

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
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	Amber	Evidence collection for the new Local Plan is in progress. The Executive have approved a new timetable to take into account completion of Strategic Housing Market Area Assessment and consequential duty to co-operate discussions. This anticipates completion of Draft Local Plan by June/July 2014 for approval to carry out pre submission consultation.	Further evidence gathering. 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
KA 01.02 Provide a quality development management and building control service	Amber	Planning performance is closely monitored through the TEN performance management system. This has been a key area of focus for the Performance Improvement Board and recommendations have been implemented. Performance indicators continue to be closely monitored by the Performance Improvement Board, and the Planning Review will provide recommendations to improve performance, procedures and processes.	The Development Services Manager continues to work closely with the Performance Improvement Board and will attend the next meeting in November.	Adrian Eastwood
KA 01.03 Ensure effective enforcement of planning decisions	Amber	The Enforcement Protocol has been revised to incorporate new legislation and is currently being reviewed by Legal Services. The revised document will be submitted to the relevant committee. Pro-active checks are carried out on a number of sites within the district. An agreed procedure of formal referral from Development Control is currently being developed. Officers are working with the 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.	Agree Enforcement Protocol document for submission to committee. Agree protocol for referral of sites for proactive compliance checks.	Elaine Bird
KA 01.04 Complete the delivery of the Planning Improvement Plan	Complete	All actions have been implemented where possible. Some actions have been achieved through other mechanisms including the development of formal links between Planning and Finance, and closer joint working between planning, finance and business portfolio holders. Re-convening the Developers' Forum will be	None as action has been completed.	Stephen Pointer

Key Activities	Status	Progress	Next Steps	Lead Officer
		discussed as part of the Development Management service review. The review of Housing Services has not been started and is not a priority in the Transformation 2 programme, however the service remains under continual review by service manager.		
KA 01.05 Develop a process for delivery of infrastructure using Community Infrastructure Levy and Section 106 as part of a complementary new approach	Green	Agreed to review the need for Community Infrastructure Levy and Section 106 as part of the new Local Plan Infrastructure Delivery Strategy.	Contact Infrastructure Providers. Consult on new development levels and identify infrastructure projects. Consider need to pool levies to deliver infrastructure. Consider Community Infrastructure Levy as a means to deliver.	Stephen Pointer

CA 2 : Seek to achieve a 5 year supply of deliverable housing land	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
KA 02.01 Allocate a choice of housing sites	Green	The Broughton Astley Neighbourhood Plan allocates 500 dwellings. The Market Harborough North West Masterplan identifies land for 1500 dwellings. A system for new Local Plan strategic site allocation is being considered.	Consider Strategic Housing Land Availability Assessment 2013 update for site identification Consider system for selecting strategic allocations (including North West Market Harborough).	Stephen Pointer
KA 02.02 Monitor take-up of land supply and sites with planning permission	Green	A monitoring statement was published in June 2013.	The next monitoring statement is due in November 2013.	Stephen Pointer

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
KA 03.01 Review Neighbourhood Planning process	Green	The Neighbourhood and Green Space Officer is drafting a report for consideration and approval by the Strategic Housing and Planning Manager.	Report to be submitted to Member Advisory Panel in November or December 2013.	Stephen Pointer
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	Green	<p>Billesdon Parish Council have been supported and have published a draft Plan for comment.</p> <p>Broughton Astley Parish Council Big Plan has been supported through its examination and received a positive report with minor modifications. The Council will consider this in November and a referendum is likely to be held in January 2014.</p> <p>Lubenham Parish Council have been supported at a consultation event in September.</p> <p>East Langton have applied for Neighbourhood Area status and wish to do a Neighbourhood Plan.</p> <p>North Kilworth have now completed an update of their Parish Plan and wish to convert to a Neighbourhood Plan.</p> <p>Seven other parishes have expressed interest in developing Neighbourhood Plans and are considering this further.</p>	Continue to provide support to parishes. Strategic Housing and Planning Manager and Neighbourhood Officer are CLG Neighbourhood Planning "Champions" and will attend an event in London on 16 October.	Stephen Pointer

CA 4: Ensure we have a clean, safe and green environment in which to live, work and play	GREEN
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
KA 04.01 Implement the actions identified in the Open Spaces Strategy	Green	The actions have been partially implemented. Responsibility for implementation is jointly held with Contracted Services. A sample audit of open spaces is progressing by Neighbourhood & Green Space Officer and has been submitted to Contracted Services for information.	Meet with Contracted Services Manager as needed. Produce updates to action plan.	Stephen Pointer
KA 04.02 Ensure contract management for the maintenance of open space, including a monitoring and maintenance regime	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. Monitoring arrangements have been adopted that are similar to the arrangements for the LEQSE audits of the Street Cleansing Service. Training has been delivered by the the Chartered Institute of Procurement and Supply (CIPS) on Effective Contract Management.		Matthew Bradford
KA 04.03 Develop and implement programmes to support communities to reduce landfill waste and increase recycling	Green	A Communications Campaign has been delivered around National Recycling Week to promote the further uptake of recycling. Indications are that the amount of recycling collected has doubled since the new service has been in place.	To undertake a specific campaign around paper recycling, with support from the Leicestershire Waste Partnership Campaign to encourage businesses to recycle more.	Matthew Bradford
KA 04.04 Work with a range of partners and organisations to support the delivery of activities and events on parks and open spaces	Green	Successful delivery of a range of community events over the summer period 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 (30 average 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). A launch event for the Rugby Post in Welland Park took place on Saturday 21 September that was supported by Market Harborough Rugby Club. The Rugby posts in the park will be permanent and are part of the Rugby World Cup 2015 Legacy programme	Continue to support Sports Clubs and organisations to deliver high quality activities throughout the district. Work with partners to deliver the Christmas tree, lights and switch-on event on 22nd November in Market Harborough.	Jayne Wisely
KA 04.05 Work with Clubs, organisations and national governing bodies to ensure there is a suitable and sufficient stock of formal	Green	Harborough has secured more inspired facilities funding than any other district in the county - approximately £373K has been secured to support capital projects. Clubs and organisations are aware of the support available to them. Information is available on Harborough District Sports and Activities Alliance website	To continue to support clubs to secure funding to improve playing opportunities for local community. Embed actions from National Governing Bodies network event in the sport and physical activity commissioning plan to	Jayne Wisely

Key Activities	Status	Progress	Next Steps	Lead Officer
pitches		including funding opportunities and support has been offered to clubs from the Sport & Health Development Officer.	ensure strategic priorities are linked up where possible.	

