

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	CMT Lead	Portfolio
KA.01.01 Determining Planning Applications and Appeals in accordance with national guidance and effective planning enforcement.	Green	- Targets for all Development Management Performance Indicators were met during Quarter 2.	- Continue to monitor performance.	D. Atkinson	Planning and Regeneration
KA.01.02 Submit for examination a new Local Plan for the District to promote sustainable development, meet as a minimum objectively assessed needs for housing and employment and protect open space.	Green	<p>- A report was presented to the Executive on 4 September 2017 with a recommendation to Council that the Proposed Submission Local Plan is published for public representation. This was approved at Council on 18 September 2017.</p> <p>- The Proposed Submission Local Plan was published on 22 September 2017 for a six-week period for public representations until 3 November 2017.</p> <p>- A series of drop-in events with exhibitions are taking place to provide further information to the public regarding the Local Plan. The process for making representations is as follows:</p> <ul style="list-style-type: none"> - 7 October 2017: Scraptoft, The White House - 14 October: Market Harborough, The Three Swans - 21 October: Lutterworth, The Wycliffe Rooms <p>- A revised Local Development Scheme was published in July 2017.</p>	- A report will be presented to the Executive on 8 January 2018 with a summary of the key issues raised in representations to the Proposed Submission Local Plan and a recommendation concerning its Submission to the secretary of State for Examination. This will then be presented to Council for decision on 22 January 2018.	D. Atkinson	Planning and Regeneration

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Key Activities	Status	Progress	Next Steps	CMT Lead	Portfolio
KA.01.03 Publish, arrange examination for additional neighbourhood plans which accord with the new Local Plan, provide for local housing and employment and protect open space.	Green	<ul style="list-style-type: none"> - Great Easton Examiners report received on 18 June 2017. Timetabled for Executive on 4 December 2017 for approval to proceed to Referendum on 25 January 2018. -The Kibworths: report to be submitted to the November 2017 Executive for approval to proceed to 25 January 2018 referendum. - Great Glen: approval received from Executive to hold a referendum for the Great Gen Neighbourhood Plan on 23 November 2017. East Langton: additional land owner consultation held on advice of Examiner ended on 4 September 2017. Qualifying Body has had the opportunity to comment and all representations have been submitted to Examiner. - Houghton: Submitted to the Council. Regulation 16 consultation completed and Examiner appointed. Examination commenced. - Great Bowden: Submitted to the Council. Reg 16 Consultation ends on 8 November 2017. Examiner appointed. - Swinford: Submitted to the Council. Regulation 16 consultation commences on 1 November 2017. - Tur Langton: pre-submission consultation completed 3 July to 21 August 2017. Medbourne: Pre-submission consultation completed 29 August to 10 October 2017. 	<ul style="list-style-type: none"> - Referenda to be held in conjunction with Electoral Services on 23 November for Great Glen and 25 January for Great Easton and The Kibworths Neighbourhood Plans. - Executive approval sought on 4 December 2017 for Great Easton Neighbourhood Development Plan to proceed to Referendum on 25 Jan 2018. - Executive approval sought 6 November 2017 for The Kibworths Neighbourhood Development Plan to proceed to Referendum on 25 January 2017. - Examination reports to be received for Houghton on the Hill, Great Bowden and East Langton. - Submission expected from Tur Langton and Medbourne. 	D. Atkinson	Planning and Regeneration
KA.01.04 To ensure that Harborough's requirements are adequately addressed in the published Strategic Growth Plan for Leicester and Leicestershire.	Green	<ul style="list-style-type: none"> - Strategic Growth Plan Options Working Group established. - Draft document prepared, background evidence documents commenced, proceeding and will continue into Quarter 3. 	<ul style="list-style-type: none"> - Background evidence documents to continue into Quarter 3. Final document to be prepared and presented to Members at the end of Quarter 3. Public consultation to take place in Quarter 4. 	D. Atkinson	Planning and Regeneration

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<p>KA.01.05 Seek funding sources towards infrastructure requirements within Harborough District through the Infrastructure Delivery Plan (IDP).</p>	<p>Green</p>	<p>- Officers made extensive comments on progressive drafts of the IDP which has been prepared by consultants. Key amongst these has been drawing attention to the conclusions with regard to the overall figures. The nature of the comments made, and resulting amendments, was such that those on the final draft were effectively limited to grammatical/typographical errors. The document is now available for inspection on the Council's website.</p>	<p>Whilst the document has been completed, it is a 'living document' such that it will be updated as and when necessary. Three next steps are:</p> <ol style="list-style-type: none"> 1. Further investigation of certain matters (e.g. waste water treatment discharge permits, transport capacity of Frank Whittle roundabout, public transport, and cross boundary infrastructure requirements) for the East of Lutterworth SDA/Magna Park and (off site transport infrastructure and provision of land for a cemetery) for the Scraftoft North SDA. 2. Carry out more specific assessments to provide more precision on the infrastructure needs and costs having regard to prevailing circumstances at the time. 3. Refine and update the IDP, possibly on an annual basis, such that it realises its potential as a tool to add value beyond the preparation of the Local Plan in supporting the delivery of growth and securing prioritised infrastructure. 	<p>D. Atkinson</p>	<p>Planning and Regeneration</p>

CO 2 Residents are able to access housing which meets their needs and live in safe and appropriate dwellings

