

PRIORITY: Working with communities to develop places in which to live and be happy

CA 1: Develop and implement a robust planning framework that achieves sustainable growth

AMBER

Lead Officer: Norman Proudfoot, Corporate Director of Community Services

Lead Portfolio Holder: Cllr Phil King, Planning and Environment

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 01.01 Produce and adopt relevant Development Plan Documents and Supplementary Planning Documents to include allocation of key housing and employment sites and areas where development is inappropriate, and ensure appropriate studies are in place as supporting evidence	2. Amber	Evidence collection for the new Local Plan is in progress. It has taken longer to gain agreement with other authorities to carry out this work than anticipated. This has been reported to the Local Plan Member Advisory Panel and a revised timetable for this piece of work was submitted to the Executive in March 2014. A countywide timetable is being refined, to be agreed with regard to Duty to Co-operate. The revised end date for this piece of work is March 2015.	Completion of housing need study (SHMA) and discussion over accommodating unmet need from other authorities. Examination of options for distribution of development and selection of site allocations. Testing of available options with community. Input transport assessment, sustainability appraisal. Drafting of Local Plan document.	Stephen Pointer	Cllr Phil King
KA 01.02 Provide a quality development management and building control service	2. Amber	Planning performance is closely monitored through the TEN performance management system. This has continued to be a key area of focus for the Performance Improvement Board. Planning performance was reviewed at the March meeting and an end to end analysis of the planning application process has begun to identify where process improvements can be made.	Initial findings from the process review are to be presented at the April meeting of the Performance Improvement Board.	Adrian Eastwood	Cllr Phil King
KA 01.03 Ensure effective enforcement of planning decisions	2. Amber	Pro-active enforcement checks have been carried out on a number of sites within the district. Officers in Planning Enforcement continue to work with Development Control officers. Planning Enforcement continue to work with Parish Liaison Officer and Development Control to identify ways of improving communication with the local community, which will assist in the delivery of planning enforcement. Successful workshops have been held and a Planning Enforcement Handbook prepared for Parish Council's which has been well received	The Enforcement Protocol will need to be further revised to incorporate new legislation, and then reviewed by Legal Services. The revised document will be submitted to the relevant committee. Continue to work with DC officers to identify sites for pro-active monitoring. Continue to work with Parish Councils and encourage more interaction and support with the investigation of enforcement cases.	Elaine Bird	Cllr Phil King
KA 01.04 Complete the delivery of the Planning	2. Amber	Some actions have been implemented, including the development of formal links between Planning and	Consider the implications of the review of Development Management service for	Stephen Pointer	Cllr Phil King

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
Improvement Plan		Finance, and closer joint working between planning, finance and business portfolio holders. Re-convening the Developers' Forum will be discussed as part of the Development Management service review. The review of Housing Services will take place during 2014/15, and the need for project management will be addressed through the corporate project management training programme.	Strategic Planning and the wider Planning service during 2014/15.		
KA 01.05 Develop a process for delivery of infrastructure using Community Infrastructure Levy and Section 106 as part of a complementary new approach	1. Red	This Key Activity has been delayed by work in relation to the Local Plan. Housing need and Land Availability evidence is now emerging to enable the consideration of future development levels by settlement. An action on this has been included in the 2014/15 Corporate Delivery Plan, to be completed before a decision on the draft Local Plan. The expected end date for this Key Activity is now the end of March 2015.	Contact Infrastructure Providers to establish requirements and views on funding. Consider need to pool funding to deliver infrastructure. Consider Community Infrastructure Levy as a means to deliver.	Stephen Pointer	Cllr Phil King

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CA 2 : Seek to achieve a 5 year supply of deliverable housing land	AMBER
Lead Officer: Norman Proudfoot, Corporate Director of Community Services	
Lead Portfolio Holder: Cllr Phil King, Planning and Environment	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 02.01 Allocate and grant permission for a choice of housing sites	2. Amber	This is part of the Local Plan process. Land has been identified for housing but not allocated. We are continuing to promote new housing development through positive involvement in development decisions (for example Broughton Astley decisions have been made in accordance with their Neighbourhood Plan), promoting a flexible approach to new policies in the forthcoming local plan and monitoring Land Availability Assessment. The mid-year housing statement, published in September 2013, shows that there are enough sites to ensure delivery of planned rates of housing for 6.45 years.	Publish Strategic Housing Land Availability Assessment 2014 update. Consider a system for selecting strategic site allocations.	Stephen Pointer	Cllr Phil King
KA 02.02 Monitor take-up of land supply and sites with planning permission	3. Green	The mid-year housing statement, published in September 2013, shows that there are enough sites to ensure delivery of planned rates of housing for 6.45 years	Monitor again at April 2014.	Stephen Pointer	Cllr Phil King

CA 3: Facilitate Neighbourhood Planning in the District	GREEN
Lead Officer: Norman Proudfoot, Corporate Director of Community Services	
Lead Portfolio Holder: Cllr Phil King, Planning and Environment	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 03.01 Review Neighbourhood Planning process	4. Complete	The review of the process took place during 2013 and a report was made to Executive in February 2014. This concluded that the process was working well in the first year but one area we could improve would be to reduce the level of reporting to full Council. It was agreed that changes to the scheme of delegation be made to ensure that where Plans were non controversial and should go to Referendum without major change then such decisions will be reported to Executive rather than all decisions requiring full Council approval This was accepted.	The changes to this process are now being implemented (with the Billesdon Neighbourhood Plan reporting to Executive).	Stephen Pointer	Cllr Phil King
KA 03.02 Work with Parish Councils and communities to promote and educate on the Neighbourhood Planning process and to develop and adopt Neighbourhood Plans in accordance with the Council's Local Plan	3. Green	Broughton Astley Parish Council Big Plan was approved at referendum by 89% of voters, with a 38% turnout of electors. Billesdon Plan is currently being examined. Great Glen and Foxton are being supported actively at present. Kibworth and Bitteswell are considering a plan.	Continue to provide support to parishes during 2014/15.	Stephen Pointer	Cllr Phil King

CA 4: Ensure we have a clean, safe and green environment in which to live, work and play	AMBER
Lead Officer: Norman Proudfoot, Corporate Director of Community Services	
Lead Portfolio Holder: Cllr Paul Bremner, Finance and Assets / Cllr Phil King, Planning and Environment	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 04.01 Implement the actions identified in the Open Spaces Strategy	2. Amber	The actions have been partially implemented. Responsibility for implementation is jointly held with Contracted Services. A meeting has been held with Contracted Services which confirms the need for the Open Space Strategy to be updated	Open Spaces Strategy to be updated in 2014/15	Stephen Pointer	Cllr Phil King
KA 04.02 Ensure contract management for the maintenance of open space, including a monitoring and maintenance regime	3. Green	Monthly client/contractor meetings have taken place to keep an open dialogue regarding any issues. Quarterly Core Group meetings take place between HDC and FCC to consider strategic issues that arise. A robust inspection system is in place to sample check compliance with the service specification. Performance of the Environmental Services Contract is being monitored in accordance with the National Audit Office's Good Practice Guide to Contract Management. A performance management framework, including new KPI's, monitoring systems and a contractors scorecard, has been introduced, effective from January 2014.		Matthew Bradford	Cllr Phil King
KA 04.03 Develop and implement programmes to support communities to reduce landfill waste and increase recycling	1. Red	Indications are that the amount of recycling collected has doubled since the new service has been in place. A specific campaign around paper recycling, with support from the Leicestershire Waste Partnership Campaign was due to take place in Quarter 4 to encourage businesses to recycle more. This has been delayed until April to coincide with Royal Mail availability to deliver leaflets and to better manage demands on the call centre.	Paper campaign to be completed by the end of Quarter 1 2014/15.	Matthew Bradford	Cllr Phil King
KA 04.04 Work with a range of partners and organisations to support the delivery of activities and events on parks and open spaces	3. Green	Successful delivery of a range of community events over the year that were extremely well attended. The figures in brackets are an estimated number of attendances; Super Saturday - part of Market Harborough by the Sea (500), Rock on the Rec (3000), Playing Out (average of 30 per week for Market Harborough and Lutterworth), Summer Camps (35 average per week for Market Harborough and Lutterworth), Fun Day Lutterworth which included a disabled sports camp (150), Christmas lights switch on in Market Harborough (1,000). Rugby Posts have been installed in Welland Park as part of the Rugby World Cup 2015 Legacy programme. These have since been replaced with new posts, following an attempted theft	Continue to support Sports Clubs and organisations to deliver high quality activities throughout the district during 2014/15.	Jayne Wisely	Cllr James Hallam

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		whereby they were left unusable. An outdoor table tennis table has been installed in Welland Park to encourage casual usage and get people back into table tennis. Bats and balls can be obtained from the cafe to encourage use.			
KA 04.05 Work with Clubs, organisations and national governing bodies to ensure there is a suitable and sufficient stock of formal pitches	3. Green	In the year 2013-14 Harborough clubs and organisations have received funding that totals nearly £400k to improve existing facilities and pitches. On a regular basis clubs are kept aware of the funding opportunities via the Harborough Sport website, www.harboroughsport.org . We are awaiting the outcomes of at least three further bids for funding that have been submitted to Sport England since January 2014. The funds are awarded to clubs that show that they actively work to benefit the local community, engaging young people - in particular women and girls - in sport. In addition to improved facilities for the district, we are also supporting the development of sports opportunities for targeted groups.	To continue to support clubs to secure funding to improve playing opportunities for local community in 2014/15.	Jayne Wisely	Cllr James Hallam

