate frequency. The Council is in receipt of a Judicial Review of the Planning Permission decision relating to the Lutterworth East SDA. This does not relate to the quality of the decision making on the planning application, but it is worth recording here as defending this action will be a cost to the Council. This does not give rise to a need reassess the risk



status. A major planning appeal concerning the recent refusal to grant planning permission for an expansion to Gartree Prison will also contribute to weakening the Council's financial position as defending the appeal will be a significant cost. There is nothing to suggest this relates to quality of the Council's decision making on the planning application, but it needs to be recorded here because of the effect this appeal will have on the Council's financial position. This does not give rise to a need reassess the risk status.



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 34 The Council fails to meet its information governance and records management obligations under various enactments such as the Data Protection Act 2018 and UK GDPR.	4 Major	3 Likely	12	2 Moderate	2 Unlikely	4		
Mitigations (Risks) / Actions (Opportunities)								
A series of measures have been put in place to ensure that the Council is compliant with the requirements of the Data Protection Act 2018: The appointment of Data Protection Officer (DPO); Mandatory UK GDPR training for all staff; training and guidance for elected members; all existing policies, procedures and working practices reviewed for compliance; introduction of Information Governance Board (Chaired by SIRO); introduction of Data Protection Impact Assessments (DPIA) and on-going programme of Information management inspections; on-going training and review of systems, working practices and control mechanisms. UK GDPR has been added as a standard item to all report templates and Officers were trained on this. Compliance checking continues as a matter of course. Refresher training on UK GDPR and Freedom of Information (FOI) was rolled out in the 2020/21 year and will be a rolling programme year on year. New Records Management policy to be drafted and introduced, with reference to any impacts resulting from the ICT strategy and informed by future ICT infrastructural arrangements.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 37 Increase in homeless presentations results in an increased demand in Council support for reactive temporary accommodation that exceeds the current budget and weakens the Council's financial position.	4 Major	4 Very Likely	16	3 Significant	4 Very Likely	12		
Mitigations (Risks) / Actions (Opportunities)								
During Quarter 4 of the 2019/20 year, the Council completed purchase of three flats and they began to be used to accommodate homeless households. In total, the Council now has four flats which can be used to accommodate the homeless. During the 2021/22 year the Council began work to develop a property on Roman Way, Market Harborough into flats which will be used to accommodate homeless persons. On the prevention of homelessness, the Council is proactively working with the Citizens Advice Bureau, and social landlords, to assist vulnerable households to effectively budget to prevent homelessness. The Council was successful in obtaining additional funding to specifically help to prevent homelessness. As the district with the largest number of Ukraine hosts and guests across Leicestershire, we know that any relationship breakdown between host/guest will mean that the Council will need to house the guests in temporary homeless accommodation. This could result in high weekly accommodation costs as well as officer time. To mitigate this, proactive relationship building is taking place with guests/hosts, an additional triage officer has been appointed and at present 0.5 FTE has been seconded to work with hosts/guests. Discussions are also ongoing with other districts to ensure there is an option to spread the accommodation offer of guests who are currently in the Harborough District. We will be invoicing LCC for payment on the costs for housing guests in temporary accommodation.								



Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 38 Risk of Environmental Services contractor defaulting leads to an inability to fulfil the statutory obligation to collect waste.	4 Major	2 Unlikely	8	4 Major	1 Very Unlikely	4		
Mitigations (Risks) / Actions (Opportunities)								
Regular engagement with contractor (this contact has increased as a result of the Covid-19 crisis in order to help anticipate potential issues). The Council has had a healthy working relationship with the contractor over a number of years.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 39 Risk of leisure contractor defaulting leads to an inability to deliver leisure services.	4 Major	3 Likely	12	4 Major	2 Unlikely	8		
Mitigations (Risks) / Actions (Opportunities)								
Regular engagement with contractor. The Council has agreed a financial Covid-19 Support Package with the contractor to ensure that all services continue to be provided. Oversight of the contract appears regularly on Council Committee agendas to ensure it continues to be discussed regularly. Sport England has provided specialist advice, and support, to the Council to help with the ongoing Coronavirus situation. During Quarter 4 of the 2020/21 year the Council received some additional funding from central government to help support leisure recovery.								
A new contract has been signed with the current provider which ends on 1 April 2024 and work is underway to procure this new contract. The current contract puts the utilities risks with the contractor and over recent months customer footfall has increased, allowing the contractor and the Council to be more confident in their ability to continue to deliver leisure services.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 40 Service transformation propositions are not delivered resulting in underachievement of identified savings.	4 Major	2 Unlikely	8	3 Significant	2 Unlikely	6		
Mitigations (Risks) / Actions (Opportunities)								
The Council's savings and efficiency measures are being closely controlled and monitored and include a number of key attributes that aim to ensure that propositions are deliverable, realistic and achieve the expected savings/investment; including: independent project management, comparison data to similar councils; positive ownership of proposals as reviews developed by service managers; political sponsorship of service/delivery changes proposals; strategic 'critical' leadership review of service/delivery proposals. Subsequent service transformation is then embedded into the Council's Change Programme, which then has further strategic officer and political oversight. Implementation is led by service managers based on the Council project management methodology, including the development of detailed business cases and associated plans.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 41 Disruption/ uncertainty arising from the war in Ukraine	4 Major	4 Very Likely	16	2 Moderate	3 Likely	6		
Mitigations (Risks) / Actions (Opportunities)								
Continue 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.								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CR 42 Loss of income, as economic activity reduces, weakens the Council's cashflow and financial sustainability.	4 Major	3 Likely	12	4 Major	3 Likely	12		
Mitigations (Risks) / Actions (Opportunities)								
<p>When the Council set its 2022/23 Budget and MTFS, it recognised reductions in:</p> <p>1. Corporate income (business rates and council tax) through both the use of the new Tax Income Guarantee Scheme (TIG) and revisions to Collection Fund provisions. To help mitigate future impacts, the budget included the establishment of a "Covid-19 Internal Recovery Reserve".</p> <p>2. Some service budgets, as this was the first year that the full impact of the conclusions of BC25 were included. Some significant reductions were seen in car parking budgets to reflect expected reduction in demands following Covid-19. As the year has progressed the demand risk has continued. Both service expenditure and income budgets will be closely monitored as part of the routine quarterly monitoring process. Where savings can be vired from other budgets, this will be actioned first but where significant shortfalls can only be met from the use of reserves, such reserves will be applied. The Council maintains its General Fund (Unallocated) Reserves at 20% of Net Expenditure, for 2022/23 this equates to £2.4m. The Council continues to monitor Coronavirus-related impacts and reports as required to government on such impacts.</p>								

Risk ('CR' or 'CV') / Opportunity ('COR OP')	Impact (I)	Likelihood (I)	Score (I)	Impact (R)	Likelihood (R)	Score (R)	Status	D.O.T.
CV 02 Unforeseen, unfunded financial burdens as a result of responding to the ongoing situation weaken the Council's financial stability.	4 Major	3 Likely	12	2 Moderate	3 Likely	6		
Mitigations (Risks) / Actions (Opportunities)								
The Council is now meeting pandemic-related costs within its normal service budgets and is reporting accordingly. The government has now ceased reimbursing councils for losses of income or additional expenditure, although this does not include support to the local community in respect of business and community grant schemes. In setting the 2021/22 Budget and MTFS the Council set aside a specific ear-marked reserve in respect of Covid and has been prudent in setting its Council Tax base and its estimates for Council Tax and Business Rates income. In respect of 2022/23, the Draft Budget and MTFS approved by Cabinet continues to manage the financial risks relating to the pandemic, including reductions in Car Parking Income, Investment Income and the impacts on Council Tax and Business Rates collection and still maintains a CV19 related reserve for the entire period of the MTFS.								

Risk and Opportunity Score Movement over the last five Quarters

Residual score at the end of each Quarter is shown in brackets

Risk/ Opportunity	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Quarter 1 2022/23
CR 07	Green (4)	Green (4)	Green (4)	Green (4)	Green (4)
CR 12	Green (4)	Green (4)	Green (4)	Green (4)	Green (4)
CR 15	Amber (6)	Amber (6)	Amber (6)	Amber (6)	Amber (6)
CR 20	Amber (8)	Amber (8)	Amber (8)	Amber (8)	Amber (8)
CR 25	Red (9)	Red (9)	Amber (6)	Green (4)	Green (4)
CR 27	Amber (6)	Amber (6)	Green (4)	Green (4)	Green (4)
CR 29	Amber (6)	Amber (6)	Amber (6)	Amber (6)	Amber (6)
CR 30	Green (3)	Green (3)	Green (3)	Green (3)	Green (3)
CR 32	Amber (8)	Amber (8)	Green (4)	Green (4)	Green (4)
CR 33	Red (12)	Red (12)	Red (12)	Red (12)	Red (16)
CR 34	Green (4)	Green (4)	Green (4)	Green (4)	Green (4)
CR 37	Red (12)	Red (12)	Red (12)	Red (12)	Red (12)
CR 38	Green (4)	Green (4)	Green (4)	Green (4)	Green (4)
CR 39	Amber (8)	Amber (8)	Amber (8)	Amber (8)	Amber (8)
CR 40	Amber (6)	Amber (6)	Amber (6)	Amber (6)	Amber (6)
CR 41	N/A Risk did not exist	N/A Risk did not exist	N/A Risk did not exist	Amber (6)	Amber (6)
CR 42	Red (12)	Red (12)	Red (12)	Red (12)	Red (12)
CV 02	Red (9)	Red (9)	Amber (6)	Amber (6)	Amber (6)
CV 04	Red (12)	Red (12)	Amber (6)	Amber (6)	N/A Risk Removed
CV 06	Green (2)	Green (2)	Green (2)	N/A Risk Removed	N/A Risk Removed
CV 09	Green (3)	Green (3)	Green (3)	N/A Risk Removed	N/A Risk Removed
CV 11	Green (4)	Green (4)	Green (4)	N/A Risk Removed	N/A Risk Removed
CV 12	Amber (6)	Amber (6)	Amber (6)	N/A Risk Removed	N/A Risk Removed
CV 13	Green (4)	Green (4)	Green (4)	N/A Risk Removed	N/A Risk Removed
COR OP 02	Green (9)	Green (9)	Green (9)	Green (9)	Green (9)
COR OP 04	Green (12)	Green (12)	Green (12)	Green (12)	Green (12)
COR OP 05	Amber (8)	Amber (8)	Amber (8)	Amber (8)	Green (12)
COR OP 06	Green (16)	Green (16)	Green (16)	Green (16)	Green (16)

Risk and Opportunity Score Movement over the last five Quarters

Residual score at the end of each Quarter is shown in brackets

Risk/ Opportunity	Quarter 1 2021/22	Quarter 2 2021/22	Quarter 3 2021/22	Quarter 4 2021/22	Quarter 1 2022/23
COR OP 07	Amber (8)	Amber (8)	Amber (8)	Amber (8)	Amber (8)
COR OP 08	Amber (6)	Amber (6)	Amber (6)	Amber (6)	Amber (6)
COR OP 09	Green (12)	Green (12)	Green (12)	Green (12)	N/A Opportunity Removed

N.B. 'N/A' indicates that a Risk or Opportunity did not exist in a particular Quarter i.e., it had not yet been noted on the Corporate Risk and Opportunity Register or had been removed.

N.B. Risks or Opportunities which were rescored, or removed, in the last Quarter are highlighted with a **black background**.

Distribution of Residual Corporate Risk Scores at the end of Quarter 1 of the 2022//23 year:

Impact	Major (4)	Green 3 Risks	Amber 2 Risk	Red 1 Risks	Red 1 Risk
	Significant (3)	Green 1 Risk	Amber 1 Risks	Red 0 Risks	Red 1 Risk
	Moderate (2)	Green 0 Risks	Green 4 Risks	Amber 4 Risks	Amber 0 Risks
	Minor (1)	Green 0 Risks	Green 0 Risks	Green 0 Risks	Green 0 Risks
		Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)
Likelihood					

Distribution of Residual Corporate Opportunity Scores at the end of Quarter 1 of the 2022/23 year:

Impact	Major (4)	Red 0 Opportunities	Amber 0 Opportunity	Green 2 Opportunities	Green 1 Opportunity
	Significant (3)	Red 0 Opportunities	Amber 0 Opportunity	Green 2 Opportunity	Green 0 Opportunities
	Moderate (2)	Red 0 Opportunities	Red 0 Opportunities	Amber 0 Opportunities	Amber 1 Opportunity
	Minor (1)	Red 0 Opportunities	Red 0 Opportunities	Red 0 Opportunities	Red 0 Opportunities
		Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)
Likelihood					

Scoring Criteria

Below are the scoring criteria to assess the impact and likelihood of risk and opportunity. Remember that these are not meant to be entirely prescriptive:

Likelihood

Score	Rating	Criteria
4	Very likely	Is expected to occur in most circumstances
3	Likely	Will probably occur in most circumstances
2	Unlikely	Could occur in some circumstances
1	Very Unlikely	Never likely to occur – only in exceptional circumstances

Impact

Score	Rating	Risk Criteria	Opportunity Criteria
4	Major	<p>Major loss of service capability, or long-term service disruption</p> <p>Major impact on achievement of several objectives</p> <p>Potential to cause critical injury or death</p> <p>Adverse national publicity or central government response including potential removal of delegated powers</p> <p>Potential to cause financial loss of £100k+</p> <p>Failure or breakdown of key partnership</p> <p>Breaches of law punishable by large financial penalty or imprisonment</p> <p>Litigation almost certain and difficult to defend, officers and /or Members forced to resign</p>	<p>Major improvement to service(s) (e.g. through quality, level of service, speed, cost etc.)</p> <p>Major contribution to delivery of several objectives or priorities</p> <p>National or regional partnership initiative or arrangement</p> <p>Extensive positive coverage in national press</p> <p>Major improvement to local or national environment</p> <p>Income and/or savings of £100k</p> <p>Major resource savings (e.g. time / labour)</p>
3	Significant	<p>Loss of service, or medium term service disruption</p> <p>Serious impact on achievement of objectives</p> <p>Potential to cause serious injuries</p> <p>Major adverse local publicity or professional press items</p> <p>Financial loss of £50-100k or requires budget adjustment across service areas</p> <p>Significant impact on partnership or failure to achieve expected benefits</p> <p>Breaches of law, punishable by small financial penalty</p> <p>High level of complaints, possibly including Ombudsman complaints.</p> <p>Litigation to be expected</p>	<p>Significant improvement to service(s) (e.g. through quality, level of service, speed, cost etc.)</p> <p>Significant contribution to delivery of several objectives or priorities</p> <p>Regional partnership initiative or arrangement</p> <p>Significant positive coverage in national press</p> <p>Significant improvement to local environment</p> <p>Income and/or savings of between £50k and £100k</p> <p>Significant resource savings (e.g. time / labour)</p>
2	Moderate	<p>Short-term service disruption</p> <p>Moderate impact on achievement of objectives</p> <p>Potential to cause minor injuries</p> <p>Adverse local news or opinion</p> <p>Financial loss of £25k to £50k</p> <p>Adverse effect on partnership arrangements</p> <p>Breaches of regulations or standards</p> <p>May cause some formal complaints from individuals, groups or stakeholders, litigation possible</p>	<p>Moderate improvement to service(s) (e.g. through quality, level of service, speed, cost etc.)</p> <p>Moderate delivery of several objectives or priorities</p> <p>Countywide partnership initiative or arrangement</p> <p>Positive coverage in national press</p> <p>Some improvement to local environment</p> <p>Income and/or savings of between £25k and £50k</p> <p>Moderate resource savings (e.g. time / labour)</p>
1	Minor	<p>Brief or no service disruption</p> <p>Minor impact on achievement of objectives</p> <p>Not likely to cause any injuries beyond first aid level</p> <p>Unlikely to cause adverse publicity</p> <p>Financial loss below £25k</p> <p>Minimal impact on partnership</p> <p>Breaches of local procedures or standards</p> <p>May cause informal complaints from individuals or small groups, litigation unlikely</p>	<p>Minor improvement to service(s) (e.g. through quality, level of service, speed, cost etc.)</p> <p>Minor delivery of several objectives or priorities</p> <p>Local partnership initiative or arrangement</p> <p>Minor positive coverage in national press</p> <p>Minor improvement to local environment</p> <p>Income and/or savings of below £25k</p> <p>Minor resource savings (e.g. time / labour)</p>

Harborough District Council



Report to Cabinet 10 October 2022

Title:	Strategic Collaboration Update - Identification and selection of potential partner
Status:	Public
Key Decision:	No
Report Author:	Liz Elliott Interim Chief Executive l.elliott@harborough.gov.uk
Portfolio Holder:	Strategy – Cllr P King
Appendices:	Appendix 1 – Criteria for strategic partnership Appendix 2 – Strategic Fit selection criteria comparison

Executive Summary

At the council meeting on 20th June 2022 a report on the options for the senior management structure was presented and a delegation was agreed to the leader and interim Chief Executive to identify and select a strategic partner, based on the criteria set out in the report, and to progress negotiations with that partner and report back to Council on the suggested way forwards at a later date.

This report provides an update on the selection and negotiations for a strategic partner and sets out the next steps of the process.

Recommendations

That Cabinet

1. Note the progress on the strategic partnership review which has identified Melton Borough Council as the preferred partner.
2. Endorse the outcome of the review and authorise working with Melton Borough Council to develop a full business case, and the potential approach for operating such a partnership, which will be presented to council at a later date.

Reasons for Recommendations

To enable the preparation of a comprehensive business case which will formally set out how a strategic partnership could benefit each of the Councils in delivering their priorities. This business case will then be presented to Council.

1. Purpose of Report

To present cabinet with a progress update on the review undertaken to identify a strategic partner pursuant to the delegation given to the Leader and Interim Chief Executive at the 20th June 2022 Council.

Following the identification of a preferred partner to seek authority to proceed to the development of a full business case.

2. Background

Collaboration between councils is nothing new and within Leicestershire there is a strong track record of collaboration across the district councils, alongside wider partners. Following the retirement of the previous Chief Executive in February 2022, the Council has undertaken an options appraisal in relation to resourcing senior management positions going forward.

At the meeting on 20th June 2022 a report on the options appraisal for the senior management structure was presented to council. The report included the options ranging from a more internally focused Chief Operating Officer/Managing Director role, to a like for like recruitment of the current Chief Executive role, through to a more expansive partnership approach with shared senior roles and integrated management teams across more than one organisation.

The report considered the benefits and risks of each option, with examples of where these models had been used successfully. Based on this assessment, and the opportunity to learn from other councils who had implemented similar models, it was agreed that the Council should explore the potential of establishing a strategic partnership with a neighbouring council. This would include the potential to share a Chief Executive and senior roles, with a view to enabling the potential benefits of such an approach to be realised.

Potential benefits of strategic partnerships include:

1. The opportunity to work jointly on common issues and challenges and therefore accelerate the pace of progress and increase impact
2. Releasing capacity by reducing duplication
3. Increasing our influence regionally & nationally and creating a stronger, more united voice
4. Sharing learning and good practice within a positive partnership
5. Increasing resilience of our teams by working together
6. Creating opportunities for job enrichment, and progression, and thereby supporting recruitment and retention

Council agreed a delegation for the Leader and interim Chief Executive to select a strategic partner, based on the criteria set out in the report, and to progress negotiations with that partner and report back to Council on the suggested way forward at a later date.

Since that date the Leader and interim Chief Executive have undertaken an analysis of the strategic fit criteria and an evaluation of the other criteria in the June report to finalise the selection of the preferred strategic Partner.

3. Details

The basis for identifying an appropriate strategic partner was established through the June 2022 report to Cabinet, Appendix 1. This sets out the basis for establishing a preferred partner by considering:

- Strategic fit
- Feasibility
- Viability

The analysis of the strategic fit criteria is shown at Appendix 2 and an initial first sift of potential partners was undertaken.

Following on from this initial analysis, the other criteria specified in the June report was applied to those partners remaining following the first sift and through that a preferred partner has been identified

This analysis showed that Melton Borough Council was the best fit for establishing a potential strategic partnership due to the greater similarities in our respective places, broad alignment between our corporate strategies, strong positive relationships, a track record of collaborative arrangements and the initial assessment of opportunities that may exist by our organisations working more closely together. A summary of this initial assessment is set out below:

Ambition and relationships: Both Councils have a similar number of members (34 Harborough, 28 Melton), the same governance system (Leader and Cabinet) and stable majorities with positive leader and senior officer relationships. Whilst Harborough's General Fund budget is larger than Melton's, they have an HRA account which Harborough does not. Both councils have a similar profile in terms of net spend per dwelling and proportion of spending power funded by council tax.

Place alignment: Both Harborough and Melton have a strong sense of identity and are underpinned by attractive rural market towns. Together they cover much of rural South and East Leicestershire (Harborough 228 sq miles / Melton 186 sq miles) and due to their rurality have a similar population density. While Harborough's population of 97,000 is higher than Melton's 52,000, their geographic and demographic similarities mean they share common attributes, challenge and opportunities. This includes an ageing population with both places having seen large increases in the proportion of over 65s in the last 10 years and a need to attract and retain younger people into their communities. Housing availability and affordability is a challenge in both places, as is connectivity, both digital and in terms of access to public transport. Working in a strategic partnership has the potential to enable joint working on areas of common interest, reducing duplication and increasing impact and influence.

Service and organisational opportunities: Harborough and Melton already have a number of shared arrangements including Lifeline Monitoring, Out of Hours cover and parking enforcement. There are already active discussions regarding the potential to collaborate in other areas including waste and environment, regulatory services and CCTV monitoring. The opportunity to collaborate on service delivery has the potential to increase resilience and reduce single points of failure, given the small teams both councils have in key areas e.g. health and safety, land charges, safeguarding, and equalities etc. Greater collaboration also has the potential to increase efficiency, cut costs, enable shared learning, improve



effectiveness and enable job enrichment and progression, supporting recruitment and retention.

Initial risk assessment: Any change has the potential to destabilise and both councils will need to remain focussed on identifying both the benefits and risks associated with any new strategic partnership, ensuring that any instability during transition is minimised. As part of the business case development a full risk assessment will be developed. Risks relating to governance, shared priorities, protection of sovereignty, capacity, resourcing, cultural alignment and external perceptions will need to be evaluated and mitigations identified.

Based on this initial assessment, the Leader wrote to the Leader of Melton Borough Council on 1st September 2022 to initiate a discussion on their potential interest to pursue the potential to establish a strategic partnership further with us

Melton Borough Council agreed to discuss the options further and a positive and productive meeting of both Leaders and officers was held on 16th September 2022. At this meeting it was agreed that both councils would seek formal support from their Cabinet's to explore the potential opportunity further and to commission the development of a full business case, where the assertions made above can be developed, tested and scrutinised, enabling a fully informed decision in both organisations to be taken.

As part of the development of the business case, both councils will engage widely with members, officers and stakeholders and initial briefings have already taken place, with further detailed arrangements currently being developed.

During October and November, the following sessions will take place:

- All member engagement sessions including presentations from councils operating within strategic partnerships
- Joint Cabinet development sessions
- Scrutiny workshops to review developing business case
- Audit and Standards to review draft operating principles
- Joint management development sessions
- Staff and service engagement sessions
- Stakeholder engagement sessions
- Ongoing briefings and internal communications

Officers at both organisations will work together to develop the action plan for the development of the business case. Funding for this has been allocated to ensure the necessary external expertise and capacity can be secured, and that learning from other councils operating in similar ways can be incorporated.

Similar reports, committing to the development of a business case are being considered by both Cabinets in early October. Subject to commitment being formalised, once the business case and potential operating arrangements have been finalised, they will be considered by both Cabinets, prior to consideration by both Councils. It is anticipated this will take place in December 2022. If agreed a full implementation plan will be created to enable the changes to be managed through both organisations successfully.

The business case will include as a minimum a rationale for the change, financial analysis, a review of opportunities to collaborate on key strategic issues, potential service benefits, risks and opportunities as well as further actions needed to progress the partnership, such as the legal agreements necessary to facilitate the joint arrangements proposed and any initial shared staffing or service arrangements.

The implementation plan, once developed, will contain more details on how the changes will be managed, what actions will be needed and the resources required to ensure delivery.

For the reasons set out in the report, Cabinet are asked to endorse the development of the business case to enable a full consideration of the opportunities and risks associated with a strategic partnership.

4. Implications of Decisions

4.1 Corporate Priorities

The collaborative working with a strategic partner will impact on all aspects of the corporate plan and the delivery of its objectives. Both councils have very similar ambitions and goals and the increased capacity, skills and knowledge from a partnership will enable both organisations to deliver on these.

4.2 Financial

The need for external capacity and expertise requires funding. It is also likely that as we undertake the development of the business case expertise in both legal and Human Resources will also be required, over and above those that can be provided in house. Therefore, each council has committed to setting aside a sum of £50,000 to ensure that sufficient resources are available.

4.3 Legal

There are no specific legal implications for the development of the business plan. External legal advice will be sought in the development of the business plan itself, and will be included in that for future decisions need.

4.4 Policy

There are no specific policy implications for the development of the business plan.

4.5 Environmental Implications including contributions to achieving a net zero carbon Council by 2030

There are no specific implications in the development of the business plan.

4.6 Risk Management

Capacity to deliver is the main risk. This has been mitigated by the proposal to use external consultants and subject matter experts.

4.7 Equalities Impact



There are no specific equality implications for the development of the business case. The business case itself will consider any equality implications for the decisions that each council may make in the future.

4.8 Data Protection

There are no implications for the data protection act from this report.

5. Summary of Consultation and Outcome

There has been no specific consultation undertaken, other than the meeting with leaders and officers referred to in the report.

6. Alternative Options Considered

Appendix 2 shows the analysis of the options considered when selecting strategic fit for a partner. The options on the approach to select a strategic partner were considered in the report to Council on 20th June 2022.

7. Background papers

Council report on Senior officer structure options 20th June 2022

Appendix 1 Strategic fit evaluation for potential strategic partners

Effective strategic partnerships are underpinned by shared goals which benefit both the organisations themselves and the communities they serve.

Key criteria against which any case for a strategic partnership should be evaluated include the following:

- Ability to create strategic alignment on key issues
- Ability to increase strategic influence within the county, regionally and nationally.
- Ability to establish shared workstreams which improve outcomes and reduce duplication
- Ability to protect or improve service quality – reduce duplication and address skills and capacity gaps.
- Ability to improve financial sustainability and resilience
- Ability to increase purchasing power and where appropriate, operate at a larger scale
- Ability to attract and retain high quality officers – job enrichment, growth and progression.

Strategic alignment

In considering the opportunities the following represent opportunities for strategic collaboration

- Opportunity to create a stronger, unified voice
- Ability to jointly develop a coherent plan for strategic which could improve access to external funding – Levelling Up/ UKSPF
- Supporting each other to manage strategic growth challenges
- Establish joint economic growth and regeneration strategies
- Increase influence on the wider system e.g. health and well-being.

There would also be opportunities to collaborate on work to address issues which affect both places:

- Digital connectivity
- Transport connectivity
- Access to services
- Housing affordability
- Ageing population and living well and staying healthy
- Young people – retaining and attracting to rural market town communities – develop a joint Young People's Strategy
- Sustainability of village life
- Low wage, low skills economy base
- Access to and influence over Further Education provision
- Pockets of deprivation, masked by wider affluence.

- Overcoming issues with social mobility
- Climate change
- Safer communities – rural crime / absence of youth provision – diversionary activities – tackling enviro-crime like fly-tipping.
- Community cohesion – tolerance and inclusivity.

Initial assessment criteria for strategic partners

1 - Strategic fit

How well does the partner align?

How similar are the potential partners?
Can differences be overcome/ moderated?

Additional assessment criteria:

Aligned objectives: Are we working towards similar aims and objectives?

Leadership: Would the leadership be supportive of working with this local authority?

Culture: Is there a fit in terms of organisational values?

Performance and quality: Will this partnership add value i.e. provide shared learning, additional skills or capacity?

Assessment metrics	Harborough	Potential partner
Population	95,500	
Area	591.8km ² / 230 sq miles	
Sparsity/Rurality		
Net revenue budget pa	13,290,831 (2020/21)	
Overall Budgets inc HRAs etc		
Establishment FTE	XXX	

Administration	Conservative majority	
Number of councillors	34	
Wards Parishes	25	
Governance (leader & executive or committee system)	Leader/ Executive	
Election cycle (by thirds or whole council elections)	Every 4 years (last 2019)	

2 - Feasibility

Can we make this happen?

Trust: Trust is key to making the partnership work particularly at member level who will play a key role in driving this forward.

Key questions:

- ▼ Is there an existing relationship between us which provides a strong foundation for joint working?
- ▼ If not, can a relationship be established within reasonable timescales?

Geography: Most partnerships share a boarder as this supports joint working both practically but also as partners are more likely to have established relationships.

Key questions:

- ▼ Do we share a boarder or operate in close proximity?
- ▼ If not, how will implementation be managed and ongoing delivery?

Ease of implementation: Similarities in terms of how the organisation operates can support joint working particularly when looking at shared services.

Key questions:

- ▼ Do we share ICT systems?
- ▼ Do we have contracts with the same services providers in place which might provide opportunities for quick wins?
- ▼ Do our staff already work together and are they employed on similar terms and conditions?

Timing and capacity: Joint working requires ongoing commitment from both sides and the resource to make it happen.

Key questions:

- ▼ Is this the right time us to engage in joint working (e.g. not in the middle of a substantial change process/ external review)?
- ▼ Do we both have the resource to commit to support the process?

3 - Viability

Is the partnership financially viable?

Cost of implementation:

- ▼ Is this reasonable and can it be met in the short term?
- ▼ How will this be shared between the organisations?
- ▼ Will implementation costs be shared proportionately (basis to be determined) or is one partner willing to pay more to achieve successful integration.

Savings:

- ▼ Do the potential savings offset the implementation costs and how quickly can these be delivered?
- ▼ Will savings be able to contribute to budgetary savings for both organisations?
- ▼ Will savings be delivered in the long term to make joint working sustainable going forward?