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.02.01 Achieve delivery of an appropriate mix and type of housing that meets local housing need throughout the District, across all tenures.	Green	- During Quarter 2, a further nine new-build units were delivered (total Affordable Housing units equals 50 units for the first two quarters).	- Continue to negotiate and deliver Harborough District's percentage of affordable housing requirement and appropriate unit mix.	A.M. Hawkins	Planning and Regeneration
KA.02.02 Promote domestic energy efficiency measures which lead to carbon savings to address climate change.	Green	- Letter to residents and marketing (September 2017). - Council website updated (September 2017).	- Monitoring of uptake on a monthly basis. - Investigating use of local flexibility to target more vulnerable households.	A.M. Hawkins	Environment and Regulation
KA.02.03 Promote carbon savings in Council buildings and activities.	Amber	- A report on opportunities for significant savings at Lutterworth Sports Centre has been prepared. Initial discussions with Serco regarding a reduction of the contract 'subsidy' have been discussed. - The Symington Building: exploring improved lighting controls linked to the building management system, voltage optimisation. - Green Travel Plan for The Symington Building has been updated and submitted to Executive for approval. - Electric Car Charging Points have been included in the works at Harborough Innovation Centre, and will be installed in Quarter 3. - Currently exploring further Electric Car Charging Points through government funded scheme. - Exploring new technologies for inclusion in a new Harborough Leisure Centre to reduce carbon emissions and costs.	- Lutterworth Sports Centre: progress report for consideration and finalise discussions with Harborough District Leisure Trust and Serco. - Explore Photovoltaic Panels at the Harborough Innovation Centre.	B. Jolly	Environment and Regulation

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
<p>KA.02.04 Ensure supply of existing and new affordable housing lettings is targeted to those most in need.</p>	<p>Green</p>	<p>- Housing Advisers continue to raise awareness with applicants in Priority Need Band of suitable available properties for them to bid on.</p>	<p>- A continuation of raising awareness amongst the most vulnerable housing applicants of suitable properties to bid on.</p> <p>- Reinforcing the need with Registered Providers to provide 'Coming Soon' information on new-build properties two months before they are likely to be advertised so that applicants are aware of housing opportunities at an early stage and can ensure they are ready to move if their bid is successful.</p>	<p>A.M. Hawkins</p>	<p>Wellbeing and Localities</p>
<p>KA.02.05 To ensure that commuted sums for affordable housing are allocated to schemes to support development of new affordable housing, including where appropriate on sites in the ownership of the District Council.</p>	<p>Green</p>	<p>- Work commenced this Quarter on the development of the affordable housing scheme in Lutterworth which the Council is contributing £171,000 towards. The scheme will provide 57 rented and shared ownership units. The first phase of units is expected in January 2017.</p>	<p>- Consideration of future schemes/ proposals e.g. investigating in a former garage site in Saddington owned in part by the Council and Waterloo Housing Group. The scheme, if approved, will require investment via commuted sums. Other potential sites for investment include redevelopment of two sites in Market Harborough and potential to include the acquisition of units for temporary accommodation.</p>	<p>D. Atkinson</p>	<p>Wellbeing and Localities</p>

CO 3 The District offers a clean, green and safe environment in which to live, work and enjoy

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.03.01 Work in partnership to reduce crime and anti-social behaviour (ASB) and improve support for victims.	Green	<ul style="list-style-type: none"> - The annual review of the Community Safety Partnership took place at the Communities Scrutiny Panel on 6 July 2017. - The Council carried out ongoing investigations into a rough sleeper involved in antisocial behaviour in Market Harborough. The gentleman has now left area. - The Safer Summer Campaign ran through July and August with publicity on HFM, social media and a Market Harborough market stall. - Fatal Four day was held at at Robert Smyth Academy on 11 July to promote road safety. - Safer Summer day on 4 August 2017 at the Council which was open to the public including presentations on Scams. - A Leicestershire Road Safety event on Market Harborough Square 12 August. - County-wide training in September for police and ASB workers on ASB Incremental Approach. Celebrate Safely Launched in September. 	<ul style="list-style-type: none"> - Celebrate safely will continue with Diwali, Halloween and Bonfire as well as being part of Christmas Presence campaign. - Fatal Four event planned for Lutterworth College on 6 October 2017. - Community Safety presence at Annual Parish Liaison meeting on 1 November 2017. - National Hate Crime Awareness week: October 2017. 	A.M. Hawkins	Wellbeing and Localities
KA.03.02 Review the Council's Contaminated Land Strategy.	Amber	<ul style="list-style-type: none"> - Due to other work that has had to be prioritised this year, this review has been delayed. However a review of the strategy commenced during Quarter 3. 	<ul style="list-style-type: none"> - Complete a review of the strategy by the end of Quarter 4. 	A.M. Hawkins	Environment and Regulation

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<p>KA.03.03 Support the delivery / development of new or refurbished open space in accordance with the adopted open space.</p>	<p>Green</p>	<ul style="list-style-type: none"> - The Open Spaces Strategy action plan was updated with progress related to Key activities of each Department and the Corporate Priorities. - Planning and Landscape comments made as required to ensure delivery of open space through planning agreements. - Worked with communities through Neighbourhood Plans to deliver protection and improvement to open space irrespective of ownership. - Worked with partners such as the catchment-based partnerships to ensure open space of all typologies can make a positive contribution to the local and wider environment. - Possible cemetery site identified adjacent to Market Harborough included in draft Local Plan. 	<ul style="list-style-type: none"> - To continue to make planning comments as required to ensure the action plan of the Open Spaces Strategy is delivered in conjunction with other Council Departments. - Submission of Playing Pitch Strategy (PPS) to Harborough District Council, and progression of PPS through Committee system to adoption. 	<p>D. Atkinson</p>	<p>Planning and Regeneration</p>

