



REPORT TO:	Resources Overview and Scrutiny Commission
DATE:	6 th March 2006
DEPARTMENT:	Corporate Policy and Improvement
REPORTING OFFICER:	Rachel Glendinning, Performance Officer
SUBJECT:	2005/2006 Quarter Three Corporate Action Plan (CAP) Actions Monitoring Report
WARD/S AFFECTED:	None
FORWARD PLAN REF:	N/a

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Commission on the progress made in Quarter Three (October to December) of 2005/2006 on its CAP actions.

2.0 RECOMMENDATION/S

- 2.1 That the Commission note the report.
- 2.2 That the Commission comments on the Quarter Three progress to Cabinet.

3.0 RECOMMENDED REASON/S FOR DECISION/S

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

4.0 ALTERNATIVE OPTION/S CONSIDERED AND RECOMMENDED FOR REJECTION

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

5.0 THE REPORT

- 5.1 This report outlines the progress made on implementing the Commission's 32 CAP actions during Quarter Three of 2005/2006.
- 5.2 The report also highlights other CAP actions that will not be completed during the financial year or where little progress has been made.
- 5.3 Appendix I details progress made in Quarter Three of 2005/2006 on all of the Commission's top priority CAP actions and Appendix II details progress on the Commission's non-priority CAP actions during Quarter Three.
- 5.4 In Quarter Three, progress has been made on all nine of the Commission's top priority CAP actions.

- 5.5 At the end of Quarter Three, the following top priority CAP actions were completed:-
- 6.2.4 – The Statement of internal Control and the Annual Efficiency Statement were both submitted on time
 - 6.4.1 – The People Management Strategy was completed
- 5.6 The following top priority CAP action is unlikely to be completed by 31st March 2006:-
- 6.8.2 – The reduction of the average processing times for new benefit claims is unlikely to reach its 38 days target and the target of 10 days for change of circumstances in benefit claims is also unlikely to be met. This is due to the change in definition of the performance indicator in April
- 5.7 Two of the Commission's non-priority actions have been rescheduled for 2006/07, these are:-
- 6.3.4 – Cultural Services Best Value Service Improvement Plan is not expected to be reported on until 2006/07
 - 6.9.2 – The awareness raising seminars for commercial organisations on Business Continuity are scheduled for 2006/07
- 5.8 Six of the Commission's non-priority actions have been completed/or on target for completion at the end of Quarter Three, these are:-
- 6.1.2 – Set up a Corporate CSU, including acquisition of supporting IT systems
 - 6.1.3 – Review the Council's Customer Care Strategy
 - 6.2.5 – Annual review of system effectiveness and performance management culture
 - 6.2.11 – Financial Management System replacement
 - 6.4.3 – Develop Safety Responsibility Statements (SRSs) for all employees, linking them to the Corporate Health and Safety Policy and existing systems
 - 6.7.2 – Develop a corporate knowledge Management and Learning Strategy

6.0 CMT COMMENTS

- 6.1 CMT considered the CAP monitoring report and noted the progress being made at the end of Quarter Three.
- 6.2 The good progress was welcomed on a number of the major projects/programmes within this area of work.
- 6.3 It was recognised that a number of these areas of work are interrelated in moving the overall Council Priorities forward and therefore CMT will continue to monitor progress closely to ensure they meet their year-end target.

