



REPORT TO: Resources Commission

DATE: 17th January 2006

REPORTING OFFICER: Rachel Glendinning, Performance Officer

DEPARTMENT: Corporate Policy and Improvement

SUBJECT: **THE COUNCIL'S PERFORMANCE PLAN
2006/2007 - SECOND DRAFT**

WARD/S AFFECTED: N/A

FORWARD PLAN REF: N/A

1.0 PURPOSE OF REPORT

- 1.1 The purpose of the report is for the Council's Resources Scrutiny Commission to consider the second draft of the Council's Performance Plan 2006/2007. Comments from the commission will be considered by the Cabinet on 9th February 2006 when the plan will be recommended to Council for adoption on 1st March 2006. Members should pay particular attention to the performance targets detailed in Section 6 of the Plan.

2.0 RECOMMENDATION

- 2.1 That the Council's Resources Scrutiny Commission considers the second draft of the Council's Performance Plan 2006/2007 and makes comments for consideration by Cabinet on 2nd February 2005.
- 2.2 That the Commission scrutinises the targets included in Section 6 of the Plan.

3.0 DEVELOPMENT OF THE PLAN

- 3.1 The initial draft of the Council's Performance Plan was discussed at the Cabinet meeting on 16th November 2005. Following that meeting, Cabinet members and chief officers met to discuss and agree the draft performance information and objectives, including amendments to the initial draft, new targets for 2006/07 and the following two years, etc.
- 3.2 The second draft of the plan will be considered by the council's Cabinet on 9th February 2006, where The Cabinet will consider those comments raised by the Resources Scrutiny Commission.

4.0 CONTENTS OF THE PLAN

- 4.1 The Performance Plan is once again structured around the Council's seven corporate priorities set out and agreed by Council on 12th October, 2005 in

the Strategic Plan; this year there is an additional seventh priority to reflect the Council's commitment on investing to improve the organisation. Within each of these priorities, there is a section looking back at performance in 2005/2006, a section looking forward to actions and targets for 2006/2007 and a section focusing on the corporate basket of performance indicators.

4.2 The 'Looking Back' and 'Looking Forward' information on the various achievement, actions and plans will be summarised from the Council's Corporate Action Plan/Strategic Plan in April 2006.

4.3 The Executive Director (Corporate Policy & Improvement) will convert 2005/2006 data into an Annual Report using the CPA Direction of Travel guidance as the basis (still to be finalised by the Audit Commission).

5.0 TIMETABLE FOR THE REMAINDER OF THE PLANNING PROCESS

5.1 The remainder of the process for developing the Council's Performance Plan includes the following key timescales:

Action	Date
Cabinet considers the comments made by Overview and Scrutiny and recommends the plan to Council for approval.	01/02/2006
Council approves the plan.	01/03/2006
The final outturn data and the summary information on actions and plans from the Corporate Action Plan/Strategic Plan is added to the plan.	01/04/2006 - 26/06/2006
Full Performance Plan published.	30/06/2006

5.2 The timetable for publishing the Performance Plan means that the Council's final outturn performance will be added to the document **after** it is agreed by the Council in March 2006.

OFFICER CONTACT: Please contact Rachel Glendinning if you require any further information on the contents of this report. The officer can be contacted at the Council Offices, crescent Gardens by telephone on 01423 556159 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.



Performance Plan 2006/2007

BUILDING A DISTRICT OF DISTINCTION

The Council's long-term vision is...

"To make the Harrogate District a better place to live, work and visit by preserving its heritage, enhancing its unique environment, delivering first class public services and encouraging everyone to share in its success".

Draft Two: January 2006



FOREWORD

To be drafted in June 2006. This will include a round-up of performance, achievements, awards the Council has received, etc.

Councillor Dr Gardner, Leader of the Council

CONTENTS

SECTION	PAGE
1 INTRODUCTION	5
◆ Introduction to the Plan and Best Value	7
◆ Context for the Performance Plan	9
◆ The Corporate Planning Process	14
◆ Summaries of the Plan	16
2 THE WAY AHEAD	17
◆ The Council's Vision and Objectives	19
3 ACHIEVEMENTS AND ACTIONS	25
◆ The Council's Performance	27
◆ Affordable Housing	35
◆ Traffic and Transport	39
◆ Keeping our District Safe	41
◆ Caring for the Environment	43
◆ Supporting our Growing Local Economy	47
◆ Delivering First Class Public Services	49
◆ Investing to Improve the Organisation	53
◆ 2005/06 Performance Improvement Round-up	55
4 IMPROVEMENT PLANNING AND BEST VALUE	57
◆ Improvement Planning in 2005/2006	59
◆ Improvement Planning in 2006/2007 and beyond	62
◆ Best Value and Best Value Reviews	64
◆ External Audit and Inspection	67
◆ Other Improvement Initiatives	68
5 SERVICES, PLANS AND PARTNERSHIPS	71
◆ Departments and Services of the Council	73
◆ Main Council Plans	75
◆ Joint working and Partnerships	76
6 PERFORMANCE TABLES	79
◆ Performance Tables	81
◆ More information & alternative formats	89

CONTENTS

SECTION

1. INTRODUCTION

- 1.1. Purpose of the study
- 1.2. Scope of the study
- 1.3. Methodology
- 1.4. Organization of the report

2. THEORETICAL BACKGROUND

- 2.1. Conceptual framework

3. RESEARCH DESIGN AND METHODS

- 3.1. Research objectives
- 3.2. Study population
- 3.3. Sampling method
- 3.4. Data collection
- 3.5. Data analysis
- 3.6. Ethical considerations
- 3.7. Limitations

4. RESULTS AND DISCUSSION

- 4.1. Descriptive statistics
- 4.2. Inferential statistics
- 4.3. Discussion of findings

5. CONCLUSIONS AND RECOMMENDATIONS

- 5.1. Summary of findings
- 5.2. Implications
- 5.3. Recommendations

6. REFERENCES

- 6.1. List of references



Section 1

Introduction



INTRODUCTION TO THE PLAN & BEST VALUE

What's in the Performance Plan?

In the Council's Performance Plan, also known as the Best Value Performance Plan, you will find plans, performance results and targets on our services to help you judge whether or not we are providing 'Best Value'.

The Plan explains:

- (a) The Council's long-term vision and priorities.
- (b) The Council's services which will deliver those priorities.
- (c) How well these services are currently provided.
- (d) The Council's performance against its own targets and against the performance of other councils.
- (e) What the Council is planning to do in 2005/06 and beyond.

The Plan also provides information about:

- (i) Improvement Planning and Best Value and how the Council is responding to this Government initiative.
- (ii) How the Performance Plan links in with other Council plans.

The Authority is responsible for the preparation of the Performance Plan and for the information and assessments set out within it and the assumptions and estimates on which they are based. The Authority is also responsible for setting in place appropriate performance management and internal control systems from which the information and assessments in the Plan have been derived.

The Authority is satisfied that the information and assessments included in the Plan are in all material respects accurate and complete and that the Plan is realistic and material.

Achieving Best Value

Under the Local Government Act 1999, the duty of Best Value came into effect on 1st April 2000. The duty requires the Council to demonstrate that the services it provides are effective, efficient and improving over time, ie, that they are provided in the best way possible.

To meet its commitment to Best Value, the Council has:

- Agreed a programme of reviews covering the next five years (see Section 4);
- Set targets to deliver improvements in its services; and
- Published the results of external audits and inspections.



Harrogate
COUNCIL

Performance Plan 2006/2007



Draft One: November 2005



As part of this approach, councils have to examine their services as part of a five-year programme of reviews and use the reviews to plan how to deliver continuous service improvements in future years.

Section 4 explains more about Improvement Planning and Best Value. It outlines the Council's approach to Best Value reviews and how these reviews will deliver continuous improvements in Council services that will make a real difference to local people.

Comprehensive Performance Assessment (CPA)

CPA is the government's inspection regime designed to examine the overall performance of local authorities and help them to deliver better services to local people. The CPA Inspection assesses whether the council is self-aware, uses its strengths and addresses its weaknesses. Following inspection, Councils are ranked in one of five categories – **excellent, good, fair, weak or poor**. Councils categorised in the top two bands can expect greater freedoms and less inspection whereas Councils categorised as 'weak' or 'poor' can expect tighter monitoring and more external inspection.

Harrogate Borough Council's CPA inspection took place in January 2004 and its result was published in May 2004. The Council was rated as **'fair'**. The Council has been working on its Improvement Plan in conjunction with the Audit Commission and District Audit and more information on CPA can be found in Section 4. The Council is currently preparing for the *Direction of Travel* Assessment.

A Learning Approach

Harrogate Borough Council tries to learn from its experience of Best Value and the improvement agenda and apply that to its future plans and processes as part of its commitment to continuous improvement.

Other Agencies

You can find information about Best Value, etc, on the websites of other agencies:

Office of the Deputy Prime Minister (ODPM)	www.odpm.gov.uk
The Audit Commission	www.audit-commission.gov.uk
Improvement and Development Agency (IDeA)	www.idea.gov.uk

The Council's Website

www.harrogate.gov.uk

THE CONTEXT FOR THE PERFORMANCE PLAN

The Local Context

In looking ahead to 2006/2007, the Council recognises the need to implement a broad, coherent strategy for the district. The Council's corporate priorities embrace local priorities and address the need to balance conflicting demands. They reflect the vision of the elected Councillors, shaped and developed after listening to local people, groups and organisations and informed by national issues and targets. In order to ensure that the Council meets these competing demands effectively, a review of its Corporate Planning process and corporate priorities is currently being undertaken. More information on the review can be found in Section 4.

It is important that Harrogate District builds on its strengths - the natural and built environment, a quality conference venue, relatively low crime levels, high employment opportunities, regeneration projects in Ripon, Pateley Bridge and Masham, its proximity to Leeds, opportunities for funding to tackle rural issues - and address issues such as - high house prices, high rental accommodation costs, road congestion, inadequate rail services, the shortage of 'Brownfield sites' for development, under-investment in public transport, falling farm incomes and the shortage of low cost, affordable housing.

Over the last few years, the Council has introduced a number of significant changes - improved public consultation, more partnership working and new political arrangements including a Leader/Cabinet structure and a new Constitution. In April 2005, the Council restructured from seven departments down to five, with a Department of Corporate Policy and Improvement. This new structure is helping ensure that the Council can effectively deliver its priorities and drive forward the improvement agenda.

Community Plan

The Council adopted the first Community Plan for the District: *Your Plan Your Future* in October 2003. It was produced by the Harrogate District Local Strategic Partnership to show how public, private and voluntary sector organisations will work collectively to improve the quality of life for all who live in, work in or visit the District.



Your Plan - Your Future



In July 2004, the Council organised a successful Community Conference attended by over 60 delegates from statutory, voluntary and commercial organisations.

Community Plan Vision

The vision that underpins the work of the Local Strategic Partnership and forms the focus for the Community Plan is simple:

“Working together to enhance the many and varied communities, economies and environment of our towns and dales, we will make the District a place where people are valued and protected and where access, opportunity, prosperity and support are available to all”.

This vision, achieved through detailed consultation and from the first Community Conference, aims to establish a framework whereby everyone can combine their energy and resources to not only retain the unique characteristics of the District but also to ensure that all aspects of the community share in the benefits and success it brings.

Community Plan Principles

The Community Plan will act as a guide to the development of the District and will be based upon a number of key cross cutting principles. These are:

- **Sustainability** - All actions should continue to benefit future generations.
- **Inclusion** - Actions should benefit all sections of the community.
- **Partnership** - Collaborative approaches should be used to build consensus, to minimise wasted effort and to maximise impact.
- **Equality** - Action should ensure that opportunities are available to all regardless of geography or personal circumstances.

These will be important in forming the detailed Action Plans that will emerge from the Community Plan and have been vital in identifying the operational objectives on which the Local Strategic Partnership will focus.

Community Plan Aims

Part of the purpose of setting out the Community Plan is to enable everyone to understand what is trying to be achieved. Therefore, there is a need to state clearly what the aims of the Community Plan are and against which the success and achievement of the Partnership can be measured.

The Government's purpose in seeking the development of a Community Plan is for there to be a focus on the “social, economic and environmental well-being of a community” and therefore the Community Plan for the District has the following strategic aims:

- **A Quality Environment** - To protect and enhance the environmental assets that make the District successful and to ensure that they can still be enjoyed by generations to come.
- **A Prosperous Economy** - To help all parts of the District and all sections of the community share in economic success.
- **A Healthy and Active Society** - To provide opportunities for all citizens to enjoy good health, to contribute to and benefit from the social well-being of the District and to enrich their lives through participation in Community activities.

As a result of achieving these strategic aims the Community Plan should have an impact in many areas, including:

- The broadening of people's horizons through working together.
- Increased awareness and tolerance of other cultures and communities.
- Development of strong and positive relationships between people.
- A general improvement in health and social well-being.

In working towards the vision for the Harrogate District it is not possible for the Community Plan to embrace all aspects of the work that is ongoing within the area although it is hoped that the various parts of the community will begin to review their work and actions against the vision and strategic aims adopted in the Community Plan.

Community Plan Priorities

The approach adopted by the Local Strategic Partnership is to focus on a number of key priorities within the District. These have emerged from detailed work undertaken and have been identified as those that, if progress is made in addressing these priorities, will go furthest to achieving the vision and aims of the Community Plan.

The six key priorities are:

- Housing Affordability and Availability
- Access to jobs and services
- The Rural Economy
- Opportunities for Young People
- Anti-social behaviour
- Care for the Environment

Can we help?

More information on the Community Plan can be obtained by contacting Kevin Douglas on 01423 556088 or email him at kevin.douglas@harrogate.gov.uk

The National Context

In July 2002, the Government and the Local Government Association (LGA) agreed a set of seven shared priorities for local government. The priorities are intended to focus the efforts of central government and councils for improving public services. The publishing of the shared priorities fulfilled the commitment made in the White Paper – *Strong Local Leadership – Quality Public Services* – to define a single list of main aims for local government. The priorities give a set of aims for public service delivery and cover the key issues that will impact most on the lives of local people.

