

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

**CO 1: People live in a sustainable environment**

<b>Key Activities</b>	<b>Status</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Lead Officer</b>	<b>Portfolio Holder</b>
KA 01.01 Complete the Options stage in the preparation of the new Local Plan for Harborough and ensure new Local Plan preparation and submission is compliant with relevant regulations and legislation	Amber	Options consultation has been completed. Analysis of comments on the nine alternative housing and employment growth Options is complete. This will be reported as part of the full assessment of each of the nine Options. Assessment of the nine Options is in progress, incorporating the Sustainability Appraisal results, Strategic Transport Assessment and other key tests. Some slippage has occurred on analysis of the comments on the remaining consultation questions.	Analysis of comments on the remaining consultation questions to be undertaken during Quarter 4. Full assessment of each of the nine options to be completed during Quarter 4 in order to identify a preferred option or options.	Tess Nelson	Planning and Regeneration
KA 01.02 Monitoring the supply and availability of land to meet future housing need	Green	The Council published a new housing supply report in November 2015 which showed a 4.36-year supply. The report was accompanied by an analysis which showed that if the current rate of housing development continued then there was a case for removal of a 20% buffer on the supply which would considerably help the achievement of a five-year housing supply.	Publication of next update in May 2016.	Steve Pointer	Planning and Regeneration
KA 01.03 Engage with communities to deliver Neighbourhood Planning throughout the District	Green	The Scraftoft Neighbourhood Plan has been approved for Referendum. The Council has approved Neighbourhood Areas at Great Bowden and Fleckney. Discussions have taken place on an appropriate area for Gilmorton and Officers have commented on draft Plans for Lubenham, Great Glen and Foxton.	Continue to respond to local Groups and Parishes.	Steve Pointer	Planning and Regeneration

KA 01.04 Facilitate delivery of the Climate Local Action Plan and report on progress	Green	<p>Draft Inventory report submitted to the Corporate Management Team (CMT). Some alterations suggested and completed. Awaiting approval for report to go on the website.</p> <p>Draft Annual Climate Local report in preparation. This is due to be presented to CMT in February 2016.</p>	<p>- Inventory report on website once alterations agreed by CMT.</p> <p>- Interim report on progress on Climate Local to CMT in February for presentation to Council.</p>	Helen Chadwick	Environment and Regulation
KA 01.05 Determining planning applications in accordance with stipulated national guidance and ensuring that applications for the Magna Park proposals and Bruntingthorpe Proving Ground for jumbo jet storage are handled and determined within the locally-agreed timescales	Green	<p>DHL Magna Park (15/00919/FUL) and Symmetry Park (15/00865/OUT) applications received, validated and consultation commenced. 15/01531/OUT was received later in October 2015 and has also been consulted upon. A Planning Performance Agreement has been entered into for each application. A case officer (Mark Patterson) has been identified. His other case work has been reduced with no additional work outside Magna Park schemes being assigned to him. Assessment of applications has commenced including statutory and public consultation responses. Additional information has been received for DHL and is now subject to further consultation.</p> <p>A stakeholder meeting was held 29 October 2015. Provisional planning committee date of 28 January for 15/00919/FUL (to be confirmed). The Democratic Services team has sourced a Lutterworth meeting venue for this potential planning committee meeting. A draft agenda was completed early January 2016.</p> <p>15/00865/OUT DB Symmetry application targeted for a February date (TBC) and 15/01531/OUT for Spring 2016.</p> <p>BPG application no longer expected as operator understood to have ceased business.</p>	Quarter 4: Finalise DHL and DB Symmetry reports and arrange planning committee meetings.	Adrian Eastwood	Planning and Regeneration

KA 01.06 Ensure that the Council is able to help the local economy to remain successful through sustainable business growth and by maximising opportunities to help the local economy to grow in a sustainable way	Green	Bids to the Growing Places fund and ESIF (European Structural Investment Fund) have been made to assist in funding the development of further Managed Workspace. The Market Harborough Transport Strategy is in progress, stakeholder consultation has occurred and a number of further assessments are taking place within the County Council. The Local Plan options have been published to show options for business growth in the District especially in relation to proposals for strategic distribution which are significant.	<ul style="list-style-type: none"> <li>- Local Plan options subject to testing and preferred option selected during 2016.</li> <li>- Further development of bid to fund the Move On Space projects - March 2016.</li> <li>- Reporting to Senior Officers on the Market Harborough Transport Strategy at project meetings and Members when the final Strategy is agreed.</li> </ul>	Steve Pointer	Strategy and Economic Development
KA 01.07 Delivering Sustainable Urban Drainage (SUDS)	Green	The Government brought new planning powers into force in April 2015. These powers, via changes to planning legislation, make SUDS a material consideration for Major planning applications. The Council's Development Planning Manager (DPM) has met with Leicestershire County Council (LCC) in its Lead Local Flood Authority role. The Council has set up consultation arrangements with LCC to obtain its expert SUDS advice which it provides as a statutory duty on major proposals. The DPM has created a model planning condition for use where appropriate to secure SUDS provision and a scheme for its maintenance.	<p>LCC Lead Local Flood Authority (LLFA) has indicated it will be providing SUDS guidance. This needs to be reviewed if produced and made available for example through links on the Council's website. The LLFA guidance has not been issued. Consultation arrangements with LLFA are operating effectively with no known issues.</p> <p>Check any LLFA progress with its guidance during Quarter 4.</p>	Adrian Eastwood	Planning and Regeneration

KA 01.08 Increase capacity of community Facilities, open spaces and play through Section 106 funding	Green	<p>The Draft Planning Obligations Supplementary Planning Document (SPD) was subject to a period of public consultation ending 30 September 2015. Responses were reported to the Local Planning Advisory Panel on 4 November 2015.</p> <p>The Section 106 end-to-end process was reported to the Corporate Management Team (CMT) in September and further reports on monitoring are scheduled.</p> <p>The Final Open Space Strategy will be reported to Executive on 11 January 2016.</p> <p>The Draft Open Space Strategy was prepared for consideration by the Executive in July 2015. Report has been made to CMT on the end-to-end Section 106 Process and monthly monitoring reports are being reported to the CMT from July 2015.</p>	<ul style="list-style-type: none"> <li>- Executive report due in February 2016 on final Supplementary Planning Document on Planning Obligations.</li> <li>- Report to Executive in January 2016 and adoption of revised Open Space Strategy.</li> <li>- Consideration of Community Infrastructure Levy.</li> </ul>	Steve Pointer	Planning and Regeneration
KA 01.09 Assess the case for Introducing a Community Infrastructure Levy (CIL)	Green	<ul style="list-style-type: none"> <li>- Infrastructure Delivery Plan has been commissioned to assess required infrastructure and consider available funding mechanisms.</li> <li>- Assessing any gap in funding.</li> <li>- Viability work commissioned to consider impact of CIL / S106 on plan viability and CIL Viability with Councils Viability Assessors.</li> </ul>	<ul style="list-style-type: none"> <li>- Finalisation of infrastructure delivery plan to inform preferred development option - July 2016.</li> <li>- Completion of report for January CMT on CIL.</li> </ul>	Steve Pointer	Planning and Regeneration