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CA 5: Enable, lead and co-ordinate communities, groups and organisations to provide a range of leisure, cultural, sport and physical activities	GREEN
Lead Officer: Norman Proudfoot, Corporate Director of Community Services	
Lead Portfolio Holder: Cllr James Hallam, Community Wellbeing	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 05.01 Deliver the sports and physical activities commissioning plan for 2013/14 and develop an action plan for 2014/15	4. Complete	The 2013/14 Sport and Physical activity commissioning plan has now been fully delivered. This includes the delivery of a second successful adult Weight Management Programme. The Harborough Sport Relief event on March 23rd was attended by the Leicestershire County Council Chairman and Paralympic athlete Sam Ruddock, and saw over 300 people take to the streets of Harborough. The new Early Years Physical Literacy Programme, in partnership with health visitors and occupational therapists, is underway and due to begin in May.	£113K in funding has been secured following the submission of the Harborough Sports and Physical Activity commissioning plan for 2014/15. This includes funding for school sport and 2 Physical Activity Development Officers to support delivery across the district.	Jayne Wisely	Cllr James Hallam
KA 05.02 Ensure the effective transition of Harborough Museum into a sustainable community operated facility	3. Green	A Museum Co-ordinator and Local Co-ordinator have been contracted and have commenced work on governance arrangements for Harborough Museum Trust. A Project Board has been established to oversee the establishment of Harborough Museum Trust (HMT) and its governing body - this includes representatives from Harborough District Council, Leicestershire County Council and HMT. Three Trustees have currently been recruited to HMT.	Commence Charity Commission application for HMT to become a Charitable Incorporated Organisation, review and update the draft business plan, recruitment of additional trustees and volunteers, commence drafting policies and procedures for the trust.	Jayne Wisely	Cllr James Hallam
KA 05.03 Consider and develop costed options for the development of Welland Park Café	1. Red	This has evolved into a property project, which has taken a lower priority to other asset projects including the move back to the Symington Building and the Market Hall. An options report is on the Forward Plan for consideration by the Executive in July. The expected end date for this project has been revised to March 2015.	An options report will be presented to the Executive in July 2014.	Mark Perris	Cllr Dr Paul Bremner
KA 05.04 Support organisations to provide a co-ordinated range of activities	3. Green	The Cultural Services Team continues to work with Broughton Astley Parish Council and a range of local organisations that are seeking improved facilities within the village, to consider the viability of a Sports Facility in Broughton Astley. An overview of the project and officer recommendations have been fed into the Section 106 and New Homes Bonus Grant process.	Continue to support organisations to provide activities.	Jayne Wisely	Cllr James Hallam
KA 05.05 Promote and publicise events using the Council website and events calendar	4. Complete	HDC webpages were created for Harborough by the Sea, and the Summer of Sport programme. The Active Together Facebook page has been used to promote new activities - 130 people follow Active Together. All cultural services events are on the corporate calendar, and work has taken		Jayne Wisely	Cllr James Hallam

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		place with the Communications Team to provide a link from HDC website to 'Go Leicestershire' website to view what events and activities are on locally. Local organisers are being encouraged to register their events on the 'Go Leicestershire' website.			
KA 05.06 Support the development of targeted activities with the most hard to reach groups	3. Green	Support has been provided through the District Youth Strategy Group to contribute to decision making on the allocation of Positive Activities Funding for Young People. The establishment of a new process for Early Help 11-19/24 grants from January 2014 has resulted in the distribution of the majority of the grant pot by March 2014. The Team have regularly attended District Children and Young Peoples Partnership meetings to inform and share intelligence and data on services and service gaps in the District. Fundraising and development support has been provided to sustain two key District projects: Chill Out Bus, and Travelling Forward. Partnership working with community groups and charities has taken place in order to ensure sport and physical activity projects are targeted and meet the needs of the hard to reach. Several targeted projects have been successfully delivered over the year including working with people with dementia, young unemployed people, adults with learning disabilities and with children's centres.	Continue to develop partnerships, particularly with schools in order to deliver lifestyle programmes and mental health and wellbeing projects. Continue to monitor the progress of Early Help 11-19/24yrs grant recipients. Continue to respond to requests for individual grants, and to identify small commissioned works to meet gaps to be supported by the remaining grant pot.	Jayne Wisely	Cllr James Hallam
KA 05.07 Promote the Event Toolkit within communities and organisations to ensure safe and accessible community events	4. Complete	Central Government have produced an event toolkit to support organisations in the safe and effective planning of local events. There is a link from the Councils website to this toolkit.		Jayne Wisely	Cllr James Hallam
KA 05.08 Manage and review the Section 106 and New Homes Bonus grant processes	4. Complete	The second grant window opened on 2nd December and closed on 20th January 2014. 8 Section 106 applications and 16 New Homes Bonus applications were received, one of which was subsequently withdrawn. Notes of the recommendations from the Market Harborough Ten Grant Panel and the Officer Grant Panel were forwarded and discussed by the Member Grant Panel on 6th March. Further recommendations were made and reported to the Executive on 24th March. All of the recommendations were approved by the Executive, with the exception of one project which requires further review of the Business Plan and the deliverability of the project. A grant workshop was organised on 8th January, in partnership with Voluntary	Work on this Key Activity has been completed for 2013/14. The next grant window will open in May 2014. Following on from the grant workshop in January, the need for a grant application form surgery was identified. This is likely to take place in May, in parallel with the grant window, and be hosted by the same partners as the first workshop. This will involve inviting current/potential applicants to come with their application form/project queries and spend one to one time with officers, as well as network	Hayley Cawthorne	Cllr James Hallam

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		Action South Leicestershire, Leicestershire and Rutland Association of Local Councils, Leicestershire County Council and HCYC. The main aims of the workshop were to enhance attendee's confidence in completing grant applications, to share information about funding streams available for different projects and to identify sources of support for grant applicants. 35 people attended the event. 8 Parish Councils were represented, alongside 27 voluntary/community organisations.	with others applying for funding.		

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CA 6 : Lead and support the Harborough District Community Safety Partnership to continue to reduce crime and anti-social behaviour	GREEN
Lead Officer: Ann Marie Hawkins, Head of Policy, Performance & Partnerships	
Lead Portfolio Holder: Cllr Bill Liquorish, Community Safety & Regulatory Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 06.01 Provide leadership, co-ordination and administrative support to the Harborough District Community Safety Partnership	3. Green	The Community Safety Partnership (CSP) met on 20th March 2014, chaired by Cllr Bill Liquorish. The partnership considered performance on reducing crime and anti-social behaviour - see KA 06.02 below- funding from the Police & Crime Commissioner, the countywide Domestic Abuse Strategy and progress with preparing for the implementation of the Anti-Social Behaviour Bill.	Finalise action plans for 2014/15 taking a risk based approach with reducing resources. Report annual CSP progress to the Community Leadership Scrutiny Panel on 15 May 2014.	Tom Day	Cllr Bill Liquorish
KA 06.02 Undertake enforcement, prevention and provide support and awareness activity to reduce crime, anti-social behaviour, Domestic Abuse and Hate Crime	3. Green	<p>Acquisitive crime in the district has declined over the previous three years and has now reached a plateau. Much targeted work has been undertaken in conjunction with specialist departments and investigators. Vehicle crime does not represent a threat to this area of business at this time. However in order to prepare for the new performance year and in recognition of the cross county threat, Police have met with Police counterparts in Rutland, Kettering, Corby and Stamford . Analysis shows that offenders committing vehicle crime travel from the east of the Country to the West, offending as they go. Operational practices are being drafted to allow a slick and joined up response.</p> <p>Anti-Social Behaviour (ASB) - Overall police Storm figures have continued to decline with a low of 56 reports in January - over 50% fewer than in January 2013. The number of reports rose to 80 during February, but this is still 25% fewer than the same time last year. ASB awareness and prevention work took place over February half-term funded by Police and Crime Commissioner funding, using the Chill-out bus and workers.</p> <p>Road Safety - Leicestershire Fire and Rescue Service have been actively working alongside colleagues in the constabulary to warn, inform and reduce the amount of road traffic collisions (RTC's) within the Harborough District. The number of RTCs compared to previous years has increased from 21 (Dec -Feb 2012 - 2013) to 26 during the same period in 2013-14. With the intervention work carried out already and on-going (Fatal 4 clinics) and pre</p>	Delivery of the CSP Action plans for 2014 -15 is being completed. Respond to partnership issues through the Joint Action Group and Threat and Harm meetings.	Tom Day	Cllr Bill Liquorish

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		<p>planning already in place (Schools education programme), a decrease in the number of RTCs is envisaged within the Harborough District.</p> <p>Violent Crime - The level of violent crime related to the night time economy has continued to fall and the local policing area is 1% over its reduction target. It is of note that the detection rate of violent crime has risen over target and sits at 51% presently.</p> <p>Domestic Abuse - Throughout the County, Outreach services for victims of Domestic Abuse are operating at capacity, most with waiting lists. A new Outreach Worker has been appointed to the local domestic abuse project (JADA) to replace the post vacated before Christmas, and the waiting list has been managed down to 9 as of March 2014. The district has one of the highest levels of self-referrals in the County. A Hate Awareness campaign was undertaken from 17th-23rd March.</p>			
KA 06.03 Support local businesses to reduce business-related crime	4. Complete	The Control Centre continues to administer and support Harborough Against Retail Theft (HART) & Pubwatch. Satisfaction remains high from business customers with the scheme, which is particularly important following local and national rises in shop-lifting.	This action has been completed for 2013/14.	Julie Moores	Cllr Bill Liqueurish
KA 06.04 Lead the development of improved reporting and collation of anti-social behaviour information across the Council	4. Complete	Resident complaints to the Council about nuisance behaviour, graffiti, flytipping and neighbour disputes is now automatically shared with the Police via a software interface between LAGAN (the Customer service system) and Sentinel to improve management of antisocial behaviour.	This action has been completed for 2013/14. A review of the interface between Council and Police software that allows sharing of information will take place in 2014/15.	Tom Day	Cllr Bill Liqueurish