Quick wins:

- ▼ Are there obvious roles/ services that could be shared and can this happen with reasonable pace?

Risks and Issues of a shared approach

Leadership and Governance

Risk	Mitigation
Failure to identify clear shared objectives, goals, and focus which lead to ineffective working, misunderstandings and disagreements.	Build shared understanding and vision through close working between Cabinets. Formalise through both Councils which shared success measures and expectations. Establish shared scrutiny role

Perceived imbalance or unfairness from one party about what they get or will get from any collaboration. Perception that one council's priorities are dominating	Important to communicate well and blend teams across both councils so there is no perception of one council taking over the other
Risk that the partnership would impact on sovereignty and identity leading to councillor mistrust of the partnership	Ensure clear and agreed governance principles and processes and how Councillors will be engaged in decision making and scrutiny and, if desired, shared committees. Regular, ongoing communication with councillors, parish councils and the public.
Perception that those in the shared team are not 'local' enough or connected to the community	Visibility with members and the community in both places would be key
Risk that officers are perceived to be less available, leading to delays and dissatisfaction from councillors who feel less able to perform their roles	Clear expectations to be agreed, acknowledging that shared staff serving both councils may sometimes not be available. Requirements to ensure build resilience across officer tiers so critical ward member role is prioritised and that those in shared roles are effectively supported.
Future changes in political leadership may impact on relationships and desire to continue with any shared arrangements	Ensure all councillors are engaged through the transition process, with openness among all participants. Recognise the potential impact of the local elections in May 2023 and undertake a review of the shared arrangements after the election to enable new administrations to confirm their position.

Capacity and Resources

Risk	Mitigation
Instability created within both organisations due to uncertainty, and knowledgeable and experienced officers leave as a consequence	Ensure strategic purpose for the change is clear, positive and aspirational. Focus on quick wins to build confidence – i.e. sharing posts which are vacant to reduce anxiety. Ensure where officers do leave, effective hand-over processes are in place.
Failure to resource effectively any transitional arrangements, with officers over-stretched leading to impacts on service delivery, and organisational effectiveness.	The resources required to manage the change should not be under-estimated and investment should be built into earlier phases to ensure sufficient capacity. Timetable and pace of delivery should be agreed by both councils.

	Create a shared change programme management team at the outset.
Existing projects and programmes may be delayed due to diversion of capacity to support the strategic partnership	Resource the transition effectively, with investment in the partnership to avoid current work programmes being impacted. Maintain regular programme management updates to manage expectations and advise of any issues at the earliest opportunity.
Working across two councils increases travel time and reduces productivity and impacts on the environment	Adoption of hybrid working, video conferencing and remote working by both councils will help mitigate this. Explore the potential for some shared office space.
Contract management in the short-term will be duplicated.	Over the transition period contracts will be novated to deliver to one authority rather than 2.

Financial

Risk	Mitigation
There is a risk that expected savings cannot be made or realised and this undermines confidence in the partnership	Effective and regular communication will be required and clarity of expectations throughout
A risk that costs and savings are not apportioned fairly leading to breakdown in relationships and loss of trust	Need to establish a transparent and shared mechanism for apportionment of costs and savings.
Transition costs become prohibitively high and threaten the viability of the collaboration	Establish a clear mechanism for including transition costs in any business cases and be clear on the potential rates of return which may accrue. Focus on those areas seen as quick wins, which can deliver early benefits

Culture

Risk	Mitigation
Potential differences in culture across both organisations may hinder collaboration, leading to lack of prioritisation for the changes required, resulting in delays and inefficiency	Clear direction from senior political and officer leadership would be required. A Change Strategy would need to be established, including expected behaviour framework. Investment in engagement, communication and joint working would need to be sustained.
Potential lack of trust from those from the 'other' council resulting in failure to	Clear direction from senior political and officer leadership would be required. Articulation of positive vision and

share key information and disagreements	demonstration of quick wins to build confidence. Harmonise performance management approaches.
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External

Risk	Mitigation
Wider stakeholders do not understand the new arrangements or are not supportive	Proactive engagement with partners, and key stakeholders including MPs
Residents or businesses become confused between the two councils' services.	Clear branding strategy required to reflect the Councils' agreed priorities and approach. Importance of supporting ward councillors in their role.
Unexpected major events lead to diversion of attention which delays transition to any new arrangements	Business Continuity Plans will need to be in place and where appropriate these can be harmonised. Where events occur, clear communication will be required to manage expectations if delivery objectives need to be reset.
Government restarts discussions about local government reorganisation which could impact on the partnership arrangements	This remains a possibility irrespective of any partnership, however the existence of the partnership would strengthen the councils' ability to influence such a debate in future. Regular communication on the partnership and its impact with MPs and DHLUC would be required.

APPENDIX 2

Assessment metrics	Harborough	Blaby	Melton	Rutland	Oadby and Wigston
Population	95,500	93,915	51,100	39,697	56,170
Area	591.8km2/ 230 sq miles	130.5km2/50.4sq mil	481.4km2/280Sq Miles	382km2/147sq Miles	23.53km2/9.0 8sq mil
Net revenue budget pa	13,290,831 (2020/21)	13.2 Million (21/22)	4.755 m	394.75	6 million
Establishment FTE		310	Approx 200	418.24	170
Administration	Conservative majority	Consevative Majority	Conservative Majority	Independent majority by 1 leader is conservative	Liberal democrats
Number of councillors	34	39	28	27	26
Wards	25	18	16	15	10
Governance (leader & executive or committee system)	Leader/ Executive	Leader/Executive	Leader and Executive	Leader & Executive	
Election cycle (by thirds or whole council elections)	Every 4 years (last 2019)	Every 4 years last 2019	Every 4 years last 2019	Every 4 years last 2019	Every 4 years
Existing relationships for sharing	-	yes	yes	yes	yes
Proximity, do we share a border?	-	yes	yes	yes	yes
Are there opportunities to share early on quick wins or appetite to explore	-	yes	yes	no	no

Are we already talking about further sharing of services/staff ?	-	no	yes	no	no
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Assessment metrics	Rugby	charnwood	NWL	HBBC
Population	108,935	166,100	93,348	105,078
Area	351.1 KM2/135.6 sq mil	279.0km2/107.7sq mils	279.3km2/107.8sq miles	297.3km2/114.8sq Miles
Net revenue budget pa	17.435m 20/21	17.9 million	16,038,907	11,626,905
Establishment FTE	550	530 (not worked out on FTE)	510	450 (not worked out on FTE)
Administration	Conservative Majority	Conservative	Conservative	Liberal Democrats Majority
Number of councillors	42	52	37	34
Wards	16 wards 41 parishes	28 wards	38 wards	16 wards 24 Parishes
Governance (leader & executive or committee system)				Leader and Executive
Election cycle (by thirds or whole council elections)	Thirds	every 4 years	every 4 years	every 4 years
Existing relationships for sharing	no	yes	no	yes
Proximity, do we share a border?	yes	no	no	no
Are there opportunities to share early on quick wins or appetite to explore	no	yes	no	no

Are we already talking about further sharing of services/staff ?	no	no	no	no
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Assessment metrics	Northamptonshire unitaries - North and West
Population	359,500 (North) 425,700 (West)
Area	987km2/380.9sq Mil (North) 1,377.km2/531.79sq miles(West)
Net revenue budget pa	North - 292.5 million - West 733.8 Million
Establishment FTE	North 2412 West 2388
Administration	North Northants - Conservative West Northants - Conservative
Number of councillors	North- 78 West 93
Wards	Northamptonshire unitaries - North and West 31
Governance (leader & executive or committee system)	
Election cycle (by thirds or whole council elections)	every 4 years
Existing relationships for sharing	yes north no west
Proximity, do we share a border?	yes
Are there opportunities to share early on quick wins or appetite to explore	no

Are we already talking about further sharing of services/staff ?	no
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Harborough District Council

Report to the Cabinet Meeting of 10 October 2022



Title:	Leisure Procurement Strategy
Status:	Public
Key Decision:	Yes
Report Author:	Jacqui Evans
Portfolio Holder:	Cllr Simon Whelband, Wellbeing, Communities & Housing Cllr James Hallam, Finance
Appendices:	Appendix A – Procurement Strategy

Executive Summary

- On 6 September 2021 Cabinet reviewed an outline business case to develop leisure facilities. Cabinet agreed to progress Option B - Major redevelopment of the existing sites to include additional facilities (such as studio space and health and fitness/ enhancement of the overall development to create a 'new' facility).
- Option B was the most affordable option and likely option to achieve at least a £zero cost to the Council whilst enabling significant investment in facilities. The MTFS identifies a £zero cost to the Council for the next leisure contract.
- Capital funding of up to £8.75million for Harborough Leisure Centre and £1million for Lutterworth Sports Centre has been set aside to support the redevelopment. The final capital funding amount is to be repaid by the incumbent operator over a 25-year period.
- The Council has commissioned The Sport, Leisure and Culture Consultancy (SLC) to support the procurement process. Work to date includes market engagement with 5 potential operators and the preparation of a shadow bid which confirms that Option B remains the most affordable option.
- There remain considerable uncertainties over the medium term for the state of the economy, public finances in general, and the market for leisure which is still recovering from the pandemic, the costs of construction, and the pressures on council finances. Results from the market engagement and the key issues to be considered in the procurement strategy were fed back to Members at an All-Member briefing in June.
- The Procurement Strategy has now been drafted which sets the high-level strategic objectives for the future delivery of leisure services and seeks to balance the Council's requirements and ensuring the opportunity is attractive to the market.
- Approval of the Procurement Strategy will enable documentation to be developed including a Service Specification before going out to initial tender at the end of 2022.
- Between November 2022- March 2023 a tender process will produce a long list of bidders.
- Between March 2023-July 2023 a short list of bidders will be determined.

<ul style="list-style-type: none"> • In July 2023 a Gateway review will take place following submission of Initial Tenders. The Initial Tenders will show the cost of continuing the current leisure provision and the cost of the provision with bidders utilising the investment fund. At this time, a decision will be made on which is the best option to proceed and the requirements for the Final Tender can be set. • In October 2023 bidders will then produce their Final Tenders reflecting the Council's preferred option. • In November 2023 Council approval will be sought for the preferred partner with a new contract commencing on 1 April 2024.
Recommendations
<ul style="list-style-type: none"> • To approve the Leisure Procurement Strategy which sets the strategic objectives for the future delivery of leisure services across the Harborough District.
Reasons for Recommendations
<p>Approval of the Procurement Strategy will ensure;</p> <ul style="list-style-type: none"> • A clear scope of services that are complementary and appeal to the operator market. • The most appropriate contract term including any proposed extension periods to be built into the contract. • A clear position regarding future investment plans for the portfolio. • The most appropriate procurement route to ensure the process meets the Council's requirements, timeframes, and is appealing to the operator market. • A clear risk profile between the operator and the Council for key areas of responsibility, such as maintenance and utilities. • A clear position on the use of variant submissions to test different scenarios. • A clear position on affordability, to inform the development of the Services Specification, and to ensure it aligns with the Council's Medium-Term Financial Strategy. • An evaluation framework which establishes the right balance between quality and price and seeks to secure the best quality operator that the Council can afford. • Investment in both sites will be a requirement.

1. Purpose of Report

1.1. To seek approval of the Leisure Procurement Strategy.

2. Background

2.1. On 6th September 2021, Cabinet considered a report on the Review of Leisure Provision. It resolved to proceed with redevelopment of the Leisure Service provision (Option B).

2.2. To support the redevelopment, Council have agreed to make available to operators of up to £9.75 million which the annual capital repayments will be paid by the leisure operator over the life of their contract (up to 25 years).

2.3. Cabinet reiterated that the cost to the Council of the new contract needs to be as low as possible. The MTFS identifies a £zero cost to the Council for the next leisure contract.

2.4. Council commissioned The Sport, Leisure and Culture Consultancy (SLC) (in November 2021, through ESPO 664 Framework) to support the procurement process which is which is being led by an internal Leisure Project Team and Project Board. Cabinet are represented on the Board by Cllr Whelband and Cllr Hallam.

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2.5. In order to commence a new contract on 1 April 2024 with all relevant due diligence, the Procurement Strategy needs to be approved at Cabinet in September 2022.

3. Details

- 3.1.** Part of the process to award a new Leisure contract by 1 April 2024 is to develop a clear Procurement Strategy, which sets out the Council's approach to the procurement process and establish a suitable balance between meeting the Council's service requirements, return on investment and ensuring the opportunity is attractive to the market.
- 3.2.** SLC's Briefing Paper dated August 2022; Appendix A, sets out the Procurement Strategy.
- 3.3.** The timetable for procurement is set out below in Table 1. This identifies key stages and governance milestones and their status.
- 3.4.** In Stage 5, between November 2022- March 2023 the Invitation to Tender process will take place following completion of the procurement documents including the Leisure Contract.
- 3.5.** The tender process involves qualification, an initial tender and final tender. It is expected that in the region of 4 bidders will submit initial tenders in July 2023.
- 3.6.** It is key to note that there is a Gateway review in July 2023 by the Project Board, following submission of Initial Tenders. The Initial Tenders will include variants showing the cost of continuing the current leisure provision and the cost of the provision with bidders utilising the investment fund. At this time, a decision will be made on which is the best option to proceed and the requirements for the Final Tender can be set.
- 3.7.** In October 2023 bidders will then produce their Final Tenders reflecting the Council's preferred option.
- 3.8.** In November 2023, Cabinet and Council approval will be sought for the preferred partner. The necessary work will then be initiated with the preferred partner from November to March, to enable a new contract to be on 1 April 2024.

Table 1. Procurement Timetable

	Date	Status
STAGE 1: PROJECT INCEPTION	DEC 2021	Complete
STAGE 2: MARKET ENGAGEMENT	JAN 2022 – APR 2022	Complete
Market engagement carried out with 5 national leisure operators	March/April 2022	Complete
All Member briefing on key messages from engagement	Jun 2022	Complete
STAGE 3: DEVELOPING THE PROCUREMENT STRATEGY	MAY 2022 – SEP 2022	
Confirmation that the new contract is affordable (at least £zero cost to the Council), subject to interest rates at tender stage in 2023	Jun 2022	Complete

Project Board Workshop to develop Procurement Strategy	Jun 2022	Complete
Procurement Strategy reviewed by Communities Scrutiny Panel	Sep 2022	Complete
STAGE 4: PROCUREMENT DOCUMENTATION/ SPECIFICATION	SEP 2022 – OCT 2022	
Procurement Strategy considered by Cabinet	Sep 2022	
STAGE 5: TENDER PROCESS AND EVALUATION	NOV 2022 – MAR 2023	
Initial tender evaluation (assume 4 bidders)	Jul 2023	
Gateway review by Project Board	July 2023	
Revised tender evaluation	Oct 2023	
Council approval of preferred partner	Nov 2023	
NEW CONTRACT COMMENCES	Apr 2024	

4. Implications of Decisions

4.1. Corporate Priorities

- 4.1.1. Promoting health & wellbeing and encouraging healthy life choices.
KA.02.04: Review the current leisure services provisions and service delivery options for the future, including preparations for any new contractual arrangements.

4.2. Financial

- 4.2.1. In September 2021 Cabinet agreed to proceed with the option of redevelopment and refurbishment of the existing sites at an estimated net capital cost of up to £9.75 million. This was included in the 2022/23 (to 2026/27) capital programme that was approved by Council in February 2022.
- 4.2.2. Cabinet has set the affordability threshold for the new contract at £zero management fee paid to the operator or better.
- 4.2.3. The capital will be repayable over the life of the contract, and the operator will be expected to cover these repayment costs. It is also anticipated that the Council could potentially receive a return on the investment, as well as covering the cost of the contract. Initial modelling as part of the development of the Procurement Strategy indicates that this is achievable because of the capital investment fund, which the operator can use to develop services and facilities and has the potential to generate a surplus subject to investment proposals and prevailing interest rates.
- 4.2.4. The new contract is expected to have a duration of 25 years; made-up of an initial 15-year term plus 2 extensions of 5-years. Although the risk is 15 years from the time the contract was awarded, if the:
- capital investment was to have an economic life of greater than 15 years, but the
 - selected contractor chose not to extend beyond 15 years,

there is a risk that the Council Tax payer would have to meet the residual 10 years cost of capital if any subsequent contractor did not agree to meet the residual costs of capital.

4.3. Legal

4.3.1. The procurement and subsequent contracts will be subject to a series of legal requirements. It is on this basis the proposal has been and continues to have specialist legal support to ensure compliance with procurement and contractual arrangements

4.4. Policy

4.4.1. The Procurement Strategy sets out the Councils approach to the procurement.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

4.5.1. Transferring some or full responsibility for utilities to the operator as part of the procurement will encourage investment in energy saving technology and contribute towards addressing the climate change emergency. A new contract is the ideal time to include such investment to enable the operator to obtain maximum benefit and return on the investment, and the operator would be financially incentivised to do so. This has been the case in a number of recent procurements. This approach would also contribute to the Council's corporate commitment to achieving net zero carbon.

4.6. Risk Management

4.6.1. A full risk register for the project is being managed in accordance with the Council's Project Management framework. The key risks that are being managed include;

- Failure to achieve £zero cost for the new contract
- Impact of rising costs of utilities
- Maintenance liabilities for the facilities
- The final facility mix not meeting expectations of stakeholders
- Project team resources

4.7. Equalities Impact

4.7.1. A full equalities impact assessment will be completed as part of the procurement and will be built into the leisure provision we develop.

4.8. Data Protection

4.8.1. None arising directly from this report at this stage of the process.

5. Summary of Consultation and Outcome

5.1. High level engagement has taken place between December 2021 and January 2022 as part of the development of the Health and Wellbeing Strategy. 38% of respondents (169 residents) thought that sports and leisure facilities need improving to make Harborough a healthy, active place to live.

5.2. Engagement with Leisure users for both sites will be taking place to feed into the final service specification.

6. Alternative Options Considered

6.1. Do not develop a Procurement Strategy was considered. This was discounted as the Procurement Strategy will inform the more technical services specification through setting overarching objectives and principles.

7. Background papers

- Scrutiny Report 1 September 2022 - [Meetings and Events \(harborough.gov.uk\)](https://www.harborough.gov.uk/Meetings-and-Events).
- Leisure Project Review, Cabinet, 6 September 2021
- Leisure Procurement, Cabinet 3 December 2018
- Leisure Report, Cabinet 4 September 2017



Leisure Procurement Strategy

Harborough District Council

August 2022

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1. Introduction

- 1.1.1 Harborough District Council is commencing the procurement of a new management contract for the operation of its leisure facilities. The existing contract with Sports & Leisure Management (trading as Everyone Active) ends in March 2024 and the Council has appointed The Sport, Leisure and Culture Consultancy (SLC) to provide support throughout the procurement process.
- 1.1.2 A crucial part of the process is developing a clear procurement strategy, which sets out the Council's approach to the procurement process and seeks to establish a suitable balance between meeting the Council's requirements and ensuring the opportunity is attractive to the market.
- 1.1.3 Specifically, the procurement strategy will establish:
- The Strategic Objectives for the future delivery of leisure services across Harborough
 - A clear scope of services that are complementary and appeal to the operator market
 - The most appropriate contract term including any proposed extension periods to be built into the contract
 - A clear position regarding future investment plans for the portfolio
 - The most appropriate procurement route to ensure the process meets the Council's requirements, timeframes, and is appealing to the operator market
 - A clear risk profile between the operator and the Council for key areas of responsibility, such as maintenance and utilities
 - A clear position on the use of variant submissions to test different scenarios
 - A clear position on affordability, to inform the development of the Services Specification, and to ensure it aligns with the Council's Medium Term Financial Strategy
 - An evaluation framework which establishes the right balance between quality and price and seeks to secure the best quality operator that the Council can afford.
- 1.1.4 This briefing paper presents a number of the key issues discussed by the Project Working Group (PWG) at a workshop on 28th June 2022, where the group considered and made recommendations regarding the procurement strategy.
- 1.1.5 The outcomes from this discussion form this Leisure Procurement Strategy and will be presented to the Council's Scrutiny and Cabinet.

2. Why is the Council Running Leisure Facilities?

2.1 Introduction

- 2.1.1 The Council will need to develop a clear set of Strategic Objectives for the new leisure contract and future service, which are designed to support the Council's wider strategic priorities. These objectives essentially set out why the Council is running the service and the contribution of its leisure operator to the Council's wider strategic priorities.
- 2.1.2 Performance indicators will need to be developed to measure progress against these Strategic Objectives and included within the Services Specification which is to be developed at the next stage.

2.2 Harborough District Council Priorities

Corporate Plan 2022 - 2031

- 2.2.1 The updated Corporate Plan has the following overarching Vision:
- Working with our communities, we will build a future for the people of Harborough district that gives them the best life changes and opportunities though:*
- 2.2.2 There are four strategic priorities identified in the Plan:
1. Community leadership to create a sense of pride and belonging
 2. Promoting health and wellbeing and encouraging healthy life choices
 3. Creating a sustainable environment to protect future generations
 4. Supporting businesses and residents to deliver a prosperous local economy
- 2.2.3 The future leisure service will contribute most strongly to strategic priorities 1 and 2.

Active Harborough - Physical Activity Strategy 2018-2023

- 2.2.4 There are six strategic priorities identified in the Strategy:
1. To increase participation levels in physical activity across the district, with a focus on tackling inactivity
 2. To develop sustainable and long-term approaches to incentivising specific groups who have the lowest levels of activity in the district
 3. To further develop - through our Active Together Team - our effective and sustainable network of organisations across a diverse range of physical activity and sport opportunities to meet the changing needs of our residents
 4. To ensure that physical activity and sport is integrated within the planning system by utilising Sport England's active design principles
 5. To refurbish and rebuild the two leisure centres in our district so that they meet national high standards
 6. To promote the use of formal and informal local community facilities, including schools and colleges, to help realise their full potential as high-quality community assets.

New Health and Wellbeing Strategy 2022-2027

- 2.2.5 The Council is currently completing a new Health and Wellbeing Strategy to inform the new leisure contract. The strategy will look beyond physical activity to the wider determinants of health. Taking this wider approach will support the Council's new priority – "Promoting Health and Wellbeing and Encouraging Healthy Life Choices."
- 2.2.6 The strategy is currently in draft and has been presented to Communities Scrutiny Panel on 30th June 2022. There are two themes and six priorities.
1. Enable healthy environments
 - a. Quality homes
 - b. Community infrastructure & services
 - c. Training, jobs & income
 2. Encourage healthy lifestyles
 - a. Community
 - b. Mental health
 - c. Physical activity

2.3 Proposed Strategic Objectives for the Leisure Contract

- 2.3.1 Drawing from the strategic documents above, the following Strategic Objectives are proposed to be embedded into the leisure contract:
1. Reduce inequalities in physical activity participation across Harborough
 2. Contribute towards the health and wellbeing of residents in the District by increasing physical activity levels in Harborough
 3. Increase access and opportunity to take part in physical activity for vulnerable people in the District
 4. Increase physical activity participation of young people in Harborough
 5. Ensure Harborough and Lutterworth Leisure Centres both contribute towards reducing carbon emissions
 6. Deliver good quality facilities and services at Harborough and Lutterworth Leisure Centres for physical activity and wellbeing.

PWG Recommendation

That the Council adopt the Strategic Objectives for the leisure contract to be embedded into the Services Specification:

- 1. Reduce inequalities in physical activity participation across Harborough**
- 2. Contribute towards the health and wellbeing of residents in the District by increasing physical activity levels in Harborough**
- 3. Increase access and opportunity to take part in physical activity for vulnerable people in the District, while supporting the Council's preventative interventions programme.**
- 4. Increase physical activity participation of target groups, including young people, old people, and people with disabilities, in Harborough**

- 5. Ensure Harborough and Lutterworth Leisure Centres both contribute towards reducing carbon emissions**
- 6. Deliver good quality facilities and services at Harborough and Lutterworth Leisure Centres for physical activity and wellbeing.**

3. Scope of Services

3.1 Core Leisure Facilities

- 3.1.1 The existing contract with SLM ends in March 2024 and includes the operations of the facilities in Table 1.

Table 1: Facilities in Existing Contract

Harborough Leisure Centre	Lutterworth Sports Centre
70 station gym	72 station gym
6-lane 25m swimming pool	6-lane 25m swimming pool
Teaching pool & "beach area pool"	4-court sports hall
Indoor bowls hall	2 studios (both 225m ²)
3-court indoor tennis hall (concrete)	Health and Wellbeing Room
4-court sports hall	
2 studios (both 150m ²)	
Health and Wellbeing Room	
Cafe	

3.2 Active Communities Programme

- 3.2.1 Increasingly, modern leisure contracts include a requirement for the operator partner to deliver an Active Communities Programme (or similar) which focuses on the delivery of activities and services beyond the core leisure facilities within local community settings, parks, and open spaces.
- 3.2.2 The primary focus of such a programme is to increase participation in physical activity by less active groups, who are less likely to engage within a traditional leisure centre setting. Designing and delivering a programme of accessible activities within familiar, local settings will extend the reach and impact of the services, by engaging with groups that are most likely to experience health inequalities, and for whom being more active will have the greatest benefit.
- 3.2.3 The programme is typically designed and delivered through strong partnership working with the Council's Leisure Team and other key stakeholders.

3.3 Bowls Hall and Tennis Bubble at Harborough Leisure Centre

- 3.3.1 The bowls hall is currently used for less than half of a typical year and runs at a financial deficit. The bowls hall space could represent an opportunity for change of use as part of the bidders' investment solutions. For example, following a procurement at West Lindsey District Council the successful operator converted the existing bowls hall into a health and wellbeing centre. This has both increased the usage and generated additional income at the centre, improving the overall management fee position.
- 3.3.2 It is therefore proposed that the Council does not "red line" the bowls hall and is open to bidder proposals for alternative uses subject to business case.

- 3.3.3 It should be noted that there are sensitivities associated with the facility and in the event that a change of use is proposed by the successful bidder, the Council will need manage communications with communities and local media.
- 3.3.4 The tennis bubble at Harborough which also accommodates indoor netball is at the end of its life and will not last into the next leisure contract. It is proposed that replacement is not made mandatory within bidder requirements in terms of using the investment fund.
- 3.3.5 In order to understand the financial impact of retaining facilities for indoor netball it is proposed that bidders provide a variant submission to include indoor netball as part of the Initial Tender.
- 3.3.6 As with bowls hall there will be sensitivities with the existing users of the facility if it is determined that the facility will not be replaced.

PWG Recommendations

- 3.3.7 **To include Harborough and Lutterworth Leisure Centres in the scope of the services.**
- 3.3.8 **To include an Active Communities Programme in the new leisure contract, the affordability of which is to be tested through variant submission.**
- 3.3.9 **To confirm that there is no "red line" around the Bowls Hall, with bidders encouraged to provide alternative uses for the Bowls Hall which are more financially sustainable through their investment proposals.**
- 3.3.10 **To require bidders to provide solutions for maintaining a two-court indoor netball provision (the space for which will also allow three tennis courts), the sustainability of which will be tested through a variant submission.**

4. Affordability and Shadow Bid

4.1 Background

- 4.1.1 SLC is developing a “Shadow Bid” which estimates the base value of the contract, based on the 19/20 pre-Covid-19 income and expenditure information provided by the existing operator, Sports and Leisure Management Limited (SLM).
- 4.1.2 The Shadow Bid is designed to illustrate the potential management fee attainable through re-procurement of the contract but should not be used for budgeting purposes. This is because the model does not include a prediction of potential issues such as cost inflation and income fluctuations caused by changing economic conditions, or competitor activity.
- 4.1.3 The development of a Shadow Bid has the following key benefits:
- It provides an understand of the likely market value of the new contract which can inform an understanding of future affordability linked to the Council’s Medium Term Financial Strategy
 - It can be used to set an affordability threshold or minimum level for bid compliance which ensures all bids received are affordable to the Council and enables a stronger focus on the quality of bid submissions
 - It can be used as benchmark to review bid submissions.
- 4.1.4 The shadow bid will need to factor in the impact of investment which is dependent on interest rates.
- 4.1.5 The Council is making available an investment fund of up to £9.75 million for the operator to draw on, under the condition that the annual capital repayments are covered by the operator for the life of the contract.
- 4.1.6 The directive from Members is the contract should run at zero subsidy or better. Initial modelling indicates that this will be achievable with investment the contract has the potential to generate a surplus subject to investment proposals and prevailing interest rates.

PWG Recommendations

- 4.1.7 **To set the affordability threshold for the leisure contract at £zero management fee or better. Additionally, the successful bidder will be required to pay back annual capital repayments throughout the life of the contract.**
- 4.1.8 **To agree the final affordability modelling be updated in early 2023, to factor in fluctuating interest rates linked to the capital investment.**

5. Procurement Components – Key Decisions

5.1 Contract Length

- 5.1.1 Leisure management contract terms are typically 10+ years, often with the option to extend, by mutual consent, for a further 5 years. Operators are reluctant to allocate bidding resources for shorter contracts and, within the context of an increasingly busy market, may choose not to bid.
- 5.1.2 Depending on the complexity of the procurement, the cost of bidding can be c. £70k+ and bidders competing with the incumbent operator will also need to factor in mobilisation and start-up costs. The length of the contract will, therefore, be one of the key qualifying criteria for operators when deciding whether or not to bid.
- 5.1.3 A major factor when considering contract length is the condition of the facilities. For example, an older facility with a short remaining lifespan would be less likely to be let on a long term (15+ years) contract due to the increased risk of maintenance liabilities and potential for closure.
- 5.1.4 The recent market engagement exercise undertaken indicates that operators are happy with a term of 10 - 15 years.
- 5.1.5 Given the significant capital investment to be made available, the Council may wish to consider a longer term e.g., 15 + 5 or 15 + 5 + 5 years to give the operator the added appeal of the potential of a longer period during which they would be able to maximise returns from investment.
- 5.1.6 SLC recommend a 15-year contract with an option to extend by up to 5 years. A further alternative would be a 10-year contract with an option to extend by up to 5 years plus an additional option to extend up to 5 years (20 years in total).
- 5.1.7 The Council has the option to test different contract lengths through variant bids.

