

traffic light	2005/06 Planned Action	2005/06 Target Output	05/06 Year-end Output (Officer Comment)	Notes
	1.1.1 Implement the action plan arising from the review on affordable housing needs in 2005/2006 onwards.	Action plans implemented Secure funding and/or planning permission for 150 to 170 additional affordable homes by April 2006	Action plan implemented Funding and/or planning permission secured for 148 additional affordable homes	Although the actions plans were implemented, 148 and not 150-170 additional affordable homes were secured funding and/or planning permission, therefore this action has been assigned an amber traffic light
	1.1.2 Launch the new advice service for those seeking affordable housing in 2005.	Enhanced advice service launched and increased levels of homelessness prevention achieved	Housing Options Service implemented and increased levels of homelessness prevention achieved	
	1.2.1 Implement the service delivery options of the Housing Options Review in 2005/2006, 2006/2007 and beyond.	Council to confirm preferred option in April 2005 Options appraisal signed off by Government Office July 2005 Submission to the Government Office (Y&H) by July 2005.	Preferred option of stock retention confirmed Options appraisal signed off by Govt Office in June 2005. Submission made in April 2005 for sign-off	
	1.2.2 Review the Council's Housing Strategy and Housing Revenue Account	Council to approve Housing Strategy and HRA Business Plan by July 2005. Government Office to assess both as "fit for purpose" by August 2005	Timetable revised to 2006. Drafts of both documents have been initially assessed by GOYH. The required amendments are being made to achieve the Fit for Purpose Standard before the documents are formally reported for approval by Council.	
	1.2.3 Develop modern procurement methods of housing services	Introduce new procurement methods for responsive and cyclical maintenance works by April 2006 Develop new procurement methods for major works Appraise options for working with registered social landlords and other housing-related services	One area responsive repairs contract procured during 2006 using alternative method. New procurement methods to be trialed in 2006 Protocols for joint-procurement with "Procurement For All" consortium developed and to be trialed in 2006.	
	1.2.4 Meet the Decent Homes Standard in Council dwellings.	As of 1st April 2006, 75% of Council Homes to meet the Decent Homes Standard 93% of tenants satisfied with improvements carried out to their homes £4.8 million programme of major works to bring 344 homes up to the Decent Homes Standard by April 2006	As of 1st April 2006, 72% of Council Homes to meet the Decent Homes Standard 93% of tenants were satisfied with improvements carried out to their homes £5.9 million programme of major works delivered in year	This action has been assigned an amber traffic light because the 75% target of Council homes meeting the Decent Homes Standard was not achieved
	2.1.1 Monitor the efficiency of signal junctions and pedestrian crossings in Harrogate and Knaresborough urban areas.	Implement improvements at 5 further signal junctions and a further 6 pelican crossings BY April 2006.	Examination of 5 traffic signal controlled junctions and 6 pedestrian crossings to increase their efficiency have been completed and improvements have been implemented.	
	2.2.1 Increase the take-up of travel concessions in the District	Prepare administrative arrangements to enable the successful launch of the free local travel bus pass scheme in April 2006 Monitor the effectiveness of the promotional initiatives on travel concessions and set targets for future years.	The new free fare concessionary fares scheme was introduced on 1st April 2006. The number of pass holders increased to 580 per 1,000 of the eligible population.	
	2.2.2 Monitor the effectiveness of previous promotional initiatives on travel concessions and identify further promotional activities to increase awareness of the scheme and usage.	Increase the usage of bus and rail passes after issue to elderly and disabled residents in the district to cost equivalent of an average £18.89 per pass by April 2006	Because of the preparations for the introduction of the free fare concessionary fares scheme it has not been possible to undertake any promotional activities. However, the number of passholders have increased and the value per passholder has increased to £22.76.	This action has been assigned an amber traffic light because although no promotional work has taken place, the number of passholders has increased.