CA 7: Ensure effective access to services, communication and engagement with residents and businesses	AMBER
Lead Officer: Beverley Jolly, Corporate Director of Corporate Resources	
Lead Portfolio Holder: Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 07.01 Continue to improve face to face services within Customer Services	3. Green	Customer Services opened in The Symington Building on 27th January, as planned. The new environment provides customers with seating areas within modern facilities and a system to support the management of queues. Initial feedback from customers has been very positive. Services are continuing to be expanded where needed to improve customer satisfaction, for example the Face to Face Customer Service team now scans all Revenues and Benefits post and this has improved the turn time for benefit applications process. Work will continue on reviewing the productivity of the team and ensuring staff rotas are meeting the needs of the business.	Continue to monitor and expand the service to meet business and customer needs during 2014/15.	Rachael Felts	Cllr Paul Dann
KA 07.02 Continue to improve Contact Centre services	2. Amber	Contact Centre performance continues to be monitored through monthly SLA meetings with Charnwood. Performance indicators agreed and data is starting to be captured and monitored. Services now captured within Lagan include Revenues and Benefits, Waste and Recycling, Licensing and Anti-Social Behaviour. An action plan has been developed to look at further migration of services into the Lagan system during the next financial year.	Continue to monitor performance against the additional resources provided to Charnwood to bolster the service and revisit the original business case to ensure we are meeting customer expectations.	Rachael Felts	Cllr Paul Dann
KA 07.03 Continue migration of services to the Contact Centre	3. Green	Services now captured within Lagan include Revenues and Benefits, Waste and Recycling, Licensing and Anti-Social Behaviour. An action plan has been developed to look at further migration of services into the Lagan system during the next financial year.	Implement Service Migration Plan.	Rachael Felts	Cllr Paul Dann
KA 07.04 Redesign of the Council's website	4. Complete	The existing website has been redesigned and has been regraded from a 1* to a 4* rating by SOCITM. There has been a 40% increase in the number of hits on the website over the last financial year, rising from 199,959 visits during 2012/13 to 280,710 in 2013-14. This project has evolved, and a Business Case and action plan for a new website were approved by Executive on 4th	An action to deliver the new website has been included in the Corporate Delivery plan 2014/15.	Dave West Rachael Felts	Cllr Paul Dann

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		November 2013. The contract has been signed with Jadu, and work is now underway to develop and launch a new website.			
KA 07.05 Continue to implement Channel Shift	3. Green	The planning payment portal has been launched which gives customers the opportunity to self-serve if they prefer to do so. On-line forms have been developed to encourage customers to self serve. The new customer services environment has a bank of self serve computers for customers to use. Support will be offered to customers to encourage usage.	Work will continue during 2014/15 alongside the development of the new website, service migration and improvement to customer services.	Rachael Felts	Cllr Paul Dann
KA 07.06 Introduce Customer Services Learning & Development Framework, including Customer Care standards	4. Complete	A Learning and Development framework & induction module has been designed and implemented for all new Customer Services staff. Customer Care Standards were approved by Council and shared with staff. Customer Care Standards formed part of a piece of work around culture, which fed into the move back to the Symington Building. Compulsory staff training on Customer Responsiveness is underway. The Harborough District Council Competency Framework includes customer services as part of the staff appraisal system. Team Leader training is being organised which will include the care standards to ensure they are embedded within teams. Service Managers have considered enhancement to their Customer Services provisions as part of their Team Plans.		Rachael Felts	Cllr Paul Dann
KA 07.07 Provide end to end transactional services to customers via the internet, including planning portal integration	3. Green	Meetings have been held with payment provider to ascertain HDC requirements. The planning payment portal has been launched which gives customers the opportunity to self-serve if they prefer to do so.	This work forms part of the website re-development project and will continue into 2014/15	Dave West Rachael Felts	Cllr Paul Dann
KA 07.08 Develop a proactive approach to media and communications, including branding and visual identity	3. Green	Communication champions within service areas have been identified. Communication champions attend regular Strategic Communications meetings to ensure effective communication and co-ordination across the council.	Strategic Communications Meetings continue to be held where the 12 month calendar of communications is updated. Work is ongoing with SMT to highlight the benefits of proactive communication.	Rachael Felts	Cllr Paul Dann
KA 07.09 Develop a co-ordinated approach to communications and engagement through a 12	4. Complete	A 12 month calendar has been produced with SMT. This is available on the intranet and is reviewed at SMT meetings and Communication meetings. Analysis of the Residents Survey has been undertaken and fed into the Business	Completed.	Rachael Felts	Cllr Paul Dann

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
month calendar of communications, the Annual Residents Survey and the Citizens Panel		Planning process for 2014-15.			
KA 07.10 Review of complaints process and adherence by all service areas	3. Green	Regular monitoring of complaints received at Formal Stage 1 and 2, together with referrals to the Local Government Ombudsman has taken place. Monthly performance information is produced by the Information and Complaints Officer. Analysis of complaints to identify common themes and areas of improvement has taken place throughout the year and will continue into the new financial year (ongoing activity).	Monthly provision of complaints monitoring data to Service Managers will continue into 2014/15. Analysis of complaints received to be considered by Senior Management Team at regular intervals. Options for ICT solutions to assist complaints processing to be evaluated in 2014/15.	Stuart Done Richard Ellis	Cllr Paul Dann
KA 07.11 Commence implementation of self-serve modules for Revenues & Benefits	2. Amber	The Capita 'Connect' authentication module has now been purchased by all 3 Councils in the partnership.	To arrange meetings with Capita and ICT to identify pre-requisites before commencement of project. The project will start in June 2014.	Leigh Butler	Cllr Paul Dann
KA 07.12 Develop and improve the use of Customer Insight data in order to improve engagement	2. Amber	Initial plans were to have a dedicated Community Insight and Engagement Officer but a decision has now been made not to recruit in order to make savings, and to do this in-house.	Arrange a meeting with officers to review the system and to establish how MOSAIC will be used to capture customer insight across the council This work will continue into 2014/15.	Rachael Felts	Cllr Paul Dann
KA 07.13 Develop a centralised comprehensive database of local businesses and Parish Councils	4. Complete	The parish database is now in place and is being used by all services in the Council. Communication channels to ensure database is constantly updated have been identified. Development of a business database has been put on hold pending the outcome of 'Open for Business' work.	This Key Activity is complete.	Hayley Cawthorne	Cllr Paul Dann

PRIORITY: Provide the right public services to the right standard and at the right price

CA 8: Continue to deliver the Transformation Programme and work with partners to drive through efficiencies and achieve resilience

AMBER

Lead Officer: Beverley Jolly, Corporate Director - Resources

Lead Portfolio Holder: Cllr Paul Bremner, Finance and Assets

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 08.01 Implement a Document Management System	4. Complete	The existing IDOX Document Management System (DMS) has been expanded to act as a corporate system as part of Transformation. A back scanning project took place to convert paper based records into electronic form for import into DMS. Training sessions have taken place with all staff being required to attend. Meetings with managers to assist in identification of service specific requirements to be added to relevant categories (indexing information, folder and document types) have taken place and DMS updated accordingly. All staff have now been set up as users on DMS. Transfer to electronic post workflows largely completed. The system is now available as a corporate resource and teams have been required to include actions as to how they will use DMS within their team plans for 2014/15	Continue to support staff in use of document management (ongoing activity).	Richard Ellis	Cllr Paul Dann
KA 08.02 Implement E-procurement	1. Red	A revised project plan has been developed to deliver this project by the end of September 2014.	Testing, end user training, live set up and roll out to take place, followed by a post implementation review.	Kirsty Cowell	Cllr Dr Paul Bremner
KA 08.03 Implement ICT Strategy	3. Green	MFD configuration has now been completed. The new IP Telephony system has been deployed and configured. A high proportion of monitors have been replaced with LED models - utilising less power. Conversations have been held with Corporate Admin representative to discuss the ongoing Business Continuity review.	Further IP Telephony configuration to be performed. Further discussions required concerning Business Continuity and review DR contract.	Chris James	Cllr Paul Dann
KA 08.04 Implement replacement of telephony provision once procured	4. Complete	Call routing discussions have been held and announcements chosen to be used when no one is available to take call. All "moves" (between suppliers) of telephone numbers were completed in sync with office moves. Handset deployment to remaining desks and meeting rooms is complete. ICT technical training has been held for 2 team members and end user training has been provided through the train the trainer method.	The phone system is now operational with ongoing development and configuration as required. ICT technical training for remaining team members to be held. Fine tuning of call routing configuration to be implemented. Call logging to be set up. Mobile/flexible working functionality rollout.	Chris James	Cllr Paul Dann