PWG Recommendation

- 5.1.8 **That the contract be for an initial term of 15 years with an option to extend by up to 5 years plus an additional option to extend up to 5 years (up to 25 years in total).**

5.2 Procurement Procedure

- 5.2.1 There are a number of procurement routes and procedures that can be used for leisure contracts. Table 2 below is taken from Sport England's Leisure Services Delivery Guidance (published in 2021) and highlights which procurement approaches are suitable under different circumstances.
- 5.2.2 We have highlighted in green text where the approach is aligned to the specific circumstances of the Council and red text where the approach is considered unsuitable.

Table 2: Procurement Procedures

Procurement Approach/Route	Suitable Circumstances	Unsuitable Circumstances
Open Procedure	<ul style="list-style-type: none"> Potentially low number of bidders 	<ul style="list-style-type: none"> DBOM requirement

Procurement Approach/Route	Suitable Circumstances	Unsuitable Circumstances
Typical procurement timeline c. 4-6 months	<ul style="list-style-type: none"> Clearly defined service scope Clearly defined services specification When procurement required quickly. 	<ul style="list-style-type: none"> Potentially large number of bidders Facility investment part of the procurement Local authority wishes to negotiate on aspects of the contract and services specification.
Restricted Procedure Typical procurement timeline c. 6-9 months	<ul style="list-style-type: none"> Potentially large number of bidders Clearly defined service scope Clearly defined services specification Clearly defined low/medium investment specified and delivered by the local authority part of the procurement. 	<ul style="list-style-type: none"> DBOM requirement Significant facility development requiring operator solutions Local authority wishes to negotiate on aspects of the contract and services specification.
Competitive Procedure with Negotiation Typical procurement timeline c. 9-12 months	<ul style="list-style-type: none"> Potentially large number of bidders Clearly defined service scope Clearly defined services specification with some aspects for negotiation Clearly defined low/medium investment specified and delivered by the local authority part of the procurement Medium level investment proposals part of the procurement (e.g., building extension or refurbishment) requiring operator solution Local authority requires some flexibility to test different scenarios through variant bids but may still want to award at tender stage. 	<ul style="list-style-type: none"> DBOM requirement Local authority wishes to negotiate on aspects of the contract and services specification through dialogue.

Procurement Approach/Route	Suitable Circumstances	Unsuitable Circumstances
Competitive Dialogue Procedure Typical procurement timeline c. 12-18 months	<ul style="list-style-type: none"> • DBOM requirement • Service scope open to negotiation through dialogue • Services specification open to change through negotiation • High level investment proposal requiring bidder solution e.g., new build leisure facility. 	<ul style="list-style-type: none"> • This approach can be over engineered where there is low/medium level investment solution required from the operator or no room for negotiation of the services specification.
Concessions Contract Typical timeline c. 12- 14 months	<ul style="list-style-type: none"> • Where there is a positive fee to the local authority • Light to medium weight Services Specification. 	<ul style="list-style-type: none"> • Where the services require a subsidy or payment to the Leisure Operator • Where the local authority is carrying a degree of risk • This would include when using local authority capital as part of the solution.

5.2.3 SLC recommend that three staged process which includes negotiation between Initial and Final tender submissions, potentially under a Concessions Contract regime because the Council will have:

- A clearly defined scope of services
- A clearly defined services specification, with some aspects for negotiation
- Clearly defined investment proposals as part of the procurement bid, which will require operator input
- Flexibility to test different scenarios through variant bids, before specifying its final requirements
- Sufficient time within the programme.

5.2.4 Over the last few years CPN has been the most commonly used procedure for procuring leisure contracts but new procurement legislation is expected later in 2022. Consequently, it is proposed to review any new approaches that may come through this before committing to a specific procurement procedure.

PWG Recommendations

5.2.5 That the Council deliver the procurement using a three-stage procurement procedure potentially under a concession's regime. This will involve:

- Pre-qualification
- Invitation to Submit an Initial Tender (ISIT)
- Negotiation on key issues such as investment
- Final Tender.

- 5.2.6 The exact procedure used will be reviewed when new procurement guidance, expected later in 2022 is available.
- 5.2.7 That the Council provide delegated authority to the Director of Communities and Wellbeing (and any other relevant senior officers) to confirm the final procurement mechanism, following any legislation changes. The three-stage structure of the procurement is unlikely to change.

5.3 Utilities Risk

- 5.3.1 The Council has a range of options in the way utilities are managed within the contract and who takes the risk on consumption and increases in tariffs. Pre-Covid-19, full responsibility and risk was typically passed to the operator, but the recent increase in energy costs, and uncertainty regarding the future market makes this option much less palatable to operators and some may choose not to bid.
- 5.3.2 New leisure contracts increasingly include a shared approach to utilities risk, where the operator takes the risk on consumption and the Council bears the risk of tariff increases in accordance with an agreed mechanism within the contract. Such arrangement inevitably creates some uncertainty for Councils in terms of medium-term financial planning and require allocated resource to negotiate and agree annual settlements in accordance with the agreed benchmarking mechanism.
- 5.3.3 The market engagement exercise undertaken shows a clear preference from leisure operators for a shared risk profile where the Council takes the risk on tariff increases (above inflation) and the operator takes the risk on consumption.
- 5.3.4 A full risk transfer on utilities would require operators to price the risk and uncertainty on tariffs into their bids and could result in an unattractive bid for the Council. It may also mean that the Council pays more than it should in the event energy prices reduce to previous levels during the term of the contract.
- 5.3.5 Full risk versus shared risk on utilities could be explored through a variant bid at the initial tender stage if required. This would enable the Council to understand the additional cost of transferring this risk before deciding on the final risk profile for the revised tender stage.
- 5.3.6 Transferring some or full responsibility for utilities to the operator will encourage investment in energy saving technology and contribute towards addressing the climate change emergency. A new contract is the ideal time to include such investment to enable the operator to obtain maximum benefit and return on the investment, and the operator would be financially incentivised to do so. This has been the case in a number of recent procurements. This approach would also play strongly to the Council's corporate commitment to achieving net zero carbon.

PWG Recommendation

- 5.3.7 That the Council adopt a shared risk approach to the cost of utilities, where the operator takes the risk on consumption, and the Council takes the risk on future tariff increase above an identified threshold. This is in line with the current market position.

5.4 Maintenance Risk

- 5.4.1 Full repair, maintain and lifecycle replacement contracts have become more common in recent years, as local authorities seek to transfer full maintenance risk to operators. Under such an arrangement the operator is responsible for maintenance, repair and replacement of all assets (including building fabric) for the term of the contract. This is often the preferred approach for authorities that wish to transfer this risk for the term of the contract and/or do not have access to capital maintenance budgets or staffing resource to manage shared maintenance obligations.
- 5.4.2 Such arrangements are typically supported by a comprehensive building fabric, mechanical and electrical condition surveys, providing an assessment of the condition of all assets and a fully forward-costed lifecycle replacement schedule (usually for a 10-year period). This condition survey, assuming it is of the required quality, should enable bidders to allocate sufficient maintenance resources within their financial submissions to cover the cost of full maintenance, repair and replacement.
- 5.4.3 Operators will generally accept full maintenance responsibility (assuming there is an up to date and comprehensive condition survey included within the tender documents), but many prefer a shared approach, particularly where the age and condition of facilities creates additional risk.
- 5.4.4 A shared approach is normally like a typical landlord and tenant agreement where the operator is responsible for day-to-day maintenance and repair of buildings and equipment, and the replacement of certain, clearly identified assets (as per the existing arrangement). The Council takes on the responsibility for maintenance of building fabric and structure, and the replacement of certain, clearly identified larger assets e.g., boilers, pool filters or other major mechanical and electrical installations (either on an item-by-item basis or over a certain cost threshold). This shared responsibility, including specific areas of risk allocation is clearly set out within the contract documents to avoid any ambiguity.
- 5.4.5 The market engagement exercise undertaken shows a general preference from operators for a shared maintenance risk profile. Transferring full maintenance and replacement responsibility to the operator increases the risk of potential bidders “qualifying out” the Harborough opportunity, or bidders including high levels of additional risk provision within their financial submissions.
- 5.4.6 SLC, therefore, recommend a shared approach to maintenance responsibility with the Council being responsible for the fabric and structure of the building and major lifecycle replacement (either through replacement of items over a specified cost threshold, e.g., £20,000 or based on a specific itemised list of assets with split responsibility for the operator and the Council). The operator would be responsible for all day-to-day maintenance of buildings, including Planned Preventative Maintenance, equipment, and the lifecycle replacement of items below the cost threshold, or as specified on the asset list. As this is the current contractual arrangement, this is what is being reflected in the shadow bid currently. A transfer to full risk transfer would necessitate additional cost being factored in the shadow bid.
- 5.4.7 As with utilities, the Council may also decide to include a variant bid on full maintenance risk to the operator to understand the additional cost of this scenario.

PWG Recommendation

- 5.4.8 **That the Council adopt a shared risk approach, where the operator is responsible for all day-to-day maintenance, repair and lifecycle replacement, and the Council is responsible for the building fabric and major lifecycle replacement. A risk allocation matrix will be utilised to identify where maintenance responsibilities lie within the Services Specification.**

5.5 Evaluation Criteria

Price / Quality Weighting

- 5.5.1 The Council is looking to commission the best management operator it can afford. The intention, if considered appropriate, is to set an affordability threshold in the procurement which aligns with the Council's Medium Term Financial Strategy. Under this approach all compliant bids received will meet the Council's financial needs.
- 5.5.2 SLC, therefore, recommend that the overall evaluation is based on 30% Price, 70% Social Value and Quality to ensure that the focus of the evaluation is on quality as all compliant bids will meet the Council's financial requirements.

PWG Recommendations

- 5.5.3 The Council needs to decide on the Price / Quality weighting for the evaluation criteria.
- 5.5.4 That the Council adopt a 30:70 Price / Quality & Social Value weighting for the evaluation criteria.

Price Evaluation

- 5.5.5 The scoring of Price can be set up in different ways to incorporate risk and sustainability, or simply be based on the lower payment to the operator / highest payment from the operator, as show in Table 3.
- 5.5.6 The examples are based on Price being weighted at 40%, which can be amended as required once the Council has agreed the weighting. The example figures used are indicative only.

Table 3: Price Evaluation Options

	Approach	Benefits	Risks
1.	<p>Basic Pro-Rata Approach:</p> <p>Highest surplus or lowest management fee scores a full 40%. Subsequent bids score on pro-rata basis.</p> <p><i>Example:</i></p> <p><i>Highest surplus bid (annual payment to Council) £100,000, the second-place bid is £50,000 and third place bid £10,000. Therefore, the highest bid scores 40 percentage points, second place bid scores 20 and third place bid scores 10 percentage points.</i></p>	<p>Incentivises bidders to offer the best possible price</p> <p>Objective</p> <p>Transparent.</p>	<p>It is often difficult for bidders to 'catch up' on quality if there is a substantial difference in price. In the example shown it would be difficult for the second placed bidder to make up 20 percentage points on the quality scoring</p> <p>This could mean the Council is forced to accept the bidder offering lowest quality</p> <p>Also, the difference in scoring (20 percentage points) is arguably not proportionate to the difference in cost (£50K</p>

	Approach	Benefits	Risks										
	<p>Basic Average Price Approach:</p> <p>Price scores are allocated based on the extent to which the bidder’s price falls above or below the average price.</p> <p>For example, a bidder that submitted a price that was equal to the average price would be awarded a score of 20% out of 40%. For every pound that a bidder’s price is above or below the average price, the score will be increased or reduced accordingly.</p>		<p>p.a. in the example shown) when considering the scale and scope of the services</p> <p>This ignores other financial criteria such as viability and investment.</p>										
2.	<p>Overall Commercial Approach:</p> <p>Price score weighted:</p> <table><tr><td>Management fee</td><td>15%</td></tr><tr><td>Operator capital</td><td>5%</td></tr><tr><td>Viability</td><td>10%</td></tr><tr><td>Risk transfer/legal</td><td>10%</td></tr><tr><td>Total</td><td>40%</td></tr></table> <p>Bidders are ranked based on overall score as per 1. above.</p>	Management fee	15%	Operator capital	5%	Viability	10%	Risk transfer/legal	10%	Total	40%	<p>Gives a more holistic view of commercial proposals including capital investment</p> <p>Enables the Council to assess the viability of the financial proposals where income looks high or expenditure low</p> <p>Prevents a bidder offering a comparatively high management fee payment to Council / low management fee from Council; winning on price alone.</p>	<p>Council will have to make a subjective judgement on the viability of each bidder’s financial model. This could discourage a bold bid if bidders are wary of how the viability will be judged</p> <p>Council will need to assess different capital solutions, which could be subjective</p>
Management fee	15%												
Operator capital	5%												
Viability	10%												
Risk transfer/legal	10%												
Total	40%												
3.	<p>Sliding Scale Approach:</p> <p>Produce a sliding scale over the affordability threshold with a ceiling that provides maximum score if reached e.g.:</p> <p>Annual Management Fee payment/receipt (indicative only)</p>	<p>Enables a positive or negative management fee in the event that affordability is borderline between a deficit or surplus</p> <p>Prevents “over bidding” and bidders putting in a high payment to the</p>	<p>Council may be able to get a higher financial offer without a ceiling.</p>										

	Approach	Benefits	Risks
	-£100,000 20%	Council, and winning on price	
	Zero or break-even 30%		
	+£100,000 40%	Most procurements using this approach result in the bidder offering the highest quality solution winning the tender.	
	(Maximum score 40%)		

5.5.7 Based on the above analysis SLC recommend a sliding scale approach to evaluating price with the affordability threshold.

PWG Recommendation

5.5.8 That the Council adopt a sliding scale approach to evaluating price, informed by the affordability threshold. For example, zero management fee could score 20 percentage points leading up to a £1.5 million 15-year payment to the Council scoring 30 percentage points.

5.6 Social Value and Quality Evaluation

5.6.1 Method statement questions used to assess the social value and quality of bid submissions should be aligned to the Council's Strategic Objectives for the new contract. The following themes have been identified by SLC and will need to be discussed with the Project Group. Once the themes are agreed they will need to be developed into method statements questions for inclusion in the tender documents:

- Approach to increasing overall physical activity participation levels
- Bidders' investment solution based on a capital fund of up to £9.75 million
- Approach to increasing physical activity participation levels amongst target groups and localities
- Development of health-related programmes aimed at those needing rehabilitation or "at risk" groups
- Approach to designing and delivering innovative and inclusive programmes
- Approach to delivering wider social value
- Approach to staffing, training, and development
- Approach to managing of assets – maintenance, environmental
- Approach to quality management and customer care
- Approach to monitoring KPIs and measuring impact of services.

PWG Recommendation

5.6.2 That the Council work with SLC to develop Social Value and Quality method statement for inclusion in procurement documentation based on Sport England guidance.

5.7 Profit or Income Share

5.7.1 Previous market engagement undertaken by SLC indicates clearly that operators favour a profit share over an income share approach, on the basis that it takes account of additional expenditure incurred to generate the additional income.

- 5.7.2 SLC, through its work with Sport England, has researched existing profit share contracts and found that many do not yield additional payments, as the operator, if performing well, is able to “bump up” the expenditure for the contract.
- 5.7.3 The latest Sport England guidance proposes that income share is used where there are new facilities involved or capital investment, and, to a degree, it is uncertain how they will perform. This is primarily to ensure the Council gains from the operator making “super profits.” This could, for example, involve 10% of income over and above a set threshold to the Council, in the event the operator exceeds its business plan income by, say, 10%.
- 5.7.4 Most leisure operators are averse to income share as it does not allow for cost of sales and in some contracts does not incentivise them to develop programmes where there is a cost of sales such as coaching and exercise to music.
- 5.7.5 In the case of Harborough’s two leisure centres, the facilities are mature, and there may be little value in having an income or profit share mechanism, which could also be off putting to bidders, or lead to them adjusting their own profit margins resulting in a less attractive management fee position.

PWG Recommendations

- 5.7.6 **That the Council adopt a profit share mechanism, which comes into effect where the Operator overperforms by 10% or more on net profit against its financial bid submission.**
-

5.8 Investment Plans and Variant Bids

- 5.8.1 The Council has ambitious plans for investment into its facilities during the term of the new contract and has agreed a £9.75 million investment fund available for both Harborough Leisure Centre and Lutterworth Leisure Centre.
- 5.8.2 Bidders will be able to select the level of capital they wish to draw on the proviso that capital repayments will be covered by the successful bidder through the term of the contract.
- 5.8.3 The tender process therefore provides an ideal opportunity to understand the expected return on this investment.
- 5.8.4 As referenced in Section 5.2, the recommended procurement route is a three staged process with negotiation. This provides for a staged approach to bid submissions enabling initial tenders to be developed by bidders, reviewed by the Council, and discussed further through negotiation with bidders before setting the requirements for revised or final tenders.
- 5.8.5 This process will enable the Council to seek variant submissions from operators which can be used to test different scenarios to understand the financial implications of each.
- 5.8.6 The Council could explore a number of scenarios including:
1. Bidders’ investment proposals using the capital fund of up to £9.75 million. This bid will be evaluated at ISIT stage.
 2. A baseline position which assumes continuation of the service “as is” without investment. This will enable the Council to assess return on investment. This will also ensure that the Council receives bids for operation of the existing portfolio for the full contract term in the event that the investment is delayed or unable to be delivered for whatever reason.
 3. Active Communities– bidders can be requested to provide a financial submission identifying the cost of delivering an outreach community-based programme in addition to investment. The Council will be able to assess whether this additional service is affordable.

4. A variant submission based on the base submission, to include investment and the inclusion of provision for a two-court indoor netball facility - The Council will be able to see the potential financial impact of such a facility.

5.8.7 The information provided within the Initial Tenders, including any variant submissions, can be reviewed by the Council, and discussed further with bidders during the negotiation stage in order that the Council can establish a clear position on how the Final Tender is to be structured.

5.8.8 It should be noted that whilst variant bids can be an effective way of testing different scenarios through a procurement, the Council should recognise the additional work required of bidders in developing multiple bid submissions within the context of a busy market. Overcomplicating the submission requirements increases resource requirements both for bidders and the Council, so the inclusion of variant bids should be balanced by these considerations.

PWG Recommendations:

5.8.9 **That the Council request the following variant pricing submissions at Initial Tender stage:**

1. **An Invitation to Submit Initial Tender bid submission to be evaluated based on investment without Active Communities or specified Netball Provision.**
2. **Variant submission based on the existing service as is (without investment or Active Communities service).**
3. **Variant submission based on 1) to include investment and specifying indoor netball provision.**
4. **Variant submission based on 1) to include investment plus Active Communities.**

5.8.10 The results of the variants will inform negotiation with the bidders and the Council's Final Tender position.

6. Procurement Strategy Checklist

6.1.1 A checklist is provided in Table 4 which monitors the progress of the development of the procurement strategy or the extent to which the Council is procurement ready. Each workstream categorised green (complete), amber (in progress), and red (not started).

Table 4: Procurement Strategy Checklist

Procurement Strategy Checklist		HDC Progress as at July 2022	
1	Has the Council and its partners developed a strategic approach for its Sport and Physical Activity Services with a clear vision on what outcomes and behaviour change it is looking to promote going forward?	100%	Health and Wellbeing Strategy being finalised
2	Has the Council clearly defined the scope of services to be included in the procurement?	100%	
3	Has the Council clearly defined any capital facility developments and investment requirements?	100%	
	Are these to be initiated by the successful bidder or Council?	100%	Bidder
	Has local authority capital been secured for the project?	100%	Capital has been secured
4	Is the Council clear on the level of risk it wishes to transfer to the operator including asset management, pensions, utilities etc.?	100%	Shared asset management responsibility. Shared utilities risk. Operator responsible for pension contributions, HDC any pension deficit or exit fees.
5	Has the Council undertaken affordability modelling, considering forward maintenance and equipment costs (based on asset condition) for the life of the contract, agreed investment and the likely market perception of its portfolio?	100%	To be updated later in procurement process to account for changing interest rates
	Is this aligned to the Medium-Term Financial Strategy and a realistic minimum affordability threshold set for the procurement?	100%	Affordability threshold to be set at £0 management fee or better
6	Has the Council agreed a contract length including any break clauses or potential extension periods?	100%	15 years + 5 + 5

Procurement Strategy Checklist		HDC Progress as at July 2022	
7	Has the Council developed clear priorities and performance indicators linked to its strategic priorities to be delivered by the leisure operator and embedded into the contract?	75%	KPIs to be developed during drafting of Services Specification
8	Does the Council have contractual access to data from its incumbent operator? If not has it negotiated a reasonable position for them to release financial and operational data to be made available to other bidders?	100%	
9	Has the Council selected the optimal procurement route?	75%	Final procurement procedure to be confirmed, three-stage procurement route agreed
10	Has the Council undertaken market engagement to test key elements of its Procurement Strategy with potential bidders?	100%	Market engagement questionnaire, PIN Notice issued
11	Has the Council engaged Members with the Procurement Strategy, and have they signed off the final version?	50%	Procurement Strategy to be presented to Scrutiny and Cabinet.



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August 2022

Harborough District Council

Report to the Cabinet Meeting of 10 October 2022



Title:	Voluntary Sector Strategy Review
Status:	Public
Key Decision:	Yes
Report Author:	Jacqui Evans – Director of Communities and Wellbeing
Portfolio Holder:	Cllr Simon Whelband, Wellbeing, Communities & Housing
Appendices:	Appendix A – Voluntary Sector Strategy 2022-2027

Executive Summary

The Voluntary Sector Strategy 2015-2020 is due for review, it has been delayed due to Covid-19 and the pressure that the Voluntary and Community Sector (VCS) were experiencing.

This report presents the new Voluntary Sector Strategy for 2022-2027, the purpose of which is to recognise the important contribution that the VCS makes to communities across the Harborough District as well as outlining the key priorities for the Council to guide support and engagement with the sector.

Recommendations

- **To approve the Voluntary Sector Strategy which sets the strategic objectives for working alongside the Community and Voluntary Sector across the district for the next 5 years.**

Reasons for Recommendations

Approval of the Voluntary Sector Strategy will ensure;

- That the Community and Voluntary Sector understand the key priorities and principles for the Council and will work alongside the Council to deliver these.

1. Purpose of Report

- 1.1. To agree the refreshed Voluntary Sector Strategy 2022-2027, which aligns to the Council's key Corporate Priorities, as outlined in the Corporate Plan, as well as outlining key principles for support the Community and Voluntary Sector.

2. Background

Voluntary Sector Strategy 2015-2020

- 2.1 In 2015 the Council agreed its first Voluntary Sector Strategy to guide the Councils engagement and relationship with the sector and provide a strengthened policy framework. The aim was to ensure a variety of support mechanisms are available from



the Council to help build capacity and sustainability in the voluntary and community sector and to ensure that the sector, as well as communities are resilient and robust.

- 2.2 Two key outcomes of the first strategy were;
- 2.2.1 The development of a voluntary and community sector accommodation policy which ensured a consistent approach to charities and groups that wanted to lease council assets or rent space. This included an element of subsidy for rent charges if the group supported Council services and key priorities.
- 2.2.2 The development of the Harborough Lotto, which was launched in May 2018 and has been an additional fundraising tool for VCS groups in the district.

Review of the VCS Strategy Post Covid-19

- 2.3 The review of the VCS Strategy in 2020 was postponed due to Covid-19 but restarted in summer 2021. A survey in December 2021 and January 2022 identified that almost 32% of residents have volunteered in some capacity. New and established volunteers and groups stepped up across the district to ensure that the most vulnerable in society could access food, medicines and stayed connected with the outside world. This work has been supported by the Council through providing emergency grants and coordination of support through the Councils Community Hub and has created closer partnerships with foodbanks and groups that can support residents.
- 2.4 As part of the recovery from Covid-19 the Council has undertaken a further transformation programme to realign services (BC25), via a systematic programme of service reviews, to enable the Council to deliver its services in a cost effective and financially sustainable way. One of the actions specific to this sector from BC25 was to review the Community Grants, with a 30% reduction in the Community Grants, which equates to a target saving of £30,000 for 2022/23. This will be achieved as outlined in the Finance section below.
- 2.5 The [draft Strategy](#) was considered by Communities Scrutiny Panel on 24th March 2022. The Panel noted the work of the VCS and praised the work of the organisations affected by the reduction in funding. A breakdown of VCS organisations in each ward was requested to support Ward Members in their community leadership role. The Panel also recommended several small amendments to the Strategy to clarify areas. The attached strategy has been updated to include these.
- 2.6 The Voluntary Sector Strategy 2022-2027, Appendix A has been developed around the financial framework of BC25, as well as understanding the wider Community and Voluntary sector across the district. External challenges have also been taken into consider, such as the need to support communities and residents to recover from Covid and the potential impact of the cost of living.

3. Details

- 3.1. The Voluntary Sector Strategy 2022-27 has 4 key Priorities: -
 - i. To build effective partnerships with the VCS to support community leadership and place shaping at the district and community level.
 - ii. To learn from the community response to Covid and embrace new ways of working with the VCS.

- iii. To work with the VCS to meet the needs of the most vulnerable through prevention and early intervention.
- iv. To extend Council's services by building capacity through specialist partners.

3.2 The Strategy also outlines how the Council will support the VCS, and this will be with 5 key principles: -

- i. If there is evidence a local need – linked to a Council priority
- ii. If no other support is practically available
- iii. If they can evidence sustainability or a short-term projects necessity
- iv. If they can evidence value for money – cost, quality, or wider social impact
- v. If they can use Council support to secure match funding from another source

3.3 These principles will be used to devise and adopt a new grants regime from 1 April 2023. The objective will be to prioritise budgets and support the VCS organisations that align with the priorities in the Strategy, as well as meet identified needs in the community.

4. Implications of Decisions

4.1. Corporate Priorities

4.1.1. The strategy will contribute towards the delivery of 2 of the 4 key Corporate Priorities: -

- i. Promoting health & wellbeing and encouraging healthy life choices.
- ii. Community Leadership to create a sense of pride in our place.

4.2. Financial

4.2.1. The agreed BC25 financial savings of £30,000, will be met by a reduction in the Community grants for the last 2 quarters of 2022/23. Due to the continued demand on the organisations' services, such as the potential impact of the Cost of Living for residents, a reduction of only 15% in the Community Grants will be implemented over 2022/23. This will produce £15,000 savings.

4.2.2. The remaining £15,000 will be met within the current service with no impact on delivery of service.

4.2.3. For next year, 2023/24 and subsequent years, the total amount for Community Grants will stay at the reduced amount.

4.3. Legal

4.3.1. Section 2 of the Local Government Act 2000 gives the local authority the power to give support to organisation(s) which promote the economic, environmental and social wellbeing of their area, which includes incurring expenditure.

4.4. Policy

4.4.1 No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

4.5.1 No environmental issues arise directly from this report.

4.6. Risk Management

4.6.1 No risk management issues arise directly from this report.

4.7. Equalities Impact

4.7.1 No equalities issues arise directly from this report.

4.8. Data Protection

4.8.1 No data protection issues arise directly from this report.

5. Summary of Consultation and Outcome

5.1. Core funded organisations were written to in November 2021 giving notice regarding the reduction in grant for 2022/23. These organisations were also consulted by Voluntary Action Leicestershire in Spring/Summer 2022 with regards to the reduction in funding.

6. Alternative Options Considered

6.1 To not have an approved Voluntary Sector Strategy was considered but following the evidence of the work from this sector during the Covid-19 pandemic, this was considered not beneficial.

7. Background papers

Scrutiny Report 24 March 2022 - [Meetings and Events \(harborough.gov.uk\)](https://www.harborough.gov.uk/Meetings-and-Events).

Voluntary & Community Sector Strategy 2022 – 2027

DRAFT



1. Purpose

- Harborough District Council recognises the important contribution that the voluntary and community sector makes to communities across the Harborough District. Continued budget pressures has caused the Council to have to rethink how it delivers its services and through a transformational programme (BC25) is redesigning its operations and services.
- Community and voluntary organisations also continue to face challenges with sourcing funding and resources, with some seeking more collaborative ways of working with others to meet demands.
- The purpose of this strategy is to outline a framework and set of priorities to guide support and engagement with the voluntary and community sector from 2022 until 2027.

2. Vision for Harborough District

- Working with our communities, we will build a future for the people of Harborough district that gives them the best life chances and opportunities through:
 - Community leadership to create a sense of pride in our place
 - Promoting health and wellbeing and encouraging healthy life choices
 - Creating a sustainable environment to protect future generations
 - Supporting businesses and residents to deliver a prosperous local economy.

3. Voluntary and Community Sector

- **Definition.** For the purposes of this strategy the voluntary and community sector is used to define not for profit independent, voluntary and community groups or organisations formed by local people, or those with a local interest, to improve the quality of life for themselves and/or fellow citizens in Harborough District. These include registered charities, voluntary organisations and community groups, community interest companies and social enterprises. Parish Councils and Meetings are outside the scope of this strategy.
- **Voluntary and Community Sector in Harborough District.** Harborough District has always had a strong and vibrant voluntary and community sector. This includes sports clubs, charities and social enterprises right through to local community groups which span a range of services and operate across the district as set out in Tables 1-3.