The headline key priorities are:

- raising standards across our schools;
- improving the quality of life of children, young people, families at risk and older people;
- promoting healthier communities by targeting key local services, such as health and housing;
- creating safer and stronger communities;
- transforming our local environment;
- meeting transport needs more effectively; and
- promoting the economic vitality of localities.

All the priorities except the first priority are relevant to the services delivered by Harrogate Borough Council. The Council will seek to deliver these priorities through its Medium Term Corporate Strategy adopted in September 2004.

National Shared Priority	The Council's Corporate Priority
<i>Improving the quality of life of children, young people, families at risk and older people</i>	<ul style="list-style-type: none"> • Delivering First-Class Public Services: With the motto "To be of service", the Council attaches great importance to delivering first-class public services and maintaining its current pattern of service provision at current levels. Accessible services, value for money, working with others, understanding the needs of local people and being a good employer are all part of the Council's commitment to first-class public services.
<i>Promoting healthier communities by targeting key local services, such as health and housing</i>	<ul style="list-style-type: none"> • Affordable Housing: The Council is responsible for assessing housing needs and conditions across all tenures and, in partnership with others (e.g. Housing Associations), addressing affordable housing needs and conditions which the private housing market cannot meet.

National Shared Priority	The Council's Corporate Objective
<i>Creating safer and stronger communities</i>	<ul style="list-style-type: none"> • Keeping our District Safe: The Harrogate District Community Safety Partnership is made up of representatives of the Police, North Yorkshire County Council, Harrogate Borough Council, other agencies and voluntary groups in the District. Its overall aim is to reduce and prevent crime and the fear of crime through a range of local actions and initiatives.
<i>Transforming our local environment</i>	<ul style="list-style-type: none"> • Caring for the Environment: The Council provides a range of services to protect and improve the District's environment. The statutory planning process is a key part of the Council's approach along with the promotion of local sustainability within the local authority and across the Harrogate District.
<i>Meeting transport needs more effectively</i>	<ul style="list-style-type: none"> • Traffic and Transport: The Council provides a range of street amenity services across the District. As agents for North Yorkshire County Council (NYCC), the Council also provides traffic management and highway maintenance services in the towns of Harrogate and Knaresborough. In the rest of the District, these services are delivered directly by NYCC.
<i>Promoting the economic vitality of localities</i>	<ul style="list-style-type: none"> • Supporting our Growing Local Economy: Promoting the Harrogate District, providing help to local businesses, bidding for funds to support the District's rural economy, re-investing in the Harrogate International Centre - all ways in which the Council helps to sustain the economy of the District.

THE CORPORATE PLANNING PROCESS

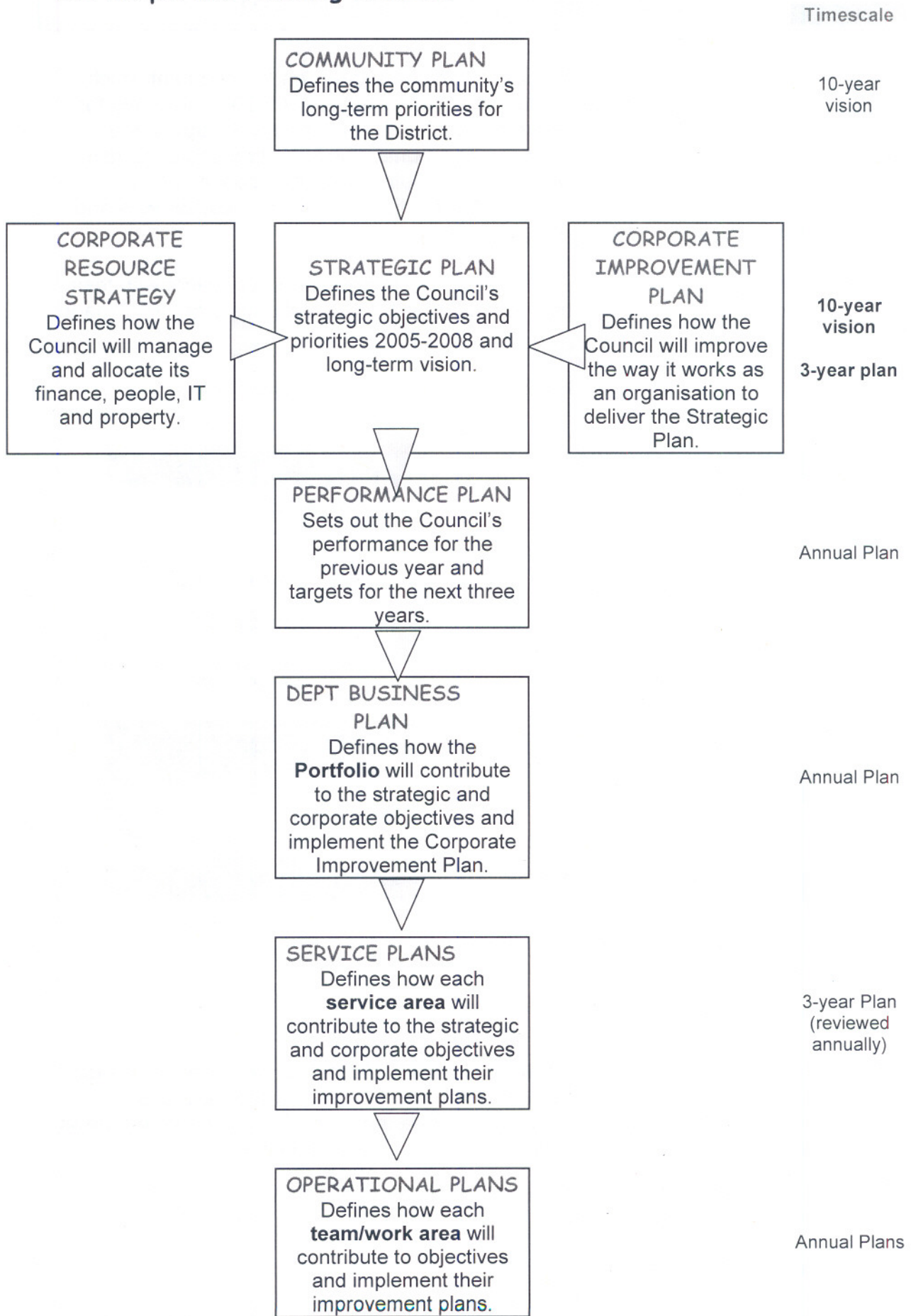
An overview of the Council's corporate planning performance management arrangements - monitoring performance, reviewing strategies, preparing service plans, etc, is set out in outline in the Corporate Planning process diagram Overleaf. It shows how the various Council plans and strategies link together.

Service Delivery

Each year, Harrogate Borough Council seeks continuous improvement in its services, the implementation of its policies and the achievement of its decisions through corporate and service delivery arrangements that ensure:

- **Accountability** for service delivery at a local level.
- **Effectiveness** by using locally set targets and performance monitoring.
- **Integrity** when dealing with service users and service provision.
- **Openness and inclusivity** by consulting stakeholders including service users.
- **Flexibility and willingness to learn** as needs and circumstances change.

The Corporate Planning Process



SUMMARIES OF THE PLAN

The Council summarises its Performance Plan in a sixteen-page document which uses community themes to explain what the Council did in 2005/2006, its plans for 2006/2007 and its comparative performance against each theme. A copy of the summary is sent out to the local business community, the voluntary sector, parish councils and other public bodies in the District (Police, County Council, etc). In addition, copies are available in the Council's public buildings, at local libraries and on the Council's website: www.harrogate.gov.uk

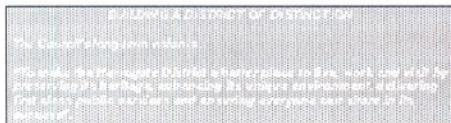
Members of the public will receive a *Performance in Brief* round-up leaflet with their Council Tax bills in March 2006; they will be invited to request a copy of the 16-page summary free of charge.

The covers of the 2006/2007 versions will be inserted below



Harrogate
BOROUGH COUNCIL

Summary of the Council's Performance Plan 2005/2006



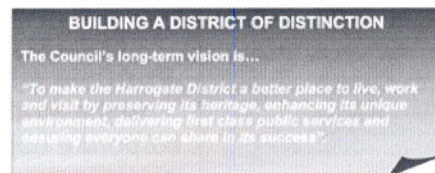
Spring 2005



Harrogate
BOROUGH COUNCIL

Performance In Brief

Extracts from the Council's Performance
Plan 2005/2006



Have you got any comments?

Finally, the Council is keen to know what you think about this document - is it easy to read? Does it give you all of the information you need about the Council's performance and future plans, etc? How could we improve it? If you have any views or comments on the Performance Plan 2006/2007, please contact:

Department of Corporate Policy and Improvement
Harrogate Borough Council
Council Offices
Crescent Gardens
Harrogate
HG1 2SG

Tel: 01423 556088

Or email at: *to be inserted*



Section 2

The Way Ahead



THE COUNCIL'S VISION AND OBJECTIVES

In the summer and autumn of 2005, the Council reviewed its long-term vision and corporate priorities for the District. As part of the development of the Strategic Plan, the Council undertook consultation with various groups including employees, local voluntary groups, partners, Parish Councils and the public and used the results to refine and agree the vision and priorities. The vision and corporate priorities are set below:

Building a District of Distinction

The Council agreed a 10-year vision in 2004 and the review and consultation above agreed that it was still appropriate and therefore it has re-affirmed its vision as:

“To make the Harrogate District a better place to live, work and visit” by:

- ◇ preserving its heritage;
- ◇ enhancing its unique environment;
- ◇ delivering first-class public services;
- ◇ encouraging everyone to share in its success.

What this aims to achieve by 2015 is a District that is:

- ◇ An inclusive community with equal access to all services.
- ◇ An economically active and prosperous economy.
- ◇ High quality natural and built environment that is protected for future generations.

Organisational Goal

The Council has always been ambitious and keen to improve but has not always clearly stated this ambition to staff and partners. Therefore, the Council has agreed an organisational goal that will underpin its drive to improve the organisation and achieve its ambitions.

In setting its organisational goal, the Council was mindful of the external assessment (particularly CPA) but wanted to state its goal related to its own definition of the needs of the District and the Council's customers. The agreed Council organisational goal is:

“To be GOOD by 2007 and EXCELLENT by 2010”

The Council attaches great importance to delivering first-class public services and maintaining its current pattern of service provision in line with the direction set out in the long-term corporate priorities outlined in the table overleaf.

Vision

"To make the Harrogate District a better place to live, work and visit".

We will do this by:-

- ◇ Preserving its heritage.
- ◇ Enhancing its unique environment.
- ◇ Delivering first-class public services
- ◇ Encouraging everyone to share in its success.

Values

The Council will be:-

- ◇ Democratic
- ◇ Accountable
- ◇ Responsive
- ◇ Ethical
- ◇ Respectful
- ◇ Fair and Equitable

Corporate Priorities

Affordable Housing

Ensure people have access to housing opportunities throughout the District.

Traffic and Transport

Ensuring the provision of a transport network that will provide access to public transport in all areas and provide integrated facilities including car parks.

Keeping the District Safe

Ensuring communities are even safer and securer and that they feel safer.

Caring for the Environment

Ensuring enhancement and protection of the natural and built environment.

Supporting our Local Economy

Ensuring a robust and varied economy that benefits local people and creates employment opportunities.

First Class Public Services

Ensuring that the services delivered meet the needs of customers and are accessible and of a high quality.

Principles

The Council will:-

- ◇ Provide value for money.
- ◇ Be customer focused.
- ◇ Achieve high performance.

Organisational Improvement

A commitment to investing in improving the organisation by being a good employer, building its organisational capacity to deliver services and increase its service performance.

The priorities are explained in more detail below:



Corporate Priority 1: Affordable Housing

The Council is responsible for assessing housing needs and conditions across all tenures and, in partnership with others (e.g. Housing Associations), addressing affordable housing needs and conditions which the private housing market cannot meet.

Working with others to deliver the following corporate objectives:

- 1.1 To re-assess and prioritise affordable housing needs in the District following a review of the needs of young people, key workers and rural communities
- 1.2 To provide housing opportunities, including decent homes, for all



Corporate Priority 2: Traffic and Transport

The Council provides a range of street amenity services across the District. As agents for North Yorkshire County Council (NYCC), the Council also provides traffic management and highway maintenance services in the towns of Harrogate and Knaresborough. In the rest of the District, these services are delivered directly by NYCC.

Working with others to deliver the following corporate objectives:

- 2.1 To improve traffic flows in our towns
- 2.2 To improve the availability of, and access to, rural transport



Corporate Priority 3: Keeping our District Safe

The Harrogate District Community Safety Partnership is made up of representatives of the Police, North Yorkshire County Council, Harrogate Borough Council, other agencies and voluntary groups in the District. Its overall aim is to reduce and prevent crime and the fear of crime through a range of local actions and initiatives.

Working with others to deliver the following corporate objectives:

- 3.1 To tackle anti-social behaviour
- 3.2 To reduce the fear of crime



Corporate Priority 4: Caring for the Environment

The Council provides a range of services to protect and improve the District's environment. The statutory planning process is a key part of the Council's approach along with the promotion of local sustainability within the local authority and across the Harrogate District.

Working with others to deliver the following corporate objectives:

- 4.1 To increase the amount and type of domestic waste recycled
- 4.2 To limit the impact of new housing development

- 4.3 To improve our public spaces – Council buildings, parks and gardens to reduce litter, graffiti and dog fouling by more effective encouragement, publicity and enforcement
- 4.4 To improve our energy efficiency and use of renewable energy
- 4.5 To increase our re-use of empty property



Corporate Priority 5: Supporting our Growing Local Economy

Promoting the Harrogate District, providing help to local businesses, bidding for funds to support the District's rural economy, re-investing in the Harrogate International Centre - all ways in which the Council helps to sustain the economy of the District.