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KA 08.05 Implement network structure for refurbished building	4. Complete	Customer Flow Management system hardware based at HDC has been configured to use a connection via our switches to connect to the cloud service. Additional switches have been implemented to establish a completely separate Wi-Fi network at The Symington Building.	Further documentation on the infrastructure and knowledge share on the use and maintenance of the devices remains.	Chris James	Cllr Paul Dann
KA 08.06 Support decant of premises and new technologies deployed	4. Complete	The ICT team have continued to support the decant sites and flexible workers. The staged move back into the refurbished premises was completed on time with departments moving in on their allocated days. Communications links at the decant site have been ceased. All office based staff now work out of The Symington Building.		Chris James	Cllr Paul Dann
KA 08.07 Develop virtual business change team	3. Green	This project has evolved from a single action into a framework for delivery centred on project management, change management and risk management.	This action has evolved into providing tools and a framework for future change programmes and projects. Part of an ongoing culture programme as well as linked to action relation to providing a range of project, change and risk management tools for corporate use. Education and workshop programme to be delivered in 14/15	Jenny Stephens	Cllr Paul Dann
KA 08.08 Agree and deliver Harborough District Council Operating Model for sharing/outsourcing	4. Complete	Report and operating model are now complete and have been approved and adopted by Council during Quarter 2.	This Key Activity is complete.	Jonathan Ward Langman	Cllr Paul Dann
KA 08.09a Review current position and identify opportunities to deliver services utilising partnership arrangements : Regulatory Services	2. Amber	The District Chief Executives have supported the potential project. A meeting has been arranged for the Corporate Director for Community Services to meet with authorities who have expressed an interest in partnership arrangements for Regulatory Services to scope out the project further. This will take place in April 2014.	Meeting to take place in April, the outcomes of which will be progressed during 2014-15.	Elaine Bird	Cllr Bill Liquorish
KA 08.09b Review current position and identify opportunities to deliver services utilising partnership arrangements: Building Control	2. Amber	The Transformation Team have continued to work with the Principal Building Control Officer to promote the attractiveness of service for potential future partners. A scoping exercise by Development Manager and Principal Building Officer was completed in January 2014, with a view to possible engagement of outside input from the LABC. The Transformation Board has agreed recommendation to seek external LABC or similar input May to review the options for service delivery going forwards. . This is to be reported to Executive for a final decision in on 21 st Work is underway to look at how current service delivery could be made more efficient by working	Report to be submitted to Executive for a final decision in Spring 2014.	Adrian Eastwood	Cllr Phil King

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		towards electronic and mobile operational solutions.			
KA 08.09c Review current position and identify opportunities to deliver services utilising partnership arrangements: Countywide Parking	3. Green	Officers are working with the partner authorities across the County to identify and implement improvements to the current partnership arrangements. A review of the priority enforcement areas has been completed, to ensure effective enforcement. Monitoring of the performance of the service has been undertaken. Work has taken place with partner authorities to move towards a common approach to data collection for better comparison of performance, and to review the current Service Level Agreement.	Draft SLA production and the final document will be agreed in 14-15	Elaine Bird	Cllr Bill Liguorish
KA 08.09d Review current position and identify opportunities to deliver services utilising partnership arrangements: HR Service	3. Green	The Phase 1 completion paper was presented to Corporate Management Team (CMT) in March 2014. Phase 2 and implementation to take place in 2014-15.	Managers to present to CMT end of April 2014. Phase 2 and implementation of the outcomes of the service review will take place in 2014/15.	Kate Frow	Cllr Paul Dann
KA 08.09e Review current position and identify opportunities to deliver services utilising partnership arrangements: Facilities Management	3. Green	Three concierge staff have been recruited and the service is operating well. A further concierge to cover a Saturday is being recruited. The Facilities Management contract has been agreed and executed. The caretakers have transferred employment under TUPE. The service is operating and is being managed accordingly. The Building Manager has left HDC and future options for this role are currently being considered.	Ongoing contract management and performance management will be undertaken.	Mark Perris	Cllr Phil King
KA 08.09f Review current position and identify opportunities to deliver services utilising partnership arrangements: Contracted Services	2. Amber	Analysis of the team and structure has been undertaken. A Contracted Services workshop has taken place and a contract monitoring toolkit has been developed.	Implementation of contract monitoring toolkit to other contracts and other service areas.	Matthew Bradford	Cllr Dr Paul Bremner
KA 08.10 Review existing shared service arrangements	3. Green	Ongoing work across a number of services.	Subject to outcome of service review.	Jonathan Ward Langman	Cllr Paul Dann
KA 08.11 Manage delegated service arrangements	3. Green	Ongoing work subject to service reviews.	Subject to outcome of service reviews.	Jonathan Ward Langman	Cllr Paul Dann
KA 08.12 Review the delivery mechanism for Corporate Health and Safety	4. Complete	The review was completed during Quarter 1, and the Corporate Health and Safety Officer post has been recruited to.		Elaine Bird	Cllr Paul Dann

CA 9: Ensure that financial and other assets are maximised and managed efficiently	GREEN
Lead Officer: Simon Riley, Head of Finance	
Lead Portfolio Holder: Cllr Paul Bremner, Finance and Assets	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 09.01 Manage assets through the Corporate Property Strategy and implement the outcomes of the Asset Review	3. Green	Garage Sites are currently being marketed with a deadline for bids of 30 May 2014. The Settling Rooms options were considered by a Scrutiny Task Panel, and a further report will be considered by the Executive in the next few months. Offers have been received for both the former Service Shop, Lutterworth for sale and Doddridge Road office to let.	Asset Review of all remaining assets, with an initial focus on Car Parks and Allotments. Establish Community Asset Transfer Protocol. Develop Disposals Policy for Property Assets. This is a multi-year action which will extend into 2014/15.	Mark Perris	Cllr Dr Paul Bremner
KA 09.02 Manage revenue & capital budgets efficiently	3. Green	Q3 revenue and capital monitoring was reported to Scrutiny 6 March 2014 and Executive 24 March 2014, and did not highlight any major issues. Work is underway to complete the year end process for the financial year, and produce the out-turn and financial statements for the Council. Early indications do not highlight any significant issues for the year.	To complete the year end process for the financial year, and produce the out-turn for the Council as well as the financial statements.	Kirsty Cowell	Cllr Dr Paul Bremner
KA 09.03 Ensure the successful refurbishment of the Council Offices and maximise commercial benefits	3. Green	The construction programme was completed ahead of schedule, and client fit out works such as queue management system, furniture, signage were completed in readiness for opening to the public on 27 January 2014. Leases for retail Units 1 and 2 have been agreed and the contracts will be signed in April. Unit 3 is under offer with solicitors instructed and matters progressing well. Heads of Terms have been agreed with Citizens Advice Bureau, and solicitors are instructed. Heads of Terms have also been agreed with Job Centre Plus with a view to operations commencing in November 2014. Other public/3rd sector organisations are being explored.	Explore other public sector/3rd sector organisations for the remaining accommodation within the building.	Mark Perris	Cllr Dr Paul Bremner
KA 09.04 Deliver the Market Hall Strategy and Market Improvement Plan, and maximise commercial benefits of revised service arrangements for the Market Hall	3. Green	Improvement Works have been completed on programme. Pre-letting of units/stalls has been undertaken, including development of a new brand, preparation of brochure and website (with artist impressions), updated market regulations, shoppers charter and tenant fit out guidelines and proposed rental levels has been undertaken. The letting of units is currently ahead of the 1st year target. The medium term market management is currently being tendered, although interim arrangements are in place. A Celebratory day is arranged for Good Friday (April 18 th) to re-launch the market.	The Performance Management Framework for the new market will be finalised. Continue letting process, particularly focussing on more casual stalls.	Mark Perris	Cllr Dr Paul Bremner

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CA 10: Improve the efficiency of the major Council contracts, including waste and recycling, and ensure effective commissioning of services for the District	AMBER
Lead Officer: Norman Proudfoot, Corporate Director of Community Services / Beverley Jolly, Corporate Director of Corporate Resources	
Lead Portfolio Holder: Cllr Paul Bremner, Finance and Assets	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 10.01 Investigate potential for Joint Procurement for waste with neighbouring councils (Integrated Contract Review)	4. Complete	This work has been completed to Stage 2 and will not progress any further at this stage. This decision was made by the Leicestershire Chief Executives.	This project has been completed and there are no next steps.	Matthew Bradford	Cllr Dr Paul Bremner
KA 10.02 Develop an Implementation Plan for commissioning the Environmental Services contract from April 2016	1. Red	An indicative procurement plan has been produced and advice on procurement has been given. A report will be submitted in May 2014 to seek approval from Members to extend the current contract.	Confirm Council view of shared service opportunity.	Jonathan Ward Langman	Cllr Paul Dann
KA 10.03 Develop and implement a Commissioning and Procurement Strategy	4. Complete	A strategy was adopted by Executive and Council during Quarter 2.	This Key Activity is complete.	Jonathan Ward Langman	Cllr Paul Dann
KA 10.04 Undertake a compliance audit for the major contracts including Environmental Services, Leisure and Pest Control	2. Amber	A draft Performance Framework for the Environmental Services Contract has been drawn up. This follows the Chartered Institute of Purchasing and Supply guidelines. New performance monitoring arrangements have been introduced, including key performance indicators and contractor scorecards. These are in line with The Chartered Institute of Purchasing and Supply Guidelines.	Consider roll out to other service areas that manage contracts.	Matthew Bradford	Cllr Dr Paul Bremner
KA 10.05 Implement outcomes and recommendations of the Trade Waste Review (Trade Waste Business Plan)	3. Green	New contracts were drafted and issued, and a VAT refund claim was made during the 1st quarter. The new mixed recycling service is being delivered to Trade Waste customers. A Business Plan for Trade Waste was approved by the Executive on 8th July. Marketing campaigns have been delivered and the budget target has been met.	These actions are complete subject to the approval of a closedown report.	Matthew Bradford	Cllr Phil King
KA 10.06 Implement national audit office best practice for contract management and improve monitoring of all major contracts	2. Amber	The Contracted Services Manager attended training delivered by the Chartered Institute of Procurement and Supply (CIPS) on Effective Contract Management. New performance procedures and monitoring arrangements including key performance indicators and contractor scorecards were introduced in Q4 for the Environmental Services contract.	Rollout of performance indicators and contractor scorecards for other contracts.	Matthew Bradford	Cllr Phil King

