
















Appendix I – Quarter 3, 2007/08 - Corporate Basket of PIs

Key

PI Status		Short Term Trend (previous quarter)		Long Term Trend (previous four quarters)	
	This PI is more than 4% below target.		The value of this PI has improved in the short term		The value of this PI has improved in the long term.
	This PI is less than 4% below target.		The value of this PI has worsened in the short term.		The value of this PI has worsened in the long term.
	This PI is on or exceeding its target.		The value of this PI has not changed in the short term.		The value of this PI has not changed in the long term.
		*	Indicates the PI is cumulative		

Short term = the **previous quarter** for non-cumulative PIs, or the same quarter of the previous year for cumulative PIs

Traffic Light: Red							
PI Code & Short Name	Q2 2007/08	Q3 2007/08		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Officer Comments
	Value	Value	Target				
Corporate Priority: Supporting our Local Economy							
LED30 Amount by which the average unemployment rate in the District, excluding towns with a population of 10,000, is less than the district average	0.4%	0.4%	0.5%				This indicates a medium-term trend. The District has now reached a plateau.
Corporate Priority: Organisational Improvement							
BV08 % of invoices paid on time	92.16%	91.48%	100%				Performance within DCS is again causing concern, resulting from staff shortages and the roll-out of Agresso to managers. DCS performance at 82.2% compares to performance ranging from 94.3% to 96.7% in the other departments.

Traffic Light: Amber

PI Code & Short Name	Q2 2007/08	Q3 2007/08		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Officer Comments
	Value	Value	Target				
Corporate Priority: Organisational Improvement							
BV12 Working Days Lost Due to Sickness Absence	8.72	8.27	8.00	↑	↑	⚠	Still work to be done to achieve the two criteria that are outstanding that relate to integrating race equality in all corporate and service-level plans and strategies and integrated in procurement and partnership strategies and policies. Updated internal service plan guidance now lists diversity as a core element to be considered within service plans. This should be evidenced in the new 2008/09 service plans.
BV02b Duty to Promote Race Equality	68.4%	68.4%	70%	■	↑	⚠	

Traffic Light: Green


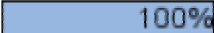

PI Code & Short Name	Q2 2007/08	Q3 2007/08		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Officer Comments
	Value	Value	Target				
Corporate Priority: Caring for the Environment							
BV82a(i) % of Household Waste Recycled	17.77%	19.29%	17.08%	↑	↑	✅	Includes Estimates
BV82a(ii) Tonnes of Household Waste Recycled	5362.42	8083.24	7507.90	↑*	↑	✅	Includes Estimates Quarter 3, 2006/07 performance was 7,524.11
BV82b(i) % of Household Waste Composted	10.54%	10.76%	7.28%	↑	↑	✅	Includes Estimates



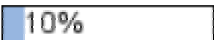

PI Code & Short Name	Q2 2007/ 08	Q3 2007/08		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Officer Comments
	Value	Value	Target				
BV82b(ii) Tonnes of household waste composted	3179.88	4507.72	3375.00	↑*	↑	✔	Includes Estimates Quarter 3, 2006/07 performance was 2898.35
BV199a Local street and environmental cleanliness - Litter and Detritus	3.7%	3.2%	16.5%	↑	↑	✔	This PI is collected every 4 months, the Quarter 2 figure relates to July and the Quarter 3 to November.
Corporate Priority: Traffic and Transport							
LDT55 Number of travel concessions aged 60+ (1,000 pop)	704	728	691	↑	↑	✔	Quarter 3, 2006/07 performance was 656
Corporate Priority: Supporting our Local Economy							
LED27 Average Shop Vacancy Rate across the main district centres	7%	7%	7%	■	↑	✔	
Corporate Priority: Delivering First Class Public Services							
BV09 % of Council Tax collected	59.50%	87.80%	87.00%	↑*	↑	✔	Quarter 3, 2006/07 performance was 87.4%
BV10 Percentage of Non-domestic Rates Collected	61.30%	89.20%	89.00%	↑*	↑	✔	Quarter 3, 2006/07 performance was 89.10%
BV78a Speed of processing - new HB/CTB claims	27.3	26.8	35.0	↑	↑	✔	
BV78b Speed of processing - changes of circumstances for HB/CTB claims	11.2	10.7	16.0	↑	↑	✔	
BV109a Major applications determined in 13 weeks	85.71%	93.75%	75.00%	↑	↑	✔	
BV109b Minor applications determined in 8 weeks	90.34%	86.11%	75.00%	↓	↓	✔	
BV109c Planning Applications: 'Other' applications	95.33%	95.44%	90.00%	↑	↑	✔	


