

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

CO 1: People live in a sustainable environment

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
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	Analysis of the development strategy options has been completed and a member workshop held. A report was prepared for the Executive Advisory Panel during Quarter 4 to recommend three options being studied further.	Assessment of other options to be completed in Quarter 1 of the 2016/17 year. Assessment of remaining development options to agree a preferred option or hybrid by end of Quarter 1 of the 2016/17 year. Completion of additional transport and landscape evidence to help inform this decision. Work on remaining Local Plan policies and text to be developed during Quarter 1 of the 2016/17 year. Draft Plan to be written by end Quarter 2 of the 2016/17 year for presentation to Council in October. Consultation on Pre-Submission Draft in Quarter 3 of the 2016/17 year. Plan for Examination end of Quarter 4 of the 2016/17 year.	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 Referendum was held and resulted in overwhelming Yes vote. The Council has approved Neighbourhood Areas at Fleckney, Gilmorton, South Kilworth. The Lubenham Neighbourhood Plan was submitted to the Council for examination.	Lubenham Plan will be examined and likely put to referendum. The Foxton, Great Glen and North Kilworths Plans will likely be submitted and examined in 2016/17. We will 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>The Carbon Emissions Inventory report for Harborough District Council's estate is now on the Council's website. A press release was also issued (January 2016) to highlight continued reduction in emissions, due to efficiency measures.</p> <p>The draft annual Climate Local report for 2015/16 was completed.</p>	<p>The draft report on progress on Climate Local will be presented to Council in September 2016.</p> <p>New carbon emissions inventory for 2016/17 to be started, once data is available, at the end of April 2017.</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 decided January 2016.</p> <p>BPG application no longer expected as operator understood to have ceased business.</p> <p>Legal challenge to DB Symmetry 15/00856/OUT has resulted in delay and decision to conjoin decision with that for Gazeley's 15/001531/OUT. This will be summer 2017 at the earliest.</p> <p>Decisions taken have met the targets set by performance indicators.</p>	2016-17: Finalise DHL and DB Symmetry reports and arrange planning committee meeting.	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	Amber	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 were assessed and the Council is developing the preferred option, including the approach to future development of space for logistics.	<p>- Further development of bid to fund the Move On Space projects during March 2016.</p> <p>- Reporting to Senior Officers on the Market Harborough Transport Strategy at project meetings and with Stakeholders and Members prior to the final Strategy being agreed.</p>	Lee Byrne	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 now anticipated in the 2016/17 year.</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 Final Open Space Strategy was approved by the Executive on 11 January 2016.</p> <p>Monthly Reports have been made to the Corporate Management Team on Section 106 matters.</p> <p>The Infrastructure Delivery Plan has been commissioned including assessment of Community Facilities.</p>	<p>Approval of updated Supplementary Planning Document on Planning Obligations (Quarter 1 2016/7).</p> <p>Compilation of Infrastructure Delivery Plan for Local Plan (Quarters 1-2 2016/7).</p> <p>Development of evidence for Community Infrastructure Levy (Quarters 1-2 2016/7).</p>	Steve Pointer	Planning and Regeneration

<p>KA 01.09 Assess the case for Introducing a Community Infrastructure Levy (CIL)</p>	<p>Green</p>	<ul style="list-style-type: none"> - The Infrastructure Delivery Plan was commissioned to assess required infrastructure and consider available funding mechanisms. - Assessing any gap in funding. - Viability work commissioned to consider impact of CIL / S106 on plan viability and CIL Viability with the Council's Viability Assessors. 	<ul style="list-style-type: none"> - Finalisation of the Infrastructure Delivery Plan to inform preferred development option - July 2016. - Assessment of the viability of a Levy (CIL). 	<p>Steve Pointer</p>	<p>Planning and Regeneration</p>
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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
<p>KA 02.01 Procurement of Environmental Services Contract</p>	<p>Complete</p>	<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><u>Quarter 3</u></p> <ul style="list-style-type: none"> - Council on 26th November considered and approved Garden Waste Charging Scheme. - Establishment of Business Processes to support the decision to charge for Garden Waste implemented. - Communications programme to inform residents of the changes agreed as part of the revised service offering. <p><u>Quarter 4</u></p> <ul style="list-style-type: none"> - Communications programme to inform residents of the changes agreed as part of the revised service offering to be implemented and continued. - Preparations complete for revised service delivery, including "rural" round collections points and garden waste charging. - A significant increase in subscribers in the last 10 days of march 2016 was experienced. 	<p>2016/17 Quarter 1</p> <ul style="list-style-type: none"> - Completion of Legal documentation for the revised service offering. 	<p>Mark Perris</p>	<p>Environment & Regulation</p>

