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**REPORT TO:** Resources Overview and Scrutiny Commission

**DATE:** 12<sup>th</sup> December 2005

**DEPARTMENT:** Corporate Policy and Improvement

**REPORTING OFFICER:** Rachel Glendinning, Performance Officer

**SUBJECT:** **2005/2006 Quarter Two Corporate Action Plan (CAP) Monitoring Report**

**WARD/S AFFECTED:** None

**FORWARD PLAN REF:** N/a

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### **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to update the Commission on the progress made in Quarter Two (July to September) of 2005/2006 on the top priority CAP actions.

### **2.0 RECOMMENDATION/S**

2.1 That Commission note the report.

2.2 That Commission comments on the Quarter Two progress to Cabinet.

### **3.0 RECOMMENDED REASON/S FOR DECISION/S**

3.1 A decision is required as the information is presented as part of the Authority's performance management arrangements

### **4.0 ALTERNATIVE OPTION/S CONSIDERED AND RECOMMENDED FOR REJECTION**

4.1 No alternative options were considered as reporting the progress of the CAP is part of the Authority's performance management arrangements.

### **5.0 THE REPORT**

5.1 This report outlines the progress made on implementing the 32 CAP actions during Quarter Two of 2005/2006.

5.2 The report also highlights other CAP actions that will not be completed during the financial year or where little progress has been made.

5.3 Appendix I details progress made in Quarter One of 2005/2006 on all of Commission's top priority CAP actions and Appendix II details progress on Commission's non-priority CAP actions during Quarter Two.

5.6 In Quarter Two, progress has been made on all 10 of Commission's top priority CAP actions.

- 5.7 Progress was reported on all 22 of the Commission's non-priority CAP actions. In general, good progress was made on all of these actions. Table One highlights those actions with little progress made in Quarter One and the Quarter Two update.

CAP Action	Quarter One Comment	Quarter Two Comment
6.2.7 Corporate childcare protection policy in place by 31.3.06	Little progress has been made on the implementation of the Corporate child protection policy due to the inability to fill the Housing Policy Officer post.	Limited progress in first half of year due to staff shortages. Currently considering Countywide developments and links with NYCC before progressing development of District-level policy.

- 5.10 In addition to the actions where no progress was made in Quarter One, action 6.9.2 (promote and raise awareness of BCP within the Business Community via awareness raising seminars) has now been delayed until 2006/2007.

## 6.0 CMT COMMENTS

- 6.1 This area of work contains a large number of the Council's top priority actions and therefore the progress made on these was welcomed.
- 6.2 There were also a number of new actions added following the corporate restructure, realignment of lead responsibilities and progress on key priorities.
- 6.3 A number of the Projects and Actions are at critical stages and are being monitored by CMT on a regular report basis (Customer Service Unit) or are subject to decision by Members in the near future (Member Development Programme).
- 6.4 CMT will continue to closely monitor this work and ensure targets are delivered.

## 7.0 CONCLUSION/S

- 7.1 Generally, good progress has been made in Quarter Two of 2005/2006 in implementing the Council's Corporate Actions. The Commission should note the CAP actions for which little progress has been made.
- 7.2 The Commission need to consider the overall position and their comments will be reported to Cabinet.

**OFFICER CONTACT:** Please contact Rachel Glendinning if you require any further information on the contents of this report. The officer can be contacted at Crescent Gardens by telephone on 6159 or by email – Rachel.Glendinning@harrogate.gov.uk

### SUSTAINABILITY ASSESSMENT/POLICY CONSIDERATIONS

		Implications are		
		Positive	Neutral	Negative
A.	Economy		✓	
B.	Environment		✓	
C.	Social Equity		✓	
(i)	General			
(ii)	Customer Care/People with Disabilities			
(iii)	Health Implications			
D.	Crime and Disorder Implications		✓	

If all comments lie within the shaded areas, the proposal is sustainable.