Table 1: Number of Groups

Type	Number
Community Amateur Sports Club (CASC)	17
Social Enterprise/CIC	49
Charity & Community Groups	295
Total	361

Table 2: Main Service of Groups

Main Service (Based on Charity Commission description)	Number
Accommodation	9
Animals	4
Armed Forces	1
Arts/culture/heritage	24
Criminal justice	1
Disabilities and Learning difficulties	9
Economic/Community Development	73
Education/training	82
Environment & Conservation	9
Health (Including Sport)	67
Overseas Aid	11
Prevention of poverty	25
Religion	44
Women	2
Total	361

Table 3: Organisations by Ward

Row Labels	Count of Ward
Billesdon & Tilton	21
Bosworth	21
Broughton Astley South & Leire	2
Broughton Astley-Primethorpe & Sutton	9
Dunton	10
Fleckney	14
Glen	15
Kibworths	25
Lubenham	10
Lutterworth East	19
Lutterworth West	9
Market Harborough-Great Bowden & Arden	29
Market Harborough-Little Bowden	20
Market Harborough-Logan	23
Market Harborough-Welland	20
Misterton	20
Nevill	14
Thurnby & Houghton	30
Ullesthorpe	21
#N/A	29
Grand Total	361

- **Volunteering.** Harborough District is estimated to have a high level of volunteering with around 30% of residents undertaking regular (once a month) formal volunteering. The volunteering community ranges from local branches of national charities to those individuals that want to make something happen in their neighbourhood. It is difficult to quantify the value of volunteers work but this would total £millions per year if hours were paid at the National Living Wage.
- **Covid-19.** The response from the VCS during Covid-19 has been phenomenal with many groups and first time volunteers stepping forward to help the most vulnerable in communities to access food, medicines and to stay connected with the outside world. The VCS in Harborough District has risen to this challenge with support from district charities, local foodbanks, community groups coordinating activity in their locality, and volunteers offering time to support the most vulnerable. Volunteering has assumed a significant role in supporting communities during the pandemic, with local people coming forward to offer their support in a variety of ways. A HDC survey of community groups during the first lockdown in 2020 suggested that 1,181 residents across the district came forward to offer support informally within their community and at least 705 of these offers were mobilised via district charities and local community groups. The experience of Covid-19 is another demonstration of the incredible role that the VCS sector and volunteers play at a local level in Harborough District. As a result, the potential for effective collaborative working has been clear for Harborough as an area.

4. Aims and Objectives

- **The Council will help enable the local voluntary and community sector to support the vision for Harborough District.**

Priorities

- 1. To build effective partnerships with the VCS to support community leadership and place shaping at the district and community level.**

Key Actions to include;

- Enable investment in community facilities e.g. through s106 process or community asset transfer
- Grow the Harborough Lotto as an income source to local good causes
- Review HDC staff volunteering policy

- 2. To learn from the community response to Covid and embrace new ways of working with the VCS.**

Key Actions to include;

- Work with partners to review the Community Hub and embed learning and new ways of working.
- Maintaining relationships with foodbanks and community networks to ensure district wide support.

3. To work with the VCS to meet the needs of the most vulnerable through prevention and early intervention.

Key Actions to include;

- Complete the review of VCS Grants
- Work with VCS to promote health and wellbeing and encourage healthy life choices.

4. To extend Council's services by building capacity through specialist partners.

Key actions to include

- Work in partnership to commission specialist services, such as support for Rough Sleepers
- Facilitate the provision of specialist services that meet local needs e.g. Crisis Café
- Review the VCS Accommodation Policy.

Principles

- **The Council will prioritise support for the VCS**
 - a) If there is evidence a local need – linked to a Council priority
 - b) If no other support is practically available
 - c) If they can evidence sustainability or a short-term projects necessity
 - d) If they can evidence value for money – cost, quality, or wider social impact
 - e) If they can use Council support to secure match funding from other sources

Key Legislation

- Section 2 of the Local Government Act 2000 gives the local authority the power to give support to organisation(s) which promote the economic, environmental and social wellbeing of their area, which includes incurring expenditure.

5. Action Plan, Monitoring and Review

- Harborough District Council will develop an action plan to support implementation of this strategy and keep this under review as part of business planning. The Strategy will be in a maximum of 5 years.

Harborough District Council

Report to the Cabinet Meeting of 10th October 2022



Title:	Young Person Opportunities Plan 2023-28
Status:	Public
Key Decision:	Cabinet Only - Yes
Report Author:	Jacqui Evans – Director of Communities and Wellbeing
Portfolio Holder:	Cllr Simon Whelband, Wellbeing, Communities & Housing
Appendices:	Appendix A – Young Persons Opportunities Plan 2023-2028 Appendix B – Young Persons Action Plan Appendix C – Equality Impact Assessment

Executive Summary

This report presents the new Young Person Opportunities Plan 2023-28, the purpose of which is to raise awareness of, and access to, opportunities for 15–34-year-old in the district of Harborough such as employment and housing. It aims to explore how we can retain and attract more young people to live, work and learn in the district. And how we can support our young people to engage with the Council to ensure that their issues are considered throughout our service delivery and policy development.

Recommendations

- **To approve the Young Person Opportunities Plan 2023-28 which sets the aims and objectives for support young people across the district for the next 5 years.**

Reasons for Recommendations

Approval of the Young Person Opportunities Plan 2023-28 will ensure we can support our young people to engage with the Council to ensure that their issues are considered throughout our service delivery and policy development.

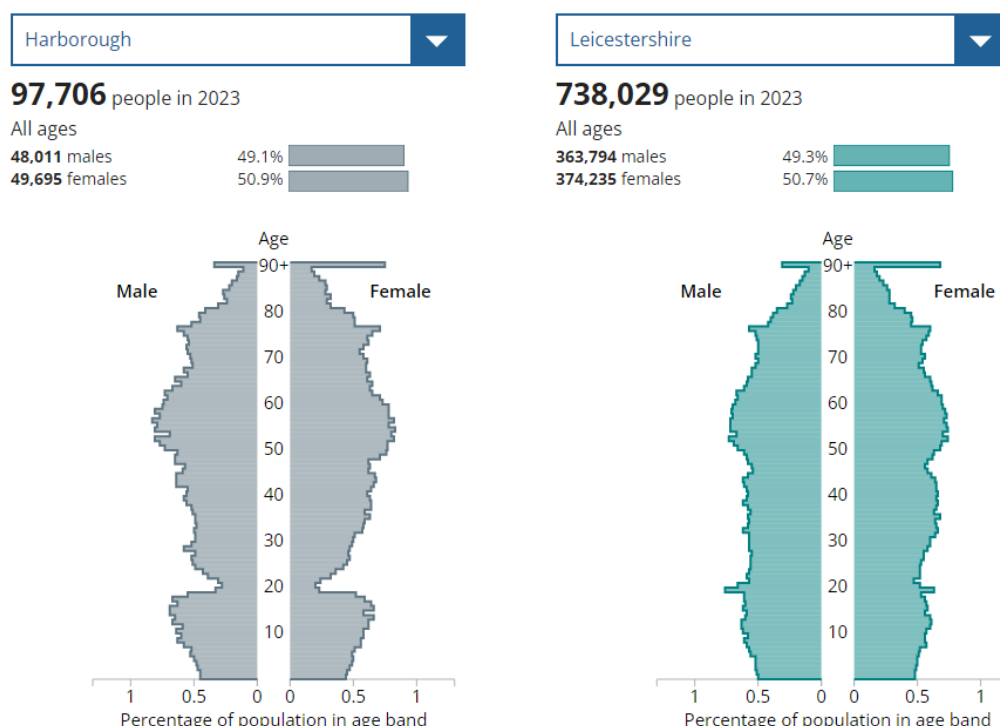
1. Purpose of Report

To agree the new Young Person Opportunities Plan 2023-28, which aligns to the Council's key Corporate Priorities, as outlined in the Corporate Plan, as well as outlining three overarching strategic priorities for young people of the Harborough district between 2023 / 28.

2. Background



- 2.1 In the Corporate Delivery Plan for 2021/22, Harborough District Council identified the need for a “fit-for-purpose strategy to engage with young people to understand their needs specifically around skills, employment options and housing”.
- 2.2 The 12-month project is funded by Contain Outbreak Management Funding (COMF) to understand the key issues faced by young people through Covid recovery via the implementation of a Young Persons Officer.
- 2.3 The project started identifying youth services across the county to understand existing provision and their approaches to engaging young people. This highlighted gaps in district wide provision, particularly for those from harder to reach, marginalised and minority groups.
- 2.4 A review of the Council’s approach to youth engagement was conducted. Working across different departments, gaps were identified in our own service development and delivery.
- 2.5 The district of Harborough is continually growing its popularity as a desirable rural location, yet faces a number of key challenges in the growth and retention in populations of young people aged 15 – 34.
- 2.6 The following population projection for 2023, depicts the trends in Harborough’s (left / grey) young people leaving and returning to the district in comparison to Leicestershire as a whole (right / green). It is perceived that this is due to a lack of local opportunities surrounding education, employment and engagement, particularly between the ages of 18 – 34, contributing to outward migration.



*ONS Subnational Population Projections for Harborough (based on 2018 data)

3. Details

- 3.1 Through delivery of this Young Person Opportunities Plan, we are aiming to:
- Raise awareness of, and access to, opportunities linked to learning, employment and housing options for 15–34-year-olds in the district of Harborough.
 - Retain and attract more young people to live, work and learn in the district.
 - Support our young people to engage with the Council to ensure that their issues are considered throughout our service delivery and policy development.
- 3.2 This will be achieved by focusing on three overarching strategic priorities:
1. Encourage and support skills, training and employment opportunities within the district for young people.
 2. Increase awareness and availability of suitable and affordable housing for young people.
 3. Ensure young people are consulted on matters directly impacting their futures.
- 3.3 To bridge the gap of inequality in opportunity and to strengthen social fabric for our young people, the following key factors require focus:
- A rapidly rising cost of living not reflected in local wages for young people
 - Limited Post-16, further or higher education opportunities within the district, contributing to outward migration
 - Some of the highest housing costs in the country
 - Insufficient amounts of suitable and affordable housing to meet young peoples' needs
 - Limited opportunities for young people to directly and effectively engage in shaping their communities

4. Implications of Decisions

4.1. Corporate Priorities

- 4.1.1. The Opportunities Plan will contribute towards the delivery of 2 of the 4 key Corporate Priorities:
- i. Promoting health & wellbeing and encouraging healthy life choices.
 - ii. Community Leadership to create a sense of pride in our place.

4.2. Financial

- 4.2.1 In light of financial challenges and the Medium-Term Financial Strategy, this Opportunities Plan will be implemented into existing workstreams within the Council's current service delivery.
- 4.2.2 This Young Person Opportunities Plan will align with other key pieces of work within the Council, such as:
- HDC Corporate Plan
 - Rural Strategy
 - Health and Wellbeing Strategy
 - Economic Development Strategy
 - Engagement Strategy
 - Harborough Community Safety Partnership Three Year Plan
 - Housing Strategy

4.3. Legal

4.3.1 The Housing Act 2004, Armed Forces Act 2021, the Care Act 2014 and the Children Act 1989 will continue to inform housing processes for eligible populations. Other laws around the safeguarding of vulnerable children and adults also dictate output.

4.3.2 The Equality Act 2010 ensures that people with protected characteristics are supported as well as maintaining inclusion and diversity best practice throughout policy development and service delivery. Whilst The Human Rights Act 1998 has further underpinned inclusive best practice.

4.4. Policy

4.4.1 No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

4.5.1 No environmental issues arise directly from this report.

4.6. Risk Management

4.6.1 No risk management issues arise directly from this report.

4.7. Equalities Impact

4.7.1 No equalities issues arise directly from this report. Equality impact assessment can be found at Appendix C.

4.8. Data Protection

4.8.1 No data protection issues arise directly from this report.

5. Summary of Consultation and Outcome

5.1 Young people were engaged in the Residents Engagement Consultation, seeing 154 responses, equating to approximately one third of total participants.

5.2 Young people were consulted on their experiences and aspirations in relation to housing within the district of Harborough, seeing 152 responses.

5.3 679 young people responded to feedback surveys carried out as part of the Schools Community Safety Roadshow events, informing quality of delivery and information around preferred modes of engagement.

5.4 This plan aims to build on these levels of active participation from its demographic, with a priority of ensuring young people are consulted on matters directly impacting their futures to achieve diverse representation and equality of opportunity throughout our policy development and service delivery.

6. Alternative Options Considered

6.1 To not have an approved Young Person Opportunities Plan was considered but this Plan is important to ensure we can support our young people to engage with the Council to ensure that their issues are considered throughout our service delivery and policy development.

7. Background papers

- Report to Communities Scrutiny Panel meeting of 30 June 2022 - [Meetings and Events \(harborough.gov.uk\)](https://www.harborough.gov.uk/Meetings-and-Events).



Young Person Opportunities Plan

2023-2028

Our Vision

Working with our communities, we will build a future for the people of Harborough district that gives them the best life chances and opportunities through:

- Community leadership to create a sense of pride in our place
- Promoting health and wellbeing and encouraging healthy life choices
- Creating a sustainable environment to protect future generations
- Supporting residents and businesses to deliver a prosperous local economy

Introduction

The district of Harborough continues to retain and grow its popularity as a desirable rural location, yet still faces a number of key challenges in the growth and retention in populations of young people aged 15 – 34. To bridge the gap of inequality in opportunity and to strengthen social fabric for our young people, the following key factors require focus:

- A rapidly rising cost of living not reflected in local wages for young people
- Limited Post-16, further or higher education opportunities within the district, contributing to outward migration
- Some of the highest housing costs in the country
- Insufficient amounts of suitable and affordable housing to meet young peoples' needs
- Limited opportunities for young people to directly and effectively engage in shaping their communities

Our Aim

Through delivery of this Young Persons Opportunity Plan, we are aiming to:

- 1) Raise awareness of, and access to, opportunities linked to learning, employment and housing options for 15 – 34 year olds in the district of Harborough
- 2) Retain and attract more young people to live, work and learn in the district
- 3) Support our young people to engage with the Council to ensure that their issues are considered throughout our service delivery and policy development.

Strategic Priorities:

We have identified three overarching strategic priorities for young people of the Harborough district between 2023 / 28.

1. Encourage and support skills, training and employment opportunities within the district for young people

Harborough District Council will:

- Promote employment and learning opportunities for young people within the Council, including continuing to offer meaningful apprenticeships.
- Encourage local businesses and the voluntary sector to help the creation of local opportunities for young people, through viable apprenticeships and employment.
- Maximise the potential for young people through the unique education and training opportunities at the Centre for Logistic Education and Research (CLEAR) at Magna Park.
- Work with partners to raise the profile of Science, Technology, Engineering and Maths (STEM) subjects, particularly in relation to the need for Green Jobs and achieving carbon neutrality.

- Work with partners to reduce barriers to learning for young people, in order to tackle economic inactivity and increase social mobility.

2. Increase awareness and availability of suitable and affordable housing for young people

Enabling young people the opportunity to access independent housing options, we aim to:

- Increase the availability of suitable and affordable properties to meet identified needs
- Raise awareness of government affordable housing schemes
- Reduce instances of youth homelessness.

3. Ensure young people are consulted on matters directly impacting their futures

Enabling young people to have measurable input on matters that impact their futures, we aim to:

- Explore opportunities to engage with young people in relation to policy development
- Achieve diverse representation and equality throughout our service delivery

Action Plan

We will develop priorities and measure our success through an action plan, which will be reviewed and updated every year.

HDC-led Action Plan							
This action plan relates to the work that Harborough District Council (HDC) will lead on for this Young Person Opportunities Plan 2023/28							
No.	Objective	No.	What we will do	By when	Who will deliver this?	Milestones	Target/Outcome
Priority 1: Encourage and support skills, training and employment opportunities within the district for young people							
1.a	Promote employment and learning opportunities for young people within the Council	1.a.1	Raise the profile of HDC as an employer of young people	Ongoing	HR, comms, Learning & Organisational Development Business Partner, Economic Development Team	Review / monitor online traffic, include in future consultations, attend careers fairs, promote at Job Club, raise awareness with local businesses, schools and Job Centre Plus, provide work experience when appropriate / suitable, offering schools opportunities to visit offices / chambers / meet with the Chairman,	Increase in applications and viable prospects when positions are available
		1.a.2	Raise the profile of HDC as an apprentice employer	Ongoing	HR, comms, Learning & Organisational Development Business Partner, Economic Development Team	Review / monitor online traffic, include in future consultations, attend careers fairs (schools, colleges & universities), promote at Job Club, raise awareness with local businesses, utilise the apprenticeship levy	Increase in applications and viable prospects when positions are available

		1.a.3	Utilise the apprentice levy to upskill existing employees	Ongoing	Learning & Organisational Development Business Partner, HR, service managers, employees	Consider this route for every training need, discussion at appraisal	No loss of levy funds, increase in internal skills development
		1.a.4	Sign up to the Care Leavers covenant to launch our care leavers offer, that includes employment opportunities	2023	Leicestershire County Council (LCC), Safeguarding leads, Community Partnerships, HR, Comms	Assign a Care Leavers Champion, sign-up to Care Leavers covenant, launch care leavers offer	Employer of care leavers, adherence to offer, champion is promoted, increased diversity represented in workforce
		1.a.5	Enhance our commitment to improving social mobility amongst our workforce	2028	Care Leavers Champion (TBC), Armed Forces Champion, LCC, Multi-Agency Travelleres Unit (MATU), Job Centre Plus (JCP), Safeguarding lead, HR, service managers, Community Partnerships, Economic Development Team, Comms	Continued job clubs, liaison with LCC regarding Care Leavers in our community, liaison with Armed Forces Champion regarding military experienced individuals in our community, attendance at careers fairs, regular engagement / information events, utilising government initiatives / papers / Acts, etc	Increase in diverse representation in the local workforce, increased relationships with schools and local businesses, improved access for young people from lower socio-economic backgrounds to information and experiences

1.b	Encourage local businesses and the Voluntary, Community and Social Enterprise (VCSE) sector to help the creation of local opportunities for young people, through viable apprenticeships and employment.						
		1.b.1	Encourage Harborough businesses to develop viable apprenticeships and other opportunities	Ongoing	Economic Development Team, Comms	Regular engagement / information events	Increase in viable opportunities across the district, reduced rates of unemployment
		1.b.2	Encourage volunteers and the voluntary sector, highlighting it as a gateway to employment, the benefits on community cohesion, skills development and overall wellbeing	Ongoing	Economic Development Team, Learning & Organisational Development Business Partner, HR, Comms, Voluntary Action Leicester (VAL)	Regular engagement / information events	Improved skills development, access to opportunities, equality, improved social mobility, increase in numbers of young people volunteering, improved community cohesion, improved levels of wellbeing, reduced instances of loneliness and isolation
		1.b.3	Provide advice and support to young entrepreneurs, job seekers and any young people interested in learning opportunities	Ongoing	Economic Development Team, Harborough Innovation Centre (HIC), Harborough Grow On Centre (GOC), Comms, JCP	Continued job clubs, attendance at careers fairs, regular engagement / information events	Improved skills development, access to opportunities, equality, improved social mobility

1.c	Work with partners to develop sector specific further education (FE) / Post-16 / higher education (HE) school-to-work transitions	1.c.1	Work with partners to raise the profile of Science, Technology, Engineering and Maths (STEM) subjects, particularly in relation to the need for Green Jobs and achieving carbon neutrality.	2026	Economic Development Team, Centre for Logistics Education and Research (CLEAR), Community Partnerships, Comms, LLEP, Climate Champion	Regular engagement / information events, launch and development of CLEAR opportunities	Increase in viable and sustainable Green Jobs within the district, reduction in emissions, numbers of students at CLEAR, increased relationships with schools and local businesses
		1.c.2	Maximise the potential for young people through the unique education and training opportunities at the Centre for Logistic Education and Research (CLEAR) at Magna Park.	2028	Economic Development Team, Centre for Logistics Education and Research (CLEAR), Community Partnerships, Comms, LLEP	Regular engagement / information events, launch and development of CLEAR opportunities	Increase in viable and sustainable Green Jobs within the district, reduction in emissions, numbers of students at CLEAR
		1.c.3	Ensure Skills for Jobs, Skills & Post-16 Education Bill, the Levelling Up White Paper, UK Shared Prosperity Fund (UKSPF) & any other Government initiatives are utilised, referred to	Ongoing	Economic Development Team, Learning & Organisational Development Business Partner, HR, comms	Regular engagement / information events	Improved skills development, access to opportunities, equality, improved social mobility

			and implemented as widely as possible				
		1.c.4	Work with partners to reduce barriers to learning for young people, in order to tackle economic inactivity and increase social mobility.	2028	Care Leavers Champion (TBC), Armed Forces Champion, LCC, MATU, JCP, Safeguarding lead, HR, service managers, Community Partnerships, Economic Development Team, Comms, local businesses	Regular engagement / information events, job clubs	Increase in diverse representation in the local workforce, increase in access to opportunities, equality, improved social mobility, reduction in young people not in education, training or work, improved access for young people from lower socio-economic backgrounds to networks of advice, information and experiences

Priority 2: Increase awareness and availability of suitable and affordable housing for young people

2.a	Increase the availability of suitable and affordable properties to meet identified needs	2.a.1	Engage with a consultant from the Housing Advisors Programme (HAP)	2023	Chief Housing Officer Group (CHOG), HAP, RPs	Meet with consultant, initiate plans, regular reviews	Innovative solutions, increase in sustainable one-bedroom properties to meet local / county need
		2.a.2	Increase the provision of suitable affordable, one-bedroom properties to meet current need	2026	Housing Team, Housing Advisors Programme (HAP), developers, Registered Providers (RP)	Continued achievement of dwellings per annum targets, meet outcomes of HAP	Increased amount of suitable housing, increase in numbers of young people saving to buy a home, increased numbers of young people residing in the district
2.b	Raise awareness of Government affordable housing schemes	2.b.1	Promote Government schemes (prior to dynamic deadlines) and how best to access them	2026	Housing Team, Comms	More accessible information available, improved internal knowledge at assessment / contact stage, increased access to affordable housing, a drive to meet HTB deadline of 31/10/2022	Increase in applications to schemes within the district, increased utilisation of schemes, increased amount of affordable housing, increased diversity of population, people feel more positive about the options available to them in their locality

2.c	Support young people to access suitable rented accommodation (private & social rental sectors)	2.c.1	Consider options to support young people into suitable rented accommodation	2024	Housing Team, Housing Advisors Programme (HAP), developers, Registered Providers (RP), Comms	Regular reviews, regular surveys, annual Private Landlords Forums,	Increase in suitable, affordable rental options, increase in numbers of young people renting, increase in numbers saving to buy a home, increased diversity of population, people feel more positive about the options available to them in their locality
		2.c.2	Promote need for suitable affordable rent options for young people at the Private Landlords Forum	2024	Housing Team, comms	Annual Private Landlords Forum, growth in number of participants	Increase in private landlords engaged with service, increase in suitable, affordable rental options, increase in numbers of young people renting, increase in numbers saving to buy a home, increased diversity of population, people feel more positive about the options available to them in their locality
		2.c.3	Seek to increase provision of suitable affordable properties to meet need	2026	Housing Team, Housing Advisors Programme (HAP), developers, Registered Providers (RP)	Continued achievement of dwellings per annum targets, meet outcomes of HAP, annual Private Landlords Forum	Increase in private landlords engaged with service, increase in suitable, affordable rental options, increase in numbers of young people renting, increase in numbers saving to buy a home

2.d	Reduce instances of youth homelessness.	2.d.1	Not place any 16/17 year old in Bed & Breakfast accommodation	Ongoing	Housing Team, Leicestershire County Council, CHOG, safeguarding lead	Assign a Care Leavers Champion, sign-up to Care Leavers covenant, launch care leavers offer, improved awareness of issues at assessment / contact stage	Decrease in numbers of homeless 16/17 year olds, decrease in homelessness applications, improved safety and wellbeing
		2.d.2	Signpost / refer those in need of financial, or any other type of support when assessed i.e at homeless application, housing registration stage or if dealing with arrears	Ongoing	Housing Team, Customer Services, Safeguarding lead, Revenue & Benefits (R&B), RP	Improved awareness of how to deal with issues at assessment / contact stage	Decrease in evictions, decrease in arrears, decrease in homelessness applications, increase in people who feel adequately supported
		2.d.3	Adhere to guidance for support of care leavers, military experienced or other vulnerable young people	Ongoing	Housing Team, Customer Services, Safeguarding lead, Revenue & Benefits (R&B), RP, Armed Forces Champion	Improved awareness of how to deal with issues at assessment / contact stage	Reduced numbers of vulnerable homeless young people
		2.d.4	Sign up to the Care Leavers Covenant	2023	Leicestershire County Council (LCC), Safeguarding leads, Community Partnerships, HR	Assign a Care Leavers Champion, sign-up to Care Leavers covenant, launch care leavers offer	Reduced numbers of homeless care-leavers (including applications), increased representation

Priority 3: Ensure young people are consulted on matters directly impacting their futures

3.a	Support our young people through engagement and participation exercises so that key issues are considered throughout our service delivery and strategic development.	3.a.1	Explore opportunities to engage with young people in relation to policy development	Ongoing	All teams	Build on and develop community relationships and networks of young people, create forums and databases for ease of access / reference, promote a welcoming environment for participation	Increased levels of active participation in young people, the right conditions are created to enable young people to use their voice, have their views heard and make a difference in their communities, that young people feel empowered, heard and listened to, achieve diverse representation
		3.a.2	Promote equality and diverse representation of young people throughout our service delivery	Ongoing	All teams	Increased engagement with jobs and consultations	Improved understanding of need bringing about wider representation at policy level

HDC Due Regard (Equality Analysis)

Due Regard (Equality Analysis) is an on-going proactive process which requires us to consider the effect our decisions are likely to have on local communities, service users and employees, particularly those most vulnerable and at risk of disadvantage.

This template has been designed to assist in the collation of information and evidence required to support the 'Due Regard' process when introducing new policies/procedures/functions and services or reviewing existing ones.

For help with this template please view the guidance document, which contains advice to assist you when you are considering the impact (both positive and negative) of the proposed actions on each of the protected equality characteristics.

Name of policy/procedure/function/service being analysed: Young Person Opportunities Plan

Department and section: Harborough District Community Wellbeing Partnership

Name of lead officer: James O'Connell

Other people involved (assisting or reviewing – including any service users or stakeholder groups etc.):

Date assessment completed:

Step 1: Defining the policy/procedure/function/service

Is this a new, amended or reviewed policy? What are the aims, objectives and purpose and how will they be achieved? What are the main activities and which communities are likely to be affected by these activities? What are the expected outcomes?

The Young Person Opportunities Plan is a new policy with that aims to:

- 1) Raise awareness of, and access to, opportunities linked to learning, employment and housing options for 15 – 34 year olds in the district of Harborough
- 2) Retain and attract more young people to live, work and learn in the district
- 3) Support our young people to engage with the Council to ensure that their issues are considered throughout our service delivery and policy development.

The objectives, methodology and expected outcomes are detailed further in the associated Action Plan, with the overarching strategic priorities of:

- 1) Encourage and support skills, training and employment opportunities within the district for young people

- 2) Increase awareness and availability of suitable and affordable housing for young people
- 3) Ensure young people are consulted on matters directly impacting their futures

Step 2: Data collection & evidence

What relevant evidence, research, data and other information do you have and is there any further research, data or evidence you need to fill any gaps in your understanding of the potential or known effects of the policy on different communities? Include quantitative data as well as qualitative intelligence such as community input and advice.

Harborough population by age

(Figures are taken from Office for National Statistics (ONS) subnational population projections by persons, males and females, by single year of age)

Since Census 2011, the district has seen a 12% growth in total population. But with 2021 Census data outstanding until Summer 2022 at the earliest, by using 2011 Census data to forecast potential current populations of 15 – 34 year olds, we see a growth of 18%, with similar numbers living in urban and rural settings respectively. Whilst this projection is subject to external factors, such as outward migration, when considered alongside the 12% population growth seen between 2011 – 2020, with factors such as inward migration, employment opportunities and first-time buyers seeing the need for continued housing development within the district, the numbers are a realistic account of the current population.

Data from the Leicester and Leicestershire Enterprise Partnership (LLEP) highlights that Harborough has a smaller share in populations of 18-24 year olds compared to Leicestershire (6.2% compared to 8.4%) and this is potentially linked to a lack of higher education institutions within the district, contributing to external migration.

This data demonstrates the projected populations of 15-34 year olds in the short, medium and long-term within the district of Harborough.

	2020	2025	2030	2035	2040
People aged 15-17	3, 400	3, 900	4, 000	3, 800	3, 800
People aged 18-24	5,200	5,100	5,600	5,800	5,600
People aged 25-34	9,500	10,000	9,500	9,800	10,700
Total population (aged 15-64)	57, 200	59, 800	60, 700	61, 600	62, 700
Total population (all ages)	94,600	99,700	104,000	107,900	111,600

	2020	2025	2030	2035	2040
Females aged 15-17	1, 700	1, 900	1, 900	1, 900	1, 900
Females aged 18-24	2,400	2,300	2,500	2,600	2,500
Females aged 25-34	4,800	4,900	4,700	4,800	5,300
Total female population (aged 15-64)	28, 700	30, 200	30, 700	31, 000	31, 900

	2020	2025	2030	2035	2040
Males aged 15-17	1, 700	2, 000	2, 000	1, 900	1, 900
Males aged 18-24	2,800	2,800	3,000	3,100	3,000
Males aged 25-34	4,700	5,000	4,800	5,000	5,300
Total male population (aged 15-64)	28, 400	29, 500	29, 900	30, 300	30, 700

*all rounded to the nearest 100

Within the recent residents engagement consultation and housing surveys, there was an 87% and 96% response rate from white residents respectively up to the age of 34, highlighting a majority across the district in line with official Census data.

