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Action Code & Title	Description	Expected Outcome	Year-end Comment	Status
CIP-1.1.1a Annual Corporate Planning Process	Review and roll-forward the Strategic Plan and the Corporate Improvement Plan.	Complete the annual review and roll-forward by the end of May 2006.	SP and CIP review and roll-forward completed by 31.5.06	
CIP-1.1.1b Annual Corporate Planning Process	Review and roll-forward the Strategic Plan and the Corporate Improvement Plan.	Obtain Council approval of both Plans in July 2006.	SP and CIP adopted by Council on 19.7.06	
CIP-1.1.2 Annual Corporate Planning Process	Publish and launch the Strategic Plan and the Corporate Improvement Plan.	Publish and launch both Plans internally and externally by the end of July 2006.	SP and CIP published internally by 31.7.06. Published on the Internet and as a printed document in October 2006. Staff and Member briefings held in November/December 2006.	
CIP-1.1.3 Annual Corporate Planning Process	Monitor quarterly the implementation of the Strategic Plan and the Corporate Improvement Plan.	Monitoring reports to CMT, O&S and Cabinet in July, October, January and April each year.	SP and CIP monitoring reports presented to CMT, Scrutiny and Cabinet	
CIP-1.1.4 Annual Corporate Planning Process	Undertake stakeholder consultation on the Council's long-term vision, corporate priorities, organisational goal and improvement agenda.	Complete the stakeholder consultation by 31 December 2006.	District Panel consultation carried out in September 2006 and reported to Members in December 2006.	
CIP-1.2.1 The Statement of Internal Controls (SIC) Process	Produce the Annual Statement of Internal Control in the required format by the statutory deadline and with supporting evidence.	SIC approved by General Purposes Committee in June 2006.	The SIC 2005/2006 was signed by the Leader and the Chief Executive, considered by the Council Resources Overview and Scrutiny Commission (sitting as the Audit Committee) and approved by the General Purposes Committee on 29 June 2006.	
CIP-1.2.2 The Statement of Internal Controls (SIC) Process	Monitor the Statement of Internal Controls.	SIC monitoring completed in October 2006.	In addition to the half year update in October 2006 the Governance Panel received a further report at their meeting on 18 December 2006.	
CIP-1.3.1a Community Engagement	Agree and resource the Council' three-year Corporate Community Engagement Plan.	Agree the 2006/2007 Plan by May 2006.	Plan approved by CMT July 06	



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CIP-1.3.1b Community Engagement	Implement the following key actions in 2006/2007:- District Panel consultation on the Council's corporate priorities, services, etc. · Young person's survey. · Black and Ethnic Minority (BEM) initiative.	Complete the 2006/2007 Community Engagement actions by 31 March 2007.	Consultation on the Council's corporate priorities and the Young Persons Survey both completed. Black and Ethnic Minority initiative delayed due to arrival of new staff member. Will be completed in 2007/2008.	
CIP-2.1.1a Service and Corporate Reviews	Develop and agree the Council's three-year Review Programme.	Agree the three-year Review Programme by July 2006.	Report went to the Performance Panel on 10/8/06.	
CIP-2.1.1b Service and Corporate Reviews	Develop and agree the Council's three-year Review Programme.	Implement the 2006/2007 programme by 31 March 2007.	Programme implemented on time	
CIP-2.2.1a Efficiency	Implement the efficiency targets in the Council's Annual Efficiency Strategy.	Agree the Annual Efficiency Strategy by April 2006	A fully revised Annual Efficiency Strategy was approved in March 2006 (CMT) and April 2006 (Cabinet).	
CIP-2.2.1b Efficiency	Implement the efficiency targets in the Council's Annual Efficiency Strategy.	Agree the Efficiency Programme by July 2006	Compilation of the Corporate Efficiency Programme has been deferred to link into planned developments in other areas including business process re-engineering	
CIP-2.2.1c Efficiency	Implement the efficiency targets in the Council's Annual Efficiency Strategy.	Achieve the 2006/2007 Gershon and Council efficiency targets by 31 March 2007.	All cumulative targets achieved and statutory submissions made.	
CIP-2.3.1 Procurement	Implement the Procurement Strategy and Action Plan linked to the Council's Annual Efficiency Statement.	Achieve the 2006/2007 procurement targets by 31 March 2007.	Targets achieved for key areas of procurement spend. Lower priority actions carried forward into 2007/2008.	
CIP-2.4.1 Overview and Scrutiny	Develop and agree changes to the roles and remit of Overview and Scrutiny (O&S) to reflect the Council's governance, performance management and organisational improvement requirements.	Agree the O&S changes by July 2006. Implement the changes by 31 March 2007.	Approved by Council in July 2006 and implemented in July 2006.	
CIP-3.1.1 Customer Care Policy and Strategy	A corporate Customer Care Policy, Strategy and complaints handling/ monitoring process fully operational by 31 March 2007.	Agree a revised corporate policy and strategy by August 2006.	Completed in September 2006	


