

Corporate Plan: Delivery Plan

Report Type: Scorecard Report

Report Author: Chris Watson

Generated on: 11 October 2022



A Strong Local Economy

We will do all we can to ensure changes to the way local government is structured across the whole of Yorkshire benefit us, our residents and the services we provide

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Devolution	Be closely involved with, and influence regional governance proposals across the whole of Yorkshire.	31-Mar-2023	On 6th Sept NYCC executive agreed to commence consultation on the deal agreed with Government, this is to run from Oct to Dec 2022. £600k implementation costs were also agreed.	04-Oct-2022
	Support the Development of LGR Proposals and Implementation as Required	Provide support and aid the development of the proposals around Local Government Reorganisation in North Yorkshire.	31-Mar-2023	The council continues to support the LGR process in a number of ways with staff members fully engaged in various LGR workstreams. As projects are moving in to delivery stage staff are also involved in developing new systems and processes for the council where appropriate. HBC staff are also leading on key pieces of work for the establishment of the new council to ensure that it can be safe and legal on vesting day	09-Sep-2022

Maximise the use of land and buildings for growth; enabling local companies to stay and grow, and attracting inward investment into the district.

Sustainable Harrogate 2024 Projects

HCC, A summary of key milestones and delivery dates are outlined below:

- Completion of RIBA Stage 4 design 2 May 2023
- Contractor Final Cost submitted 23 June 2023
- Full Business Case updated June/July 2023
- Main Works Go/No Go Council Decision July/August 2023

Preliminary planning discussions have been held with both the Chief Planning Officer and Conservation Officer. A Planning Application for the project has been postponed, until the tender situation is clearer. Outstanding Asbestos survey work has now been completed as well as the Counter Terrorism 'Protect' glazing survey. The programme, along with a micro-programme identifying LGR Shadow Delegations, is currently being reviewed as part of the tender evaluation process. This includes NYC briefings and approval dates. An updated draft "Full Business Case" is to be submitted to Cabinet for consideration.

The HCC Redevelopment Project did form part of the York & North Yorkshire Devolution 'Asks'. After subsequent negotiations with Government, they have recommended that a Levelling Up Fund application for the HCC project is pursued as the project will not form part of the initial York & North Yorkshire devolution deal. An application to Round 2 of the Levelling Up Fund is being prepared for submission. The outcome of bids is expected in late Autumn 2022.

Horticultural Nursery, a pre-application for the preferred site has been submitted to planning under 'Large Major' application. Consultancy has been appointed to provide RIBA Stage 1 site appraisal. Stage 1 surveys are being sought, and on site investigations will be undertaken between Aug and Sept. Initial consultation with agricultural agent has taken place to discuss how best to serve notice. Optimum time frame for serving notice in development.

In consultation with Procurement the project team have proposed a forward procurement route for consultancy partner through RIBA stages 2, 3 and 4 (with appropriate break clauses). A 'Best Value' report will be completed providing compliant reasons for direct award. Indicative costs for Stages 2, 3, 4 have been estimated and will be funded from approved Capital Investment funds. As such there is no need at this stage to seek additional approvals through the Section 24 process.

Clotherholme Village, the Integrated Care Board (ICB) have submitted a new response to the Outline application late in the process, which requests a substantial off-site contribution towards health provision in the centre of Ripon. HBC are facilitating discussion between Homes

England (HE) and the ICB to fully understand and consider the consultation response. Matters in relation to Biodiversity Net Gain (BNG) and sports provision are currently being worked through. Determination of the Outline application is likely during September/October. A special meeting of Planning Committee will be convened for this item. Homes England (HE) are keeping stakeholders updated and intend to send a letter to all Members prior to the Committee. Discussions continue in respect of military heritage assets within the Laver Banks part of the site. A further workshop is planned and HE have commissioned architects to set out proposals of how the aspirations of the group can be achieved on Laver Banks. HE are currently focused on the outline application, however, following consideration at planning committee, SOB intends to focus back onto innovative delivery elements of the scheme.

Strategic Housing & Employment, Presentation of final master planning and delivery study to Strategic Leadership Team has taken place. The consultants set out their study findings including the final masterplans for each of the 3 Council owned sites; site constraints and development appraisals. Each site has very different characteristics, opportunities and barriers to redevelopment leading to bespoke master planning and delivery solutions. Pros and cons of the different delivery options were set out for each site but did not recommend a preferred route to delivery. This will allow the Council to decide on their preferred development and delivery mechanism.