Harborough population by Ethnic group

(Figures are taken from the Census 2011, published by Office for National Statistics (ONS))

Ethnic group	White	Mixed/ multiple ethnic group	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other Ethnic Group
People aged 18-24	5,049	105	213	37	11
People aged 25-34	7,257	98	403	43	42
Total population (aged 18-64)	48,628	390	1,753	224	147

Ethnic group by percentage	White	Mixed/ multiple ethnic group	Asian/ Asian British	Black/ African/ Caribbean/ Black British	Other Ethnic Group
People aged 18-24	93.24%	1.94%	3.93%	0.68%	0.20%
People aged 25-34	92.53%	1.25%	5.14%	0.55%	0.54%
Total population (aged 18-64)	95.08%	0.76%	3.43%	0.44%	0.29%

Alongside the majority of White British within the district, Census 2011 data shows there is a majority Christian population. However, figures are high amongst those who identify as having no religion. Again, there are pockets of diverse groups across the district who require improved representation in order to bridge equality of opportunity:

Religion / Age	All	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other	No religion	Not stated
15–17	3, 442	1, 897	6	51	4	33	16	2	1, 132	301
18–24	5, 415	2, 837	4	66	2	40	48	16	2, 018	384
25–34	7, 843	4, 031	26	166	16	91	107	25	2, 926	455
Total:	16, 700	8, 765	36	283	22	164	171	43	6, 076	1, 140
%		52.5%	0.2%	1.7%	0.1%	1%	1%	0.3%	36.4%	6.9%

Office for National Statistics experimental statistics on sexual orientation in the UK in 2019 using data from the Annual Population Survey (APS) estimate that: 6.6% of those aged 16-24 years and 3.6% of those aged 25-34 years identify as Lesbian, Gay or Bisexual. Using 2020 Harborough population estimates that would equate to: 343 Harborough residents aged 16-24 years and 342 residents aged 25-34 years who identify as Lesbian, Gay or Bisexual.

In a feedback survey from the Schools Community Safety Roadshow Events, of 685 respondents aged between 11-18 years old, 4% identified as “non-binary (including “other””, 2% preferred not to say, with the remaining split being 41% and 53% identifying as male or female respectively.

A 2018 National LGBT Survey, run by the Government Equalities Office found that, of 108, 100 valid respondents aged above 16, nationwide, the following results found:

Sexual Orientation:	Total:
Gay / Lesbian	61%
Bisexual	26%
Pansexual	4%
Asexual	2%
Queer	1%

13% of respondents were transgender / trans, with the following breakdown in gender identity:

Gender Identity:	Total:
Non-Binary	6.9%
Trans women	3.5%
Trans men	2.9%

Interestingly, 69% of respondents were aged between 16-34, compared with just under a third for the UK population as a whole, consistent with findings that younger people are more likely to identify as LGB e.g. 57% of trans respondents under 35 were non-binary compared with 36% of those aged 35 or over¹

Prior to Census 2021, there has been no formalised way of accurately surveying LGBTQ+ populations, highlighting that equality of opportunity is much needed as a focus across the whole of society to create more inclusive communities.

Further work is required in order to develop opportunities, representation and engagement for those with Special Educational Needs and Disabilities

Harborough population predicted to have a learning disability by age

(These predictions are based on prevalence rates in a report by Eric Emerson and Chris Hatton of the Institute for Health Research, Lancaster University, entitled Estimating

Future Need/Demand for Supports for Adults with Learning Disabilities in England, June 2004)

	2020	2025	2030	2035	2040
People aged 18-24	140	137	150	155	149
People aged 25-34	237	249	237	244	266
Total population (aged 18-64)	1,298	1,350	1,373	1,404	1,433

¹ [National LGBT Survey: Summary report \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/91231/national_lgbt_survey_summary_report.pdf)

Harborough population predicated to have a physical disability by age

(Figures from PANSI – Projecting Adult Needs and Service Information)

Impaired Mobility	2020	2025	2030	2035	2040
People aged 18-24	52	51	56	58	56
People aged 25-34	95	100	95	98	107
Total population (aged 18-64)	3,299	3,532	3,563	3,517	3,553

Serious visual impairment	2020	2025	2030	2035	2040
People aged 18-24	3	3	4	4	4
People aged 25-34	6	6	6	6	7
Total population (aged 18-64)	35	36	37	38	38

Moderate, severe or profound hearing impairment	2020	2025	2030	2035	2040
People aged 18-24	94	91	100	104	100
People aged 25-34	238	251	242	243	267

Total population (aged 18-64)	6,475	6,885	6,933	6,900	6,942
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A recent housing survey was released via community and sport groups, Harborough District Council social media, residents / parish / members newsletters, Registered Providers (Housing Associations) and using details from housing applicants with data matching that of which was required. The 152 responses received helped inform housing objectives. The survey ran from 01/03/2022 – 31/03/2022.

Some of the key findings are:

- Two-thirds are employed in some way
- 44% are in full-time employment
- 55% of the private rental sector find their rent unaffordable
- Whilst levels of affordability in the social rental sector are positive, two-thirds aren't able to save towards homeownership
- 57% of those living with their parents have done so for more than 5 years
- 100% of those living with family or friends earn below the local average
- 'Hidden homeless' is a misunderstood issues
- There are significant gaps in awareness of how to access Help To Buy (HTB) schemes
- Nearly two-thirds of homeowners benefited from HTB schemes
- 70% of all homeowners find their package affordable

Data received from the Help To Buy (HTB) provider for the entire Midlands and London regions has highlighted that of 36580 applications to their various affordable housing schemes, just 188 put Harborough as one of their preferred options. This mirrors data from the Housing Survey relating to a lack of knowledge around government affordable housing schemes.

From Office for National Statistics (ONS) Labour Market data for 2020 / 21, Economic Activity levels are at 85.4%, above the local and national levels of 77.6% and 78.4% respectively. Levels for Economic Inactivity are low in comparison, at 14.6% to 22.4% and 21.6% respectively. However, affordability remains an issue that's been highlighted from the Housing Survey and despite levels of employment. Young people aren't earning enough to cope with the average house prices that are 10.7 times greater than a perceived average salary of £35, 800 across the district.

Step 3: Consultation and involvement

Have you consulted and if so outline what you did and who you consulted with and why.

- Promoted the Resident Engagement Consultation with schools, community and sport groups across the district, resulting in a third of all responses being from those aged up to 34
- Used Survey Monkey for feedback from the School Community Safety Roadshow events to gauge quality of delivery and preferred modes of communication e.g. social media. Received an average of 678.5 responses from young people aged between 11-18
- Conducted a district wide Housing Survey via Survey Monkey. Distributed via community and sport groups, Harborough District Council social media, residents / parish / members newsletters, Registered Providers (Housing Associations) and using details from housing applicants with data matching that of which was required. The 152 responses received helped inform housing objectives
- Received data specific to applications to and within the Harborough district from the Help To Buy (HTB) provider for the Midlands and London
- Ongoing survey of attendees at the Job Club held monthly in Lutterworth to establish interest in learning opportunities
- Internal consultation with Service Managers, Corporate Management Team, HR, Communications, Economic Development Team, Community Partnerships, Equality and Diversity Officer

Step 4: Potential impact

Considering the evidence from the data collection and feedback from consultation, which communities will be affected and what barriers may these individuals or groups face in relation to Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, current and ex-armed forces personnel (Veterans), deprived or disadvantaged communities and also the potential impact on Community Cohesion. Remember people have multiple characteristics so the impact of a policy on a particular community may impact people within the community differently. Where possible include numbers likely to be affected.

Some people under the age of 18 may not be able to access housing opportunities unless they come via a care based or homeless pathway. If they do present as homeless and are not from a Social Care background, a referral to the relevant body should be made in that instance to enable for a duty of care to be instigated.

In relation to care-experience individuals, Harborough District Council and other districts of Leicestershire have an impending Care Leavers Offer that promotes a priority when accessing key services and by way of this plan, it is recommended that a Care Leavers Champion is

allocated from within the elected members and that we sign up to the Care Leavers Covenant as a way of not just launching said offer, but underlining our intentions on this front.

Military experienced personnel and their families have additional support via the Armed Forces Gateway . Having already been a signatory to the Armed Forces Covenant, prior to it being enshrined in law via the amended Armed Forces Act 2021, we are committed to enabling equality of opportunity to these communities. By way of this plan it is also hoped that Harborough businesses that are signed up to the Armed Forces Covenant will also engage more, creating greater access for this sector.

The Council has a range of offers related to employment, financial and housing support for those eligible through experience, vulnerability or disability, including guaranteed interviews for eligible care leavers and military experienced individuals.

With Harborough being a largely rural district, the need for more local opportunities is essential to enable young people in particular, from any background, to flourish.

In exploring opportunities for increased engagement with young people, this plan aims to increase representation amongst marginalised and multicultural communities, giving voice on important issues that directly impact them. This is hoped to reduce instances of discrimination and isolation whilst increasing community cohesion.

Internally, work is ongoing at the Council with regard to ensuring that the make-up of our workforce is representative of the community we support. By trying to match the community we aim to employee people with diverse skills, abilities and understanding of various groups and communities to help identify barriers or potential areas of discrimination at the earliest possible opportunity. This combined with the objectives contained within our Equality Plan 2021/24 should help us to ensure that the only impacts on individuals or groups with protected characteristics are positive ones.

Step 5: Mitigating and assessing the impact

If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons. If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately. If you have identified adverse impact or discrimination that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people. Consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs have identified can be addressed.

Every effort has been made to mitigate any actual or potential adverse impact or discrimination as a result of this plan, although those from outside the 15-34 age-range may not directly benefit from some of the objectives. The plan has been written with the intention of ensuring that our policies, procedures and services are accessible for all. It identifies the importance of ensuring that we consider the additional needs young people may have in order to achieve the same level of access as others and also the importance of eliminating barriers preventing people from engaging with us, their communities and their futures. If we do this then the only impacts should be positive for our residents and employees.

Step 6: Making a decision

Summarise your findings and give an overview of whether the policy will meet Harborough District Council's responsibilities in relation to equality, diversity and human rights. Does it contribute to the achievement of the three aims of the Public Sector Equality Duty – eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity and foster good relations?

The Young Person Opportunities Plan aims to raise awareness of and access to learning, employment and housing options in order to retain and attract more young people aged up to 34 within the District of Harborough. It is also focussed on building levels of engagement and representation amongst the targeted age-range, marginalised and multicultural communities. In working towards these aims I feel that we meet our responsibilities relative to all three aims of our Public Sector Equality Duty.

Step 7: Monitoring, evaluation & review of your policy/procedure/service change

What monitoring systems will you put in place to promote equality of opportunity, monitor impact and effectiveness and make positive improvements? How frequently will monitoring take place and who will be responsible?

Regular reviews of progress towards objectives will take place, identifying any gaps where improvements need to be made. The 5 year period for which the plan is focussed will enable time for implementation and see other sources of outstanding data available (e.g. Census 2021, HEDNA, s106 developments), whilst also enabling engagement platforms to be explored within the demographic to inform, update and refresh in 2028.

Signed off by: Rachael Felts – Customer Services and Community Partnership Manager
Date: September 2022

Once signed off, please forward a copy for publication to Julie Clarke, Equality and Diversity Officer
e-mail: j.clarke@harborough.gov.uk , telephone: 01858 821070.

Harborough District Council

Report to the Cabinet Meeting of 10 October 2022



Title:	Health and Wellbeing Strategy Report
Status:	Public
Key Decision:	Yes
Report Author:	Jacqui Evans – Director of Communities and Wellbeing
Portfolio Holder:	Cllr Simon Whelband, Wellbeing, Communities & Housing
Appendices:	Appendix A – Health and Wellbeing Strategy 2022-2027 Appendix B – 2018 based Population Projections Appendix C – Harborough Health Profile 2019 Appendix D – 2019 Health Dashboard Appendix E – Health and Wellbeing Action Plan 2022-2024 Appendix F – Engagement Survey Results Appendix G - Equality Analysis Health & Wellbeing

Executive Summary

The purpose of the Health and Wellbeing Strategy will ensure that the key priorities within the Corporate Plan are delivered, specifically, 'Promoting health and wellbeing and encouraging healthy life choices.

The Council is in a strong position to influence and support many wider determinants of health through the services that are delivered, either solely or in partnership with our stakeholders.

This strategy also underpins the procurement of the new leisure contract for 2024 and focuses on 6 cross cutting strategic priorities: -

1. Quality homes for all
2. Community infrastructure
3. Skills, jobs & income
4. Stronger communities
5. Mental health
6. Physical health

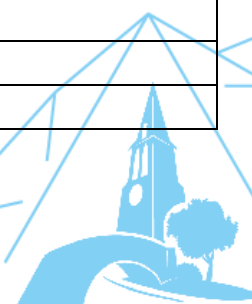
The strategy is based on evidence of the current health and wellbeing of Harborough districts residents and the future predicted health.

Recommendations

- **To approve the Health and Wellbeing Strategy 2022-2027 which sets strategic objectives and an action plan to deliver on these objectives.**
- **To approve the Health and Wellbeing Action Plan 2022 – 2024.**

Reasons for Recommendations

Approval of the Health and Wellbeing Strategy will ensure;



- The Council understands and works to improve the health and wellbeing of the residents in partnership with key stakeholders and alongside our communities.

1. Purpose of Report

1.1. To agree the Health and Wellbeing Strategy 22-2027, which aligns to the Council's key Corporate Priorities, as outlined in the Corporate Plan and to agree Action Plan.

2. Background

2.1. The health and wellbeing of a person or community is influenced by many factors, including:

- Personal characteristics including sex, age, ethnic group, and hereditary factors,
- Individual 'lifestyle' factors including behaviours such as smoking, alcohol use, and physical activity,
- Social and community networks and support including family and wider social circles,
- Living and working conditions including access and opportunities in relation to jobs, housing, education and welfare services,
- General socioeconomic, cultural and environmental conditions including factors such as disposable income, cost of living and availability of work.

2.2 The Council is in a strong position to influence and support many of these wider determinants of health through the services we deliver, either solely or in partnership with our stakeholders. The importance of health and wellbeing to the purpose of the Council is reflected in our new Corporate Plan.

2.3 The purpose of developing a Health and Wellbeing Strategy is to help deliver the Corporate Plan 2022 – 2031, working closely with partner agencies to ensure that health and wellbeing is a focal point in Harborough. The strategy will also underpin the procurement of a new leisure contract for 2024.

3. Details

3.1. The Health and Wellbeing Strategy identifies six cross-cutting strategic priorities for Health and Wellbeing in Harborough District between 2022 and 2027

- Quality homes for all
- Community infrastructure
- Skills, jobs & income
- Stronger communities
- Mental health
- Physical health

3.2 The strategy has been informed and based evidence and views which are included in the appendices; this include a review of national and local datasets:

- Appendix B - Population Projections
- Appendix C - Local Authority Health Profile
- Appendix D - Index of Multiple Deprivation.
- Review of Team Plans and existing strategies
- Engagement with residents and partners via surveys and roadshows.

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3.3 The conclusion is that as a district there are several challenges that residents face in terms of their health and wellbeing. Some of these are universal challenges observable on a

national level that all local authorities must tackle, such as the rising incidence of inactivity, an ageing population and the impacts of the coronavirus pandemic, whilst others are more local, such as the limitations in our transport infrastructure and the rural isolation experienced by some of our communities.

3.4 To support delivery of the strategy an action plan has been devised which will be reviewed on a regular basis to ensure the Council and partners are delivering on improving health and wellbeing for residents, **Appendix E**.

3.5 The Health and Wellbeing Strategy and Action Plan will also support the Council to engage in the wider health agenda. The NHS Long Term Plan (NHS England, 2019) is giving a platform for partnership working and integration, bringing together local authorities, the voluntary and community sector, NHS bodies and others to look collectively at improving wider determinants for health and meeting the needs of the population they serve. Harborough District Council is part of this new Integrated Care System and part of the Leicestershire Health and Wellbeing Board which is developing a Health and Wellbeing Strategy for Leicestershire.

4. Implications of Decisions

4.1. Corporate Priorities

4.1.1. The strategy will contribute towards the delivery of 3 of the 4 key Corporate Priorities: -

4.1.1.1. Promoting health & wellbeing and encouraging healthy life choices.

4.1.1.2. Community Leadership to create a sense of pride in our place.

4.1.1.3. Creating a sustainable environment to protect future generations.

4.2. Financial

4.2.1. The action plan will be delivered through existing resources and by working alongside our key strategic partners.

4.3. Legal

4.3.1. None.

4.4. Policy

No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

4.5.1. There is likely to be a positive effect on environmental implications as residents are encouraged to move more and sit less; to utilise walking, running and cycling to travel around our neighbourhoods and green spaces.

4.6. Risk Management

No risk management issues arise directly from this report.

4.7. Equalities Impact

No equalities issues arise directly from this report.

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4.8. Data Protection

No data protection issues arise directly from this report.

5. Summary of Consultation and Outcome

5.1. Engagement has taken place with residents and 447 responses were received, see Appendix F. This information has been feed into the Action Plan.

6. Alternative Options Considered

6.1 To not have an approved Health and Wellbeing Strategy was considered but following the importance of this work linked to the Corporate Plan, this was considered not beneficial.

7. Background papers

Scrutiny Report 30 June 2022 - [Meetings and Events \(harborough.gov.uk\)](https://harborough.gov.uk/Meetings-and-Events).

Health & Wellbeing Strategy 2022-2027

OUR VISION

**Working with our communities, we will build a future for the people of
Harborough district that gives them the best life chances and opportunities
through:**

Community leadership to create a sense of pride in our place

Promoting health and wellbeing and encouraging healthy life choices

Creating a sustainable environment to protect future generations

Supporting residents and businesses to deliver a prosperous local economy

INTRODUCTION

There are many factors that contribute towards a person's mental, physical and social health and wellbeing – many of which may change throughout a persons life.

These include;

- Personal characteristics including sex, age, ethnic group, and hereditary factors
- Individual 'lifestyle' factors including behaviours such as smoking, alcohol use, and physical activity
- Social and community networks and support including family and wider social circles
- Living and working conditions including access and opportunities in relation to jobs, housing, education and welfare services
- General socioeconomic, cultural and environmental conditions including factors such as disposable income, cost of living and availability of work.

This strategy will support the Council to work with partners and the community to improve health and wellbeing through taking action on the wider factors that contribute to health and wellbeing - ensuring that we utilise our collective resources effectively.

OUR DISTRICT

Harborough District is a fantastic place to live, work and visit and is a beautiful part of rural England. It represents many good things about life – the bustle and friendliness of our market towns, the quality of our built heritage and local landscape, the proximity to larger centres for specialist healthcare and services and a relatively safe and tranquil place to live and work.

However, we still face some key challenges. These include;

- An ageing population and associated health conditions
- Limitations in transport infrastructure and the rural isolation experienced by some of our communities
- Increased cost per capita to deliver services across a large rural area
- Pockets of hidden deprivation and inequality
- Rising incidence of physical inactivity
- Higher housing costs and lower local wage levels

OUR AIM

To have a culture and environment that promotes and supports health and wellbeing for all, to significantly improve health and wellbeing outcomes and reduce district wide health inequalities by 2027 working with partners and our community across Harborough District

STRATEGIC PRIORITIES

We have identified six cross-cutting strategic priorities for Health and Wellbeing in Harborough district between 2023 and 2028:

Our priorities been arrived at via

- Strategic assessment of opportunities and challenges for the district
- Engagement with residents and partners via surveys and roadshows
- Review of national and local datasets, including Population Projections, the Local Authority Health Profile and Index of Multiple Deprivation.

1. Quality homes for all

Housing conditions are important contributing factors to health. We need to make sure that new and existing housing in the district meets the population needs in terms of availability, affordability, quality, design and function.

We will

- Promote high design standards for new housing
- Improve living accommodation within the district
- Support vulnerable adults and older people to remain independent in there homes
- Provide energy efficiency advice and measures
- Build services and pathways to housing for vulnerable groups

2. Community Infrastructure and services

Access to nature, community places and services can support residents to improve health and maintain a healthy lifestyle. We need to work with partners and local communities to plan and deliver community infrastructure.

We will

- Secure and invest in community infrastructure through the s106 process
- Support the preparation of Neighbourhood Plans and local health and wellbeing objectives
- Work in partnership to ensure green spaces are accessible
- Work in partnership to improve access to canals and waterways

3. Skills, jobs and income

Personal development, having a job and income to meet needs are important contributing factor to health and wellbeing. We need to work with partners and businesses to support training and skill development, growth and jobs in the district.

We will

- Develop training opportunities that contribute towards health and wellbeing
- Local employment average salary levels are sufficient to allow residents to live and work locally
- Ensure advice and support for vulnerable residents to manage debts and access full benefit entitlement/ maximise income

4. Stronger Communities

The communities' people are born, live, work and socialise in have an influence on how healthy they are. We need to work with 'assets' within communities, such as skills and knowledge, which can be mobilised to support health and wellbeing, particularly working with marginalised groups to reduce health inequality

We will

- Enable funding and support for the voluntary and community sector to support health and wellbeing outcomes
- Work in partnership with specialist charities that can help tackle health inequalities
- Increase awareness of the rapidly ageing population and health related conditions e.g. dementia

5. Mental Health

Mental health is an important part of well-being. It is all about how people think, feel, and behave. We need to support people to reach a balance between life activities, responsibilities, and efforts to achieve positive mental health and resilience to manage challenges.

We will

- Develop awareness of mental health in the workplace
- Work with Early Help services to support young people to improve mental health
- Work with health services to promote the central access point
- Support the local delivery of crisis cafes in Market Harborough and Lutterworth

6. Physical activity

Regular physical activity can help develop your thinking, learning, and judgment skills as well as keeping these sharp as you age. It can also reduce your risk of depression and anxiety and help you sleep better. We need to support more people to be physically active, more often.

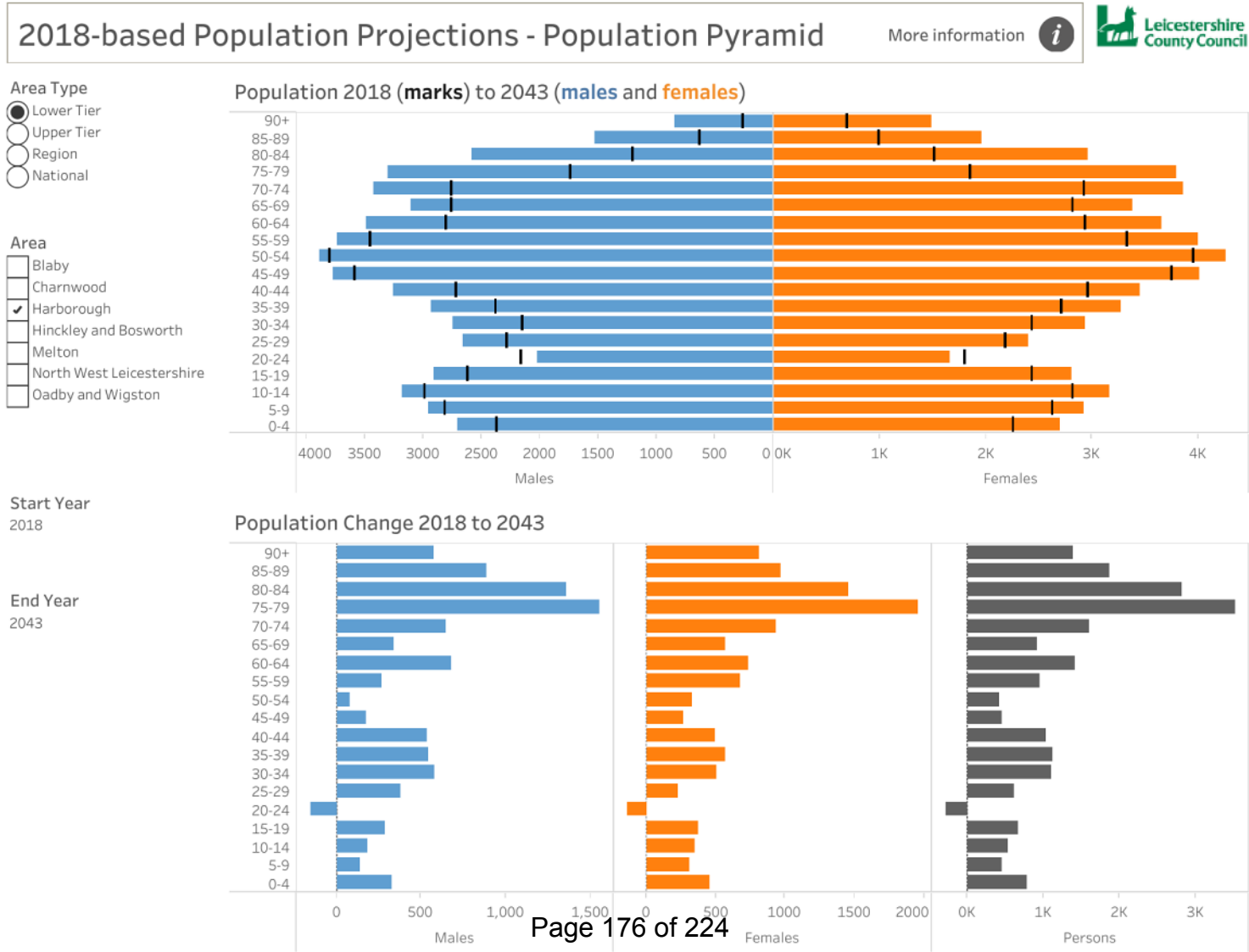
We will

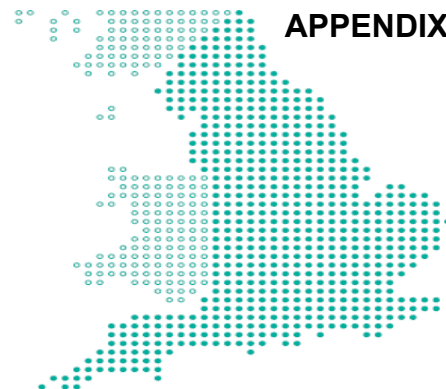
- Support partners to deliver and commission physical activity sessions for children and young people
- Develop pathways into physical activity accessible for everyone in the district
- Develop place led physical activity opportunities - particularly for hard-to-reach groups
- Increase the health and wellbeing offer at Leisure Centres and increase participation - particularly for hard-to-reach groups
- Work with businesses to promote wellbeing at work
- Improve air quality in both the Kibworths and Lutterworth

ACTION PLAN

We will measure our success through an action plan, which will be updated every year.

2018-based Population Projections





Harborough

Published on 03/03/2020

Area type: District
Region: East Midlands

Local Authority Health Profile 2019

This profile gives a picture of people's health in Harborough. It is designed to act as a 'conversation starter', to help local government and health services understand their community's needs, so that they can work together to improve people's health and reduce health inequalities.

Visit <https://fingertips.phe.org.uk/profile/health-profiles> for more area profiles, more information and interactive maps and tools.

Health in summary

The health of people in Harborough is generally better than the England average. Harborough is one of the 20% least deprived districts/unitary authorities in England, however about 7.2% (1,070) children live in low income families. Life expectancy for both men and women is higher than the England average.

Health inequalities

Life expectancy is 3.8 years lower for men and -1.5 years higher for women in the most deprived areas of Harborough than in the least deprived areas.

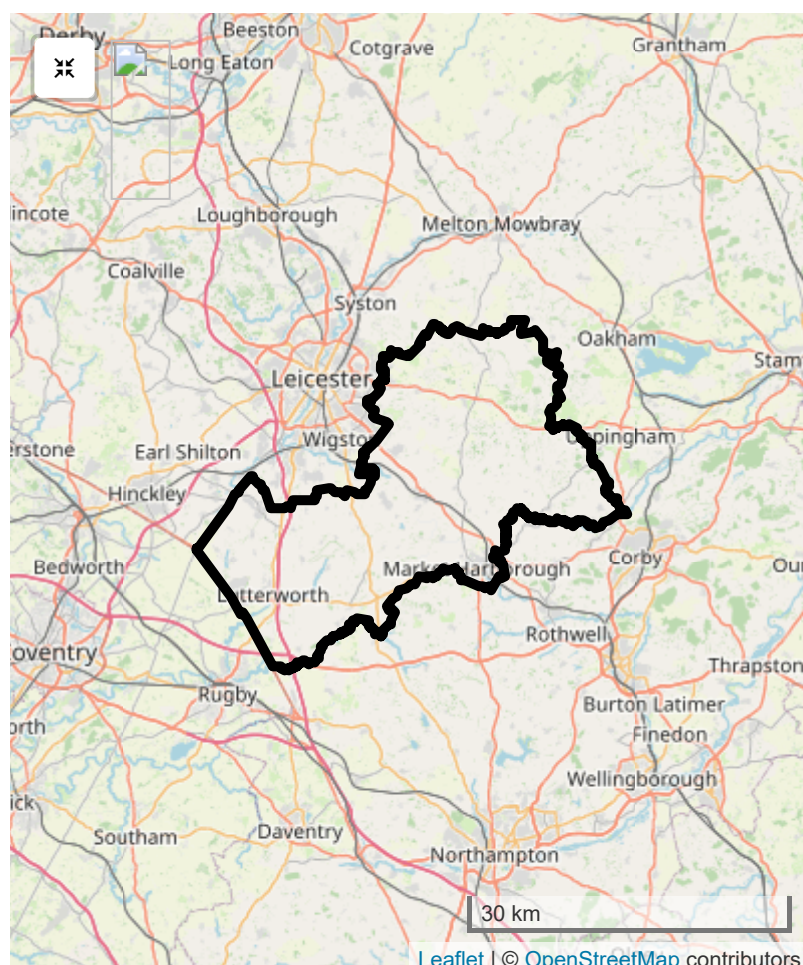
Child health

In Year 6, 14.9% (139) of children are classified as obese, better than the average for England. The rate for alcohol-specific hospital admissions among those under 18 is 26*. This represents 5 admissions per year. Levels of teenage pregnancy, GCSE attainment (average attainment 8 score) and smoking in pregnancy are better than the England average.

Adult health

The rate for alcohol-related harm hospital admissions is 561*, better than the average for England. This represents 536 admissions per year. The rate for self-harm hospital admissions is 142*, better than the average for England. This represents 120 admissions per year. Estimated levels of smoking prevalence in adults (aged 18+) and smoking prevalence (in routine and manual occupations) are better than the England average. The rates of new sexually transmitted infections and new cases of tuberculosis are better than the England average. The rate of hip fractures in older people (aged 65+) is worse than the England average. The rates of statutory homelessness, violent crime (hospital admissions for violence), under 75 mortality rate from cardiovascular diseases, under 75 mortality rate from cancer and employment (aged 16-64) are better than the England average.

