

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

CO 1: People live in a sustainable environment	Status: Amber
Lead Officer: Norman Proudfoot, Corporate Director of Community Services Lead Portfolio Holder: Cllr Phil King, Planning, Finance, Assets and Development	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 01.01 Publish a new Local Plan for the District based on the principles of sustainable development	Red	<p>Progress with completion of the evidence stage, as follows:</p> <ul style="list-style-type: none"> - Call for additional sites undertaken and results logged. - Strategic Transport Assessment Inception meeting held and initial data sent to consultants - Local engagement on Settlement Profiles completed for Market Harborough, Scraftoft, Thurnby and Bushby, Lutterworth, Broughton Astley, the Rural Centres and Selected Rural Villages. A revised timetable for the preparation of the new Local Plan is due to be considered by the Council's Executive in January 2015 - Planning Advisory Service offer of 'critical friend' taken up to offer advice and support in relation to the preparation of alternative options. <p>The status at the end of 2014/5 is red because the Planned Options consultation period was deferred so that the results of a Strategic Transport Assessment could be known. A revised Local Development Scheme has been prepared and published (for completion by April 2017).</p>	<ul style="list-style-type: none"> - Receive the results of the Strategic Transport Assessment (after March 2016) - Publish the final Settlement Profiles - Options to be prepared for testing through the Sustainability Appraisal and for consultation - Draft revised Vision and Objectives to be prepared for consultation - Continue to exercise our Duty to Cooperate, both within the Leicester and Leicestershire Housing Market Area and across boundaries, as relevant. 	Steve Pointer Tess Nelson	Planning, Finance, Assets and Development, Cllr Phil King

<p>KA 01.02 Implement the outcomes of the Planning Review</p>	<p>Amber</p>	<p>The Planning review recommendations were implemented in 2014-15. This included:</p> <p>Review of Five Year Supply of Housing</p> <p>Professional Planning Leadership – Appointed Head of Planning (April 2015). Staffing structure revised and in place from 1 March 2015.</p> <p>Reversion to monthly cycle of Planning Committee.</p> <p>Planning Enforcement reviewed including assessment of Melton model and pilots undertaken. Revised staffing structure in place from 1 March 2015.</p> <p>Continuous improvement to Planning Application Process Project (PAPP) - Initial work complete and improvements realised (by reducing handling time by seven days) with ongoing refinements being implemented e.g. .electronic allocation.</p> <p>Parish Liaison – Continued programme of training and workshops. Parish lunch networking undertaken and supported Annual Parish Liaison.</p> <p>Planning Committee Officer Summary presentation agreed with chairman and in place - Completed July 2014 and adoption of revised Committee report format.</p> <p>S106 Packages negotiated prior to Committee and clear reference inserted into report – Completed December 2014.</p> <p>Training For Members. Programme agreed and scheduled and delivered...</p> <p>Reviewed scheme for speaking at Planning Committee - report scheduled to Planning Committee in September with comments to constitutional review working group also in September.</p> <p>Project Management adopted for larger cases. developed through SDA process - complete August 2014</p> <p>Staff training programme - established through appraisal</p>	<p>The outstanding Planning Review recommendation to establish comprehensive pre-application scheme is scheduled to be delivered in the 2015-16 Development Management Team Plan.</p> <p>As part of the Local Plan Development, there will be ongoing strategic viability assessments.</p> <p>Review of the pilot of Planning Enforcement to be undertaken by the end of quarter 2 2015-16</p>	<p>Adrian Eastwood Steve Pointer</p>	<p>Planning, Finance, Assets and Development, Cllr Phil King</p>
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KA 01.03 Ensure effective enforcement of planning decisions	Green	Enforcement Workshops with three Parish Councils. Pilot schemes initiated.	Review of the pilot of Planning Enforcement to be undertaken by the end of quarter 2 2015-16	Christine Zachariah	Planning, Finance, Assets and Development, Cllr Phil King
KA 01.04 Allocate and grant permission for a choice of housing sites, and monitor delivery of housing and future land supply	Amber	<p>The Council made a call for additional sites which was completed in February 2015 and are currently being assessed.</p> <p>Planning permission was granted in March 2015 for nearly 1,500 homes in the North West Market Harborough Strategic Development Area.</p> <p>The Local Plan with site allocations were not drafted in March 2015 as envisaged. This is because the Options consultation did not take place in 2014 as planned and will not now take place until after the results of the Strategic Transport Assessment are known. A revised Local Development Scheme has been prepared and published.</p>	<ul style="list-style-type: none"> - Prepare and publish the next six-monthly Five-Year Housing Land Supply position (which will cover the period 1.4.2015 to 31.3.2020) - Assess the potential housing sites submitted through the recent Call for Sites, and update the SHLAA accordingly - Collate and assess potential strategic housing allocation sites 	Tess Nelson	Planning, Finance, Assets and Development, Cllr Phil King
KA 01.05 Work with Parish Councils and communities to promote, develop and adopt Neighbourhood Plans in accordance with the Council's Local Plan	Green	<p>Successful Examination of Billesdon Neighbourhood Plan. Meetings with North Kilworth, Great Glen, Swinford, Smeeton Westerby. Communication with Gilmorton and Houghton on the Hill Parish Councils concerning starting and ongoing work towards a Neighbourhood Plan. Support for East Langton, Scraptoft, North Kilworth and Lubenham with advice, information and plans for consultations etc.</p> <p>Scraptoft submitted its Plan at the end of March 2015. Applications from Medbourne, Swinford and Tur Langton for Neighbourhood Areas were advertised.</p>	<p>To proactively support all parishes that are engaged in Neighbourhood Planning.</p> <p>To arrange examination of Scraptoft Plan</p> <p>To seek Portfolio Holder approval for designation of Medbourne, Swinford and Tur Langton Neighbourhood Areas.</p>	Matthew Bills	Planning, Finance, Assets and Development, Cllr Phil King

KA 01.06 Ensure supply of new and existing affordable housing across all tenures is meeting local need	Complete	<p>In quarter 4 there were 19 units of affordable housing completed of which 16 were for rent and 3 for shared ownership.</p> <p>There is a continuing high demand for 2 and 3 bedroom houses particularly in Market Harborough where during the last quarter there were 57 bids for a 2 bedroom house and 38 bids for a three bedroom house from home seekers on the housing register demonstrating local housing need.</p>	<p>Continue to work through the planning process and via contact with individual providers to promote development. Ensure that obligations to advertise and nominate tenants through Harborough Homeseach are included in legal agreements. Continue to negotiate with developers and Registered Providers, dwelling types and sizes based on identified need for specific areas.</p>	Ann Ball	<p>Planning, Finance, Assets and Development, Cllr Phil King</p>
KA 01.07 Ensure appropriate mechanism to deliver community infrastructure through a decision on Community Infrastructure Levy (CIL) or robust S106 planning obligations	Green	<p>1. Infrastructure Capacity consultation with key providers now concluded and data has been inputted into settlement profiles that will feed into housing requirement / infrastructure planning work. Initial consultation task completed.</p> <p>2. S106 Database - all required data are being inputted on a monthly basis.</p> <p>3. Executive decision to move the Options consultation has impact on timetable for CIL decision. This will not now be taken until Spring 2016.</p>	<p>1. Developer Guidance Refresh: Planning Obligations and Affordable Housing Developer Guidance Draft to be taken to Executive in June.</p> <p>2. CIL: Member decision on whether to progress with CIL - once Local Plan development option is agreed. (early 2016)</p> <p>3. Infrastructure Capacity consultations - further consultations with providers will need to be undertaken once housing requirements work is refined. (Late 2015).</p>	Raj Patel	<p>Planning, Finance, Assets and Development, Cllr Phil King</p>