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
KA 05.01 Deliver the sports and physical activities commissioning plan for 2013/14 and develop an action plan for 2014/15	Green	Projects are being delivered as per the action plan. So far projects and numbers are on target to meet key indicators. A successful Family Lifestyle Club (FLiC) project has been delivered in partnership with the Leicestershire Nutrition and Dietetic Service, which addresses obesity in children through delivery of a family lifestyle programme. A summer activity programme has been delivered including 'Playing Out' which saw nearly 300 attendances from families over a period of six weeks.	Provide a six month report to commissioners with case studies. Continue successful delivery of projects. Forthcoming projects to include a second Family Lifestyle programme and an adult obesity programme in partnership with Leicestershire Nutrition & Dietetic Service. Begin consultation for Commissioning plan 2014/15 to be produced and written for commissioners by February 2014.	Jayne Wisely
KA 05.02 Ensure the effective transition of Harborough Museum into a sustainable community operated facility	Green	A formal partnership agreement has been signed between HDC, Leicestershire County Council and Market Harborough Historical Society securing each of the Partners obligations for the next 21 years. Work is in progress between all partners to develop an operational model for the future delivery of the Museum. A Shadow Development Board has been established to support the development of the Museum Model to the next step; this will include business planning and formalising governance arrangements.	Shadow Development Board to approve a process for taking the operational model forward - this includes formalising and recruiting additional members to the Board and applying for the organisation to become a Charitable Incorporated Organisation.	Jayne Wisely
KA 05.03 Consider and develop costed options for the development of Welland Park Café	Amber	A meeting has been held between the current operator and HDC officers. Awaiting a list of requirements from the current operator.	A report on the proposed options for the future development of the Cafe will be presented to the Corporate Management Team and relevant Portfolio holders for consideration and consultation will be undertaken with key stakeholders. An options report will be presented to the Executive in December 2013; this has been delayed whilst we are awaiting feedback from Self Unlimited, the current operator.	Mark Perris
KA 05.04 Support organisations to provide a co-ordinated range of activities	Green	Working with Broughton Astley Parish Council to consider viability of a Sports Facility in Broughton Astley. Working with a range of local organisations that are seeking improved facilities within the village.	Continue to work in partnership with Clubs and organisations.	Jayne Wisely
KA 05.05 Promote and publicise events using the Council website and events calendar	Green	HDC webpages were created for Harborough by the Sea, and the Summer of Sport programme. Leaflets were produced to promote these events, and a QR code is being used to direct people to the website for up to date information on the Active Together	Events Calendar to be developed on Council Website to promote community events.	Jayne Wisely

Key Activities	Status	Progress	Next Steps	Lead Officer
		Facebook page is used to promote new activities. 130 people follow Active Together. All cultural services events are on the corporate calendar.		
KA 05.06 Support the development of targeted activities with the most hard to reach groups	Green	Supportive role provided through District Youth Strategy Group to contribute to decision making on allocation of Positive Activities Funding for Young People. The majority of funding was allocated in June 2013 to cover 2013-14. Regular attendance at District Children and Young Peoples partnership meetings to inform and share intelligence and data on services and service gaps in the District. 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.	Continue to develop partnerships, particularly with schools in order to deliver lifestyle programmes and mental health and wellbeing projects.	Jayne Wisely
KA 05.07 Promote the Event Toolkit within communities and organisations to ensure safe and accessible community events	Green	The events toolkit has been updated in conjunction with key service areas e.g. licensing. A countywide Event Safety Advisory Group has been established to have an oversight of all county events, and share good practice - this includes representatives from the Police, Fire & Rescue and County Highways as well as representatives from all Local Authorities.	Develop the toolkit into a version that is downloadable and promoted on the website. Promote the web based toolkit to the wider community to support their development of safe events.	Jayne Wisely
KA 05.08 Manage and review the Section 106 and New Homes Bonus grant processes	Green	The Section 106 and New Homes Bonus grant window opened in July 2013. 13 applications were received for Section 106 grants and 5 for New Homes Bonus District Wide Fund. An Officer Grant Panel took place on the 30th September to score each application using the new weighted scoring sheet. These were then forwarded to the Member Grant Panel to assist them in their recommendations.	The Member Grant Panel is due to take place on 9th October, and recommendations will be reported to the Executive on 4 th November 2013. The next round of funding opens on the 2nd December. Develop plans to host a grant workshop to coincide with the 2nd grant application window.	Tom Day

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
KA 06.01 Provide leadership, co-ordination and administrative support to the Harborough District Community Safety Partnership	Green	The Community Safety Partnership Strategy Group met on 26th September 2013. Performance remains strong in tackling crime and disorder as Harborough ranks first compared to 14 similar rural districts. The Community Safety Partnership has attracted funding from the Police and Crime Commissioner (PCC) to provide activities for young people in rural areas over half term, to improve home security of domestic abuse victims and for room hire to enable those receiving substance abuse treatment to access these services more locally.	Work with partners to refresh priorities for funding for 2014-15 and beyond in line with the requirements outlined in the PCC commissioning intentions. Review Community Safety Partnership Plan and feedback from consultation. New plan required from April 2014.	Tom Day
KA 06.02 Undertake enforcement, prevention and provide support and awareness activity to reduce crime, anti-social behaviour, Domestic Abuse and Hate Crime	Green	Reports of anti-social behaviour are relatively steady, however it is difficult to measure increase in numbers at this time due to the changes in recording. Numbers will also increase when council environmental ASB goes onto Sentinel. Over the past few months there has been a decrease in youth related ASB and an increase in the number of neighbour disputes being managed. Successful investigations last year led to 2 young people in the area receiving CRASBOS, with one pending. This has contributed to a reduction in the number of incidents in Fleckney, which was consistently a hotspot for anti-social behaviour during 2012-13. Reporting of Domestic Abuse has increased and Outreach services across the county are operating at capacity, many with waiting lists – though not Harborough district at the present time. Over the summer most Domestic Abuse Victim Support services have seen an increase of 2 extra victims looking for support. This is under review and a report has been submitted to the Leicestershire Safer Communities Strategy Board. The Harborough District continues to perform well on the County Dashboard for reporting Hate Incidents.	A Domestic Violence Awareness Campaign will take place in November 2013. Anti-bullying week (Cyber/ e-safety) will take place in November 2013. An anti-social behaviour Halloween/ Bonfire campaign will take place throughout October to 5th November. Anti-social behaviour awareness and prevention work funded by the PCC to take place during October half term.	Tom Day
KA 06.03 Support local businesses to reduce business-related crime	Green	The Control Centre continues to administer and support Harborough Against Retail Theft (HART) & Pubwatch. Satisfaction remains high from business customers.	Continue to monitor the effectiveness of the arrangements.	Tom Day
KA 06.04 Lead the development of improved reporting and collation of anti-social behaviour information across the Council	Green	Work is ongoing to develop an interface between LAGAN customer relationship management system and Sentinel to capture all antisocial behaviour reported to the council.	Environmental Health and Noise team to be trained to input onto Sentinel to capture noise information and support work to reduce anti-social behaviour.	Tom Day

CA 7: Ensure effective access to services, communication and engagement with residents and businesses	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
KA 07.01 Continue to improve face to face services within Customer Services	Green	Customers visiting the front facing service are being encouraged to use the Govmetric system to capture feedback on the service they have received. Initial work has started on planning the move back to the HQ building and shaping the customer services environment with the Property Board. A tender process to procure a queue management system is underway.	Finalise and award the contract for the queue management system and implement. Continue to prepare for the move back to The Symington Building.	Rachael Felts
KA 07.02 Continue to improve Contact Centre services	Amber	Contact Centre performance continues to be monitored through monthly SLA meetings with Charnwood. Amendments to the Waste workflows have been completed and signed off. Customer Service (CBC) Strategy Board Meetings were held in July and September. The Leader and Members of the Executive have visited the Contact Centre. A review of the contact centre business case has started.	Continue to develop workflows for Community Safety, test and launch. Review face to face staff rotas to ensure they meet the needs of the business. 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. The Customer Service (CBC) Strategy Board will meet in October to review the performance indicators for the contact centre.	Rachael Felts
KA 07.03 Continue migration of services to the Contact Centre	Start Later In Year	This is currently on hold.		Rachael Felts
KA 07.04 Redesign of the Council's website	Green	As part of service migration, the website content is being reviewed to ensure the information remains relevant and accurate. This includes waste, licensing and community safety. Some user testing has taken place to establish how customers navigate the website and to help inform officers in making improvements to the website.	A business case and action plan to explore options/improvements to the website usability and navigation and been completed and will be shared with the Transformation Advisory Panel in October. A report will be submitted to the Executive on 4 th November.	Rachael Felts
KA 07.05 Continue to implement Channel Shift	Start Later In Year	Work is due to start on this later in the year, once the Channel Shift action plan is produced and supported by Corporate Management Team.		Rachael Felts
KA 07.06 Introduce Customer Services Learning & Development Framework, including Customer Care standards	Green	Customer Care Standards were approved by Council.	Customer Care Standards will form part of culture work and will feed into the move back to the Symington Building. A meeting with Team Leaders is being arranged to embed these care standards within teams.	Rachael Felts
KA 07.07 Provide end to end	Green	A review has been carried to ensure accessibility to the website,	Launch ICT module.	Rachael