<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 Council has integrated new enforcement powers to tackle anti-social behaviour within its policy framework. Various new powers have been used during the 2015/16 year including a Community Protection Notice in response to fly-tipping and a new Public Space Protection Order to tackle irresponsible dog owners.</p> <p>The implementation of powers is also the subject of a report to the Community Leadership Scrutiny Panel on 14 April 2016.</p> <p>The Sentinel (Anti-social 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 ensuring it is 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>Monthly meetings of lead officers to ensure the council remains effective, responsive and consistent when managing antisocial behaviour complaints.</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>	<p>The Council has worked with the Police to improve community safety in the District. Overall crime is up slightly on the previous year to 2,822 from 2,800. Anti-social behaviour reports are down 120 on the previous year from 964 to 844. Awaiting figures from Fire Service.</p>	<p>Action Plan to deliver the Community Safety Plan and £32,000 budget has been agreed by Office of the Police and Crime Commissioner for delivery in 2016/17.</p>	<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
<p>KA 03.01 Deliver opportunities to engage in sport and physical activity and facilitate the Health and Wellbeing Partnership for the District.</p>	<p>Green</p>	<p>This year has been very successful, with over 40,000 attendances at physical activity projects. Activities covered the whole District and all ages and demographics also ranging from smaller targeted group provision to larger scale mass participation events, such as Sport Relief.</p> <p>‘JUST’ has been a very successful local initiative to get women and girls back into sports. The Sports included in the programme were: running, squash, hockey, badminton, netball, roller hockey, dance and football. Due to the success, squash, badminton, netball and running will all continue as stand alone sessions.</p> <p>The LGA Board for Culture, Tourism and Sport Annual Conference took place in Leicester on the 25th of Feb. Harborough District Council and Leicestershire and Rutland Sport co hosted a workshop for delegates which Cllr Pain attended and presented at. The response and feedback from the event has been extremely positive.</p> <p>Local Sports Alliance, which is coordinated by the Council, approved eight Go Gold Athlete awards of £125 each for talented young athletes of the District. Also, three more Sports Club Grants were awarded to increase the number of fencing and bowls instructors which we have in the district.</p> <p>The Council has been working to secure additional funding. We have submitted a Shires Grant application with Harborough District Leisure Trust to expand and specialise our Exercise Referral Scheme. The Council</p>	<p>The Council has had confirmation from Public Health that it will continue to fund activities in Harborough in the 2016/17 year. Harborough District Council took the lead on ensuring the join-up of work across the districts, which was important in securing remaining public health funding which has reduced by 40%. The Council has bridged this funding gap for the 2016/17 year whilst it evaluates its long-term position in this area.</p> <p>Ongoing activities such as Exercise Referral, Walking, Running and Park Fitness will continue. Due to the success of these activities we will be upscaling them in 2016/17.</p> <p>The new Falls Prevention Implementation Study project will begin in May. Sessions will take place in Market Harborough, Lutterworth and Broughton Astley. The project is being funded by Public Health and there are classes in every district.</p>	<p>Hollie Hutchinson, Ann Marie Hawkins</p>	<p>Communities</p>

		<p>has also been working closely with Learning South Leicestershire School Sports Partnership (who deliver all school sport activities) to find them funding to allow them to continue their service. As a result, they have managed to successfully receive over £40K in external funding, some of which came from the Locality and Community Funds within the Harborough District.</p>			
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CO 4: Residents and businesses are informed, included and listened to
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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 04.01 Implement the actions within the Council's Communications Strategy	Green	The refresh of Council's Communications Strategy has been undertaken and the draft Strategy will be finalised and approved during the 2016 year. Coordination of communication activities across the Council is continuing through the use of the Council's twelve-month communications calendar and the monthly meeting of the Strategic Communications Group.	Work has started on reviewing the Social Media Policy and Media Protocols and these draft documents will be approved during the 2016/17 year.	Rachael Felts	Corporate Services
KA 04.02 Carry out a District-wide residents survey	Withdrawn	<p>A District-wide survey of residents, to inform the 2016/17 Business Planning process, was not undertaken during the 2015/16 year, although a District-wide survey, which was posted to all households, was undertaken to seek views concerning the Environmental Contract which was due to be reviewed.</p> <p>During the 2015/16 year the Council also undertook other public consultations which included: Harborough District Council budget 2016/17; New Local Plan for Harborough – call for additional sites; Scraftoft Neighbourhood Plan; General Enforcement Policy; Empty Homes Strategy; Parking Policy Review; Statement of Licensing Policy; Voluntary and Community Sector Support; Planning obligations draft Supplementary Planning Document; Technical Consultation - Strategic Housing Land Availability Assessment (SHLAA) update; Open Spaces Strategy; Gambling Act 2005 - Statement of Principles; Combined Authority; Local Plan: Options Consultation; Proposed New Dog Laws; Controlled Drinking Zones; Harborough Local Plan: Options Consultation - Sustainability Appraisal; Economic Development Strategy Survey; Taxi Licensing Policy.</p>	The carrying out of a District-wide residents survey has been included in the 2016/17 Corporate Delivery Plan. Progress will be reported via the usual quarterly reports to the Executive and Resource and Performance Scrutiny Panel.	Rachael Felts	Corporate Services
KA 04.03 Businesses are informed and listened to	Green	Economic Development (ED) consultation has been completed. Regular communication through newsletter and social media is on-going and a networking group has been developed for Lutterworth which is seeing increasing attendance. Sponsorship of networks in	<p>Next step is to obtain approval from the Executive in summer 2016.</p> <p>Business Leaders Panel to be developed to oversee delivery of some aspects of</p>	Lee Byrne Helen Nicholls	Strategy and Economic Development