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<p>KA.03.04 Submit for examination a new Local Plan for the District to identify and safeguard important open space and assist in maintaining the quality of environment of the District.</p>	<p>Amber</p>	<ul style="list-style-type: none"> - Local Plan policies prepared to: protect existing open space, sport and recreation sites and to ensure provision of new open space in conjunction with new development; identify and safeguard Local Green Space; to identify and safeguard Green Wedges, and to identify and safeguard Areas of Separation. - A report was presented to the Executive on 4 September 2017 with a recommendation to Council that the Proposed Submission Local Plan is published for public representation. This was approved by Council on 18 September 2017. - The Proposed Submission Local Plan was published on 22 September 2017 for a six-week period for public representations until 3 November 2017. - A series of drop-in events with exhibitions are taking place to provide further information to the public regarding the Local Plan and the process for making representations as follows: <ul style="list-style-type: none"> - 7 October 2017: Scraftoft, The White House - 14 October: Market Harborough, The Three Swans - 21 October: Lutterworth, The Wycliffe Rooms - A revised Local Development Scheme was published in July 2017. 	<ul style="list-style-type: none"> - A report will be presented to the Executive on 8 January 2018 with a summary of the key issues raised by the representations on the proposed Submission Local Plan and a recommendation in relation to the submission of the Local Plan to the Secretary of State for Examination. This will then be presented to Council on 22 January 2018 for decision. 	<p>D. Atkinson</p>	<p>Planning and Regeneration</p>
<p>KA.03.05 To implement an action plan to address fly-tipping.</p>	<p>Green</p>	<ul style="list-style-type: none"> - Residents are still reporting more incidents, however there was an increase in incidents for July August and September. One fixed penalty issued at the end of September for £400. - Several cases will continue into the next quarter including an Asbestos court case that is being prepared. 	<ul style="list-style-type: none"> - Report against Actions. - Review of enforcement actions. 	<p>B. Jolly</p>	<p>Environment and Regulation</p>

CO 4 People have opportunities to access a range of leisure, sport and physical activities

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.04.01 Deliver and commission a range of sport and physical activities through securing funding from Public Health and other sources.	Green	<p>- We have continued to work with all ages:</p> <ul style="list-style-type: none"> • Early Years (0-5), • Children and Young People, • Adults of all ages <p>using targeted campaigns such as:</p> <ul style="list-style-type: none"> • Feel Alive from 65 (activities designed to help and encourage those over 65 to be active, one week). • Nifty from Fifty (activities designed to help and encourage those 50+ to be active, lasts 6 weeks). <p>- Working with partners including Leicestershire County Council (LCC), Public Health, Leicestershire and Rutland Sport (LRS), The South Leicestershire School Sports Partnership (SLSSPAN), Clubs, Leisure Centres and Activity Providers.</p> <p>- Delivering specialist services in the following ways:</p> <p>Early Years: the Wild Child programme was popular in both Welland Park and a new location in Broughton Astley in the summer, with 73 children attending in total.</p> <p>- A Mini Movers session has been delivered in Market Harborough.</p> <p>- Street Games continues to run in the three different areas of the community. Total number of attendances at the sessions is 920. The street games programme is now at such a level that we can support it to enable it to become a sustainable model to create a Community SSPAN activity link pathway from in-school programmes that Learning South Leicestershire deliver.</p> <p>- Xplorer events are still being delivered around the District. An event was held during the summer that engaged with SLF families, a combined event with Leicester City.</p> <p>- We have continued to support the Mums in Mind mental health project helping new mums, by introducing a physical activity and information session into their eight-week programme.</p>	<p>Continue to working with all ages:</p> <ul style="list-style-type: none"> • Early Years (0-5) • Children and Young People • Adults of all ages <p>using targeted campaigns:</p> <ul style="list-style-type: none"> • Feel Alive from 65 (activities designed to help and encourage those over 65 to be active, one week). • Nifty from Fifty (activities designed to help and encourage those 50+ to be active, lasts six weeks). • JUST (activities designed to encourage girls 16+ to be active, lasts eight weeks). • Family Week (activities designed to get the whole family active, one week). • Walking Month (Consists of five walks around the District, suitable for all fitness levels and abilities). • This Girl Can Week (a week dedicated to getting girls and women involved in sport) <p>- Working with partners:</p> <ul style="list-style-type: none"> • LRS - Leicestershire, Leicester and Rutland, the county sports partnership to help them achieve their vision of becoming The Most Sporting and Physically Active Place in England by 2025. • The South Leicestershire School Sports Partnership to help them run their school competitions. We also work together to create exit routes for young people. <p>Therefore, if a session runs for eight weeks it is important that these young people have somewhere to be active following the eight weeks.</p> <p>- Clubs: can apply for funding for equipment, qualifications, expansion.</p> <p>- Delivering specialist services:</p>	A.M. Hawkins	Wellbeing and Localities

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		<ul style="list-style-type: none"> - Our 321 running route is now up and running. We have a high quality map and markers installed at Welland Park This is being enjoyed by both local running and walking groups on a casual basis. - Uptake in Market Harborough to the Leicestershire Nutrition and Dietetics Service (LNDS). - "LEAP" programme has been good, we have developed a maintenance session that is being piloted between September and December due to its popular demand. - Strong links have been formed between the Physical Activity team and the Harborough Innovation Centre, where a health day event was delivered in line with our workplace health initiative. - Our Race Harborough events have continued to be a great success around the District during the last six months, events have included: <ul style="list-style-type: none"> • The festival of cycling (400 riders) + children aged 4-12 took part in child's cycling classes, • Harborough carnival of running (1000 participants), • Lutterworth Charity 5 (322 runners), • Harborough Triathlon (300 participants), • Welland Valley Whizz Kids which (30 children). - The Lutterworth Big Bike Ride took place in August, over 540 people took part. This is an increase of around a 100 competitors compared to the previous year and included families taking on a 11km route right up to 64km depending on their ability. Running: see jnr parkrun Least Active CYP and 321 route inactive adults. - Health walks continue to be delivered around the District on a weekly basis and can be accessed online through the Walking for Health website. - Exercise Referral: this quarter we have worked hard to upskill the workforce within Harborough and have identified suitable instructors to deliver sessions at Level 3 and Level 4 standard. We have also engaged with new activity partners in order to provide a range of different types of facilities within the District to appeal to a wider demographic - Our local leisure provider has worked with us to establish a Healthy Lifestyle post that is helping to 	<ul style="list-style-type: none"> - We support Leap - The Lifestyle Eating and Activity Programme a free, weekly weight management group supporting adults that are overweight lose weight gradually through a balanced diet and regular moderate exercise. - We run an Exercise Referral Scheme - A countywide scheme whereby patients will get referred from their GPs/Practitioners to undertake a 12- or 16-week exercise programme. The aim of the scheme is to help the individual make the first steps in becoming more active on a regular basis. - FaME - Falls Management Exercise Programme: A 24-week exercise programme to help individuals increase their strength and balance. - Heart Smart Referral: A 16-week cardiac rehabilitation scheme targeted at people who are recovering from heart problems or heart surgery. 		