CO 2: The district offers a clean, green and safe environment in which to live, work and play	Status: Green
Lead Officer: Norman Proud foot, Corporate Director of Community Services Lead Portfolio Holder: Cllr Bill Liquorish, Community Safety & Regulatory Services / Cllr Phil King, Planning, Finance, Assets and Development / Cllr James Hallam, Community Wellbeing	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 02.01 Work in partnership to reduce crime and prevent and tackle antisocial behaviour through leading, coordinating and administering the Community Safety Partnership (CSP)	Complete	<p>Total Crime is up slightly on the previous year at 2800 compared to 2769.</p> <p>Domestic Burglary has fallen compared to last year to 196 crimes compared to 253.</p> <p>Commercial burglary is static at 106 cases compared to 105 last year.</p> <p>There has been a rise in Thefts from Motor Vehicles to 365 from 284.</p> <p>There has been a rise in Thefts of Motor Vehicles to 67 from 54.</p> <p>Violence against the Person is static at 180 compared to 177.</p> <p>Antisocial Behaviour reported to the police has fallen to 738 from 916 incidents last year.</p> <p>Harborough CSP has secured £23k from the Police and Crime Commissioner to deliver initiatives in 2015/16.</p> <p>The Council continued to work closely with partners, especially the Police, Fire and Leicestershire County Council to ensure a joined up approach to reducing crime and disorder. This includes working with the voluntary and community sector, for example to ensure burglary victims or those at risk of burglary have a home security assessment.</p>	<p>Continue to work with partners to tackle crime and disorder and deliver the agreed CSP Plan for 2015/16.</p> <p>Annual Scrutiny of the Community Safety Partnership at Community Leadership Panel in June 2015.</p>	<p>Sarah Pickering Ann Marie Hawkins Emma Andrew</p>	<p>Community Safety & Regulatory Services - Cllr Bill Liquorish</p>

KA 02.02 Respond effectively to complaints of antisocial behaviour and enable support to vulnerable victims of crime and antisocial behaviour	Complete	<p>No warning letters were produced. There is one Acceptable Behaviour Contract running in the District at this time.</p> <p>There are still four CRASBOS (Criminal Anti-Social Behaviour Orders).</p> <p>98% of Antisocial Behaviour Victims were risk assessed for vulnerability which is highest in Leicestershire.</p> <p>441 ASB cases have been managed in partnership through Sentinel (ASB case management system) in 2014/15.</p> <p>Proportionately Harborough has put more ASB (fly tipping, noise, nuisance and rowdy behaviour) onto the Sentinel system than most other districts ensuring the full issues are known to police, council and partners.</p>	Begin collecting customer satisfaction data from April 2015 and action issues arising.	Emma Andrew Ann Marie Hawkins Sarah Pickering	Community Safety & Regulatory Services - Cllr Bill Liquorish
KA 02.03 Implement the new powers under the Antisocial Behaviour, Crime and Policing Bill from September 2014	Complete	The Council has updated its Anti-Social Behaviour Policy and Officers and local partners were trained, by Council staff, on the new powers.	Continue to work with partners, particularly the police, on prevention, and an incremental approach to the use of ASB powers. Gather evidence for a review of the new powers and their effectiveness by Scrutiny at the end of 2015.	Sarah Pickering Ann Marie Hawkins	Community Safety & Regulatory Services - Cllr Bill Liquorish

KA 02.04 Develop and implement programmes to support communities to reduce landfill waste and increase recycling	Complete	<p>A number of waste audits completed for Business Waste customers.</p> <p>Education events included:</p> <ul style="list-style-type: none"> - 26th April Market stall info on recycling, litter picking and Mors bags. - 10th May The Annual Community Litter Pick. Blue recycling stand. - 14th June Carnival - Stand that included recycling. - 14th July U3A general meeting - speech and stand. - 19th July I love MH stand and litter pick. - End July Boat launch. - Aug, Harborough by the Sea. Supported recycling stand with our volunteers during the week. - 9th Aug Rock on the Rec - Oct, Stand at the Leisure Centre - Nov, Talked to Little Bowden WI - Talked to over-q60s Salvation Army Friendship Group <p>Performance measured after the first six months showed landfill waste had reduced by 0.91kg per household compared to last year. This is despite housing growth and improving economic conditions.</p>	Further initiatives planned with community throughout 2015/16 to reduce waste and to promote high levels of recycling.	Matt Bradford	Environment & Waste - Cllr Paul Bremner
KA 02.05 Work with Clubs, organisations and national governing bodies to ensure there is a suitable and sufficient stock of pitches, sport and recreation facilities	Green	<p>Work started to update the Community Facilities Strategy. Work undertaken included:</p> <ul style="list-style-type: none"> - a facility questionnaire. - Questionnaires to all Parish Councils, Village Halls and other facilities to ascertain current provision and gaps. - arranged site visits to major leisure centres and we have started visiting schools. - Began work to decide how best to calculate developer contributions. - Sent a sport specific questionnaire to local sports clubs to understand needs. - Inputted into an updated Supplementary Planning Document. <p>The Council has set up an additional satellite sports club this quarter, thus taking the total to three and thereby achieving the target. Worked with the Local Sports Alliance (LSA).</p>	<p>Next steps for Q1 of 2015/16 are:</p> <ul style="list-style-type: none"> - Collate responses from facilities questionnaire. - Map out current provision and establish where the gaps are. - Ascertain where future growth is likely to be and what impact that will have on current facilities. - Agree on a monetary formula for developer contributions. <p>The target for 2015/16 is to develop 6 new satellite clubs; therefore work will begin on this. Continue to work with the LSA to develop their Club Grant Fund and develop and increase the profile of the LSA.</p>	Hollie Hutchinson Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam

CO 3: People have opportunities to access a range of leisure, cultural, sport and physical activities	Status: Green
Lead Officer: Norman Proudfoot, Corporate Director - Community Services / Ann Marie Hawkins, Head of Policy, Performance and Partnerships	
Lead Portfolio Holder: Cllr James Hallam, Community Wellbeing	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 03.01 Lead and support the Harborough Health & Wellbeing Partnership to address key local health and wellbeing issues	Complete	<p>The last partnership meeting was held on the 12th February. There were positive responses from group members as to the content and membership of the meetings and the Partnership. To ensure it is fit for purpose, a questionnaire has been circulated to establish what members like and dislike about the group and how they see it functioning. The Council is working closely with Public Health to identify what a local partnership contribution to health should be in order to add most value.</p> <p>Prioritisation was given to deliver Dementia Friends sessions, around the district, with high levels of engagement from the community.</p> <p>After group consultation, the Staying Healthy Partnership has been disbanded. Task and finish groups will now be formed from the Partnership as and when issues and projects arise.</p>	<p>The next Partnership meeting is scheduled for the 28th of May. The results of the partnership questionnaire will be discussed. Suggestions have included having a bi annual 'Health Summit' for networking and information sharing, whilst having a smaller strategic groups to tackle specific issues and drive service delivery forwards.</p> <p>Staying Healthy Grant Funding has been confirmed, therefore work to launch this will take place in Q1.</p>	Hollie Hutchinson Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam

<p>KA 03.02 Deliver the sports and physical activities commissioning plan for 2014/15 and seek to secure funding for 2015/16</p>	<p>Complete</p>	<p>The Council was successful in gaining funding through the Sport and Physical Activity Commissioning Process for 2015/16. This resulted in approximately £112K for the forthcoming year. This included Sport England Funding for Sportivate and Satellite Club Funding. In addition this funding will allow The Council to deliver over 50 projects. Taking in to account cash and in-kind costs, the plan is worth almost £250K.</p> <p>The Council and its partners have successfully delivered the 2014/15 plan with anticipated outcome of over 30,000 attendances expected in 2014/15. Ongoing projects from 2014/15 will continue for 2015/16 including: walking groups, choose to move exercise classes, dementia walks and chair-based exercise.</p>	<p>We reported back on the 2014/15 Commissioning Plan on the 17th April 2015 to Leicestershire and Rutland Sport, including all attendances, participants, equality data and 5 case studies. The remainder of Q1 will be setting up the projects from the 2015/16 commissioning plan. Due to start in Q1:</p> <ul style="list-style-type: none"> - Park Run - A new Walking Football Group - 3 Sportivate Projects - 1 new Satellite Club - Development of new mini movers and baby movers groups. - Try a Sport project with SLF. <p>We are working on how best to utilise Mosaic and we are making our evaluation processes more robust. This will allow us to justify projects and outcomes and hopefully lead to further funding.</p>	<p>Ann Marie Hawkins Hollie Hutchinson</p>	<p>Community Wellbeing - Cllr James Hallam</p>
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<p>KA 03.03 Support organisations to provide a co-ordinated range of activities and events</p>	<p>Complete</p>	<p>For the development of the 2015/16 Commissioning Plan, Sportivate and Health Projects the Council has worked closely with a large number of organisations. The Council has worked with these organisations to support them to provide activities. The organisations supported included:</p> <ul style="list-style-type: none"> - Papworth Trust - Freedom Support - VASL (Carers) - Homefarm Trust - Peatling Magna , Shearsby and Houghton on the Hill PC's - Various Sports Clubs - The Cube - Great Glen Wild Spaces - Local Schools - Salvation Army <p>Early Help Grants 11-19 - support provided to ensure quality of funded projects and return of end of grant monitoring information on time. A remaining budget of £500 was retained for individual grants to targeted young people referred from partner organisations/SLF Team etc.</p> <p>Police and Crime Commissioner funding -monitoring of small commissioned specific project to meet gap in services through Youth Offending Team - The YIP Project (Coaching of young people at risk of entering criminal justice system). 6 months spend period only guaranteed.</p>	<p>Continue to support the groups through the Health and Wellbeing Partnership to provide a platform for The Council to be able to support and provide activities and events for external organisations.</p>	<p>Stella Renwick Ann Marie Hawkins Hollie Hutchinson</p>	<p>Community Wellbeing - Cllr James Hallam</p>
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<p>KA 03.04 Facilitate with partners the delivery of a charitable Museum Trust for Market Harborough</p>	<p>Amber</p>	<p>The Council and Leicestershire County Council facilitated a number of workshops and meetings with Partners. Significant progress has been made in terms of an agreed way forward that will help to secure the long-term future of Harborough Museum.</p> <p>In summary these were to:</p> <ul style="list-style-type: none"> • Confirm the importance of the existing legal partnership between HDC, LCC and MHHS and clarify their individual roles within the partnership and affirm their ongoing commitment to the future of Harborough Museum • A commitment to make the partnership more effective and give equal weight to the voice of each partner, through the establishment of a partnership steering group, which will agree the strategic direction and priorities for Harborough Museum • A commitment to establish a programming/activity group to support the partnership in realising its vision for Harborough Museum. This group would have the ability to call on the support of other stakeholders and volunteers as appropriate • Agreed a series of initial priorities for Harborough Museum • Agreed that work to establish a Harborough Museum Trust would cease at this time and steps would be taken to resolve any outstanding issues around funding held by the interim organisation for the benefit of the Museum be transferred to a relevant body, for the specific purpose of supporting and developing Harborough. The original objective was the creation of a Charitable Trust. Therefore this key activity has been assessed as amber as a Charitable Trust has not been delivered. However as indicated above, Partners have agreed that work to establish a Trust should cease at this time but significant progress has been made to agree a way forward to secure the future of the Museum. <p>In January 2015 the Area Committee for the Market Harborough New Homes Bonus Locality Fund considered two grant applications from the Trust, in relation Education sessions and Movie Makers Films, and although they were supportive of aspects of the applications they identified issues to be worked through and agreed by HDC and LCC. Since that time, following further discussions the applicants have decided not to resubmit the applications as they consider that the work is largely covered by the Museum Service.</p>	<p>A meeting of the first Harborough Museum Strategic Steering Group is planned to be arranged for June/July 2015.</p>	<p>Ann Marie Hawkins</p>	<p>Community Wellbeing - Cllr James Hallam</p>
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KA 03.05 Manage and monitor the Section 106 and New Homes Bonus and voluntary sector grants	Complete	<p><u>S106</u> Grant window opened on the 8th October and closed on the 8th December. 4 applications were considered by the Member Grant Panel on 10th February 2015. Three grants were allocated and endorsed by the Executive on the 16th March 2015.</p> <p><u>NEW HOMES BONUS</u> The Member Grant Panel made recommendations to the Executive in Round 1 of the New Homes Bonus District Wide Fund, to allocate £94,439.63 of the £125,000 pot. These were all approved at the Executive meeting on the 12th January.</p> <p>The New Homes Bonus District Wide Grant window for round 2 closed on 8th December. 12 applications were considered by the Member Grant Panel on 10th February 2015. 10 of these projects were allocated funding and these allocations were endorsed by the Executive at its meeting on the 16th March 2015. The total funding allocated was £30,560.37; which means the all the funds in this years £125,000 New Homes Bonus District Wide pot has been allocated.</p> <p>Market Harborough Locality Fund closed on 8th December. There were 7 applications which will be considered by the MH10 on 7th January 2015. 4 of these were supported with a total of £21,376 being allocated. The remainder funding in this pot is £41,718.22</p> <p><u>VOLUNTARY SECTOR GRANTS</u> The voluntary sector grants have again been allocated to VASL, VAL, Lutterworth One Stop Shop/Volunteer Centre and CAB and quarterly meetings were held with each of these groups.</p>	The New Homes Bonus District Wide Grant fund is undergoing a review with the intention of opening the first of two grant windows in August 2015, followed by another at the beginning of 2016.	Hayley Cawthorne Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam
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CO 4: Residents and businesses are informed, included and listened to	Status: Green
Lead Officer: Norman Proudfoot, Corporate Director - Community Services / Beverley Jolly, Corporate Director - Resources / Ann Marie Hawkins, Head of Policy, Performance and Partnerships	
Lead Portfolio Holder: Cllr Paul Dann, Corporate Services / Cllr James Hallam, Community Wellbeing	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 04.01 Actively engage hard to reach groups and young people with local democracy and decision making processes	Complete	<p>The Council has supported young people and communities in the following areas:</p> <ul style="list-style-type: none"> - Four Young Citizen Panel sessions held at Kibworth High, Welland Park, Thomas Estley CC, Robert Smyth Academy. - Support given to projects forming part of exit plan for the Rural Youth Voice Project. - Involvement of hard-to-reach groups through Roc on the Rec - now supported by HYACT Cube Youth Centre. - Inclusion of students with Special Educational Needs or Disabilities, those from disadvantaged backgrounds, and those with behavioural challenges in Young Citizens' Panels. <p>A wide range of other activities/sessions/consultations have taken place involving other groups who could be considered hard to reach, for example:</p> <ul style="list-style-type: none"> Harborough Action Team (People with learning Disabilities and their Carers) Torch House Trust (For People with Sight Difficulties) Home Farm Trust (Adults with Learning Disabilities) HDDAG (Harborough District Disability Access Group) Multi-Agency Traveller Unit and GATE (Gypsy and Traveller Equality) Interfaith Groups 	Engagement with hard-to-reach groups will continue and will be considered in Equality Impact Assessments.	Ann Marie Hawkins Stella Renwick	Community Wellbeing - Cllr James Hallam
KA 04.02 Continue to improve our community and customer insight	Green	<p>Mosaic data was used to inform the Universal Credit project and was used by other teams across the Council to help inform service delivery.</p> <p>A project group was established to monitor and support the officers using Mosaic across the organisation.</p> <p>A meeting was held with Experian to review the possibilities of using Mosaic business data to help inform the Open for Business programme.</p>	Continue to use Mosaic to better understand our community and inform service delivery during 2015/16.	Rachael Felts	Corporate Services - Cllr Paul Dann