**CO 2: The District Offers a clean, green and safe environment in which to love, work and enjoy**

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 02.01 Procurement of Environmental Services Contract	Green	<p>Having considered all of the relevant information regarding the commissioning of Environmental Services, a report was taken to the Executive Meeting on 7 September 2015. Members decided that they would like to commence a new procurement exercise. Following the meeting, the existing contractor made a significantly improved proposal to the Council. The proposal was considered at a Special Executive Meeting on 21 September and was accepted.</p> <p>Quarter 3:</p> <ul style="list-style-type: none"> <li>- Council on 26th November considered and approved Garden Waste Charging Scheme.</li> <li>- Establishment of Business Processes to support the decision to charge for Garden Waste implemented.</li> <li>- Communications programme to inform residents of the changes agreed as part of the revised service offering.</li> </ul>	<ul style="list-style-type: none"> <li>- Completion of Legal documentation for the revised service offering.</li> <li>- Communications programme to inform residents of the changes agreed as part of the revised service offering to be implemented and continued.</li> </ul>	Mark Perris	Environment & Regulation

<p>KA 02.02 Implementation of the new Anti-social Behaviour (ASB) Powers and continuous improvement of the quality of service and response to victims</p>	<p>Green</p>	<p>The Regulatory Committee approved a public consultation to test support for stronger dog laws and to continue to give the police powers to seize alcohol from any persons in Market Harborough and Lutterworth Town Centres on suspicion of causing or likely to cause antisocial behaviour. The consultation was undertaken during November /December 2015 - awaiting results.</p> <p>The Sentinel (Antisocial behaviour) case management system, which is shared between the Council and Police has been upgraded to include triggers for victim care packages for more vulnerable residents. This is linked to the new Victim First service (which replaces Victim Support).</p> <p>The Council is taking steps to ensure we are effective, consistent and responsive to residents needs in the enforcement and management of antisocial behaviour through monthly meetings of lead Officers that cover; noise, nuisance behaviour, litter, fly-tipping, abandoned vehicles and planning enforcement.</p> <p>Community Safety Officers attended Forum on using new ASB powers – highlighting use of Community Protection Notices (CPNs) and Public Space Protection Orders.</p>	<p>- Scrutiny of the impact of the new ASB powers in April 2016.</p> <p>- The PSPO consultation results will go back to the Regulatory Committee in March 2016.</p>	<p>Emma Andrew, Sarah Pickering, Ann Marie Hawkins</p>	<p>Communities</p>
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<p>KA 02.03 The Council will work in partnership and hold partners to account to reduce domestic burglary and car crime, support vulnerable victims and improve road safety in the District.</p>	<p>Green</p>	<ul style="list-style-type: none"> <li>- New, part-time Community Safety Officer now in place.</li> <li>- New Domestic Abuse service has launched – United Against Violence and Abuse (UAVA) – briefing for frontline staff was held at the Council on 15 December.</li> <li>- Alcohol Awareness week included information to staff and customers via social media, TV display in reception and leaflets.</li> <li>- Anti-bullying week – use of social media and County Council information in secondary schools.</li> <li>- Test purchasing operation was undertaken with the Licensing Team and the Police targeting 14 Market Harborough Town premises. All passed and there has been subsequent positive press.</li> <li>- Operation Christmas Presence: Drink Safe Stay Safe/Fatal Four/ Op Tiger and Fire Safety messages.</li> <li>- Speed gun has been deployed to number of villages in December:Kibworth/Lubenham/Medbourne/Thorpe Langton/ Tur Langton /Ullesthorpe/Cranoe/Luttworth and Claybrooke Magna.</li> <li>- Prevent training (to raise awareness and tackle Extremism) now taking place including invites to Councillors and Parishes.</li> <li>- Draft Action Plan and budget to secure a £24,000 grant from the Police and Crime Commissioner for the Harborough District has been submitted and we wait to hear the outcome in the New Year.</li> </ul>	<ul style="list-style-type: none"> <li>- The Community Safety Partnership is reviewing its priorities for 2016-17. This includes a consultation with parishes carried out in December 2015.</li> <li>- Awaiting details of new County-wide Target hardening scheme (fitting of free home security measures for crime and Domestic Abuse victims).</li> <li>- Regular Tuesday market stall in Market Harborough booked through January-March for the Community Safety Partnership to raise awareness and improve safety.</li> </ul>	<p>Sarah Pickering, Ann Marie Hawkins</p>	<p>Communities</p>
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## CO 3: People have opportunities to access a range of leisure, sport and physical activities