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		<p>develop a more targeted array of programmes around exercise referral for Harborough District.</p> <ul style="list-style-type: none"> - We continue to work hard to deliver a range of services for those close to retirement and older people. Our Tea Dances remain popular with local residents and have provided us with an opportunity to develop our young leaders and local volunteers who have supported with the delivery of these events. - Our Kurling group in Broughton Astley has now become sustainable and we are supporting them in becoming a formally constituted group. On the back of its success we have also delivered sessions at facilities in Houghton and Arnesby. - Our Steady Steps/Falls Prevention sessions are now at capacity and we are negotiating the possibility/feasibility of other sessions. The support that it has provided to individuals at risk of falling and that experience balance related problems has been helpful to other services such as the NHS. And on the back of its success we have developed a link with the Falls Clinic and can now provide pathways for the community as a six-week programme to help ensure sustainability and continuity. 			
<p>KA.04.02 To develop and adopt a Sports and Leisure Strategy.</p>	<p>Green</p>	<ul style="list-style-type: none"> - To support the development of the Physical Activity Strategy an eight-week consultation was undertaken over the summer 2017. 2,321 responses were received. This included responses from residents in rural communities and residents who do not currently use the Council's leisure facilities. The insight gained from the survey will be important in shaping the final strategy and leisure procurement moving forwards. 	<ul style="list-style-type: none"> - Once finalised the Strategy will be considered by the Executive (by January 2018). 	<p>A.M. Hawkins</p>	<p>Wellbeing and Localities</p>
<p>KA.04.03 Undertake an appraisal of the options for the expiry of the Leisure Contract and implement the agreed outcome.</p>	<p>Green</p>	<ul style="list-style-type: none"> - Completed public consultation and analysed results. - Undertaken soft market testing on Design, Build, Operate, Maintain solution, and recommended preferred approach. - Approval of budgets by Council. 	<ul style="list-style-type: none"> - Finalise procurement pack. - Issue OJEU Notice and SQQ - Assess SQQ responses. - Agree contractors to progress to next stage. 	<p>B. Jolly</p>	<p>Finance and Assets</p>

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		- Procurement documentation preparation underway for procurement exercise to complete November 2017.			

CO 5 Residents are informed, included and listened to and are able to access Council services easily

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.05.01 Undertake consultation with key stakeholders.	Green	<ul style="list-style-type: none"> - Consultation to support the Physical Activity Strategy and Leisure Centre provisions has been completed. Responses were analysed and a report prepared. - Changes to Council on empty/second homes has been completed. Responses were analysed and a report prepared. - Business Survey (as part of the residents survey piece of work) is currently underway. - Local Plan Consultation underway. - Consultation underway concerning Taxi Driver dual license and sexual exploitation training. 	- Continue to work with colleagues to identify key stakeholders consultations to be carried out during the year.	A.M. Hawkins	Corporate Services and Economic Development
KA.05.02 Carryout a District-wide survey of residents.	Green	<ul style="list-style-type: none"> - Tender exercise completed. - MEL Research appointed. - Residents and business survey underway (to be completed in early November). 	<ul style="list-style-type: none"> - Continue to manage MEL Research to ensure survey is completed within timescale (survey to be completed on 12 November 2017). - Continue to promote the survey through social media to encourage resident to complete on-line. 	A.M. Hawkins	Corporate Services and Economic Development
KA.05.03 Develop the accessibility of the Council website to promote self-service.	Green	- Some 'Quick-wins' to improve access to the website, such as on-line forms, are being currently implemented where possible.	- Finalise the Channel Shift Action Plan.	A.M. Hawkins	Corporate Services and Economic Development
KA.05.04 Review and Implement the Council's Customer Services Strategy.	Amber	- Research into Customer Services Strategies has been completed, and baseline data has been established.	- Draft Customer Services Strategy in line with Channel Shift Action Plan.	A.M. Hawkins	Corporate Services and Economic Development

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KA.05.05 Conduct neighbourhood plan referenda.	Green	- Neighbourhood Plan Referenda for North Kilworth, Lubenham and Hungarton have been completed.	- Great Glen Neighbourhood Plan Referendum to take place in November 2017. - Kibworths and Great Easton Neighbourhood Plan Referenda to take place in January 2018.	B. Jolly	Corporate Services and Economic Development
KA.05.06 Undertake strategic campaigns.	Green	- Work is on-going to support and promote the Lifeline Service. Lottery Campaign planning completed and action plan has been drafted. - Campaign plans have been prepared for the Council Lottery and Dog Fowling Campaigns.	- Implement Lottery and Dog Fowling Campaigns. - Start to prepare Campaign for Tip-off.	A.M. Hawkins	Strategy and Communications

CO 6 The Council will support those most in need

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.06.01 Support the most vulnerable as part of Universal Credit rollout.	Green	- Discretionary Housing Payments Scheme is used to support those that are vulnerable and includes claimants in receipt of universal credit.	- Continue to support the most vulnerable as part of Universal Credit rollout.	B. Jolly	Corporate Services and Economic Development
KA.06.02 Continue to work with partners to manage the ongoing impact of Welfare Reform.	Green	- Welfare Reform liaison meeting with partners at which information was shared on housing benefit, universal credit claims update and council tax support.	- Liaison meetings take place quarterly with partners.	B. Jolly	Corporate Services and Economic Development
KA.06.03 Implementation and redesign of the delivery of housing support.	Green	- The Council has now procured and awarded the contract for new Choice Based Lettings software. This will deliver efficiencies and improved customer responsiveness to those seeking to join the Housing Register and apply for a social or affordable rent property.	- The new system will be developed at the end of Quarter 3 and testing will begin in Quarter 4.	A.M. Hawkins	Wellbeing and Localities
KA.06.04 To evaluate potential introduction of Child Sexual Exploitation training linked to Regulatory Services.	Amber	- Work has commenced in relation to exploring the feasibility of introducing Child Sexual Exploitation (CSE) training for Taxi Drivers. An options appraisal has been undertaken and this identified four options. Two of these options are being explored further. This includes a taxi driver knowledge test based on awareness-raising sessions or recruiting an external trainer to deliver the CSE training.	- The Regulatory Committee will consider the options appraisal at its meeting on 28 November 2017 together with the appropriate method for delivering the necessary training, including the development of a training plan. The existing policy will be amended to incorporate the new requirements including penalties for non-compliance. This work will be completed during Quarters 2 and 3.	A.M. Hawkins	Environment and Regulation