		<p>Market Harborough is also on-going.</p> <p>Several business meetings undertaken and issues highlighted and resolved on behalf of businesses, mainly around lack of awareness of support and signposting to where this is available.</p>	<p>the ED Strategy to ensure local business buy-in.</p>		
<p>KA 04.04 Provide effective liaison with parishes on District and local priorities</p>	<p>Green</p>	<p>2015 Parish Survey Results: 98.5% of parishes are satisfied with working relationships with Harborough District Council (49% rated as Good/ 23% Excellent).</p> <p>Annual Parish Liaison Meeting held in January 2016. Presentations on a variety of key local issues and attended by 102 parish and stakeholder delegates. 97% of those who completed feedback forms rated the event as Good or Excellent.</p>	<p>Continue parish liaison work during the 2016/17 year to support delivery of the Council priorities.</p>	<p>Hayley Cawthorne</p>	<p>Communities</p>

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	The actions within this Key Activity have been completed for the 2015/16 year. These include reviewing website content throughout the year to ensure the content is updated. A number of options for 'MyHarborough' have been considered and tested over this past year and now work will start on developing a new 'MyHarborough' web-service which will be more cost effective. Over the last year continued improvements have been made to the website to enable customers who prefer to use web services can do so. This work will continue and will be ongoing. The first elements of the Revenues and Benefits Partnership Capita Connect System have been completed and further elements will be implemented during the 2016/17 year.	Promotion of the Council's website to encourage customers to self-serve will be ongoing and will support the Channel Shift work during 2016/17.	Rachael Felts	Corporate Services
KA 05.02 To establish The Council as an umbrella body for Disclosure and Barring Service checks	Complete	<ul style="list-style-type: none"> - The Council has applied for umbrella body status and has been accepted. - Additional countersignatories have been added and the lead countersignatory has been submitted for amendment. - Useful discussions with interdependent services have taken place to identify good practice, learning points and efficiencies. - A revised process has been published for clearer understanding of the countersignatories and customers. - Communication has been implemented. - Unfortunately, conflicting information from the DBS has been received and it appears that due to insufficient 	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>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 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"> - Charges have been identified and documentation checked through the legal team. - Contact has been made with local community users of the DBS service. - The Human Resources team has implemented 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. The service will began in November 2015 following a delay owing to the change of approach by DBS. - The DBS have decided to review not only our Umbrella status but also our registration. The Council challenged this decision and were given until June 2016 until another review will take place. The DBS is currently reviewing organisations that process smaller numbers of checks. We have already been processing checks through the umbrella service and are expecting more in the next quarter. More promotion and charging of the service will now take place given the recent authorisation from DBS. 			
<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>Most Member training has been completed and there has been positive feedback about the training provided. Further training is being organised on leadership. Mop-up sessions on planning have been organised.</p>	<p>Further training sessions will be organised in 2016/17 to meet organisational needs.</p>	<p>Beth Murgatroyd</p>	<p>Corporate Services</p>
<p>KA 05.04 Ensure grant funding allocated to communities, the voluntary sector and parishes is effectively and</p>	<p>Green</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</p>	<p>Develop criteria for 2016/17 Community Grant fund and confirm grant window and decision date.</p>	<p>Hayley Cawthorne Ann Marie</p>	<p>Communities</p>

efficiently managed to meet Council priorities.		<p>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 reduced the time to assess grant applications once submitted.</p>	Continue to facilitate Community Infrastructure projects through the s106 process.	Hawkins	
KA 05.05 Review of Council size and warding arrangements by Local Government Boundary Commission for England	Green	<ul style="list-style-type: none"> - 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). - Meeting with Chair of LGBCE and Review Manager at the Council Offices in February 2016. - LGBCE has produced draft timetable for Review concluding October 2017 with implementation at May 2019 elections. 	<ul style="list-style-type: none"> - Councillor briefing by LGBCE prior to Council on 18th April 2016. - Council size submission deadline 30 September 2016. - Warding patterns consultation October 2016 to January 2017. - Draft recommendations published March 2017. - Consultation on draft recommendations March 2017 to May 2017. - Final recommendations published July 2017. Order laid before Parliament October 2017. - Implementation - May 2019 elections. 	Richard Ellis	Corporate Services