* rate per 100,000 population



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Contains OS data © Crown copyright and database right 2019
Local authority displayed with full resolution clipped boundary

Health summary for Harborough

Key

Significance compared to goal / England average:

Significantly worse

Significantly lower

Not significantly different

Significantly better

Significance not tested

↑ Increasing / Getting worse

↓ Decreasing / Getting worse

↑ Increasing

↑ Increasing (not significant)

— Could not be calculated

↑ Increasing / Getting better

↓ Decreasing / Getting better

↓ Decreasing

↓ Decreasing (not significant)

→ No significant change

Life expectancy and causes of death

Indicator	Age	Period	Count	Value (Local)	Value (Region)	Value (England)	Change from previous
1 Life expectancy at birth (male)	All ages	2016 - 18	n/a	81.6	79.4	79.6	↑
2 Life expectancy at birth (female)	All ages	2016 - 18	n/a	84.9	82.9	83.2	↓
3 Under 75 mortality rate from all causes	<75 yrs	2016 - 18	689	251.8	334.4	330.5	↑
4 Mortality rate from all cardiovascular diseases	<75 yrs	2016 - 18	141	50.7	73.5	71.7	↓
5 Mortality rate from cancer	<75 yrs	2016 - 18	317	114.2	133.4	132.3	↑
6 Suicide rate	10+ yrs	2016 - 18	27	11.3	8.73	9.64	↓

Injuries and ill health

Indicator	Age	Period	Count	Value (Local)	Value (Region)	Value (England)	Change from previous
7 Killed and seriously injured (KSI) rate on England's roads	All ages	2016 - 18	98	35.7	41.6	42.6 ^	—
8 Emergency hospital admission rate for intentional self-harm	All ages	2018/19	120	142.5	200.8	193.4	↓
9 Emergency hospital admission rate for hip fractures	65+ yrs	2018/19	140	705.0	614.1	558.4	↑
10 Percentage of cancer diagnosed at early stage	All ages	2017	242	56.9	49.1	52.2	↑
11 Estimated diabetes diagnosis rate	17+ yrs	2018	n/a	67.5	84.6	78.0	↑
12 Estimated dementia diagnosis rate	65+ yrs	2019	929	75.6 *	72.3 *	68.7 *	↑

Behavioural risk factors

Indicator	Age	Period	Count	Value (Local)	Value (Region)	Value (England)	Change from previous
13 Hospital admission rate for alcohol-specific conditions	<18 yrs	2016/17 - 18/19	15	26.2	26.3 \$	31.6	↓
14 Hospital admission rate for alcohol-related conditions	All ages	2018/19	536	561.2	699.5	663.7	↓
15 Smoking prevalence in adults	18+ yrs	2018	6025	8.22	15.8	14.4	↓
16 Percentage of physically active adults	19+ yrs	2017/18	n/a	68.7	65.7	66.3	↑
17 Percentage of adults classified as overweight or obese	18+ yrs	2017/18	n/a	57.7	64.4	62.0	↑

Child health

Indicator	Age	Period	Count	Value (Local)	Value (Region)	Value (England)	Change from previous
18 Teenage conception rate	<18 yrs	2017	11	6.83 ~	17.5	17.8	↓
19 Percentage of smoking during pregnancy	All ages	2018/19	44	7.01	14.0 ^	10.6	↓
20 Percentage of breastfeeding initiation	All ages	2016/17	543	77.5	69.7	74.5	↓
21 Infant mortality rate	<1 yr	2016 - 18	8	3.31	4.04	3.93	↑
22 Year 6: Prevalence of obesity (including severe obesity)	10-11 yrs	2018/19	139	14.9	19.7	20.2	↓

Inequalities

Indicator	Age	Period	Count	Value (Local)	Value (Region)	Value (England)	Change from previous
23 Deprivation score (IMD 2015)	All ages	2015	n/a	8.32	-	21.8	—
24 Smoking prevalence in adults in routine and manual occupations	18-64 yrs	2018	n/a	5.18	26.2	25.4	↑

Wider determinants of health

Indicator	Age	Period	Count	Value (Local)	Value (Region)	Value (England)	Change from previous
25 Percentage of children in low income families	<16 yrs	2016	1070	7.20	16.6	17.0	↑
26 Average GCSE attainment (average attainment 8 score)	15-16 yrs	2018/19	48005	51.4	45.8	46.9	↑
27 Percentage of people in employment	16-64 yrs	2018/19	45600	86.0	75.2	75.6	↓
28 Statutory homelessness rate - eligible homeless people not in priority need	Not applicable	2017/18	6	0.16	0.43	0.79	—
29 Violent crime - hospital admission rate for violence (including sexual violence)	All ages	2016/17 - 18/19	60	25.3	37.2 \$	44.9	↓

Health protection

Indicator	Age	Period	Count	Value (Local)	Value (Region)	Value (England)	Change from previous
30 Excess winter deaths index	All ages	Aug 2017 - Jul 2018	81	32.9	30.4	30.1	↑
31 New STI diagnoses rate (exc chlamydia aged <25)	15-64 yrs	2018	231	412.2	606.6	850.6	↓
32 TB incidence rate	All ages	2016 - 18	8	2.92	7.19	9.19	↓

For full details on each indicator, see the [definitions tab of the Local Authority Health Profiles online tool](#).
For a full list of profiles produced by Public Health England, see the fingertips website: <https://fingertips.phe.org.uk/>

Indicator value types

1,2 Life expectancy - years 3,4,5 Directly age-standardised rate per 100,000 population aged under 75 6 Directly age-standardised rate per 100,000 population aged 10 and over 7 Crude rate per 100,000 population 8 Directly age-standardised rate per 100,000 population 9 Directly age-standardised rate per 100,000 population aged 65 and over 10 Proportion - % of cancers diagnosed at stage 1 or 2 11 Proportion - % recorded diagnosis of diabetes as a proportion of the estimated number with diabetes 12 Proportion - % recorded diagnosis of dementia as a proportion of the estimated number with dementia 13 Crude rate per 100,000 population aged under 18 14 Directly age-standardised rate per 100,000 population 15,16,17 Proportion 18 Crude rate per 1,000 females aged 15 to 17 19,20 Proportion 21 Crude rate per 1,000 live births 22 Proportion 23 Index of Multiple Deprivation (IMD) 2015 score 24 Proportion 25,26 Slope index of inequality 27 Proportion 28 Mean average across 8 qualifications 29 Proportion 30 Crude rate per 1,000 households 31 Directly age-standardised rate per 100,000 population 32 Ratio of excess winter deaths to average of non-winter deaths 33 Crude rate per 100,000 population aged 15 to 64 (excluding Chlamydia) 34 Crude rate per 100,000 population

*	Value compared to a goal (see below)
~	There is a data quality issue with this value
\$	Due to an issue with HES coding in Nottingham University Hospitals Trust in 2016/17, for which over 30% of records did not have a valid geography of residence assigned, this value should be treated with caution. In 2015/16, between 10% and 20% of patients that attended hospital from this area were treated at Nottingham University Hospitals Trust.
^	Aggregated from all known lower geography values

Thresholds for indicators that are compared against a goal

Indicator Name	Green	Amber	Red
12 Estimated dementia diagnosis rate (aged 65 and over)	>= 66.7% (significantly)	similar to 66.7%	< 66.7% (significantly)

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ID2019 Dashboard FINAL

ID2019 - Map the Data

Hover over icon for more information



Local Authority

Harborough

Measure

National Rank

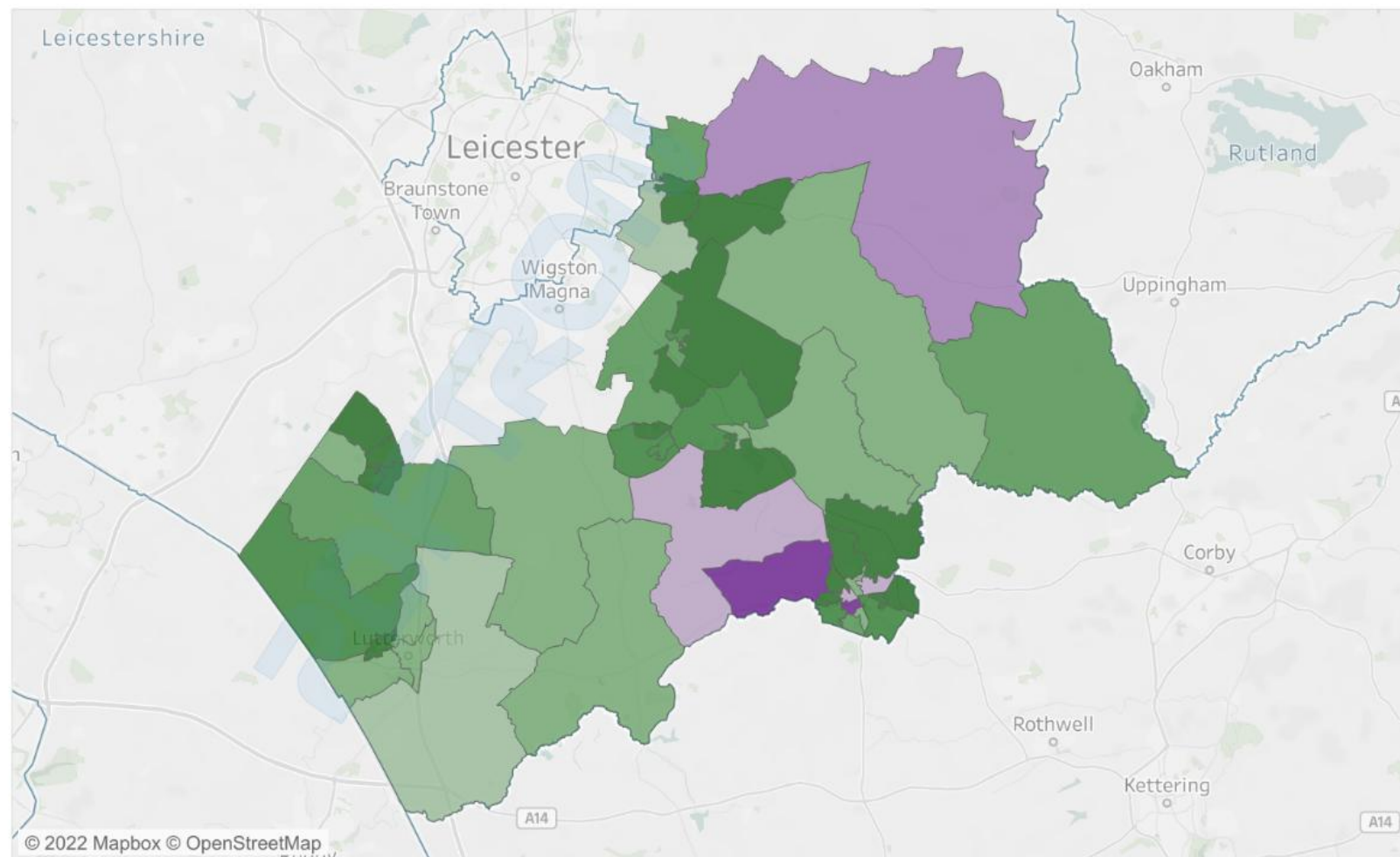
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No items highlighted

Domain/ Sub-domain

- ☒ IMD
- ☐ Income
 - Children Sub-domain
 - Older People Sub-domain
- ☐ Employment
- ☐ Health Deprivation & Disability
- ☐ Education, Skills & Training
 - Children & Young People Sub-domain
 - Adult Skills Sub-domain
- ☐ Crime
- ☐ Barriers to Housing & Services
 - Geographical Barriers Sub-domain
 - Wider Barriers Sub-domain
- ☐ Living Environment
 - Indoors Sub-domain
 - Outdoors Sub-domain
- ☐ Null

9,690.00  32,774.00



Source: Ministry of Housing, Communities and Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

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Local Authority

Harborough

Measure

National Rank

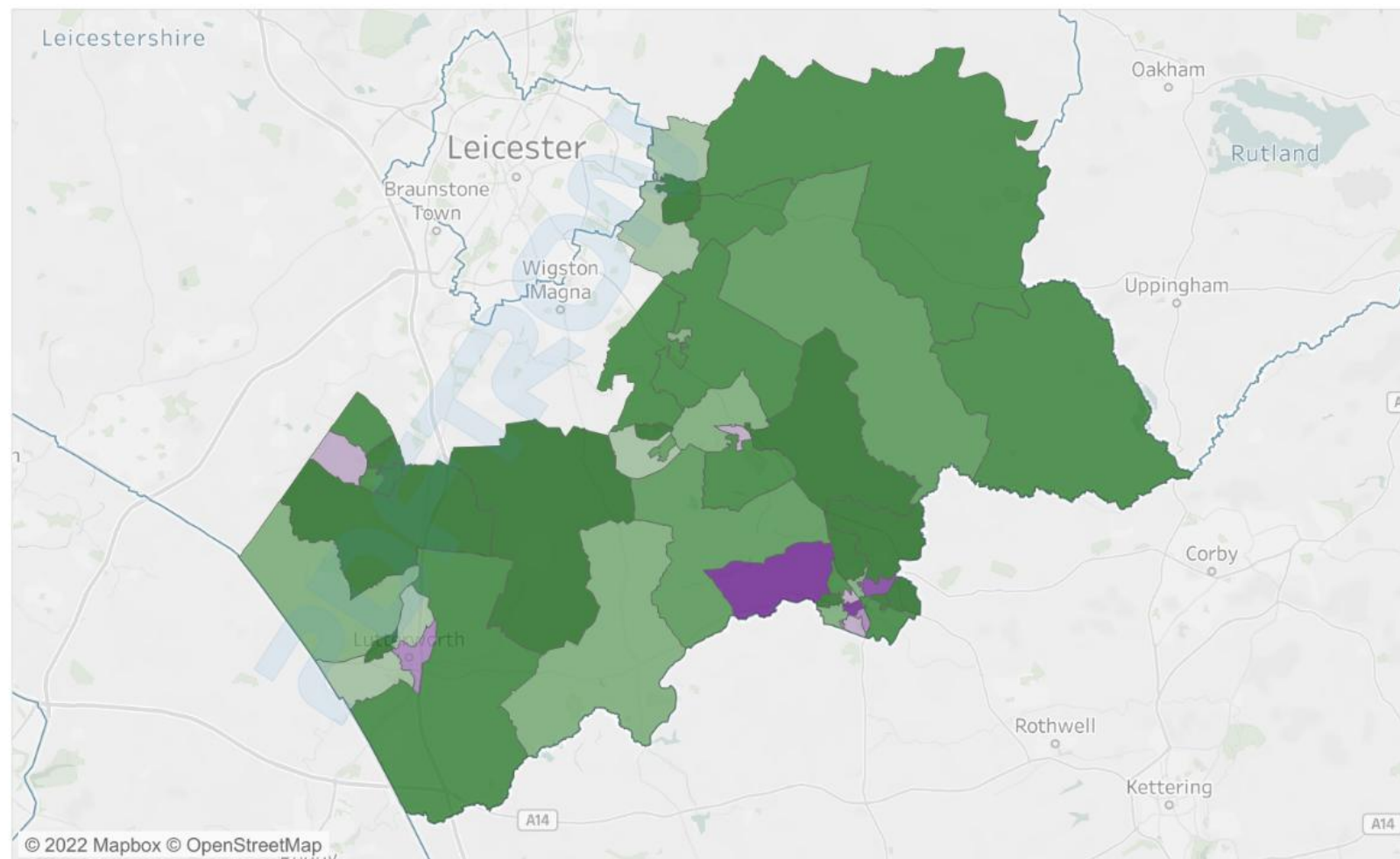
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7,857.00 32,479.00



Source: Ministry of Housing, Communities and Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

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Local Authority

Harborough

Measure

National Rank

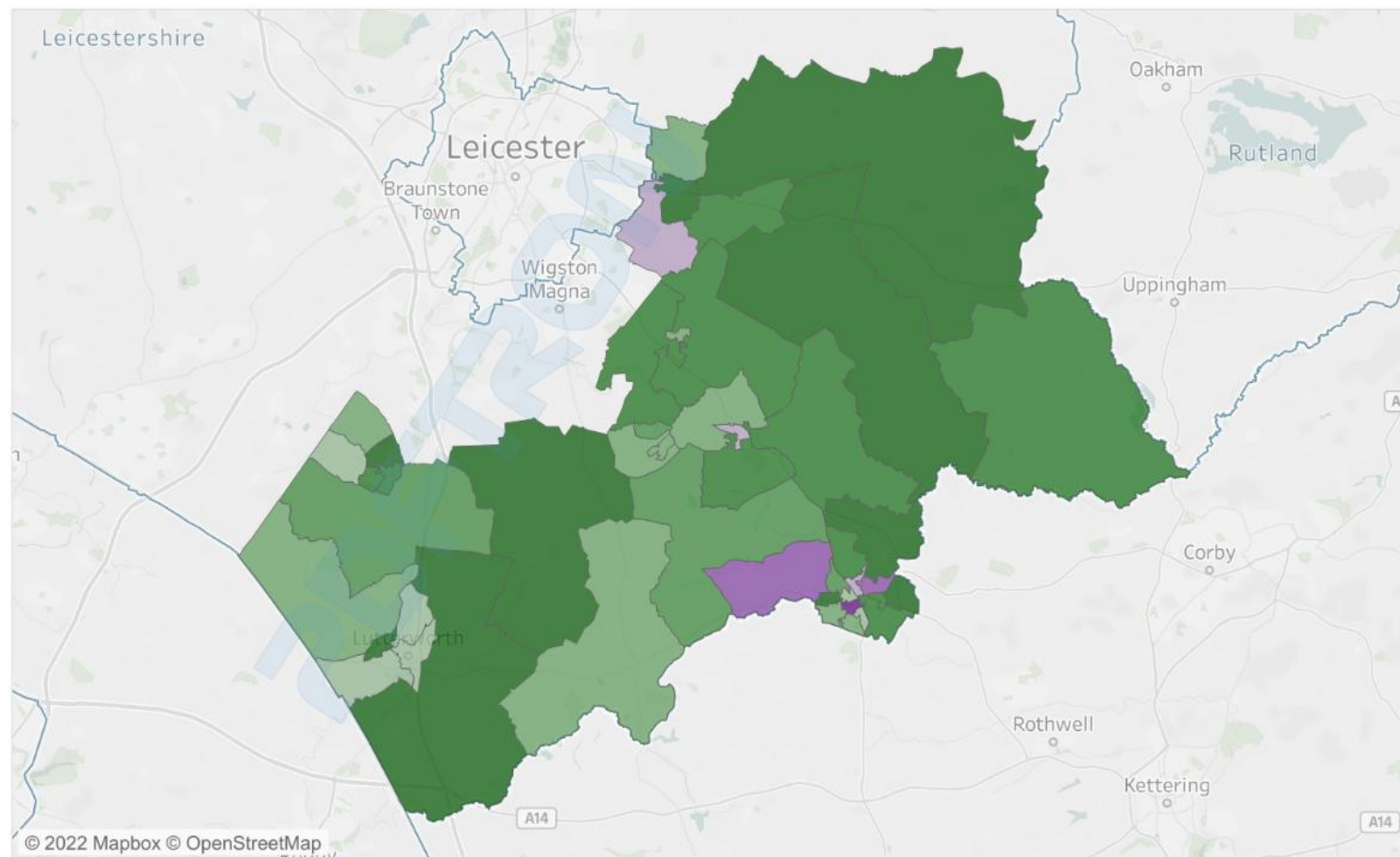
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Domain/ Sub-domain

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- ☒ Employment
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- ☐ Crime
- ☐ Barriers to Housing & Services
 - Geographical Barriers Sub-domain
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- ☐ Living Environment
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- ☐ Null

7,720.00  32,576.00



Source: Ministry of Housing, Communities and Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

ID2019 - Map the Data

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Local Authority

Harborough

Measure

National Rank

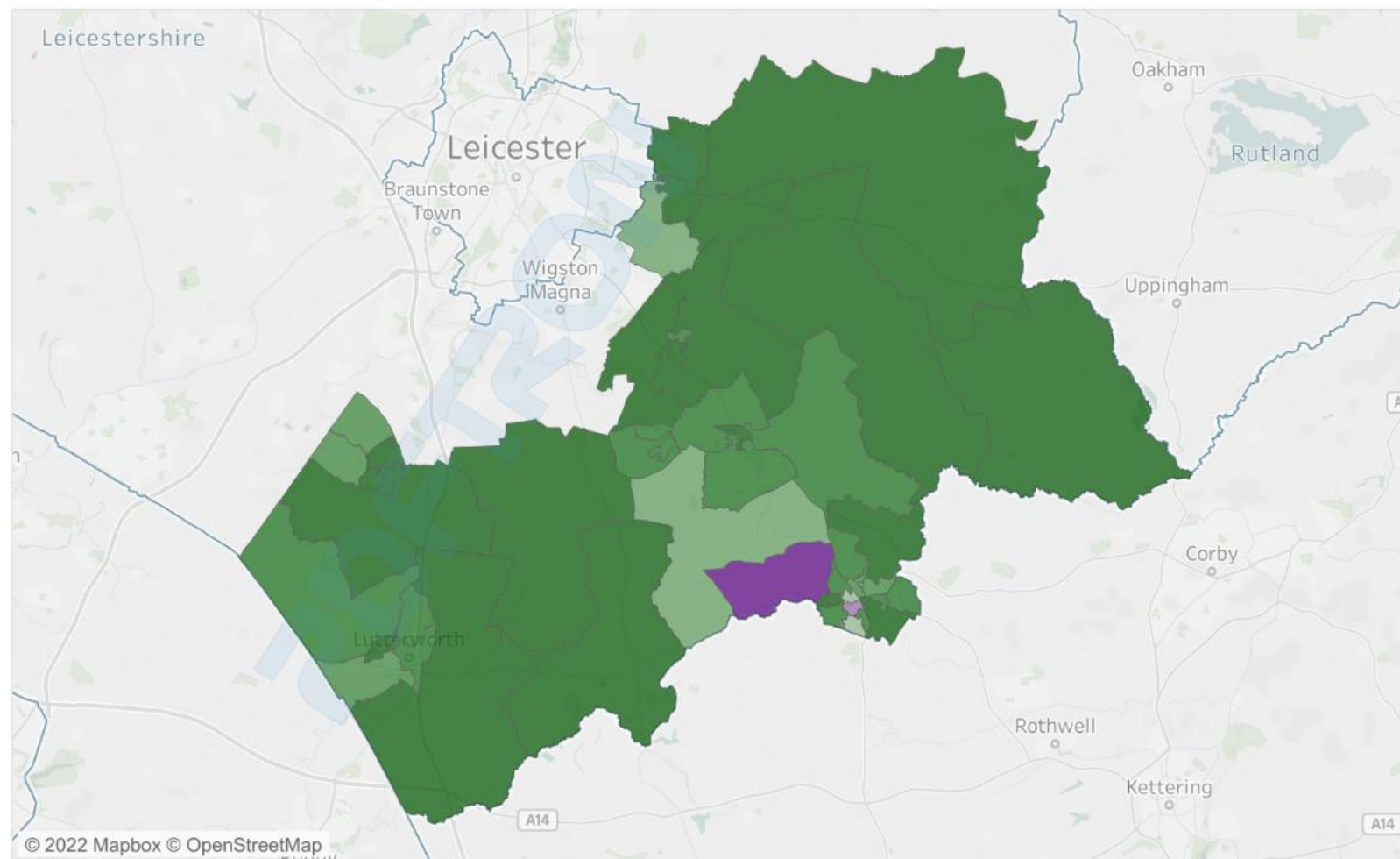
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Domain/ Sub-domain

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- ☐ Education, Skills & Training
 - Children & Young People Sub-domain
 - Adult Skills Sub-domain
- ☐ Crime
- ☐ Barriers to Housing & Services
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- ☐ Living Environment
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 - Outdoors Sub-domain
- ☐ Null

7,491.00 32,482.00



Source: Ministry of Housing, Communities & Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

ID2019 - Map the Data

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Local Authority

Harborough

Measure

National Rank

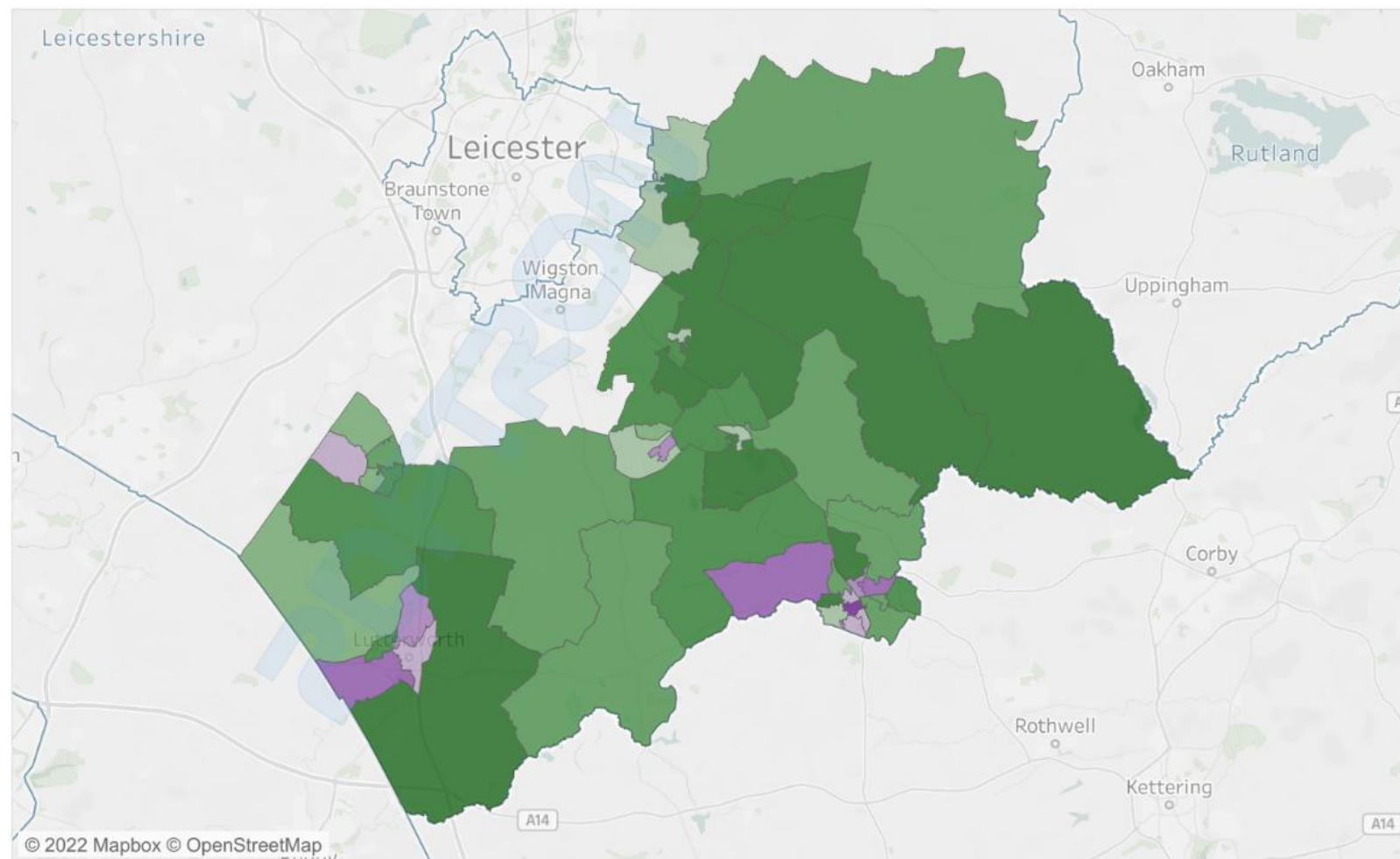
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Domain/ Sub-domain

- ☐ IMD
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 - Older People Sub-domain
- ☐ Employment
- ☐ Health Deprivation & Disability
- ☒ Education, Skills & Training
 - Children & Young People Sub-domain
 - Adult Skills Sub-domain
- ☐ Crime
- ☐ Barriers to Housing & Services
 - Geographical Barriers Sub-domain
 - Wider Barriers Sub-domain
- ☐ Living Environment
 - Indoors Sub-domain
 - Outdoors Sub-domain
- ☐ Null

4,186.00 30,768.00



Source: Ministry of Housing, Communities & Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

