

# Appendix I

PI Code & Short Name	Q1 2006/07	Q2 2006/07	Q3 2006/07		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Latest Notes
	Value	Value	Value	Target				
<b>Traffic Light Red: Corporate Priority: Supporting our Local Economy</b>								
LH9 Venue days occupancy of the conference and exhibition complex	364 days	686 days	1232 days	1335 days	N/a	↑	🚫	This is short of the target, but there are number of reasons for this : 1. budget cuts in health service meant late cancellations of some venues as visitor numbers and demand for stand space reduced ( @ . 50 venue days) 2. no royal hall ( could be between 50 and 150 extra venue days) 3. late cancellation of a major corporate event, leaving no time to secure replacement (25 venue days )

Number and name of the Performance Indicator

Harrogate's performance in quarter 1 and 2 2006/2007

An upwards arrow means performance improved and downwards means performance decreased in **comparison to the last quarter** (a square means performance is static and N/a means 'not applicable')

An upwards arrow means performance has improved and downwards means performance has decreased over **the past 2-4 years**, depending on when the PI was introduced (a square means performance is static and N/a means 'not applicable')

Harrogate's quarter one performance in 2006/2007

Harrogate's 2006/2007 performance target

Status	
	The PI is more than 4% off meeting its Quarter One target
	The PI is between 0.5% and 4% off meeting its Quarter One target
	This PI has met/exceeded its Quarter One target

Comment received from the relevant officer

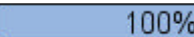


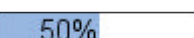
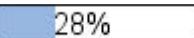
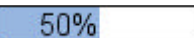

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LH9 Venue days occupancy of the conference and exhibition complex	364 days	686 days	1232 days	1335 days	N/a			This is short of the target, but there are number of reasons for this : <ul style="list-style-type: none"> <li>budget cuts in health service meant late cancellations of some venues as visitor numbers and demand for stand space reduced(50 venue days)</li> <li>late cancellation of a major corporate event, leaving no time to secure replacement (25 venue days )</li> </ul>
<b>Traffic Light Red: Corporate Priority: Organisational Improvement</b>								
BV02a Equality Standard for Local Government	Level 1	Level 1	Level 1	Level 2				Still aim to meet Level 2 of the Equality Standard by the end of March 2007. Service Heads and nominated Officers received training on the equalities and diversity self-assessment in December 06 to enable them to complete the self-assessments and to improve the awareness of the diversity agenda. Completed templates to be returned by the end of Feb, follow up action planning training scheduled for the 28 <sup>th</sup> Feb 07.
BV02b Duty to Promote Race Equality	58%	58%	58%	85%				The Race Equality Scheme will be incorporated into the overall diversity strategy that is to be developed and in place by the end of March. Services Heads are currently carrying out the self-assessment process as part of Equality Standard Level 2, which will consider race equality within the assessment. This should then see further integration within service level plans and strategies.
BV08 % of invoices paid on time	80.80%	82.60%	86.25%	100.00%				In general the problems caused as a result of the Agresso implementation now appear to have been resolved and performance is continuing to improve each month. All departments achieved a performance in excess of 90% for the period October to December with an overall performance of 93.6%
BV11b Top 5% of Earners: Ethnic Minorities	0.00%	0.00%	0.00%	0.50%				HR have made contacts with a group in Leeds which may bear fruit in the future, in terms of trying to attract people to apply for our jobs.
BV12 Working Days Lost Due to Sickness Absence	8.00	8.90	8.59	8.00				HR have put into place a new training programme called Return to Work Interviews which have been proven to be the most effective way of reducing sickness absence. The first training sessions took place at the end of October with more sessions planned so that every supervisor/managers should attend. We are hoping that as managers conduct more detailed Return To Work Interviews that this will have an affect on short-term sickness levels.