CA 11: Develop and implement a Workforce Strategy	GREEN
Lead Officer: Beverley Jolly, Corporate Director of Corporate Resources Lead Portfolio Holder: Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 11.01 Develop and implement the Workforce Strategy	3. Green	Following discussion at Scrutiny, the Workforce Strategy has now been approved. The Action Plan has been drafted, reviewed and re-prioritised to link in with the Culture Change Programme and organisational objectives. The Action Plan has been integrated into the Culture Change Action Plan to ensure it is deliverable.	To apply the action plan over a 2 year period 2014-2016, ensuring the links to the culture change programme, values and team plans.	Kate Frow	Cllr Paul Dann
KA 11.02 Extend and improve flexible working	4. Complete	The Travel Plan has been analysed and an action plan has been produced. Whilst many flexible working applications stated that they may return to office working after the moveback, none have done this due to their positive experience of flexible working.	To review the occupancy survey data to inform future flexible working arrangements. A bi annual meeting will be established for all remote workers to maintain regular two way feedback about the flexible working arrangements. Such meetings will be ongoing periodically but for the purposes of the team plan this activity is complete.	Kate Frow	Cllr Paul Dann
KA 11.03 Implement the Culture Change Programme	4. Complete	The 2014 STAR awards event has been planned and promoted and will take place on June 4th. Many nominations have been received. The team leader development programme is being designed and a draft overview has been completed. This was due to take place in Jan/Feb but has been postponed to prioritise the Customer Responsiveness corporate workshops. Pilot sessions of email training are planned and will be reinforced through e-learning modules. The train the trainer session has been held and a practice session to keep skills up to date has taken place. A roll-out plan is being drafted to follow after the customer responsiveness workshops. A building protocol for the Symington Building has been completed and will continue to be developed. Appraisals have exceeded their target rate at 99% focussing on behavioural competence as well as task. The annual appraisal documentation has also been reviewed and simplified.	Promotion of the Stronger Together values will be undertaken following the STAR Awards Event in June. The values team have already met to consider ways to further embed the values. To keep under review the sequence of training and development events by priority for the forthcoming 2 years.	Kate Frow	Cllr Paul Dann

CA 12: Ensure that our regulatory services are consistent and effective	GREEN
Lead Officer: Norman Proudfoot, Corporate Director of Community Services	
Lead Portfolio Holder: Cllr Bill Liquorish, Community Safety & Regulatory Services / Cllr Phil King, Planning & Environment	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 12.01 Review all enforcement policies	3. Green	The Regulatory Compliance Code has been published and the Better Business for All programme are looking at the implication of the code to move towards a standardised approach to compliance, including service standards. The code looks at a range of issues relating to enforcement to ensure that any action is open transparent and not an unnecessary burden on businesses. An element of the code relates to having enforcement policies that are published. Current enforcement policies will need to be reviewed to reflect the new code. Through the Better Business for All programme the County are developing a Countywide approach for the Regulatory Compliance Code. Draft documents have been produced which are being reviewed by the Regulatory Services Partnership.	The Regulatory Compliance Code is a national code which should take effect in the Spring 2014. The Code will have to go through the Executive and any amendments to the Enforcement Policies would be included in this report for approval.	Elaine Bird	Cllr Phil King Cllr Bill Liquorish
KA 12.02 Ensure effective enforcement of environmental crime and responsive reporting systems	3. Green	The facility to report Environmental Crime and Planning Enforcement issues has been made available through the Council's website. Work with parishes has been ongoing, and a presentation on planning enforcement was delivered at the Annual Parish Liaison meeting on 29 th January. A Planning Enforcement Event for parishes was held on 24th February.	Develop a timeframe for the migration of elements of the service to be delivered through the Lagan system, as part of the Regulatory Services 2014/15 team plan.	Elaine Bird	Cllr Bill Liquorish Cllr Phil King
KA 12.03 Review and implement the service standards for Regulatory Services	3. Green	Service Standards are in place for all areas of Regulatory Services which are in addition to the Corporate Service Standards. These are included in the Team Plan and are all relevant to the delivery of the service. The Regulatory Compliance Code sets out standards of service in relation to ensuring our approach to regulatory activities is transparent and these will be published in line with the adoption of the new code as set out in KA12.01. Customer satisfaction surveys now available on the website for Regulatory Services.	Continue to monitor customer satisfaction and performance against service standards during 2014/15.	Elaine Bird	Cllr Bill Liquorish

CA 13: Ensure that processes and procedures are compliant with legal and audit requirements	AMBER
Lead Officer: Verina Wenham, Head of Legal Services / Simon Riley, Head of Finance	
Lead Portfolio Holder: Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 13.01 Ensure the robustness of the democratic process and maximise public engagement	3. Green	The CMIS system has been updated and training is to be provided to Senior Management Team and Corporate Management Team in May as to how the new system will operate. The new system has been trialled for the Council meeting on 7 April 2014. The new system will be operational for the new municipal year. The recording equipment has been installed and will be used at Council on 7 April 2014.	A review of the performance of the system will be carried out and any minor issues addressed prior to the next meeting of Council on 12 May 2014.	Beth Murgatroyd	Cllr Paul Dann
KA 13.02 Conduct elections on behalf of Leicestershire County Council	4. Complete	Elections have been completed. Polling Day was 2nd May 2013. Electoral Commission has confirmed that all Returning Officer performance standards were met in running of this election.	This Key Activity is complete.	Richard Ellis	Cllr Paul Dann
KA 13.03 Undertake Community Governance Review (Market Harborough)	Withdrawn	This Key Activity has been withdrawn.	This Key Activity has been withdrawn.	Richard Ellis	Cllr Paul Dann
KA 13.04 Provide input into Electoral Review by Boundary Commission	Withdrawn	Boundary Commission for England has withdrawn Harborough from the 2013/14 Programme.	This Key Activity has been withdrawn.	Richard Ellis	Cllr Paul Dann
KA 13.05 Implement changes to electoral registration process (Individual Electoral Registration)	3. Green	Full compliance with Cabinet Office project timetable. Register of Electors software system updated and hub connectivity tests completed. Project plan and risk register completed. The Register of Electors has been published following completion of the annual canvass. Transitional arrangements have been made to allow data matching against the records held by the Department for Work and Pensions to automatically confirm electors on the register during the transition to IER in 2014.	This Key Activity will carry on into 2014/15. A 'Live Run' export of Register of Electors Data to the hub will take place on 2nd July 2014. Individual Rolling Registration commences (July 2014). First Individual Registration canvass (August 2015).	Richard Ellis	Cllr Paul Dann
KA 13.06 Provide efficient and effective training for Members	2. Amber	A number of training sessions have been offered to Members throughout the year. At the training sessions which have taken place, Member attendance has been 73%. However, a number of sessions have been cancelled due to lack of take-up. A Member training session on Strategic Economic Growth, Planning Context in Harborough, Open For Business and Harborough Economic Growth Plan has been planned for the end of April.	A meeting of the Member Development Panel will be held after Annual Council to discuss with Members the essential training that is needed in the final year of the Council's life and to discuss planned induction after the 2015 district election, and to discuss the holding of "So You Want To Be a Councillor" events. A Member workshop will be held on 8 th May looking at the review of the Constitution.	Verina Wenham	Cllr Paul Dann

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
			This will include updating planning guidance for Members and general principles around planning committee and call-in arrangements.		
KA 13.07 Promote the roles of Members as community leaders	2. Amber	Skills required for different roles have been identified and shared with the group whips and the Leader.	Training for Members on their role as community leaders will form part of induction training for all new Members and returning Members after the district elections in 2015.	Verina Wenham	Cllr Paul Dann
KA 13.08 Actively engage children and young people with local democracy and decision making processes	3. Green	Young Citizen Panel sessions have taken place in January at Robert Smyth Academy, and February at Lutterworth High School. A total of 5 sessions have taken place throughout the year. Sessions provide information on local democracy as well as gathering views of local young people on key areas of HDC responsibilities. Theme activities within sessions have included Health and Wellbeing priorities, Library/Museum redevelopment plans, HDC Resident's Survey, and Early Help Grants Criteria and Priorities Setting (x 2 sessions). A number of District/County Councillors took part in the sessions on most occasions. Reports are written following the sessions and shared with the communications team, school, and Councillors taking part (2 reports pending). We now have a total of 29 Youth Champions who are available to highlight their key issues to HDC, gather the views of other young people, and respond to specific consultations, as well as engage through other opportunities as they arise, e.g., Speak Out Competition judging and awards, LCC Unheard Voices Event. Speak Out Competition was launched in June, and to enable more entries the deadline was extended to 21st March. This is a creative competition for 8 to 18 year olds, highlighting Article 12 of the UN Convention of the Rights of the Child. An Awards ceremony will be held on 11th April 2014. One Spring Term email news update has been sent to Youth Voice Champions. 4 editions of the Speak Out Newsletter have been produced and distributed over the year.	Awards ceremony of Speak Out competition - falling into next financial year due to extended deadline. Continued communications with Youth Voice Champions and the next Newsfeed will be sent out after Easter holidays. Further attempts to provide Young Citizen Panel Session at Lutterworth College.	Jayne Wisely	Cllr James Hallam
KA 13.09 Embed equality and diversity considerations throughout the organisation	3. Green	An updated Equality Plan covering the period 2014/17 will be submitted. Links with minority groups and communities are being developed to enable engagement in service planning and analysis. The development of a corporate resource for equality and diversity and statistical	Continue to provide support to report/policy authors. Encourage embedment of equality and diversity considerations in policy development. Ensure that E&D activities are properly	Richard Ellis	Cllr James Hallam