ID2019 - Map the Data

Hover over icon for more information



Local Authority
Harborough

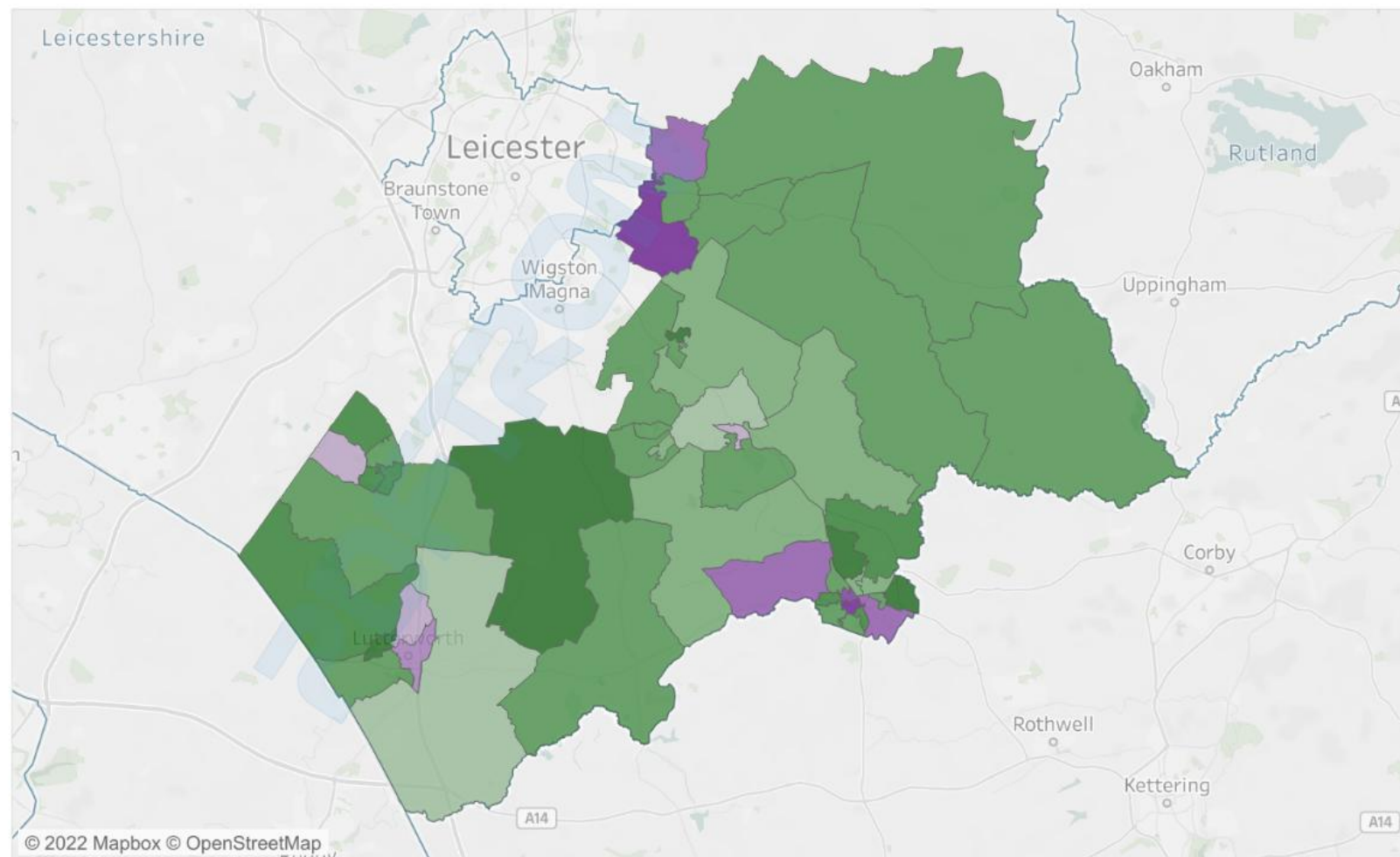
Measure
National Rank

Highlight LSOA
No items highlighted

Domain/ Sub-domain

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- ☐ Income
 - Children Sub-domain
 - Older People Sub-domain
- ☐ Employment
- ☐ Health Deprivation & Disability
- ☐ Education, Skills & Training
 - Children & Young People Sub-domain
 - Adult Skills Sub-domain
- ☒ Crime
- ☐ Barriers to Housing & Services
 - Geographical Barriers Sub-domain
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- ☐ Living Environment
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 - Outdoors Sub-domain
- ☐ Null

8,407.00  32,606.00



Source: Ministry of Housing, Communities and Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

ID2019 - Map the Data

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Local Authority

Harborough

Measure

National Rank

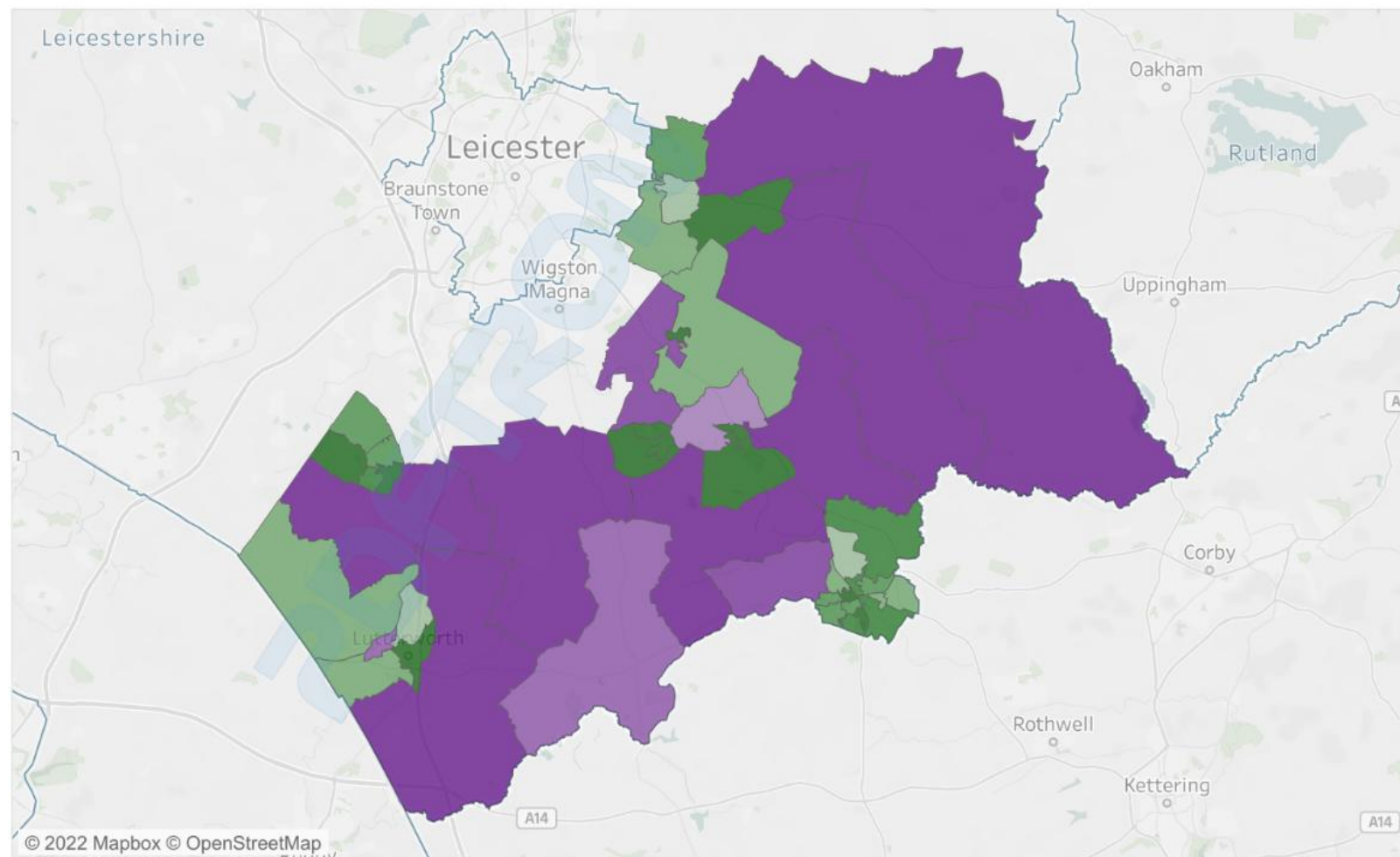
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Domain/ Sub-domain

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- ☐ Income
 - Children Sub-domain
 - Older People Sub-domain
- ☐ Employment
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- ☐ Education, Skills & Training
 - Children & Young People Sub-domain
 - Adult Skills Sub-domain
- ☐ Crime
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658.00  32,393.00



Source: Ministry of Housing, Communities & Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

ID2019 - Map the Data

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Local Authority

Harborough

Measure

National Rank

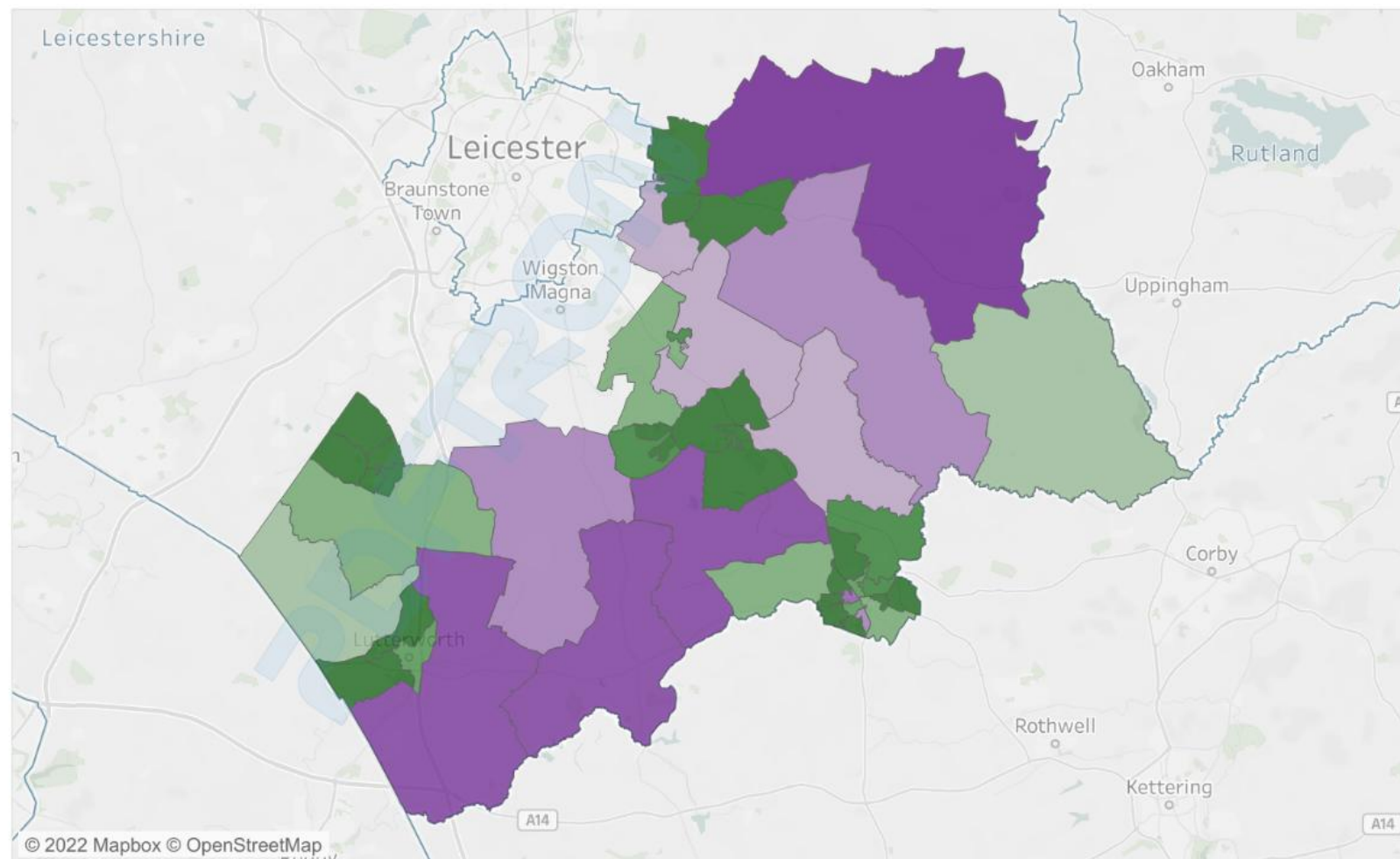
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Domain/ Sub-domain

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- ☐ Income
 - Children Sub-domain
 - Older People Sub-domain
- ☐ Employment
- ☐ Health Deprivation & Disability
- ☐ Education, Skills & Training
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- ☐ Crime
- ☐ Barriers to Housing & Services
 - Geographical Barriers Sub-domain
 - Wider Barriers Sub-domain
- ☒ Living Environment
 - Indoors Sub-domain
 - Outdoors Sub-domain
- ☐ Null

1,562.00 32,811.00



Source: Ministry of Housing, Communities and Local Government, 2019. Produced by the Business Intelligence Service, Leicestershire County Council, 2019.

HDC-led Action Plan						
This action plan relates to the work that Harborough District Council (HDC) will lead on for the Health & Wellbeing Strategy 2022/27						
No.	Objective	What we will do	By when	Who will deliver this?	Milestones	Target/Outcome
Priority 1 - Housing for all						
1.a	Promote high design standards for new housing	Review policy as part of Local Plan refresh	2022/23	Planning Policy, Registered Providers.	Refresh of local plan	Achieve high design standards for new homes
1.b	Improve living accommodation within the district	Private sector inspections work to minimise empty properties	2022/23	Regulatory Services	Monitor the implementation of the HMO inspection programme. Cross service working on problematic empty properties	Protect the most vulnerable from the activities of poor landlords. Minimise the impact of empty homes on local communities
1.c	Support vulnerable adults and older people to remain independent in their homes	Support the Lightbulb project	2022/23	Regulatory Services	Monitor implementation of the Lightbulb work programme	Keeping vulnerable people independent in their homes, helping to avoid unnecessary hospital admissions or GP visits and facilitating timely discharges through the on-going delivery of the Lightbulb project.
1.d	Provide energy efficiency advice and measures	Provide energy efficiency advice and measures	2022/23	Regulatory Services, district and county partners.	Support delivery of Warm Homes Project, Collective Energy Switching, Prepare for additional opportunities for housing retrofit subject to external funding availability	Reduced energy consumption in the District. More households can access cheaper electricity tariffs. Reduced emissions of greenhouse gasses. Increase the take up of renewable energy across the district
1.e	Build services and pathways to housing for vulnerable groups	Work with district and borough councils and partners to develop housing protocols for vulnerable groups	2022/23	Housing, Chief Housing Officers Group, Registered Providers	Protocols and pathways in place for Rough Sleepers, Care Leavers, 16/17 Homeless, Prisoners, Mental Health, Veterans	Vulnerable groups are supported to access safe and affordable housing
Priority 2 - Community Infrastructure						
2.a	Secure and invest in community infrastructure through the s106 process	Ensure policy and procedures are in place to secure s106 funding and direct to local projects	2022/23	Planning Policy Health & Wellbeing	Annual Infrastructure Funding Statement	Ensure the necessary infrastructure is provided to meet the needs of future development.
2.b	Support the preparation of Neighbourhood Plans and local health and wellbeing objectives	Support the preparation of Neighbourhood Plans and local health and wellbeing objectives	2022/23	Planning Policy, Health & Wellbeing, parish and town councils, community and voluntary groups.	The number of Neighbourhood Plans that have been 'made'	Bringing community together to promote community cohesion and civic pride

2.c	Work in partnership to ensure green spaces are accessible	Establish and sustain links with partners such as Green Spaces, Rights of Way and Countryside Access to develop innovative, sustainable programmes in the natural environment that target those recognised as having low levels of physical activity.	2022/23	Health & Wellbeing Environmental Services Parish Councils , Town councils	6monthly updates on Physical Activity Commissioning Plan	Residents are able to access local green spaces
2.d	Work in partnership to improve access to canals and waterways	Develop Blue Social Prescribing and physical activity sessions developed around the canals and waterways to improve mental health	2022/23	Health & Wellbeing Canals & Rivers Trust	6monthly updates on Physical Activity Commissioning Plan	Residents are supported to access local waterways and canals
Priority 3 - Skills, Jobs & Income						
3.a	Develop training opportunities that contribute towards health and wellbeing	Identify, develop and review training opportunities for instructors, casual staff, coaches and volunteers to ensure that they have the necessary knowledge and qualifications to meet requirements of both national and local physical activity guidelines.	2022/23	Health & Wellbeing Economic Development, local businesses	6monthly updates on Physical Activity Commissioning Plan	Increase the number of training opportunities
3.b	Local employment average salary levels are sufficient to allow residents to live and work locally	Promote investment and job growth	2022/23	Economic Development, local businesses	Quarterly updates	Average salary levels are sufficient to allow residents to live and work locally
3.c	Ensure advice and support for vulnerable residents to manage debts and access full benefit entitlement/ maximise income	Commission free advice and support for residents to access to help manage debts and maximise income	2022/23	Community Partnerships , voluntary and community groups	Quarterly updates and annual Scrutiny	Number of clients supported Increased income
Priority 4 - Stronger Communities						
4.a	Enable funding and support for the voluntary and community sector to support health and wellbeing outcomes	Grow the Harborough Lotto as an income source for local groups that support health and wellbeing	2022/23	Community Partnerships, Community and Voluntary sector organisations	Annual increase in the number of groups registered as good causes with the Harborough Lotto	Increase the amount of funding generated by the Harborough Lotto
4.b	Work in partnership with specialist charities that can help tackle health inequalities	Work with Travelling Forward project as part of the Multi-agency approach to engaging the Traveller community	2022/23	Community Partnerships, Local Area Co-ordinators (LCC), CCG/ICS	Regular updates on work to engage Traveller Community via the Community Safety Partnership	Increase initiatives that improve health outcomes and tackle health inequalities

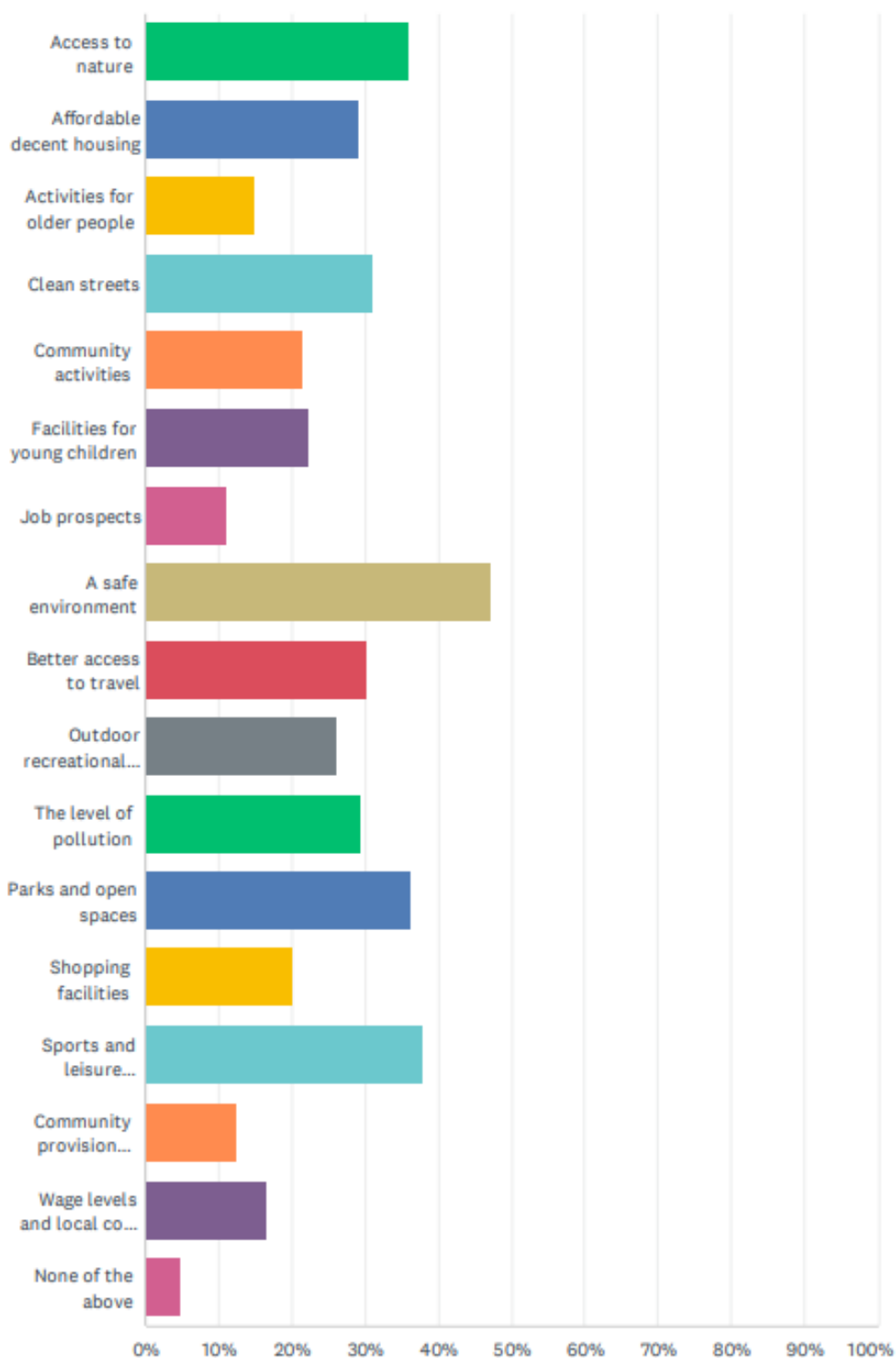
4.c	Increase awareness of the rapidly ageing population and health related conditions e.g. dementia	Work with LOROS to develop Market Harborough as the first Compassionate Town / District in Leicestershire	2022/23	Community Partnerships, LOROS, Local Area Co-ordinators (LCC)	Annual update	Number of organisations engaged in Compassionate Town / District
Priority 5 - Mental Health						
5.a	Develop awareness of mental health in the workplace	Provide Mental Health First Aid (MHFA) training for Council Officers	2022/23	Human Resources	Annual update on number of staff trained	Increase the awareness of mental health and how to help
5.b	Work with Early Help services to support young people to improve mental health	Support local services and schools as required through coordinating the local Think Family Partnership	2022/23	Health & Wellbeing Early Help Services, LCC, CCG/ICS	Quarterly Meetings	
5.c	Work with health services to promote the central access point	Promote 24hr Mental Health Central Access Point - 0808 800 3302 for anyone needing mental health support	2022/23	Communications Community Partnerships Leicestershire Partnership Trust, ICS	Quarterly updates	Increase the number of residents accessing support from the Central Access Point
5.d	Support the local delivery of crisis cafes in Market Harborough and Lutterworth	Host crisis cafes at TSB and Lutterworth Sports Centre	2022/23	Community Partnerships Leicestershire Partnership Trust	Quarterly updates	Increase the number of residents accessing support from Crisis Cafes
Priority 6 - Physical Activity						
6.a	Support partners to deliver and commission physical activity sessions for children and young people	Work with the School Sports Partnership Activity Network	2022/23	Health & Wellbeing SSPAN	6monthly updates on Physical Activity Commissioning Plan	Increase physical activity of children & young people - particularly females, SEN
6.b	Develop pathways into physical activity accessible for everyone in the district	Develop the Physical Activity pathway - receiving referrals from First Contact Plus	2022/23	Health & Wellbeing Team , town and parish councils, community and voluntary groups, Leisure provider.	6monthly updates on Physical Activity Commissioning Plan	Increase in physical activity in the following groups People with a disability Inactive Adults Females Those in more deprived areas Rural places with limited services
6.c	Develop place led physical activity opportunities - particularly for hard to reach groups	Supervise a team of coaches / instructors / motivators / casual staff and volunteers to deliver a range of physical activity opportunities in (district) and monitor and evaluate their success	2022/23	Health & Wellbeing Team , town and parish councils, community and voluntary groups, Leisure provider.		Increase in physical activity in the following groups People with a disability Inactive Adults Females Those in more deprived areas Rural places with limited services

6.d	Increase the health and wellbeing offer at Leisure Centres and increase participation - particularly for hard-to-reach groups		2022/23	Everyone Active Health & Wellbeing Team		Increase in physical activity in the following groups Children & Young People People with a disability Inactive Adults Females Those in more deprived areas Rural places with limited services
6.e	Promote wellbeing at work	Promote the Wellbeing@Work Package to local businesses and schools, and for the workforce needs assessment to be undertaken by businesses/schools to identify health & wellbeing priorities and embed an action plan for their workforce.	2022/23	Health & Wellbeing Economic Development	6monthly updates on Physical Activity Commissioning Plan	Increase the business takeup of Wellbeing@Work
6.f	Improve air quality in both the Kibworths and Lutterworth	Work with other agencies to work towards delivering the outcomes of the Air Quality Action Plan and to improve the local air quality within the District.	2022/23	Regulatory Services	By continuing to monitor Air Quality throughout the district and reviewing the results, meeting our legal obligations to implement the AQMA action plans in both the Kibworths and Lutterworth, submitting the ASR on time and taking the necessary reports to Cabinet.	Air quality monitoring

Engagement Survey Results

Thinking about the Harborough District, which of the following things, if any, do you think needs improving to make Harborough District a healthy, active place to live? Please tick five only

Answered: 447 Skipped: 4



ANSWER CHOICES	RESPONSES	
Access to nature	35.79%	160
Affordable decent housing	29.31%	131
Activities for older people	14.99%	67
Clean streets	30.87%	138
Community activities	21.48%	96
Facilities for young children	22.15%	99
Job prospects	11.19%	50
A safe environment	47.20%	211
Better access to travel	30.20%	135
Outdoor recreational areas	25.95%	116
The level of pollution	29.53%	132
Parks and open spaces	36.24%	162
Shopping facilities	20.13%	90
Sports and leisure facilities	37.81%	169
Community provision (village/community halls)	12.30%	55
Wage levels and local cost of living	16.55%	74
None of the above	4.70%	21
Total Respondents: 447		

HDC Due Regard (Equality Analysis) Health & Wellbeing Strategy

Due Regard (Equality Analysis) is an on-going proactive process which requires us to consider the effect our decisions are likely to have on local communities, service users and employees, particularly those most vulnerable and at risk of disadvantage.

This template has been designed to assist in the collation of information and evidence required to support the 'Due Regard' process when introducing new policies/procedures/functions and services or reviewing existing ones.

For help with this template please view the guidance document, which contains advice to assist you when you are considering the impact (both positive and negative) of the proposed actions on each of the protected equality characteristics.

Name of policy/procedure/function/service being analysed: Health & Wellbeing Strategy

Department and section: Communities

Name of lead officer: Steve Taylor

Other people involved (assisting or reviewing – including any service users or stakeholder groups etc.):

Date assessment completed: September 2022

Step 1: Defining the policy/procedure/function/service

Is this a new, amended or reviewed policy? What are the aims, objectives and purpose and how will they be achieved? What are the main activities and which communities are likely to be affected by these activities? What are the expected outcomes?

The new Health and Wellbeing Strategy for Harborough District has been designed to help improve health and wellbeing in the local population and reduce health inequalities.

The strategy outlines the vision, objectives and priorities based on the following methods of assessment used:

- Strategic assessment of opportunities and challenges for the district
- Engagement with residents and partners via surveys and roadshows
- Review of national and local datasets, including Population Projections, the Local Authority Health Profile and Index of Multiple Deprivation.

The objectives of the strategy which supersedes the Physical Activity Strategy need to be reflected within the plans of Harborough District Council and the wider Partnership across the district.

Generally, health in Harborough District is good but it varies across the district and we are facing significant challenges with an aging population and rising demand for services. We are proposing a vision of

'Working with our communities, we will build a future for the people of Harborough district that gives them the best life chances and opportunities through:

- Community leadership to create a sense of pride in our place
- Promoting health and wellbeing and encouraging healthy life choices
- Creating a sustainable environment to protect future generations
- Supporting residents and businesses to deliver a prosperous local economy

Expected outcomes some of which may take several years to improve to statistically significant levels are:

- Physical activity levels in Harborough district will increase.
- Obesity levels will decrease
- Improved mental health
- Older adults living independently for longer
- Increased sport participations
- Improvements in community social cohesion and the Asset Based Community Development model approach

Step 2: Data collection & evidence

What relevant evidence, research, data and other information do you have and is there any further research, data or evidence you need to fill any gaps in your understanding of the potential or known effects of the policy on different communities? Include quantitative data as well as qualitative intelligence such as community input and advice.

Extensive data has been collected as part of the process including the latest Local Authority Health Profile <https://fingertips.phe.org.uk/profile/health-profiles/data#page/1/gid/1938132701/pat/6/par/E12000006/ati/101/are/E07000131>

In summary the health of people in Harborough is generally better than the England average. Harborough is one of the 20% least deprived districts/unitary authorities in England, however about 7.2% (1,070) children live in low income families. Life expectancy for both men and women is higher than the England average.

Life expectancy is 3.8 years lower for men and -1.5 years higher for women in the most deprived areas of Harborough than in the least deprived areas.

In Year 6, 14.9% (139) of children are classified as obese, better than the average for England. The rate for alcohol-specific hospital admissions among those under 18 is 26*. This represents 5 admissions per year. Levels of teenage pregnancy, GCSE attainment (average attainment 8 score) and smoking in pregnancy are better than the England average.

The rate for alcohol-related harm hospital admissions is 561*, better than the average for England. This represents 536 admissions per year. The rate for self-harm hospital admissions is 142*, better than the average for England. This represents 120 admissions per year. Estimated levels of smoking prevalence in adults (aged

18+) and smoking prevalence (in routine and manual occupations) are better than the England average. The rates of new sexually transmitted infections and new cases of tuberculosis are better than the England average. The rate of hip fractures in older people (aged 65+) is worse than the England average. The rates of statutory homelessness, violent crime (hospital admissions for violence), under 75 mortality rate from cardiovascular diseases, under 75 mortality rate from cancer and employment (aged 16-64) are better than the England average.

Physical activity is crucial to maintaining physical health, preventing ill health, supporting mental wellbeing and generally helping people to be healthier for longer. Physical inactivity is responsible for one in six deaths in the UK and for (approximately) two thirds of many long term conditions. Taking this view, Harborough District has high levels of preventable disease which can be reduced through more people leading active lifestyles.

Public Health England estimates that over 1 in 4 women and 1 in 5 men do less than 30 minutes of physical activity a week and classifies them as being inactive. Physical inactivity is the fourth largest cause of disease and disability in the UK – 1 in 2 women and 1 in 3 men are in England are damaging their health through a lack of activity.

- There is a clear link between levels of physical inactivity and socio-economic status
- Areas with high levels of inactivity have high levels of premature mortality.
- Over the last 50 years, physical activity levels have declined by 20 percent in the UK – they are projected to drop a further 15 percent by 2030.

Step 3: Consultation and involvement

Have you consulted and if so outline what you did and who you consulted with and why.

Engagement Survey - In January 2022 we completed a district wide engagement survey once closed of the 446 residents' the following was observed

Male (including trans man) - 196 (43.9%)

Female (including trans woman) – 225 (50.4%)

Under 18 - 133 (29.8%)

18 – 24 - 2 (0.45%)

25 – 34 - 20 (4.48%)

35 – 44 - 41 (9.19%)

45 – 54 - 80 (17.94%)

55 – 64 - 76 (17.04%)

65 + – 83 (18.61%)

White – British - 401 (90.11%)

We undertook consultation with our key partners in order to determine any gaps and to ensure a holistic approach to Health and Wellbeing across the district, This was done both as focus groups and on a one to one basis, those partners included:

- Local Integrated Localities Team (LILT)
- Active Partnership – Active together
- Learning South Leicestershire SSPAN's
- Everyone Active SLM
- Community Safety Partnership, (including police)
- Voluntary Sector – Home Start, Alzheimer's Society, AGE UK, and Voluntary Action South Leicestershire.
- Leicestershire and Rutland Public health team

We asked all of these partners to support the consultation process.