7.0 CONCLUSION/S

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

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

SUSTAINABILITY ASSESSMENT/POLICY CONSIDERATIONS

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

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

Appendix I



Delivering First Class Public Services

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at Quarter Three, 2005/2006
6.1 To improve the public's access to Council services and information.	6.1.1 Implement an interactive Council website, supported by a content management system. TOP PRIORITY	Website graded as "transactional" in 2005 SOCITM website survey. Implement first phase of CRM by 31st December 2005. Achieve 95% customer satisfaction in services accessed via the CRM. Assess, in 2005/06, customer satisfaction levels, with the Council's website and its impact on their needs.	SOCITM result due in March 2006. CRM procurement complete. Implementation of CRM & establishment of Customer Services Unit in progress. Projected "go live" now May 2006. Online Satisfaction Survey planned for completion by March 2006
	6.2.2 Articulate the Council's vision, priorities and allocation of resources. Review the Council's corporate planning arrangements and develop the Council's Corporate Improvement Plan for 2005/06 and beyond TOP PRIORITY	Annual review and roll forward of the medium-term corporate and financial strategy for 2005 to 2008. Produce the Council's 2004/05 Annual Report in June 2005 Publish the Corporate Improvement Plan by Autumn 2005	The Strategic Plan and Medium-Term Financial Strategy were adopted by Council on the 12 th October 2005. The 2004/05 Annual Report was presented to the CMT Away Day on the 19 th May 2005 to inform the corporate planning process and draft Strategic Plan. The Corporate Improvement Plan 2005 to 2008 was agreed for planning and consultation purposes by the Cabinet on the 24 th August 2005.
6.2.4 Review the council's current corporate framework, resources and capacity. TOP PRIORITY	Complete the changes in the corporate arrangements by summer 2005. Achieve the short-term targets in the corporate restructure. Implement the changes in corporate arrangements. Monitor the effectiveness of the corporate changes by 31 st March each year. Specifically deliver corporately by 31 st March each year:- -The Council's Statement of Internal contracts (SIC) -The Annual Efficiency Statement (Gershan)	The Statement on Internal Control 2004/2005 and the Annual Efficiency Statements for 2005/2006 were submitted on time and in accordance with statutory requirements. Plans are in place to ensure the submissions for 2005/2006 are made in accordance with statutory requirements.	
	6.2.6 Member Involvement and Improvement Working Group TOP PRIORITY	It is anticipated that the Group will review the planned outcomes and review their impact at the end of 2005/06. Member survey in 2005/06 to assess whether Members feel more engaged in the Council's improvement agenda. Continue to work on Member training and development and other issues such as time management.	Review process to be completed by March 2006 to feed into 2006/07 work programme. Member Survey complete and submitted to Involvement & Improvement Group to inform future work. Member training assessment process being developed to inform future training programmes.

Appendix I

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at Quarter Three, 2005/2006
6.4 To remain a good employer.	6.4.1 Develop a new three-year People Management Strategy TOP PRIORITY	Review on an annual basis; full review every 3 years. People Management and Development strategy to be finalised and prioritised in accordance with the corporate improvement agenda and submitted to members for approval.	Completed
	6.6.2 Review the way the council consults young people through a structured consultation programme with young people across the district. TOP PRIORITY	Proposals on the young people research to be taken to the Cabinet Member by 30 June 2005. This will be followed by a revised timetable for conducting the work. The first phase of the work with young people to be complete by 21 st July 2006 (i.e. the end of the academic year). Take proposals to the Cabinet Member in 2005/2006 on how to progress the consultation programme with young people, as part of the Council's work on Improvement Planning.	Proposals were taken to the Cabinet Member and agreed in August 2005. The work is to be undertaken in partnership with Connexions. The Young People's Development Worker will consult young people over the next 7-8 months. An event will be held in June 2006 where the young people will feed back their findings to the policy makers, eg Cabinet, CMT, LSP members, etc. This will be the end of Phase 1. Phase 2 will be consideration of the findings and agreeing a way forward.
6.6 To continue to provide effective community leadership. (continued)	6.6.3 Review the way the council consults "hard to reach" groups in the district. TOP PRIORITY	The audit and the research on consulting hard to reach groups to be undertaken by 30 th September 2005. New guidance and training to be delivered by 30 th December 2005. The Council's Community Engagement Working Group to undertake an audit of existing good practice in the Council and carry out research on good practice nationally on consulting with hard to reach groups. This will be followed by updating the Corporate Guidance on Community Engagement and delivering training.	Due to staff vacancies the work has been delayed. Will be reprogrammed when staff in place. Work ongoing and guidance will be issued in March 2006.
6.7 To improve the training and development of Councillors and employees.	6.7.1 Review the training and development of Councillors. TOP PRIORITY	Implement phase 2 of the Councillor training programme. Review and roll forward annually.	Member Development Programme agreed by Improvement & Involvement Group and Cabinet and Council in November/December 2005. Member Assessment Process to be developed and piloted in March 2006
6.8 To tackle fraud by implementing the Benefits Verification Framework. (cont)	6.8.2 Improve the Council's performance on processing benefits claims. TOP PRIORITY	Reduce the average time for processing new claims to 38 days and the average time for processing changes in circumstance to 10 days by 31st March, 2006	The third quarter results show new claims on 35 days and changes in circumstances on 15 days. The definition for measuring changes in circumstances was updated from April 2005 and a more realistic target for 2005/06 is 18 days. [1 st quarter 23 days, 2 nd quarter 17 days]