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		information for use in business and service planning is underway. Equality and Diversity on the Internet pages have been updated. Weekly 'Significant Dates' articles have been submitted for staff newsletter. Equality and Diversity induction training for new starters has been taking place. Equality analysis guidance for managers/report authors has been updated.	focussed, add value, and are integrated into working practices across the organisation. Ensure that E&D issues are communicated internally and externally. Monitor implementation and adherence to Equality Plan 2014/17.		
KA 13.10 Review and update all Business Continuity Plans and Business impact Analysis, and communicate and test plans	1. Red	This Key Activity has required working to a greater level of depth and complexity than originally envisaged, and there has been limited resource as other key work has taken priority. A list of the Council's critical activities for the incident management plan and locations from which these could operate has been produced. A Strategy and Crisis Management Plan are under development. An action to review service area business continuity plans has been included in individual team plans for 2014/15.	Review Business Impact Analysis data to identify critical activities and update Incident/Crisis Management Plan. Update Business Continuity Strategy and Policy. Service Managers to update individual Business Recovery Plans by December 2014. Adoption of revised plans (including schedules exercises) Training and Awareness Strategy for Business Continuity	Richard Ellis	Cllr Paul Dann
KA 13.11 Regulatory Services to sign up to the Regulatory Information and Management System	4. Complete	The RIAMs Environmental Information and Management System is operational and staff have been trained to ensure maximum benefits from the system.	This Key Activity is complete.	Elaine Bird	Cllr Bill Liquorish
KA 13.12 Complete the delivery of the Democratic Services Improvement Plan	3. Green	Two meetings have now taken place with Members about paper-lite working. A timetable has been agreed for implementation. A formal Member decision has yet to be taken on paper-lite working. New regulations are proposed to change the legal requirement to post certain agenda papers. This will impact on how the Council despatches meeting papers. Implementation of paper-lite working is on hold pending the implementation of the new regulations.	An item on paper-lite working is now awaiting discussion by Executive. It is listed on forward plan but no date agreed.	Verina Wenham	Cllr Paul Dann
KA 13.13 Review, adopt and implement Procurement Statement of Required Practice	4. Complete	The Statement of Required Practice (SORP) has been approved by Executive and Council.	Implementation of SORP is ongoing 'business as usual'. This Key Activity is complete.	Jonathan Ward Langman	Cllr Paul Dann

PRIORITY: Encourage a vibrant and sustainable business community intent on wealth creation

CA 14: Ensure that Council services are business-friendly and responsive to businesses needs

AMBER

Lead Officer: Norman Proudfoot, Corporate Director of Community Services

Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity / Cllr Bill Liquorish, Community Safety & Regulatory Services

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 14.01 Identify opportunities and barriers for local businesses and work with internal and external teams and partners to improve business customer experience	3. Green	The Open For Business prospectus and action plan was approved by the Executive, with a number of key strands building the Harborough 'voice' and leadership team, ensuring access to appropriate business growth support, realising the benefits of superfast broadband roll-out, strengthening quality of place, realising rural vitality.	Delivery of actions within the Open For Business action plan and a Member Briefing session to be held in April.	Norman Proudfoot	Cllr Blake Pain
KA 14.02 Work closely with businesses in the District to assist them in compliance with relevant planning and environmental legislation through the Better Business for All scheme	3. Green	The Better Business for All initiative aims to create conditions for an effective and efficient regulatory system to support business growth through removing real and perceived regulatory barriers. The key areas within the Better Business for All programme (BBFA) are: <ul style="list-style-type: none"> • Advice and support • Culture and competence • Co-ordination and communication across Regulatory Services • Better Partnership Officer training to develop communication and business awareness skills has been completed. The Regulatory Partnership is developing the Enforcement Statement for Leicestershire in line with the Regulators Code.	Brief the new Business Support Officer when in post on the Better Business for All programme and the role of the Business Champion.	Elaine Bird	Cllr Blake Pain Cllr Phil King
KA 14.03 Continue to operate and promote the National Food Hygiene Rating Scheme	4. Complete	The food hygiene rating scheme is fully operational. The scheme was promoted during Food Safety week in June, during the Christmas period and Valentine's Day.	To continue to promote the scheme using social media on appropriate occasions.	Elaine Bird	Cllr Bill Liquorish
KA 14.04 Participate in the Leicestershire Licensing Accreditation Scheme for all licensed premises	Withdrawn	This project has been withdrawn.	This project has been withdrawn.	Elaine Bird	Cllr Bill Liquorish

CA 15: Lead and support the continued development of the Harborough Innovation Centre to ensure its success	AMBER
Lead Officer: Simon Riley, Head of Finance (working with Oxford Innovation – management company for the HIC)	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity, Cllr Paul Bremner, Finance and Assets	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 15.01 Provide development support to the Harborough Innovation Centre Board	2. Amber	An assessment of the future needs of the HIC Board, SPARK and Open for Business took place at the last Board. Subsequent discussions have confirmed the continuation of the HIC Board and a separate Business Leaders Group.	The next step is to refresh the Board and to establish the right skills mix.	Simon Riley	Cllr Blake Pain
KA 15.02 Ensure Harborough Innovation Centre is the first port of call for business support for the district by facilitating and promoting training and network events and programmes to facilitate business expansions	3. Green	The Spark @ Harborough initiative is delivering monthly training and support encompassing pre-start, start-up and established businesses, providing a range of activities. The SPARK Business Idea competition was a great success and the winners of each category were announced in January. Discussions are taking place with Oxford Innovations on the future of business support and the SPARK initiative.		Simon Riley	Cllr Blake Pain

CA 16: Work with our partners to ensure that high-speed broadband is available to all our communities	GREEN
Lead Officer: Simon Riley, Head of Finance	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 16.01 Ensure demand for broadband in Harborough is fully recognised by funders and potential suppliers	3. Green	A contract between County Council and BT has been signed using money from both Government and County Council to bring Super-Fast Broadband to premises in the Harborough District. Broadband deployment for the areas identified in this contract will take place from Spring 2014 through until March 2016. A report was considered by the Executive on 27 th January and an additional investment of £530,000 was approved.	This is a multi-year project which will extend into 2014/15. Continue work with Leicestershire County Council to develop options for the final 10% without access to Superfast Broadband, including identifying external funding sources and working with communities as community leaders.	Simon Riley	Cllr Blake Pain
KA 16.02 Support the County to develop a toolkit to help communities to work effectively together to develop locally-led broadband schemes within rural areas	3. Green	The countywide approach to broadband is still work in progress. Parish Councils are being kept informed with regards to discussions with broadband providers and about grants to improve broadband in their areas (rural broadband grants from DEFRA). This part of the Broadband programme has not progressed by the County Council as quickly as originally thought. A presentation on the Broadband Programme formed part of the agenda at the Annual Parish Liaison meeting on 29 th January.	This is a multi-year project and will continue into 2014/15. Support the Demand Stimulation workshops for communities and businesses. Continue to work as part of the stakeholder group to ensure that this has a higher priority.	Simon Riley	Cllr Blake Pain

CA 17: Develop strong working relationships with our top businesses to ensure that their business needs are met and their investment sustained	AMBER
Lead Officer: Norman Proudfoot, Corporate Director of Community Services	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 17.01 Leader, Chief Executive and Business Support Manager of the Council to meet with the key businesses in the district	2. Amber	The Business Support Manager post has been recruited to and will start in April 2014. Dialogue with business leaders has taken place to develop the role and format of the Business Leaders Group. Meetings with relevant local ward Members and the Magna Park managing agent have taken place to inform Members about their recent community work.	Implementation of the Open For Business action plan.	Norman Proudfoot	Cllr Blake Pain
KA 17.02 Hold 'Open for Business Clinics' in key areas of the district and work with local providers and key businesses to identify and facilitate the delivery of assistance and initiatives for business	2. Amber	This action is dependent on the Business Leaders Group and will be implemented following the implementation of the Forum.	Following the Forum meeting, develop a rollout plan for the Open For Business Clinics.	Norman Proudfoot	Cllr Blake Pain

CA 18: Work with businesses and partners to maintain and increase business activity in the district and maximise opportunities for local suppliers	GREEN
Lead Officer: Norman Proudfoot, Corporate Director – Community Services, Beverley Jolly, Corporate Director of Corporate Resources	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity, Cllr Paul Dann, Corporate Services, Cllr Paul Bremner, Finance and Assets	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 18.01 Work with and influence where appropriate the Leicester and Leicestershire Economic Partnership and the Welland Partnership to maximise opportunities for local suppliers	3. Green	A Commissioning Strategy for HDC was approved by the Executive in Quarter 3.	A toolkit will be developed for local small & medium enterprises (SME's) to facilitate easy access to HDC procurement opportunities.	Jonathan Ward Langman	Cllr Blake Pain
KA 18.02 Support the tourism offer of the district with a range of key partners from the commercial and public sector	3. Green	Development of the Market Harborough orientations project for visitors is underway. This includes a brand for the town, visitor interpretation boards (location to be agreed), information leaflets and a dedicated Market Harborough website. A Market Harborough Brand is in the process of being developed with key stakeholders being involved from Businesses, Organisations and Town Members. The branding image and colours will flow through in the visitor interpretation signs, town centre guide and website. An initial discussion has taken place about the provision of coach parking within Market Harborough; this will support the development of the Market Hall and encourage day / staycations to the town. The Arts Council Bid (submitted by Leicestershire Promotions) has been successful. The Arts Council Renaissance Strategic Support Fund will contribute to a total project cost of £193,000 that will support a major 'Revealing the Treasures of Foxton Locks' reinterpretation project. The project will increase the number of visitors to the site and Foxton Canal Museum, as well as boosting ticket revenues and visitor spend. This project will include a new interpretation strategy with trails, guides and audio and digital enhancements, an interactive website portal, improvements to and full re-curation of Foxton Canal Museum, interpretation panels installed at key sites, the creation of a 3D digital model of the boat lift, as well as the installation of a local Wi-Fi network. There has been successful engagement with Lutterworth Museum, with a	Continue delivery of actions into 2014/15.	Jayne Wisely	Cllr James Hallam