Action Code & Title	Description	Expected Outcome	Year-end Comment	Status
CIP-3.1.2 Customer Care Policy and Strategy	A corporate Customer Care Policy, Strategy and complaints handling/ monitoring process fully operational by 31 March 2007.	Undertake training and awareness of the policy by September 2006.	Proposal to CMT 22/2/07. More work to develop revised proposal to deliver training in Sept 2007.	
CIP-3.1.3 Customer Care Policy and Strategy	A corporate Customer Care Policy, Strategy and complaints handling/ monitoring process fully operational by 31 March 2007.	Agree revised procedures for handling and monitoring complaints by September 2006.	Updated complaints procedure live from Sept. 07. Draft process written in CRM to roll out across all Departments.	
CIP-3.1.4 Customer Care Policy and Strategy	Report part-year customer care monitoring data to CMT by January 2007 and March 2007.	Report part-year customer care monitoring data to CMT by January 2007 and March 2007.	PIs developed, agreed & reported to CMT 19 April 2007.	
CIP-3.2.1 Diversity	By March 2007, service delivery across the Council supports the corporate focus on customer diversity and the Equality Standard.	Agree the corporate diversity strategy by January 2007.	Strategy approved by Cabinet in March 2007	
CIP-3.2.2 Diversity	By March 2007, service delivery across the Council supports the corporate focus on customer diversity and the Equality Standard.	Carry out staff training and awareness on diversity by March 2007.	Training has been given to Service Heads and nominated officers to assist them in carrying out the diversity self assessment, this was both awareness training and process based. The follow up action plan training was completed at the end of February which contributed to the development of a draft diversity action plan and raised the awareness that this area of work needs to be integrated more into services and service level plans. Currently looking to diversity awareness training for front line staff- exploring the option of doing this joint with the proposed customer services training.	
CIP-3.2.3 Diversity	In 2006/2007 produce Member Ward profiles.	By March 2007, pilot the Member Ward Profile summary data and roll out the data to Councillors.	Member Ward profiles will be ready for the new Members after the 2007 elections.	


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CIP-4.1.1 Investors in People (IIP)	Complete the pilot IIP review and recommend to CMT by the end of June 2006 a target date for the Council's corporate assessment.	Agree the Council's corporate approach to IIP by August 2006.	Approach agreed, CMT to determine next stage and action plan.	
CIP-4.1.2 Investors in People (IIP)	Complete the pilot IIP review and recommend to CMT by the end of June 2006 a target date for the Council's corporate assessment.	Develop a programme of transition and implementation by October 2006.	Report to go to CMT for approval in June 2007 and the Action Plan to be completed by July. CMT to determine whether goes ahead.	
CIP-4.2.1 Communications	Re-launch the corporate communication and media guidelines.	Complete the 2006/2007 actions in the corporate Communications Action Plan by 31 March 2007.	Action completed	
CIP-4.2.2 Communications	Promote employee briefing sessions.	Complete the 2006/2007 actions in the corporate Communications Action Plan by 31 March 2007.	Communication training now part of the induction process. Programme of employee briefing sessions to be set up.	
CIP-4.2.3 Communications	Hold communication training events.	Complete the 2006/2007 actions in the corporate Communications Action Plan by 31 March 2007.	Events held	
CIP-4.3.1a Corporate Identity (ID)	Publish a corporate HBC identity manual.	Approval by May 2006.	Completed on 1.6.06	
CIP-4.3.1b Corporate Identity (ID)	Publish a corporate HBC identity manual.	Complete the 2006/2007 actions in the action plan by March 2007.	Action completed	
CIP-4.4.1 Member Development	Agree Member roles and responsibilities to inform the development programme by July 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	Roles and responsibilities agreed by Cabinet in June 2006.	
CIP-4.4.2 Member Development	Agree mechanisms for Member consultation by July 2006.	Agree mechanisms for Member consultation by July 2006.	Member consultation agreed by annual review questionnaire.	
CIP-4.4.3 Member Development	Agree the Member development programme for 2006/2007 by July 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	Programme not developed. Initial proposals being evaluated and will be implemented in 2007/2008.	
CIP-4.4.4 Member Development	Agree the Member Development PIs, monitoring and appraisal process by July 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	Reprogrammed for 2007/2008.	