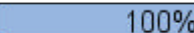
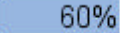

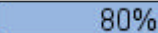


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	Value	Value	Value	Target				
<b>Traffic Light Amber</b>								
<b>Corporate Priority Caring for the Environment</b>								
BV82a(i) % of Household Waste Recycled	16.40%	16.67%	16.81%	17.08%				
<b>Traffic Light Amber</b>								
<b>Corporate Priority Organisational Improvement</b>								
BV11a Top 5% of Earners: Women	29.00%	29.00%	29.00%	30.00%				
BV11c Top 5% of Earners: with a disability	2.65%	2.67%	2.64%	2.70%		N/a – new for 05/06		
<b>Traffic Light Green</b>								
<b>Corporate Priority: Traffic and Transport</b>								
LDT54i Number of traffic signals examined to improve their efficiency	0	2	3	3	N/a			
LDT54ii Number of pedestrian crossings examined to improve their efficiency	0	2	4	4	N/a			
LDT55 Number of travel concessions aged 60+ (1,000 pop)	585	623	656	597	N/a			
<b>Traffic Light Green</b>								
<b>Corporate Priority: Caring for the Environment</b>								
BV82a(ii) Tonnes of Household Waste Recycled	2524.63	5077.4	7544.84	7507.90	N/a	N/a – new for 05/06		
BV82b(i) % of Household Waste Composted	5.99%	5.75%	6.46%	4.84%				
BV82b(ii) Tonnes of household waste composted	925.66	1750.68	2898.35	2066.25	N/a	N/a – new for 05/06		
BV199a Local street and environmental cleanliness - Litter and Detritus	Not Collected	6%*	6.1%*	18%				* - This national PI is monitored every 4 months, the quarter two figure refers to August to November 2006
BV199b Local Street and Environmental Cleanliness - Graffiti	Not Collected	0%	0%*	0%		N/a – new for 05/06		* - This national PI is monitored every 4 months, the quarter two figure refers to August to November 2006
BV199c Local Street and Environmental Cleanliness - Fly-posting levels	Not Collected	0%	0%*	0%		N/a – new for 05/06		* - This national PI is monitored every 4 months, the quarter two figure refers to August to November 2006
<b>Traffic Light: Green</b>								
<b>Corporate Priority: Supporting our Local Economy</b>								
LED24 Average unemployment rate in the district (excluding towns with 10,000 plus population)	0.7%	0.8%	0.7%	1.5%				
<b>Traffic Light Green</b>								
<b>Corporate Priority: Delivering First Class Public Services</b>								
BV109a Major applications determined in 13 weeks	84.21%	94.44%	86.67%	60.00%				
BV109b Minor applications determined in 8 weeks	91.33%	88.04%	92.39%	65.00%				
BV109c Planning Applications: 'Other' applications	93.35%	91.60%	94.12%	80.00%				

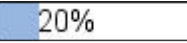
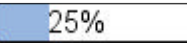

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	Value	Value	Value	Target				
LATS1 Increase in number of visitors to the Council website per year	63%	65%	65%	40%				The number of unique visitors in the first 3 qtrs of 2006/7 was 302,563 compared to 183,915 in the first 3 qtrs of 2005/6 - an increase of 64.5%
<b>Traffic Light Green</b>								
<b>Corporate Priority: Organisational Improvement</b>								
BV14 Percentage of Early Retirements	0.00%	0.00%	0.00%	0.50%				
BV15 Percentage of Ill-health Retirements	0.00%	0.00%	0.00%	0.30%				
BV16a Percentage of Employees with a Disability	1.18%	1.17%	1.34%	1.30%				HR have made contacts with a group in Leeds which may bear fruit in the future, in terms of trying to attract people to apply for our jobs.
BV17a Ethnic Minority representation in the workforce - employees	1.2%	1.1%	1.2%	1.1%				
BV156 Buildings Accessible to People with a Disability	71.11%	71.11%	71.11%	71.11%				
<b>Not Reported</b>								
BV199d Local Street and Environmental Cleanliness - Fly-tipping	Not Collected	Not Collected	Not Collected	Level 1	N/a	N/a – new for 05/06	N/a	This is collected annually

## Appendix II - SP Monitoring qtr3 06/07

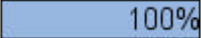
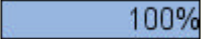

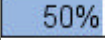
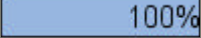
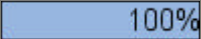
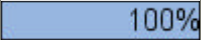
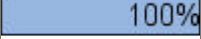
Rows are sorted by Action Code.