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		member of the museum board attending the Tourism Partnership meeting in March. It has been agreed that a partnership working group for Lutterworth is established to progress the tourism offer in Lutterworth forward with a key focus identifying a town centre location to re-site the museum.			
KA 18.03 Delivery of local events by Harborough Improvement Team	4. Complete	Harborough By the Sea, and support for the Christmas lights switch-on was undertaken. A report on the future options for Harborough Improvement Team and Market Harborough Town Centre events was agreed by the Executive on 10th February. A part-time Town Centre Co-ordinator post has been recruited with agreed areas of focus.	This action has been completed for 2013/14.	Tom Day	Cllr James Hallam
KA 18.04 Develop a Business Grants Scheme	Withdrawn	This Key Activity has been deferred until the outcome of the Open For Business review to ensure that this funding is best utilised to meet the business needs of the district.	This Key Activity has been withdrawn for 2013/14.	Norman Proudfoot	Cllr Blake Pain

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PRIORITY: Support the vulnerable in our society at the heart of the communities where they live

CA 19: Develop and implement a 'team around the family' approach to support those families in the district in most need

GREEN

Lead Officer: Ann Marie Hawkins, Head of Policy, Performance & Partnerships

Lead Portfolio Holder: Cllr James Hallam, Community Wellbeing

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 19.01 Lead the development of a local Supporting Leicestershire Families model for the Harborough District, secure engagement and delivery from key service, staff and voluntary agencies and monitor the effectiveness of the programme	3. Green	<p>In Harborough District the SLF Team are currently working with 23 Families, of which 19 Families have been assessed. 13 Families who have been engaged with the Service for more than 12 weeks have been reviewed and this has helped the Service to track improvements or other changes in issues assessed. Positive progress is noted across most of the issues assessed particularly in the following areas:</p> <ul style="list-style-type: none"> • child has significant difficulties at or with school and formal education (attendance) • difficulties looking after children • child development concerns • children with aggressive or violent behaviour in the home • family has financial difficulties • family solely or heavily reliant on benefits <p>There have already been some very positive outcomes for families which include.</p> <ul style="list-style-type: none"> • An angry isolated adolescent has been supported to repair his relationship with his mum and return to education. • Siblings aged 6 & 4 are sleeping in their own bedroom for the first time in their lives. • Non dependant 18 & 21 supported into work, reducing the pressure on their 12 year old sibling and on family finances. • Steady perseverance over 6 months has recently engaged a single parent with 6 children, who finally trusts the SLF worker sufficiently to accept that SLF is not going take her children away or prosecute her over school attendance. 	<p>On the 29th April the Harborough District Supporting Leicestershire Families Executive will meet to consider progress and action to be taken to continue to develop the service. Support will be given to develop benefits realisation work led by the County Council to demonstrate value for money and outcomes being achieved. Six monthly progress will be reported to the Community Leadership Scrutiny Panel on 15 May 14.</p>	Ann Marie Hawkins	Cllr James Hallam
KA 19.02 Work with partners to support vulnerable families with children under 5 through the Children's Centre Programme	3. Green	<p>Cultural Services are supporting the work of the Children's Centre Programme through the Active Together programme. This includes the My Time project - linked to Mums in Mind Play out project and Physical Literacy project, supporting the delivery of the Neighbourhood life programme (Harborough Leisure Centre) - promoted to vulnerable groups with low physical activity levels. A joint programme between Active Together and SLF family support workers delivered a programme of activity for 6 young people over February half term. This was in</p>	<p>Continue to support this area of work in 2014/15.</p>	Jayne Wisely	Cllr James Hallam

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		<p>conjunction with other Local Authority partners across the County to deliver a programme of activity for these targeted young people. There was positive feedback from the young people and SLF workers following the event, reporting increased confidence, friendships and improving trusting relationships. An Early Help grant has successfully been applied for to continue this programme during 2014/5.</p>			

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CA 20: Ensure the effective local implementation of the Welfare Reform Act	GREEN
Lead Officer: Beverley Jolly, Corporate Director of Corporate Resources	
Lead Portfolio Holder: Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 20.01 Prepare and manage the introduction and impact of Universal Credit	3. Green	Harborough District Council are working alongside 'key' partners within our welfare reform group to understand and agree next steps. Information currently held regarding voluntary sector organisations within the locality is being updated.	This is a multi-year project that will extend into 2014/15. Disseminate Universal Credit documentation and agree next steps with partners.	Leigh Butler	Cllr Paul Dann
KA 20.02 Manage the impact of localisation of Council Tax	3. Green	Harborough District Council have continued to manage the impact of the localisation of Council Tax to include collection of Council Tax and awards made for the discretionary scheme.	This Key Activity is complete now for 2013/14. Continue monitoring of impact of Council Tax Support Scheme in 2014/15.	Leigh Butler	Cllr Paul Dann
KA 20.03 Conduct Council Tax Local Scheme Annual Review	4. Complete	The current scheme remains unchanged for 2014/15. This Key Activity is complete.	Report to Council to approve scheme for 2014/15 which has not changed.	Leigh Butler	Cllr Paul Dann
KA 20.04 Support the Voluntary Sector to respond to emerging needs of residents	3. Green	Quarterly meetings have taken place with the Citizens Advice Bureau, Voluntary Action South Leicestershire, Lutterworth One Stop Shop and Voluntary Action Leicestershire to jointly discuss key issues and needs of residents. Discussions about effective ways to monitor their outcomes will assist in the updating of the outcomes frameworks for 2014 - 2015.	Work has been completed for 2013/14. The next action is to update the Outcomes Frameworks for 2014 - 2015. Work with the National Money Advice Centre to bring in additional money advice services to Harborough district, complementing the work of the CAB.	Hayley Cawthorne	Cllr James Hallam
KA 20.05 Prepare and implement key Housing Benefit changes linked to the governments welfare reform programme	3. Green	Key reforms have been delivered and support where necessary has been provided to claimants facing hardship.	Continue to support benefit claimants who face shortfall in their housing benefit through the Discretionary Housing Payments Scheme in 2014/15.	Leigh Butler	Cllr Paul Dann

CA 21: Lead and support the Harborough Health & Wellbeing Partnership to address key local health and wellbeing issues	GREEN
Lead Officer: Norman Proudfoot, Corporate Director of Community Services Lead Portfolio Holder: Cllr James Hallam, Community Wellbeing	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 21.01 Delivery of the Health & Wellbeing Partnership priorities	3. Green	The end of year meeting was held in March 2014. Developments have been made following the attendance of the Director of Public Health, who challenged on further engagement of the partnership with regard to their priorities going forward. The first year of the establishment has been a success that has seen several new partnerships made and progressed, including a partnership group between housing and health. Harborough district are now in a better position to influence the provision of public health services and has increased engagement with the east Leicestershire and Rutland Clinical Commissioning Group (CCG).	Continue with partnership meetings ensuring direction is one of 'doing' not just updating. HDC to become more of an influencer with regard to County groups in particular the CCG and Health and Wellbeing Board.	Jayne Wisely	Cllr James Hallam
KA 21.02 Embed the work of Environmental Health as a key contributor to the Health and Wellbeing Partnership	3. Green	Regulatory Services are represented on the Health and Wellbeing Partnership and contribute to the delivery of the Partnerships Priority of Housing and Accommodation needs through the delivery of the Disabled Facilities Grants and the Housing Renewal programme and through the work of the Health and Housing Group of the Health and Wellbeing Partnership. The Chartered Institute of Environmental Health tool kit has been identified as a useful mechanism to profile the district and can be used to help support any future review of the priorities of the Health and Wellbeing Partnership		Elaine Bird	Cllr James Hallam