Working with others to deliver the following corporate objectives:

- 5.1 To create a range of employment opportunities, focussing, in particular on job creation in the District's rural areas and market towns
- 5.2 To increase tourism visitor spend in the District



Corporate Priority 6: Delivering First-Class Public Services

With the motto 'To be of service', the Council attaches great importance to delivering first-class public services and maintaining its current pattern of service provision at current levels. Accessible services, value for money, working with others, and understanding the needs of local people are all part of the Council's commitment to first-class public services.

Working with others to deliver the following corporate objectives:

- 6.1 To improve the public's access to Council services and information
- 6.2 To continue to be a well managed Council
- 6.3 To deliver first-class services
- 6.4 To continue to provide effective community leadership
- 6.5 To improve the training and development of Members and employees
- 6.6 To tackle fraud by implementing the Benefits Verification Framework

The Council will improve the things that matter to local people and deliver its commitment to providing first-class public services like planning, housing, benefits, Harrogate International Centre (HIC), leisure, licensing, etc, in line with the direction set out by the six corporate priorities above.



Corporate Priority 7: Investing to improve the organisation

To deliver the six outward looking Corporate Priorities, Harrogate Borough Council is committed to investing to improve the organisation by putting customers first, increasing its service performance, being a good employer and building on its organisational capacity to deliver quality services. It was therefore agreed in 2005/2006 to add this seventh Corporate Priority which is more internally focused and underpins improvements in the way it operates.

Values and Principles

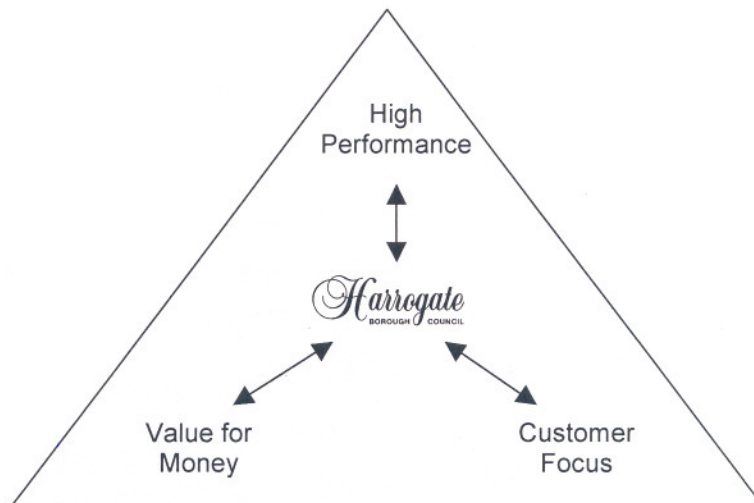
Underpinning the Council's vision and goal is a set of key values and principles that go through all aspects of the organisation and through all the work of the Council. The Council has adopted the following values. These are:

Values



Alongside these values there are three underlying principles which the Council will seek to balance, namely:

Principles



Section 3 of the Performance Plan shows the Council's performance on delivering these and other local priorities. It also shows the Council's plans for 2006/07 and its target performance on performance indicators in the Council's Corporate Basket. **Full information on all of the Council's national performance indicators can be found in Section 6.**

Can we help?

If you would like more information on the Council's vision and corporate priorities and the review of them, please contact Mike Simpson on 01423 556065 or email him at mike.simpson@harrogate.gov.uk



Section 3

Achievements and Actions



THE COUNCIL'S PERFORMANCE

Introduction to the Council's Performance

The Council seeks to provide people living, working and visiting the District with a range of local services which are of good quality and provided at an economical cost. The financial pressure exerted on local authorities prevents the Council providing all the services it would like to and sometimes difficult choices between what and what not to do are required. In these circumstances, it is absolutely essential that the Council does the most it can with the limited public resources at its disposal.

Each year, the Council publishes its performance against a range of performance indicators. These indicators give information about what the Council is spending money on and how it is performing across a range of services. The Government-prescribed indicators are selective and do not provide a comprehensive picture of the Council's performance. They tend to look at what things cost or how often they are provided, rather than how well something is done. Nevertheless, the indicators do give a picture of the Council's performance and allow comparisons between last year and the year before to be made, as well as how Harrogate Borough Council is performing compared to others. These indicators highlight areas of good and weaker performance. Each year, the Council investigates, in particular, any areas showing weak or declining performance, or increases in cost where there is no increase in service.

The Council also has a set of local performance indicators that it monitors across a range of services to ensure that the Council is delivering services effectively to the public. These local indicators are monitored using the Council's new Covalent Performance Management Information System.

The performance is set out in seven cross-cutting themes, which follow the Council's six corporate priorities as well as the underpinning commitment to investing to improve the organisation. There is also a description of the key Corporate Action Plan outcomes in 2005/2006, together with a commentary on the Council's plans and targets for 2006/2007. The performance on all of the national performance indicators, as well as those local indicators which are in the corporate basket, are set out in full in Section 6.

The Performance Data

The Council's performance in 2004/2005 is based on actual data which has been audited by the District Auditor. The performance in 2005/2006 is the unaudited actual performance at 30th June 2006. The latest available audited performance data published nationally about other district councils was for the financial year 2004/2005. *(This will actually not be available until January 2006.)*

Comparisons with Other Councils

The Performance Plan (in Section 6) sets the Council's performance in context by comparison with the performance of the top twenty-five per cent of English district authorities, ie the 'Top Quartile'. The plan also shows the average performance for all English district authorities.

For some performance indicators, there is no comparative data available. This is because either these indicators are new, indicators have been determined locally (i.e. not collected by all other authorities) or only recently introduced nationally for collection in future years.

When comparing Harrogate Borough Council's performance to that of others, or comparing performance from one year to the next, it is important to be aware that performance indicators on their own do not give the full picture on performance. They do show the differences on a selection of service performance indicators but they do not explain why those differences arose. They are designed to help the public and the Council form a view as to which services are performing well and which services are not. This will then trigger further work to identify what has caused the differences or changes in performance and indeed if any corrective action is required to improve performance levels.

National performance indicators do not show decisions on Council services or reflect local priorities and needs. They do explain how local decisions will impact on a service and how this impact changes over time.

The information in the following Section provides a picture of how the Council works and how it compares to others - but it is only part of the picture. Some of the Council's services are not covered by the performance tables.

A full list of all of the Council's services is provided in Section 6 of this document. Details about the Council's Strategic Plan and other plans and documents, where further service performance information can be found, are provided in Section 6.

Local Circumstances

There are often good reasons why it is harder or more costly to provide the same service in some authorities than in others. The size of the area served, the numbers of population centres, etc, are all factors which influence the cost and quality of service. It is often much cheaper to provide a service in an urban area than in a rural area because of the differences in the distances travelled by the service provider, the number of service users in each location, etc. These local circumstances have a direct bearing on both service cost and quality.

The Council's Overall Performance

On some services, the Council's performance is above that of other Councils. On other services, the Council's performance is below that of others.

The indicators show that the Council's performance sometimes involved higher costs but that, in such cases, the resultant service performance was higher than that of other District Councils.

There are a number of factors that explain why Harrogate Borough Council's performance is different from that of other District Councils. The District is much larger than most Districts (505 square miles) and includes five towns. This creates the need for more Council facilities to meet local demands, longer travel times to provide services and increased costs to deliver decentralised local services.

The Council measures its overall performance in a number of ways:

- a) Corporate Basket of PIs
- b) Top quartile performance
- c) Comparative Performance
- d) Corporate Action Plan/Strategic Plan
- e) Covalent – the Performance Management Information System

Each method of measurement is set out in more detail below:

- (a) **Corporate Basket of PIs:** As part of its corporate performance management arrangements, the Council uses a basket of performance indicators to track its performance. The 'corporate basket of PIs' reflects both national and local priorities; focuses on the key issues for the Council and is aligned to CPA priorities. The indicators are a mix of both national and local PIs. The Council's Corporate Management Team (CMT), Cabinet and the Overview and Scrutiny Commissions monitor these PIs on a quarterly basis. Interim reports are presented to CMT on any PIs where performance is dropping or where targets are unlikely to be met.

Please see overleaf for the Corporate Basket of PIs listed in the table overleaf.

In the final part of this section the relevant Corporate Basket PIs appear under each of the six corporate priorities.

CORPORATE BASKET OF PIs

PI	DEFINITION	REASON FOR INCLUSION
HOUSING		
BV 183 (a)	The average length of stay in bed and breakfast accommodation of households which include dependant children or a pregnant woman and which are unintentionally homeless or in priority need	Affordable Housing Corporate Priority 1.2
TRAFFIC AND TRANSPORT		
L/DT54 (i)	Number of traffic signals examined to reduce traffic congestion	Traffic and Transport: Corporate Priority 2.1
L/DT54 (ii)	Number of pedestrian crossings examined to reduce traffic congestion	Traffic and Transport: Corporate Priority 2.1
L/DT55	The number of bus passes issued per 1,000 eligible population	Traffic and Transport: Corporate Priority 2.2
KEEPING OUR DISTRICT SAFE		
BV 128	Vehicle Crimes per 1,000 population	Community Safety Corporate Priority 3.2
CARING FOR THE ENVIRONMENT		
BVPI 82a	Percentage of total tonnage of household waste arisings which have been recycled	Recycling Corporate Priority 4.1
BVPI 106	Percentage of new homes built on previously developed land.	Sustainable Development Corporate Priority 4.2
BVPI 109 a-c	Percentage of planning applications determined in line with the Government's new development control targets to determine:- (a) Major applications determined within 13 weeks (b) Minor applications determined within 8 weeks (c) All other applications determined within 8 weeks	Planning applications Corporate Priority 4.0
BV 199	The proportion of relevant land and highways as defined under EPA 1990 part IV section 86 (expressed as a %) that is assessed as having combined deposits of litter and detritus (e.g. sand, silt and other debris) across four categories of cleanliness (clean, light, significant, heavy)	Open space and cleanliness Corporate Priority 4.4
SUPPORTING OUR GROWING LOCAL ECONOMY		
L/H9	Venue days occupancy of conference and exhibition complex.	Local Economy: Business Visitor spend Corporate Priority 5.3
L/ED24	Average unemployment rate in the District (excluding towns of 10,000 plus population)	Local Economy Corporate Priority 5.1
DELIVERING FIRST CLASS PUBLIC SERVICES		
BVPI 78a	Speed of processing: Average time for processing new claims	Benefits Corporate Priority 6.7
BVPI 78b	Speed of processing: Average time for processing notifications of changes in circumstance	Benefits Corporate Priority 6.7
L/ATS1	The number of visits to the council's website per year	Access to Services Corporate Priority 6.1
L/DL3	Number of customers at Council-run sports and leisure sites.	Sport and leisure Corporate Priority 6.2
BVPI 1	Community strategies:- (a) Does the Authority have a community strategy developed in collaboration with the Local Strategic Partnership for improving the economic, social and environmental well-being in a way that is sustainable? (b) By when will a full review of the community strategy be completed. If such a review was scheduled for this year, was it completed on time? (c) Has the authority reported progress towards implementing the community strategy to the wider community this year. If no, by when will this be undertaken? (d) By when does the Authority plan to have such a strategy in place? Are the partnership arrangements in place to support the production of the strategy?	Community Strategy/Plan and the District's Local Strategic Partnership. Corporate Priority 6.5

PI	DEFINITION	REASON FOR INCLUSION
BVPI 2	(a) The level (if any) of the Equality Standard for Local Government to which the authority conforms (b) The duty to promote race equality	Equality Corporate Priority 6.5
BVPI 8	The percentage of invoices for commercial goods and services which were paid by the Authority within 30 days of such invoices being received by the Authority.	Invoice payments Corporate Priority 6.2
BVPI 9	Percentage of Council Tax collected.	Council Tax collection Corporate Priority 6.2
BVPI 10	The percentage of non-domestic rates due for the financial year which were received by the Authority.	NNDR collection Corporate Priority 6.2
BVPI 11a	The percentage of top five per cent of earners that are women.	Council employees: Senior women Corporate Priority 6.3
BVPI 11b	The percentage of top five per cent of earners from black and minority ethnic communities.	Council employees: Senior minority groups Corporate Priority 6.3
BVPI 12	The number of working days/shifts lost due to sickness absence.	Council employees: Sickness absence Corporate Priority 6.3
BVPI 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce.	Council employees: Early retirements Corporate Priority 6.3
BVPI 15	The percentage of employees retiring on ill-health grounds as a percentage of the total workforce.	Council employees: Ill health retirements Corporate Priority 6.3
BVPI 16	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the Authority area.	Council employees: Disability Corporate Priority 6.3
BVPI 17	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the Authority area.	Council employees: Ethnic minority groups Corporate Priority 6.3
BVPI 156	The percentage of the Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	Council buildings: Accessibility Corporate Priority 4.3
BVPI 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	Electronic transactions Corporate Priority 6.1