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transactional services to customers via the internet, including planning portal integration		which included vulnerable, physically impaired and ethnic groups. This was carried out with the Council's equalities officer and included a bench marking exercise with other local authorities. An ICT module to improve the on-line planning application process, so customers can pay on-line, has been purchased and is currently being tested. This should be launched early November 2013.	A business case is being developed to look at other services areas and how customers can make payments on-line for services.	Felts
KA 07.08 Develop a proactive approach to media and communications, including branding and visual identity	Green	HDC's Branding and Style Guide is currently being reviewed to ensure it is fit for purpose and is accessible and easy to use. Communication champions within service areas have been identified. Communication champions will attend regular Strategic Communications meetings to ensure effective communication and co-ordination across the council to identify and plan for key activities.	The first Strategic Communications Meeting will be held in October.	Rachael Felts
KA 07.09 Develop a co-ordinated approach to communications and engagement through a 12 month calendar of communications, the Annual Residents Survey and the Citizens Panel	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. The Annual Residents Survey was held during September. The survey was made available on the website to residents, and promoted with partners, parishes and the Citizens Panel.	Analysis of Annual Residents Survey to be fed into the Business Planning process for 2014-15.	Rachael Felts
KA 07.10 Review of complaints process and adherence by all service areas	Green	Regular monitoring of complaints received at Formal Stage 1 and 2, together with referrals to the Local Government Ombudsman is in place. Monthly performance information has been produced by the Information and Complaints Officer. An analysis report of complaints has been prepared for Corporate Management Team identifying common themes and areas to address.	Evaluation of complaints data to identify issues and trends. Areas of improvement identified from analysis of complaints received (lessons learned) to be shared with Senior Management Team. Monthly provision of complaints monitoring data provided to Service Managers. Options for ICT solutions to assist complaints processing to be evaluated as part of Transformation 2 programme.	Richard Ellis
KA 07.11 Commence implementation of self-serve modules for Revenues & Benefits	Amber	Further discussion has taken place with the IT supplier as the software has been modified and now includes additional functionality. A meeting has taken place with all parties to include ICT to fully understand business requirements and develop a project plan for its implementation.	Arrange meeting with both Capita and website officers at all 3 Councils to discuss and seek agreement for website authentication to then enable installation of Capita 'Connect module'. Implement 'Direct Debit online' functionality in a test environment.	Leigh Butler
KA 07.12 Develop and improve the use of Customer Insight data in order to improve engagement	Green	Liaison with our Experian account manager is ongoing. Data updates for MOSAIC have been downloaded and a date is being arranged for the account manager to deliver training for key officers.	Set up training session for key officers.	Rachael Felts

Key Activities	Status	Progress	Next Steps	Lead Officer
KA 07.13 Develop a centralised comprehensive database of local businesses and Parish Councils	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.		Tom Day

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	GREEN
Lead Officer: Anna Graves, Chief Executive	
Lead Portfolio Holder: Cllr Paul Bremner, Finance and Assets	

Key Activities	Status	Progress	Next Steps	Lead Officer
KA 08.01 Implement a Document Management System	Amber	The existing IDOX Document Management System (DMS) is being expanded to act as a corporate system as part of Transformation. Categories have been created for all relevant service areas. DMS has been implemented in Development Management and Environmental Health. A back scanning project is underway (documents to be imported into DMS on completion). Training sessions took place on Mondays and Fridays during July and August, with all staff being required to attend one of these sessions. 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 categories amended accordingly. All staff have now been set up as users on DMS.	'Mop up' training sessions to be provided for staff who were unable to attend DMS training. All service areas to move to electronic post handling in November 2013. Outstanding ICT integration issues to be resolved.	Richard Ellis
KA 08.02 Implement E-procurement	Green	The project plan and implementation plan have been agreed. A walk through of existing processes has been undertaken with service areas. Lessons learnt are being identified to share across service areas.	Design workflow and process changes required.	Kirsty Cowell
KA 08.03 Implement ICT Strategy	Green	BlackBerry migration has now been completed. The first System Administrators meeting has been held and the second has been scheduled. Server room migration has started; some equipment has been installed in the new server room. An initial supplier assessment and selection process of a Customer Flow Management system has been completed. A 2nd DMS data upload has been completed successfully.	Schedule regularly occurring subsequent System Administrators meetings (initially every 4 weeks). Complete communication links shifts into the new server room. Score and select preferred supplier for Customer Flow Management system. 3rd DMS dataload to be performed.	Chris James
KA 08.04 Implement replacement of telephony provision once procured	Green	Telephony procurement is progressing; specification has been placed on both ESPO and GPS frameworks. Questions from suppliers are being received and answered. Proposals received from ESPO suppliers reviewed, presentations held and a preferred supplier has been selected. Demo of proposed equipment attended and technical questions asked and answered.	Sign contract with preferred supplier. Hold technical meeting to agree/confirm necessary technical details.	Chris James
KA 08.05 Implement network structure for refurbished building	Green	Layout of the new server room has been confirmed with the electrical contractor. Refurbished premises structured cabling specifications thoroughly reviewed and clarification requested	Finalise switch configuration requirements. Perform switch configuration.	Chris James

Key Activities	Status	Progress	Next Steps	Lead Officer
		where required. Layout of the patch panels has been confirmed and active network equipment required for the server room and patch panels has been agreed, ordered and received. Equipment at Lutterworth that needs to be redeployed has been swapped.		
KA 08.06 Support decant of premises and new technologies deployed	Green	A migration of circuits has been carried out which will provide better resilience and management reporting as well as lower call costs and removing the reliance on a single site's physical cabling. Initial re-occupation meetings have been held; addressing the issues around moving back into the refurbished building. It has been agreed that ICT will be the first department to relocate into the building to facilitate work on the infrastructure in advance of the phased recant. Two Factor Authentication has been rolled out for all remote users of HDC systems (officers and Councillors). Wi-Fi access controls have been implemented to restrict devices connecting to the WLANs available at decant sites. This should ensure only authorised devices connect and improve the usability of the connection.	Continue to support the decant sites and flexible workers.	Chris James
KA 08.07 Develop virtual business change team	Green	A Virtual Transformation Team is being mobilised for Transformation 2 programme (T2), which is based on elements of the Virtual Business Change Team concept. T2 Programme started August 13. Trial of project management documentation commenced with roll out of T2. Monthly meetings are now being held with Project Leads and Project Sponsors using monthly project highlight reports as a framework for discussion.	A review of project management documentation and progress to date of how this is being used is scheduled for November with SMT and CMT.	Kate Frow
KA 08.08 Agree Harborough District Council Operating Model for sharing/outsourcing	Complete	Report and operating model are now complete and have been approved and adopted by Council.		Jonathan Ward Langman
KA 08.09a Review current position and identify opportunities to deliver services utilising partnership arrangements : Regulatory Services	Start Later In Year		Corporate Director for Community Services to make initial contact with authorities who have expressed an interest in partnership arrangements for Regulatory Services	Elaine Bird
KA 08.09b Review current position and identify opportunities to deliver services utilising partnership arrangements: Building Control	Amber	Work is underway to look at how current service delivery could be made more efficient by working towards electronic and mobile operational solutions. The Transformation Team are working with the Principal Building Control Officer to promote the attractiveness of service for potential future partners.	Workshop to be delivered by 8 th October to establish different options for service delivery. A tablet will be trialled in October with back scanning of paper files to be completed by end of November 2013.	Adrian Eastwood
KA 08.09c Review current	Green	Officers are working with the partner authorities across the	Review of the priority enforcement areas to	Elaine Bird