CA 22: To ensure that policies for safeguarding adults and children are effectively implemented	GREEN
Lead Officer: Beverley Jolly, Corporate Director of Corporate Resources Lead Portfolio Holder: Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 22.01 Review safeguarding policies with partners	3. Green	New policy and procedure development has been taking place in partnership with all District/Borough Councils in Leicestershire. Updates are taking place in line with requirements of the Government document "Working Together 2013" and the Early Help/First response system in Leicestershire. A final version of the policies has been produced and is to be adopted by delegated authority of the Director for Corporate Resources by the next Strategy Group meeting in April. New policies include an additional Appendix to cover safeguarding in contracts. This is to be shared with other Districts/Boroughs.	Present proofed and altered policies to Beverley Jolly for delegated approval. Link to new awareness raising actions and launch of revised e-learning bronze staff training course. Further work to take place on staff awareness and promotion roll out.	Jayne Wisely	Cllr Paul Dann
KA 22.02 Review the methods used to raise awareness of safeguarding	3. Green	Induction training sessions include a wider welfare concerns message - in order to prompt reporting via Designate Safeguarding Officer system to First Response for children and family concerns. Incorporation of Equalities induction training for all staff with Safeguarding Induction training.	Ongoing review of methods to take place predominantly at Safeguarding Strategy Group meetings (quarterly). Development of Helplines info card for Customer Services to use/hand out as appropriate.	Jayne Wisely	Cllr Paul Dann
KA 22.03 Undertake survey to assess the understanding of safeguarding	4. Complete	The survey has been completed, and was timed to support the County wide safeguarding audit. Reminders to staff were sent out via Core Brief to ensure a good response rate.	This action has been completed for 2013/14. The survey findings will be used to tailor the training programmes available to staff.	Kate Frow	Cllr Paul Dann
KA 22.04 Ensure procedures and security measures remain robust during the decant	4. Complete	Fully electronic safeguarding reporting and management system put in place prior to Decant period. All new incidents of concern reported via electronic report form, and stored in secure folder. All systems working as planned.	This action has been completed for 2013/14. Continue to manage and monitor system.	Jayne Wisely	Cllr Paul Dann
KA 22.05 Identify clear pathways of support if the referral does not meet the social care thresholds	3. Green	New "First Response" system in Leicestershire for children and young people's welfare concerns at all levels means all incidents reported through HDC's safeguarding system are passed on to LCC via the First Response on-line/telephone route. No other pathway identification is needed. For Adults, there is still a requirement to assess whether Adult Social Care need to be alerted, or whether single agency services would provide the necessary support. Designated Safeguarding Officers will use First Contact via the on-line form to access a range of other support. Feedback to LCC on adult social care processes being out of step with children's social care processes via	Updated "Routes to Support" flowchart to be made available on intranet in DSO section. Follow up action plan from adults audit re obtaining clear information on thresholds for adult social care. Need to push for secure email/on-line referral process for adults, comparable to children's options - with support of District/Borough Councils sub group of DIG (safeguarding processes).	Jayne Wisely	Cllr Paul Dann

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		Section 11 Audit completed in December 2013 in partnership with all District/Borough Councils in Leicestershire via DIG.			
KA 22.06 Ensure robust safeguarding procedures are in place in the 'Team Around The Family' model	3. Green	The Supporting Leicestershire Families programme is continuing to utilise and monitor Countywide safeguarding processes and procedures.	Continue to utilise countywide safeguarding processes and procedures going forwards.	Ann Marie Hawkins	Cllr James Hallam

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CA 23: Support housing solutions to meet local housing needs	AMBER
Lead Officer: Norman Proudfoot, Corporate Director of Community Services Lead Portfolio Holder: Cllr Phil King, Planning and Environment	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 23.01 Ensure the supply of sufficient affordable housing across all tenures throughout the district	2. Amber	<p>51 units were supplied in 2012/13 against a target of 90 dwellings per annum set out in the Core Strategy for the period 2011-2028. 38 units have been provided in 2013/14 . The reasons for these low figures are primarily because:</p> <p>a) overall house building rates have generally become slower.</p> <p>b) Section 106 obligations on several key sites for affordable housing have either been met in previous years or have not reached the trigger point for completion and handover.</p> <p>c) Viability assessments have led to lower requirements or off site affordable housing arrangements and the Council is readily accepting reductions in requirement.</p> <p>Following discussion with the Portfolio Holder, additional measures have been established to take into account all forms of affordable housing becoming available and examine what percentage of stock is going to high or priority households on the housing register. This will enable better assessment of whether local housing needs are being met from lettings of all social housing property in the District going forwards. The percentage of lettings of affordable housing going to households in priority or high housing need during 2013-14 ranged from 35-44% within each quarter.</p>	<p>Monitor total lettings of affordable housing in 2014/15 to explore how lettings are meeting the needs of households in the most urgent housing need - in addition to monitoring delivery of affordable housing Consider how Council owned assets might be used to help promote mixed tenure schemes to meet local housing need.</p>	Stephen Pointer	Cllr Phil King
KA 23.02 Provide housing options to those in need	3. Green	<p>The Housing Options team is continuing to provide advice on housing options to those in need and those presenting as homeless. The complexity of casework is increasing, partially arising from welfare reform issues and the service is working with accommodation providers and agencies to help prevent homelessness where possible</p> <p>During 2013-14 the number of cases dealt with by the Housing Options team was 577, compared to 637 cases in 2012-13. This is based on cases where the green Housing Options Interview Sheets had been completed and does not include casework on choice based lettings e.g. where</p>	<p>Housing options advice will continue in 2014/15 as we seek to prevent homelessness.</p>	Stephen Pointer	Cllr Phil King

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		<p>someone asks to be considered for a higher housing need band or their circumstances have changed prompting a review of their housing need band. The numbers do not reflect the complexity of case work which has increased in the past year.</p> <p>The number of Homeless Declarations taken in 2013-14 was 40, down from 55 in 2012-13. This reduction in homeless declarations is welcome and helps demonstrate the effectiveness of the housing options service.</p> <p>2013/14 has also seen the team cleansing the housing register and re-registration of all housing applicants.</p>			
KA 23.03 Develop a policy on the Council approach to dealing with empty properties and maintain an accurate database of empty properties within the district	4. Complete	In October 2013 Capacity Grid (Part of Liberata) completed their review of 'Long term' empty domestic properties on behalf of the Council. They realised a reduction in long term empty properties of 80. At the Executive meeting on the 24th March 2014, the recommendation to engage the Liberata UK Ltd for a further 3 years was approved. The Scrutiny Panel for Resource and Development reviewed the informal and formal powers available to the Council to deal with Empty Properties and to review what options would be appropriate for inclusion in an Empty Property Policy.	This Key Activity is complete. A draft policy is to be reviewed by the Scrutiny Panel in 14-15.	Elaine Bird	Cllr Phil King
KA 23.04 Work with the Fire Service to ensure the effective enforcement of unlawful Houses in Multiple Occupation (HMOs) within the District	4. Complete	The Council have undertaken several joint inspections of high risk HMOs with Leicestershire Fire Service since the last quarter ended and the working relationship between the two Authorities has further improved.	This Key Activity is complete for 2013/14. Continue working closely with Leicestershire Fire Service during 2014/15 and continue to develop programmes of proactive risk based inspections to target potentially high risk Housing.	Elaine Bird	Cllr Phil King

CA 24: To work in partnership to support older people to determine their own future and remain as independent as they wish	GREEN
Lead Officer: Norman Proudfoot, Corporate Director of Community Services Lead Portfolio Holder: Cllr James Hallam, Community Wellbeing	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 24.01 Deliver the programme of housing assistance to vulnerable people including the disabled facilities grant and the 4 ways to warmth programme	3. Green	Officers have been working with the Home Improvement Agency to look to introduce a fixed price approach to some of the disabled adaptations which will result in a more streamline process that will reduce the length of time a service user has to wait for a grant to be completed. The proposal has been developed and is currently being reviewed for compliance. In addition, a review of the completed Disabled Facilities Grants (DFG) has been carried out to identify any trends and common issues which have had an impact on the length of time it has taken to complete the adaptations. The outcome of the review will help shape the delivery of the service in 2014-15. Additional staffing resources are now available for the implementation of the DFG programme and officers have received training necessary to process the applications as quickly as possible. The contract for the Warm Homes Officer has been extended to the end of May 14 through the identification of additional funding by Leicestershire County Council. A further Countywide bid was developed and submitted in December 2013 to the Department of Energy and Climate Change to encourage Green Deal uptake by targeting local communities via officer network promoting local incentive scheme and demonstrating benefits and availability of GD energy efficiency improvements and Energy Companies Obligation (ECO) funding. Unfortunately this bid was not successful, however officers are working with the County Council to identify other potential sources of funding to enable the continuation of some of these services.	A review of the Housing Renewal Policy will be undertaken in 2014-15	Elaine Bird	Cllr Phil King
KA 24.02 Develop an efficient and effective Home Improvement Agency Service	3. Green	Officers are currently working with the Home Improvement Agency to develop a Handyman service covering the district. Resources have been put in place to improve the delivery of the disabled facilities grants process through working with the Home Improvement Agency and the approval of grants. Information on the grants scheme is available on the website		Elaine Bird	Cllr Phil King
KA 24.03 Work with partners including the	4. Complete	Community Resilience work with parishes continues to move forwards. 11 parishes have written or are in the	Work is complete for 2013/14. Develop grant agreements for 2014-2015 taking	Hayley Cawthorne	Cllr James Hallam

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
voluntary sector to provide support to communities disadvantaged by rural isolation and to develop services for older people		process of completing their Community Emergency Plan. In partnership with the Resilience Forum, Harborough District Council have organised a Test Exercise to take place in early April. Following on from the Slipper Exchange in Gilmorton, Broughton Astley held a similar event in December, and Lutterworth ran the same in March. HDC promoted the event, organised by RCC, informing parishes about Good Neighbour Schemes, and how they can start one in their community. HDC have supported applications from Voluntary Organisations to submit requests for funding from our New Homes Bonus Grant Fund.	account of the Member Task Panel comments, Harborough District Council corporate priorities and the ongoing work around Citizens Advice Bureau. Continue to spread the word about Community Resilience and support those parishes involved with writing their plans. Continue to signpost voluntary and community organisation/parishes to grant streams		
KA 24.04 Promote a range of activities to maintain older peoples physical health and mental wellbeing	3. Green	Successful delivery of an intergenerational dementia project in partnership with Dementia Harborough and Robert Smyth School. Reported increase of sense of self-worth from both people with dementia and the young people that participated. Active Together continue the ongoing delivery of the Wii-tirement programme in care homes across the district, delivered in partnership with young sport leaders from Robert Smyth School. Funding opportunities are being sought to employ an older person's community worker.	Address social isolation and loneliness of older people across the district by putting together a project brief and funding application for the role of Older Persons Engagement Officer.	Jayne Wisely	Cllr James Hallam