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KA.06.05 To ensure that the Council is able to support the Syrian Vulnerable Persons Resettlement Scheme.	Green	- The Council has now settled a Syrian family who arrived in September 2017. Feedback from the family support worker is that the family is settling into its new home and getting to know neighbours and local area. The children are settling in well at school and the parents are attending English language courses.	- Once the family has settled in, the Council will review its future commitment to taking families through the Syrian Vulnerable Persons resettlement scheme.	A.M. Hawkins	Wellbeing and Localities
KA.06.06 To prevent homelessness and provide support and emergency accommodation where appropriate.	Green	- An expression of interest has been submitted to the LGA seeking expert advice regarding models of temporary accommodation with support which would provide greater value for money with the potential of sharing good practice and linking with other districts in Leicestershire.	<p>- Discussion with local authority partners in Leicestershire exploring the potential to fund accommodation for the single and homeless with support in order to achieve access to suitable accommodation for those with complex needs.</p> <p>- Expression of interest with LGA has been acknowledged but to date no confirmation of what, if any, specialist advice would be provided to assist in developing a suitable model.</p>	A.M. Hawkins	Wellbeing and Localities
KA.06.07 To ensure provision of a 24-hour / 365-day control centre to provide assurance to vulnerable people.	Green	<p>- Continued growth in number of private customers; substantial new corporate contract secured. Income growth of approximately 10% projected for the year.</p> <p>- Response rate for Lifeline calls answered within 180 seconds exceeds target. The rate for Lifeline calls answered within 60 seconds is below target but within tolerance.</p>	- Continued marketing and management of service.	V.Wenham	Wellbeing and Localities

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<p>KA.06.08 To work in partnership to minimise the impact of incidents of flooding.</p>	<p>Green</p>	<ul style="list-style-type: none"> - The Resilience Partnership is working with the Environment Agency on the roll-out of the Extended Flood line across the County. Currently developing local scripts for each district before final roll-out can take place. - Information on the website has been reviewed and a system is in place to use the website and social media to raise public awareness of current weather warnings. - The Council's flood plan has been reviewed. - Work is progressing to identify local flood wardens. - Two more community response plans have been completed. 	<ul style="list-style-type: none"> - County roll-out of the Extended Flood line (anticipated timeframe is Quarter 3). - Participate in LLR Prepared week (Quarter 3). 	<p>A.M. Hawkins</p>	<p>Environment and Regulation</p>

PRIORITY: Enable public services which are effective and deliver value for money

CO 7 The Council is efficient and resilient in its service delivery

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.07.01 To increase the percentage of customers accessing services through implementation of the Channel Shift Strategy.	Green	<ul style="list-style-type: none"> - Baseline data have been captured and analysed. This information has been used to feed into the development of a draft Action Plan. - Draft Action Plan reviewed by Corporate Managers and some further reshaping of the document is underway. - Some 'Quick-wins' are being implemented, where possible. 	<ul style="list-style-type: none"> - Finalise the Channel Shift Action Plan following feedback from Corporate Managers. 	A.M. Hawkins	Corporate Services and Economic Development
KA.07.02 To increase resilience of the Council's ICT service.	Green	<ul style="list-style-type: none"> - Key gaps within the previous IT Health check have been reviewed and mitigative/corrective actions have been put in place to address any residual issues that could be picked up through a new ITHC. New policies are being agreed internally within the ICT support team, to be supported by operating procedures to address root cause of issues identified. 	<ul style="list-style-type: none"> - Formally accept any new policies and ensure they are implemented into normal working practices within the ICT team. - Undertake a new IT Health Check (scheduled for November), risk assess and address/mitigate any newly identified issues/vulnerabilities. - Undertake gap analysis against the PSN CoCo guidance and submit renewal application along with ITHC and Remedial Action Plan. 	S. Riley	Corporate Services and Economic Development

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KA.07.03 Ensure all grant funding is effectively and efficiently managed to meet Council priorities.	Green	<ul style="list-style-type: none"> - Community grants launched. Closing date for register of interest is October (30+ registered by the end of September 2017). - Dragons Den event completed 14 September 2017. - Grant Surgery advertised to applicants for 25 October 2017. - Section 106 grant round 1, 2017/18 allocated £82,968 of Section 106 funding to 9 out of 15 projects that were presented to the Grants Committee on 11 May 2017. Parishes that benefitted from Section 106 funding were Fleckney, Gilmorton, Lutterworth and Market Harborough. - Section 106 Round 2 17/18 launched . Closing date was 12 August. 	<ul style="list-style-type: none"> - Executive Subcommittee Meeting (Grants) to meet 5 October 17. - Grant Surgery 25 October 2017. - Community grant Deadline 17 November 2017. 	A.M. Hawkins	Wellbeing and Localities
KA.07.04 Ensure that commissioning is effective, efficient and compliant.	Green	<ul style="list-style-type: none"> - Commissioning Plan actions completed as agreed. - Savings of £90,869 achieved. - No legal challenges to procurement. 	<ul style="list-style-type: none"> - Continued effective procurement and commissioning. 	V.Wenham	Finance and Assets
KA.07.05 Ensure that the Council's governance, legal and financial arrangements are robust and not subject to legal challenge.	Green	<ul style="list-style-type: none"> - During Quarter 2 100% of Committee agenda were despatched within the statutory time timescales. - No legal or financial breaches were reported by the Section 151 Officer or the Monitoring Officer. 	<ul style="list-style-type: none"> - Consolidation and publication of revised Constitution. 	V.Wenham	Corporate Services and Economic Development
KA.07.06 To offer all Councillors an opportunity to receive training and development appropriate to their needs.	Green	<ul style="list-style-type: none"> - In Quarter 2 three training opportunities were offered to Councillors. 	<ul style="list-style-type: none"> - Training opportunities will continue to be identified and offered to Councillors. 	V.Wenham	Corporate Services and Economic Development