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 03.01 Deliver opportunities to engage in sport and physical activity and facilitate the Health and Wellbeing Partnership for the District.	Green	<p>Implementation of the Sport and Physical Activity Commissioning Plan for 15/16 is ongoing. We reported back our 6 months results in October and we are on track to achieving our targets. In the first 6 months we achieved 23,000 attendances to activities. Activities which have taken place this quarter included:</p> <ul style="list-style-type: none"> <li>- Mini Movers within Homestart, which taught targeted mothers and their children (half of which were on Child Protection Plans) how to positively play with their children and aid their physical development.</li> <li>- Physical Literacy Training for Robert Smyth Academy student, which taught students about the fundamentals of physical literacy in the under 5's. They will now help deliver community based sessions.</li> <li>- A new Exercise Referral class at Lutterworth was established to deal with increasing demand.</li> </ul> <p>Ageing Well Events and Slipper Exchanges took place in Market Harborough, Houghton on the Hill and Lutterworth. We were able to provide over 100 older and potentially vulnerable residents with new slippers, which will aid falls prevention.</p> <p>We have been working with Leicestershire and Rutland Sport to deliver a study tour as part of the LGA Board for Culture, Tourism and Sport Conference which is taking place in February. The tour will show the sports leadership journey of young people and the holistic approach we apply to their personal development in both formal and informal settings. Robert Smyth Academy are attending to present their successful leadership</p>	<p>In Quarter 4 we will hold our next local Sports Club Forum event. We will have a focus on introducing clubs to social media and how to use it to their advantage.</p> <p>Reporting back from projects that received a Staying Health Grant earlier in the year will take place at the end of March and will be submitted to Public Health. We are unsure whether we will receive this funding next financial year, however due to the budget reductions within Public Health this is looking extremely unlikely.</p> <p>In January we are starting our new project called 'Just'. This will target women and girls aged 14+ to become active via a variety of sports and physical activities. We are being externally funded to deliver this. This is a new type of project for us where we have spent a great deal of time and effort on the marketing and promotion side. We have also target marketed using Mosaic market segmentation.</p> <p>Other activities that will take place this quarter include:</p> <ul style="list-style-type: none"> <li>- Walking Football at Ashby Parva</li> <li>- Family Lifestyle Club</li> <li>- Slipper Exchange in Broughton Astley</li> <li>- Ullesthorpe Court will begin to deliver part of our Exercise Referral Scheme</li> </ul> <p>Sport and Physical Activity Commissioning for 2016/17 is due for submission on Wednesday 17 of February. We will then need to present our plan to the Commissioning Group on Monday 7 of March.</p>	Hollie Hutchinson, Ann Marie Hawkins	Communities



		<p>programme.</p> <p>The development of the 2016/17 Commissioning Plan is underway. We are anticipating a significant reduction in funding (up to 40%), however we will not have confirmation until mid February. We are also unsure if any of our funding will be ring-fenced for specific activities and groups. Harborough is working with other districts to ensure a strong case is presented to Public Health on the vital role of Councils in the health agenda.</p>	<p>We are continuing to engage with partners and providers to ensure targeted delivery.</p> <p>New Public Health (Leicestershire County Council) Falls Prevention Implementation Study to begin in April and run to December 2016. For more information please contact the Sport and Health Team.</p>		
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<b>CO 4: Residents and businesses are informed, included and listened to</b>
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<b>Key Activities</b>	<b>Status</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Lead Officer</b>	<b>Portfolio Holder</b>
KA 04.01 Implement the actions within the Council's Communications Strategy	Green	<p>The Council's Communications Strategy 2016-17 is currently being finalised and the first draft was considered by Corporate Management Team in October. Further work is needed on the document before going through the committee process for final approval.</p> <p>Coordination of communication activities across the Council is continuing through the use of the Council's twelve-month communications calendar; this ensures a managed and timely approach to sharing information with staff and residents. Work has started on reviewing the Social Media Policy and Media Protocols.</p>	<ul style="list-style-type: none"> <li>- Approval of Communications Strategy 2015-17 by Corporate Management Team.</li> <li>- Continue to review the content of Social Media Policy and Media Protocols and update the documents as required before seeking final approval.</li> </ul>	Rachael Felts	Corporate Services
KA 04.02 Carry out a District-wide residents survey	Withdrawn	A District-wide survey of residents, to inform the 2016/17 Business Planning process, has not been carried out.	To be confirmed.	Rachael Felts	Corporate Services
KA 04.03 Businesses are informed and listened to	Green	<ul style="list-style-type: none"> <li>- Subscriptions to business newsletter are increasing and engagement is increasing in line with this.</li> <li>- One-to-one business meetings being carried out where appropriate.</li> <li>- LinkedIn connections are increasing and stories are becoming more widely read.</li> <li>- Economic Development (ED) Strategy consultations taking place on the 25 and 27 January.</li> </ul>	<ul style="list-style-type: none"> <li>- To look at the potential to work with partners to communicate directly with the many home-based businesses in the District. This is being delayed until after the ED Strategy is developed.</li> <li>- Business thoughts to be included within the draft strategy.</li> <li>- Online questionnaire to be undertaken for businesses to voice their thoughts on local economy and feed this into the ED strategy.</li> </ul>	Lee Byrne Helen Nicholls	Strategy and Economic Development

<p>KA 04.04 Provide effective liaison with parishes on district and local priorities</p>	<p>Green</p>	<p>Annual Parish survey issued in November 2015 (35 responses to date).</p> <p>Annual Parish Liaison Event invitation issued to Parish Councils, Parish Meetings and District Councillors (70 confirmed attendees to date).</p> <p>Clerk Coffee Time in October very successful (ten attendees). Information fed back to necessary parties accordingly.</p> <p>Precept setting support presentation was received by 25 parishes.</p> <p>New Section 106 training for parishes piloted on 5 October 2015 (35 attendees). The aim of this training is to build more local capacity to identify the community needs arising from new housing, including but not restricted to community facilities and recreation. Feedback: 100 % rated the event 'good' to 'excellent'. 73% rated as 'very good' to 'excellent'.</p> <p>Christmas Networking Event saw 40 parish representatives attend. The purpose of this event is solely to create an environment where parish representatives can network between themselves. Stickers were given to attendees highlighting what information they have to share with others if they have been involved in writing a Neighbourhood Plan, have submitted grant applications, have attended training on planning etc. so that they could share their experiences with other parishes.</p>	<p>Annual Parish Liaison Meeting to be held on 27 January 2016.</p>	<p>Hayley Cawthorne</p>	<p>Communities</p>
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**PRIORITY: Provide the right public services which are effective and deliver value for money**