Leisure Investment Project, At the Hydro, site set-up complete. Additional Lead Site Manager now in post for the contractor. Internal scaffolding now in place to facilitate demolition work. There is significant high level work to complete to replace M&E installations. Further investigations regarding airtightness at roof/wall junction have concluded and architectural advice is now awaited. Stripping out of existing M&E installations and Pool plant continues. Demolition of the Hydro entrance is now virtually complete. The steel skeleton is now revealed. Officers are exploring the opportunity to introduce improvements to the fabric and replace the gas boiler at the adjacent Nursery building with an Air Source Heat Pump (as we are doing for the Hydro).

At Knaresborough The Contractors site set up is complete and permanent hoardings have been erected all round. Piling under the main pool is complete. Vibration monitoring was undertaken for the benefit of neighbours at Rose Cottage, without complaint. Foundation work continues. The first stage of drainage work is virtually complete. Work is split in two; the second part won't be possible until the existing pool is demolished. The new replacement Zip line to the adjacent Fysche Field has been installed.

Work in partnership to address current and future operational barriers to business growth by securing investment and improvements in digital infrastructure.

The IWMS (Integrated Workplace Management System) Phase 2 & 3 workshops have completed. Phase 2 & 3 specification documents have been produced and signed off. A decision for the finance system for the new council to be the NYCC Oracle system as part of the Local Government Review work continues to impact the project. This is impacting Phase 1 and project go live. The risk of significant impact for the

project is now both high and very likely. The project team have continued to upload data, configure the software platform and look for opportunities to roll out some of the functionality that the IWMS can provide.




Mobile Workforce, 35 android tablets have now been rolled out to users in Development Management, Enforcement and Building Control. Training for users has been completed. In Safer Communities tablet testing has been completed, an options appraisal has been agreed which will provide mobile pdfs for users. The project is waiting for a new service representative to help move the work forward.

A plan has been agreed for upskilling the Independent Living Team. The Development team are continuing to make requested changes to the mobile form whilst ICT source mobile devices for the team to adopt.



Promote the Harrogate Convention Centre as widely as possible so we attract new events to the district and grow its income to support our local economy

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		HCC Overall Income	£3,544,254	£3,603,313	£3,695,503	£4,852,992	£4,894,081	£4,794,090		
		Economic Impact of HCC	£16,000,000.00	£16,000,000.00	£18,657,284.00	£30,000,525.00	£31,685,725.00	£30,000,000.00		

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Harrogate Convention Centre site review	Support the review of the Convention site to consolidate the venue, win new business, retain key existing repeat business and drive economic growth in line with the Economic Growth Strategy	31-Jan-2023	Tenders have been received for the detailed design phase. This procurement also allows for the future construction of the phase 1 scheme. A report was considered and approved by HBC Cabinet on 17 August for the award of contract for phase 1 detailed design works only. HBC Council considered the award of funding for these works at its meeting on 21 September.	06-Oct-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				Engagement continues with NYC on this decision in line with the Section 24 process.	
	Royal Hall Venue Strategy	Royal Hall Venue Strategy examining condition & refurbishment of venue alongside reviewing current sales strategy to make it commercially viable (large company commitment, Harrogate theatre)	31-Mar-2023	Discussions underway with Theatre to review prices for 23/24 financial year & incorporate increases for electrical charges due to energy crisis.	10-Oct-2022
	HCC Business model	Look at a new business model for HCC	30-Sep-2022	With NYCC for further discussion	10-Oct-2022
	HCC Capital Investment Actions	Royal Hall Stage Flying System Halls A-E Roofing repairs - Allowance for repairs Royal hall lighting upgrade Queens suite emergency lighting Cosmetic improvements Software Improvements Kings Suite (Client Facing)	31-Mar-2023	Projects remain on target.	10-Oct-2022

Attracting investment opportunities into the district

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Capital Investment Business Plan for Pump Room Upgrade	We will compete for substantial national investment to regenerate and improve the district's heritage assets including the Royal Pump Room Museum	31-Mar-2023	All money now allocated and the majority of supplier orders on. Only one element of the works - the business plan - requires formal procurement and this is about to be advertised. All work scheduled for completion within this financial year. No additional resources required.	09-Sep-2022
	Inward Investment		31-Mar-	Complete - Website went live in May 2022	16-Jun-




Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Website		2023		2022


Support our town centres and work with others to ensure that there is a strong economic recovery across the district from the impact of Covid19