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Green	3.1.1 Incorporate actions to tackle anti-social behaviour in the 2005 to 2008 Community Safety Strategy.	<p>Review achievement of ASB actions against action plan</p> <p>Identify ASB database to collect and report on ASB information</p> <p>Increased efficiency of problem solving working</p>	<p>Corporate Anti-Social Behaviour Officer's Group established. A number of initiatives have been completed</p> <p>Anti-social behaviour data being collected & collated by Crime Data Officer</p> <p>Multi-Agency Problem Solving Meeting's membership reviewed and improved</p>	
Yellow	<p>3.2.1 Work with partners to secure sustainable reductions in domestic burglary, car crime and violent crime.</p> <p>Achieve the outputs set by the Police targets by 31st March 2006.</p>	<p>Use Community Safety Partnership resources to deliver actions to achieve reductions in domestic, burglary, car and violent crimes</p> <p>Domestic burglaries reduced to 8.05 per 1000 households by March 2006</p> <p>Violent crime reduced to 12.4 per 1000 population by March 2006</p> <p>Robberies reduced to 0.3 per 1000 population by March 2006</p> <p>Vehicle crime reduced to 4.6 per 1000 population by March 2006</p>	<p>GOYH funding fully spent on local initiatives. A number of other agency led initiatives also run. Further actions to be identified in 2006/07, particularly focussed on violent and vehicle crime</p> <p>Domestic burglaries reduced to 5.09 per 1000 households</p> <p>Violent crime reduced to 13.39 per 1000 population</p> <p>Robberies reduced to 0.19 per 1000 population</p> <p>Vehicle crime reduced to 5.44 per 1000 population</p>	This action has been assigned an amber traffic light for the two out of the four targets that were met
Green	3.2.2 Carry out a crime and disorder audit across the Harrogate District as part of the Community Safety Partnership.	<p>Develop an action plan to deliver the Safer Communities Partnership Strategy aims and objectives on crime disorder and drugs</p> <p>Use Safer Communities Partnership resources to deliver actions to tackle crime, disorder and drugs</p> <p>Review achievement of crime, disorder and drugs actions against action plan</p> <p>Accurate and updated information is produced which influences priorities in the Community Safety Partnership Strategy from April 2005</p>	<p>HDSCP Executive meet on a monthly basis</p> <p>GOYH funding fully spent on local initiatives A number of other agency led initiatives run</p> <p>Reviewed at monthly HDSCP Executive</p> <p>Monthly crime data information reported to the HDSCP Executive</p>	
Green	3.2.3 Increase the percentage of residents in the District who feel safe when outside in the local area.	<p>Develop an action plan to deliver the Safer Communities Partnership Strategy aims and objectives on reducing the fear of crime</p> <p>Use Community Safety Partnership resources to reassure the public about feeling safe from crime</p> <p>Review achievement of reducing the fear of crime actions against action plan</p> <p>Undertake public reassurance initiatives to increase the percentage of residents who say they feel safe outside after dark to 65% and who say</p>	<p>Corporate Community Safety Delivery Group established Review undertaken of HBC Community Safety Best Value Service Plan</p> <p>GOYH funding fully spent on local initiatives A number of other agencies led initiatives also run</p> <p>Reviewed at monthly HDSCP Executive District Panel survey to be undertaken in 2006/07 & further actions to be identified in 2006/07</p> <p>Unaudited HBC residents survey results: - 57% feel safe/fairly safe after dark - 89% feel safe/fairly safe after dark</p>	

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	4.1.1 Develop plans to meet the Government's performance standard on household waste recycling by March 2006.	Stakeholder consultation in 2005/06 to assess the effectiveness of the strategy on recycling on public participation levels and the level of waste going to landfill sites. Multi-material recycling scheme conversion to 13,000 properties, green garden waste trial scheme to 10,000 properties in April 2005. Achieve 21% household waste recycled or composted by 31st March 2006.	Stakeholder consultation completed in 2005/06 to be reported alongside Waste Collection Options Review in June 2006. Green Garden Waste Scheme implemented successfully leading to the achievement of the Council's BVPI for recycling and composting of 21% for 2005/06.	
	4.1.2 Develop, in partnership with waste authorities in North Yorkshire, a plan for meeting long-term waste diversion targets for the sub-region	Completion of strategy review together with targets set for waste reduction recycling and resource recovery, and action plan. Start to implement strategy and review progress. YNYWM Partnership Strategy Review Process to be completed in 2005/06	Strategy review complete - reviewed strategy to be reported to Cabinet in June 2006 and Council in July 2006.	