**CO 5: The Council is efficient and resilient in its service delivery**

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 05.01 Promote the Council's new website to encourage customers to self-serve and to provide more transactional services	Green	Website content is continuing to be reviewed to ensure it is updated. Work is ongoing concerning functionality and administration of 'MyHarborough' web-service and how this service could be delivered in the future. Continued improvements to the website have been implemented to enhance the user experience such as garden waste subscriptions. The new intranet has been designed with input from staff. Further work and testing has been undertaken. Working with the Revenues and Benefits Partnership on the implementation of the Capita Connect System.	<ul style="list-style-type: none"> <li>- Continue to review website content to ensure it is updated.</li> <li>- Implementation of the Capita Connect services.</li> <li>- Finalise the tools needed to replace 'MyHarborough' web-service.</li> <li>- Ongoing testing of the Council's new intranet.</li> </ul>	Rachael Felts	Corporate Services
KA 05.02 To establish The Council as an umbrella body for Disclosure and Barring Service checks	Green	<ul style="list-style-type: none"> <li>- The Council has applied for umbrella body status and has been accepted.</li> <li>- Additional countersignatories have been applied for and the lead countersignatory has been submitted for amendment.</li> <li>- Useful discussions with interdependent services have taken place to identify good practice, learning points and efficiencies.</li> <li>- A revised process has been drafted for clearer understanding of the countersignatories and customers.</li> <li>- Communication has been drafted.</li> <li>- Unfortunately, conflicting information from the DBS has been received and it appears that due to insufficient volume the Council will not be able to conduct these checks online. The Council will still be able to offer the paper-based service to the community and have</li> </ul>	The service is live and the Human Resources Team has processed a small number of checks from external customers. We expect more following the recent contact with local organisations.	Kate Frow	Corporate Services

		<p>prepared this communication. Early signs show that this could be popular and consideration needs to be given to meet customer demand, whilst balancing the resource required to fulfil this with our internal services.</p> <ul style="list-style-type: none"> <li>- Additional countersignatories have been checked and authorised.</li> <li>- Discussions with interdependent services have been held.</li> <li>- Charges have been identified and documentation checked through the legal team.</li> <li>- Contact has been made with local community users of the DBS service.</li> </ul> <p>The Human Resources team is preparing the final stages (for example how to take payments) prior to going live. This includes updating the Council's website and managing demand through bookable slots. All documentation is prepared and the service will began in November 2015.</p> <p>The DBS have now decided to review not only our Umbrella status but also our registration. HDC has challenged this decision and been given until June 2016 until another review will take place. The DBS is currently reviewing organisations who process smaller numbers of checks.</p> <p>We have already been processing checks through the umbrella service and are expecting more in the next quarter.</p> <p>More promotion and charging of the service will now take place given the recent authorisation from DBS.</p>			
<p>KA 05.03 Provision of support to Councillors following elections in May 2015, including induction, training and ICT provision</p>	<p>Green</p>	<p>The first tranche of member training has been completed and there has been positive feedback about the training provided. Further training is being organised on the local plan, PREVENT, emergency planning and leadership. Mop-up sessions on planning, for those who</p>	<p>Delivery of training sessions during the next Quarter.</p>	<p>Beth Murgatroyd</p>	<p>Corporate Services</p>

		missed an earlier session, have been organised.			
KA 05.04 Ensure grant funding allocated to communities, the voluntary sector and parishes is effectively and efficiently managed to meet Council priorities.	Green	<p>Report to Executive on 11 January drafted for 37 community grants. Recommendations from the Member Grant Panel to award £100K to 26 projects.</p> <p>Report to Executive on 11 January for 7 S106 Grants. Recommendations from the Member Grant Panel to award £462,000 to 5 projects.</p> <p>The Market Harborough Locality Fund was allocated by the Market Harborough Area Committee on 16th November. £61,418 to was awarded to 13 projects. 15 applications submitted.</p> <p>Dragons Den Event held in October 2015 which brought several grant funding bodies to the district to talk to volunteers and local groups about their projects and ideas. The aim of the event is to increase the amount of funding coming into the district. Early evidence of success can be seen in the latest grant round where groups overall sought less funding from the Council as a percentage of the project cost and more from external sources.</p> <p>Grant Surgery held in November 2015 to ensure applications to the Council's grant streams are as clear and complete as possible. This reduces the time to assess grant applications once submitted.</p>	<p>Next Section 106 Grant Window to open in April/May 2016.</p> <p>Further Dragons Den Event to be held in April 2016.</p> <p>Citizens Advice will be undertaking work to target priority postcodes in the district most at risk of financial vulnerability. CAB will promote support available to help families struggling with debt and money problems.</p>	Hayley Cawthorne Ann Marie Hawkins	Communities
KA 05.05 Review of Council size and warding arrangements by Local Government Boundary Commission for England	Green	Report submitted for consideration by Council at its meeting on 27 July 2015. Letter sent to LGBCE requesting inclusion on review programme (sent 11 August 2015).	Awaiting further information from LGBCE. LGBCE acknowledged receipt and advised they would most likely wish to discuss proposal with the Council in early 2016. Request for update sent 6 January (awaiting response).	Richard Ellis	Corporate Services

<b>CO 6: The Council makes the best use of its assets and resources</b>
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<b>Key Activities</b>	<b>Status</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Lead Officer</b>	<b>Portfolio Holder</b>
KA 06.01 Implement the agreed outcomes of the property review process	Green	<p><u>Lutterworth Allotments:</u></p> <ul style="list-style-type: none"> <li>- New two-year lease agreed with Lutterworth Town Council.</li> </ul> <p><u>Garages Review:</u></p> <ul style="list-style-type: none"> <li>- Sale of site at Home Close, Kibworth completed.</li> <li>- Full Business Case approved.</li> <li>- Planning applications for Paget Road, Lubenham and St Cuthbert's Avenue, Great Glen approved by Planning Committee.</li> <li>- Appointed Connell's as Residential Agent.</li> <li>- Appointed Jeakins Weir through EMPA Framework for pre-construction works.</li> <li>- Stopping Up Order application made, awaiting outcome.</li> </ul> <p><u>The Settling Rooms:</u></p> <ul style="list-style-type: none"> <li>- Completed a condition survey of the property.</li> <li>- Full options developed.</li> </ul> <p><u>Other Opportunities:</u></p> <ul style="list-style-type: none"> <li>- Doddridge Road lease complete.</li> <li>- Identification of other opportunities ongoing.</li> </ul>	<p>Quarter 4:</p> <p><u>Welland Park Café:</u></p> <ul style="list-style-type: none"> <li>- Finalise long-term options (resources now identified to complete).</li> </ul> <p><u>Lutterworth Allotments:</u></p> <ul style="list-style-type: none"> <li>- Develop options for long term use (Resource now identified to complete).</li> <li>- Work with Town Council to identify alternative location for allotments.</li> </ul> <p><u>Garages Review:</u></p> <ul style="list-style-type: none"> <li>- Commence works on site.</li> </ul> <p><u>The Settling Rooms:</u></p> <ul style="list-style-type: none"> <li>- Report finalised, and submitted for consideration by Executive in February 2016. Actions arising to be undertaken thereafter.</li> </ul>	Mark Perris	Finance and Commercialisation