CO 6: The Council makes the best use of its assets and resources

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
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"> - New two-year lease agreed with Lutterworth Town Council. <p><u>Garages Review:</u></p> <ul style="list-style-type: none"> - Sale of site at Home Close, Kibworth completed. - Full Business Case approved. - Planning applications for Paget Road, Lubenham and St Cuthbert's Avenue, Great Glen approved by Planning Committee. - Appointed Connell's as Residential Agent, and marketing material prepared. - Appointed Jeakins Weir through empa Framework for construction works. - Stopping Up Order application made, awaiting outcome. <p><u>The Settling Rooms:</u></p> <ul style="list-style-type: none"> - Completed a condition survey of the property. - Full options developed. - Property declared surplus following Council meeting in February 2016. 	<p><u>Garages Sites:</u></p> <ul style="list-style-type: none"> - Quarter 1 - Construction contract to be finalised. - Quarter 1 - Commence work on site in Lubenham in May 2016, delayed due to issues at Great Glen re Stopping Up Order and desire to commence works on both sites close together. <p><u>The Settling Rooms:</u></p> <ul style="list-style-type: none"> - Quarter 1 - Building Works to be tendered and work undertaken - Quarter 1 - Agent to be appointed to assist with or lease. - Quarter 2 - Marketing and sale or lease. <p><u>Welland Park Café:</u></p> <ul style="list-style-type: none"> - Quarter 3 - Finalise long-term options. <p><u>Lutterworth Allotments:</u></p> <ul style="list-style-type: none"> - Quarter 2 - Develop options for long term use. - Quarters 1-2 - Work with Town Council to identify alternative location for allotments. 	Mark Perris	Finance and Commercialisation

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
		<p>tender documentation being prepared.</p> <p><u>Doddridge Road:</u></p> <ul style="list-style-type: none"> - Lease complete <p><u>Great Bowden Recreation Ground:</u></p> <ul style="list-style-type: none"> - Declared surplus and sale to Parish Council approved in principle. 	<p><u>Hill Court:</u></p> <ul style="list-style-type: none"> - Quarter 1 - Assignment to Parish Council complete removing revenue deficit. <p><u>Brookfield Way, Lutterworth:</u></p> <ul style="list-style-type: none"> - Quarter 1 - Explore option to sell small garden plots to adjacent owners. <p><u>Tilton on the Hill:</u></p> <ul style="list-style-type: none"> - Quarter 1 - Explore option to sell small plot to adjacent owners, as no suitable alternative uses available. <p><u>Great Bowden Recreation Ground:</u></p> <ul style="list-style-type: none"> - Quarter 1 - Advertise disposal of Public Open Space - Quarter 1 - Progress sale. <p><u>Northampton Road:</u></p> <ul style="list-style-type: none"> - Quarter 1 - Explore option to re-configure leases and lease all pitches to either Football or Rugby Clubs to alleviate revenue costs for the site. 		
<p>KA 06.02 Review the leisure management contract prior to the contract end date to recommend whether to extend or re-procure</p>	<p>Amber</p>	<p>Project Mandate approved, dilapidations survey completed and initial work on Options Appraisal for contract end has commenced.</p>	<p><u>2016/17 Quarter 1;</u></p> <ul style="list-style-type: none"> - Programme for outstanding works to be agreed. 	<p>Mark Perris</p>	<p>Finance and Commercialisation</p>