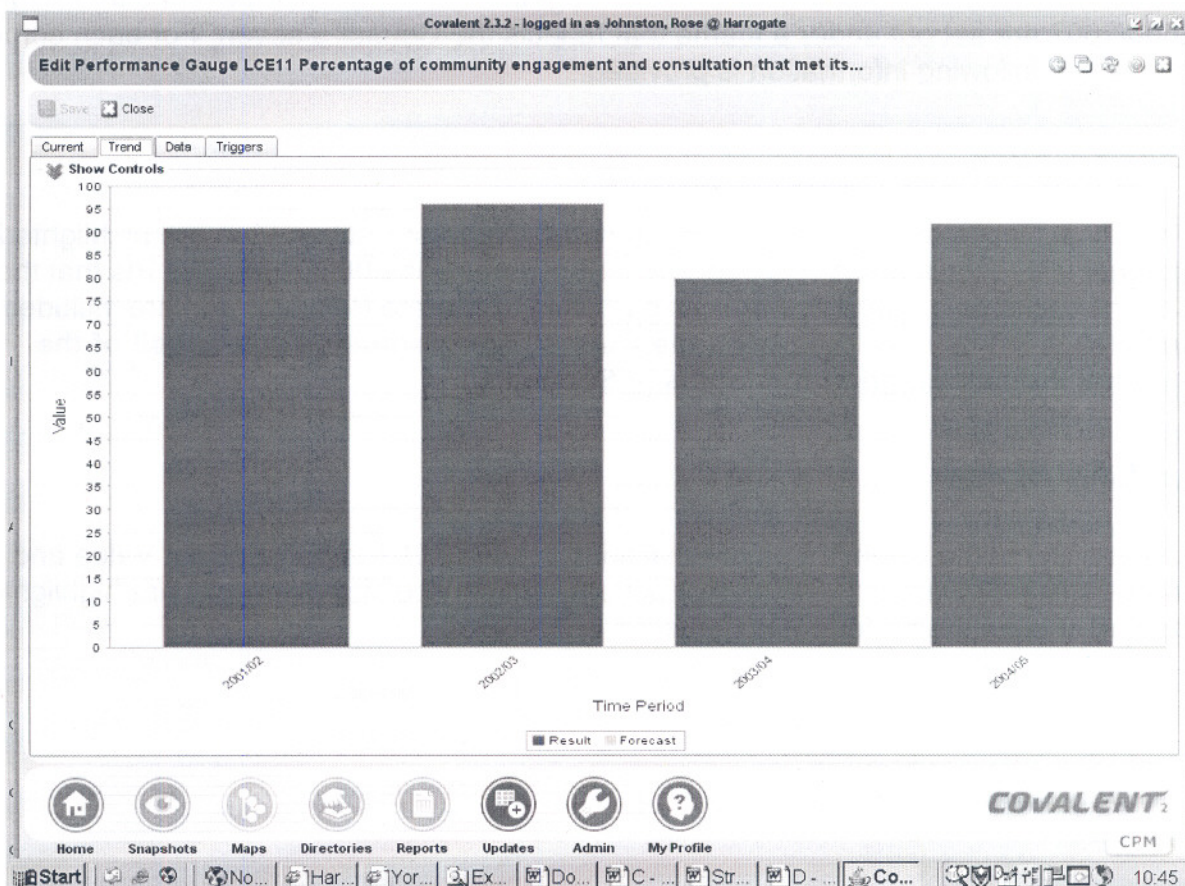
The Council will continue to use the corporate basket of PIs over the coming year to track improvements on year delivery of its corporate priorities and objectives.

- (b) **Top Quartile Performance:** For District Councils, the Government has set aspirational top quartile targets or performance standards on the following Best Value Performance Indicators:

BVPI		Type	By when	Target
9	Percentage of Council Tax collected	Top Quartile	Ongoing	98.5%
10	Percentage of Non-Domestic Rates collected	Top Quartile	Ongoing	99.10%
12	Number of working days/shifts lost due to sickness absence	Top Quartile	Ongoing	8.93 days
14	Percentage of employees retiring early	Top Quartile	Ongoing	0.17%
15	Percentage of employees retiring on ill-health grounds	Top Quartile	Ongoing	0.17%
157	The number of types of interactions that are enabled for electronic service delivery (as a % of those legally permissible for e-delivery)	Standard (PSA)	2005/2006 (December 2005)	100%
82a	Percentage of household waste recycled	Standard (PSA)	2005/2006	21% (sum of 'a' + 'b')
82b	Percentage of household waste sent for composting or treatment by anaerobic digestion	Standard (PSA)	2005/2006	
109 a	Percentage of major planning applications determined within 13 weeks	Planning Standards (for Harrogate Borough Council)	2005/2006	57%

- (c) **Comparative Information:** The Council is committed to setting its performance in context and compares its performance against that of other comparable authorities (e.g. top quartile performers, English District average, CIPFA family group, North Yorkshire neighbours). In the performance tables in Section 6, the top quartile performance and the English District average is highlighted.

- (d) **The Corporate Action Plan/Strategic Plan:** As part of its corporate performance arrangements, the Council has used its Corporate Action Plan (CAP) of improvement actions, PIs and targets to deliver improvements in local and national priorities and make a difference, on the ground, for local people and the communities in the Harrogate District. The CAP was structured around the Council's six corporate priorities and includes details of the 'success measures' the Council uses to measure improvements and the impact of those improvements. The Council is currently reviewing its Corporate Planning arrangements. The CAP is currently being replaced with a three-year Strategic Plan which will be rolled forward annually with key actions, targets and planned impacts.
- (e) **Performance Management Information System:** The Council uses a computerised performance management information system (Covalent) for the collection, collation, analysis and reporting of performance information to managers, members, staff and the public. The system contains information on all performance indicators and the actions in the Council's CAP/Strategic Plan (see above). It will be used to record and report on service and business plans across the Authority. The system is managed and administered centrally by the Department of Corporate Policy and Improvement and co-ordinated in each department through the Business Support Function. The system facilitates the Council's monitoring of the PIs in the Corporate Basket and its priority CAP/Strategic Plan actions.



Conclusions on the Council's Performance in 2005/06

The Council's overall performance in 2005/06 can be summarised as follows:

-

Conclusions on the Council's Corporate Basket Performance in 2005/06

The Council's performance indicators in the 2005/06 Corporate Basket can be summarised as follows:

-

Inclusion of these performance indicators in the Corporate Basket means that they are more closely monitored and scrutinised with quarterly improvement planning.

The Corporate Themes

The Council's achievements in 2005/2006, together with its planned actions and targets for 2006/2007 are set out under a theme that reflects the Council's seven. For each corporate theme, the following information is provided:

Looking Back

The key achievements on each theme from the Corporate Action Plan are highlighted, together with details of the main service improvements in 2005/2006. The PIs that the Council tracks on a quarterly basis as part of its Corporate Basket of PIs are included under each theme. **For details on the Council's performance against all of the national indicators, go to the tables in Section 6.**

Looking Ahead

An overview of the Council's planned actions in 2006/2007 to deliver Best Value and continuous improvement. The priority actions and service improvements are highlighted at the end of each theme for implementation in 2006/2007.



Affordable Housing

Providing housing opportunities for all (e.g. homeless families, elderly persons); focusing on the needs of young people, key workers and our rural communities

The Council is responsible for assessing housing needs and conditions across all tenures and, in partnership with others (e.g. Housing Associations), addressing affordable housing needs and conditions which the private housing market cannot meet.

The Council will work with others to deliver the following corporate objectives:

- ◆ To re-assess and prioritise affordable housing needs in the District following the reviews into the housing needs of
 - young people;
 - key workers;
 - rural communities
 - ◆ To provide housing opportunities, including decent homes, for all
-

Looking back ...

Key outcomes for 2005/2006:

- To be inserted

The Council will address areas where the performance in 2005/2006 was not as expected - see the Performance Improvement Round-Up at the end of this section.

The final version of the Plan (June 2006) will include a summary of the actions in the Corporate Action Plan (Strategic Plan) achieved in 2005/2006. The following extract shows an illustrative example of the type of commentary which will be inserted under each theme in this section of the plan. It will obviously be worded appropriately for June 2006 in terms of the actions having been done, as opposed to being in the process of being done.

Housing Services

Action plans arising from the review on affordable housing needs in 2005/2006 onwards were considered by Community Services Overview and Scrutiny Commission in October 2005. They will then be taken to the Cabinet Member for consideration. The plans will be implemented by the end of 2005/06

In 2005/06 the Council worked to secure funding and/or planning permission for 150 to 170 additional affordable homes.

Work is ongoing to develop and launch enhanced information and advice service for those seeking affordable housing by end of 2005. A new staff team have been appointed and are operational.

Following the Housing Options Review, stock retention was confirmed as the preferred option in April 2005. The Options appraisal was signed off by the Government Office in July 2005. A revised submission date of December 2005 has now been agreed with the Government Office.

The work on approving a revised Housing Strategy and HRA Business Plan by July 2005 was re-timetabled to fit in with the Government Office rescheduled submission date of end December 2005, with a subsequent "Fit for Purpose" assessment by April 2006.

The Council has continued its work on developing modern procurement methods for housing services. Although no new responsive contracts have yet been procured, alternative procurement and delivery methods will be used for the majority of the 2005/06 programme and discussions are ongoing with potential procurement partners.

The Council is on target to have 75% of Council Homes meet the Decent Homes Standard as at 1st April 2006. During 2005/06 a £5m+ programme on non-decent homes related works is being undertaken.

Corporate Basket of PIs (Affordable Housing)



BVPI 183(i) – The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless or in priority need.

2005/06 Target: 2 weeks

2005/06 Actual: 4 weeks

2006/07 Target: 2 weeks

Did you know?

In 2005/06...

To be inserted



Discounted home ownership in Rainton

Looking Ahead...

The Strategic Plan Affordable Housing actions for 2006/2007 will be summarised here.

Key outcomes planned in 2006/07:

- To be inserted



Traffic and Transport

Tackling traffic congestion in our towns and improving transport in rural areas

The Council provides a range of street amenity services across the District. As agents for North Yorkshire County Council (NYCC), the Council also provides traffic management and highway maintenance services in the towns of Harrogate and Knaresborough. In the rest of the District, these services are delivered directly by NYCC.

The Council will work with others to deliver the following corporate objectives:

- ◆ To improve the traffic flows in our towns
- ◆ To improve the availability of, and access to, rural transport

Looking back ...

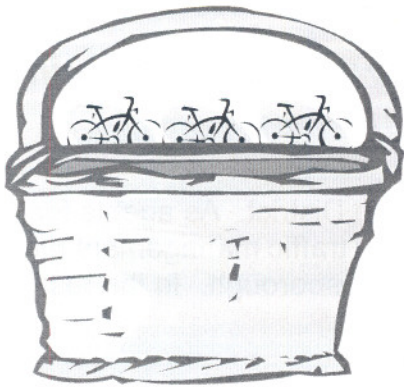
Key outcomes for 2005/2006:

- | |
|------------------|
| ➤ To be inserted |
|------------------|

The Council is addressing areas where the performance in 2005/2006 was not as expected - see the Performance Improvement Round-up at the end of this Section.

The final version of the Plan (June 2006) will include a summary of the actions in the Corporate Action Plan (Strategic Plan) achieved in 2005/2006. The extract on page 34 shows an illustrative example of the type of commentary which will be inserted under each theme in this section of the plan.

Corporate Basket of PIs (Traffic and Transport)



L/DT 54 – The number of (i) traffic signals and (ii) pedestrian crossings examined to reduce traffic congestion

2005/06 Target:	(i) 5	(ii) 6
2005/06 Actual:	(i) 5	(ii) 6
2006/07 Target:	(i) 5	(ii) 6

L/DT55 – The number of travel concessions per 1,000 population aged over 60 in the District

2005/06 Target:	539
2005/06 Actual:	542
2006/07 Target:	558

Did You Know?

In 2005/06...

To be inserted



Looking Ahead ...

The Strategic Plan Traffic and Transport actions for 2006/2007 will be summarised here.

Key outcomes planned in 2006/07:

- To be inserted



Keeping our District Safe

Curbing crime, reducing anti-social behaviour and the fear of crime

The Harrogate District Safer Communities Partnership is made up of representatives of the Police, North Yorkshire County Council, Harrogate Borough Council, Fire Authority, Primary Care Trust, other agencies and voluntary groups in the District. Its overall aim is to reduce and prevent crime and the fear of crime through a range of local actions and initiatives.

The Council will work with others to deliver the following corporate objectives:

- ◆ To tackle anti-social behaviour
- ◆ To reduce the fear of crime

Looking back ...

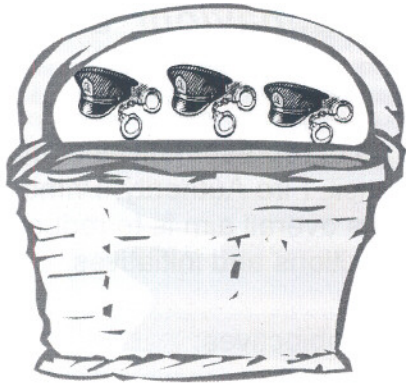
Key outcomes for 2005/2006:

- | |
|------------------|
| ➤ To be inserted |
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The Council is addressing areas where the performance in 2005/2006 was not as expected - see the Performance Improvement Round-up at the end of this Section.

The final version of the Plan (June 2006) will include a summary of the actions in the Corporate Action Plan (Strategic Plan) achieved in 2005/2006. The extract on page 34 shows an illustrative example of the type of commentary which will be inserted under each theme in this section of the plan.

Corporate Basket of PIs (Keeping our District Safe)



BVPI 128 - Vehicle Crimes per 1,000 population

2005/06 Target: 10.6

2005/06 Actual: 5.1

2006/07 Target: 4

A PI on Anti-Social behaviour is to be investigated (in association with the Police)

Did You Know?

In 2005/06...

To be inserted



Looking Ahead ...

The Strategic Plan Keeping our District Safe actions for 2006/2007 will be summarised here.

Key outcomes planned in 2006/07:

➤ To be inserted



Caring for the Environment

Preserving and enhancing the quality of our natural and built environment

The Council provides a range of services to protect and improve the District's environment. The statutory planning process is a key part of the Council's approach along with the promotion of local sustainability within the local authority and across the Harrogate District.

The Council will work with others to deliver the following corporate objectives:

- ◆ To increase the amount and type of domestic waste recycled
- ◆ To limit the impact of new housing development
- ◆ To improve our public spaces – Council buildings, parks and gardens
- ◆ To reduce litter, graffiti and dog fouling by more effective encouragement, publicity and enforcement
- ◆ To improve our energy efficiency and use of renewable energy
- ◆ To increase our re-use of empty property

Looking back ...

Key outcomes for 2005/2006:

- To be inserted

The Council is addressing areas where the performance in 2005/2006 was not as expected - see the Performance Improvement Round-up at the end of this section.