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 06.02 Review the leisure management contract prior to the contract end date to recommend whether to extend or re-procure	Amber	Quarter 3  - Some repair works undertaken, and discussions regarding ongoing programme to address works have been held.	Quarter 4  - Programme for outstanding works to be agreed.  - Repair works undertaken.	Mark Perris	Finance and Commercialisation
KA 06.03 Develop and implement a Third Sector Strategy	Green	New Policy to provide a framework to guide the Council's engagement and relationship with the sector from 2015 until 2020 was agreed at Executive on 19 October 2015.	- Decision on any future Grant funding will be made as part of budget setting for 2016/17.  - Draft Voluntary and Community Sector Accommodation Policy to Executive in April 2016.	Ann Marie Hawkins, Tom Day	Communities
KA 06.04 Implement recommendations identified by the Institute of Revenues Rating and Valuation service review of the Revenues and Benefits Partnership	Green	Risk-based valuation (RBV) demonstration provided to Benefits team leaders and Senior Officers. Performance Tool demonstration provided to both team leaders and Senior Officers. Contract is currently being discussed with preferred bidder.	Place purchase order for Performance Tool. Arrange meeting with Team Leaders and service provider to agree software set-up etc.	Leigh Butler	Corporate Services
KA 06.05 Implementation of the Car Parking Strategy Action Plan	Red	The survey on car park users has been completed and the draft strategy was submitted to Council during Quarter 2. A review meeting was held with the consultants undertaking the work and further work was agreed regarding the draft document.	Further work required to develop the document before going to Scrutiny. An Executive Policy Group to be set up to look at recommendations.	Elaine Bird	Environment & Regulation
KA 06.06 Review the Harborough Innovation Centre (HIC) management contract prior to the end date to recommend whether to	Green	The contract has been reviewed internally and discussions held with Oxford Innovations regarding potential variations are moving forward. Heads of terms are currently being developed and agreement to extend the contract to fall in line with potential move-on space management agreed in principle.	The Council's Section 151 Officer is currently in discussion with Oxford Innovations regarding savings to be made in the overall contract.	S. Riley	Strategy and Economic Development/ Finance and Commercialisation



Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
extend or re-procure.		Contract due to better reflect and deliver against corporate priorities with elements of direct business support removed.			
KA 06.07.01 Develop commercialisation of Building Control services	Red	<p>Proposed new commercially-minded team structure has meant the drafting of new job descriptions and clarification of roles and responsibilities. This task has been completed. Hay evaluation of new roles was undertaken on 11 September 2015 as part of the process of finalising the Building Control structure.</p> <p>The Building Control Project Plan was discussed at the August Programme Board. The recommendations made at this meeting will be incorporated into the delivery of the commercialisation project.</p> <p>The Hay evaluation process has been completed and the staff consulted on the new team structure. The consultation period closed on the 15 December 2015 and CMT is to review the comments made during the consultation period and progress the recruitment process January 2016.</p> <p>Target set for the 1 April 2016 for new Building Control charges and work has started on this project.</p>	<p>New structure to be signed-off formally facilitating the start of recruitment process for the new structure.</p> <p>New Posts to be advertised as well as relevant consultation process to be undertaken in line with the impact of the new structure on the existing team members and posts.</p> <p>Once the Hay Evaluation process is completed, relevant posts in new structure to be advertised with successful applicants being invited to interview. Internal consultation process to continue as required, with relevant communication on going with existing Building Control staff as required.</p> <p>Once the post-consultation evaluation process is completed by CMT the internal consultation process will continue with members of staff being assimilated into posts. The relevant vacant posts in the new structure are to be advertised with successful applicants being invited to interview. A meeting to update staff on the changes has been set for 4 February 2016. The Building Control team is working towards the introduction of new charges due to be introduced on 1 April 2016.</p>	David Atkinson	Finance and Commercialisation

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 06.07.02 Develop commercialisation of Trade Waste services	Green	<ul style="list-style-type: none"> <li>- Billing corrected to collerate to charging to correct financial year.</li> <li>- Pricing reviewed.</li> <li>- 2015/16 Income on budget at end of the third quarter.</li> <li>- Conducted a pricing review in preparation for 2016/17.</li> <li>- Replacement of existing Database - appointed Developer to undertake work.</li> </ul>	<p>Q4</p> <ul style="list-style-type: none"> <li>- Develop further marketing strategy and materials.</li> <li>- Further promotion of the recycling service.</li> <li>- Develop plans to exceed in-year budget expectations.</li> <li>- Develop budget expectations and business plan for 2016/17.</li> <li>- Replacement of existing Database. Database to be developed and implemented in Quarter 1 of 2016/17.</li> </ul>	Mark Perris	Finance and Commercialisation
KA 06.08 Develop and Implement a Strategy for improved use of The Square, Market Harborough, ensuring a wide range of events are programmed throughout the year to support the town centre viability and reduce 'leakage' to other retail centres	Red	<p>No progress on the Strategy during the first two quarters of the year, although several successful events have been held (for example Harborough by the Sea).</p> <p>Progress on development has been frustrated by complications around the County Council's operations on The Square.</p> <p>Meeting held with County Council's Director of Highways to seek clarity and a means of improving arrangements on The Square to facilitate increased usage and development of the Strategy. Options identified to improve arrangements, and will be explored.</p>	<ul style="list-style-type: none"> <li>- Work with legal to ascertain best option for ongoing management of The Square to facilitate Strategy.</li> <li>- Work to be undertaken with Market Place in order to inform the strategy. Market Place to complete the first draft for Review.</li> </ul>	Mark Perris	Strategy and Economic Development

<b>CO 7: Council Services are compliant with legal and audit requirements</b>
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<b>Key Activities</b>	<b>Status</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Lead Officer</b>	<b>Portfolio Holder</b>
KA 07.01 Conduct UK Parliamentary Elections	Complete	UK Parliamentary Elections completed 7 May 2015.	No next steps are required.	Sheena Mortimer Richard Ellis	Corporate Services
KA 07.02 Conduct District and Parish Council Elections	Complete	District and Parish Elections completed 7 May 2015.	No next steps are required.	Sheena Mortimer Richard Ellis	Corporate Services
KA 07.03 Conduct Neighbourhood Plan Referenda	Green	<p>- Awaiting progress on neighbourhood plans. Maintaining close liaison with the Planning Policy Team.</p> <p>- Likely dates for referendum (depending on progress):</p> <p>Scraptoft – TBC</p> <p>Lubenham - Quarter 4, 2015/16</p>	Agree date and timetable referendum once approval of plans to progress to referendum is received.	Sheena Mortimer Richard Ellis	Corporate Services