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			<p><u>2016/17 Quarter 2:</u></p> <p>- Repair works undertaken.</p> <p><u>2016/17 Quarter 4:</u></p> <p>- Options Appraisal for contract end submitted for approval.</p>		
KA 06.03 Develop and implement a Third Sector Strategy	Green	The Council drafted a Voluntary and Community Sector Policy in spring 2015. This was a new Policy to set out the Council's support for the sector and ensure consistency in the way we provide this support. The draft policy was shared with the sector and residents via a six-week public consultation during summer 2015. A total of 96 responses were received. The Policy was agreed at Executive on 19 October 2016.	A key recommendation from this work was to develop and implement a Voluntary and Community Sector accommodation policy, which was approved by 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) software contractual terms has been shared with all partners; Performance Tool purchase order has been raised.	<p>RBV - complete by July 2016.</p> <p>Performance Tool - complete by June 2016.</p>	Leigh Butler	Corporate Services
KA 06.05 Implementation of the Car Parking Strategy Action Plan	Red	<p>At the beginning of the 2015/16 year it was the intention to adopt a revised Car Parking Strategy by the end of March 2016. Consultants were appointed to undertake the study however there were delays in getting the draft document. Officers are now in receipt of the draft document which set out a number of areas of further work required before the final Strategy can be adopted. It is likely that adoption will occur in the 2016/17 year, hence the Red status of this Activity.</p> <p>An Executive working group met in February 2016 to discuss potential options for inclusion in the strategy.</p>	A further assessment of car park use is to be carried out in April 2016 and the working group is due to meet in May 2016.	Elaine Bird	Environment & Regulation
KA 06.06 Review the Harborough Innovation Centre (HIC) management contract	Complete	The Executive approved an extension to the HIC contract for three years (with an option for a further two years). Revised contractual terms and outcomes agreed including provision of a new outreach service.	Delivery of contract.	S. Riley	Strategy and Economic

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prior to the end date to recommend whether to extend or re-procure.					Development
KA 06.07.01 Develop commercialisation of Building Control services	Red	<p>The commercialisation of the Building Control Service is gaining further momentum. A commercially-minded team structure is now in place and new Job Descriptions and Person Specifications have been prepared relating to all new posts that clarify the new roles and responsibilities. Recruitment to the new roles is underway. The posts have been advertised and applicants have been received. Interviews for Team Leader and Special projects Officer are due to take place on 19th April and for the role of Building Control trainee on 26th April.</p> <p>As part of the process to populate the new Building Control team, members of staff have also been assimilated into roles within the new team or 'ring fenced' to potential roles where these are possible.</p> <p>The Programme Board is overseeing this project and is kept updated on a monthly basis. Part of this is has been the preparation of a Building Control Team Plan for 2016/17. This is now in place for the new team to use in 2016/17 as they give effect to the commercialised approach.</p> <p>A review of Building Control fees has been undertaken and a new hourly rate for services has been identified. Proactive work is now underway to give effect to the implementation of the new fees in 2016/17. This will be linked to the new team being established and the new approach to the commercialisation of the Building Control service.</p>	<p>Recruitment will take place and new starters will come in as soon as possible. They will go through an induction process into the Building Control team and Council with emphasis on the need to 'hit the ground running' concerning giving effect to the full commercialisation of the Building Control Service. Interviews will be complete by 30th April and it is anticipated that new starters will be in post by 31st July.</p> <p>Induction into the new team will start thereafter with a strong emphasis on the commercial approach to service delivery. As set out in the Project Plan it is anticipated that the new team will be assimilated into their new roles through 2016/17 with this being completed in 2017/18.</p>	David Atkinson	Finance and Commercialisation
KA 06.07.02 Develop commercialisation of	Green	- 2015/16 Income target achieved at end of financial	2016/17 - Quarter 1:	Mark Perris	Finance and

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
Trade Waste services		<p>year.</p> <ul style="list-style-type: none"> - Conducted a pricing review in preparation for the 2016/17 year. - Replacement of existing Database - appointed Developer to undertake work, which is progressing well and due for completion by the end of Quarter 1 of the 2016/17 year. 	<ul style="list-style-type: none"> - Develop Project Documentation to commercialise service. - Develop further marketing strategy and materials. - Further promotion of the recycling service. 		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	<ul style="list-style-type: none"> - No progress on the Strategy during the 2015/16 year, although several successful events have been held (for example Harborough by the Sea). - Progress on development has been frustrated by complications around the County Council's operations on The Square. - 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. 	<ul style="list-style-type: none"> - May to June 2016 - Draft Strategy, - July to August 2016 - any necessary consultation, - September 2016 - Executive Approval, - October 2016 onwards - Implementation of Strategy. 	Mark Perris	Strategy and Economic Development

CO 7: Council Services are compliant with legal and audit requirements

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
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	Complete	- Scraftoft Neighbourhood Plan Referendum completed 11 February 2016. - All Neighbourhood Plan Referenda scheduled for current year have been completed satisfactorily.	Continue to work with Strategic Planning to timetable appropriate dates for forthcoming neighbourhood plan referenda in 2016/17.	Sheena Mortimer, Richard Ellis	Corporate Services
KA 07.04 Achieve Public Services (PSN) Code of Connection (CoCo) Certification	Complete	- Received and reviewed the official security reports. - Created and performed work on IT Health Check Action Plan. - Completed and returned HDC's PSN CoCo submission. - Certification obtained on 3rd September conditional on the completion of work identified in an Action Plan.	No next steps are required.	Chris James	Corporate Services