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Economic Growth Strategy	Refresh and implement the Economic Growth Strategy and Inward Investment Action Plan to maximise future economic growth and inward investment opportunities in the Borough.	31-Mar-2023	The revised Harrogate District Economic Growth Strategy was approved by Cabinet on 17th August. The revised strategy is therefore adopted.	04-Oct-2022
	Ripon Renewal	Prepare a masterplan and delivery strategy for Ripon City Centre	31-Mar-2023	The contract variation with the consultants is not yet concluded. Work has paused until the variation has been agreed.	12-Oct-2022









Sustainable Environment

Ensure plans are in place for sustainable development across the district

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Work towards adoption of a New Settlement DPD	Work towards adoption of a New Settlement DPD	31-Mar-2023	On 21 September 2022, Full Council agreed the publication draft DPD for consultation and submission thereafter. Public consultation on the DPD has now commenced.	12-Oct-2022
	Clotherholme Urban Village	Contribute to a public sector partnership approach (including potential purchase) to shape the options and implement the development of the Ripon Barracks Site	31-Mar-2023	Officers are still working with consultees and HE on the remaining outstanding matters prior to taking the application to planning committee	04-Oct-2022
	Local Plan - Scoping for		31-Mar-	Continuing with the scoping phase in line with the	10-Oct-




Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Plan Review		2023	published timescale.	2022
	West of Harrogate	Work collaboratively with promoters, developers and partners to deliver the West of Harrogate local plan allocations	31-Mar-2023	Work on the West Harrogate Infrastructure Delivery Strategy (WHIDS) continues as planned. Detailed assessment of highways mitigation is taking place alongside the WHIDS in collaboration with the site promoters and NYCC. A further round of targeted stakeholder engagement is due take place (October/November) before the work is finalised. The council is also commissioning a cumulative viability assessment.	09-Sep-2022

Ensure the implementation of the Council's carbon reduction commitments and promote sustainable choices.

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Household waste recycled or reused ex. green waste	3,159.22	2,897.38	3,054.44	2,953.45	2,898.44	3,000	September figure estimated as waiting for Yorwaste to confirm all tickets	10-Oct-2022
		Tonnage of Residual Waste Collected	7,715.98	7,656.05	7,784.72	7,530.62	7,274.74	8,125		
		Cumulative Percentage of household waste sent for re-use, recycling and composting	47.48%	43.72%	42.18%	45.66%	46.73%	45%		
		Tonnages of green garden waste collected	3,391.26	1,739.79	656.55	3,270.74	2,352.42		Septembers is based off tickets available to date this will be updated when all tickets are available	10-Oct-2022





Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Harrogate Car Share new members	9	6	14	21	16			
		Harrogate Car Share new members (Net)				16	14		16 members added 2 members removed	03-Oct-2022
		Better Homes Harrogate (Energy Saving Measures Installed)	5	1	14	1	0		Better Homes contract has now closed. New scheme (LAD3 and HUG) now being launched Year-end forecast - Actions taken to improve performance - Launch publicity and engagement underway in Q3 with provider E.On	10-Oct-2022



Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Improve Energy Efficiency of all council houses	We will improve energy efficiency of all council houses through the Housing Investment Programme and programme of microgeneration facilities	31-Mar-2023	1. Why is performance on target/off target? Over 80 tenants have expressed an interest in joining the pilot schemes. Procurement of a consultant to analyse the date is well advanced 2. What steps will be taken to improve performance? Additional project management support	13-Sep-2022
	Deliver Year 3 of the Horticultural Strategy Action Plan	Implement the Horticultural Strategy in Harrogate to ensure there is a consistent and clear approach in the management of HBC	31-Mar-2023	Work is progressing to install new donation points in the gardens. A canopy to provide shade and shelter from the rain is being installed in the spring for the play	14-Oct-2022


Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
		parks and woodlands to protect and enhance these spaces.		area and other features are being considered to enhance the site. The monthly market has expanded in size due to its success and we continue to put on events and entertainment such as open air theatre and children's parties during the summer holidays. Repair work has been undertaken to paved areas of the grounds and tarmac paths. The site recently achieved a platinum award in the Yorkshire in Bloom competition.	
	Nursery Modernisation		31-Mar-2023	New automated transplanting machine has been delivered and is in use. This increases the efficiency for transplanting seedlings from 1,000 per hour to 4,500 per hour. The new poly-tunnel structures have now been completed.	09-Sep-2022
	Decarbonisation of Harrogate Hydro via on-site renewables and energy efficiency measures		31-Mar-2023	Works continue. The Air Source Heat Pumps are now in-situ and the Photovoltaic Panel installation to the roof is complete. Other elements of work namely Air Handling Units and LED lighting elements will not be completed and some part of the Grant monies were not expended at the end of June deadline. (£134k out of £553k). Salix were updated on the progress of the works and expenditure at the end of June deadline. No further advice has been received from Salix since that time.	06-Oct-2022
	Implement the ULEV Action Plan	Implement the ULEV Action Plan	31-Mar-2023	Progress continues: the infrastructure for the chargers is in place in; Victoria MSCP, Chapel Street Car Park, Blossomgate Car park, Hornbeam Park Car Park, Civic Centre staff Car park and Cathedral Car Park Ripon.	04-Oct-2022

Supporting Our Communities



Ensure people have the opportunity to live and work in the district because they have access to high-quality housing which meets their needs and matches their income level.



Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Number of affordable homes delivered (gross)	170	266	354	61	149	110	Correction: Housebuilding continued at speed across the district in Q2. Nationally, there are signs that a housing market crash may be looming; If this did materialise, it will impact completions, but it's unclear whether its immediate impact would be positive or negative. As is now regularly the case, the majority of completions in Q2 were s106 completions (i.e. properties built by private developers on mixed-tenure sites and transferred to Registered Providers of Social Housing upon completion). The 89 completions in Q2 comprised 60 properties for affordable rent and 29 for shared-ownership.	10-Oct-2022
		Number of new homes built/converted by the council	1	0	6	0	1	1	As expected, we completed 1a Springfield Drive in Q2. We continue to plan for three completions in Q3 (Holmefield	07-Oct-2022





Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
									Road) and five in Q4 (Dene Park).	
		Number of homes bought by the council	Not measured for Quarters			Not measured for Quarters		Not measured for Quarters	In 2021-22, HBC purchased two homes on the open market to bring back into use as rented social homes (20 The Crescent, Summerbridge and 5 Wath Road, Pateley Bridge) and also made provision for the purchase of 14 homes off Whinney Lane, Harrogate	08-Apr-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Progress of Bracewell Homes Development Plan	Progress of Bracewell Homes action plan in delivering housing for the Harrogate district	31-Mar-2023	The company continues to sell homes across the district in line with the business plan. There is an opportunity to be matched with further homes in October	13-Sep-2022


Work together to halve rough sleeping, prevent and reduce homelessness and assist homeless households in finding long term affordable and sustainable housing.

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Average length of stay in temporary B&B accommodation (weeks)	32.5	27.81	2.27	5.63	4.95	2.52	We attempt to keep the length of stay in B&B accommodation at a minimum due to cost and the pressures it places on a household.	07-Oct-2022

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
									<p>Unfortunately, there are circumstances where this is not possible due to the lack of suitable accommodation available within our existing hostel stock. In all circumstances where a vacancy in the hostel would be considered appropriate, the length of stay in bed and breakfast is limited to a vacancy becoming available.</p> <p>This quarter, although our average is above target, most stays were short and, if we were to exclude one lengthy stay, the figure would actually only have been 1.71 weeks.</p>	
		Average time taken to re let local authority housing (days)	17.21	16.91	18.65	22.57	24	15	In Q2, we suffered from a large number of allocation refusals caused largely by that fact that rural locations have become significantly less desirable as fuel and other travel costs have dramatically increased. We have also improved the void standard when needed and identified efficiencies that we could implement to tighten up our processes and further insulate the department against issues like this	07-Oct-2022

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q2 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Households living in temporary accommodation	48	54	54	59	62	62	During the last quarter, the team have seen an influx in the number of homeless people and needing emergency accommodation. With limited availability in our hostel accommodation, it has been necessary to utilise B&B accommodation until vacancies become available or until an alternative resolution can be found.	07-Oct-2022
		Average Length of stay in temporary hostel accommodation (weeks)	9.88	12.62	14.33	16.64	13.69	15.00	As identified last quarter, the movement into both private and social housing accommodation has a direct impact on this performance indicator. As the number of properties available through each route increases, we see a favorable outcome and a decrease in the length of time households spends in our accommodation	07-Oct-2022




Help our residents build secure, safe and healthy lives in thriving communities



Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Deliver a Covid 19 Environmental Health Backlog Recovery Plan		31-Mar-2023	The service continues to deliver the recovery plan but is under significant pressure due to vacancies and LGR work demands. Mitigation includes continuous review and focus on priorities, some temporary resourcing arrangements, including members of safer	21-Oct-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				communities' management team working flexibly across portfolios	