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
SA02.1 Resources and Priorities	Agree a corporate rationale to prioritise major projects and Council services in line with its corporate priorities.	Complete the prioritisation of services and projects by July 2006.	31/07/2006		Rationale agreed and updated to reflect the final SP and CIP (which were adopted in July 2006) and the top corporate priority in October 2006. Prioritised schedule of projects issued in December 2006.	Completed
SA02.2a Resources and Priorities	Develop and agree the Council's Corporate Resource Plan..	Develop the Resource Plan by July 2006.	31/07/2006		Corporate Resource Plan not developed. Needed to await approval of ITD Strategy.	Completion delayed
SA02.2b Resources and Priorities	Develop and agree the Council's Corporate Resource Plan.	Adopt the Plan by September 2006.	30/09/2006		Corporate Resource Plan not developed. Needed to await approval of ITD Strategy.	Completion delayed
SA03.1 Long-term Investment in the Harrogate International Centre	Undertake a feasibility study on the long-term investment needs of HIC's exhibition facilities.	Complete the feasibility study by March 2007.	31/03/2007		<u>Market demand study</u> : draft complete; final due end Jan <u>Economic impact study</u> : one more event to survey; draft report mid Feb.; final end Feb. <u>Design/cost study</u> : professional team appointed; work underway; RIBA C options complete for sign off mid Feb; RIBA D preferred option complete for HIC Board 20/04 <u>Business case/funding study</u> : to be commenced following board 20/04; report to Board and Council July	On target
SA04.1 Royal Hall Restoration	Manage the restoration project on site in line with the agreed contract and budget.	Project is completed within budget. Opening of the restored Royal Hall planned for April 2007	30/04/2007		Opening now predicted for late Summer/Autumn 2007. Additional funding and therefore additional work will extend contract period. All planned work going to programme and within budget criteria.	On target
SA04.2 Royal Hall Restoration	Support the Royal Hall Restoration Trust activities.	Complete the priority list of Royal Hall enhancement works funded by the Restoration Trust by April 2007.	30/04/2007		Restoration Trust have proved very successful in raising funds. Anticipated that an extensive restoration will be achieved.	On target
SA05.1 City Region and Northern Way	Contribute to the City Region and the Northern Way agenda.	Develop the Council's proposals, funding mechanisms and influence the City Region agenda by 31 March 2007.	31/03/2007		The Partnership's application for financial support from the Government's Transport Innovation Fund, (submitted in July 2006) was rejected by the Department for Communities and Local Government. However the regional development agency, Yorkshire Forward, has agreed to provide funding to progress priority initiatives, and details of this will be developed over the coming months.	On target





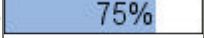
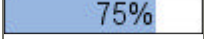
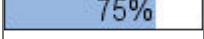
Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
SA06.1 Holiday Tourism	Help set up the Harrogate and the Yorkshire Dales Destination Management Organisation on tourism.	An effective organisation and marketing plan in place by 31 March 2007.	31/03/2007		Organisation set up; early work in research and marketing being developed; 06/07 regarded as interim year.	Completed
SA08.1a Customer Services	Set up and operate a Corporate Customer Service Unit (CSU), including the staffing, accommodation and implementation of the supporting IT systems.	CSU set up by June 2006 with an operational target to enable the resolution of 60% of the Council's customer interactions at first point of contact	30/06/2006		Corporate Customer Service Team set up, staffed and using supporting ICT systems. Further work to be done on telephony, business processes and services to transfer into the future. Report to CMT on 11th January 2007 confirmed that at least 60% of Council interaction's are resolved at the first stage of contact	Completed
SA08.1b Customer Services	Set up a Customer Service Centre in Masham.	Customer service centre set up in Masham through joint working by 31 March 2007.	31/03/2007		Project scope and brief agreed.	On target
SA08.2 Customer Services	Roll out enabling technology (CRM and integrated telephony) for the Revenues and Benefits services.	By 31 March 2007, the Revenues and Benefits services are using CRM with CTI to deliver their customer services.	31/03/2007		Project to roll out technology to Revenues and Benefits cannot be scoped until SA08.1a complete.	On target
SA09.1a IT Investment	The agreed ICT Strategy in place by May 2006. Develop the Council's IT Development Plan into a 3-year ICT Corporate Strategy.	The agreed ICT Strategy in place by May 2006.	31/05/2006		Strategy approved by Cabinet on 26th July.	Completed
SA09.1b IT Investment	Develop the Council's IT Development Plan into a 3-year ICT Corporate Strategy.	Implement the 2006/2007 actions in the ICT action plan by 31 March 2007.	31/03/2007		ICT Strategy agreed by Cabinet - 26/07/06	On target
SA09.2a IT Investment	Implement CRM, upgraded telephony, systems integration and corporate workflow systems.	Support systems in place to deliver Phase 1 CSU services by June 2006.	30/06/2006			Completed
SA09.2b IT Investment	Implement CRM, upgraded telephony, systems integration and corporate workflow systems.	Support systems in place to deliver Phase 1 CSU services including the Revenues and Benefits services by March 2007.	31/03/2007		CTi still to be resolved. System integration to be delivered via supplier interface. All technical support systems in place. Timetable, ITD resource allocation and approach regarding CRM system versions to be agreed.	On target
SA09.3 IT Investment	Update network and server/storage infrastructure.	Complete by 31 March 2007.	31/03/2007		SAN Installed & working. Network resilience improved. Network Security infrastructure for remote access is a separate, much larger project.	Completed
SA10.1 People Management	Implement the Council's pay and grading review and the Single Status agreement.	Complete the pay and grading review and implement the new pay and grading structure by April 2007.	30/04/2007		The JEQ's have been evaluated and validated. Models in relation to the new pay structure are being devised.	On target