KA 04.03 Carry out the Annual Residents Survey and continue to develop a communication and engagement calendar to ensure these activities are co-ordinated	Amber	Annual Resident Survey was not undertaken in the 2014/15 year. However, targeted surveys were undertaken as part of core service delivery and the budget process.	To be reviewed during the 2015/16 year.	Rachael Felts	Corporate Services - Cllr Paul Dann
KA 04.04 Re-design of the Council website	Complete	The Council commissioned and implemented a fundamental redesign of its website including significant improvements in content management, accessibility and creating opportunities for future channel shift initiatives.	Further development of the website included improvements in online payments, electronic forms and signposting to partner information.	David West	Corporate Services - Cllr Paul Dann
KA 04.05 Provide effective liaison with parishes on district and local priorities	Complete	<p>Two Parish Clerk coffee times were delivered in March, one in the morning and one in the evening to suit clerk/chair work patterns. The venues for these were also spread evenly too, one to the west, one to the east.</p> <p>Continued regular contact with parish clerks and chairs, resolving issues, signposting queries or giving advice.</p> <p>The annual Parish Communication Survey was sent to all parishes with a 69% return rate. Key feedback as follows:</p> <ol style="list-style-type: none"> 1. General communication from The Council over the last year - 97% satisfactory or above. 2. The degree on which Parishes rate their working relationship with the District Council - 97% satisfactory or above. <p>Feedback about specific service areas was also collected.</p>	<p>Further coffee times arranged for summer 2015/16 and one-to-one meetings will take place where peer support will take place.</p> <p>Maintenance of the Parish Contact database.</p>	Hayley Cawthorne Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam

PRIORITY: Provide the right public services to the right standard and deliver value for money

CO 5: The Council is efficient and resilient in its service delivery	Status: Amber
Lead Officer: Beverley Jolly, Corporate Director - Resources / Norman Proudfoot, Corporate Director - Community Services / Simon Riley, Head of Financial Services	
Lead Portfolio Holder: Cllr Paul Bremner, Finance & Assets / Cllr Paul Dann, Corporate Services / Cllr Phil King, Planning & Environment	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 05.01 Implement ICT Strategy	Amber	<p>Key ICT developments delivered in 2014/15 included:</p> <p>E-mail infrastructure (Exchange upgrade)</p> <ul style="list-style-type: none"> ICT team worked with the chosen supplier on new e-mail infrastructure: planning, installing and configuring the system. Current mailboxes were migrated to the new infrastructure which went live successfully in March 2015. <p>Contact Centre call routing</p> <p>Planned changes in Contact Centre call routing were deferred following discussions with Charnwood Borough Council (CBC) to understand its scheduled plans for a telephony system upgrade (which the Council needs to integrate with). This resulted in reprioritisation and rescheduling.</p>	<p>E-mail infrastructure (Exchange upgrade)</p> <ul style="list-style-type: none"> Migrate remaining elements of the old e-mail infrastructure to the new setup. Retire old e-mail infrastructure. <p>Contact Centre call routing</p> <ul style="list-style-type: none"> Review the new CBC telephony provision and re-assess Contact Centre call routing options. <p>Flexible working telephony (IP telephony flexible working functionality)</p> <ul style="list-style-type: none"> Agree and configure telephony software for flexible use and roll out. <p>Ongoing ICT Strategy work has been included in ICT's team plan for the next financial year.</p>	Chris James	Corporate Services - Cllr Paul Dann

KA 05.02 Implement outcome of Service Review: Regulatory Services	Amber	<p>The Leicestershire district councils were approached to determine whether there was scope to pursue shared services for Regulatory Services. Feedback from the districts was that whilst there was recognition that there were areas of specialism within some areas of work which could be utilised there was not the appetite to look at full shared services.</p> <p>With regards the review of the Parking Supervisors following discussions with the Partner Authorities, a proposed structure was developed and formal consultation process began.</p>	Implementation of the Parking staff restructure.	Elaine Bird	Community Safety & Regulatory Services - Cllr Bill Liguorish
KA 05.03 Implement outcome of Service Review: Environmental Services	Amber	A review of the Environmental Services team was undertaken during the 2014/15 year and costed options were developed. Implementation of the new structure included: the integration of the management of grounds maintenance and street cleansing resulting in budgetary saving.	Investigate further opportunities relating to contract management to include integration of Market Hall operations and a strengthening of the Council's commissioning and procurement capacity.	Matt Bradford	Planning, Finance, Assets and Development, Cllr Phil King Environment & Waste - Cllr Paul Bremner
KA 05.04 Implement outcome of Service Review: Building Control	Amber	The Council commissioned a full review external review of its Building Control service from the national Local Authority Building Control (LABC) body. This concluded that the Council's service was efficient and high-performing. A series of actions were recommended for implementation in late the last half of 2014/15. The majority of these actions were planned to be delivered in the 2015/16 year.	Delivery of the Action Plan arising from the LABC review which will be monitored through the Corporate Programme Board.	Jenny Stephens	Planning, Finance, Assets and Development, Cllr Phil King

KA 05.05 Implement outcome of Service Review: Human Resources (HR)	Amber	<p>The Council has implemented the majority of the actions of the HR Service Review.</p> <p>These included:</p> <ul style="list-style-type: none"> - A review, launch and training ready for implementation of a number of HR policies. - Increase of self-service by managers resulted in less reliance and HR intervention. - Restructure of the HR team to provide increased strategic HR capacity to support organisational change programmes within the Council. <p>The above has realised savings of 15% in the cost of the service.</p> <p>Due to pressures within the HR team to support restructuring activity some process redesign work has been delayed (hence Amber status).</p>	Full implementation of revised HR policies and support arrangements including adoption of a business partnering arrangement for managers and supporting cultural and organisational change.	Kate Frow	Corporate Services - Cllr Paul Dann
KA 05.06 Implement outcome of Service Review: Finance	Amber	<p>During 2014/15 the focus was to implement and embed technology and process changes to facilitate a more-efficient and effective internal control environment within the Council. This involved a review of 40 key processes, resulting in revised documentation, training for staff and implementation of e-procurement and collaborative planning (financial monitoring systems).</p> <p>Key improvements included:</p> <ul style="list-style-type: none"> Simplification of journals and approval process Implementation of New BACS and Direct Debit Collection system Payment of Council Tax Refunds via BACS Payment of Business Rate Refunds via BACS Automation of placing interfaces in the correct folder to enable pick up. 	Implementation of a revised Financial Services structure including further embedding of revised financial policies, technological improvements and support arrangements to managers including adoption of a business partnering arrangement.	Kirsty Cowell	Planning, Finance, Assets and Development, Cllr Phil King