	4.2.1 Work to prepare a Local Development Framework (LDF) for the District including preparing a Local Development Scheme (LDS) and an issues and options report	<ul style="list-style-type: none"> Preparation of core Strategy/Major Allocations Issues and Alternatives Report and consultation thereon Preparation of the consultation report on preferred options- Statement of Community Involvement published for consultation and submitted to Secretary of State Draft Supplementary Planning Documents on Provision of Sport and Recreation/Open Space prepared and published for consultation SPD on House Extensions/Garages adopted and published Preparation of Annual Monitoring Report and review of LDS Meeting the milestones in the Council's LDS 	<ul style="list-style-type: none"> Core Strategy Issues and Options Report published for consultation in Sept 05. Consultation held Sept to Dec 05. Draft Preferred Options consultation report prepared for consideration by Members. Statement of Community Involvement published for consultation June 05. Consultation held June-July 05. Revised SCI submitted to SoS in October 05 and subject to formal consultation Oct-Dec 05. Inspector's report of public examination received in March 06 (SCI adopted 21 April 06). Issues and Options Reports for SPDs on Provision of Sport, Recreation and Open Space, and Village Halls subject to consultation in June-July 05. Formal consultation on SPDs held Feb-April 06. SPD on House Extensions and Garages Design Guide adopted and published in Sept 05. First LDF Annual Monitoring Report published and submitted to Government Office in Dec 05. LDS revised and submitted to Government Office on 27 March 06 All LDS milestones for 2005/06 achieved. 	
	4.2.2 Reduce the number of new dwellings granted planning permission in the Harrogate District.	Implement 5% average target in each of the next 2 years. Stakeholder consultation in 2005/06 to assess the impact of the policy on the local environment and quality of life in the District. Reduce the number of permissions by 5% of the annual average on the previous 5 years	Based on very provisional figures for the year, the number of dwellings granted planning permission in 05/06 is projected to fall by 4% over average of previous 5 years.	
	4.2.3 Continue to encourage the building of new homes on previously developed land	Stakeholder consultation in 2005/06 to assess the impact of the policy on the local environment and the quality of life in the District Achieve the annual 75% target	Provisional figures show that 65% of completions were built on previously developed land between April 05 and March 06.	
	4.2.4 Achieve the national planning standard on the processing of planning applications.	Increase the percentage of planning applications that meet the Government's targets on processing time to 60% (major applications), to 67.7% (minor applications) and maintain performance at or over 77.6% on all other applications.	Major 90.9% Minor 84.9% Other 90.6%	
	4.3.1 Develop the implementation plan for the assessment of the Council's open spaces and commuted sums policy.	Develop the implementation plan for Open Spaces. Review annually.	Implementation plan developed and subject to final consultation in 2006/7 prior to approval and implementation.	

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	4.3.2 Improve the District's Area of Outstanding Natural Beauty (AONB).	<p>Complete the District's Area of Outstanding Natural Beauty (AONB) improvement programme by 31st March, 2008.</p> <p>Increase the level of external funding secured for the AONB to improve, over the next 3 years, the condition of 25 kilometres of dry stone wall, increase the area of farmland and moorland in agri-environment schemes and involve 2,000 children in AONB education programmes</p>	<p>Funding: In May 2005 the AONB was awarded £90 000 of additional grant aid from the Countryside Agency to pump-prime sustainable development projects. *£15 000 was received from the Yorkshire Dales Millennium Trust to help fund the AONB's work with schools *£23 980 was received from the Lottery for the AONB's Young Ranger scheme *£9 000 was awarded to the Greenhow Conservation Group from the Local Heritage Initiative *A total of £7000 was awarded to education and access projects in the AONB by Harrogate's Local Strategic Partnership</p> <p>Dry Stone Walls: 5 570 metres of walls were repaired using funding provided directly to farmers in the AONB by DEFRA under Countryside Stewardship agreements between October 2004 and March 2005.</p> <p>Agri Environment Schemes: 48 new landowners in the AONB joined DEFRA's Entry Level Stewardship Scheme between the launch of the scheme in January 2006 and March 2006.</p> <p>Education: 750 children have been involved in the AONB's education project since</p>	This action has been assigned a green traffic light because of the 2008 target date and the work that has already been carried out.