Delivering First Class Public Services

Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at Quarter Three, 2005/2006
NEW ACTION	6.1.2 Set up a Corporate Customer Service Unit, including acquisition of supporting IT systems.	Procure CRM by November 2005.	CRM procurement process complete. Role, structure, location and management of CSU approved. Project in implementation phase – CRM software installed & initial training undertaken, telephony upgrade in hand, building works specified and initial discussions held with staff & trade unions.
6.1 To improve the public's access to Council services and information.	6.1.3 Review the Council's Customer Care Strategy.	Stakeholder consultation in 2005/06 to assess the impact of the Customer Care Strategy against the planned impact Review and develop updated policy. Implement training programme. Introduce regular performance monitoring and performance Implement changes and monitor over the next 3 years.	Results of District Panel consultation now available to inform future developments. Initial review complete. Corporate Customer service group now set up & draft work programme in preparation. Trainers now trained, training programme being designed Progress still to be made, will be linked to new PIs being developed for corporate Customer services unit. Programme for monitoring to be developed once CSU is set up.
6.2 To continue to be a well-managed Council.	6.2.1 Monitor the implementation of the Council's improvement agenda	Monitor the implementation of the CPA improvement actions each year. Assess the impact of the Improvement actions. Report the outcomes to CMT and the Cabinet Implement the 2005/06 CAP improvement actions by 31.03.06	Use of resources and VFM self-assessment completed and submitted to the Audit Commission on 29 September 2005. Initial direction of travel assessment (completed in May 2005) revised in November 2005. Stakeholder consultation on the Council's vision, corporate priorities, strategic actions and budget parameters was completed and reported to Members in September 2005 as part of the corporate planning process. New Department of Corporate Policy and Improvement set up 1 April 2005. Key quarter three outcomes:- <ul style="list-style-type: none"> • 2005 corporate planning process leading to a new Strategic Plan and Corporate Improvement Plan. • New corporate focus on procurement, performance management, community engagement, corporate governance, partnerships, overview and scrutiny and emergency planning.
	6.2.3 To produce a fully revised procurement strategy, aligned to the National Procurement Strategy, including an e-Procurement Strategy and Business Case, with emphasis on Achieving Community Benefits through sustainable procurement.	A fully revised Procurement Strategy and Strategy Action Plan by September 2005	Following a decision in December 2005 on the establishment of a District Procurement Unit and joint e-Marketplace entry, and progress with the new FMS implementation, a fully revised Procurement Strategy will be reported to CMT in late January / early February 2006 and then go forward for Member approval by 31 March 2006.

Appendix II

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

Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at Quarter Three, 2005/2006
	6.2.8 Corporate childcare protection policy in place by 31st March 2006.		Lead Officer responsibilities agreed. Countywide collaboration underway.
	6.2.9 Implement the CIPFA Financial Management Model if appropriate, in 2005/2006.	Further review work to be undertaken in 2005/06. Decision to be taken on whether to adopt the model for full implementation in 2006/07 (following the implementation of a new financial management system).	Report submitted to CMT on the 28 th July 2005 on the Model and its relationship to the Use of Resources Assessment. Subject to the outcomes of the relevant Assessment themes, Director of Resources and Executive Director, Corporate Policy and Improvement to determine whether or not to acquire the CIPFA Model.
NEW ACTION	6.2.10 Review and revise the Risk Management Strategy, with a focus on embedding and maturing risk management across the Council	A fully revised Risk Management Strategy and Strategy Action Plan by 31.3.06	The Corporate Risk Management Strategy 2005-2008 and Strategy Action Plan was approved by CMT in January 2006 and goes forward for Member approval before 31 March 2006. The Strategy is supported by revised risk management procedures and a revised Risk Register will be approved by 31 March 2006.
NEW ACTION	6.2.11 Financial Management System Replacement	Purchase and implement a replacement financial management system to include e-procurement capability	Following a comprehensive procurement process, the purchase of a replacement system was agreed by Cabinet on 21 September. Following contract negotiations with the successful supplier, implementation commenced in October. The project remains on target to achieve live running in April 2006.
6.3 To deliver first-class services	6.3.1 The Royal Hall restoration project	Expected to make effective project management arrangements; Ensure procurement of effective building contract and complete a revised business plan	Project management arrangements now agreed and implemented 1st stage building contract now let to HBG with a view to second stage being completed in December
NEW ACTION	6.3.4 Cultural Services Best Value Service Improvement Plan	Review position on resource allocation project and development of investment strategy	Detailed background work ongoing. Expected to report early in 2006/07
	6.4.2 Take forward Phase 2 of Organisational Development Project	Review the Organisational Development Plan on an annual basis. Include linkage with Councillor development (action 6.7.1)	Report to CMT to link Phase II to Corporate Improvement in November 2005 to progress from March 2006. Member Development Programme agreed by Improvement & Involvement Group to go to Cabinet and Council in November/December 2005.
	6.4.3 Develop Safety Responsibility Statements (SRSs) for all employees, linking them to the Corporate Health and Safety Policy and existing systems.	Review, amend and issue documentation on Safety Responsibility Statements (SRS)	SRS are now on the Intranet excluding HIC Technical. Business Support Units are still to issue hard copies. This has been delayed due to changes within Departments as a result of the restructure and impact of job evaluation.

Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at Quarter Three, 2005/2006
NEW ACTION	6.4.4 Implementation of the pay and grading review and the single status agreement.	<p>Make preparations for the implementation of a new grading structure in April 2007</p> <p>Jobs evaluated and ranked in accordance with equality principles</p> <p>Undertake the job evaluation exercise</p>	<p>completed</p> <p>pilot taken place</p> <p>process started in December 2005</p>
6.5 To improve the Council's overview and scrutiny arrangements.	6.5.1 Implement changes arising from the Overview and Scrutiny review including consideration of good practice from similar authorities. Develop role of the Overview and Scrutiny function when it transfers to the Department of Corporate Policy and Improvement April 2005.	<p>Enhanced Overview and Scrutiny Member training programme to be agreed by end of September 2005</p> <p>Work to review Call-In procedures undertaken and reviewed by GP Committee 23 June 2005. To be reviewed again by end of April 2006.</p> <p>Work to identify appropriate performance indicators commenced.</p>	<p>Enhanced Member training programme for Overview and Scrutiny being coordinated with corporate Member Development, programme now established .</p> <p>Reporting process to Overview and Scrutiny reviewed and changes implemented to improve effectiveness.</p> <p>Overview and Scrutiny and performance management role currently being reviewed</p> <p>Budget process reviewed and changes implemented. Evaluation in February 2006</p>
	6.6.4 Equalities, Diversity and Inclusion Framework:	<p>The consolidated Equalities, Diversity and Inclusion Framework will be in place by 31st March 2006 so that it can feed into the corporate and business planning processes in 2006/2007.</p> <p>The pilot of the Member Ward Profiles will be undertaken by 30th June 2005. The full roll-out of profiles for all wards will be undertaken by 30th September 2005.</p> <p>As part of this work, user-friendly Member Ward Profile summaries are to be piloted for the consideration of the Member Improvement and Involvement Group for roll out to all elected members.</p>	<p>A Baseline Assessment against the Equality Standard is currently being undertaken. It will inform the actions which need to be in the strategy.</p> <p>A pilot of a Needs/ Impact Assessment Tool-kit is being undertaken in November 2005; these assessments will form a significant part of the early implementation of the strategy.</p> <p>The strategy is also being informed by a consultation in November on Community Cohesion.</p> <p>One ward profile leaflet has been produced; it is currently being evaluated and a decision will be made on the merit of rolling it out to the remainder of the wards.</p>
	6.6.5 To identify how HBC should best work with and support the voluntary sector in the District in order to assist in achieving the Council's corporate priorities	<p>Project brief agreed June 05</p> <p>Stage 1 (Baseline assessment) completed by July 05 (Notice of Motion response)</p> <p>Stage 2 (Improvement Plan) completed by Dec 05</p>	<p>Project Team formed and review timetable agreed.</p> <p>Consultation on current position is ongoing to meet deadline.</p>
	6.7.2 Develop a corporate Knowledge Management and Learning Strategy.	To hold three further events in 2005/06.	<p>On target, events are booked for</p> <p>25 November 2005</p> <p>3 February 2006</p> <p>24 March 2006</p> <p>Response to early events is positive, programme being developed for 2006/07.</p>

Appendix II

Corporate Objective	2005/06 Planned Action	2005/06 Target Output	Progress made at Quarter Three, 2005/2006
6.8 To tackle fraud by implementing the Benefits Verification Framework.	6.8.1 The Benefits Verification Framework.	Monitor the effectiveness of the framework annually	Effective checking and compliance with the evidence requirement is reducing the risk of error and fraud. Benefits staff have identified discrepancies through the checking of existing claims made pre verification framework, for example- income not declared, but identified from a bank statement. New claims are now routinely examined for this.
	6.9 To ensure the Council is working towards meeting the requirements of the Civil Contingencies Act 2004	6.9.1 To review identified risks may affect the Community and draw up Emergency Plans	A North Yorkshire Council Resilience Forum joint exercise scheduled for completion early 2006. Work in progress on critical services
	6.9.2 To promote and raise awareness of BCP within the Business Community	Facilitate awareness raising seminars for commercial organisations	Scheduled for 2006/2007.
	6.9.3 To promote self-help schemes within the wider community	Work with "at risk" communities to produce community plans	A joint working arrangement with NYCC to work with up to eight Council communities a year. 1 st Quarter = 1 completed 2 nd Quarter = 2 completed