The final version of the Plan (June 2006) will include a summary of the actions in the Corporate Action Plan (Strategic Plan) achieved in 2005/2006. The extract on page 34 shows an illustrative example of the type of commentary which will be inserted under each theme in this section of the plan.

Corporate Basket of PIs (Caring for the Environment)

BVPI 82a - Percentage of total tonnage of household waste arisings which have been recycled

2005/06 Target: 17.5%

2005/06 Actual: 15%

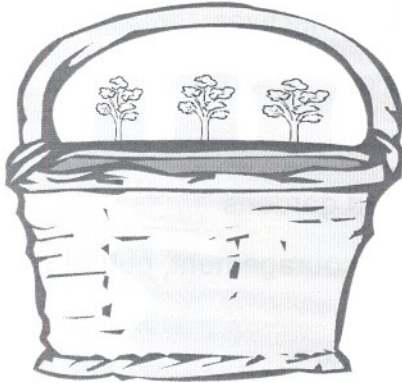
2006/07 Target: 21%

BVPI 106 - Percentage of new homes built on previously developed land

2005/06 Target: 75%

2005/06 Actual: 83%

2006/07 Target: 75%



BVPI 109 - Percentage of planning applications determined in line with the Government's new development control targets to determine:

(a) Major applications determined within 13 weeks

(b) Minor applications determined within 8 weeks

(c) All other applications determined within 8 weeks

2005/06 Target: (a) 60% (b) 65% (c) 80%

2005/06 Actual: (a) n/a (b) n/a (c) n/a

2006/07 Target: (a) 60% (b) 65% (c) 80%

BVPI 199 - The proportion of relevant land and highways as defined under EPA 1990 part IV section 86 (as a %) that is assessed as having combined deposits of litter and detritus (e.g. sand, silt and other debris) across four categories of cleanliness (clean, light, significant, heavy)

2005/06 Target: 20%

2005/06 Actual: 15%

2006/07 Target: 18%

Did You Know?

To be inserted



Looking Ahead ...

The Strategic Plan 'Caring for the Environment' actions for 2006/2007 will be summarised here.

Key outcomes planned in 2006/07:

- To be inserted



Supporting our Growing Local Economy

Promoting a robust and varied economy which benefits local people and creates a range of local job opportunities

The Council promotes the Harrogate District, provides help to local businesses, bids for funds to support the District's rural economy, re-invests in the Harrogate International Centre - all ways in which the Council helps to sustain the economy of the District.

The Council will work with others to deliver the following corporate objectives:

- ◆ To create a range of employment opportunities focusing in particular on job creation in the District's rural areas and market towns
- ◆ To increase tourism visitor spend in the District

Looking back ...

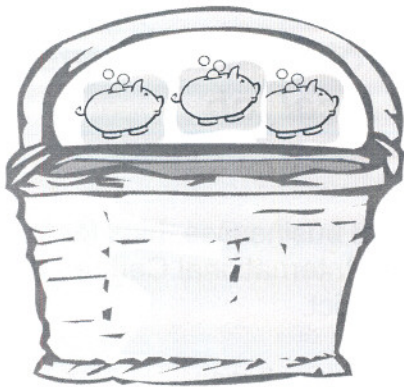
Key outcomes for 2005/2006:

- | |
|------------------|
| ➤ To be inserted |
|------------------|

The Council is addressing areas where the performance in 2005/2006 was not as expected - see the Performance Improvement Round-up at the end of this section.

The final version of the Plan (June 2006) will include a summary of the actions in the Corporate Action Plan (Strategic Plan) achieved in 2005/2006. The extract on page 34 shows an illustrative example of the type of commentary which will be inserted under each theme in this section of the plan.

Corporate Basket of PIs (Supporting our Growing Local Economy)



L/H9 - Venue days occupancy of the conference and exhibition complex (Harrogate International Centre)

2005/06 Target: 1,750
 2005/06 Actual: 1,701
 2006/07 Target: 1,800

L/ED24 – Average unemployment rate in the district (excluding towns of 10,000 plus population)

2005/06 Target: 1%
 2005/06 Actual: 1.9%
 2006/07 Target: 1.8%

Did You Know?

To be inserted



Looking Ahead ...

The Strategic Plan 'Supporting our Growing Local Economy' actions for 2006/2007 will be summarised here.

Key outcomes planned in 2006/07:

- To be inserted



Delivering First-Class Public Services

A well-managed council delivering first-class, accessible public services, focused on value for money, working with the community, understanding the needs of local people, being a good employer

With the motto 'To be of service', the Council attaches great importance to delivering first-class public services and maintaining its current pattern of service provision at current levels. Accessible services, value for money, working with others, understanding the needs of local people and being a good employer are all part of the Council's commitment to first-class public services.

The Council will work with others to deliver the following corporate objectives:

- ◆ To improve the public's access to Council services and information
- ◆ To continue to be a well-managed Council
- ◆ To deliver first-class services
- ◆ To improve the Council's overview and scrutiny arrangements
- ◆ To continue to provide effective community leadership
- ◆ To tackle fraud by applying the Benefits Verification Framework

Some of the Council's core services are already delivering a first-class level and quality of service. The Council is committed to maintaining its current pattern of service provision at current levels. Even though some services or strategies may not be directly referred to in the corporate priorities, this does not make them any less important or significant.

Looking back ...

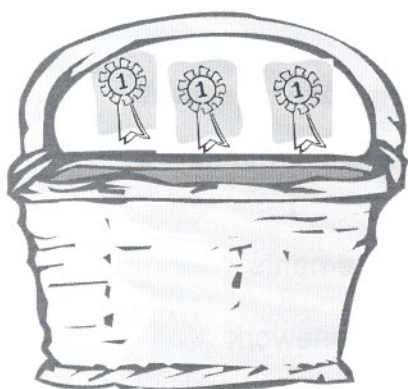
Key outcomes for 2005/2006:

- To be inserted

The Council is addressing areas where the performance in 2005/2006 was not as expected - see the Performance Improvement Round-up at the end of this section.

The final version of the Plan (June 2006) will include a summary of the actions in the Corporate Action Plan (Strategic Plan) achieved in 2005/2006. The extract on page 34 shows an illustrative example of the type of commentary which will be inserted under each theme in this section of the plan.

Corporate Basket of PIs (Delivering First Class Public Services)



All of the national PIs on corporate health are included in the Council's Corporate Basket of PIs. These include performance measures on the Community Plan (BV1), Equalities and race (BV2), Council Tax and Non Domestic Rate collection (BV 9 & 10), (BV16 & 17), accessible buildings (BV156) and electronic service delivery (BV157).

The service-related PIs on delivering first class public services are:

BVPI 78a - Speed of processing: Average time for processing new claims

2005/06 Target: 40 days

2005/06 Actual: 42 days

2006/07 Target: 38 days

BVPI 78b - Speed of processing: Average time for processing notifications of changes in circumstance

2005/06 Target: 11 days

2005/06 Actual: 7 days

2006/07 Target: 10 days

L/ATS1 – The percentage increase in the number of visits to the Council's website per year

2005/06 Target: 50%

2005/06 Actual: 14%

2006/07 Target: 40%

L/DL3 – The number of customers at Council run sports and leisure sites

2005/06 Target: 964,000

2005/06 Actual: 922,293

2006/07 Target: 995,000

The Council's core public services include:

- Highways and traffic
- Revenues and Benefits
- Cultural Services (leisure, etc)
- Harrogate International Centre
- Economic Development
- Parks and Open Spaces
- Planning Services
- Waste Management
- Housing
- Environmental Health
- Car Parking
- Street Cleansing
- Public conveniences
- Street Lighting
- CCTV
- Bereavement Services
- Licensing
- Tourism

Did You Know?

To be inserted



Looking Ahead ...

The Strategic Plan 'Delivering First Class Public Services' actions for 2006/2007 will be summarised here.

Key outcomes planned in 2006/07:

➤ To be inserted



Investing to Improve the Organisation

To deliver the six outward looking Corporate Priorities, Harrogate Borough Council is committed to investing to improve the organisation by putting customers first, increasing its service performance, being a good employer and building on its organisational capacity to deliver quality services. This corporate priority is internally focused on improving the organisation.

The Council will work with others to deliver the following corporate objectives:

- ◆ To remain a good employer
- ◆ To improve the training and development of Members and employees
- ◆ To improve the Council's overview and scrutiny arrangements
- ◆ ***More points to be inserted here***

Some of the Council's core services are already delivering a first-class level and quality of service. The Council is committed to maintaining its current pattern of service provision at current levels. Even though some services or strategies may not be directly referred to in the corporate priorities, this does not make them any less important or significant.

Looking back ...

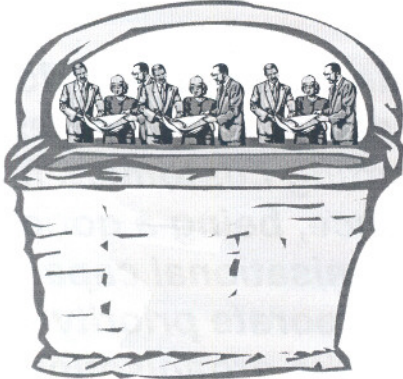
Key outcomes for 2005/2006:

- To be inserted

The Council is addressing areas where the performance in 2005/2006 was not as expected - see the Performance Improvement Round-up at the end of this section.

The final version of the Plan (June 2006) will include a summary of the actions in the Corporate Action Plan (Strategic Plan) achieved in 2005/2006. The extract on page 34 shows an illustrative example of the type of commentary which will be inserted under each theme in this section of the plan.

Corporate Basket of PIs (Investing to Improve the Organisation)

	<p>All of the national PIs on corporate health are included in the Council's Corporate Basket of PIs. These include Equalities and race (BV2), Invoice payments (BV8), Sickness absence (BV12), Early and Ill health retirement (BV 14 & 15) and staff with disabilities or from ethnic minority backgrounds (BV16 & 17).</p> <p>To be inserted</p>
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Did You Know?

To be inserted

Photographs will be inserted here

Looking Ahead ...

The Strategic Plan 'Investing to Improve the Organisation' actions for 2006/2007 will be summarised here.

Key outcomes planned in 2006/07:

➤ To be inserted

2005/06 PERFORMANCE IMPROVEMENT ROUND-UP

This section contains information on those PIs within the Council's Corporate Basket of PIs that failed to meet the performance targets set for 2005/2006. The section seeks to explain how the Council attends to address the performance of the PIs within the Corporate Basket that did not meet their targets. The Council monitors all of the Corporate Basket PIs on a quarterly basis and the PIs outside of the Corporate Basket are monitored using the Covalent Performance Management System. The following table is extracted from the Covalent system.

2005/2006 Corporate Basket of PIs: - PIs not reaching set performance target

A performance table will be inserted here

Can we help?

For more information on the Council's plans to address the performance issues highlighted in this section, ask for a copy of the relevant Service Plan (see Section 6 for details)



Section 4

Improvement Planning and Best Value



IMPROVEMENT PLANNING IN 2005/2006

Introduction

Each year, the Council assesses how well it is doing on delivering continuous improvement and implementing Best Value.

The Council develops action plans for improving local services and setting challenging targets for future improvement. The Council continues to make good progress in meeting its commitment to continuous improvement and Best Value through its improvement planning process, robust performance monitoring, the Best Value Review programme and through applying the principles of Best Value as part of its everyday service management.

In this way, the Council uses its finite resources in the most effective way to provide services that local people need and want; services that make a real difference to the quality of life of people who live, work or visit the district.

Comprehensive Performance Assessment (CPA)

CPA is the government's inspection regime and is designed to examine the overall performance of local authorities and help them deliver better services to local people. The CPA Inspection assesses whether the Council is self-aware and whether it is building on its strengths and addressing its weaknesses. Following the inspection, Councils are ranked in one of five categories – **excellent, good, fair, weak or poor**. Councils categorised in the top two bands can expect greater freedoms and less inspection whereas Councils categorised as 'weak' or 'poor' can expect tighter monitoring and more external inspection.

In June 2004 the Council was inspected as part of the Comprehensive Performance Assessment of all local authorities in the County. This assessment identified the Council as a "Fair" Authority.

The assessment identified a number of strengths in the Authority which were:

- ◇ High quality service delivery.
- ◇ High satisfaction levels.
- ◇ Strong financial performance.
- ◇ Highly committed and quality staff.

However, it also identified a number of weaknesses which were:

- ◇ Lack of clarity on corporate priorities.
- ◇ Lack of a corporate approach.
- ◇ Lack of effective prioritisation on resource allocation.

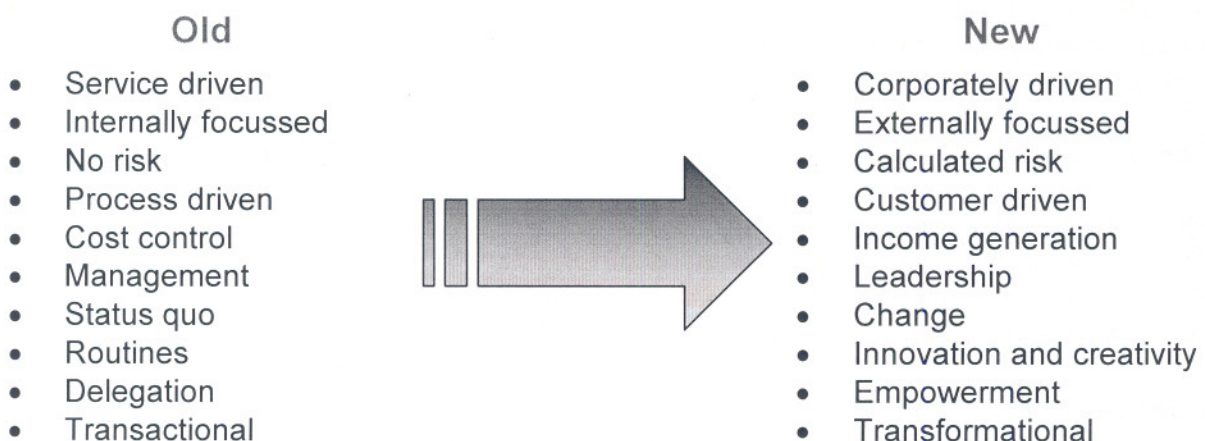
Main Areas for Improvement

As a result of the CPA, a detailed SWOT was produced in June 2004 which highlighted a number of key areas. The detailed SWOT is set out in the table below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • High quality service delivery • High satisfaction levels • Strong financial performance • High quality staff • Good employer • Strong corporate governance 	<ul style="list-style-type: none"> • Lack of Corporacy • Lack of clarity and communication on corporate priorities • Resistant to change • Lack of corporate identity • Not prioritised effectively • Not focused on social inclusive service delivery
Opportunities	Threats
<ul style="list-style-type: none"> • CPA score • Well being powers • Prudential Code of Borrowing • Vibrant economy • Wide range of partners • Skills base in the District • Restructure 	<ul style="list-style-type: none"> • Central Government Grant • Restructure • Negative CPA result • Spending demands and Central Government initiative • Impact of Single Status • Increased community polarisation

Having identified the areas of strengths and weaknesses, it was clear that in order to deliver improvement, the Council needs to change as an organisation and become more clear-focused.