Yellow	4.3.3 Survey and stakeholders consultation to assess the need and required impact of the Council's environmental cleansing services.	<p>Target for 2005/06: no more than 18% of highways and relevant land below the required standard.</p> <p>An environmental assessment enabling the review of key environmental cleanliness policies, and the setting of future targets for 2006/07 and beyond.</p>	<p>16.5% of the highways and relevant land are below the required standard.</p> <p>The environmental assessment is to be put on hold pending a review of a local assessment method.</p>	The target was met on the level of highways and relevant land below the required standard but the environmental assessment was put on hold.
	4.3.4 Complete works identified in Starbeck Baths dilapidation report. Work with community on long term management options	Works Completed and future management arrangements explored	Works completed. Management questionnaire issued	
	4.3.5 Complete Knaresborough Castle Conservation Plan (in consultation with English Heritage & NYCC Heritage Unit)	Funding attracted and Plan commissioned	Funding received. Commission Q1 06/07	This action has been allocated a green traffic light although the Plan was not commissioned in 2005/2006, it is going to the Commission in the first quarter of 2006/2007.
	4.4.1 Review operation of fixed penalty notices as part of survey and stakeholder consultation to assess need for and required impact of council's environmental cleansing services.	An environmental assessment enabling the review of key environmental cleanliness policies and the setting of targets for 2006/07 and beyond.	Cabinet Member is to make decisions in the level of fixed penalty notices for litter in June 2006 and their operation will be reviewed in 2006/07.	
Yellow	4.4.2 Review performance Review operation of graffiti policy as part of survey and stakeholders consultation to assess need for and required impact of council's environmental cleansing services.	An environmental assessment enabling the review of key environmental cleanliness policies and the setting of targets for 2006/07 and beyond.	Graffiti policy review undertaken and to be reported to Cabinet Member shortly. The Environmental assessment has been put on hold pending the outcome of the review and member decisions.	This action has been assigned an amber traffic light although the environmental assessment has not been completed. This is due to the progress made on the Graffiti policy review.
Yellow	4.5.1 Achieve the Energy Efficiency Scheme Accreditation Award.	<p>Review the existing HIC scheme and assess the value to the Council in the context of other possible initiatives</p> <p>Expand the award to all Council Departments and buildings by 2007/08</p>	<p>Reviews of alternative energy efficiency initiatives are taking place. There are a number of schemes now available, some official or semi-official. It is important that the government clarifies new regulations which are being introduced so that a clear decision on the type of scheme to follow can be made.</p> <p>Formal notification still awaited</p>	This action has been assigned an amber traffic light because formal notification on the expansion of the award is still being awaited.

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	4.5.2 Reduce carbon dioxide, water consumption and waste generation in the main council buildings.	Develop a 5-year Carbon Management Strategy in 2005/06 in conjunction with the Energy Saving Trust support Reduce CO2 generation and water consumption by 2% each year.	Discussions on the benefit of the Carbon Management Programme have taken place with NYCC. Results were inconclusive. Our assessment is that insufficient staff resources are available to complete the study. Scheme will not proceed due to lack of viability. (see previous note) The 2004/5 MACC2 report for CO2 emissions showed varying results. The Environment Strategy Group agreed to monitor. Utility consumption results not yet available	
	4.5.3 Reduce electricity and fossil fuel consumption in the main Council buildings	Maintain the performance in each of the next 2 years.	See 4.5.2. Problems with utility companies are being addressed, to improve the accuracy of data.	
	4.6.1 Create, or bring back into use from empty property, 25 additional residential units.	25 additional homes brought back into use as affordable housing by April 2006 Evaluate grant free options for sub-market renting as an alternative response to limited grant resources by April 2006	25 units brought back into use Some sub-market renting being developed by Harrogate Families Housing Association. (NB Main grant free development initiatives are currently concentrated on low cost home ownership.)	
	5.1.1 Develop the Harrogate District as a centre for excellence for digital industries	Secure ongoing funding via Sub-Regional Investment Plan Review Baseline data on better paid jobs in the District will be collated and reviewed in January 2005 Targets, local PIs, planned outcomes and success measures will be set for 2005/06 as part of this initiative Attract more members from the rural areas of the District Raise awareness and momentum Explore possibility of W1-F1 scheme for Harrogate town A forum of 45% of the 263 digital industries in the District.	IF awarded £9,500 commission to Digital Forum. Harrogate Digital constituted as a not for profit company in August 2005 - HBC has observer role only but provides information and advice as requested. Over 60% of the identified digital firms in the district registered with the Forum. Potential for WI-F1 continues to be explored. Targets, PIs and awareness raising determined by the Forum, with support from HBC as appropriate. Original target now secured and it is proposed to delete this objective from 2006/07 (see EDU Business Plan, 2006/07).	