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.07.07 Refresh of the Medium-term Financial Strategy (MTFS) and delivery of Efficiency Plan to ensure financial sustainability and resilience.	Green	<ul style="list-style-type: none"> - The Council delivered its savings and income generation targets for 2016/17 and is on target for delivery of targets. The Council has received confirmation that once again it was the County's top performer in respect of Council Tax and Business Rate Collection for 2016/17 and had the highest retained business rate from growth in the County. - Delays in approving the Local Government Finance Bill and the uncertainty over whether 100% Business Rate retention is implemented leads to significant uncertainty in the medium term. 	<ul style="list-style-type: none"> - Refresh of the MTFS as part of the annual budget and business planning process. - Development of an Asset and Investment Strategy. 	S. Riley	Finance and Assets
KA.07.08 Review and implementation of the Workforce Strategy.	Green	<ul style="list-style-type: none"> - Work has been undertaken to identify the long-term vision (up to five years) in terms of major projects and the resourcing implications mostly in relation to people, skills gaps and capacity. A number of long-term projects and initiatives have been identified. 	<ul style="list-style-type: none"> - Prepare a draft Workforce Strategy. 	S. Riley	Finance and Assets
KA.07.09 Carryout a business continuity exercise to test resilience across all council services.	Green	<ul style="list-style-type: none"> - Plan in place for a review of all service area recovery plans during current year (team plan action for all service managers). - Joint business continuity exercise took place on Tuesday 25 July 2017 involving all Symington Building occupiers (desktop exercise). 	<ul style="list-style-type: none"> - Council-only desktop exercise to take place in Quarter 4 to test updated Business Continuity plans. 	S. Riley	Corporate Services and Economic Development
KA.07.10 Financial Resilience: Impact of Business Rates Review.	Green	<ul style="list-style-type: none"> - Review of DCLG/ LGA working party papers on the business rate review and fair funding initiatives. - Modelling potential of being a Business Rate retention pilot. 	<ul style="list-style-type: none"> - Request to become a 100% business rate retention pilot if beneficial for the authority with the authorities in the Leicestershire business rate pool by 27 October 2017. Review the Provisional settlement when issued (expected late December 2017). 	S. Riley	Finance and Assets

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.07.11 To promote a commercialisation approach throughout the Council to contribute towards improved financial sustainability.	Green	<ul style="list-style-type: none"> - Regular, monthly monitoring of income levels. - Development of option appraisals for traded services e.g. Building Control. 	<ul style="list-style-type: none"> - Further consideration of alternative service delivery models . Development of a revised Building Control service delivery model. - Development of an Asset Investment Strategy. 	N. Proudfoot	Finance and Assets
KA.07.12 To develop the Combined Authority and to maximise the benefits of devolution powers for Harborough District.	Green	<ul style="list-style-type: none"> - The Monitoring Officers have completed work on the Constitution and the operating agreement. 	<ul style="list-style-type: none"> - A report will be considered by the Executive and then Council when the Order has been published by central government. 	V.Wenham	Strategy and Communications
KA.07.13 Implement the outcome of the Facilities Management Review on expiry of the initial term of the contract.	Green	<ul style="list-style-type: none"> - Approval by Executive for Contract Award. - Contract Documentation prepared. - TUPE Process commenced. - Familiarisation commenced. - Mobilisation commenced. 	<ul style="list-style-type: none"> - Approval Process: July 2017. - Contract Start: 1 December 2017. - Transition: December 2017 to April 2018. 	B. Jolly	Finance and Assets

CO 8 The Council makes effective use of its assets and resources

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.08.01 Conduct County Council Election (and any other elections as required).	Complete	<ul style="list-style-type: none"> - County Council Elections completed May 2017. - General Election completed June 2017. - Project management and dedication of staff ensured that both elections were completed with no issues despite short timescale between the two elections and short notice for general election. 	- By-Election for Lutterworth Town Council (Springs Ward) to take place on 3 August 2017.	B. Jolly	Corporate Services and Economic Development
KA.08.02 Review of Council size and warding arrangements by Local Government Boundary Commission for England (LGBCE), subject to LGBCE timetable).	Complete	- Local Government Boundary Commission has published final recommendations for the Electoral Review which will deliver a council size of 34 (3 fewer than at present) and will come into effect from the next District elections in 2019.	- None required.	B. Jolly	Corporate Services and Economic Development

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.08.03 Implementation of the Car Parking Strategy.	Green	<ul style="list-style-type: none"> - Draft tender completed and circulated to interested parties for comments. Next meeting to be arranged to discuss next steps. - Improvements to car parks identified and scheduled for implementation in the this quarter and next. - Pay and display machines have been delivered and QRT team are in the process of installing the machines. The new Parking Order came into effect on 4 September 2017 and a grace period was allowed for customers to become familiar with the new charges and equipment. - All machines have now been installed and commissioned. - The changes to Doddridge Road car parks have been carried out and the changes implemented. - Charges have been introduced at Symington Recreation Ground car park and active enforcement is now being carried out after a a grace period. - New machines installed through out all pay and display car parks - The new Parking Order came into force at the beginning of September, including the new charging structure. 	<ul style="list-style-type: none"> - Improvements to car park layout in Mill Hill will take place in November 2017. - Improvements to Kings Head Place will take place in the last quarter of this financial year. - implementation of cashless payment system in the pay and display machines (Quarter 3). 	A.M. Hawkins	Corporate Services and Economic Development
A.08.04 Ensure that resources are deployed efficiently and effectively to maximise the quality and responsiveness of Council services.	Green	<ul style="list-style-type: none"> - Use of resources is discussed on a regular basis with Service Managers at one-to-one meetings. Requests for additional resources are considered by the two Corporate Directors on a case-by-case basis, as the need arises. The Business Planning process for the 2018/19 year is underway and this ensures resources are allocated to the Council's Priorities and Key Outcomes. 	<ul style="list-style-type: none"> - Progress the Business and Budget Planning process with Executive Members. 	B. Jolly, N. Proudfoot	Strategy and Communications
KA.08.05 Implement the Council's Property Strategy.	Amber	<p><u>Corporate Property Strategy</u> Implementation of key activities are outlined below:</p> <ul style="list-style-type: none"> - <u>Unit 2, The Symington Building</u> <p>Licence for Alteration and Licence to Assign agreed. - Awaiting Tenant to progress.</p>	<ul style="list-style-type: none"> - Continue to completion. 	B. Jolly	Finance and Assets