Key Activities	Status	Progress	Next Steps	Lead Officer
position and identify opportunities to deliver services utilising partnership arrangements: Countywide Parking		County to identify and implement improvements to the current partnership arrangements.	ensure effective enforcement. Monitor the performance management of the service. Work with partner authorities to develop the replacement of the current Service Level Agreement. Discussions are currently underway about what should be included in the SLA	
KA 08.09d Review current position and identify opportunities to deliver services utilising partnership arrangements: HR Service	Amber	Service Review underway, with outcomes and options to be reported in March 2014.	Continue service review.	Kate Frow Jonathan Ward Langman
KA 08.09e Review current position and identify opportunities to deliver services utilising partnership arrangements: Facilities Management	Green	A review of options for delivery of Facilities Management (FM) services has been undertaken. A tender process has been completed utilising the GPS framework with a view to appointing a partner to deliver FM services. Tenders have been received and evaluated and following Executive approval on 30 September 2013, a preferred bidder has been identified. A job description for a Building Manager has been developed and evaluated, and interviews have been undertaken. An appointment has been made and the Building Services Manager will commence on 14 October 2013. The Building Services Manager will act as the contract manager/intelligent client for FM services and tenant liaison.	Agreement on contract with preferred bidder, TUPE process to commence, agreement of key performance indicators. Mobilisation to commence and commissioning of The Symington Building will commence.	Mark Perris
KA 08.09f Review current position and identify opportunities to deliver services utilising partnership arrangements: Waste including Street Cleansing	Green	This project is being delivered through the Leicestershire Waste Partnership. Interviews have taken place with key officers/members across the district. A report has been prepared for the next meeting of the Leicestershire Together Environment Board. The project has moved to Stage 2 with WRAP undertaking baseline and modelling work.	Task and Finish Group to meet in November to consider baseline information.	Matthew Bradford
KA 08.10 Review existing shared service arrangements	Green	Ongoing work across a number of services.	Continue service review.	Jonathan Ward Langman
KA 08.11 Manage delegated service arrangements	Green	Ongoing work subject to service reviews.	Continue service review.	Jonathan Ward Langman
KA 08.12 Review the delivery mechanism for Corporate Health and Safety	Complete	The review has been completed and the recruitment process is currently underway.		Elaine Bird

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
KA 09.01 Manage assets through the Corporate Property Strategy and implement the outcomes of the Asset Review	Green	The Corporate Strategy was approved by Council on July 29 th . Reviews of Garage Sites and the Settling Rooms have been undertaken. Garage Site recommendations have been adopted as part of Corporate Property Strategy and the Settling Rooms will be subject to a further Task & Finish Group report.	Asset Review of Car Parks, Allotments and Satellite Offices to be undertaken. Establish Community Asset Transfer Protocol. Develop Disposals Policy for Property Assets. Appointment of Agent to assist with sale of Garage Sites.	Simon Riley
KA 09.02 Manage revenue & capital budgets efficiently	Green	Q1 revenue and capital budgets did not highlight any significant issues. Q2 revenue and capital budgets currently do not highlight any significant issues, however the Q2 process is not yet complete.	Report to Members on Q2 budgets in December 2013.	Kirsty Cowell
KA 09.03 Ensure the successful refurbishment of the Council Offices and maximise commercial benefits	Green	The construction programme is on schedule, with completion of the construction phase due on 20 December 2013. The project is currently within budget with a fixed price now having been agreed with Willmott Dixon, subject to legal agreements. There have been several viewings of the retail units, with strong interest from one occupier in respect of Units 1 & 2 (off the main entrance). In respect of the offices, all possible public sector partners are being explored to ensure that all available desk spaces are let. Some interest has been shown and this is currently being explored, with one potential occupier seeking approval at a forthcoming meeting, which would allow the matter to progress. The telephony system, queue management system and furniture are in the process of being procured.	Completion of leases/licenses in relation to expressed interest, and further marketing of vacant accommodation remaining. Furniture will be delivered during December 2013, with staff moves from January 2014.	Simon Riley
KA 09.04 Deliver the Market Hall Strategy and Market Improvement Plan, and maximise commercial benefits of revised service arrangements for the Market Hall	Green	Improvement Works are scheduled for January - March 2014, with new service arrangements being in place for the re-opening in April 2014. The tender process has been undertaken, and tenders are currently being assessed. Preparation work for 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 has commenced. The legal process to ensure vacant possession in order to undertake the works has been finalised and agreement reached with all traders.	Pre-letting of the units/stalls within the new market will continue. The contract for the construction improvement works will be finalised. A review of current market management arrangements will be undertaken. Performance Management Framework for the new market will be finalised, with baseline data to be collected. Interim arrangements for the market will be finalised.	Mark Perris

CA 10: Improve the efficiency of the major Council contracts, including waste and recycling, and ensure effective commissioning of services for the District	GREEN
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
KA 10.01 Investigate potential for Joint Procurement for waste with neighbouring councils	Green	A countywide task and finish group has been established and has met for the first time. Baseline information has been supplied to WRAP. Reference scenarios have been drawn up and approved.	Second meeting of the task and finish group has been established to look at baseline data.	Matthew Bradford
KA 10.02 Develop an Implementation Plan for commissioning the Environmental Services contract from April 2016	Start Later In Year	This Key Activity is subject to decisions regarding possible shared service with neighbouring councils.	Confirm Council view of shared service opportunity.	Jonathan Ward Langman
KA 10.03 Develop and implement a Commissioning and Procurement Strategy	Complete	This Strategy has now been approved by Executive and Council.		Jonathan Ward Langman
KA 10.04 Undertake a compliance audit for the major contracts including Environmental Services, Leisure and Pest Control	Green	A draft Performance Framework for the Environmental Services Contract has been drawn up. This follows the Chartered Institute of Purchasing and Supply guidelines.	Assessment of arrangements against National Audit Office Best Practice Guidance.	Matthew Bradford
KA 10.05 Implement outcomes and recommendations of the trade waste review	Green	New contracts were drafted and issued, and a VAT refund claim was made during the 1 st quarter. The new mixed recycling service is being delivered to Trade Waste customers. A Business Plan for Trade Waste was submitted to Executive on 8 th July, which has now been approved.	Delivery of new marketing materials. Distribution of marketing materials through various method including NNDR Bills. Start of HFM marketing campaign. Start of telephone campaign (existing customers converted to recycling.) Enforcement Campaign (compliance with EPA.)	Matthew Bradford
KA 10.06 Implement national audit office best practice for contract management and improve monitoring of all major contracts	Green	Contracted Services Manager attended training delivered by the Chartered Institute of Procurement and Supply (CIPS) on Effective Contract Management.	Analysis of current performance against National Audit Office's Good Practice Guide to Contract Management to be undertaken by end of October 2013. Action plan for performance against National Audit Office standards to be written by the end of October 2013.	Matthew Bradford