Action Code & Title	Description	Expected Outcome	Year-end Comment	Status
CIP-4.4.5 Member Development	Undertake Local Democracy Week initiatives in October 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	Programme completed with schools. Evaluation completed.	
CIP-4.5.1 Project Management	Agree the Council's corporate project management guidance and process by April 2006.	The Council's corporate project management guidance and process is fully operational by March 2007.	Achieved	
CIP-4.5.2 Project Management	Complete the project management training and awareness programme	The Council's corporate project management guidance and process is fully operational by September 2007.	Project guidance complete and launched. Guidance in operational Programme of training being rolled out linked to the corporate training programme.	
CIP-4.6.1a Partnership Working	Agree the corporate protocols on partnership working by January 2007.	Enhanced working relationship between the Council and its key partners is operational by March 2007 on all of its key partnerships.	Project brief to develop the corporate code of practice has been drafted. To go to the Community & Partners Overview and Scrutiny Commission for information alongside the audit document in June and further develop. Delay started due to only been in post at the end of July and diversity agenda taking precedence due to legal requirements	
CIP-4.6.1b Partnership Working	Review the Council's key partnerships and groups by March 2007.	Enhanced working relationship between the Council and its key partners is operational by March 2007 on all of its key partnerships.	Partnership audit document detail developed further and updated, this will be used as the basis for the strategic review of partnerships. Still some information missing on a few partnerships identified within the audit document.	
CIP-4.6.2 Partnership Working	Implement the 2006/2007 actions in the Council's Voluntary and Community Sector (V&CS) Improvement Plan.	By 31 March 2007, complete the 2006/2007 V&CS improvement actions.	Compact & Funding Review Projects completed. North Yorkshire Compact approved and funding review recommendations approved. Draft VCS Funding Strategy agreed by Cabinet 4/4/07. 9 site visits completed (7 with the Cabinet Member)	

Action Code & Title	Description	Expected Outcome	Year-end Comment	Status
CIP-4.7.1 People Management and Development Strategy (PM&DS)	Review the PM&DS actions by March 2007.	2006/2007 People Management and Development Strategy (PM&DS) actions are implemented by March 2007.	It is not feasible to report on this action on a specific basis as so many actions are SIP or CIP actions which are monitored in their own right. No progress report other than those specific items.	
CIP-4.7.2 People Management and Development Strategy (PM&DS)	Implement the corporate leadership development framework and action plan.	2006/2007 People Management and Development Strategy (PM&DS) actions are implemented by March 2007.	Preparatory work has been done and will continue to be done. Will be actioned following completion of single status work and resources become available to implement.	
CIP-4.7.3 People Management and Development Strategy (PM&DS)	Implement the agreed actions on stress management by March 2007.	2006/2007 People Management and Development Strategy (PM&DS) actions are implemented by March 2007.	Actions will be progressed during 2007/08 in accordance with the agreed plan.	
CIP-4.7.4 People Management and Development Strategy (PM&DS)	Undertake an Employee Survey.	Complete the survey by 31 March 2007.	Reports received from NHS Partners and reported to Cabinet on Council Actions in March 2007.	
CIP-4.7.5a People Management and Development Strategy (PM&DS)	Implement the improvement actions from the Overview and Scrutiny review of recruitment and retention.	Recruitment and retention action plan to be agreed by the Cabinet on 24 May 2006.	Action Plan agreed by Cabinet in May 2006.	
CIP-4.7.5b People Management and Development Strategy (PM&DS)	Implement the 2006/2007 recruitment and retention improvement actions by 31 March 2007.	Implement the 2006/2007 recruitment and retention improvement actions by 31 March 2007.	Action completed	
CIP-4.8.1 Office Accommodation	Undertake a desktop audit of current space utilisation across the Council.	Develop and agree a five-year office accommodation strategy and action plan by 31 March 2007.	Space utilization of all councils main administrative buildings completed and included in Report to CMT in January 2007 regarding Office Accommodation Strategy Review	

Action Code & Title	Description	Expected Outcome	Year-end Comment	Status
CIP-4.8.2 Office Accommodation	Agree a corporate project and strategic review of the Council's office accommodation.	Develop and agree a five-year office accommodation strategy and action plan by 31 March 2007.	Office Accommodation Strategy Review in place investigating advancement of document management system, home and mobile working, the provision of remote archiving at Claro Road and the development of Harrogate International Centre to incorporate Office Accommodation.	
CIP-4.9.1 Organisational Improvement	Develop and agree the Council's corporate arrangements for improving and developing Members, Officers, processes and the Council's culture and infrastructure.	Corporate Organisation Improvement Action Plan by March 2007.	Office Accommodation Strategy Review in place investigating advancement of document management system, home and mobile working, the provision of remote archiving at Claro Road and the development of Harrogate International Centre to incorporate Office Accommodation.	

 = action complete

 = action not complete