Key Activities in Detail

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
		<p>- <u>Harborough Innovation Centre</u></p> <p>Gutter - Latent Defect Works complete, and checked.</p> <p>- <u>The Settling Rooms</u></p> <p>Under Offer. legal process nearing completion. Anticipate Exchange in October 2017.</p> <p>- <u>DeVerdon Road Allotments</u> LTC new lease complete. Options identified for future development. Report being drafted.</p> <p>- <u>The Square</u> Planning Application for a Change of Use submitted. Stopping Up Order request drafted, to be submitted.</p> <p>- <u>Manor Field</u> St Luke's Café checking enforceability of restrictive covenant</p> <p>- <u>Great Bowden Recreation Ground</u> GBPC have now instructed Wartnaby Hefford, legal process progressing, anticipate exchange in October 2017.</p> <p>- <u>Beeby Road, Scraftoft</u> No further progress.</p> <p>• <u>Maino Crescent, Lutterworth</u> Waterloo agreed a joint sale. Sale to progress.</p> <p>• <u>Weir Road, Saddington</u> - Waterloo exploring development options</p> <p>- <u>Open Spaces</u> Bellway Vislok Close - awaiting completion of</p>			

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
		<p>remedial works to progress. Miller Homes Great Glen - inspection arranged. Report being finalised on outstanding requests to adopt</p> <ul style="list-style-type: none"> - <u>Church Close Car Park, Lutterworth</u> Awaiting emh. - <u>Dunley Way</u> - Car Park to be removed from Order, requires variation and consultation - <u>Northampton Road</u> - Lease process has become protracted but is close to completion. Anticipate all complete by end of October 2017. - <u>Dunley Way, Lutterworth</u> Lease to Football Club complete. 			
<p>KA.08.06 Development of Council-owned Garage Sites.</p>	<p>Green</p>	<p><u>St Cuthbert's Avenue, Great Glen</u> Construction Works complete. Houses under offer for sale, and legal process ongoing. Help to Buy scheme application approved.</p> <p><u>Paget Road, Lubenham</u> Works on Site commenced. Marketing of Houses commenced.</p> <p><u>Naseby Close, Market Harborough</u> Business Case prepared.</p>	<p><u>St Cuthbert's Avenue, Great Glen</u> Complete sale of Houses.</p> <p><u>Paget Road, Lubenham</u> Progress construction works.</p> <p><u>Naseby Close, Market Harborough</u> Business Case to be considered by Executive.</p>	<p>B. Jolly</p>	<p>Finance and Assets</p>

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

CO 9 Maintain business growth through engaging with businesses and entrepreneurs and developing learning opportunities

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.09.01 Ensure that procurement supports local business.	Green	- New procurements all made accessible to local businesses, although specialist nature of several means local providers are not available.	- Continue to work on accessibility of procurement to local providers.	V.Wenham	Finance and Assets
KA.09.02 Provision of appropriate office accommodation to enable start-up businesses to grow and develop.	Green	- Clarifications have been made by DCLG and all responses have been submitted by the Council. - Grow-on Space design and development progressing (RIBA stage 4 started, subcontractor procurement commenced). - Offer made by the Council for the parcel of land required to site the Grow-on Space. - Land purchase still on-going with discussions being held with relevant parties (highways, planning, land owner) to progress. - Delivery timeline adjustment requested by the Council to reflect new timeline due to delay in land purchase as a result of identified highways issues, this is currently being negotiated with DCLG.	- Receive confirmation from DCLG regarding extension to delivery timeline. - Pre-application planning meeting to be held. - Continue to progress the land purchase (agree heads of terms with the landowner and solve issues regarding access). - Grow on space development (appoint sub contractors, RIBA stage 4 design to be progressed).	N. Proudfoot	Strategy and Communications

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
<p>KA.09.03 Ensure small- and medium-sized enterprises are able to access business support and learning opportunities throughout the Harborough District.</p>	<p>Green</p>	<ul style="list-style-type: none"> - The second Pioneer10 programme has started with workshops and seminars planned for Quarter 3. Two of these seminars are to be held throughout the Leicestershire Business festival. - Discussions held in regard to putting on Pioneer10 workshops and seminars in the wider District. Agreement to trial two seminars/workshops in Lutterworth and Broughton Astley areas (one in each) subject to space being found to deliver the workshops. - Funding assigned by Leicestershire County Council to deliver retail training in both Market Harborough and Lutterworth. - October issue of business update delivered. - Delivered Bank of England seminar in partnership with the FSB. 	<ul style="list-style-type: none"> - Retail training to begin. - Seminars and workshops taking place through Pioneer10 for the Leicestershire Business Festival to be undertaken. - Workshops/ seminars in Lutterworth and Broughton Astley to have been organised. - Two newsletters delivered (November and December). - KPIs for Pioneer10 re-negotiated. 	<p>N. Proudfoot</p>	<p>Strategy and Communications</p>
<p>KA.09.04 To engage with businesses to identify local barriers to growth or development. Ensure that businesses are kept informed and can access the relevant information they need.</p>	<p>Amber</p>	<ul style="list-style-type: none"> - Business Regulation Project: Project delayed due to competing workloads in Quarter 2 and unexpected staff absence. New project timeframe identified and agreed with a view to completing the project by the end of March 2018. - Top 30 business engagement: Business engagement process completed with all major businesses visited. A set of future actions has been identified. - Corporate Social Responsibility (CSR): Trial of CSR project underway in conjunction with large local company. A list of key community-based projects passed over to the company and the company has identified three potential projects and has requested more information on each before it decides which one to progress. 	<ul style="list-style-type: none"> - Business Regulation Project: Following receipt of the results of the annual business survey and a focus group to discuss the findings of this survey a report will be compiled with recommendations as to what improvements could be made to improve business engagement within key service areas at the Council. - Top 30 business engagement: Top 30 business engagement meeting to take place on 12 October 2017. - Corporate Social Responsibility project: Company we are trialling the CSR project with to have identified its preferred community project and begun delivery. Feedback and assessment to be undertaken before the Council decides whether to launch the project throughout the District. 	<p>N. Proudfoot</p>	<p>Strategy and Communications</p>