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
KA 11.01 Develop and implement the Workforce Strategy	Green	A draft report has been to CMT and the Workforce Strategy was discussed at Scrutiny in September.	Incorporate any further comments from CMT. Review the action plan to ensure it is up to date. Submit the Strategy to the Executive in December if necessary.	Kate Frow
KA 11.02 Extend and improve flexible working	Green	A workshop was held for flexible workers to understand the benefits and any issues experienced in the first 3-4 months of working flexibly. Issues were minor and are being resolved. Benefits were observed in many aspects including worklife balance, absence and productivity. Flexible working has been factored into the moveback to the Symington Building and will form a key element of the Travel plan.	To review flexible working once staff are settled in the Symington Building as space constraints are removed and more flexibility will be achievable for flexible workers in accessing desks. For this reason it may be appropriate to extend the end date until February 2014. To analyse the travel plan for implications for staff regarding the Symington Building and flexible working. This analysis is due at the end of October. Continue to work alongside the moveback team in order to be aware of any issues/ implications for remote working.	Kate Frow
KA 11.03 Implement the Culture Change Programme	Green	The STAR awards took place on 10th July 2013 and was the first such event for staff. The team leader development programme is being designed and a draft overview already completed, the anticipated start date will be Jan/Feb once settled into The Symington Building. SMT have liaised with their team leaders about this opportunity. It is likely that this programme will run twice to allow all relevant staff to attend and develop. Pilot sessions of email training are being planned, the train the trainer session has been held. A roll out plan is being drafted. A building protocol for the Symington Building is near completion and will continue to be developed as the final plans are put in place. A working group is set up for the move to the new building. Appraisals have exceeded their target rate at 99% focussing on behavioural competence as well as task. A training needs analysis (TNA) has also been completed and is being considered by CMT. Team Development and customer focus training will be a focus for corporate training activity as part of a wider organisational culture	Review the STAR award ceremony for improvement next year. Promotion of the 'Thank You' facility. Promotion of the Values. Determine the sequence of training and development events by priority for the year. The action plan to be considered by CMT in October prior to implementation.	Kate Frow

Key Activities	Status	Progress	Next Steps	Lead Officer
		<p>change agenda. A culture session has been held with CMT to formulate an action plan for this year and next to strengthen and embed the HDC culture.</p>		

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
KA 12.01 Review all enforcement policies	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 polices will need to be reviewed to reflect the new code.	The Regulatory Compliance Code is a national code which should take affect 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
KA 12.02 Ensure effective enforcement of environmental crime and responsive reporting systems	Green	The facility to report Environmental Crime and Planning Enforcement issues was made available through the Council's website in Quarter 1. A performance monitoring tool has been developed to improve the delivery of Enforcement Cases and performance monitoring is taken place to ensure cases are progressed in a timely manner. The Senior Planning Enforcement Officer has met with some Parish Councils to discuss in more detail the role of Planning Enforcement and to discuss issues with the Parishes.	Develop timeframe for the migration of elements of the service to be delivered through the Lagan system. Enforcement officers to attend a Parish Council Planning Events on October 28 th and 30 th to advice on the enforcement processes and to work with the Parishes to answer any queries they may have on the process.	Elaine Bird
KA 12.03 Review and implement the service standards for Regulatory Services	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 Planning Enforcement and the Commercial Team.	Online customer satisfaction surveys to be rolled out to the Environment Team and Licensing Team	Elaine Bird

CA 13: Ensure that processes and procedures are compliant with legal and audit requirements	GREEN
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
KA 13.01 Ensure the robustness of the democratic process and maximise public engagement	Green	Work continues to embed CMIS within the organisation and develop the system for users. Recording equipment for meetings has been purchased for the Symington Building	Ensure that the systems in place for the move back to the new offices including the recording of meetings.	Beth Murgatroyd
KA 13.02 Conduct elections on behalf of Leicestershire County Council	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.		Richard Ellis
KA 13.03 Undertake Community Governance Review (Market Harborough)	Start Later In Year	Start date yet to be agreed.		Richard Ellis
KA 13.04 Provide input into Electoral Review by Boundary Commission	Project Withdrawn	Boundary Commission for England has withdrawn Harborough from the 2013/14 Programme.		Richard Ellis
KA 13.05 Implement changes to electoral registration process	Green	Full compliance with Cabinet Office project timetable. The Register of Electors software system has been updated and hub connectivity tests completed. Data cleansing is now taking place prior to a 'Dry Run'. Project plan and risk register have been completed. A successful 'Dry Run' export of Register of Electors data to the hub was carried out on 30th July 2013.	The annual canvass of register of electors is currently underway (the last under the old system) which will provide input into the IER data matching subject to Government agreeing to implementation of Individual Electoral Registration in 2014.	Richard Ellis
KA 13.06 Provide efficient and effective training for Members	Green	A number of training sessions have been offered to Members. There has been a change to the Member Development Group following the resignation of a councillor, and the political group have been asked to supply the name of a new member for the group.	Member Development Panel to meet in October 2013 to agree a revised member development plan. Anall Member briefing will be held prior to Council in November 2013 to include briefing on emergency planning.	Beth Murgatroyd
KA 13.07 Promote the roles of Members as community leaders	Green	Skills required for different roles have been identified. A meeting took place with the group whip to share these roles and pass on to the rest of the group.	To be raised at the next Member Development Plan meeting.	Beth Murgatroyd
KA 13.08 Actively engage children and young people with local democracy and decision making processes	Green	A Young Citizen Panel session was completed in May at Welland Park Academy. Sessions provide information on local democracy as well as gathering views of local young people on key areas of HDC responsibilities. 14 Youth Champions engaged at start of year following on from previous year's work - 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., Launch event for Library/Museum, Speak Out Competition judging etc. Aim to keep minimum of 2 Youth Voice Champions to represent	The Speak Out Competition will be concluding within Quarter 3 with Awards Ceremony being planned. Continued communications with Youth Voice Champions and the next Newsfeed will be sent out after October half term. Final arrangements being made for 2 further Young Citizen Panel Sessions.	Jayne Wisely

Key Activities	Status	Progress	Next Steps	Lead Officer
		each middle and upper school in District, i.e. 12. Speak Out Competition was launched in June and is ongoing. This is a creative competition for 8 to 18 year olds, highlighting Article 12 of the UN Convention of the Rights of the Child. The new Autumn Term Newsfeed has been sent out to all Youth Voice Champions, and a new Youth Voice Champion has been recruited.		
KA 13.09 Embed equality and diversity considerations throughout the organisation	Amber	The Single Equality Scheme has been amended to reflect cessation of Leicestershire District Councils Equality and Diversity Partnership. 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 information for use in business and service planning is underway. Equality Impact Assessment forms and guidance are being reviewed in the light of guidance from central government. 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.	Review Policies and Procedures against requirements of Equalities Act and Public Sector Equalities Duty. Ensure that E&D activities are properly focussed, add value, and are integrated into working practices across the organisation. Ensure that E&D issues are communicated internally and externally. Review of Single Equality Scheme 'Due Regard' (Equality Analysis) forms to be launched to replace Equality Impact Assessment.	Richard Ellis
KA 13.10 Review and update all Business Continuity Plans and Business impact Analysis, and communicate and test plans	Amber	Corporate Services Manager has attended introduction to Business Continuity Planning training provided by the Cabinet Office in May 2013 and September 2013 (writing your Business Continuity Plan). Awareness presentation to Senior Management Team has taken place and Business Impact Analysis (BIA) forms have been circulated to all managers for completion by the end of November. An additional part time resource available from 1st November to assist with BIA analysis.	Arrange overview training and workshop for service managers. Revise BC Strategy and Policy Documents Analyse BIA information and revise Business Continuity Plan and Business Recovery Plans. Adoption of revised plans Training and Awareness Strategy for BC Exercise Plan(s)	Richard Ellis
KA 13.11 Regulatory Services to sign up to the Regulatory Information and Management System	Complete	The RIAMs Environmental Information and Management System is operational and staff have been trained to ensure maximum benefits from the system.		Elaine Bird
KA 13.12 Complete the delivery of the Democratic Services Improvement Plan	Green	Two meetings have now taken place with Members about paper-lite working. A timetable has been agreed for implementation.	Formal Member decision to be taken on paper-lite working.	Beth Murgatroyd
KA 13.13 Review, adopt and implement Procurement Statement of Required Practice	Green	The Statement of Required Practice (SORP) has been approved by Executive and Council.	Implementation of SORP.	Jonathan Ward Langman