The assessment of what the Authority *currently is* and what it *needs to be* was looked at by the Administration and the Corporate Management Team and this can be expressed as follows:



The areas highlighted by the inspection derive from a common agenda which can be described as follows:

To achieve this transition, two key actions were agreed. These were:

1. A corporate restructure of the Council.
2. A review of the Corporate Planning Process.

Corporate Restructure

A corporate restructure was agreed in December 2004 and implemented from 1st April 2005. The aim of the restructure was to reduce the seven departments to five and create greater synergy between functions and activities and to create corporate capacity by forming a new department to act as an internal consultancy to drive corporate policy and improvement. The restructure also created financial savings to re-allocate into key areas of investment need.

BEST VALUE AND BEST VALUE REVIEWS

The Council's Best Value Strategy

1. To help deliver the Corporate Vision, the Council's Best Value Strategy objectives are that its services and functions will:
 - Meet the needs of local people as identified through consultation
 - Be fully accessible
 - Provide the best value for money to Council Tax payers
 - Deliver the quality, range and outcomes to meet the needs of the District's residents, visitors and business community
2. The Authority will try to comply with the requirements of the Best Value legislation, principles and framework.
3. The Council's decision on who - in-house or external - should deliver a Council service or function will be based on the outcomes of a Best Value review.
4. Where a review has found the internal delivery of a service to be the best way to deliver Best Value, the Council will put in place arrangements to ensure that the internal provider meets the target of continuous service improvement.
5. Where a review has found the external delivery of a service to be the best way to deliver Best Value, the Council will forge an effective and efficient contract or partnership arrangement with the external provider to deliver continuous service improvement.

Principles

The Council's approach to Best Value is based on four principles:

- (1) **A willingness to change:** In 2001 the Council changed its approach to Best Value reviews to make them strategic and cross-cutting
- (2) **Focussing on what matters:** A key change in the Council's Best Value Review process, introduced in 2001, is the requirement for each review to use the Baseline Assessment stage of the process to identify the issues that matter to our service users and customers, to prioritise those issues and to focus the remainder of the review on a small number of issues that, if addressed, will make a real difference to local people.
- (3) **The capacity to improve services:** The Council has identified efficiency savings and service cuts to release money and resources to maintain and improve services and to deliver local and national priorities.
- (4) **Best Value as part of everyday management:** The Council adopted a revised Code of Practice on Best Value in 2001/2002. The Code set out the Council's new approach to Best Value reviews (see (2) above). It also set out the requirements and responsibilities on the Council's service managers to apply the 4Cs and deliver 'continuous improvement' as part of everyday management.

The Review Process

The Council adopted a Code of Practice in July 1999 (revised 2001), which sets out in detail the Council's policy on the conduct of Best Value Reviews. The Council is committed to reviews which are:

- Transparent
- Auditable
- Fair
- Consistent with the Council's policies
- In line with the Government's Best Value principles, guidance and framework.

The Council has built 'challenge' into its reviews at the following key stages:

Challenge

Review Team	Independent Officers on the team.
Steering Group	Members, customers, partners and other external stakeholders.
Scrutiny Commission	Non-executive members can challenge the outcomes of the review and the draft Service Improvement Plan actions and targets.
Cabinet	Cabinet collectively agree each Service Improvement Plan.

Each review uses the following process:

- Plan the review** including who will be on the Review Team and the Review Steering Group, how Members and other stakeholders will be involved in the review, the proposed timetable of the review and the 'boundaries' or scope of the issue or theme under review. All of these details are set out in a Review Brief which is submitted to the relevant Cabinet Member for approval prior to the start of the review.
- Assemble Baseline information** on the theme or issue under review - performance, costs, views of local stakeholders, etc.
- Analyse the Baseline information** and decide what are the major issues to look at, in detail, in the remainder of the review. In addition, apply the 'Challenge' questions. Report the outcomes of the Baseline Assessment and Initial Challenge to the relevant Cabinet Member for approval.
- Apply 'Compare', 'Consult' and 'Compete'** to the major issues agreed by Members in (c) above. Use the 3Cs to generate improvement options.
- Prepare a Service Improvement Plan** for adoption by the Cabinet following scrutiny by the Scrutiny Commission. The Plan will set out the actions and targets for improving the service over the next five years.
- Implement the agreed service improvements** over the next five years and monitor each year whether the improvement targets, planned outcomes, etc, have been achieved.

The Council's five-year programme of Best Value reviews - 2005/2006 and beyond

The Council has developed a five-year programme of Best Value Reviews through a risk-based assessment of the need to review Council functions and services to address local and national priorities.

Cabinet considered the programme on 10th November 2004 and it was approved by Council on 1st December 2004. The five-year programme is as follows:

2005/2006	Rural Transport in the Harrogate District
2006/2007	Supporting older people in local communities
2007/2008	Value for Money in Council services (linked to the post-restructure review)
2008/2009	Activities & Opportunities in the Harrogate District for under 18s
2009/2010	Local Social Inclusion and Diversity

The above programme of review will be revisited in light of the outcomes of the revision to the Corporate Planning Process during 2005/2006.

EXTERNAL AUDIT AND INSPECTION

As a publicly funded organisation, the Council is held accountable for its probity in the way it spends its money, makes its decisions and for the quality of the services it provides. External audits and inspections of the Council are undertaken by the District Auditor and by the Best Value Inspectorate each year.

District Audit

Each District Audit Management Letter includes commentary on the following:

- The External Auditor's opinion on the Authority's arrangements to meet its responsibilities and whether those arrangements are proper and lawful.
- A summary of the Council's performance against each Audit Code of Practice Area in the audit.
- The issues covered by the external audit and the actions recommended by the audit for the Council to address in future years.

In 2005/2006, the Council received the following Annual Letters and reports from the District Auditor:

(A) The Audit of the Council's 2005/2006 (Best Value) Performance Plan (BVPP)

Insert text here

(B) District Audit Annual Letter 2005

Insert text here

(C) Best Value Inspection Reports

In 2004/05 the Audit Commission undertook a countywide inspection of Waste Management services. This involved Harrogate Borough Council undertaking a self-assessment which was subsequently followed by a one-week on-site inspection. In June 2005 the Audit Commission judged the Council to have 'good' Waste management services with 'promising prospects for improvement'.

Insert text on key findings and action plans as a result of the inspection.

Can we help? If you would like a copy of the Audit or Inspection reports above, please contact Rachel Glendinning at the Council Offices on 01423 556159 or email her at Rachel.Glendinning@harrogate.gov.uk

OTHER IMPROVEMENT INITIATIVES

Three-Year Consultation Plan 2005-2008

The Council made significant progress in 2005/2006 towards meeting its commitment to listen to local people and local communities. The Council continues to use consultation as a key part of its approach to improvement planning and impact assessment, whereby consultation is undertaken before and after an improvement action is implemented in order to measure progress and track improvement. The Council has moved to a Three-Year Consultation Plan 2005-2008 which shows the link between consultation and the Strategic Plan and improvement planning.

If you would like a copy of the Three-Year Consultation Plan 2005-2008, Community Engagement Work Plan for 2005/2006 or if you would like more information on consultation and community engagement please contact Rose Johnston on 01423 556067 or e-mail: rose.johnston@harrogate.gov.uk

Equalities and Diversity

In 2004, the Council put in place an equality policy which states:

Harrogate Borough Council is committed to equality in both employment and service provision. The Council recognises the diverse nature of the district and endeavours to ensure that employees, potential employees, contractors, partners, clients and customers are treated with dignity and respect. The Council opposes all forms of discrimination and undertakes not to discriminate unfairly on the grounds of sex, marital status, gender, race, colour, nationality, ethnic origin, disability, age, sexual orientation or religious belief, responsibility for dependents, social or economic status or criminal record. Every possible step will be taken to take into account the diverse nature of individuals and ensure that they are treated fairly and decisions on service provision and employment are based on objective criteria.

The Council also approved an Equality Scheme which outlines how the Council will implement its policy and comply with recent equality legislation such as the Race Relations (Amendment) Act 2000.

Diversity in 2005/2006

Up to 2005 there were two separate approaches to the Equalities and Social Inclusion agendas. In 2005/2006 these two projects are being combined into a single Diversity Strategy with the aim of this being approved and adopted by January 2006. Under the new arrangements, a new Diversity Framework Group (DFG) has been established to take the agenda forward. The Diversity Framework operates at a strategic level with Members and Officers and a remit to develop the strategy, promote the agenda and ensure appropriate procedures for implementation (including training) and auditing are in place.

Workforce monitoring

Under the Race Relations (amendment) Act 2000, the Council is required to

undertake monitoring within its workforce and to publish the results.

The outcome of the monitoring for 2005/2006 highlighted: *Insert statistics here*

These statistics are to be carefully monitored and where appropriate further investigations and remedial action will take place.

Contracts

The Council has not awarded any contracts that required the transfer of staff in the last year and did not need to refer to the Code of Practice on Workforce Matters in Local Authority Service contracts.

Town and Parish Councils

The Council is aware of the Quality Parish Councils initiative, whereby parish and town councils can make proposals of partnership working in the delivery of services. The Council is monitoring the development of this initiative, which has not as yet prompted much interest from local Parish Councils, most of whom are taking the view that they are too small to benefit from this development. The Council is committed to listening to and considering any specific proposals from local councils in connection with the Quality Parish Councils Initiative.

Risk Management

The Council understands the importance of effective risk management and in 2003 set up a Corporate Risk Management Project, supported by a Working Group, to build on the work done by the Chief Executive and the Director of Finance (Director of Resources) over the previous 10 years.

The Working Group developed a comprehensive Risk Management Strategy that includes the Council's approach to risk, standard documentation and guidance on the adopted risk management methodology. The Working Group also developed a Strategic Risk Register of the most significant risks facing the Council. Both documents were approved by CMT then Cabinet.

An exercise to identify new and emerging risks took place between CMT and the Audit Commission in January 2005 and this will feed into an updated risk register. A review of the strategy and methodology is planned to take place between July and December 2005, focusing on embedding and maturing risk management across the Council.

From 1 April 2005 responsibility for strategic risk management passed to the Department of Corporate Policy and Improvement whose officers will lead on the review, supported by the Risk Management Steering Group (formerly the Working Group).

Following on from this a new strategy and register should be in place by 31 March 2006. Risk management arrangements feature strongly in the annual Statement on Internal Control and from April 2005 will be reported regularly to the Council Resources Overview and Scrutiny Commission acting as the Audit Committee.

Procurement

During 2005/2006 the Council is developing a fully revised Procurement Strategy and Action Plan. This will include an e-procurement strategy and business case. The Council will also undertake further development of networking and collaboration with other authorities in joint procurement where there are economies of scale and provide better information on future contracts to potential suppliers.

Can we help? For more information about the Improvement initiatives outlined above, please contact Kevin Douglas on 01423 556088.



Section 5

Services, Plans and Partnerships



DEPARTMENTS AND SERVICES OF THE COUNCIL

The Council restructured on 1st April 2005, moving to seven departments to five. The new departments and the services which make up each department are listed below.

Department	Service Area	Contact- Service Area	Functions
Corporate Policy & Improvement	Strategic Policy	Mike Simpson (SPO)	5
	Policy and Performance	Rose Johnston (PPM)	3
	Risk and Procurement	Andrea Hirst-Gee (CIO-G)	2
	Partnerships	Karen Weaver	1
	Civil Contingencies	Roy Firth (CCO)	1
	Customer Services Project	Paula Newson Smith (CPO)	1
	Overview and Scrutiny	Mark Codman (SO)	1
	Communications and Media	Lynne Mee (CMM)	1
	Directorate	Kevin Douglas (DCPI)	1
Community Services	Housing	Alan Jenks (HH)	8
	Environment	Simon Johnson (HES)	6
	Public Protection	Nicky Garside (HPP)	8
	Leisure and Museums	Tony Stephens (HLM)	13
	Parks and Open Spaces	Patrick Kilburn (HOPOS)	13
	Business Support	Michelle Ingham (BSM)	1
	Directorate	Les Williamson (DCS)	1
Development Services	Planning	Tim Richards (HOP)	4
	Highways & Transportation	John Burton (HHT)	8
	Property Management	Martin Weeks (HPM)	6
	Economic Development	Nigel Avison (HED)	4
	Business Support	Karen Robinson (BSM)	3
	Directorate	Pat Fitzgerald (DDS)	1
Resources	Information Technology & Development	Steve Metcalfe (HITD)	2
	Legal and Democratic Services	Peter Jordan (HLDS)	7
	Human Resources	Dianne Adams (HHR)	5
	Financial Management	Val Hunter (HFM)	5
	Revenues and Benefits	Keith Simpson (HRB)	3
	Business Support	Marion Wrightson (BSM)	1
	Directorate	John Sowden (DR)	1

Department	Service Area	Contact- Service Area	Functions
Harrogate International Centre	Conference & Exhibition- Operations and Facilities	Colin Weston (HO)	1
	Conference & Exhibition- Technical	Dave Wilmore (HTS)	1
	Conference & Exhibition- Facility Management	Stuart Quin (DDHIC)	1
	Business Tourism	Stuart Mackay (HM&S)	1
	Holiday Tourism	Mike Hine (TPM)	1
	Customer Services	Robert Penfold (QSM)	1
	Departmental Services	John Noland (HMS)	1
	Directorate	Stuart Quin (DHIC)	1
Office of the Chief Executive	Returning Officer	Mick Walsh (CE)	1

Can we help?