KA 05.07 Implement outcome of Service Review: ICT	Amber	<p>During 2014/15, and following previous investment in ICT, it was possible to implement the actions arising out of the service review of ICT including:</p> <ul style="list-style-type: none"> - Improvements in systems administration arrangements across the Council. - Upskilling and reconfiguration of roles within the ICT service. - Review of ICT procedures including a substantial assessment by Internal Audit into our system administration arrangements. - Increased helpdesk capacity and opening hours <p>The above has realised savings of 15% in the cost of the service.</p>	Continued implementation of ICT Strategy including investment in technology, procedures and disaster recovery.	Chris James	Corporate Services - Cllr Paul Dann
KA 05.08 Consider and implement recommendations identified by the IRRV service review of the Revenues and Benefits Partnership	Green	<p>Successful appointment of the new post of Head of Partnership. Consultation and implementation of a revised structure within the partnership was delivered and savings identified. A new customer service arrangement was piloted, in the summer of 2014, by having Revenues and Benefits staff located on the counter at The Symington Building. This pilot finished on 26th September 2014. Based on the evidence this was not progressed at this stage.</p>	Embedding and implementation of the new structure.	Leigh Butler	Corporate Services - Cllr Paul Dann

KA 05.09 Implementation of the Customer Services Strategy	Green	<p>Ongoing implementation of previously agreed Customer Services Strategy. Key achievements included:</p> <ul style="list-style-type: none"> -Website redesigned and launched. - 93% of customers saying they received a 'good' service. - Improved accessibility to a range of services including bespoke arrangements for people with particular needs. - Integration of partner services into the ground floor including CAB, Job Centre Plus, Money Advice. - Migration of services into Customer Services as part of the Council's Channel Shift initiative. - Review of rotas and footfall to ensure resources are targeted to meet demand. 	<p>Implementation of Year 3 of the Strategy including:</p> <ul style="list-style-type: none"> - Expand the range of services provided by customer services. - Further Channel Shift initiatives. - Monitor complaints and satisfactions levels to inform service delivery. - Embedding improved customer responsiveness through training and relaunch of the Customer Care Standards across the Council. 	Rachael Felts	Corporate Services - Cllr Paul Dann
KA 05.10 and 05.12 Support and promote Channel Shift to customers	Green	<p>The Council, as part of the Customer Services Strategy, continued to identify services to be migrated onto the Contact Centre and Customer Services to ensure Channel Shift. These included:</p> <ul style="list-style-type: none"> - Harborough Home Search - Licensing - Additional Waste Services <p>Through the use of Mosaic and improved management information it has been possible to revisit the migration plan to identify additional areas for service migration in 2015/16.</p>	Continued implementation of migration of services into the Contact Centre and Customer Services during 2015/16 to facilitate first-point-of-contact resolution.	Rachael Felts	Corporate Services - Cllr Paul Dann
KA 05.11 Extend range of transactional services available to customers via the internet	Green	<p>The successful redesign and launch of the website has improved the transactional capacity of the website, enabling greater self-service for customers.</p> <p>The website has improved accessibility, usability, navigation and content.</p>	<p>Implementation of online payment facility through the website.</p> <p>Continued review of opportunities for customers to self-serve.</p>	Dave West	Corporate Services - Cllr Paul Dann

KA 05.13 Implement E-procurement	Complete	The Council has now automated its purchasing and invoice processing through the introduction of e-procurement across all services. This was originally scheduled for completion by September 2014 but was subject to a small delay on actual implementation until October 2014. Successful 'go-live' and training has allowed the benefits to be identified and the processes improved and documented.	Further roll-out of e-procurement functionality for example, goods receipting and developing improved management reports to identify opportunities for supplier rationalisation and reduction in contract costs.	Chitra Mani	Planning, Finance, Assets and Development, Cllr Phil King
KA 05.14 Investigate the options for the procurement of the waste collection service to enable an evaluation of the respective benefits of the possible joint and sole procurement options	Amber	During 2014/15 The Council agreed an extension to the current Environmental Services Contract to 2022/23 with a one-year break clause in April 2016 which kept open the option for joint working with neighbouring authorities. This extension also took into account the impact of changes in funding from the waste disposal authority (LCC) and the need for cost savings and service redesign.	Delivery of the project plan to ensure a successful procurement of new services or not to exercise the break clause. Engagement with Members and the community on future service delivery options.	Matt Bradford	Environment & Waste - Cllr Paul Bremner Planning, Finance, Assets and Development, Cllr Phil King
KA 05.15 Develop an Implementation Plan for commissioning the Environmental Services contract	Amber	A Project Board has been established to look at the commissioning options following the extension of the Environmental Services Contract.	Delivery of the project plan to ensure a successful procurement of new services or not to exercise the break clause.	Matt Bradford	Environment & Waste - Cllr Paul Bremner Planning, Finance, Assets and Development, Cllr Phil King

KA 05.16 Promote and expand the Trade Waste service	Complete	<p>The Council included within its budget stretch targets to grow the number of customer and income from the Trade Waste Service.</p> <p>Year to Date Growth - number of lifts (combined): April 55,922 Q1 55,915 Q2 56,577 Q3 57,803 (estimate based on Nov figures)</p> <p>Year to Date Revenue: April £589,938 Q1 £586,964 Q2 £590,539 Q3 £608,089</p> <p>Other achievements included:</p> <ul style="list-style-type: none"> - Marketing review commissioned and received to increase the commercial return from the service. - Increase in price leading to increased revenues with limited reduction in customer base. - Marketing campaigns within the media. 	Continued growth during 2015/16 through active marketing, promotion of recycling and improved customer engagement.	Matt Bradford	Environment & Waste - Cllr Paul Bremner
KA 05.17 Review and implement the Parking Strategy	Red	<p>During 2014/15 the Council explored the potential to jointly commission a parking strategy with another Council. This option did not progress further. This resulted in a delay in commissioning consultants to undertake the review.</p> <p>Consultants were commissioned to undertake the review and the outcome is awaited.</p>	Receive and consider the review and develop a parking strategy for implementation.	Norman Proudfoot	Planning, Finance, Assets and Development, Cllr Phil King

KA 05.18 Manage all contracts in line with Best Practice Guidance	Green	<p>Improved Contract Management arrangements were implemented in 2014/15 including:</p> <ul style="list-style-type: none"> - Waste and Recycling Contract managed in accordance with Best Practice. - Improved challenge of KPIs. - Discussion on operational issues ongoing through monthly Ops meetings. - Embedding the Contractor Scorecard across major contracts resulting in a more collaborative approach to contract management. - Improved discussion of strategic Issues being discussed through the Quarterly Core Group Meeting. 	Roll out of contract management arrangements and methodology to the Leisure and Market Hall contracts.	Matt Bradford	Planning, Finance, Assets and Development, Cllr Phil King
KA 05.19 Implement a corporate commissioning plan	Complete	Commissioning Plan Actions agreed for 2014-15 are all completed.	Develop a revised Commissioning Plan including revised needs assessments and increased use of alternative procurement methods to achieve best value.	Jonathan Ward Langman	Planning, Finance, Assets and Development, Cllr Phil King