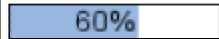
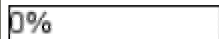
PI Code & Short Name	Q2 2007/08	Q3 2007/08		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Officer Comments
	Value	Value	Target				
LCSU01 Percentage of customer interactions resolved at the first point of contact for services delivered by the Customer Services Unit	77.12%	76.78%	60%	↓	N/a – new PI	✓	
LATS1 Increase in number of visitors to the Council website per year	51%	46%	10%	↓	↓	✓	The number of unique visitors in the first 3 qtrs of 2007/8 was 443,005 compared to 302,563 in the first 3 qtrs of 2006/7 - an increase of 46%
Corporate Priority: Organisational Improvement							
BV16a Percentage of Employees with a Disability	1.91%	1.75%	1.30%	↓	↑	✓	
BV17a Ethnic Minority representation in the workforce - employees	1.5%	1.4%	1.1%	↓	↓	✓	
LBS01 Recoverable sundry debt as a percent of total debt raised	78.65%	84.56%	75%	↑	N/a – new PI	✓	



Data unavailable							
LH9 Venue days occupancy of the conference and exhibition complex							No update received
LCS01 Percentage of complaints meeting our response target							Not able to monitor this one as CRM system not yet operational





Appendix II – CIP Actions, Quarter 3, 2007/08






Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 01.1.1 Annual Corporate Planning Process	Approval of the roll forward Plans by the Council	Mike Simpson	19/07/2007	Completed		Complete
0708CIP 01.1.2 Annual Corporate Planning Process	Stakeholder consultation on the Council's vision, corporate priorities and improvement agenda.	Mike Simpson	31/12/2007	Completed. Consultation undertaken in November 2007. Results to be included in the corporate planning sessions in February 2008.		Complete
0708CIP 01.2.1 The Statement of Corporate Governance (SCG)	Collate and publish the Annual Statement	Andrea Hirst-Gee	31/03/2008	Work is ongoing and on target for completion by 31 March 2008. The Leader and CMT approved the actions and timetable proposed in October 2007. The next milestone is the Governance Panel meeting on 4th February 2008.		On target



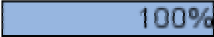


Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 01.4.1 Shared Service Agenda	Look at options on waste collection, rural transport and electronic communications.	Simon Johnson	31/03/2008	This initiative was delayed pending the appointment of a replacement for the Executive Director (DCPI) to reprogramme and action this work.		Off target
0708CIP 01.4.2 Service Agenda	Develop a package of measures with the other Districts and County Council in North Yorkshire.	Mick Walsh	31/03/2008	Outline initiative agreed with other North Yorkshire Districts. Next phase of this initiative was delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.		Off target
0708CIP 01.4.3 Shared Service Agenda	Agree a proposal	Simon Johnson	31/03/2008	Preliminary business appraisal on corporate services completed by DR. Next phase of this initiative was delayed pending the appointment of the replacement Executive Director (DCPI) to reprogramme and action this report.		Off target
0708CIP 01.5.1 The Local Government White Paper	Develop and agree the Council's response on the following milestones: _ Single Member Wards; Leadership model; 4-year elections and Unitary Status	Mick Walsh	31/03/2008	The milestone on the Unitary Status has been complete. We are still awaiting Government advice on Target date missed-year elections; the Leadership Model and Single Member Wards.		Off target



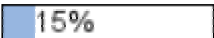

Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 02.1.1 Service and Strategic Reviews	Complete the following two milestones: - Implement the 2007/2008 programme of reviews and review the guidance on the reviews.	Mark Codman; Rachel Glendinning	31/03/2008	Report presented to CMT on the Review guidance. A further report will be presented to CMT asking for confirmation that the scheduled 2007/08 reviews are to take place once the statutory guidance has been received.		On target
0708CIP 02.2.1 Efficiency	Implement the 2007/2008 programme of actions and targets.	Andrea Hirst-Gee	31/03/2008	The programme will be reviewed more fully once the annual budget process is complete in February 2008. Plans are in place to review efficiency savings in key areas such as CSU / CRM, HR / Payroll and IHMS but these are affected by the diversion of resources from DCPI to these corporate projects. At CIO(G)'s request CMT have agreed to include efficiency as a standing item in reports and a matrix approach is being developed to address this.		On target
0708CIP 02.3.1 Procurement	Achieve the 07/08 procurement milestones including: - a spend analysis	Andrea Hirst-Gee	31/03/2008	Based on reports to CMT in December 2007, DR is currently leading a review of		Off target




Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
	on the agreed areas of procurement; develop a Procurement Plan; develop an improved Contracts Register; implement e-procurement solutions			key issues and priorities in respect of procurement.		
0708CIP 02.4.1 Overview and Scrutiny (O&S)	Implement the 2007/2008 action plan including; develop the Council's processes and procedures on Community Call for Action, the Local Government and Public Involvement in Health Act and the Police and Justice Act; review of the Council's current O&S structure.	Mark Codman	31/03/2008	Working Group now established for the first three milestones, the Scrutiny implications of legislation were delayed. A review of the O&S Structure to take place in January/February 2008		On target
0708CIP 02.5.1 Corporate Systems and Processes	Implement the 07/08 action plan.	Dianne Adams; Val Hunter	31/03/2008	Work has commenced on the implementation of the HR modules. This is the second phase of the project. The strategic intent of each module has been completed and the implementation plan is being drafted. It is unlikely that the project will be completed by		Off target




Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
				31.3.08 due to a delay caused by the upgrade of the system to the web-enabled Version 10, which is a pre-requisite to implementing the HR modules		
0708CIP 02.5.2 Corporate Systems and Processes	Develop and agree the Council's strategic approach and key actions.	Simon Johnson	31/03/2008	Replacement for the Executive Director (DCPI) to re-programme this work.		Off target
0708CIP 03.1.1 Customer Care Policy and Strategy	Revised corporate strategy in place.	Paula Newson Smith	31/12/2007	Further review to be done to include feedback from corporate training and other initiatives. To roll forward to 2008/2009		Complete
0708CIP 03.1.2 Customer Care Policy and Strategy.	Training undertaken	Paula Newson Smith	31/03/2008	Training took place 13 - 15 Nov 2007. Evaluation taking place & further actions to be reported to CMT in Jan 2008.		On target
0708CIP 03.1.3 Customer Care Policy and Strategy.	New procedure operational using CRM	Paula Newson Smith	30/10/2007	Unable to use V2 CRM, V3 CRM will be used instead. Testing to take place in March and to go live in April 2008.		Target date missed



Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 03.14 Customer Care Policy and Strategy.	Reports produced for CSU, procedure in place to monitor customer contacts by access channel.	Paula Newson Smith	31/10/2007	Systems now in place to produce regular monitoring.		Complete
0708CIP 03.1.5 Customer Care Policy and Strategy.	Baseline for customer service activity is agreed & revised development plan produced for consultation.	Paula Newson Smith	31/10/2007	National position has changed due to set up of Contact Council by Cabinet Office. Future action will be required to meet government requirements.		Complete
0708CIP 03.1.6 Customer Care Policy and Strategy.	Action plan for realising efficiencies is agreed for implementation.	Paula Newson Smith	31/03/2008	Initial work completed by BPI Officer		On target
0708CIP 03.2.1 Diversity	Implement the 2007/2008 actions including the following milestones: - member and officer training; Level 3 of the Equality Standard; Help establish a multi-agency BME working group	Dianne Adams; Ann Duncan	31/03/2008	Training provider agreed at the Diversity Framework Group. Pilot training to be held on the 21st January 2008 to then start to role out to frontline staff, the first session to be held on the 20.02.08.		On target
0708CIP 03.2.2 Diversity	Profiles of the District's Wards available on-line and in paper form.	Rachel Glendinning	31/07/2007	In July, Members were sent information on how to access their ward data online via the national statistics website. This ensures that the data is always up-to-date and improves data quality.		Complete

Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 04.1.1 Investors in People (IiP)	Publish the agreed action plan and timetable.	Dianne Adams	30/04/2008	Work now on schedule following a report to CMT outlining a new timescale. Assessments will be complete by the end of March and the project lead will report to CMT in April 2008 as agreed.		On target
0708CIP 04.1.2 Investors in People (IiP)	Devise and agree a replacement Council scheme.	Dianne Adams	31/03/2008	Work on this has been delayed due to resources being devoted to single status. Focus groups are to take place during November to establish management and employee needs from the appraisal scheme. work will then commence on drafting a new scheme.		On target
0708CIP 04.2.1 Media and Communications	Complete the review	Lynne Mee	30/09/2007	Completed		Complete
0708CIP 04.3.1 Corporate Identity	Complete the actions on corporate ID.	Lynne Mee	31/03/2008	First stage completed, second stage on target		On target
0708CIP 04.4.1 Member Development and Training	Roles and responsibilities agreed.	Mark Codman	30/06/2007	Complete		Complete




Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 04.4.2 Member Development and Training	Links in place.	Mark Codman	31/07/2007	Complete	 100%	Complete
0708CIP 04.4.3 Member Development and Training	Programme delivered.	Mark Codman	31/03/2008	Programme on target	 75%	On target
0708CIP 04.4.4 Member Development and Training	Action plan agreed	Mark Codman	31/03/2008	CMT Agreed Action Plan. Cabinet agreed Action Plan on 12 December, Member champions nominated	 15%	On target
0708CIP 04.5.1 Project Management	Implement and monitor the corporate guidance.	TBC	31/05/2008	Revised Corporate guidance for IT projects. to develop examples of statutory documents. Corporate framework document for Major Works already published. Next phase of this initiative was delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.	 20%	Off target






Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 04.5.2 Project Management	Implement as part of the Council's corporate training programme.	TBC	30/05/2008	Developing proposals for a 3-tiered approach to training i.e. foundation course, and intermediate and advanced workshops with Covalent. Next phase of this initiative was delayed pending the appointment of a replacement for the Executive Director (DCPI) to action/reprogramme.		Off target
0708CIP 04.5.3 Project Management	Establish the Register.	TBC	30/05/2008	Standard Corporate Register Forms designed - in use for IT Projects via download from the intranet. IT Development plan contains details of all IT projects from the register. On Line registration form to be developed. See Martin Helm regarding the other non IT projects i.e. Major Works. Next phase of this initiative was delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.		Off target
0708CIP 04.5.4 Project Management	Agreed process in place.	TBC	31/05/2008	Assessing Net Audit as a tool suitable for a three-tiered approach to monitoring/Auditing projects. To commence small pilot for 5 projects in October to enable self assessment peer and		Off target




Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
				formal audit process. Next phase of this initiative was delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.		
0708CIP 04.7.1 People Management and Development (PM&D)	Implement the actions in the strategy	Dianne Adams	31/03/2008	A review of the people management and Development Strategy is to be completed before 31.3.08		On target
0708CIP 04.7.2 People Management and Development (PM&D)	Monitor and report progress on addressing the outcomes of the 2006 Employee Survey.	Mark Codman	31/03/2008	Report on progress delayed due to resources and appointment of new Director		On target
0708CIP 04.8.1 Office Accommodation	Implement the 2007/2008 actions	John Hayton	31/03/2008	CMT has agreed to progress feasibility work on parking provision for new offices. This work is currently underway and conclusions will be reported to CMT in February/March 2008. Storage space audit has also commenced.		On target




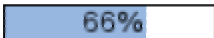
Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708CIP 04.9.1 Organisational Improvement (OI)	Agree the OI Action Plan.	Simon Johnson	31/03/2008	Delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.		Off target
0708CIP 04.9.2 Organisational Improvement (OI)	Provide support.	Simon Johnson	31/03/2008	Support provided from the Corporate Improvement Fund such as Housing Services in the LGC awards and a team has also been entered into the LGC Challenge. Further work delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.		On target



Appendix III – SP Actions, Quarter 3, 2007/08

Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708SP 01.4 Community Planning	Complete the following milestones- Develop the LAA Implementation Plan; Agree the LAA Target monitoring arrangements; Implement the 07/08 actions in the LAA Implementation Plan:	Ann Duncan	31/03/2008	Contributed towards the LAA 2 consultation from both the LSP and HBC points of view. Draft to be submitted to GOYH on the 14th January. Internally relevant Officers have seen the suggested PI's and to raise any issues with their LAA link officers. Can't monitor any PI's at a District level until agreed by GOYH, indicators will then be integrated into the revised community plan and reported on accordingly.		On target
0708SP 02.1 Resources and Priorities	Complete the following milestones: - Incorporate the agreed prioritisation rationale into the Council's Corporate Resource Strategy; Review the Council's Corporate Use of Resources arrangements using the outcomes of the 2006 CPA assessment	Mike Simpson	30/09/2007	Delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.		Target date missed
0708SP 02.2 Resources and Priorities	Develop and adopt the Council's Corporate Resource Strategy	Simon Johnson	31/03/2008	Delayed pending the appointment of a replacement for the Executive Director (DCPI) to action or reprogramme.		Off target

Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708SP 02.3 Resources and Priorities	Submit a bid to the Audit Commission.	Mike Simpson	01/10/2007	Completed. CPA recategorisation bid submitted in September 2007. Audit Commission inspectors on site in July 08.		Complete
0708SP 02.4 Resources and Priorities	Develop and implement the strategy and supporting procedures for sundry debtors.	Marion Wrightson	31/03/2008	Policy for management of Sundry Debt agreed at CMT 6 Sept 07. Work progressing on standard procedures. Policy content to be communicated to Heads of Service by the end of the year		On target
0708SP 03.1 Long-term Investment in the Harrogate International Centre	Complete the following milestones: - Complete the feasibility study; Develop and agree an action plan.	Stuart Quin	31/03/2008	Completed		Complete
0708SP 04.1 The Restoration of the Royal Hall	Complete the project on site.	John Hayton	31/12/2007	Work completed on site, HRH Prince of Wales to open on 22.1.08.		Complete
0708SP 05.1 City Region Initiative	Complete the following milestones: - Complete the research into the City Region Quality of Life "offer"; Develop and agree an action plan; Establish the City Region Transport, Skills, Economic Development and Housing Panels; Deliver the	Nigel Avison; Mick Walsh	31/03/2008	Metrocard extension has been delayed in negotiations with bus operators and is now planned for launch in April 2008. MAA is in preparation with a focus on transport and skills. HBC has agreed to contribute £15k to cost of City Region		On target

Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708SP 06.1 Holiday Tourism	'quick win' projects within the City Region Transport Vision; Negotiate with the Government on delegated budgets and means of delivery Develop and implement the organisation's action plan for 2007/2008.	Stuart Quin	31/03/2008	secretariat in 2008/09. Action plan prepared and agreed; HIC responsibilities as part of that plan currently being actioned Key areas completed include; Service migration plan, Upgrade of CRM to V3 CRM & telephony development plans, Publicity & customer communications Self service project and Work with partners. Overall it is essential to maintain the resources allocated to this work if progress is to be made. The self serve project needs to be scoped and progressed in the next year.		On target
0708SP 08.1 Customer Services	Implement the 07/08 actions in the Customer Services Action Plan.	Paula Newson-Smith	31/03/2008			On target
0708SP 08.2 Customer Services	CRM go live with key Revenues services.	John Murray	31/12/2007	Delayed due to unavoidable technical problems. Revised due date of April 2008 after the end of the current financial year.		Target date missed

Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708SP 09.1 IT Investment and Strategy	Develop, implement and test the plans and procedures for ICT services and infrastructure	Steve Metcalfe	31/03/2008	Business Impact analysis continuing, but project falling behind due to pressure of other work. Now likely to be only draft plan available by 31/03/2008.		Off target
0708SP 09.2 IT Investment and Strategy	Review the Council's ICT Strategy	Steve Metcalfe	31/03/2008	Some initial scoping work carried out. Completion now unlikely before June 2008.		Off target
0708SP 10.1 People Management	Complete the following milestones: - Complete the negotiations with the trade unions and inform employees of the outcome; Deal with all appeals on the outcomes of the process	Dianne Adams	31/10/2008	The negotiation process is complete and the proposals are being implemented without trade union agreement. Employees have been asked to submit any appeals by 15.03.08		On target
0708SP 11.1 Leadership	Complete the following milestones: - Review the roles and responsibilities on Leadership Training; Link the Council's People Management and Development Strategy to the North Yorkshire Learning and Development Partnership; Agree the action plan to achieve the Members' Charter by 2009.	Dianne Adams; Peter Jordan	30/09/2007	A regional competency framework is in the process of being implemented for officers. The NYIP has undertaken work associated with leadership development for officers and members. A number of development opportunities have been undertaken by members and officers within the council. Work delayed due to the Single Status project.		Target date missed

Action Code & Title	Expected Outcome	Managed By	Due Date	Latest Status Update	Progress Bar	Status
0708SP 13.1 Environmental Investment	Implement the agreed 2007/2008 EIF projects.	Simon Johnson	31/03/2008	2007/08 EIF initiatives agreed and started		On target
0708SP 13.2 Environmental Investment	Refurbish the theatre's auditorium	John Hayton	19/10/2007	Completed		Complete