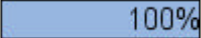


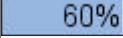

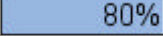

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
SA11.1a Leadership	Personal Member development review implemented in May 2006. Implement the leadership training and development strategy for Councillors and senior managers.	Personal Member development review implemented in May 2006.	31/05/2006	 20%	Survey of members carried out. Link to Regional Leadership Bid made.	<b>Completion delayed</b>
SA11.1b Leadership	Implement the leadership training and development strategy for Councillors and senior managers.	Training needs baselined and training programme started by July 2006.	31/07/2006	 25%	Programme of Training being developed	<b>Start delayed</b>
SA11.1c Leadership	Implement the leadership training and development strategy for Councillors and senior managers.	Member newsletter introduced by September 2006.	30/09/2006	 0%	No progress has been made.	<b>Off target</b>

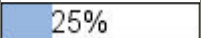


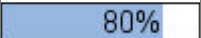

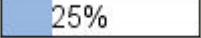

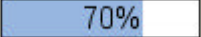


## Appendix III – CIP Monitoring


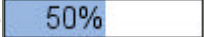

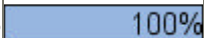



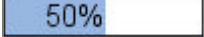
Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
CIP-1.1.1a Annual Corporate Planning Process	Review and roll-forward the Strategic Plan and the Corporate Improvement Plan.	Complete the annual review and roll-forward by the end of May 2006.	31/05/2006		SP and CIP review and roll-forward completed by 31.5.06	Completed
CIP-1.1.1b Annual Corporate Planning Process	Review and roll-forward the Strategic Plan and the Corporate Improvement Plan.	Obtain Council approval of both Plans in July 2006.	31/07/2006		SP and CIP adopted by Council on 19.7.06	Completed
CIP-1.1.2 Annual Corporate Planning Process	Publish and launch the Strategic Plan and the Corporate Improvement Plan.	Publish and launch both Plans internally and externally by the end of July 2006.	31/07/2006		SP and CIP published internally by 31.7.06. Published on the Internet and as a printed document in October 2006. Staff and Member briefings held in November/December 2006.	Completed
CIP-1.1.3 Annual Corporate Planning Process	Monitor quarterly the implementation of the Strategic Plan and the Corporate Improvement Plan.	Monitoring reports to CMT, O&S and Cabinet in July, October, January and April each year.	31/03/2007		SP and CIP monitoring started, Quarters One and Two monitored corporately	On target
CIP-1.1.4 Annual Corporate Planning Process	Undertake stakeholder consultation on the Council's long-term vision, corporate priorities, organisational goal and improvement agenda.	Complete the stakeholder consultation by 31 December 2006.	31/12/2006		District Panel consultation carried out in September 2006 and reported to Members in December 2006.	Completed
CIP-1.2.1 The Statement of Internal Controls (SIC) Process	Produce the Annual Statement of Internal Control in the required format by the statutory deadline and with supporting evidence.	SIC approved by General Purposes Committee in June 2006.	30/06/2006		The SIC 2005/2006 was signed by the Leader and the Chief Executive, considered by the Council Resources Overview and Scrutiny Commission (sitting as the Audit Committee) and approved by the General Purposes Committee on 29 June 2006.	Completed
CIP-1.2.2 The Statement of Internal Controls (SIC) Process	Monitor the Statement of Internal Controls.	SIC monitoring completed in October 2006.	31/10/2006		In addition to the half year update in October 2006 the Governance Panel received a further report at their meeting on 18 December 2006.	Completed
CIP-1.3.1a Community Engagement	Agree and resource the Council' three-year Corporate Community Engagement Plan..	Agree the 2006/2007 Plan by May 2006.	31/05/2006		Plan approved by CMT July 06	Completed