KA 07.04 Achieve Public Services (PSN) Code of Connection (CoCo) Certification	Complete	<ul style="list-style-type: none"> <li>- Received and reviewed the official security reports.</li> <li>- Created and performed work on IT Health Check Action Plan.</li> <li>- Completed and returned the Council's PSN CoCo submission.</li> <li>- Certification obtained on 3rd September 2015 conditional on the completion of work identified in an Action Plan.</li> </ul> <p>Quarter 3:</p> <p>Remaining Action Plan work completed as scheduled.</p>	No next steps are required.	Chris James	Corporate Services
KA 07.05 Implementation of the Deregulation Bill 2014	Green	<p>There is a phased implementation of the Deregulation Act (the Act) which introduces changes to primary legislation therefore there is no requirement to have delegated authority for the Act. Three changes have been implemented to date - there is now no longer a requirement to renew a personal licence and the exhibition of films in community premises is no longer a licensable activity and the number of Temporary Event Notices permitted per year has increased.</p> <p>The fees have been set for the three-yearly fees for the taxi drivers and five-yearly fees for Private Hire Operators. Notice has been advertised in the press. This will become fully operation with effect from 1st October 2015.</p> <p>The implementation of the Deregulation Act 2014 is now complete regarding three-yearly licences for taxi drivers and private hire operators. The process of renewals will be ongoing until the end of September 2016.</p>	The legislation introduces a number of other minor amendments to legislation covering private rented housing and dog breeding however the commencement of these changes is not until later in the year.	Sarah Greenway, Elaine Bird	Environment & Regulation

KA 07.06 Progression of the Air Quality Action Plan	Amber	Efforts have been made to obtain funding to undertake the required work however commitment has not yet been secured.	Quotations have now been received however there are some technical discrepancies which have caused us to have to go back to the consultants to seek further clarification. This process will hopefully be resolved soon and it is anticipated that we will be able to employ a consultant before the end of January 2016.	Elaine Bird Ian Bartlett	Environment & Regulation
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**PRIORITY: Encourage a vibrant and sustainable business community intent on prosperity, employment and learning opportunities**

**CO 8:** Businesses are able to access Council services easily

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 08.01 Improve ease of access to Council services by District Business	Green	<ul style="list-style-type: none"> <li>- Questionnaire created and live.</li> <li>- Responses currently being received after visits from regulatory team (16 responses received to date).</li> <li>- Quarterly mass email sent out to all visits undertaken in that quarter.</li> </ul>	To assess results of survey and report to the Corporate Management Team in March 2016 before a decision is made whether to roll-out to other business-facing services.	Lee Byrne Helen Nicholls	Strategy and Economic Development
KA 08.02 The Human Resources and Learning & Development functions offer external advice and learning opportunities	Green	<ul style="list-style-type: none"> <li>- There are a number of local training providers and contact with other local authorities has proven the most successful in securing potential business through training provision.</li> <li>- Workload and demand for Human Resources Learning &amp; Development has delayed the trial with private sector businesses, however, a costing approach has been developed. Local authorities have been contacted with an offer/ range of products to deliver.</li> <li>- The Council's range of training and development workshops has been communicated out to our network colleagues and our Learning and Development Advisor is currently delivering some bite size examples to Rushcliffe BC who will then determine if they wish us to deliver a wider roll-out of workshops to the organisation. We are also in discussion with two other authorities to support them in their office moves. The estimated income from these recent sessions at Rushcliffe is c£3000.</li> </ul>	<ul style="list-style-type: none"> <li>- Once commitment has been secured for the potential delivery to other organisations, this should realise income generation in accordance with the above timescales.</li> <li>- After delivering services to other organisations, we will assess the impact of this upon our own internal customers whom we primarily serve as the team structure changes may prevent the ability to devote as much time to this activity.</li> </ul>	June Haines Kate Frow	Corporate Services

<b>CO 9: Entrepreneurs and businesses are able to access support and advice</b>
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<b>Key Activities</b>	<b>Status</b>	<b>Progress</b>	<b>Next Steps</b>	<b>Lead Officer</b>	<b>Portfolio Holder</b>
KA 09.01 Signpost businesses to the support and advice available to businesses in Harborough District	Green	<ul style="list-style-type: none"> <li>- Monthly newsletter is issued to 1,300 businesses and informs them of grants, events, advice, support, networks and seminars available to them.</li> <li>- Regular posts to LinkedIn and other social media channels outlining and signposting to support and news of interest to businesses.</li> <li>- Website directs through to regional support hub - the LLEP business Gateway - where all relevant information is regularly updated.</li> <li>- One-to-one visits undertaken to direct businesses to appropriate information when requested.</li> <li>- Presentations given to business groups on specific topics of interest around business support.</li> <li>- The Council is in discussions with LLEP and Oxford Innovations regarding information sharing and partnership working to support businesses through their growth journey through the HIC and using the European funding assigned to business support initiatives in Leicestershire.</li> <li>- LEADER programme now up and running.</li> </ul>	<ul style="list-style-type: none"> <li>- To explore options with the LLEP and Oxford Innovations as to how they can have a more physical presence in the area so our businesses are able to access the appropriate support more easily.</li> <li>- Continue to push the LEADER programme to increase the amount of Harborough businesses applying for the funding.</li> </ul>	Helen Nicholls Lee Byrne	Strategy and Economic Development
KA 09.02 Ensure that the Council's procurement supports local business	Green	<ul style="list-style-type: none"> <li>- The number of providers on Council Supplier List continues to increase ahead of target.</li> </ul>	Seek further opportunities to engage with local business when possible; continue to publicise the Council's Supplier List.	Jonathan Ward-Langman	Corporate Services