CO 6: The Council makes the best use of its assets and resources	Status: Green
Lead Officer: Simon Riley, Head of Financial Services / Beverley Jolly, Corporate Director – Resources	
Lead Portfolio Holder: Cllr Phil King, Planning, Finance, Assets and Development / Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 06.01 Manage assets through the Corporate Property Strategy and implement the outcomes of the Asset Review	Green	<p>Implementation of the Corporate Property Strategy including:</p> <ul style="list-style-type: none"> - Sale of garage sites - Retention of three garage sites for potential development. - Ongoing discussions in respect of Retail Units One and Two in The Symington Building. <p>Work has been commenced on the transfer of Dodderidge Road to HFT and options for the future use of The Settling Rooms via Scrutiny and the Executive.</p> <p>Condition surveys and suitability assessments have been undertaken for the Council's key assets.</p>	Continued implementation of the Property Strategy including identification of new opportunities and potential disposals including: improvements in business case preparation and whole-life costing.	Mark Perris	Planning, Finance, Assets and Development, Cllr Phil King
KA 06.02 Deliver the Market Hall Strategy and Market Improvement Plan and maximise commercial benefits	Green	<p>The Market Hall opened in April 2014 and quickly increased weekly footfall from 22, 000 (before the refurbishment) to 35, 000 (after the refurbishment). The Market experienced high levels of demand for stalls (especially for the food hall and the permanent stalls) New and successful craft market was introduced on Thursdays following the success of the Wednesday Retro Market.</p> <p>Marketplace (Europe) was appointed as Market Management Company.</p>	<p>Increased marketing through press and social media</p> <p>An event and marketing strategy for The Square to be agreed</p> <p>Review of pop-up stall strategy and charging framework to increase uptake</p>	Simon Riley	Planning, Finance, Assets and Development, Cllr Phil King
KA 06.03 Manage revenue & capital budgets efficiently	Green	The Council monitored its budgets monthly and reported to The Executive and Scrutiny. The Council has contained its spending plans within the resources available and identified additional in-year savings through a Portfolio	Continued tight management of the budget and production of a new multi-year Medium-term Financial Strategy following the comprehensive spending	Claire Bentley Carolyn	Planning, Finance, Assets and Development,

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		<p>Holder challenge.</p> <p>The budget was agreed by Council in February 2015 which incorporated a balanced package of savings, growth and a four-year capital programme.</p>	review.	Bland	Cllr Phil King
KA 06.04 Implement the Workforce Strategy	Complete	<p>The Council has continued to implement its Workforce Strategy and, during the year, established an Employment Committee.</p> <p>Key Actions included:</p> <ul style="list-style-type: none"> - Scoping of the Terms and Conditions Review. - Staff development. - HR topical sessions. - Customer Responsiveness training. - Development of an Accountability Framework. - Ongoing Delivery of a Cultural Change Programme. - On-gong training for Members. - Team Leader Development Programme. 	Continued implementation of the Workforce Strategy during 2015/16.	Kate Frow	Corporate Services – Cllr Paul Dann
KA 06.05 Implement the Culture Change Programme	Complete	<p>Work continued to deliver a series of Cultural Change programmes and initiative including:</p> <ul style="list-style-type: none"> - Customer responsiveness training - Working in a political environment. - Change management. - Project management. - Employee Star Awards. - Employee survey. 	Continue to implement the Culture Change programme.	Kate Frow	Corporate Services – Cllr Paul Dann

CO 7: Council services are compliant with legal and audit requirements	Status: Green
Lead Officer: Beverley Jolly, Corporate Director – Resources / Verina Wenham, Head of Legal Services / Simon Riley, Head of Financial Services	
Lead Portfolio Holder: Cllr Paul Dann, Corporate Services / Cllr Phil King, Planning, Finance, Assets and Development	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 07.01 Provide efficient and effective training for Members, particularly to promote their roles as community leaders	Amber	The Member Development Executive advisory panel identified a series of training needs for inclusion in the Member Induction Programme (post election). The Member Induction programme was approved at the 16 March 2015 Executive.	The member induction programme has been agreed and implementation started on 12 May 2015.	Beth Murgatroyd	Corporate Services – Cllr Paul Dann
KA 07.02 Conduct European Parliamentary Elections	Complete	Elections successfully completed.		Sheena Mortimer	Corporate Services – Cllr Paul Dann
KA 07.03 Implement Individual Electoral Registration	Complete	Transfer to IER completed and new Register of Electors has been published.		Sheena Mortimer	Corporate Services – Cllr Paul Dann
KA 07.04 Conduct Neighbourhood Plan Referenda	Complete	Billesdon Neighbourhood Plan Referendum completed.	Support forthcoming referenda.	Sheena Mortimer	Corporate Services – Cllr Paul Dann
KA 07.05 Prepare for Single Fraud Investigatory Service	Green	The Department for Work and Pensions (DWP) notified the Council of a single fraud investigatory service in 2016/17. This involves transfer of responsibility to the DWP. However, a need was identified for continued support for counter-fraud activity within councils. The Council has joined together with Leicester City Council, and six other districts. In addition the partnership detailed above has been successful in securing almost £1m of DCLG funding for fraud.	Continue joint working with Revenue and Benefits Partnership, the DWP, and the Counter-fraud service headed by Leicester City Council to identify and deter fraud.	Leigh Butler	Corporate Services – Cllr Paul Dann

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 07.06 Ensure that policies and procedures for safeguarding adults and children are effectively implemented	Complete	The Council refreshed its DSO (Designated Safeguarding Officers) training in line with the County Council and partners. This included: <ul style="list-style-type: none"> - Two Gold Level Safeguarding Training Sessions delivered – all staff up to date on training requirements - Monthly Bronze induction training sessions for all new staff continues - E-learning has been updated to reflect policy changes. - New volunteer DSOs have been briefed and training arranged. - Survey to assess safeguarding awareness is now incorporated in the new induction programme. - The Leicestershire Safeguarding Children and Adults Board competency framework has been incorporated into HDC appraisal system to ensure they are observed across the organisation. 	Continue to work with the Children and Adult Safeguarding Boards to ensure the Council is compliant with requirements in the protection of children and vulnerable adults.	Stella Renwick Ann Marie Hawkins Kate Frow	Corporate Services – Cllr Paul Dann
KA 07.07 Ensure procurement is compliant with statutory obligations, including new EU procurement directives, and HDC Procurement SORP	Complete	All procurement during 2014-15 compliant with the Council's procedures and European Regulations.	Continued monitoring of the SORP as part of the Council's Commissioning Framework.	Jonathan Ward Langman	Corporate Services – Cllr Paul Dann
KA 07.08 Continue to embed equality and diversity considerations throughout the organisation	Complete	The Corporate Equality Group continued to be developed. Key developments included: <ul style="list-style-type: none"> - The use of the forward plan to identify areas which required equality analysis. - Mandatory Learning Pool Equality module. - Staff training sessions delivered for new staff. - Support to report authors/service areas on completion of equality analysis - Regular items of interest on core brief and equalities noticeboard. 	Member training session to be delivered.	Julie Clarke	Corporate Services – Cllr Paul Dann
KA 07.09 Review of Constitution and delegations	Amber	The Council commissioned a review of its Constitution and appointed an external facilitator. A series of All-Member workshops and subsequent consideration by the Constitutional Review Committee considered changes and proposals in the following areas:	Work will continue to review the Constitution, including Delegations, during 2015/16 with a view to creating a single update of the Constitution during this period.	Beth Murgatroyd Verina Wenham	Corporate Services – Cllr Paul Dann

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		<p>Planning- Call in</p> <p>Member/Officer Protocol.</p> <p>Access to Information Rules</p> <p>Senior Office employment Rules</p> <p>Planning Code for members</p> <p>The revised code of conduct has been adopted by Council in time for the new Council term.</p> <p>A number of other areas had initial discussions and it was agreed that they would be considered in 2015/16. In particular, it was agreed that Part 3 (Scheme of Delegation) should be covered in a single report to Council once the review had concluded.</p>			
KA 07.10 Develop an accountability framework to deliver improved internal control and assurance	Complete	An Accountability Framework has been developed and agreed.	To embed and deliver the Accountability Framework.	Kate Frow	Corporate Services – Cllr Paul Dann

PRIORITY: Encourage a vibrant and sustainable business community intent on prosperity and employment opportunities