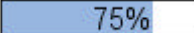
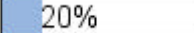
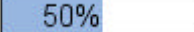
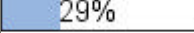


Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
CIP-1.3.1b Community Engagement	Implement the following key actions in 2006/2007: - · District Panel consultation on the Council's corporate priorities, services, etc. · Young person's survey. · Black and Ethnic Minority (BEM) initiative.	Complete the 2006/2007 Community Engagement actions by 31 March 2007.	31/03/2007		Young people consultation report approved by CMT in August. A Young People's Participation Plan is now being developed. BEM report produced by Harrogate CVS May 05. Work with HARPIG to refresh membership/purpose.	On target
CIP-2.1.1a Service and Corporate Reviews	Develop and agree the Council's three-year Review Programme.	Agree the three-year Review Programme by July 2006 .	13/07/2006		Report went to the Performance Panel on 10/8/06.	Completed
CIP-2.1.1b Service and Corporate Reviews	Develop and agree the Council's three-year Review Programme.	Implement the 2006/2007 programme by 31 March 2007.	31/03/2007		The three year programme of reviews approved by the Executive and Overview and Scrutiny. Service review starts in January 2007.	On target
CIP-2.2.1a Efficiency	Implement the efficiency targets in the Council's Annual Efficiency Strategy.	Agree the Annual Efficiency Strategy by April 2006	30/04/2006		A fully revised Annual Efficiency Strategy was approved in March 2006 (CMT) and April 2006 (Cabinet).	Completed
CIP-2.2.1b Efficiency	Implement the efficiency targets in the Council's Annual Efficiency Strategy.	Agree the Efficiency Programme by July 2006	31/07/2006		All departments were reminded by e-mail in July / Aug 2006 that 2006/2007 efficiency gains must be monitored, preferably on Covalent. There is a process in place to pick up items from CMT reports etc that would potentially feature on an Efficiency Programme in the future, but the programme has not yet been compiled. The Backward Look Annual Efficiency Statement 2005/2006 was reviewed following advice from the DCLG of some minor points raised and amended by the 31st August 2006 deadline. The Backward Look Annual Efficiency Statement 2005/2006 was submitted online before the 6 July 2006 deadline. The Forward Look Annual Efficiency Statement 2006/2007 was submitted online before the 11 April 2006 deadline.	Off target
CIP-2.2.1c Efficiency	Implement the efficiency targets in the Council's Annual Efficiency Strategy.	Achieve the 2006/2007 Gershon and Council efficiency targets by 31 March 2007.	31/03/2007		Monitoring and delivery is ongoing for 2006/2007. In addition the process for 2007/2008 commenced in October 2006 in parallel with the budget process.	On target
CIP-2.3.1 Procurement	Implement the Procurement Strategy and Action Plan linked to the Council's Annual Efficiency Statement.	Achieve the 2006/2007 procurement targets by 31 March 2007.	31/03/2007		CMT have received a number of reports in the last 4 months and new procurement arrangements have been implemented in 4 major areas (mobile telephones, printing, temporary staffing and stationery) and other initiatives (e.g. travel) are ongoing.	On target