If you would like the full list of all of the Council's services with all of the functions detailed, please contact Rose Johnston on 01423 556067 or e-mail her at rose.Johnston@harrogate.gov.uk

MAIN COUNCIL PLANS

These plans are available by contacting the following officers directly:

Plan	Officer	Telephone Number
Access to Services Strategy	Steve Metcalfe	01423 556156
Air Quality Strategy, Review & Assessment	Jill Reeves	01423 556863
Bereavement Services Strategy	Philip Andrew	01423 883523
Community Engagement Strategy	Rose Johnston	01423 556067
Community Plan	Kevin Douglas	01423 556717
Community Safety Strategy	Julia Stack	01423 556632
Contaminated Land Strategy	Mary Jones	01423 556861
Corporate Strategy/Strategic Plan/Corporate Action Plan	Kevin Douglas	01423 556088
Corporate Improvement Plan	Kevin Douglas	01423 556088
Economic Development Unit Business Plan	Kathryn Daly	01423 556077
Food Law Enforcement Plan	Chris Wood	01423 556883
Fuel Poverty Strategy	Andrew Ellis	01423 556802
Home Energy Conservation Strategy	Jane Money	01423 556801
Housing Investment Strategy	Dawn Saxby	01423 556851
Local Development Framework	David Sykes	01423 556581
Local Agenda 21 Plan	Jane Money	01423 556801
Local Cultural Strategy	Tony Stephens	01423 556732
Local Transport Plan	John Burton	01423 556606
Medium-term Financial Strategy	John Sowden	01423 556277
Museums and Arts Strategy	Ceryl Evans	01423 556187
Parks and Open Spaces Strategy	Pat Kilburn	01423 556704
Race Equality Scheme	Rose Johnston	01423 556067
Sports and Leisure Strategy	Lois Toyne	01423 556732
Transport Policies Programme	John Burton	01423 556606
Waste Management Strategy	Simon Johnson	01423 556845

Can we help?

If you would like a full list of all of the Council's plans, please contact Rose Johnston on 01423 556067 or e-mail her at rose.Johnston@harrogate.gov.uk.

JOINT WORKING AND PARTNERSHIPS

The following table explains the range of current joint working and partnership arrangements in which the Council participates. The list includes only those arrangements which are not short-term or time-limited. There are a number of short-term and time-limited partnership arrangements which exist to achieve a certain outcome and will cease on the successful conclusion of the partnership's objectives; these have not been listed below.

Activity	Business Community	Other Govt/ Public Service	Voluntary Sector	Specific Interests
THE DISTRICT AND THE LOCALITIES				
Harrogate District Local Strategic Partnership	✓	✓	✓	✓
Rural Forum		✓	✓	
Parish Council Meetings/Parish Council Standards Training Programme		✓		
Nidderdale AONB Joint Advisory Committee	✓	✓	✓	✓
Ripon City Partnership	✓	✓	✓	✓
Knaresborough Partnership	✓	✓	✓	✓
Boroughbridge & District Community Partnership	✓		✓	✓
Nidderdale Plus Partnership	✓		✓	✓
Masham Partnership	✓		✓	✓
HOUSING				
Harrogate District Housing Forum		✓	✓	✓
Housing Association Strategy Group		✓	✓	
Strategic Commissioning Forum (Care in the Community)		✓	✓	
Tenants Advisory Committee				✓
Joint Commissioning Partnership		✓		
Stay Put Partnership		✓	✓	✓
County Homelessness Strategy Group		✓		
TRAFFIC AND TRANSPORT				
Highways Agency agreement in Harrogate and Knaresborough		✓		
North Yorkshire Concessionary Fares partnership		✓		
KEEPING OUR DISTRICT SAFE				
Safer Communities Partnership	✓	✓	✓	✓
THE ENVIRONMENT				
Action for the Environment Group	✓	✓	✓	✓
North Yorkshire Waste Management Partnership		✓		
Harrogate, Ripon, Knaresborough and Pateley Bridge in Bloom Partnerships	✓		✓	✓
Nidd Gorge Advisory Group	✓		✓	✓

THE ECONOMY				
Economic Development Forum (currently under review)	✓	✓	✓	✓
Chambers of Trade	✓			
Harrogate Town Centre Management	✓	✓		✓
HIC Board	✓			
The 'A' Group of Hotels	✓			
Crown Catering	✓			
PUBLIC SERVICES				
Disability Discrimination Act (DDA) Panel			✓	✓
Two Tier Liaison Group (NYCC & District Councils)		✓		
Local Joint Consultative Committee (Trades Unions)		✓		✓
Freedom of Information officer shared post		✓		
North Yorkshire Community Legal Services Partnership		✓	✓	✓
Benefit Fraud Partnership		✓		
Benefits Recruitment Partnership		✓		
North Yorkshire Benefits Training Group		✓		
Food Safety Forum	✓			
Licensed Premises Forum	✓	✓		✓
Harrogate Health Promotion, Older People Action Group	✓	✓	✓	✓
District Cultural Partnership	✓	✓	✓	✓
Jennyfield Styan Community Centre		✓	✓	✓
Knaresborough Community Centre/Knaresborough Town Council		✓	✓	✓
Harrogate District Sports Council		✓	✓	✓
Friends of Harrogate District Museums	✓	✓	✓	✓
NYCC/ 4 Secondary Schools (Joint/ dual use centres and youth sport)				
Nidderdale Recreation Trust	✓	✓	✓	✓
Ripon Leisure Centre/Ripon City Council		✓	✓	✓
Friends of the Mercer Gallery			✓	✓
Ripon Museum Trust			✓	✓
Boroughbridge Leisure Centre		✓		
Rossett Sports Centre		✓		
Voluntary Sector Forum			✓	
Public Involvement Group		✓	✓	✓

Can we help? For more Information about specific partnership between the Council and its external partners, contact Karen Weaver at the Council Offices on 01423 556706, or e-mail her on karen.weaver@harrogate.gov.uk



Section 6

Performance Tables



Section 6 – Performance Tables

Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target						
BV10	Percentage of Non-domestic Rates Collected	6-1st Class Public Services	98.30%	99.12%	98.77%	61.80%	49.60%	These columns will be completed with the appropriate symbols at year-end		98.4%	98.5%	98.6%	
BV106	New homes built on previously developed land	4-Caring for the Environment	83.00%	86.00%	66.00%	78.00%	75.00%			75.00%	75.00%	75.00%	
BV109a	Major applications determined in 13 weeks	4-Caring for the Environment	42.30%	63.58%	51.86%	14.29%	60.00%			60.00%	60.00%	60.00%	
BV109b	Minor applications determined in 8 weeks	4-Caring for the Environment	67.70%	71.00%	61.00%	67.31%	65.00%			65.00%	65.00%	65.00%	
BV109c	Other applications determined in 8 weeks	4-Caring for the Environment	77.60%	86.00%	80.00%	84.58%	80.00%			80.00%	80.00%	80.00%	
BV111	% of applicants satisfied with the Planning service received	4-Caring for the Environment	The survey was last carried out in 2003/2004. The figure was 52% (+/-4.5%)								75.0%	Satisfaction surveys carried out every 3 years	
BV119a	% satisfied with sports/leisure facilities	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 56% (+/-2.93%) [58.9%]								60.00%	Satisfaction surveys carried out every 3 years	
BV119c	% satisfied with museums and galleries	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 50% (+/-2.95%) [53.6%]								55.00%	Satisfaction surveys carried out every 3 years	
BV119d	% satisfied with theatres and concert halls	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 58% (+/-2.91%) [63.6%]								65.00%	Satisfaction surveys carried out every 3 years	
BV119e	% satisfied with parks and open spaces	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 85% (+/-2.1% [86.2%]								86.0%	Satisfaction surveys carried out every 3 years	
BV11a	Top 5% of Earners: Women	6-1st Class Public Services	25.00%	26.69%	20.00%	29.00%	26.13%				27.00%	28.00%	28.00%
BV11b	Top 5% of Earners: Ethnic Minorities	6-1st Class Public Services	0.00%	2.20%	0.00%	0.00%	1.30%				1.30%	1.30%	1.30%
BV11c	Top 5% of Earners: with a disability	6-1st Class Public Services	New for 2005/2006			2.7%	Not set – new indicator				2.7%	2.7%	2.7%
BV12	Working Days Lost Due to Sickness Absence	6-1st Class Public Services	7.88	8.93	10.30	Not available	8.93				8.0	8.0	8.0
BV126	Domestic burglaries per 1,000 households	3-Keeping our District Safe	8.40	4.60	11.67	2.8	8.00				7.60	7.20	7.20
BV127a	Violent Crime per 1,000 Population	3-Keeping our District Safe	Amended in 2005/2006			7.08	12.40				11.40	10.40	10.40

[] indicates the 2005/2006 mid-term unaudited satisfaction data

Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target						
BV127b	Robberies per 1,000 Population	3-Keeping our District Safe	Amended in 2005/2006			0.1	0.30				0.30	0.30	0.30
BV128	Vehicle crimes per 1,000 population	3-Keeping our District Safe	5.10	8.50	12.34	2.67	4.60				4.30	4.00	4.00
BV14	Percentage of Early Retirements	6-1st Class Public Services	0.52%	0.14%	0.47%	0.80%	0.17%				0.29%	0.29%	0.29%
BV15	Percentage of Ill-health Retirements	6-1st Class Public Services	0.43%	0.00%	0.34%	0.09%	0.17%				0.3%	0.3%	0.3%
BV156	Buildings Accessible to People with a Disability	6-1st Class Public Services	64.44%	67.00%	47.00%	64.44%	68.88%				71.11%	73.33%	78.55%
BV157	E-government: E-enabled interactions	6-1st Class Public Services	78.00%	72.00%	62.99%	78.00%	100.00%				Not to be monitored		
BV164	Equal Access to Social Housing	1-Affordable Housing	Yes	No comparative data	32%	Yes	Yes				Yes	Yes	Yes
BV166a	Score against a checklist of enforcement best practice for environmental health	6-1st Class Public Services	90.00%	90.00%	76.52%	90.00%	100.00%				100.00%	100.00%	100.00%
BV16a	Percentage of Employees with a Disability	6-1st Class Public Services	1.42%	4.11%	2.76%	1.36%	1.15%				1.50%	1.50%	1.50%
BV16b	Percentage of Economically Active People who have a Disability	6-1st Class Public Services	10.88%	15.09%	12.61%	10.88%	N/a				N/a	N/a	N/a
BV170a	Visits to and Use of museums & galleries - All Visits	6-1st Class Public Services	465.00	670.00	243.00	Not available	242.00				495.00	505.00	505.00
BV170b	Visits to and use of Museums & galleries - Visits in Person	6-1st Class Public Services	388.00	427.00	147.00	188.60	202.00				415.00	423.00	423.00
BV170c	Visits to and Use of Museums - School Groups	6-1st Class Public Services	2758.00	2754.25	1121.50	536.00	1500.00				3090.00	3150.00	3150.00
BV174	Number of Racial incidents recorded per 100,000 population	3-Keeping our District Safe	0.00	3.79	0.00	Not available	0.00				0.00	0.00	0.00
BV175	Racial incidents resulting in further action	3-Keeping our District Safe	0.00%	100.00%	100.00%	Not available	0.00%				0.00%	0.00%	0.00%
BV179	Standard searches carried out in 10 working days	6-1st Class Public Services	99.79%	100.00%	99.47%	99.81%	98.00%				98.50%	99.00%	99.00%
BV17b	Ethnic Minority representation in the workforce - local population	6-1st Class Public Services	1.44%	3.40%	1.80%	1.44%	N/a				N/a	N/a	N/a

Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target						
BV183a	Length of stay in temporary accommodation (B&B)	1-Affordable Housing	3.00	1.18	5.00	3.00	2.00				2.00	2.00	2.00
BV183b	Length of stay in temporary accommodation (Hostel)	1-Affordable Housing	23.00	0.00	9.00	38.00	22.00				22.00	22.00	22.00
BV184a	Non-decent local authority dwellings (%)	1-Affordable Housing	31.00%	15.00%	29.00%	35.00%	31.00%				23.00%	23.00%	23.00%
BV184b	Non-decent local authority dwellings (change)	1-Affordable Housing	-14.00%	26.55%	15.75%	-2.27%	6.00%				24.00%	32.00%	31.00%
BV199a	Local street and environmental cleanliness - Litter and Detritus	4-Caring for the Environment	Amended in 2005/2006			21%*	18%				18.00%	18.00%	18.00%
BV199b	Local Street and Environmental Cleanliness - Graffiti	4-Caring for the Environment	New for 2005/2006			0%*	Not set - new indicator				0%	0%	0%
BV199c	Local Street and Environmental Cleanliness - Fly-posting levels	4-Caring for the Environment	New for 2005/2006			0%*	Not set - new indicator				0%	0%	0%
BV199d	Local Street and Environmental Cleanliness - Fly-tipping	4-Caring for the Environment	New for 2005/2006			Year-end figure	Not set - new indicator				1.25%	1.25%	1.25%
BV200a	Plan-making: Local Development Scheme submitted?	4-Caring for the Environment	Yes	No comparative data	No comparative data	Yes	Yes				Yes	Yes	Yes
BV200b	Plan-making: Milestones Met?	4-Caring for the Environment	N/a	No comparative data	No comparative data	Yes	Yes				Yes	Yes	Yes
BV200c	Plan-making: Monitoring Report published?	4-Caring for the Environment	New for 2005/2006			No	Not set - new indicator				Yes	Yes	Yes
BV202	Number of people sleeping rough	1-Affordable Housing	0.00	Not available	Not available	0.00	5.00				5.00	5.00	5.00
BV203	Change in number of families in temporary accommodation	1-Affordable Housing	68.19%	Not available	Not available	Year-end figure	-5.00%				-15.00%	-15.00%	-15.00%
BV204	Planning appeals allowed	4-Caring for the Environment	46.60%	Not available	Not available	29.17%	40.00%				40.00%	40.00%	40.00%
BV205	Quality of Planning Service checklist	4-Caring for the Environment	77.80%	Not available	Not available	88.89%	94.00%				100.00%	100.00%	100.00%