CO 8: Businesses are able to access Council services easily	Status: Complete
Lead Officer: Norman Proudfoot, Corporate Director - Community Services / Beverley Jolly, Corporate Director - Resources	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity / Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 08.01 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	Complete	<p>The Environmental Health Officers and the Business Support Manager met to discuss the Better Business for All programme and inclusion on the Harborough Business newsletter.</p> <p>The Leicestershire Regulatory Services Partnership have developed and accepted service standards to comply with the Regulators Code. Draft BBFA performance indicators have been developed to demonstrate compliance with the Code. Draft work programme and document for evidence for compliance with the Code developed.</p> <p>Satisfaction surveys have been updated to include key questions that will measure the effectiveness of interventions with businesses.</p> <p>A revised enforcement policy has been drafted.</p>	<p>To embed the Better Business For All scheme including:</p> <ul style="list-style-type: none"> - a self-assessment checklist for audit purposes. - Update to the website to reflect the requirements of the code. - To consult on the Corporate Enforcement Policy. 	Ruth Hollingsworth Adrian Eastwood	Economic Prosperity - Cllr Blake Pain (Leader)
KA 08.02 Further develop the roll-out of our procurement strategy and its focus on local business support	Complete	Council's procurement webpages were refreshed and engagement with The Chamber of Commerce was undertaken in October 2014 and feedback was acted upon.	<p>Further engagement events via Chamber of Commerce and other channels during 2015-16.</p> <p>Promotion of procurement policy and procedures to suppliers via email/internet.</p>	Jonathan Ward Langman	Economic Prosperity - Cllr Blake Pain (Leader)

CO 9: Entrepreneurs and businesses are able to access support and advice	Status: Green
Lead Officer: Simon Riley, Head of Financial Services / Norman Proudfoot, Corporate Director - Community Services	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity / Cllr Phil King, Planning, Finance, Assets and Development	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 09.01 Leader's Business Board, lobbying and advocacy of place through effective relationship management	Green	<p>Delivery against Open for Business Plan has been delivered. SPARK Competition was opened for entries.</p> <p>Engagement with businesses has been undertaken through business breakfasts, newsletters and training events and discussions around the formation of the Leader's Board commenced.</p>	To continue to develop our offer to the local business community and advertise through our partners.	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)
KA 09.02 Ensure full participation in LLEP programmes	Green	Involvement with several LLEP programmes at officer and senior officer level. Continued dialogue with LLEP. Continued to support the development of LLEP activity (Sector growth plans and Business gateway) and also facilitated LLEP work in the Harborough area.	<p>To continue dialogue with LLEP regarding the Council's programmes. Including:</p> <ul style="list-style-type: none"> - The Council's key projects and get their agreement as to how they should be progressed to best suit LLEP timescales and call for projects. - Regular promotion of LLEP activity amongst Harborough Businesses through website, media and business newsletter. - Participation on the Place and People Boards. - Participation through attendance at quarterly meetings such as Economic Research Partnership. 	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)
KA 09.03 Enhance the development, roll-out and reach of the Harborough Innovation Centre to ensure that it is the first port of call for business support and maximise the	Green	All targets being met and SPARK competition attracted businesses from across the District to the Innovations Centre.	Continue to use the HIC for business events and seminars for the local business community. Review the HIC 'offer' in line with the potential HIC contract management negotiations to look at and assess options as to how we can increase and enhance the reach of the	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
opportunities Oxford Innovation can provide through Growth Accelerator			HIC into the wider business community and develop it as the hub for business activity across Harborough.		
KA 09.04 Develop the 'Harborough Blueprint' implementation plan with the Tourism Partnership and Leicestershire Promotions	Complete	<p>Work was undertaken to progress the actions included in the Harborough Blueprint. The Council has worked with partners to progress:</p> <ul style="list-style-type: none"> - The installation of Visitor Interpretation Panels in Market Harborough. - The opening of a renovated Foxton Locks museum. - The accreditation and potential relocation of Lutterworth museum. 	To continue to support the implementation of the Harborough Blueprint.	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)
KA 09.05 Review town centre management approach with Market Harborough and Lutterworth as part of Open for Business	Amber	Scoping of a consultant's report in respect of a Town Centre Masterplan for Market Harborough was undertaken during the year.	To procure, receive and consider the consultant's report to inform the Masterplan.	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)
KA 09.06 LLEP and Magna Park support for a specific 'Centre of Excellence' approach to leveraging the business benefits of Magna Park activity in the district in line with intervention strategy	Green	The Council worked closely during the year with businesses and educational providers to develop the vision for a Centre of Excellence (University Technical College) for the logistics industry in the west of the District. The Centre of Excellence was identified within outline Magna Park planning proposal in the form of a University Technical College.	<p>Continue to provide support in the delivery of the Centre of Excellence when requested.</p> <p>Support the Centre of Excellence (UTC) in its discussions regarding potential funding.</p>	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)
KA 09.07 Develop and deliver a LEADER programme for rural based	Green	The Council supported the development of the successful LEADER bid for European funding. This was confirmed during the year and processes developed for project	Provide support to the project manager who has been recruited.	Lee Byrne	Economic Prosperity – Cllr

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
business		commencement in July 2015.	Contact local businesses to inform them the project is up and running and open for calls. Work with project manager and businesses to enable them to access funding		Blake Pain (Leader)

CO 10: Our communities have access to better broadband	Status: Green
Lead Officer: Simon Riley, Head of Financial Services / Norman Proudfoot, Corporate Director - Community Services	
Lead Portfolio Holder: Cllr Blake Pain, Economic Prosperity	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 10.01 Ensure demand for broadband in Harborough is fully recognised by funders and potential suppliers	Green	<p>The Council worked within the Superfast Broadband Programme to identify and maximise rollout of superfast broadband to communities and businesses. During the year significant number of premises were connected in Harborough District, In addition support was given through the grant system for community based initiatives including support top the HERBS partnership in the North of the District.</p> <p>Targeted support has been provided to businesses through awareness sessions and targeted roll-out of new connections.</p>	<p>Continue to help with demand stimulation locally promoting business events in the area.</p> <p>Work with Local Plan team to look at how we can ensure new developments are connected to superfast broadband through the revised local plan.</p> <p>Continue to target grant support to allow community-based initiatives to be developed. HERBS funding conditional of feasibility being carried out in the next 12 months.</p>	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)
KA 10.02 Ensure input to the deployment and roll-out of the LCC/BDUK project	Green	District investment of £530k as part of the Superfast Leicestershire programme has allowed 50 cabinets within Harborough District to be upgraded with more planned to come forward during the next phases of deployment.	Continue to lobby on behalf of the more rural areas that are not currently within the rollout programme and discuss alternative methods to cover these areas with County and private providers.	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)
KA 10.03 Ensure a solution for the hard to reach communities is developed and delivered	Green	The Council continues to be part of the governance of the Superfast Leicestershire programme. Through this discussions have taken place to review options for hard-to-reach areas and to facilitate meetings between broadband providers and communities to look at local solutions.	To maintain dialogue with County and local broadband stakeholder groups and continue to look at potential options for broadband delivery within the rural areas	Lee Byrne	Economic Prosperity – Cllr Blake Pain (Leader)