KA 07.05 Implementation of the Deregulation Bill 2014	Complete	<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 became fully operational with effect from 1 October 2015.</p> <p>The implementation of the Deregulation Act 2015 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	Funding was secured, a contractor was appointed and the traffic assessment was completed in February 2016.	We are currently waiting for the results of the assessment which are expected in April 2016. Further work will be required in 2016/17, depending on the outcome of the investigation work.	Elaine Bird Ian Bartlett	Environment & Regulation

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	23 responses to the regulatory survey were received throughout the year. Over 95% responding as having received a 'good' or 'very good' service.	Explore potential to develop a project to remove non-statutory requirements of business-facing services.	Lee Byrne Helen Nicholls	Strategy and Economic Development

<p>KA 08.02 The Human Resources and Learning & Development functions offer external advice and learning opportunities</p>	<p>Green</p>	<ul style="list-style-type: none"> - 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. - Workload and demand for Human Resources Learning & 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. - 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 Borough Council who will then determine if it wishes us to deliver a wider roll-out of workshops to the organisation. The estimated income from these recent sessions at Rushcliffe is circa £3,000. -Some L&D training materials have been bought by another local authority who may also wish for HDC to deliver a wider roll out of management development areas. Communication is ongoing with the customer. This potential roll out would realise income in the next financial year. -At present HR have been able to limit the impact of this external work upon the internal demand. It is important that this balance is maintained so that costs of delivery do not outweigh the internal provision. 	<p>To continue to promote our offer within local government through our existing networks. This target would need to be amended to maintain the existing or increased internal demand in the next financial year. There is an opportunity to maintain a small income generation and meet internal need to enable the income stream to be increased if needed in following years.</p>	<p>June Haines, Kate Frow</p>	<p>Corporate Services</p>
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CO 9: Entrepreneurs and businesses are able to access support and advice

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio Holder
KA 09.01 Signpost businesses to the support and advice available to businesses in Harborough District	Green	<ul style="list-style-type: none"> - Monthly newsletter is issued to 1,300 businesses and informs them of grants, events, advice, support, networks and seminars available to them. - Regular posts to LinkedIn and other social media channels outlining and signposting to support and news of interest to businesses. - Website directs through to regional support hub - the LLEP business Gateway - where all relevant information is regularly updated. - One-to-one visits undertaken to direct businesses to appropriate information when requested. - Presentations given to business groups on specific topics of interest around business support. - in discussions with LLEP and Oxford Innovations (OI) 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 - LEADER programme now up and running. 	<ul style="list-style-type: none"> - To sign information sharing agreement so a centre first approach for business support can be delivered through the Innovation Centre. - To agree Pioneer 10 website with comms and OI to begin delivery of outreach business support programme being delivered as part of the HIC contact. - Continue to push the LEADER programme to increase the amount of Harborough businesses applying for the funding. 	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"> - The number of providers on the Council Supplier List continues to increase ahead of target. 	<ul style="list-style-type: none"> - 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
<p>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</p>	<p>Green</p>	<ul style="list-style-type: none"> - To date, the programme is delivering as planned with the majority of the District receiving superfast broadband. - Recent launch of universal satellite offer for those not in receipt of 2mbps. - Discussions about extending the rollout of programme through gain share arrangements and further District funding (if required). - Up to the end of the 2015/16 financial year there was 85% coverage within the District, 13,000 new premises had been reached through the roll-out programme and 69 cabinets had been upgraded. 	<ul style="list-style-type: none"> - To continue cabinet upgrades throughout Harborough District. - To look at alternative delivery models when deciding whether to invest further into superfast broadband within the District. 	<p>Lee Byrne</p>	<p>Strategy and Economic Development</p>