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: Anna Graves, Chief Executive / 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
<p>KA 14.01 Identify opportunities and barriers for local businesses and work with internal and external teams and partners to improve business customer experience</p>	<p>Amber</p>	<p>Relationships have been developing with the Chamber of Trade and Commerce in Harborough and support has been provided for local businesses who wish to set up new networks. The Director of Community Services presented at the Lutterworth Business Forum in May, organised by Lutterworth Town Council and the Federation of Small Businesses, HDC trade waste services were also marketed. The Start up Britain Bus came to the district in August. The bus stopped at the Harborough Innovation Centre and Market Harborough Town Centre to give out 1-1 advice and signposting for aspiring entrepreneurs. Working relationships continue to be developed with Magna Park and HDC have supported Gazeleys to organise a Community Day on 5th October to strengthen links with local villages.</p> <p>An innovative training programme has been developed to provide commercial and business focussed training to enforcement officers in order to enable them to understand the business perspective and improve the service for business customers. This programme is being led by the Leicester Leicestershire Enterprise Partnership Better Business For All initiative.</p> <p>More detailed work has been undertaken to identify opportunities and barriers as part of the emerging Open for Business Prospectus.</p>	<p>Support the Magna Park Community Day on the 5th October to encourage better working relationships between Gazeley, the neighbouring parish councils and HDC.</p> <p>Support the Market Harborough Chamber of Trade to organise a Business Expo on 17th October to promote closer collaboration between businesses in Harborough.</p> <p>Business validation and approval of action plan within Open for Business prospectus.</p>	<p>Tom Day</p>
<p>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</p>	<p>Green</p>	<p>The aim of the Better Business for All is to create conditions for an effective and efficient regulatory system to support business growth through removing real and perceived regulatory barriers.</p> <p>There are four key areas within the Better Business for All programme (BBFA)</p> <ul style="list-style-type: none"> • Advice and support • Culture and competence • Co-ordination and communication across Regulatory Services • Better Partnership 	<p>Next steps for the BBFA programme include</p> <ul style="list-style-type: none"> • Work with the BBFA partners to develop a common approach across the Leicester & Leicestershire Economic Partnership with regards to the implementation of the Regulators Compliance Code. • Roll out the Officer training to develop communication and business awareness skills. 	<p>Elaine Bird</p>

Key Activities	Status	Progress	Next Steps	Lead Officer
		<p>Progress to date through the BBFA programme includes</p> <ul style="list-style-type: none"> • Establishment of single point of contact for businesses. • Development and publishing of a Business Start Up Brochure. • Sharing of information across the Regulatory Partners. • Common messages on websites. • Combined inspection programme to reduce target specific sectors and to reduce the regulatory burden. • Joint training initiatives. • Business awareness sessions including visits to businesses to discuss their requirements. • Establishment of Business Champions. • Establishment of Business Focus Groups. <p>In recent months the programme has been widened to include Development Control. This will assist businesses to “get it right first time” and so reduce the risk of enforcement against businesses.</p>	<ul style="list-style-type: none"> • Development Management & Business Awareness session/event with Business / Chamber of Commerce to be arranged. • Development of BBFA communication strategy. 	
KA 14.03 Continue to operate and promote the National Food Hygiene Rating Scheme	Green	Food hygiene rating scheme remains fully operational. The scheme was promoted during Food Safety week in June, and promotion has been ongoing throughout Quarter 2 on Twitter.	To continue to promote the scheme using social media on appropriate occasions, particularly in the run-up to Christmas.	Elaine Bird
KA 14.04 Participate in the Leicestershire Licensing Accreditation Scheme for all licensed premises	Amber	A meeting took place in August between HDC and Blaby District Council to establish a set of draft selection criteria for an accreditation scheme.	This project is currently under review as to whether it is appropriate to develop a local scheme or not. This is a Countywide project and Harborough will participate in the review and implement the outcomes accordingly	Elaine Bird

CA 15: Lead and support the continued development of the Harborough Innovation Centre to ensure its success	AMBER
Lead Officer: Anna Graves, Chief Executive / 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
KA 15.01 Provide development support to the Harborough Innovation Centre Board	Amber	The Council is working with Oxford Innovations to refresh the HIC Board, reflecting the ambition that the Innovation Centre be the focal point for business across the district.	HIC Board to confirm arrangements for refreshing the board.	Simon Riley
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	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 Harborough Business Idea Competition 2013 opened on 5th September providing the opportunity for local entrepreneurs to access over £15k of resources and services to kick-start a business.	Continue to provide expert advice to entrepreneurs looking for support to turn their new businesses or expansion idea into a reality. Support judging event in December for Harborough Business Idea Competition 2013.	Simon Riley

CA 16: Work with our partners to ensure that high-speed broadband is available to all our communities	GREEN
Lead Officer: Anna Graves, Chief Executive Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity	

Key Activities	Status	Progress	Next Steps	Lead Officer
KA 16.01 Ensure demand for broadband in Harborough is fully recognised by funders and potential suppliers	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. Harborough district have indicated a potential investment of £530,000, to consider broadband options for areas not included in the above. The Chief Executive represents the interest of Harborough on the Broadband Programme Board where she is also the lead for the other districts within Leicestershire.	Each district council to make a final decision on how much it wishes to invest to increase the number of premises receiving next generation broadband, based on Value For Money work currently being undertaken.	Simon Riley
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	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).	Supporting the Demand Stimulation workshops for communities and businesses in October organised by County Council. Work with partners to support parish organised events where possible, in their local engagement around Broadband.	Simon Riley

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: Anna Graves, Chief Executive / Norman Proudfoot, Corporate Director of Community Services	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity	

Key Activities	Status	Progress	Next Steps	Lead Officer
KA 17.01 Leader, Chief Executive and Business Support Manager of the Council to meet with the key businesses in the district	Amber	Progress has been more limited given the vacant Business Manager post. Some work is in progress, especially regarding major business relationships with the Chamber of Trade and Commerce, Federation of Small Businesses, HIC business partner liaison. The Spark@Harborough initiative is underway and competition has been launched to entrepreneurs providing access to over £15k of resources and services. This is also a major opportunity for business networks.	Ongoing work to continue to develop major business relationships. HDC's key role is to facilitate and enable these relationships. This needs structure to ensure HDC uses its resources in the most effective way. Pending clear direction emerging from Open For Business strategy. Recruitment to the Business Manager post.	Anna Graves
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	Green	Open for business draft prospectus has been completed, including member workshops and business interviews.	A Business Breakfast workshop to challenge/validate/endorse the HDC Open for Business prospectus will be held on 19 November 2013. Final approval due Dec/Jan by Executive and Full Council. HDC to sign the Federation of Small Businesses local procurement charter in October.	Anna Graves