**CO 10:** Communities have access to better broadband

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 10.01 Maximise the roll-out of broadband through the Superfast Leicestershire Broadband programme to ensure that local communities gain access to better broadband	Green	<ul style="list-style-type: none"> <li>- More cabinets upgraded throughout Harborough District.</li> <li>- Leicester City Council reporting back that a huge number of applications from businesses for broadband vouchers have been received from the Harborough area due to promotion of the vouchers across the area by the Council.</li> </ul>	<ul style="list-style-type: none"> <li>- To continue cabinet upgrades throughout Harborough District.</li> <li>- To await outcome of ESIF (European Structural and Investment Funds) call for projects around ICT and evaluate how the Council can leverage these to support the roll-out and uptake of broadband in Harborough District.</li> </ul>	Lee Byrne	Strategy and Economic Development



## CO 11: People have opportunities to access culture and tourism

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 11.01 Work with partners to support the ongoing development and sustainability of the Market Harborough Museum	Green	On 19 October the Executive agreed that the funding allocated to the Museum for 2015/16 should be allocated to deliver the activities in the business plan over three years (as requested by the Harborough Museum Partnership Strategic Steering Group). Funding of £24, 900 was agreed and work has been undertaken this quarter to support the delivery of the Business Plan. This includes: Volunteer co-ordinator has been appointed, the recruitment of new volunteers is in progress including young people, local studies volunteers have completed topic indices (used by staff and customers) and the listing of maps is almost complete. Volunteers have been put in touch with the Century of Stories and History Café. The development of Museum-based activities (supporting events) is in progress for school holidays. A recognition event for the Friends and volunteers is planned for 2nd February. A holding page for the new website is live and work on the new website is in progress. Work to identify places and collections for 'Harborough in 50 objects' is in progress. Existing research by the Friends has been identified.	<p>Work that is planned for the next quarter to support the delivery of the business plan includes continued support and training by the Volunteer Co-ordinator to existing and particularly new volunteers, a volunteer recognition event on the 2nd February, volunteers support children's activities during half term and Easter, LCC Learning Team to deliver against the brief for the development of two learning workshops, children's gallery trails developed and implemented, continued development of 'In and Around Harborough in 50 Museum objects', completion of drafts for website for approvals. In addition, the Activity Group will work to agree the focus of activity for off-site promotion, gain agreement on identity/corporate and organisational branding for museum activity for web/print etc.</p> <p>The Harborough Museum Partnership Strategic Steering Group will be held on 24 February 2016.</p>	Ann Marie Hawkins	Communities

<p>KA 11.02 Develop culture and tourism in line with, and expanding beyond, the Harborough blueprint</p>	<p>Green</p>	<ul style="list-style-type: none"> <li>- Content for tourism guides due to be agreed and sent to contractors to produce.</li> <li>- Visitor Interpretation Panels (VIPs) in process of being fabricated and five key locations identified for the panels to be situated.</li> <li>- Agreement with LPL to recruit tourism development role for Harborough District; the job was advertised and applications received.</li> </ul>	<ul style="list-style-type: none"> <li>- Licenses to be obtained from Leicestershire County Council for Panels – Feb 2016.</li> <li>- work with tourism Exec to ensure his work meets priorities identified through the ED strategy and we are able to begin developing Harborough Offer.</li> <li>- Develop Harborough tourism website in partnership with Tourism Exec.</li> </ul>	<p>Lee Byrne</p>	<p>Communities</p>
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**PRIORITY: Support the vulnerable in the communities where they live**

**CO 12: People live in safe and appropriate housing**

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 12.01 Achieve the delivery of an appropriate mix and type of housing that meets local housing need and that the supply of existing and new affordable housing lettings is targeted to those most in need.	Green	There were a further 39 new affordable dwellings completed in the third quarter and made available to potential tenants via Harborough Homeseach. This takes the total number completed this year to 73 units which is a considerable improvement on previous reports.	Continued advice, negotiation to achieve housing which is more affordable and where housing types and tenures meets identified need.	Steve Pointer	Planning and Regeneration
KA 12.02 Promoting a programme to reduce fuel poverty	Green	<ul style="list-style-type: none"> <li>- Information on website for all residents.</li> <li>- Letter issued to all parish councils offering bespoke advice. Initial interest from some parishes.</li> <li>- Working with Sustainable Harborough to promote energy saving opportunities. Link made with Leicestershire-wide Warm Homes Healthy Homes project run by Papworth Trust.</li> </ul>	- Detailed engagement with selected parishes and interest groups continuing.	Steve Pointer, Helen Chadwick	Communities
KA 12.03 Implementation of the Council's Empty Property Strategy	Green	<ul style="list-style-type: none"> <li>- Public consultation on the draft policy was completed during Quarter One.</li> <li>- Mechanisms established between the Benefits Partnership and the Environment Team to share information on the empty property data.</li> <li>- The strategy was approved by the Executive in October 2015 and is published on the website.</li> </ul>	Continued implementation of the action plan set out in the strategy document in accordance with the due dates.	Ian Bartlett Elaine Bird	Environment & Regulation

<p>KA 12.04 Finalise the Housing Options Service Review and implement the agreed recommendations</p>	<p>Amber</p>	<p><u>Housing Register, Housing Options and Homelessness Review</u></p> <ul style="list-style-type: none"> <li>- Emerging findings from Phase 1 presented to the Corporate Management Team (CMT) and Portfolio Holder.</li> <li>- Housing Team has increased use of paperless working.</li> <li>- New Project Manager appointed.</li> <li>- Phase 2 project plan updated for approval at the Programme Board on 21 January 2016. Plan includes further work to assess the effectiveness and efficiency of the current service. This includes customer and stakeholder engagement, benchmarking and a quality review of the current service to be completed by March 2016. Modelling future delivery options will then be investigated between March and April including market testing. The emerging findings will then be challenged by DeMontfort University and Scrutiny before recommendations are presented to Executive in July 2016.</li> </ul> <p><u>Review of Choice Based Lettings (CBL)</u></p> <ul style="list-style-type: none"> <li>- All Leicestershire Districts have been engaged in the review at Chief Housing Officer level and Member level. Emerging findings will be presented back to Districts/ Boroughs in February 2016.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue Housing Register, Housing Options and Homelessness review in line with the updated project plan which includes a report to the Executive with recommendations in July 2016.</li> <li>- Emerging findings of the CBL Review will be collated and discussed at Chief Housing Officers Group (CHOG) in February (Discussion at HDC Programme Board in February). Depending on the outcome of the review - recommendations will be drafted to each District/ Borough Councils Executive on commitment to the future of CBL.</li> </ul>	<p>Ann Ball, Ann Marie Hawkins,</p>	<p>Communities</p>
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## CO 13: People who are most in need are supported