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	<p>The Harborough Museum Partnership Strategic Steering Group met on 24 of February 2016 to consider the progress that had been made in delivering the Business Plan and Museum Performance.</p> <p>Progress that has been made during this quarter to deliver priorities in the Business Plan funded through HDC and LCC, include:</p> <p>Volunteering: Volunteer co-ordinator supervising 6 regular 'on-site' volunteers and a number of home located volunteers. Volunteer task and role descriptions in place. Recruitment of new volunteers in progress including young people doing D of E Award. Local studies volunteers listing of maps complete and have begun sorting existing Local Studies material for easier customer access. Established connection to LCC Century of Stories commemoration of WWI Volunteers. Supported visitor count in March 2016, the second time they have supported this activity. First events and trails for museum themed activity in progress. Recognition event for the Friends and volunteers took place on 2nd February, over 20 attendees.</p> <p>Learning: There have been 12 school visits since June 2015, facilitated by existing Museum Educators. LCC Museum Learning have been commissioned and briefed to develop 2 new school learning offers for Harborough Museum.</p> <p>Tourism and Promotion: Holding page for new website live. Work on new website in progress (will be completed in Q1 2016-17). Development of new promotional print</p>	<p>Work that is planned for the next quarter to support the delivery of the business plan includes:</p> <p>Volunteering: New task and role descriptions will allow for recruitment of volunteers for the following areas: 1) Meet and Greet 2) Promotion of the Museum beyond the Museum 3) Families, Activities and Trails 4) Local and Family History 5) Research volunteer 6) Web and Social media.</p> <p>A Century of Stories (LCC Commemoration of the First World War) History Café is scheduled for 11th April.</p> <p>Young volunteers (currently D of E Award) to be developed and extended.</p> <p>Tourism and Promotion: Website to be completed approved and launched, 'In and Around Harborough in 50 Museum objects' to continue to be developed (web and printed trail), promotional print to be developed and approved, attend Harborough Carnival</p> <p>Learning: Development, research and testing of first new learning workshop, promote visits through Library Summer Reading Challenge, promote Museum through targeted school visits, create the activity cart for trails and weekend table top</p>	Ann Marie Hawkins	Communities

		<p>in progress. Customer service training taken place.</p> <p>Heritage and Collections: Work to identify places and collections for 'Harborough in 50 objects' is in progress and a number of objects have been identified by volunteers and Friends and draft text in progress – aiming for 20 objects/places to launch.</p>	<p>activities.</p> <p>Harborough Heritage: Create 'My Harborough Museum' webpages, 'Find out more' labels to be created for existing displays.</p>		
KA 11.02 Develop culture and tourism in line with, and expanding beyond, the Harborough blueprint	Green	<ul style="list-style-type: none"> - Visitor Interpretation Panels in place as of February 2016 with over 400 maps being purchased. - Tourism executive has started and is currently in discussion to develop four short-stay breaks across the District and has met a majority of the tourism businesses in the District. 	<ul style="list-style-type: none"> - Tourism website is currently in development and will be launched by June 2016. - Tourism networking event currently being arranged and due to go ahead in June 2016. 	Lee Byrne	Communities

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 12 new affordable dwellings completed in Quarter 4 and made available to potential tenants via Harborough Homeseach. This takes the total number completed and transferred during the 2015/16 year to 85 units which is a considerable improvement on previous years.	Continued negotiation with registered providers and developers 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	<p>Information on a new scheme to help Harborough residents improve the energy efficiency has been made available on the Council's website.</p> <p>Funding is available for homes that require cavity wall insulation and were built prior to 1982. Targeted letters have been sent to specific areas in Market Harborough and Lutterworth.</p> <p>Half-day energy advice drops-in sessions were held at Lutterworth, Houghton-on-the -Hill and Billesdon (around 20 contacts made), in conjunction with Town and Parish council.</p> <p>Approximately 40 installations of cavity walls or loft insulation have been completed in February.</p> <p>Attendance at health events in Market Harborough and Lutterworth.</p>	<p>Detailed engagement with selected parishes and interest groups will continue.</p> <p>MOSAIC will be used to identify other areas of Harborough District, where eligible householders live.</p>	Steve Pointer, Helen Chadwick	Communities

<p>KA 12.03 Implementation of the Council's Empty Property Strategy</p>	<p>Complete</p>	<ul style="list-style-type: none"> - Public consultation on the draft policy was completed during Quarter 1. - Mechanisms established between the Benefits Partnership and the Environment Team to share information on the empty property data. - The strategy was approved by the Executive in October 2015 and is published on the website. 	<p>- Continued implementation of the action plan set out in the strategy document in accordance with the due dates.</p>	<p>Ian Bartlett Elaine Bird</p>	<p>Environment & Regulation</p>
<p>KA 12.04 Finalise the Housing Options Service Review and implement the agreed recommendations</p>	<p>Green</p>	<p>Tasks completed in Quarter 4:</p> <ul style="list-style-type: none"> 1) Project Management Documentation, 2) Consultation with 65 clients and stakeholders, 3) Performance & Benchmarking with other authorities, 4) A Quality Review of the service using nationally recognised framework 	<p>Tasks to be completed in Quarter 1</p> <ul style="list-style-type: none"> 1) Options Appraisal for Housing Options and Homelessness - In-House, Outsource, Shared Service, 2) Options Appraisal for Choice Based lettings - stop, upgrade or procure a new system, alone or in partnership with other Councils, 3) External Challenge of Service Review by Demontfort University, 4) Approvals - Executive in July. 	<p>Ann Ball, Ann Marie Hawkins,</p>	<p>Communities</p>