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.09.05 Implementation of the Council's Economic Development (ED) Strategy.	Amber	- Draft ED strategy has been prepared.	- Present draft ED Strategy to Council in Quarter 4.	N. Proudfoot	Strategy and Communications
KA.09.06 To promote awareness of the importance of business continuity planning within local businesses.	Green	<ul style="list-style-type: none"> - The council took part in Business Continuity Awareness Week in May 2107. There was a media campaign linked to the Local Resilience Forum and information sent out locally through the Business News Letter. - Questionnaire developed to be sent out to businesses prior to the LLR Prepared week in October 2017. 	<ul style="list-style-type: none"> - Take part in LLR Prepared week in October 2017. - Evaluate responses received to the questionnaire. - Develop tailored support and advice for businesses based on the responses received from the questionnaire. 	S. Riley	Finance and Assets
KA.09.07 Non-Domestic (Business) Rates revaluation support and advice provided to ratepayers.	Complete	- Advice and support provided to ratepayers. Valuation Office has provided guidance on rating appeals to business ratepayers. Information is available on the website.	- None required.	B. Jolly	Corporate Services and Economic Development

CO 10 People have opportunities to access culture and tourism

Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.10.01 Work with partners to support the ongoing development and sustainability of the Market Harborough Museum.	Green	<ul style="list-style-type: none"> - Volunteers continued to be supported and developed by LCC Volunteer Officer. This aspect of the additional activity plan is now mainstreamed and sustainable. Three new volunteers have been recruited (total now 12). Volunteer projects fed into Harborough by the Sea '50 years ago' project. - Learning Sessions were launched to Harborough Teachers' Cluster Group in August and an Activity Cart was launched at the Harborough by the Sea weekend. - Historic Harborough Trail tested by volunteers and service users and signed off by the Civic Society. - Local studies research plan to support future exhibitions and events implemented. - Programme of digitisation of the Harborough Photographs underway. - Development of 'You're Hired!' exhibition celebrating work of Market Harborough and the Bowdens charitable works in progress (Ready to open March 2018). - Website now sustainable (google analytics shows improving usage). - Audience evaluation being carried out (report for Quarter 4). 	<ul style="list-style-type: none"> - 12 Volunteers continue to be managed and developed. Their focus is: <ol style="list-style-type: none"> 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 - Schools sessions to be launched November 2017. - Visitor evaluation consultant 'Bright Culture' has been working with the museum over the summer. All partners and Stakeholders will be invited to be involved in the autumn. - Continue to maximise benefits of web promotion. - Historic Harborough trail (developed in collaboration with the Civic Society) to be available for day-visit coach parties. - Review of town centre signage to museum to be carried out. - Deliver exhibition and events programme. 	A.M. Hawkins	Wellbeing and Localities

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Key Activities	Status	Progress	Next Steps	Lead Officer	Portfolio
KA.10.02 Develop and implement a Tourism Plan for the District.	Green	<ul style="list-style-type: none"> - Destination management plan (DMP): this project is on hold subject to further discussions with the South/west Leicestershire tourism partnership decision as to whether there should be a cross district DMP. - County-wide Destination management Plan: The County Council has recruited a Strategic Tourism Manager who is tasked with developing a county-wide DMP. Consultants have been procured and a meeting set up between the Strategic Tourism Manager and Business Support manager at the Council to discuss further. 	<ul style="list-style-type: none"> - Develop the tourism blue print to enable it to link to the Countywide DMP. -Ensure that Tourism is reflected in the Economic Development Strategy. 	N. Proudfoot	Strategy and Communications
KA.10.03 To utilise Council resources/assets to promote culture and tourism.	Green	<ul style="list-style-type: none"> - Harborough Cultural Action Plan: Draft Harborough Cultural action plan received. Feedback for any amendments to be given to the consultants. this document will form part of any Tourism plan for the District and feed upwards to the county-wide DMP. A meeting with key partners has taken place to develop a test bed activity during the Foxton Illuminated boat festival to show the core partnership can work together to deliver culture and tourism activity. This is currently at the planning stage. 	<ul style="list-style-type: none"> - Harborough Cultural Action Plan: Action plan to be agreed by four core members (Harborough District Council, Leicestershire promotions, Leicestershire County Council and Neville Holt Opera) of the partnership and applications for funding to be submitted to bring forward the plans. The test bed activity at Foxton locks to have been programmed and agreed. 	N. Proudfoot	Strategy and Communications
KA.10.04 To provide support to community groups to enable events to be effectively managed and co-ordinated and consider the implementation of a Community Lottery.	Green	<ul style="list-style-type: none"> - License Application completed and sent to Gambling commission (awaiting license). - Project plan reviewed with Gatherwell, the external Lottery Manager who will run the lottery on the Council's behalf. - Name agreed ('Harborough District Community Lottery'). - Logo, website and contact numbers agreed and website in progress by Gatherwell. 	<ul style="list-style-type: none"> - Launch date for good causes and 'go live' date to be agreed once have license in place. 	A.M. Hawkins	Strategy and Communications