	5.1.2 Work with the Knaresborough Regeneration Partnership, Boroughbridge District Community Partnership and other partners as part of the Renaissance Market Town Initiative.	Determine post RMT project delivery mechanism Secure YF investment via the SRIP Receipt and evaluation of RMT delivery plans for Knaresborough and Boroughbridge Develop proposals for submission to Yorkshire Forward under the SRIP, subject to RMT project evaluation	RMT Plans received and initial evaluation undertaken (on-going in 2006/07). RMT delivery groups progressed, via successful local partnership merger, to constituted bodies. Project development delayed, as partnership groups determined, but work to progress in 2006/07. YF funding availability limited in 2005/06 and 2006/07.	This action has been assigned an amber traffic light due to the project development being delayed and the limited YF funding available.

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	5.1.3 Increase the number of people employed by business occupying Council workspace.	Customer survey and meetings will be undertaken to identify customer needs and identify areas for change A customer exit response questionnaire will be presented to all out-going customers Increase the number of people employed to 250 by 31st March 2007	Customers surveys have been undertaken and interviews conducted. Some concerns which, could be effectively and economically acted upon, have been undertaken, others are beyond the remit of the Council, but the customers have been directed in ways that will assist them to achieve their wishes. Customer exit responses have been issued to all out-going customers with no adverse replies. The numbers of people employed has increased to 276 by April 2006. Scope for further increases is dependent upon an increase in capital funding and a consequent increase in the amount of workspace provided.	
	5.2.1 Review phase 2 of the breakout facilities at the Harrogate International Centre (HIC)	Review phase 2 as part of a wider assessment of business needs in the context of a strategy review.	Included in a market brief for exhibition hall redevelopment currently being commissioned with assistance from Yorkshire forward	
	5.2.2 Carry out an economic impact study of visitor spend and economic impact.	Complete the impact study by March 2006. Draw up the brief for the study. Start the study in 2005/2006	Impact study being commissioned now; delay because of funding difficulties, but now part of wider study being part financed by Yorkshire forward; study due completion March 2007	
	5.2.3 Increase the days of occupancy of the Council's conference and exhibition venues.	Achieve an increase in each of the next 2 years to 1,800 occupancy days by 31st March, 2006 (and 1,850 by 31st March, 2007)	The 2005/2006 performance was 1848 days despite closure of one venue	
	6.1.1 Implement an interactive Council website, supported by a content management system.	Website graded as "transactional" in 2005 SOCITIM 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.	Website Grade improved to "Content +" (which is one category below "Transactional") from 2004 grading of "Content" This is the highest grading of any Council website in North Yorkshire. The website was judged to be the 8th fastest growing Council website in the country, in terms of visitors, taking size of authority into account. CRM not due to be implemented until June 2006. Website satisfaction survey not implemented due to web resource being utilised for CRM development.	This action has been assigned an amber traffic light due to the grade being one category below 'transactional' and the delays due to CRM
	6.1.2 Set up a Corporate Customer Service Unit, including acquisition of supporting IT systems.	Procure CRM by November 2005.	Role, structure & staffing of Corporate CSU agreed November 2005. Staff transferred or recruited & accommodation agreed. CRM & supporting technology procured & installed November 2005. Development of services within CRM & roll out ongoing.	
	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	Corporate Customer Service group set up & initial work plan developed. Consultation undertaken with District Panel to seek customer's views on Access to Services & customer care issues. First revision of customer care policy completed. Group of in house customer care trainers now trained & pilot training package developed. Regular performance monitoring still to finalise & introduce.	This has action has been assigned an amber traffic light because the performance monitoring has yet to be introduced.