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"> - Ensured accurate records of customer base and marketing; Reviewed work-flow and process for new customers; Reviewed Customer Services role and communication with Lifeline; Pricing reviewed (based on existing charge structure); Melton Borough Council (MBC) contract secured at new price; MBC out of hours service now being delivered successfully; Marketing to private customers subject to Marketing Consultancy work (in progress); Relocation completed; During Quarter Four staffing problems eased, but persisted to some extent due to a backlog of leave; the service is now more resilient and staffing more sustainable. Resilience addressed <p>The marketing campaign began in Autumn 2015. Progress so far:</p> <ul style="list-style-type: none"> - Over 4000 leaflets were distributed. This included a mail out to all parish councils and meetings, key NHS, Social Care, VHS and other agencies; A series of radio advertisements were broadcast by Harborough FM; Staff attended key events to promote the service; An information pack to support the referral process has been completed; The service was promoted to teams within the Council that have contact with potential customers (e.g. Parish Liaison, Regulatory Services, Energy Efficiency). It is clear that marketing is increasing referrals to the service: for the three months December 2015-February 2016 inclusive, there were 57 referrals. For the comparable period in 2014-15 there were 23 referrals. Marketing activity has therefore already more than doubled the number of referrals. <p>The total number of private customers increased by 11 during the three months December-2015-February 2016 inclusive. Whilst the number of new referrals and new customers were both encouraging, the number of terminations (almost exclusively due too mortality or admission to care) remains high. However, as staffing</p>	<ul style="list-style-type: none"> - Marketing of service to private customers is ongoing throughout project. Work to incorporate the Council's internal and external values in marketing material has been completed by the Marketing consultant and Council staff. 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. - Current contracts to be reviewed and renewed on expiry. Charges to be revised if appropriate when current contracts are renewed. - Exploratory Additional service to a small local housing scheme is being negotiated. Reviewed monthly by Project Board. - Secure service by improving staffing resilience. 	Jonathan Ward-Langman	Finance and Commercialisation

		<p>pressures are reduced, the number of referrals leading to new custom should increase.</p> <p>Harborough Lifeline began provision of Out of Hours customer response for Melton Borough Council in December and the new Lifeline call monitoring contract has been signed by MBC. This will generate an increase in revenue of £7,500 for 2015-16 and approximately £14,250 in additional income over a full year. This equates to an increase of 65 new private customers.</p> <p>A new contract with an existing corporate customer (a small, local housing charity) has been secured.</p>			
<p>KA 13.02 Develop 'Universal Support' as part of Universal Credit (UC) rollout</p>	<p>Green</p>	<p>Continual monitoring of the impact of UC claimants.</p>	<p>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.</p>	<p>Leigh Butler</p>	<p>Corporate Services</p>

<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>In February 2016 Harborough District Council agreed to continue to provide the same of level of funding to the SLF Service (22k per annum) for the next 3 years (subject to budget and business planning).</p> <p>During Quarter 4 the Supporting Leicestershire Families Service for Harborough District have provided intensive family support to 21 families, brief intervention work to 9 families and youth interventions with approximately 18 young people. The SLF service has continued to deliver the Solihull Parenting programme with the Children's Centre. It has also closed down the alternative curriculum groups that SLF provided to schools and have handed these back to Behavioural Partnerships as part of a service redesign. There has been a small waiting list for families for brief and intensive support -however contact is made with all of these families to ensure that they have a contact point should they need this.</p> <p>During Quarter 4 the Children Centre's outreach workers had active involvement with 106 families and 11 parent support groups were held for targeted families with children aged 0-2. The support groups provided support to families in relation to communicating with their children, creating a home learning environment and ensuring attachment.</p>	<p>Implementation of the new Youth strand of SLF Service will continue during quarter 1 which brings more robust staffing for one-to-one work, a flexible groupwork offer and a Locality Youth Development Worker who will look at developing links with all Youth providers and HDC to look at opportunities, duplication and to share trends and data where possible. The implementation date is 1st May 2016.</p> <p>Planning for a Early Help Partnership Event will take place to bring together practitioners in Harborough to develop relationships, share practice and understand each other's services better with a view of improving links, joining up work and referral opportunities for families.</p> <p>In the next quarter the focus for the Children Centre Service 0-2 Programmes will be redesigned to meet staffing changes.</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"> - www.lightbulbservice.org has been beta launched, content to be added on completion of the Communication Management Strategy work - 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). - 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. - 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>The completion of a business case to meet the needs of all the organisations and service users and moving forward with it's approval and implementation will be undertaken during the 2016-17 year.</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>Leigh Butler</p>	<p>Corporate Services</p>