CA 18: Work with businesses and partners to maintain and increase business activity in the district and maximise opportunities for local suppliers	AMBER
Lead Officer: Anna Graves, Chief Executive, 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
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	Green	A Commissioning Strategy for HDC has been approved by the Executive.	A toolkit will be developed for local small & medium enterprises (SME's) to facilitate easy access to HDC procurement opportunities.	Jonathan Ward-Langman
KA 18.02 Support the tourism offer of the district with a range of key partners from the commercial and public sector	Green	<p>The Council has supported Leicestershire Promotions to finalise the Harbourough Blueprint. A number of workshops were held with stakeholders from both the public and commercial sector to identify the key themes and positioning of the Harbourough district's unique tourism offer. Essentially it is around 'Quintessential England' with the 3 specific themes of:</p> <ul style="list-style-type: none"> • Market Harbourough - England's Finest Rural Market Town • Foxton Locks - A perfect day out for all the family • Lutterworth - Home of Wycliffe and Whittle <p>A Harbourough Tourism Partnership has been established that meets on a bi-monthly basis to drive forward the action plan. Membership of the group includes the commercial and public sector, and is supported by Leicestershire Promotions</p>	<p>Market Harbourough – To support the navigation of the visitor to Market Harbourough and provide a co-ordinated and consistent message, the following is being developed to:</p> <ul style="list-style-type: none"> • Develop a town brand. It is likely to be around the image of the Old Grammar School. This will be tested by a stakeholder event. • Rationalise the town signage and provide 6 visitor interpretation panels located at specific locations around the town and in the main car parks to guide the visitor around the town. • Produce a hard copy visitor guide, distributed throughout the town and wider. • Develop a specific online webpage for Market Harbourough. • The brand and imagery of all of this will be consistent, and use technology of QR codes to further enhance the experience. <p>Foxton Locks – A meeting is being convened with the Foxton Locks Society, Leicestershire Promotions and the Canals and River Trust to discuss how the site can be developed to attract more and new visitors. An expression of interest has been submitted to the Arts Council</p>	Jayne Wisely

Key Activities	Status	Progress	Next Steps	Lead Officer
			<p>for a £198K grant to support the following site improvements.</p> <ul style="list-style-type: none"> • Re-model the Museum. • Commission a 3D model of the site. • Develop a website. • Develop and interpretation strategy for the site – with audio and printed guides. • Develop an enhanced reality app for the inclined plane. <p>Lutterworth – the key offer is around the rich heritage of Frank Whittle and John Wycliffe – Lutterworth Museum has been identified as a key facility for telling this story. Lutterworth Town Council is currently in discussion with Lutterworth Museum to progress this. Potentially with a vision to re-site the museum in a more central location</p>	
KA 18.03 Delivery of local events by Harborough Improvement Team	Green	An independent review of the Harborough Improvement Team (HIT) has been undertaken and future options are being explored.	Work with partners to deliver the Christmas tree, lights and switch-on event on 22nd November in Market Harborough. Report on future options for HIT to be submitted to the Executive in January 2013.	Tom Day
KA 18.04 Develop a Business Grants Scheme	Red	Work on the development of a Business Grant Scheme has been deleted.	HDC has limited resource to make any significant difference in a grants scheme and our resources are better delivered on the other critical activities. Leicestershire County Council are developing a fund to enable capital availability to assist businesses growth, HDC needs to ensure our local businesses make full advantage of any countywide schemes.	Tom Day

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
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	Green	Currently 17 families are being supported, representing about 80% of team capacity. Early relationship building is paying dividends, and communication between partners such as the Police, Harborough District Council, Youth Service, Children’s Centre and Seven Locks co-ordinating the team around individual families is good. Meetings have recently been held with HDC services - Environmental Health, Revenues and Benefits, Housing Options, Communications and the District Safeguarding Officers to identify how they can support Supporting Leicestershire Families (SLF) in the Harborough District.	A networking event is planned for Friday 18th October 2013 to bring key services in the district together to build on work that is already in progress. An event is also being held on 14 th November 2013 with schools to ensure that the SLF programme is working effectively with local schools. Start preparations for “annual conversation” and peer review as part of the performance framework. Brief Voluntary Sector Forum on 12 th November on Supporting Leicestershire Families.	Ann Marie Hawkins
KA 19.02 Work with partners to support vulnerable families with children under 5 through the Children’s Centre Programme	Green	Cultural Services are supporting the work of the Children’s Centre Programme through the Active Together programme, in particular; My Time project - linked to Mums in Mind Programme Play out - linked to Mums in Mind and Physical Literacy project Supporting the delivery of the Neighbourhood life programme (Harborough Leisure Centre) - promoted to vulnerable groups with low physical activity levels Cultural services team co-located with Supporting Leicestershire Families team - information about positive activities shared between the teams. Sport and Physical Activity opportunities have been identified to support the work of the Family Outreach workers to improve outcomes for Children and adults they are working with. A swimming programme has been funded by Leicestershire and Rutland Sport, to support the SLF programme in providing swimming opportunities at both Harborough Leisure Centre and Lutterworth Sports Centre	Continue to support the Children’s Centre and supporting Leicestershire Families Programme through joint working	Jayne Wisely

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
KA 20.01 Prepare and manage the introduction and impact of Universal Credit	Green	Project meeting has been formed to include voluntary sector. The Department for Work & Pensions have advised local authorities that the local support services framework is being updated to reflect findings from pilot projects and will be issued in November 2013.	Update information currently held regarding voluntary sector organisations within the locality.	Leigh Butler
KA 20.02 Manage the impact of localisation of Council Tax	Green	Continue monitoring of impact of the localisation of Council Tax to include collection of Council Tax and awards made for the discretionary scheme.	Monitoring of local scheme to include preparation for 2014/15 and to include Council Tax tax base	Leigh Butler
KA 20.03 Conduct Council Tax Local Scheme Annual Review	Complete	The current scheme will not be changed for 2014/15 and therefore no work further is required.		Leigh Butler
KA 20.04 Support the Voluntary Sector to respond to emerging needs of residents	Green	Community Partnerships, Revenues & Benefits & Harborough Homesearch delivered a presentation on the Welfare Reform at the Voluntary Action Leicestershire (VAL) Forum in July. Quarterly meetings with the CAB, VASL, Lutterworth One Stop Shop and VAL to jointly discuss key issues and needs of residents. Three voluntary organisations have applied for money from the New Homes Bonus District Wide Fund with projects to provide extra support where need has been identified.	Continue to hold regular monitoring and progress meetings with the Voluntary Sector and encourage applications for round 2 of New Homes Bonus District Wide Fund. Report progress regarding grants to the voluntary sector to the Scrutiny Task Panel on 7 th November.	Tom Day
KA 20.05 Prepare and implement key Housing Benefit changes linked to the governments welfare reform programme	Green	Housing Benefit 'Cap' cases have all been implemented within the locality and all affected benefit claimants have been contacted by telephone and/or in person to advise them of the financial impact.	Continue to support benefit claimants who face shortfall in their housing benefit through the Discretionary Housing Payments Scheme.	Leigh Butler