	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	Progress on the Council's improvement agenda was reported to CMT and Cabinet on a quarterly basis in 2005/2006. The Annual Audit and Inspection Letter confirmed through its direction of Travel Assessment that the Council has achieved improved 2004/2005 service performance year-on-year on almost half of its BVPIs and that the improvements continued in 2005/2006 in the Council's priority service areas. The Council completed 60% of the 2005/2006 CAP improvement actions by 31st March 2006.	

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	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	A fully revised Corporate Risk Management Strategy 2005 - 2008 and Strategy Action Plan were approved in February 2006.	
	6.2.11 Financial Management System Replacement	Purchase and implement a replacement financial management system to include e-procurement capability	Live running was achieved on 1 April as planned. Work is ongoing to resolve outstanding system and working practice issues.	
	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	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	Review and roll forward of the medium-term financial strategy completed. Corporate planning process revised. Annual report deferred. CIP approved as consultation draft October 2005. Final document for approval July 2006.	This action has been assigned an amber because although all the action points have not been completed progress has been made.
	6.2.3 To produce a fully revised procurement strategy, aligned to the National Procurement Strategy, including an e-Procurement Strategy and Business Case, with emphasis on Achieving Community Benefits through sustainable procurement.	A fully revised Procurement Strategy and Strategy Action Plan by September 2005	A fully revised Procurement Strategy 2005 - 2008, aligned to the National Procurement Strategy, was approved in February 2006. The Council has also signed up to an e-Marketplace with 5 other NY District Councils to help to deliver e-Procurement and community benefit objectives.	
	6.2.4 Review the council's current corporate framework, resources and capacity.	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 31st March each year.	A fully revised Annual Efficiency Strategy 2005 - 2008 was approved in early April 2006. The Strategy focuses on the links with Value for Money and Use of Resources and includes development of a 3-year sustainable efficiency programme from July 2006. Improvement actions on the Use of Resources and Value for Money were developed in 2005/2006 as part of the Council's corporate planning process for implementation in 2006/2007.	
	6.2.5 Annual review of system effectiveness and performance management culture.	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 Member access to be achieved and holistic performance management and 'read-only' system training provided by 30.12.05	The system was rolled-out to the Council in October 2005, the delay was caused due to the suppliers allowing the Council to implement a newer version of the software, so more detailed testing was required. Member training has been delayed due to another version of the system being released. Data from the system is available via the Council website. The Performance Plan has included data directly from the system	This action has been assigned an amber traffic light due to the delay in Member access to the system. However, the delay was caused by the company releasing an upgrade which in turn will provide members with easier access to the data on the system.

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	6.2.6 Member Involvement and Improvement Working Group	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 of work programme agreed and key priorities agreed. Survey not carried out. Member Focus Group held to identify issues/training needs etc. Member job profile and assessment process agreed for implementation May 2006.	This action has been assigned an amber traffic light because the survey was not carried out.
	6.2.7 Develop the Council's IT Development Plan into a 3-year ICT Strategy.	Develop the Council's IT Development Plan into a 3-year ICT Strategy.	Consultation Draft produced. Anticipate final document to Cabinet in July 2006.	
action changed	6.2.8 Corporate childcare protection policy in place by 31st March 2006.	Corporate childcare protection policy in place by 31st March 2006.	Work now proceeding in partnership with North Yorkshire County Council and other North Yorkshire District Councils as part of a comprehensive approach to children and young people issues	
	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 28th July 2005. Authority given to the Directors of Resources and Corporate Policy and Improvement to determine at some point in the future whether to acquire access to the model. This will be considered as part of the action planning following the Use of Resources Assessment.	
	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 agreed and implemented effectively; building contract about to be signed (30th May), business plan agreed by Council and submitted to HLF for approval	
	6.3.2 Increase the number of customers at the Council's sport and leisure sites	Increase the number of customers to 995,000 by 31st March, 2006 (and 997,500 by 31st March, 2007)	The 2005/2006 performance was 969,693	
	6.3.3 District Cultural Partnership	Support District Cultural Partnership to set up as an independent organisation to oversee implementation of District Cultural Strategy	Partnership has confirmed its move to independence. Council has agreed one-off funding support of £12,000 to assist its transition	
	6.3.4 Cultural Services Best Value Service Improvement Plan	Review position on resource allocation project and development of investment strategy	Review resumed and work progressing through officer group. Scheduled to report first half of 2006/07	
	6.4.1 Develop a new three-year People Management Strategy	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.	This has been done	
	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)	Staff Development Group approved for formation in May 2006. Organisational Development Plan not developed. Slippage to 2006/2007.	