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

CO 11: People live in safe and appropriate housing	Status: Green
Lead Officer:	
Lead Portfolio Holder: Cllr Phil King, Planning, Finance, Assets and Development / Cllr James Hallam, Community Wellbeing	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 11.01 Deliver housing assistance to vulnerable people including disabled facilities grants and the 4 ways to warmth programme	Amber	<p>During the year, the Council undertook a review of local housing renewal policies to identify good practice across the County.</p> <p>Two Warm Homes Officers were appointed and are working across the County to help vulnerable residents stay warm in their homes. The referral for this work will come via GP surgeries and the First Contact Scheme.</p>	<p>Review the findings of the 2010 local house condition survey against the results of the 13-14 National English Housing Survey to identify the local need for the review of the private sector housing renewal policy.</p> <p>Continue to support the Home Improvement Agency in the delivery of the Warm Homes project during 2015-16</p>	Elaine Bird	Planning, Finance, Assets and Development, Cllr Phil King
KA 11.02 Deliver an efficient and effective Home Improvement Agency Service (HIA)	Complete	<p>Officers have been working with the Home Improvement Agency (HIA) to develop an improved monitoring system which enables Managers to identify issues with the progression of cases at an early stage and to identify delays which are outside of the control of either the district council or the HIA. This work feeds into the service standards to reflect the true performance of the council and the HIA. There has been a reduction in the length of time members of the public have to wait for the completion of adaptation with all referrals since April 14 meeting the target times.</p> <p>Council officers and the HIA have met to develop a fixed-price system for certain adaptations. This will reduce the length of time it takes to process an application for a disabled facilities grant. The proposed charging system has been developed and is currently being considered by the district council's who use the agency.</p>	Continue to monitor the timescales for the delivery of disabled facilities grants.	Elaine Bird	Planning, Finance, Assets and Development, Cllr Phil King

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		The fixed price system for certain disabled adaptations came into operation in quarter 4 and the Council will continue to monitor the impact this has on the length of time it takes to complete the adaptations.			
KA 11.03 Provide housing options to those in need through Harborough Homesearch	Complete	During the year, the Council provided housing options advice to those who did not qualify to join the housing register because they had sufficient financial resources to address their own housing need. In addition, the work was undertaken to develop the website: www.harborough-homes.org.uk to provide further housing options advice including a self-help tool for those in housing need searching for accommodation in the District.	Continue to provide a housing options advice service via telephone and in person. Continue to develop the corporate and www.harborough-homes.org.uk website to provide further housing options advice providing a self-help tool for those in housing need who can self-serve to search for accommodation in the District.	Ann Ball Ann Marie Hawkins	Planning, Finance, Assets and Development, Cllr Phil King
KA 11.04 Work with the Health and Wellbeing partnership to support and develop a hospital to home service and effective hospital discharge protocol	Amber	The Council working with partners has been successful in securing funding from the Transformational Challenge Award for the Lightbulb project. Work is underway to establish governance arrangements and priorities.	To finalise the governance and priorities through the Lightbulb project board and to scrutinise and monitor it through the Health and Wellbeing partnership. the Transformational Challenge Award	Hollie Hutchinson Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam

CO 12: People who are most in need are supported	Status: Green
Lead Officer: Norman Proudfoot, Corporate Director - Community Services / Beverley Jolly, Corporate Director - Resources	
Lead Portfolio Holder: Cllr James Hallam, Community Wellbeing / Cllr Paul Dann, Corporate Services	

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 12.01 Continue to lead the implementation of the Supporting Leicestershire Families (SLF) service for the Harborough District	Complete	<p>The District Council contributed £31k in 2014/15 to support the delivery of the SLF service. Outcomes included:</p> <ul style="list-style-type: none"> - Assessment of 34 families. - Improvement is noted across such areas as school and formal education attendance and exclusions, child with violent or aggressive behaviour. - Some areas the issues appeared to have deteriorated, for example, healthy lifestyles and child development concerns. This may be as the relationship with the family has developed the full extent of issues becomes more apparent. <p>Comparisons with Countywide data indicate that the issues facing SLF Families in Harborough District are at least as complex as the rest of the County.</p> <p>A full cost/benefit exercise is being undertaken on SLF cases through the collation of data from partners and other agencies</p> <p>Leicestershire County Council's remodelling of its Early Help Services has brought other services such as youth services and family steps into an extended SLF Service.</p>	<p>Continue to promote the SLF service and appropriate referrals</p> <p>Continue to support the Locality Hub.</p> <p>Consider the outcome of the cost/benefit review and future funding when received from LCC (current funding agreed to March 16).</p> <p>Support the induction of LCC staff into the extended SLF Team in the District.</p>	Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam
KA 12.02 Work with partners to support vulnerable families with children under 5 through the Children's Centre Programme (CCP)	Complete	<p>The CCP for Harborough District was delivered in line with the commissioning plans and to budget for 2014/15. Work was undertaken during the year to prepare for the new County Council CCP commissioning arrangements.</p> <p>The CCP for Harborough District received a 'Good' rating from OFSTED.</p>	<p>To embed the new commissioning arrangements and work with partners to influence service delivery for Harborough District.</p> <p>the Transformational Challenge Award</p>	Hollie Hutchinson Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam
KA 12.03 Work with partners to manage the		DWP (Department of Work and Pensions) issued revised 'Local Support Services' documentation. Working with	Continued implementation of Universal	Leigh	Corporate Services -

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
ongoing impact of Welfare Reform	Green	<p>partners there has been an assessment of new support needs and funding including ongoing support to vulnerable claimants and use of discretionary housing payments to assist. The Council prepared for the introduction of Universal Credit which went live in February 2015. In addition, targeted debt and welfare benefits advice was provided to residents by Citizens Advice Bureau (via a grant from HDC).</p> <p>Quarter 1 603 Quarter 2 569 Quarter 3 499 Quarter 4 610.</p>	<p>Credit, working in partnership.</p> <p>Ongoing support and advice to those affected by Welfare Reform.</p> <p>Deliver Local Welfare Provision support for vulnerable residents in crisis - using LCC funding.</p>	Butler	Cllr Paul Dann
KA 12.04 Conduct Council Tax Local Scheme Annual Review	Complete	The Council reviewed the local scheme and modelled the impact and decided the existing scheme at 15%.	To undertake a further review in 2015/16 and, if appropriate, consult on the scheme.	Leigh Butler	Corporate Services - Cllr Paul Dann
KA 12.05 Work with partners, including the voluntary sector, to respond to the needs of our older and more vulnerable residents	Complete	<p>The Council continued to target and respond to the needs of older and vulnerable residents through focusing on wellbeing including:</p> <ul style="list-style-type: none"> - physical activities for residents in some of their care homes and sheltered accommodation. - New Age Kurling sessions for older residents in villages. - Harborough Health Walk Scheme, - Harborough Town Walking Football Team - Park Fitness sessions. - For the under-fives work has been undertaken to promote physical development and literacy. 	For the next quarter, the 2015/16 Sport and Physical Activity Commissioning Plan has been devised to include a wide range of activities for older adults and the vulnerable.	Ann Marie Hawkins Hayley Cawthorne	Community Wellbeing - Cllr James Hallam
KA 12.06 Support older people to live independently for longer and promote a range of activities to maintain physical health and wellbeing	Complete	<p>Throughout the year the Council has continued to provide activities for all age groups. This has included:</p> <ul style="list-style-type: none"> - Walking, Boccia and chair based exercise in Seven Locks Sheltered Housing. - The Lunch Club in Medbourne has been extremely successful, with an average attendance of 36 older adults. 	<p>Deliver and develop new projects from the 2015/16 Commissioning Plan.</p> <p>All age groups are included within the 2015/16 Plan. The Council will further develop its Early Years Offer and within the next quarter we will provide Sportivate Activity Sessions for 11-25's. The next</p>	Hollie Hutchinson Ann Marie Hawkins	Community Wellbeing - Cllr James Hallam

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		<p>Funding was to last until end of March 2015 but they have been able to extend and become self sufficient.</p> <p>The Council has continued to work with our School Sports Partnership and provide activities for 5-25 year olds including inclusive activities. The Council was the first district to provide a LEAP (exercise and healthy eating group) specifically for disabled participants, which is proving extremely useful in terms of weight loss and food awareness.</p> <p>The Council continues to provide Dementia Friend's Sessions with high levels of uptake.</p>	<p>quarter will also focus on planning for our summer activities including Harborough by the Sea.</p>		