April-July data (collected on a 4-monthly basis)

Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target						
BV211a	Repairs and Maintenance Service - planned	1-Affordable Housing	New for 2005/2006			64.00%	Not set - new indicator				70%	70%	70%
BV211b	Repairs and Maintenance Service - emergencies	1-Affordable Housing	New for 2005/2006			5.00	Not set - new indicator				3%	3%	3%
BV212	Average time taken to re-let local authority housing.	1-Affordable Housing	New for 2005/2006			11.34	Not set - new indicator				12.5	12	11.5
BV213	Preventing Homelessness - number of households where homelessness prevented	1-Affordable Housing	New for 2005/2006			Year-end figure	Not set - new indicator				These will be added when the Quarter Three data is available		
BV214	Housing Advice Service - % of repeat homelessness within 2 years	1-Affordable Housing	New for 2005/2006			Year-end figure	Not set - new indicator				These will be added when the Quarter Three data is available		
BV216a	Identifying Contaminated Land	4-Caring for the Environment	New for 2005/2006			Year-end figure	Not set - new indicator				These will be added when the Quarter Three data is available		
BV216b	Information on contaminated land	4-Caring for the Environment	New for 2005/2006			Year-end figure	Not set - new indicator				These will be added when the Quarter Three data is available		
BV217	Pollution Control Improvements Completed On-time	4-Caring for the Environment	New for 2005/2006			Year-end figure	Not set - new indicator				33%	75%	90%
BV218a	Abandoned vehicles - % investigated within 24 hrs	4-Caring for the Environment	New for 2005/2006			100.00%	Not set - new indicator				100%	100%	100%
BV218b	Abandoned Vehicles - % removed within 24 hours of required time	4-Caring for the Environment	New for 2005/2006			70.45%	Not set - new indicator				70%	70%	70%
BV219a	Number of conservation areas in the local authority area	4-Caring for the Environment	New for 2005/2006			52.00	Not set - new indicator				52	52	52
BV219b	% of conservation areas with up-to date character appraisals	4-Caring for the Environment	New for 2005/2006			0.00%	Not set - new indicator				25%	100%	100%
BV219c	% of conservation areas with published management proposals	4-Caring for the Environment	New for 2005/2006			100.00%	Not set - new indicator				100%	100%	100%

Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009	
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target							
BV225	Effectiveness of Actions against Domestic Violence	3-Keeping our District Safe	Amended in 2005/2006			Not available	Not set - amended indicator				These will be added when the Quarter Three data is available			
BV226a	Advice & Guidance Services to the public - amount spent on external organisations	6-1st Class Public Services	Amended in 2005/2006			£97,150	Not set - amended indicator				£100,010.00	£102,960.00	£105,990.00	
BV226b	Advice & Guidance Services - amount spent on organisations with the CLS Quality Mark	6-1st Class Public Services	Amended in 2005/2006			100%	Not set - amended indicator				100%	100%	100%	
BV226c	Advice & Guidance Services - amount spent on direct provision by the authority	6-1st Class Public Services	Amended in 2005/2006			£466,641	Not set - amended indicator				£480,640	£495,060	£509,910	
BV2a	Equality Standard for Local Government	6-1st Class Public Services	1.00			1.00	2.00				Level 2	Level 3	Level 3	
BV2b	Duty to Promote Race Equality	6-1st Class Public Services	53.00%	55.00%	42.00%	58.00%	100.00%				85.00%	100.00%	100.00%	
BV3	Overall satisfaction with the authority	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 58% (+/-2.92%) [69.4%]									62.0%	Satisfaction surveys carried out every 3 years	
BV4	Satisfaction with complaint handling	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 36% (+/-6.73%) [37.6%]										Satisfaction surveys carried out every 3 years	
BV63	Energy Efficiency of Housing Stock	1-Affordable Housing	56.5	65	60	57.20	60.00				63.00	65.00	67.00	
BV64	No of private sector vacant dwellings that are returned into occupation or demolished	1-Affordable Housing	33.00	No comparative data	No comparative data	5.00	12.00				25.00	25.00	25.00	
BV66a	Rent collected by the LA as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	1-Affordable Housing	Amended in 2005/2006			94.05%	98.85%				98.9%	98.95%	98.86%	
BV66b	The number of LA tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	1-Affordable Housing	New for 2005/2006			0.00	Not set - new indicator				0.6	0.55	0.5	
BV66c	Percentage of LA tenants in arrears who have had Notices Seeking Possession served	1-Affordable Housing	New for 2005/2006			14.20	Not set - new indicator				These will be added when the Quarter Three data is available			
BV66d	Percentage of LA tenants evicted as a result of rent arrears	1-Affordable Housing	New for 2005/2006			0.1	Not set - new indicator				These will be added when the Quarter Three data is available			

[] indicates the 2005/2006 mid-term unaudited satisfaction data

Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target						
BV74a	Tenant Satisfaction with Landlord (All)	1-Affordable Housing	The survey was last carried out in 2003/2004. The figure was 91% (+/-1.4%)								91%	Satisfaction surveys carried out every 3 years	
BV74b	Tenant Satisfaction with Landlord (ethnic minority tenants)	1-Affordable Housing	The survey was last carried out in 2003/2004. The figure was 67% (+/-26.6%)									Satisfaction surveys carried out every 3 years	
BV74c	Tenant Satisfaction with Landlord (non-ethnic minority tenants)	1-Affordable Housing	The survey was last carried out in 2003/2004. The figure was 92% (+/-1.4%)								91%	Satisfaction surveys carried out every 3 years	
BV75a	Tenant Satisfaction with Participation (All)	1-Affordable Housing	The survey was last carried out in 2003/2004. The figure was 81% (+/-2.28%)								85%	Satisfaction surveys carried out every 3 years	
BV75b	Tenant Satisfaction with Participation (Ethnic Minority Tenants)	1-Affordable Housing	The survey was last carried out in 2003/2004. The figure was 58% (+/-27.9%)								85%	Satisfaction surveys carried out every 3 years	
BV75c	Tenant Satisfaction with Participation (non-ethnic Minority Tenants)	1-Affordable Housing	The survey was last carried out in 2003/2004. The figure was 81% (+/-2.3%)									Satisfaction surveys carried out every 3 years	
BV76a	Housing Benefits Security number of claimants visited	6-1st Class Public Services	315.82	304.00	200.00	185.85	160.5				321.00	321.00	321.00
BV76b	Housing Benefits Security number of fraud investigators employed	6-1st Class Public Services	0.58	0.48	0.35	0.58	0.58				0.50	0.50	0.50
BV76c	Housing Benefits Security number of fraud investigations	6-1st Class Public Services	55.10	61.70	41.45	27.49	28.5				50	51	52
BV76d	Housing Benefits Security number of prosecutions & sanctions	6-1st Class Public Services	4.50	5.83	3.37	4.37	2.6				5.20	5.20	5.20
BV78a	Speed of processing - new HB/CTB claims	6-1st Class Public Services	42.00	31.00	38.40	38.00	38.00				36	35	34
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6-1st Class Public Services	7.00	7.20	9.70	21.00	10.00				17	16	15
BV79a	Accuracy of processing - HB/CTB claims	6-1st Class Public Services	97.00%	99.00%	98.00%	97.00%	99.00%				98.00%	99.10%	99.20%
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	6-1st Class Public Services	29.90%			52.11%	55.00%				35%	36%	37%
BV79b(ii)	HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	6-1st Class Public Services				6.59%	N/a				12%	14%	16%
BV79b(iii)	HB overpayments written off during period as % of total debt outstanding + new	6-1st Class Public Services				1.53%	N/a				8%	8%	8%

[] indicates the 2005/2006 mid-term unaudited satisfaction data




Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009	
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target							
BV8	% of invoices paid on time	6-1st Class Public Services	96.20%	96.74%	94.49%	91.74%	100.00%				100.00%	100.00%	100.00%	
BV80	Overall user satisfaction with benefits service	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 73.8% (+/-3.2%)							80%	Satisfaction surveys carried out every 3 years			
BV80(i)a	Satisfaction with contact/access facilities at benefit office	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 78.7% (+/-3.1%)							86%	Satisfaction surveys carried out every 3 years			
BV80(ii)a	Satisfaction with service in benefit office	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 79.9% (+/-4.8%)							88%	Satisfaction surveys carried out every 3 years			
BV80(iii)a	Satisfaction with the Benefit's telephone service	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 68.8% (+/-5.3%)							76%	Satisfaction surveys carried out every 3 years			
BV80(iv)a	Satisfaction with the staff in benefit office	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 76.1% (+/-3.3%)							85%	Satisfaction surveys carried out every 3 years			
BV80(v)a	Satisfaction with clarity etc, of benefits forms & leaflets	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 65.8% (+/-3.5%)							71%	Satisfaction surveys carried out every 3 years			
BV80(vi)a	Satisfaction with time taken for a decision on benefits	6-1st Class Public Services	The survey was last carried out in 2003/2004. The figure was 61.9% (+/-3.5%)							74%	Satisfaction surveys carried out every 3 years			
BV82a(i)	% of Household Waste Recycled	4-Caring for the Environment	15.00%	16.86%	13.86%	15.87%	18.00%			*	18.0%	18.00%	18.00%	
BV82a(ii)	Tonnes of Household Waste Recycled	4-Caring for the Environment	New for 2005/2006			2271.84	Not set – new indicator					4250	4250	4250
BV82b(i)	% of Household Waste Composted	4-Caring for the Environment	0.50%	5.14%	1.79%	5.2%	3.00%			*	3.0%	3.0%	3.0%	
BV82b(ii)	Tonnes of household waste composted	4-Caring for the Environment	New for 2005/2006			1545.78	Not set – new indicator					2000	2000	2000
BV84a	Household waste collected per head, in kilos	4-Caring for the Environment	369.00	371.70	400.75	90.04	194.00				392.00	396.00	396.00	
BV84b	Change in household waste collected per head, in kilos	4-Caring for the Environment	New for 2005/2006			-6.32%	Not set – new indicator					3.0%	2.0%	1.0%
BV86	Cost of household waste collection	4-Caring for the Environment	46.51	No comparative data	37.99	52.41	47.28				To be confirmed after budget	To be confirmed after budget	To be confirmed after budget	
BV89	Satisfaction with cleanliness of streets	4-Caring for the Environment	The survey was last carried out in 2003/2004. The figure was 74% (+/-2.56%) [78.4%]							74.0%	Satisfaction surveys carried out every 3 years			



[] indicates the 2005/2006 mid-term unaudited satisfaction data

Code	Short Name	Corporate Priority	2004/2005			2005/2006		Short Term Trend	Long Term Trend	Target Hit?	HBC Target 2006/2007	HBC Target 2007/2008	HBC Target 2008/2009
			HBC Actual Value	Top 25% Districts	English Districts Average	HBC Actual Value	HBC Target						
BV9	% of Council Tax collected	6-1st Class Public Services	98.30%	98.50%	98.00%	59.40%	49.20%				98.50%	98.50%	98.50%
BV90a	Satisfaction with household waste collection	4-Caring for the Environment	The survey was last carried out in 2003/2004 The figure was 89% (+/-1.79%) [87.9%]							89.0%	Satisfaction surveys carried out every 3 years		
BV90b	Satisfaction with waste recycling	4-Caring for the Environment	The survey was last carried out in 2003/2004 The figure was 59% (+/-2.97%) [61.3%]							59.0%	Satisfaction surveys carried out every 3 years		
BV91a	% of Population with a kerbside collection of one recyclable	4-Caring for the Environment	78.4%	100%	88.21%	85.12%	78.00%				85.00%	85.00%	85.00%
BV91b	% of population with a kerbside collection of two recyclables	4-Caring for the Environment	New for 2005/2006			84.61%	Not set – new indicator				84.0%	84.0%	84.0%



* There is a joint performance target of 21% on parts 'a' and 'b' on this PI, therefore we are hitting our performance standard target

[] indicates the 2005/2006 mid-term unaudited satisfaction data

Status	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target.

Long Term Trends	
	The value of this PI has changed in the long term.
	The value of this PI has not changed in the long term.

This refers to the last four quarters, therefore no trend arrows have been assigned to cumulative PIs as they are expected to increase (this will be the last four years in the final plan)

Short Term Trends	
	The value of this PI has changed in the short term.
	The value of this PI has not changed in the short term.

This refers to the last quarter, therefore no trend arrows have been assigned to cumulative PIs as they are expected to increase (this will be the last year in the final plan)

NB – The 2005/2006 target refers to the actual year-end target except for cumulative PIs, where it refers to Quarter Two

NB – The Top 25% and English District Average currently displays the 2003/2004 data (the latest available data). This will be amended to 2004/2005 data in the final version of the Performance Plan.

NB – The PIs will be assigned to the seventh Corporate Priority in the next draft, i.e. all of the internally focused PIs

MORE INFORMATION & ALTERNATIVE FORMATS

More Information

The Council's Website

www.harrogate.gov.uk

Other Agency Websites:

Office of the Deputy Prime Minister

www.odpm.gov.uk

Audit Commission

www.audit-commission.gov.uk

Improvement and Development Agency (IDeA)

www.idea.gov.uk

Alternative Formats

The Plan is available in alternative formats, including large print. If you wish to contact the Council about the Performance Plan, please contact:

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