## Appendix I



### Delivering First Class Public Services

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/206
6.1 To improve the public's access to Council services and information.	6.1.1 Implement an interactive Council website, supported by a content management system.  <b>TOP PRIORITY</b>	Website graded as "transactional" in 2005 SOCITM website survey. Implement first phase of CRM by 31st December 2005. Achieve 95% customer satisfaction in services accessed via the CRM.  Assess, in 2005/06, customer satisfaction levels, with the Council's website and its impact on their needs.	SOCITM result due in February 2006. CRM procurement complete. Report to Cabinet on 19 <sup>th</sup> October 2005 for approval to purchase CRM & establish Customer Services Unit. Projected "go live" now May 2006. Online Satisfaction Survey planned for November 2005.
	6.2.2 Articulate the Council's vision, priorities and allocation of resources. Review the Council's corporate planning arrangements and develop the Council's Corporate Improvement Plan for 2005/06 and beyond  <b>TOP PRIORITY</b>	Annual review and roll forward of the medium-term corporate and financial strategy for 2005 to 2008.  Produce the Council's 2004/05 Annual Report in June 2005  Publish the Corporate Improvement Plan by Autumn 2005	The Strategic Plan and Medium-Term Financial Strategy were adopted by Council on the 12 <sup>th</sup> October 2005.  The 2004/05 Annual Report was presented to the CMT Away Day on the 19 <sup>th</sup> May 2005 to inform the corporate planning process and draft Strategic Plan.  The Corporate Improvement Plan 2005 to 2008 was agreed for planning and constitution purposes by the Cabinet on the 24 <sup>th</sup> August 2005.
	6.2.4 Review the council's current corporate framework, resources and capacity.  <b>TOP PRIORITY</b>	Complete the changes in the corporate arrangements by summer 2005. Achieve the short-term targets in the corporate restructure.  Implement the changes in corporate arrangements. Monitor the effectiveness of the corporate changes by 31 <sup>st</sup> March each year.  Specifically deliver corporately by 31 <sup>st</sup> March each year:- -The Council's Statement of Internal contracts (SIC) -The Annual Efficiency Statement (Gershan)	The Statement on Internal Control and the Annual Efficiency Statement were both submitted on time and in accordance with statutory requirements.
	6.2.6 Member Involvement and Improvement Working Group  <b>TOP PRIORITY</b>	It is anticipated that the Group will review the planned outcomes and review their impact at the end of 2005/06.  Member survey in 2005/06 to assess whether Members feel more engaged in the Council's improvement agenda.  Continue to work on Member training and development and other issues such as time management.	The Member group will be considering a draft questionnaire on its impact which will be combined with a survey on the revised Council procedures.  Work is continuing on a training and development plan with a view to implementation in January 2006.

## Appendix I

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/206
6.4 To remain a good employer.	6.4.1 Develop a new three-year People Management Strategy  <b>TOP PRIORITY</b>	Review on an annual basis; full review every 3 years.  People Management and Development strategy to be finalised and prioritised in accordance with the corporate improvement agenda and submitted to members for approval.	Completed
6.6 To continue to provide effective community leadership.	6.6.1 Community Plan: Finalise and resource the Action Plan with the council's partners on the Harrogate District Strategic Partnership (HDSP).  <b>TOP PRIORITY</b>	Updated Community Plan by March 2005. Target Action achieved by March 2006  Agree revised Action Plan by September 2005 and agree resources to deliver Action Plan. Review HDSP structure and Community Plan by March 2006	Updating of Community Plan linked to work on Partnership Review.  Structural review commenced with Executive Workshop to feed into community conference in February 2006.
	6.6.2 Review the way the council consults young people through a structured consultation programme with young people across the district.  <b>TOP PRIORITY</b>	Proposals on the young people research to be taken to the Cabinet Member by 30 June 2005. This will be followed by a revised timetable for conducting the work.  The first phase of the work with young people to be complete by 21 <sup>st</sup> July 2006 (i.e. the end of the academic year).  Take proposals to the Cabinet Member in 2005/2006 on how to progress the consultation programme with young people, as part of the Council's work on Improvement Planning.	Proposals were taken to the Cabinet Member and agreed in August 2005. The work is to be undertaken in partnership with Connexions. The Young People's Development Worker will consult young people over the next 7-8 months.  An event will be held in June 2006 where the young people will feed back their findings to the policy makers, eg Cabinet, CMT, LSP members, etc. This will be the end of Phase 1.  Phase 2 will be consideration of the findings and agreeing a way forward.
6.6 To continue to provide effective community leadership. (continued)	6.6.3 Review the way the council consults "hard to reach" groups in the district.  <b>TOP PRIORITY</b>	The audit and the research on consulting hard to reach groups to be undertaken by 30 <sup>th</sup> September 2005. New guidance and training to be delivered by 30 <sup>th</sup> December 2005.  The Council's Community Engagement Working Group to undertake an audit of existing good practice in the Council and carry out research on good practice nationally on consulting with hard to reach groups. This will be followed by updating the Corporate Guidance on Community Engagement and delivering training.	The audit is underway and will be complete by 31 <sup>st</sup> October.  The research on good practice has now been undertaken.  Guidance will be issued and training planned by 30 <sup>th</sup> December 2005.
6.7 To improve the training and development of Councillors and employees.	6.7.1 Review the training and development of Councillors.  <b>TOP PRIORITY</b>	Implement phase 2 of the Councillor training programme. Review and roll forward annually.	Member Development Programme agreed by Improvement & Involvement Group to go to Cabinet and Council in November/December 2005.