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
KA 21.01 Delivery of the Health & Wellbeing Partnership priorities	Green	Progress has improved with a successful network event held in September 2013 which included partners from various professions, and consolidated that priorities of partnership align with the needs of people within the district. The housing group is now scheduled take more of a strategic direction than before.	Develop housing and accommodation group and priority. Launch the Staying Healthy portal to be linked to 'My Harborough' as a one stop shop for everything health-related in Harborough.	Jayne Wisely
KA 21.02 Embed the work of Environmental Health as a key contributor to the Health and Wellbeing Partnership	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.	Identify whether the Chartered Institute of Environmental Health tool kit would be appropriate for the delivery of the Health and Wellbeing Partnership priorities. Continue to work with the partnership to ensure effective delivery of the housing priority	Elaine Bird

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
KA 22.01 Review safeguarding policies with partners	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.	Scrutinise final versions of Countywide Districts/Boroughs policies and procedures and ensure inclusion of additional Appendix on Contracting.	Jayne Wisely
KA 22.02 Review the methods used to raise awareness of safeguarding	Green	An additional review of methods to promote safeguarding took place at the Designated Safeguarding Officer (DSO) Monitoring Group meeting in September. There will be an emphasis on wider Welfare Concerns, instead of Safeguarding to be use on new posters and other promotions. Induction training sessions will include wider welfare concerns message - in order to prompt reporting via DSO system to First Response.	Ongoing review of methods to take place predominantly at Safeguarding Strategy Group meetings (quarterly).	Jayne Wisely
KA 22.03 Undertake survey to assess the understanding of safeguarding	Green	An internal safeguarding strategy meeting in July started to gather the relevant data from key areas of the organisation that a survey will need to capture.	To draft the survey questions and liaise with Communications to plan the survey roll out in December.	Kate Frow
KA 22.04 Ensure procedures and security measures remain robust during the decant	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.	Manage and monitor system	Jayne Wisely
KA 22.05 Identify clear pathways of support if the referral does not meet the social care thresholds	Green	A 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 Leicestershire County Council via the First Response on-line/tel 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. DSO's will use First Contact via the on-line form to access a range of other support.	Updated "Routes to Support" flowchart to be made available on intranet in DSO section. Inclusion of wider "welfare concerns" reporting in staff training, induction and promotional materials.	Jayne Wisely
KA 22.06 Ensure robust safeguarding procedures are in place in the 'Team Around The Family' model	Green	The Supporting Leicestershire Families (SLF) programme is continuing to utilise and monitor countywide safeguarding processes and procedures. The SLF Locality Manager met with Designated Safeguarding Officers in September 2013 to ensure that the SLF Programme Referral Process aligns with the HDC Safeguarding Process.	Monitor the number of families engaged with SLF with safeguarding issues. Meet with County SLF Manager to ensure robust implementation of safeguarding.	Tom Day

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
KA 23.01 Ensure the supply of sufficient affordable housing across all tenures throughout the district	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. To date at the end of Quarter 2, 10 units have been supplied in 2013/14. This is primarily because:</p> <p>a) House building rates have generally become slower. 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. c) Viability assessments have led to lower requirements or off site affordable housing arrangements.</p> <p>Based on developments under construction, circa 30 further units of affordable housing may be realised in Quarter 3 and Quarter 4, projecting a total of circa 40 units in 2013/14. There are currently a total of circa 343 affordable units expected to be realised from developments with planning permission which are likely to be built over the coming five years.</p> <p>As such a revised target of 70 units per annum might be a more appropriate target for use in future monitoring reports.</p> <p>Following discussion with the Portfolio Holder, an additional measure will be established to monitor the flows in and out of the housing register, which takes into account all forms of affordable housing becoming available in the existing and new stock. This will enable better assessment of whether local housing needs are being met from lettings of all social housing property in the District</p>	Establish additional measure to monitor the flows in and out of the housing register, which takes into account all forms of affordable housing becoming available in the existing and new stock rather than just new builds. Include revision to Core Strategy target and indicator in future housing Monitoring Reports	Stephen Pointer
KA 23.02 Provide housing options to those in need	Green	The Housing Options Service is continuing to providing advice on housing options to those in need and those presenting a homeless. The volume and complexity of casework is increasing, partially arising from welfare reform issues but the service is working with all accommodation providers and care agencies to help prevent homelessness where possible, whilst meeting the obligation to provide temporary accommodation to the most vulnerable households as their housing options are being assessed.	Continue our advice and monitor pressure on workload.	Stephen Pointer
KA 23.03 Develop a policy on the Council approach to dealing with empty properties and maintain an accurate database of empty properties	Amber	Capacity Grid (Part of Liberata) is currently undertaking a review of 'Long term' empty domestic properties on behalf of the Council. Letters have been issued by them to all properties requiring the owner to complete the online survey through our website. If no response is made then an inspector will call at the property and	Review project following completion of the review. Report is on the Scrutiny Work Plan to look at the powers available to the Council for bringing empty properties back into use.	Leigh Butler

Key Activities	Status	Progress	Next Steps	Lead Officer
within the district		they will have a letter of authority for this which will be signed by Verina Wenham, Head of Legal Services.		
KA 23.04 Work with the Fire Service to ensure the effective enforcement of unlawful Houses in Multiple Occupation within the District	Amber	This is an ongoing project. Officers meet with Leicestershire Fire and Rescue Service (LFRS) officers on a regular basis at the monthly Joint Action Group meetings and generally in the course of day to day work. Officers are currently dealing in partnership with the LFRS with two licensed Houses in Multiple Occupation and are looking to undertake a risk based inspection programme together in relation to rented accommodation utilised by a local College. This work is still ongoing.	Develop a programme of risk based inspections with LFRS.	Elaine Bird

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
KA 24.01 Deliver the programme of housing assistance to vulnerable people including the disabled facilities grant and the 4 ways to warmth programme	Green	Officers are working with the Home Improvement Agency to implement the various types of financial assistance available to vulnerable households within the district. 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. Additional staffing resources are now available for the implementation of the Disabled Facilities Grant programme. Officers have successfully completed the delivery of the Department of Energy and Climate Change warm homes scheme which has resulted in over 250 homes receiving advice, information or practical help on reducing their fuel bills. The contract for the Warm Homes Officer has been extended to the end of March 14 through the identification of additional funding by Leicestershire County Council.	Officers to arrange with the Home Improvement Agency refresher training for their officers. Following this there will be a re-launch to ensure maximum publicity of the scheme. Further work required to develop the fixed price approach to certain elements of the disabled adaptations.	Elaine Bird
KA 24.02 Develop an efficient and effective Home Improvement Agency Service	Green	Officers are currently working with the Home Improvement Agency to develop a Handyman service covering the district.	Once the scheme has been finalised the Council will promote this work through its website and other interaction with potential service users to ensure maximum take up.	Elaine Bird
KA 24.03 Work with partners including the voluntary sector to provide support to communities disadvantaged by rural isolation and to develop services for older people	Amber	Work has taken place in partnership with Leicestershire County Council and Gilmorton Parish Council to deliver a 'Communities in Charge' pilot programme in Gilmorton, to be held in October. A community day has been arranged to capture the viewpoints of residents around rural isolation and services for older people. This has been linked into a community transport survey which has taken place in the village as well as a slipper exchange on the day.	Host slipper exchange and community day in Gilmorton on the 15th October.	Tom Day
KA 24.04 Promote a range of activities to maintain older peoples physical health and mental wellbeing	Green	A dementia project has been delivered. The Wii-tirement project has been a success working in partnership with care home and Robert Smyth Academy. A new dementia health walk has been set up.	Progress to be made with forming an older person's forum in partnership with VASL. Increased opportunities for older people around sport and physical activity following the NGB network event and the roll out of several volunteer led projects including table cricket.	Jayne Wisely