Social media campaigns took place targeting the communities.

Step 4: Potential impact

Considering the evidence from the data collection and feedback from consultation, which communities will be affected and what barriers may these individuals or groups face in relation to Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation, Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, current and ex-armed forces personnel (Veterans), deprived or disadvantaged communities and also the potential impact on Community Cohesion. Remember people have multiple characteristics so the impact of a policy on a particular community may impact people within the community differently. Where possible include numbers likely to be affected.

AGE The strategy is considered to have a positive impact in relation to age. Promoting health and wellbeing and encouraging healthy life choices will support our residents and create healthy sustainable environment for future generations

Whilst all age ranges will be impacted there will be a key focus targeting 'early years' (5 – 15) and older adults (65 and over). Preventing increase in the number of children classified as obese and supporting older people and preventing hospital admissions for this target demographic as a result of hip fractures

Evidence suggests that children aged 5 – 15 are becoming less active and are failing to meet recommended physical activity levels. This is problematic as good physical development in children is linked to other areas of positive development including speech and coordination and an active childhood lays the foundation for an active life.

Similarly, older adults who participate in any amount of physical activity gain health benefits, including maintenance of good physical and cognitive function – current national trends suggest high levels of inactivity among this age group. Some physical activity is better than none and more activity provides greater health benefits, this includes improved balance and coordination for those more at risk of falls. The number of people aged over 65 is increasing significantly across the

district. People are living longer but live with poor health for longer. Public services are struggling to meet the increase in demand. Services for older people is an overarching theme being increasingly identified.

DISABILITY Living with a disability may increase the chances of experiencing poor physical and mental health increase social isolation and inhibit peoples opportunity, however the strategy is considered to have a positive impact upon individuals living with a disability. Improve physical health and mental wellbeing can improve functional status and quality of life among people with selected disabilities. Promisingly, the number of disabled individuals taking part in physical activity has risen within the district yet barriers still remain.

We consider disability to be a cross cutting theme throughout our strategy

GENDER IDENTITY There is no evidence that the strategy will affect, or at least not disproportionately affect this protected characteristic.

MARRIAGE AND CIVIL PARTNERSHIP There is no evidence that the strategy will affect, or at least not disproportionately affect this protected characteristic.

SEXUAL ORIENTATION There is no evidence that the strategy will affect, or at least not disproportionately affect this protected characteristic.

PREGNANCY AND MATERNITY This strategy is considered to have a positive impact in relation to pregnancy and maternity. Peer groups and the physical activity referral scheme are activities that pre and post natal mothers like to participate in and brings physical as well as mental wellbeing benefits through peer support

RELIGION OR BELIEF There is no evidence that the strategy will affect, or at least not disproportionately affect this protected characteristic.

SEX Women are generally living longer than men. This in itself creates challenges. As a result women may experience more poor health conditions associated with old age. There is an increased prevalence of men experiencing poor mental health. Women have shown a marginally greater interest in the consultation. This has helped to gain a greater understanding of the needs of women.

This strategy is considered to have a positive impact in relation to sex specifically targeted activity and campaigns such as JUST will encourage women and girls of all ages to breakdown perceived barriers to health, wellbeing and physical activity. However work needs to be done in respect of improving targeted activity campaigns for men such as Men in Sheds type activities

ASYLUM SEEKER AND REFUGEE COMMUNITIES Asylum seeker and refugee communities communities may have a greater chance of experiencing poverty and or social isolation. The strategy support our work in seeking to engage these communities to help to identify mechanisms to overcome these barriers

Step 5: Mitigating and assessing the impact

If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons. If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately. If you have identified adverse impact or discrimination that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people. Consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs have identified can be addressed.

There is not believed to be any actual or potential adverse impact or discrimination related to this policy. However, all employees receive equality and diversity training alongside safeguarding training, so they should be able to identify any negative impacts of the policy if any arise.

Step 6: Making a decision

Summarise your findings and give an overview of whether the policy will meet Harborough District Council's responsibilities in relation to equality, diversity and human rights. Does it contribute to the achievement of the three aims of the Public Sector Equality Duty – eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity and foster good relations?

Harborough District Council Health & Wellbeing Strategy will meet HDC's responsibilities in relation to equality, diversity and human rights.

In terms of contributing to the achievement of the three aims of the Public Sector Equality Duty it does not negatively impact on eliminating unlawful discrimination, harassment, victimisation; advance equality of opportunity and enhances the fostering of good relations

Step 7: Monitoring, evaluation & review of your policy/procedure/service change

What monitoring systems will you put in place to promote equality of opportunity, monitor impact and effectiveness and make positive improvements? How frequently will monitoring take place and who will be responsible?

The Health & Wellbeing Strategy will be monitored through an action plan, the performance of the plan will be monitored through the Councils performance framework. This includes bi annual reporting and monitoring that the strategy is on track using a RAG rating system. The performance framework also identifies risks to delivery and are updated and monitored on a regular basis. The main indicator reported through this process is the total number of attendances at activities delivered by or on behalf of the District Council.

The delivery of the action plan is also monitored through this process. This allows for early identification of the project delivery plan, and any issues around delayed commencement of projects. It also allows for shared learning when projects have been successfully delivered and sharing good practice.

In order for us to create good quality insight we collect a range of data in order to evaluate its success. These include:

- Attendance
- Participants
- Ethnicity

- Disabilities
- Gender
- Activity specific evaluations

Equality Improvement Plan

Equality Objective :

Action:

Officer Responsible:

By when:

Equality Objective :

Action:

Officer Responsible:

By when:

Equality Objective :

Action:

Officer Responsible:

By when:

Equality Objective :

Action:

Officer Responsible:

By when:

Signed off by:

Date:

Once signed off, please forward a copy for publication to Julie Clarke, Equality and Diversity Officer
e-mail: j.clarke@harborough.gov.uk , telephone: 01858 821070.

Harborough District Council

Report to the Cabinet Meeting of 10 October 2022



Title:	Rural Strategy
Status:	Public
Key Decision:	Yes
Report Author:	Rachael Felts – Community Partnerships and Customer Services Manager
Portfolio Holder:	Cllr Simon Whelband, Wellbeing, Communities & Housing
Appendices:	Appendix A – Rural Strategy 2022-2027 Appendix B - Rural Strategy Action Plan

Executive Summary

The ambition to develop a Rural Strategy for the Harborough District was set out in the Corporate Delivery Plan for 2022. The justification for this was the acknowledgement that whilst Harborough District is a desirable place to live, work and visit, residents and businesses face a number of key challenges as a result of the rurality of our District.

Recommendations

- **To approve the Rural Strategy which sets the strategic objectives on how we can work together to overcome challenges, rural proof future policies, and realise the unique opportunities we have to enhance wellbeing and prosperity across the district.**

Reasons for Recommendations

Approval of the Rural Strategy will ensure we will build a future for the people of Harborough district that gives them the best life chances and opportunities.

1. Purpose of Report

- 1.1. To agree the new Rural Strategy, which aligns to the Council's key Corporate Priorities, as outlined in the Corporate Plan, as well as outlining key principles to support how we can work together to enhance wellbeing and prosperity across the district.



2. Background

- 2.1 The ambition to develop a Rural Strategy for the Harborough District was set out in the Corporate Delivery Plan for 2022. The justification for this was the acknowledgement that whilst Harborough District is a desirable place to live, work and visit, residents and businesses face a number of key challenges as a result of the rurality of our District.
- 2.2 Challenges include:
- Increased cost per capita to deliver essential public services
 - Ageing population and associated health and wellbeing issues
 - Affordability of housing and a rapidly rising cost of living
 - Access to transport, broadband and mobile connectivity
 - Balancing economic development and diversification with the preservation of our unique rural environment
 - Issues of social isolation and hidden deprivation.
- 2.3 The most recent Urban Rural classification report from 2011 sets out that 65% of the district's population live in rural areas. The remaining 35% live in Market Harborough which is classed as an Urban Town.

3. Details

- 3.1 The 12-month project to develop a Rural Strategy was funded by Contain Outbreak Management Funding (COMF) to look at the needs and service gaps of our rural communities including a focus on economic, housing, the impacts of Covid and the recovery needs going forward.
- 3.2 The Rural Community Council were commissioned to lead this work and undertake district wide community development at grassroots level to engage with citizens to understand their views, needs, concerns.
- 3.3 The results of the desktop research and engagement have informed the Rural Strategy, which is attached at appendix A. Through delivery of our Rural Strategy we are aiming to create and maintain:
- Inclusive, connected and resilient rural communities, where everyone has the opportunity to participate, and access to the services and facilities they need
 - An environmentally and economically sound rural district where the needs of farming, conservation, development and the economy are appropriately balanced
 - A safe and welcoming rural district where everyone is provided with opportunities to enhance their physical, mental, social and economic health and wellbeing
- 3.4 To support delivery of the strategy an action plan will be drafted as part of budget setting for 2023/24 and will be reviewed annually. An outline plan can be found at Appendix B.

4. Implications of Decisions

4.1. Corporate Priorities

- 4.1.1. The Rural Strategy will contribute towards the delivery of all the Council's key Corporate Priorities.

4.2. Financial

- 4.2.1 The Government has announced the introduction of the Rural England Prosperity Fund, which complements the UK Shared Prosperity Fund. Harborough District Council has been allocated £709,681 across 2023/24 and 2024/24, (phased 25% in the first year and 75% in the second).
- 4.2.2 This capital funding will support key aspects of this Rural Strategy and the action plan.

4.3. Legal

- 4.3.1 There are no direct legal implications arising from the Rural Strategy.

4.4. Policy

- 4.4.1 No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

- 4.5.1 No environmental issues arise directly from this report.

4.6. Risk Management

- 4.6.1 No risk management issues arise directly from this report.

4.7. Equalities Impact

- 4.7.1 No equalities issues arise directly from this report.

4.8. Data Protection

- 4.8.1 No data protections issues arise directly from this report.

5. Summary of Consultation and Outcome

- 5.1 Leicestershire Rural Community Council were commissioned to lead this work. Along with desktop research they undertook district wide community development at grassroots level to engage with citizens to understand their views, needs, concerns.

- 5.2 Engagement events were undertaken as follows:

- 23rd November 2021 – Market Harborough Leisure Centre
- 7th December 2021– Lutterworth Leisure Centre
- 11th January 2022– Houghton on the Hill Village Hall
- 3rd February 2022 – Hallaton Village Hall

5.3 Drill down surveys were sent out in February after the events and went to :-

- Parish Councils
- NFU
- Young Farmers
- Farming Community Network
- East Midlands Chamber
- Small Federation of Businesses
- HDC Councillors and Service Managers
- Veterans
- Along with social media support

6. Alternative Options Considered

6.1 No alternative options were considered.

7. Background papers

- Communities Scrutiny Panel – 28 July 2022 - [Meetings and Events \(harborough.gov.uk\)](https://www.harborough.gov.uk/Meetings-and-Events)

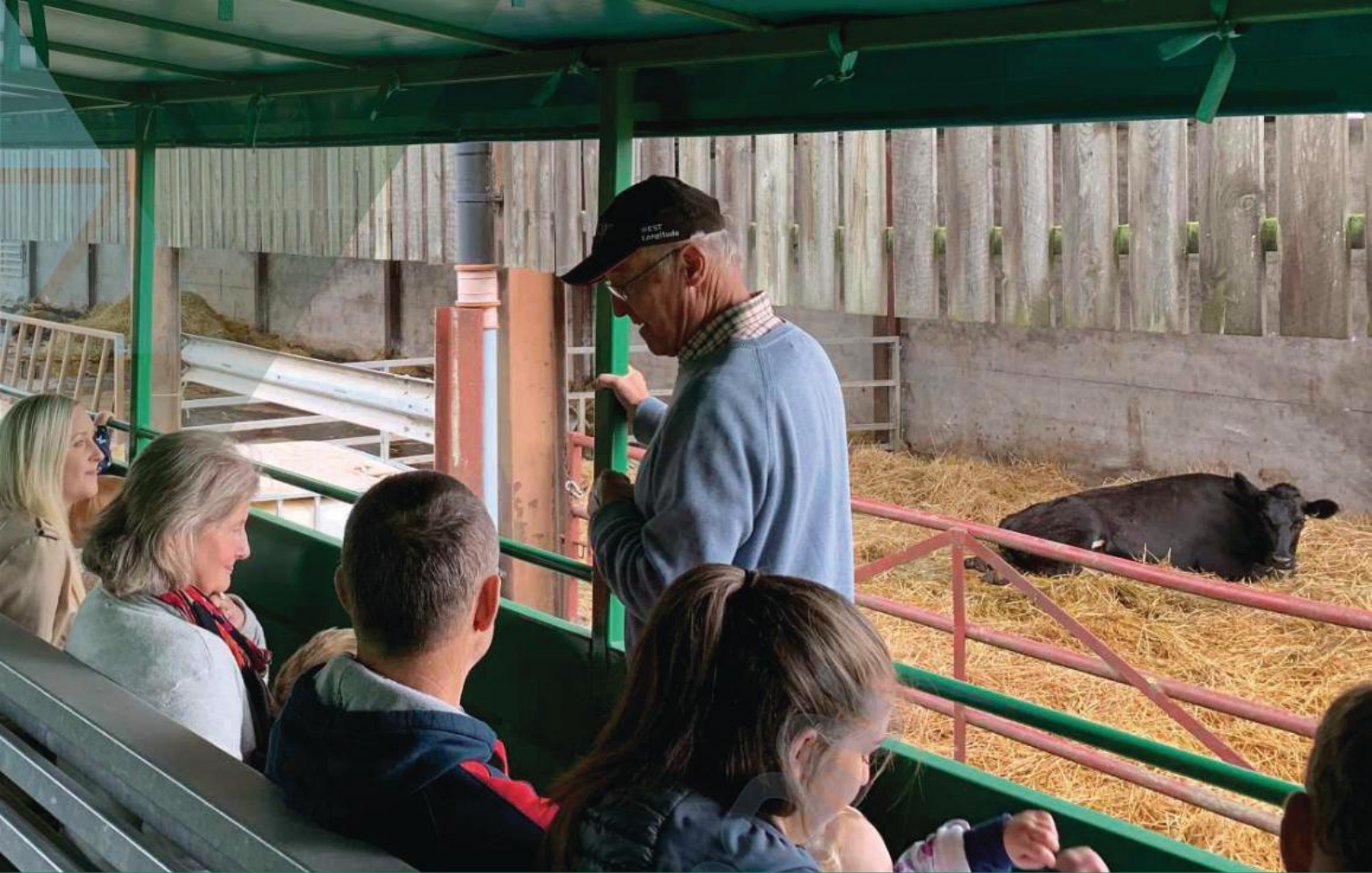


Rural Strategy 2023-2028

Harborough District Council







FOREWORD

The Harborough District is made up entirely of rural hamlets, villages and market towns. Whilst a fantastic place to live, work and visit, we face a number of key challenges as a result of the rurality of our District:

- Increased cost per capita to deliver essential public services.
- Ageing population and associated health and wellbeing issues.
- Affordability of housing and a rapidly rising cost of living.
- Access to transport, broadband and mobile connectivity.
- Balancing economic development and diversification with the preservation of our unique rural environment.
- Issues of social isolation and hidden deprivation.

This Rural Strategy sets out how we can work together to overcome these challenges, rural proof future policies, and realise the unique opportunities we have to enhance wellbeing & prosperity across the District.



OUR VISION

Working with our communities, we will build a future for the people of Harborough district that gives them the best life chances and opportunities through:

Community leadership
to create a sense of
pride in our place

Promoting health and
wellbeing and encouraging
healthy life choices

Creating a sustainable
environment to protect
future generations

Supporting residents
and businesses to deliver
a prosperous local economy

OUR AIMS

Through delivery of our rural strategy we are aiming to create and maintain:

- 1** Inclusive, connected and resilient rural communities, where everyone has the opportunity to participate, and access to the services and facilities they need
- 2** An environmentally and economically sound rural district where the needs of farming, conservation, development and the economy are appropriately balanced
- 3** A safe and welcoming rural district where everyone is provided with opportunities to enhance their physical, mental, social and economic health and wellbeing



STRATEGIC PRIORITIES

We have identified seven overarching strategic priorities for rural areas of the Harborough district between 2023 and 2028:



Rural Community

To maintain and strengthen thriving, inclusive, safe and resilient rural communities by bringing people and organisations together to design and deliver high quality public services and community initiatives.



Rural Environment

To safeguard and enhance the rural environment by working together to ensure sustainable development, drive sustainable behaviour change, and to develop community-level net zero initiatives in rural areas.



Rural Economy

To grow a prosperous rural economy that works for all by supporting existing industries, harnessing the possibilities of diversification and digital connectivity, and facilitating the creation of local enterprises.





Rural Wellbeing

To improve mental, physical and social health by working with all sectors to ensure people can access the care, services and facilities they need, and make healthy lifestyle choices, whatever their circumstances.



Rural Connectivity

To create better connected rural communities and reduce reliance on traditional transport by shifting focus onto enhanced digital connectivity, remote provision, and sustainable transport infrastructure.



Rural Housing

To meet rural housing needs and ensure rural homes are fit for the 21st century by working with developers to provide high quality housing that is genuinely affordable and designed to help combat fuel poverty.



Rural Equity

To level up and ensure no one is disadvantaged by virtue of where they live, work or do business by better rural proofing policies and services, and striving to ensure equitable investment into rural communities.





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PRIORITY ACTIONS

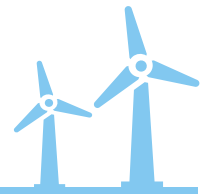
Through conversation with rural residents, rural businesses, community organisations, charities, and other rural stakeholders we identified the following priority actions for communities across the district.

Rural Community



Priority Action	What difference will it make (Outcomes)	How we will measure success (Performance Measures)
Encourage, enable, and support communities to strengthen social connections and support networks in rural areas.	<ul style="list-style-type: none"> More connected and resilient communities with improved health, wellbeing, and prosperity. 	<ul style="list-style-type: none"> Increase in community based formal social and support networks. More residents feel part of and supported by their community.
Help parish councils and community groups to improve and widen the availability and dissemination of information about services, facilities, activities, and events in rural communities.	<ul style="list-style-type: none"> Residents feel well informed, which will strengthen connections and resilience across rural communities. 	<ul style="list-style-type: none"> Through the ongoing review and monitoring of the Communications Strategy. Engagement with Parish Councils and community contacts.
Engage and support village halls, community halls, and other buildings to increase the accessibility and affordability of high-quality indoor community space in rural areas.	<ul style="list-style-type: none"> More residents will be able to access local community facilities for a broader range of activities and events. 	<ul style="list-style-type: none"> Allocation of funding to support the development and improvement of community facilities. Number of new or enhanced facilities.
Create opportunities and facilitate closer communication and partnership working between the Police, Community Safety, parish councils and communities to reduce rural crime.	<ul style="list-style-type: none"> Residents feel safer and reassured that crime and disorder is being tackled. Communities are more aware of initiatives and measures to protect themselves from crime. 	<ul style="list-style-type: none"> Number of new or expanded community led initiatives (e.g., rural or neighbourhood watch) Increased satisfaction with policing and other enforcement activity.

Rural Environment



Priority Action	What difference will it make (Outcomes)	How we will measure success (Performance Measures)
Work with communities to preserve the natural environment and protect important wildlife habitats in and around rural settlements.	<ul style="list-style-type: none"> Important habitats and wildlife protected and enhanced. 	<ul style="list-style-type: none"> Feedback from rural communities. Data from environmental and wildlife surveys.
Work with communities to protect and enhance public green (grass and woodland) and blue (water) spaces by ensuring appropriate maintenance and encouraging use by a wide range of people and groups.	<ul style="list-style-type: none"> Rural communities have access to the public open spaces that they require. More residents will be able to access open spaces for a broader range of activities and events. 	<ul style="list-style-type: none"> Feedback from rural communities. Data returned from the annual parish liaison meeting.
Support parish councils and their communities to develop and deliver local climate change and carbon reduction initiatives, including enabling access to appropriate grant funding.	<ul style="list-style-type: none"> Reduce emissions of greenhouse gases. Reduce energy consumption in the district. 	<ul style="list-style-type: none"> Number of new/expanded initiatives. Amount of investment into initiatives.
Help to reduce fuel poverty by working with partners and communities to provide information and advice on saving energy and water, and by making new and re-developed homes more energy efficient.	<ul style="list-style-type: none"> Reduce energy consumption in the district. More households out of fuel poverty. 	<ul style="list-style-type: none"> Number of installations carried out. Monitoring of data contained within the annual Climate Local progress reports.
Work with communities, police, and community safety partners on initiatives to reduce environmental crime including fly-tipping, graffiti, and dog fouling.	<ul style="list-style-type: none"> Increase public awareness of environmental crime. Better enforcement of fly-tipping, dog fouling and graffiti. 	<ul style="list-style-type: none"> Increased number of fixed penalty notices and prosecutions. Public awareness of campaigns and initiatives.

Rural Economy



Priority Action	What difference will it make (Outcomes)	How we will measure success (Performance Measures)
Ensure that Harborough District's villages and rural areas remain attractive and vibrant places to live, work, invest and visit.	<ul style="list-style-type: none"> The district continues to be a place that is attractive to live in, visit and invest in. 	<ul style="list-style-type: none"> Reduction in empty properties. Increase in Council Tax and business rates. Feedback from village centres and rural tourist destinations.
Support rural businesses to access advice, support services, grants, loans, and other funding streams to support effective start up, expansion or diversification.	<ul style="list-style-type: none"> Rural businesses will be able to access advice and support to support their growth or diversification journey. Harborough's reputation as a District supporting rural businesses is maintained. Improve understanding of the needs, aspirations, and potential of rural businesses. Increase in job opportunities for residents in rural areas. 	<ul style="list-style-type: none"> Number of business events. Workshops and seminars. Increase in number of new, expanded or relocated businesses in the district. Business satisfaction survey.
Review the capacity, occupation rates and demand for rural workspaces, small scale rural logistics sites and business parks.	<ul style="list-style-type: none"> Improve understanding of the premises needs of rural businesses. Inform planning policy and the future development of new rural business sites in the district. 	<ul style="list-style-type: none"> Increase in number of new, expanded or relocated businesses in the district. Business satisfaction survey.
Work with local employers and support providers to increase apprenticeship opportunities and placements within rural industries.	<ul style="list-style-type: none"> Increase in job opportunities for residents in rural areas. 	<ul style="list-style-type: none"> Number of kickstart and apprenticeship placements within the district.
Work with partners to enhance connections to information, guidance and support to access employment and training.	<ul style="list-style-type: none"> Reduce rates of unemployment and increase skills and employability. 	<ul style="list-style-type: none"> Monitor unemployment rates within the district. Monitor job vacancies and recruitment patterns within the district.

Rural Wellbeing



Priority Action	What difference will it make (Outcomes)	How we will measure success (Performance Measures)
Work with GP's and other health providers to improve communication and awareness of the routes to access different health information, advice & services from rural areas.	<ul style="list-style-type: none"> • Reduce inappropriate/unnecessary use of NHS, public health, and other emergency services. • Improve health and wellbeing of rural residents. 	<ul style="list-style-type: none"> • Liaison with NHS and other public health providers.
Expand and promote Healthy Harborough Walks and Cycle Routes.	<ul style="list-style-type: none"> • Residents are more physically active. • Reduce reliance on private vehicles. 	<ul style="list-style-type: none"> • Increased participation in physical activity.
Encourage, enable, and support volunteers and the voluntary & community sector to establish and deliver more community led health & wellbeing services within rural areas.	<ul style="list-style-type: none"> • Reduce pressure on NHS, public health, and other emergency services. • Improve health and wellbeing of rural residents. 	<ul style="list-style-type: none"> • Number of new/expanded community led services. • Liaison with NHS and other public health providers. • Number of attendances and outreach activities
Increase people's overall wellbeing and resilience by supporting activity to reduce isolation, loneliness, and other mild mental / social health issues.	<ul style="list-style-type: none"> • Reduce loneliness and low-level mental health issues among residents. • Create more connected and resilient rural communities. 	<ul style="list-style-type: none"> • Number of new/expanded community led services. • Number of attendances and outreach activities.
Review the quality and accessibility of sports and leisure facilities in rural areas including community managed facilities and associated clubs/groups.	<ul style="list-style-type: none"> • Ensure that the evolving leisure requirements of the community are addressed. 	<ul style="list-style-type: none"> • Increased participation in physical activity.
Secure investment into new and/or improved playing fields, recreation grounds, play equipment and other outdoor recreation space	<ul style="list-style-type: none"> • Enhance outdoor recreation space that is accessible by all. 	<ul style="list-style-type: none"> • Number of new or refurbished outdoor recreation spaces.
Increase accessibility and availability of facilities, services and support for families, children, and young people at parish level.	<ul style="list-style-type: none"> • Ensure that the evolving needs of families, children and young people addressed. • The right conditions are created to enable children and young people to be safe and flourish. 	<ul style="list-style-type: none"> • Reduction in safeguarding referrals related to children and young people. • Number of attendances and outreach activities.

Rural Connectivity



Priority Action	What difference will it make (Outcomes)	How we will measure success (Performance Measures)
Support the expansion of high quality 4G, 5G, and superfast broadband connectivity into all rural areas.	<ul style="list-style-type: none"> Better connected homes and communities with increased use of smart technology. Less need to travel and increased opportunity for home/remote working and online service provision. Increased efficiency and productivity of rural businesses. 	<ul style="list-style-type: none"> Feedback from rural households and businesses. Monitoring of mobile and broadband coverage data.
Increase the digitisation of services across the Council.	<ul style="list-style-type: none"> Enhance remote access for residents in areas remote from Market Harborough and other key service centres. 	<ul style="list-style-type: none"> Increased number of transactions submitted through online portals.
Explore new/innovative transport solutions to meet the travel needs and priorities of rural individuals and households without access to a private vehicle.	<ul style="list-style-type: none"> Reduce reliance on private vehicles. Reduce emissions of greenhouse gases. Improve rural connectivity. 	<ul style="list-style-type: none"> Number of new initiatives.
Enable rural communities to influence transport reviews and other policy changes that impact their local area.	<ul style="list-style-type: none"> The right conditions are created to enable resident to voice their views and highlight their needs and priorities. Better informed travel and transport policies. 	<ul style="list-style-type: none"> Residents feel like they are listened to and engaged with. Monitoring of traffic and transport data for the district.
Expand and increase accessibility of infrastructure for electric vehicle charging within rural communities.	<ul style="list-style-type: none"> Increase viability of electric vehicle use in rural areas. Reduce emissions of greenhouse gases. 	<ul style="list-style-type: none"> Number of new installations. Data on electric car ownership.
Increase provision of safe walking, cycling and horse-riding routes within and between rural settlements.	<ul style="list-style-type: none"> Residents are more physically active. Reduce reliance on private vehicles. Improve rural connectivity. 	<ul style="list-style-type: none"> Increased participation in physical activity. Monitoring of traffic and transport data for the district. Feedback from rural residents.

Rural Housing



Priority Action	What difference will it make (Outcomes)	How we will measure success (Performance Measures)
Use local planning policies to drive an increase in housing quality to make sure that new and re-developed rural homes are fit for the 21st century.	<ul style="list-style-type: none"> Improved energy and water efficiency in homes. Lower household bills and reduced risk of fuel poverty. Better connected homes with increased use of smart technology. 	<ul style="list-style-type: none"> Percentage of planning applications determined in accordance with the Local Plan and relevant Neighbourhood Plan(s).
Ensure there is appropriate and abundant provision of affordable housing in rural settlements, evidenced by a robust Housing Need Survey, and including starter and retirement homes.	<ul style="list-style-type: none"> Residents can choose a place to live from a range of accommodation that is appropriate to their needs. People can afford to remain living in and/or return to rural communities. 	<ul style="list-style-type: none"> Number of rural housing needs surveys completed. Number of affordable housing units delivered.
Involve parish councils and communities in the development of planning policy and informing decisions on development impacting their area.	<ul style="list-style-type: none"> Residents feel empowered to help shape the development of their area. People feel more positive about future development in their community. Providing communities with a greater say over future planning decisions in their locality. 	<ul style="list-style-type: none"> Participation levels in public consultation and engagement activity. Number of made Neighbourhood development plans.
Encourage housing development that supports good community connections and engagement between new and existing residents, where possible incorporating community led housing schemes.	<ul style="list-style-type: none"> More connected and resilient communities with improved health, wellbeing, and prosperity. More diverse and inclusive communities. 	<ul style="list-style-type: none"> Increase in community based formal social and support networks. More residents feel part of and supported by their community. Monitoring changes and trends in the demographics of rural settlements.
Work with developers and communities to ensure new housing development includes appropriate investment in infrastructure.	<ul style="list-style-type: none"> Rural communities have access to the infrastructure and services that they require. 	<ul style="list-style-type: none"> Percentage of planning applications determined in accordance with the Local Plan and relevant Neighbourhood Plan(s). Feedback from rural communities. Data returned from the annual parish liaison meeting.

Rural Equity



Priority Action	What difference will it make (Outcomes)	How we will measure success (Performance Measures)
Develop and adopt a consistent process for rural proofing policies, strategies and decisions made within Harborough District Council.	<ul style="list-style-type: none"> • More effective decision and policy making. 	<ul style="list-style-type: none"> • Development or adoption of a rural proofing toolkit. • Rural needs and priorities more fully considered in policies and decisions.
Broaden the involvement of young people in informing decision making around planning, policy & development by better seeking and exploring their needs, views, and opinions.	<ul style="list-style-type: none"> • The right conditions are created to enable young people to voice their views and make a difference in their community. 	<ul style="list-style-type: none"> • Young people feel like they are listened to and engaged with.