### Appendix I

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/206
6.8 To tackle fraud by implementing the Benefits Verification Framework. (cont)	6.8.2 Improve the Council's performance on processing benefits claims.  <b>TOP PRIORITY</b>	Reduce the average time for processing new claims to 38 days and the average time for processing changes in circumstance to 10 days by 31st March, 2006	Comments from first quarter still apply. Waiting on the 2 <sup>nd</sup> quarter information from the DWP to inform the revised target for 'changes in circumstances' for 2005/06.



## Delivering First Class Public Services

## Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/206
<b>NEW ACTION</b>	6.1.2 Set up a Corporate Customer Service Unit, including acquisition of supporting IT systems.	Procure CRM by November 2005.	CRM procurement process complete. Role, structure, location and management of CSU determined. All above to October Cabinet.
6.1 To improve the public's access to Council services and information.	6.1.3 Review the Council's Customer Care Strategy.	Stakeholder consultation in 2005/06 to assess the impact of the Customer Care Strategy against the planned impact  Review and develop updated policy.  Implement training programme.  Introduce regular performance monitoring and performance  Implement changes and monitor over the next 3 years.	Some consultation via District Panel.  Initial review complete.  Trainers now trained, training programme being designed Progress still to be made.  Programme for monitoring to be developed once CSU is set up.
6.2 To continue to be a well-managed Council.	6.2.1 Monitor the implementation of the Council's improvement agenda	Monitor the implementation of the CPA improvement actions each year.  Assess the impact of the Improvement actions. Report the outcomes to CMT and the Cabinet  Implement the 2005/06 CAP improvement actions by 31.03.06	Use of resources and VFM self-assessment completed and submitted to the Audit Commission on 29 September 2005. Initial direction of travel assessment (completed in May 2005) will be rejected in November 2005.  Stakeholder consultation on the Council's vision, corporate priorities, strategic actions and budget parameters was completed and reported to Members in September 2005 as part of the corporate planning process.  New DCPI set up 1 April 2005.  Key ½ year outcomes:- <ul style="list-style-type: none"><li>• 2005 corporate planning process leading to a new Strategic Plan and Corporate Improvement Plan.</li><li>• New corporate focus on procurement, performance management, community engagement, corporate governance, partnerships, overview and scrutiny and emergency planning.</li></ul>
	6.2.3 To produce a fully revised procurement strategy, aligned to the National Procurement Strategy, including an e-Procurement Strategy and Business Case, with emphasis on Achieving Community Benefits through sustainable procurement.	A fully revised Procurement Strategy and Strategy Action Plan by September 2005	A considerable amount of preparation work has been undertaken in support of the new Strategy. Publication of the final strategy has been deferred for a short period to enable it to reflect developments at the Regional Centre of Excellence, the impact of the implementation of the new FMS (on e-Procurement) and the review of the Council's Environmental Strategy (on sustainable procurement).

## Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/206
	<p>6.2.5 Annual review of system effectiveness and performance management culture.</p>	<ul style="list-style-type: none"> <li>• Detailed testing of the system and surrounding processes and roles in DDS and DCPI to be complete by 31.5.05.</li> <li>• Roll out to the remainder of the Council by 30.6.05 with all users trained and the system fully operational by 31<sup>st</sup> August 2005. Member access to be achieved by 30<sup>th</sup> December 2005.</li> <li>• Recommendations on the 'blue print' for performance management arrangements to be agreed by 30.6.05, with full implementation by 31.8.05.</li> <li>• The system will be deemed fully operational for contractual purposes by 31.8.05.</li> <li>• All 60 users will have received in-house cascaded training on the system by 31.8.05.</li> <li>• The system will generate graphics and summaries for use on the Council's website by 30.9.05.</li> <li>• The November draft of the BVPP 2006/07 and half-year corporate basket report will drive mid-year data solely from this system. Target: to be collected by 31.10.05</li> </ul> <p>Member access to be achieved and holistic performance management and 'read-only' system training provided by 30.12.05</p>	<p>Testing has now been completed</p> <p>Roll-out of the system to all users was delayed until October 2005. This was partly due to the amount of IT work required to install the necessary software on all PCs.</p> <p>A report was presented to CMT on 28th July 2005, this detailed the initial testing and formed Phase One of the performance management review. Phase Two of the review is now in progress.</p> <p>The system was deemed fully operational by 31.8.05 for contractual purposes.</p> <p>Quarter One data was placed on the Council's website in June 2005.</p> <p>Half year data was extracted directly from the system.</p> <p>Member access to the system is likely to take place in January 2006.</p>
	<p>6.2.7 Develop the Council's IT Development Plan into a 3-year ICT Strategy.</p>		<p>ICT Strategy under development following consultation with staff &amp; internal stakeholders.</p>

## Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/2006
	6.2.8 Corporate childcare protection policy in place by 31st March 2006.		Limited progress in first half of year due to staff shortages. Currently considering Countywide developments and links with NYCC before progressing development of District-level policy.
	6.2.9 Implement the CIPFA Financial Excellence Model if appropriate, in 2005/2006.	Further review work to be undertaken in 2005/06. Decision to be taken on whether to adopt the model for full implementation in 2006/07 (following the implementation of a new financial management system).	Report submitted to CMT on the 28 <sup>th</sup> July 2005 on the Model and its relationship to the Use of Resources Assessment. Subject to the outcomes of the relevant Assessment themes, Director of Resources and Executive Director, Corporate Policy and Improvement to determine whether or not to acquire the CIPFA Model.
<b>NEW ACTION</b>	6.2.10 Review and revise the Risk Management Strategy, with a focus on embedding and maturing risk management across the Council	A fully revised Risk Management Strategy and Strategy Action Plan by 31.3.06	The Risk Management Review commenced as planned in July 2005, and proceeds in accordance with an agreed programme which will culminate in the publication of a revised strategy. The review will also see Risk Management migrated onto the new Performance Management Information System by 31 March 2006.
<b>NEW ACTION</b>	6.2.11 Financial Management System Replacement	Purchase and implement a replacement financial management system to include e-procurement capability	Following a comprehensive procurement process, the purchase of a replacement system was agreed by Cabinet on 21 September. Contract negotiations with the preferred supplier are currently taking place with a view to commencing implementation in early October. The project remains on target to achieve live running in April 2006.
6.3 To deliver first-class services	6.3.1 The Royal Hall restoration project	Expected to make effective project management arrangements;  Ensure procurement of effective building contract and complete a revised business plan	Project management arrangements now agreed and implemented  1st stage building contract now let to HBG with a view to second stage being completed in December
<b>NEW ACTION</b>	6.3.3 District Cultural Partnership	Support District Cultural Partnership to set up as an independent organisation to oversee implementation of District Cultural Strategy	Cultural Partner survey underway. Will inform future direction of Partnership once reported on 15 November.
	6.4.2 Take forward Phase 2 of Organisational Development Project	Review the Organisational Development Plan on an annual basis.  Include linkage with Councillor development (action 6.7.1)	Report to CMT to link Phase II to Corporate Improvement in November 2005 to progress from March 2006.  Member Development Programme agreed by Improvement & Involvement Group to go to Cabinet and Council in November/December 2005.
	6.4.3 Develop Safety Responsibility Statements (SRSs) for all employees, linking them to the Corporate Health and Safety Policy and existing systems.	Review, amend and issue documentation on Safety Responsibility Statements (SRS)	With the exception of HIC events and technical, all SRS are completed and issued to Business Support to distribute. A protocol for the management of SRS is in place. SRS are being entered onto the Intranet.

## Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/206
<b>NEW ACTION</b>	6.4.4 Implementation of the pay and grading review and the single status agreement.	<p>Make preparations for the implementation of a new grading structure in April 2007</p> <p>Jobs evaluated and ranked in accordance with equality principles</p> <p>Undertake the job evaluation exercise</p>	<p>Preparations complete</p> <p>Pilot to take place</p> <p>Timetable set for the project</p>
6.5 To improve the Council's overview and scrutiny arrangements.	6.5.1 Implement changes arising from the Overview and Scrutiny review including consideration of good practice from similar authorities. Develop role of the Overview and Scrutiny function when it transfers to the Department of Corporate Policy and Improvement April 2005.	<p>Enhanced Overview and Scrutiny Member training programme to be agreed by end of September 2005</p> <p>Work to review Call-In procedures undertaken and reviewed by GP Committee 23 June 2005. To be reviewed again by end of April 2006.</p> <p>Work to identify appropriate performance indicators commenced.</p>	<p>Enhanced Member training programme for Overview and Scrutiny being coordinated with corporate Member Development Programme, draft programme established to be agreed by end of November 2005.</p> <p>Reporting process to Overview and Scrutiny reviewed and changes implemented to improve effectiveness.</p> <p>Overview and Scrutiny and performance management role currently being reviewed.</p>
	6.6.4 Equalities, Diversity and Inclusion Framework:	<p>The consolidated Equalities, Diversity and Inclusion Framework will be in place by 31<sup>st</sup> March 2006 so that it can feed into the corporate and business planning processes in 2006/2007.</p> <p>The pilot of the Member Ward Profiles will be undertaken by 30<sup>th</sup> June 2005. The full roll-out of profiles for all wards will be undertaken by 30<sup>th</sup> September 2005.</p> <p>As part of this work, user-friendly Member Ward Profile summaries are to be piloted for the consideration of the Member Improvement and Involvement Group for roll out to all elected members.</p>	<p>A Baseline Assessment against the Equality Standard is currently being undertaken. It will inform the actions which need to be in the strategy.</p> <p>A pilot of a Needs/ Impact Assessment Tool-kit is being undertaken in November 2005; these assessments will form a significant part of the early implementation of the strategy.</p> <p>The strategy is also being informed by a consultation in November on Community Cohesion.</p> <p>One ward profile leaflet has been produced; it is currently being evaluated and a decision will be made on the merit of rolling it out to the remainder of the wards.</p>
	6.7.2 Develop a corporate Knowledge Management and Learning Strategy.	To hold three further events in 2005/06.	<p>Events are booked for</p> <p>25 November 2005</p> <p>3 February 2006</p> <p>24 March 2006</p>
6.8 To tackle fraud by implementing the Benefits Verification Framework.	6.8.1 The Benefits Verification Framework.	Monitor the effectiveness of the framework annually	<p>Effective checking and compliance with the evidence requirement is reducing the risk of error and fraud. Benefits staff have identified discrepancies through the checking of existing claims made pre verification framework, for example- income not declared, but identified from a bank statement. New claims are now routinely examined for this.</p>

## Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at half year, 2005/206
	6.9 To ensure the Council is working towards meeting the requirements of the Civil Contingencies Act 2004	6.9.1 To review identified risks may affect the Community and draw up Emergency Plans	A North Yorkshire Council Resilience Forum joint exercise scheduled for completion early 2006.  Work in progress on critical services
	6.9.2 To promote and raise awareness of BCP within the Business Community	Facilitate awareness raising seminars for commercial organisations	Scheduled for 2006/2007.
	6.9.3 To promote self-help schemes within the wider community	Work with "at risk" communities to produce community plans	A joint working arrangement with NYCC to work with up to eight Council communities a year. 1 <sup>st</sup> Quarter = 1 completed 2 <sup>nd</sup> Quarter = 2 completed