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 13.01 Develop and maintain Harborough Lifeline as an income-generating service	Amber	<p>Completed actions:</p> <ul style="list-style-type: none"> <li>- Ensure accurate records of customer base and marketing.</li> <li>- Review work flow and process for new customers; Review of Customer Services role and communication with Lifeline.</li> <li>- Pricing review (based on existing charge structure).</li> <li>- Melton Borough Council (MBC) contract secured at new price; MBC out of hours service now being delivered successfully.</li> <li>- Marketing to private customers subject to Marketing Consultancy work (in progress).</li> <li>- Relocation completed.</li> </ul> <p>During Quarter Three the service continued to experience staffing problems (due to sickness and recruitment difficulties) but there has been progress in this area and the service is now more resilient and staffing more sustainable. Resilience being addressed.</p> <p>Customer numbers grew slightly during Quarter Three.</p>	<ul style="list-style-type: none"> <li>- Marketing of service to private customers is ongoing throughout project. Work to incorporate the Council's internal and external values in marketing material is being undertaken by the Marketing consultant and Council staff; this will shape marketing activity from August onwards. The target for private customers may be reduced if new corporate contracts are secured. It may also be necessary to alter timescales for the target due to delays in completion of the marketing work. The project is reviewed monthly by a Project Board.</li> <li>- Current contracts to be reviewed and renewed on expiry. Charges to be revised if appropriate when current contracts are renewed.</li> <li>- Marketing of service to corporate customers. December 2015: marketing to corporate customers alongside private customer marketing. Exploratory Additional service to a small local housing scheme is being negotiated. Reviewed monthly by Project Board.</li> <li>- Secure service by improving staffing resilience.</li> </ul>	Matt Bradford, Jonathan Ward-Langman	Finance and Commercialisation
KA 13.02 Develop 'Universal Support' as part of Universal Credit (UC) rollout	Green	Continual monitoring of the impact of UC claimants.	Monitor the impact of UC claimants. The Department of Work and Pensions will be advising as part of their roll-out programme next tranche subject to success of pilots.	Leigh Butler	Corporate Services

<p>KA 13.03 Work with partners to continue to deliver the Supporting Leicestershire Families Service (SLF) and the Children's Centre Programme (CCP) in Harborough District</p>	<p>Green</p>	<p>At the end of Quarter 3 SLF was working with 89 individuals on an intensive basis utilising four Family Support Workers. The Brief Intervention Worker was working with 29 individuals and 44 young people were receiving one-to-one support from Youth Workers. This equates to 162 Harborough residents who were receiving an intervention from SLF.</p> <p>In addition to intensive work with families, the work the SLF Service has undertaken includes:</p> <ul style="list-style-type: none"> <li>- First Aid training was held at the request of parents which was well attended.</li> <li>- A unheard Voices for Young People event was held at County Hall and the Harborough Group showcased their project concerning young peoples' mental health.</li> <li>- Christmas saw a range of activities being held to engage parents to learn more skills, the focus this year was around cooking and baking.</li> <li>- The Satellite Centre has changed to be more of a family focused centre and the service are encouraging partners to come and visit and meet individuals or families there.</li> </ul> <p>The Countywide SLF Business case was discussed by the Health and Social Care Integration Board on 15 December 2015. It set out the service, funding, outcomes and financial modelling proposed for the next three years. In Quarter 3 the Children Centre Programme outreach workers had active involvement with 101 targeted families in the District.</p>	<p>In the next Quarter the focus for the SLF Service will be:</p> <ul style="list-style-type: none"> <li>- Joint collaboration with Children's Centre on delivering the Solihull Parenting Programme for parents within the District.</li> <li>- The Parent's Forum will continue to meet monthly - this provides a positive opportunity for parents to really talk and consult with the service and to develop their own skills and knowledge.</li> <li>- The Youth Action Plan has started to take shape to assist with making the savings required within LCC. This has encouraged a deeper look at the role of youth work in the locality, looking at what is effective and in encouraging much greater levels of collaboration amongst partners and the voluntary sector. The new structure will launch in the next financial year.</li> <li>-The Youth element of SLF has seen growth in Special Educational Needs groups and the service will continue to consider how it extends and support these young people.</li> <li>-The Think Family Partnership will convenes again on 25 February 2016 providing an opportunity for all partners to meet, share data and ideas and encourage closer working relationships.</li> <li>- SLF is continuing to develop links with the police in sharing information and supporting those families with complex needs.</li> </ul> <p>The SLF business case is to be submitted to the Health and Wellbeing board in January 2016. Partners (including all district councils) to confirm funding their contribution by the end of February 2016.</p> <p>Children Centre Programme work will continue and it is anticipated that the successful level of activity will be maintained.</p>	<p>Ann Marie Hawkins</p>	<p>Communities</p>
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<p>KA 13.04 Work with partners on the delivery of the County-wide Light Bulb project</p>	<p>Green</p>	<p>Programme progress:</p> <ul style="list-style-type: none"> <li>- www.lightbulbservice.org has been beta launched, content to be added on completion of the Communication Management Strategy work.</li> <li>- A Pilot process map and performance data table has been produced, which outlines how Lightbulb will be able to (in the short-term) measure if the pilot is adding value to partners. There are currently four pilot projects underway testing different aspects of the potential delivery model (at the time of this report).</li> <li>- The draft Customer Insight report has been developed which establishes a better understanding of the residents' experience of the different services covered by lightbulb etc. as well as working with the service providers. The outcome of the customer insight work will contribute to the design of pilot and service model.</li> </ul>	<p>There are a number of pilots now in operation across the County looking at different aspects of the process. The Business Case is currently being developed through the Steering Group.</p>	<p>Elaine Bird</p>	<p>Communities</p>
<p>KA 13.05 Continue to work with partners to manage the ongoing impact of Welfare Reform</p>	<p>Green</p>	<p>Discussions have been taking place with all key partners on a quarterly basis to monitor impact.</p>	<p>Continue preparing and monitoring impact.</p> <p>Citizens Advice will be undertaking work to target priority postcodes in the District most at risk of financial vulnerability. CAB will promote support available to help families struggling with debt and money problems.</p>	<p>Leigh Butler</p>	<p>Corporate Services</p>