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
CIP-2.4.1 Overview and Scrutiny	Develop and agree changes to the roles and remit of Overview and Scrutiny (O&S) to reflect the Council's governance, performance management and organisational improvement requirements.	Agree the O&S changes by July 2006. Implement the changes by 31 March 2007.	31/03/2007		Approved by Council in July 2006 and implemented in July 2006.	Completed
CIP-3.1.1 Customer Care Policy and Strategy	A corporate Customer Care Policy, Strategy and complaints handling/ monitoring process fully operational by 31 March 2007.	Agree a revised corporate policy and strategy by August 2006.	31/03/2007		Completed in September 2006	Completed
CIP-3.1.2 Customer Care Policy and Strategy	A corporate Customer Care Policy, Strategy and complaints handling/ monitoring process fully operational by 31 March 2007.	Undertake training and awareness of the policy by September 2006.	30/09/2006		'Train the trainers' training taken place. currently sourcing other training providers	Delayed: revised target date
CIP-3.1.3 Customer Care Policy and Strategy	A corporate Customer Care Policy, Strategy and complaints handling/ monitoring process fully operational by 31 March 2007.	Agree revised procedures for handling and monitoring complaints by September 2006.	30/09/2006		Planned to start from April 2007, process for tracking and monitoring complaints need to be written into CRM	Delayed: revised target date
CIP-3.1.4 Customer Care Policy and Strategy	Report part-year customer care monitoring data to CMT by January 2007 and March 2007.	Report part-year customer care monitoring data to CMT by January 2007 and March 2007.	30/03/2007		Performance indicators developed in draft, data collection commenced.	On target
CIP-3.2.1 Diversity	By March 2007, service delivery across the Council supports the corporate focus on customer diversity and the Equality Standard.	Agree the corporate diversity strategy by January 2007.	31/01/2007		Diversity Framework Group agreed to have SMT approval of the strategy by January 2007 and to go to Cabinet on 14.3.07 Work on the Equality Standard will run alongside the development of the strategy with the aim of carrying out the self-assessments, which need to be done to meet Level 2 by March 2007.	On target
CIP-3.2.2 Diversity	By March 2007, service delivery across the Council supports the corporate focus on customer diversity and the Equality Standard.	Carry out staff training and awareness on diversity by March 2007.	31/03/2007		As part of the diversity strategy development and self-assessment to meet ES level 2 training needs will be factored in. Training has been given to Service Heads and nominated officers to assist them in filling out their self-assessment, this was both awareness training and process based. The follow up action planning training is scheduled for the end of February which will assist in the integration of the area of work within service level and business plans. Currently looking into further awareness training for service level staff with the possibility of incorporating it into some customer care training in the future.	On target

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
CIP-3.2.3 Diversity	In 2006/2007 produce Member Ward profiles.	By March 2007, pilot the Member Ward Profile summary data and roll out the data to Councillors.	31/03/2007		Draft Profile reviewed by the Member Development Group in January 2007. Leaflets to be ready for the introduction of new Members in May.	Completion delayed
CIP-4.1.1 Investors in People (IIP)	Complete the pilot IIP review and recommend to CMT by the end of June 2006 a target date for the Council's corporate assessment.	Agree the Council's corporate approach to IIP by August 2006.	31/08/2006		Approach agreed, CMT to determine next stage and action plan.	Completed
CIP-4.1.2 Investors in People (IIP)	Complete the pilot IIP review and recommend to CMT by the end of June 2006 a target date for the Council's corporate assessment.	Develop a programme of transition and implementation by October 2006.	31/10/2006		Pilot completed, corporate assessment recommended for December 2007.	Completed
CIP-4.2.1 Communications	Re-launch the corporate communication and media guidelines.	Complete the 2006/2007 actions in the corporate Communications Action Plan by 31 March 2007.	31/03/2007		Corporate Communications and Guidelines go live week commencing 11 September.	On target
CIP-4.2.2 Communications	Promote employee briefing sessions.	Complete the 2006/2007 actions in the corporate Communications Action Plan by 31 March 2007.	31/03/2007		Communication training now part of the induction process. Programme of employee briefing sessions to be set up.	On target
CIP-4.2.3 Communications	Hold communication training events.	Complete the 2006/2007 actions in the corporate Communications Action Plan by 31 March 2007.	31/03/2007		Underway with first event being held in November 2006.	On target
CIP-4.3.1a Corporate Identity (ID)	Publish a corporate HBC identity manual.	Approval by May 2006.	31/05/2006		Completed on 1.6.06	Completed
CIP-4.3.1b Corporate Identity (ID)	Publish a corporate HBC identity manual.	Complete the 2006/2007 actions in the action plan by March 2007.	31/03/2007		Started.	On target
CIP-4.4.1 Member Development	Agree Member roles and responsibilities to inform the development programme by July 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	31/07/2006		Roles and responsibilities agreed by Cabinet in June 2006.	Completed
CIP-4.4.2 Member Development	Agree mechanisms for Member consultation by July 2006.	Agree mechanisms for Member consultation by July 2006.	31/07/2006		Member consultation agreed by annual review questionnaire.	Completed