	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.	Quarter 3 comment
	6.4.4 Implementation of the pay and grading review and the single status agreement.	Make preparations for the implementation of a new grading structure in April 2007 Jobs evaluated and ranked in accordance with equality principles Undertake the job evaluation exercise	This has been done. The job evaluation exercise is ongoing and will be complete by July 2006	

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	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.	Enhanced Overview and Scrutiny Member training programme to be agreed by end of September 2005 Work to review Call-In procedures undertaken and reviewed by GP Committee 23 June 2005. To be reviewed again by end of April 2006 Work to identify appropriate performance indicators commenced.	Member training programme agreed and undertaken Agreed review of Call-In procedure and Forward Plan Improvements to Corporate focus of Commission Work Programmes undertaken Overview and Scrutiny revised role in performance management implemented from May 2005. O & S structure reviewed with possible implementation 2006/2007	
	6.6.1 Community Plan: Finalise and resource the Action Plan with the council's partners on the Harrogate District Strategic Partnership (HDSP).	Updated Community Plan by March 2005. Target Action achieved by March 2006 Agree revised Action Plan by September 2005 and agree resources to deliver Action Plan. Review HDSP structure and Community Plan by March 2006	LSP revitalisation process complete and revised timetable for Plan review agreed. Revised Action Plan delayed due to work on LAA process and priorities.	
	6.6.2 Review the way the council consults young people through a structured consultation programme with young people across the district.	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 21st 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.	Project delayed due to staff vacancy. Project to be completed by July 2006.	This action has been assigned an amber because although there has been a delay to the project a significant amount of work has been undertaken.
	6.6.3 Review the way the council consults "hard to reach" groups in the district.	The audit and the research on consulting hard to reach groups to be undertaken by 30th September 2005. New guidance and training to be delivered by 30th 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.	Audit and Research delayed. Reprogrammed for 2006/2007. Community Engagement Guidance updated and training delivered.	This action has been assigned an amber traffic light due to the work done on the updating of the Community Engagement Guidance and training. The other work has been delayed so it can fit into the work plan of the new Corporate Partnerships Officer.
	6.6.4 Equalities, Diversity and Inclusion Framework:	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. 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. 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.	Work delayed due to staff vacancy. Reprogrammed in 2006/2007. Pilot Ward Member information profile complete. Roll-out delayed due to staff vacancy. Work not progressed due to other higher priorities.	
	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	Project brief agreed June 05 Stage 1 (Baseline assessment) completed by July 05 (Notice of Motion response) Stage 2 (Improvement Plan) completed by Dec 05	Project review completed and Improvement Plan agreed by Cabinet 5 April 2006.	

traffic light	2005/06 Planned Action	2005/06 Target Output	05/06 Year-end Output (Officer Comment)	Notes
	6.7.1 Review the training and development of Councillors.	Implement phase 2 of the Councillor training programme. Review and roll forward annually.	Review complete. Programme for 2006/2007 to be prepared.	
	6.7.2 Develop a corporate Knowledge Management and Learning Strategy.	To hold three further events in 2005/06.	Three further events held as scheduled	
	6.8.1 The Benefits Verification Framework.	Monitor the effectiveness of the framework annually	Reduced time for processing of claims with higher levels of accuracy and more sanctions/prosecutions being delivered.	
	6.8.2 Improve the Council's performance on processing benefits claims.	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	Average time for processing new claims is 35.84 days and the average time for processing changes in circumstance is 13.68 days	This action has been assigned an amber traffic light because although the performance on processing times for changes in circumstances was below target, the time taken to process new claims exceeded the performance target.
	6.9.1 To review identified risks may affect the Community and draw up Emergency Plans	To review identified risks may affect the Community and draw up Emergency Plans	Completed Risk Register to be published 2006 Plans to be in place by December 2006	
	6.9.2 To promote and raise awareness of BCP within the Business Community	Facilitate awareness raising seminars for commercial organisations	Target date of June for information to be produced	
	6.9.3 To promote self-help schemes within the wider community	Work with "at risk" communities to produce community plans	Working with 19 Parish Councils to produce plans	