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
CIP-4.4.3 Member Development	Agree the Member development programme for 2006/2007 by July 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	31/07/2006		Programme not developed. Initial proposals being evaluated.	Completion delayed
CIP-4.4.4 Member Development	Agree the Member Development PIs, monitoring and appraisal process by July 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	31/07/2006		Approval process agreed. No progress on PIs.	Completion delayed
CIP-4.4.5 Member Development	Undertake Local Democracy Week initiatives in October 2006.	Complete the 2006/2007 Member Development Programme by 31 March 2007.	31/10/2006		Programme planned and information circulated to schools.	On target
CIP-4.5.1 Project Management	Agree the Council's corporate project management guidance and process by April 2006.	The Council's corporate project management guidance and process is fully operational by March 2007.	30/04/2006		Achieved	Completed
CIP-4.5.2 Project Management	Complete the project management training and awareness programme	The Council's corporate project management guidance and process is fully operational by March 2007.	31/03/2007		An awareness day has been arranged for 3.10.06 for Heads of Service Officers and Members. The Quick Reference Guide has been amended and is currently under review by Kevin Douglas	On target
CIP-4.7.1 People Management and Development Strategy (PM&DS)	Review the PM&DS actions by March 2007.	2006/2007 People Management and Development Strategy (PM&DS) actions are implemented by March 2007.	31/03/2007		Not started	Start delayed
CIP-4.7.2 People Management and Development Strategy (PM&DS)	Implement the corporate leadership development framework and action plan.	2006/2007 People Management and Development Strategy (PM&DS) actions are implemented by March 2007.	31/03/2007		Actions identified - final report to CMT for proposed dates for actions.	On target
CIP-4.7.3 People Management and Development Strategy (PM&DS)	Implement the agreed actions on stress management by March 2007.	2006/2007 People Management and Development Strategy (PM&DS) actions are implemented by March 2007.	31/03/2007		Action Plan drafted - report to CMT October 2006	On target

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
CIP-4.7.4 People Management and Development Strategy (PM&DS)	Undertake an Employee Survey.	Complete the survey by 31 March 2007.	31/03/2007	 90%	Surveys now returned. Reports received from NHS Partners and report to Cabinet on Council Actions in March 2007.	On target
CIP-4.7.5a People Management and Development Strategy (PM&DS)	Implement the improvement actions from the Overview and Scrutiny review of recruitment and retention.	Recruitment and retention action plan to be agreed by the Cabinet on 24 May 2006.	24/05/2006	 100%	Action Plan agreed by Cabinet in May 2006.	Completed
CIP-4.7.5b People Management and Development Strategy (PM&DS)	Implement the 2006/2007 recruitment and retention improvement actions by 31 March 2007.	Implement the 2006/2007 recruitment and retention improvement actions by 31 March 2007.	31/03/2007	 75%	HR actions have been started.	On target
CIP-4.8.1 Office Accommodation	Undertake a desktop audit of current space utilisation across the Council.	Develop and agree a five-year office accommodation strategy and action plan by 31 March 2007.	31/03/2007	 20%	Initial scoping complete	On target
CIP-4.8.2 Office Accommodation	Agree a corporate project and strategic review of the Council's office accommodation.	Develop and agree a five-year office accommodation strategy and action plan by 31 March 2007.	31/03/2007	 50%	Business case report and analysis agreed by CMT	On target
CIP-4.9.1 Organisational Improvement	Develop and agree the Council's corporate arrangements for improving and developing Members, Officers, processes and the Council's culture and infrastructure.	Corporate Organisation Improvement Action Plan by March 2007.	31/03/2007	 29%	Way forward agreed and nomination for Officer Group agreed. First meeting to be arranged.	On target