Excellent Public Services

As a thriving district council, we will continue to find innovative and effective ways to manage our resources whilst ensuring they reflect our priorities

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
	Phased Migration and Deployment of O365		31-Mar-2023	This LGR project is progressing – discovery sessions are taking place with Phoenix to document the current set up at each council so that plans for migration and deployment can be drawn up. The team are reviewing the new NYC tenancy we will all move to and agreeing industry standards for Teams set up for optimum configuration. Decisions on standardising as the new organisation on standards for information governance will need sign off from the business	08-Sep-2022
	Essential technology refresh/replacement of HBC's core infrastructure	Essential technology refresh/replacement of HBC's core infrastructure - servers, storage, firewalls and network switches to enable and sustain HBC service delivery , remain compliant and support the wider cyber protection programme	31-Mar-2023	Work is progressing. Core switches and network installed; VXRail server/storage installed. Migration of active servers being planned to ensure continuity of service. Ongoing supply chain issues with Access switches (remote sites/wi-fi access points) and Firewalls are causing delays in completion	08-Sep-2022
	Implement the People Strategy	The main strategic themes of the People Strategy are: • Pay, reward and attraction;	31-Mar-2023	Number of actions have been developed and delivered including wellbeing strategy, training programme, EDI training.	09-Sep-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
		<ul style="list-style-type: none"> • Effective people management; • A well planned workforce with capacity and resilience; • Wellbeing; • Managing change and • Data and systems 			
	Round Optimisation		31-Mar-2023	<p>There has been good progress with the wheeled recycling bin trials in the district with bins delivered and in service on specific rounds within Ripon (2 areas), Bilton (2 areas), Skipton Road (new estates), and on the Appleby Estate, Knaresborough. This totals around 6,000 new bins currently in service.</p> <p>Subscriptions are now closed for garden waste this season and work is underway to optimise all rounds based ready for the go-live of the 2023/24 season.</p>	09-Sep-2022
	Valley Gardens Development Strategy		31-Mar-2023	<p>Proposals have been quickly developed for implementation across the Valley Gardens with highlights including:</p> <ul style="list-style-type: none"> • New tarmac along the streamside and relaying of pavers below the Sun Parlor terrace in September and October. • Outdoor theatre event held over the summer, attracting over 200 paying customers. • Pop-up parties held in the summer holidays attracting over 1000 participants over 2 days. • Proposals coming forward this month to Cabinet Member for approval to fit a sail/canopy in the play area picking space along with new picnic benches - 	09-Sep-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				<p>creating a year round facility.</p> <ul style="list-style-type: none"> • Preferred options for donation posts selected with business case and recommendation being prepared for Cabinet Member. • Funding approved to install a fountain in the boating point to aerate the water so there will be no need to drain the pond each month, saving labour time and water use. 	
	Leisure Investment Strategy Delivery	To further improve the district's leisure facilities in line with our Leisure Investment Strategy, including The Hydro, Ripon Leisure Centre and Knaresborough Leisure Centre	31-Mar-2023	<p>Hydro</p> <p>New mechanical and electrical work has commenced in the wet changing village and new ductwork is being erected at high level in the Pool Hall.</p> <p>New steelwork is now being erected to the extended entrance area. Concrete repair and new plinth work in the basement plantroom is complete and demolition of the diving board structure is in progress.</p> <p>A number of unplanned works items have become apparent following strip out of the existing facility. These are currently being reviewed and will increase cause and extend the current programme.</p> <p>Early opening of the Pool and wet changing village was anticipated in February 2023. The new entrance and dry side activity space release was anticipated in April 2023. These dates will move back.</p> <p>Knaresborough</p> <p>All groundworks are complete apart from those to the activity pool which was delayed whilst negotiations</p>	06-Oct-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				<p>were completed with YW regarding the existing drainage from Orchard Court which cuts across the site. Steelwork erection is now in progress.</p> <p>Technical Stage 4 detailed design for both sites continues.</p> <p>The new pool is due to be open in August 2023 followed by demolition of the existing facility and creation of the new children's play area which will open in November 2023. The dates remain unchanged.</p>	

Work with our public and voluntary sector partners to ensure that our communities can access inclusive, joined up services to improve the quality of life across the Harrogate district.

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
✓	Lead HBC's tactical response to the Coronavirus Pandemic (and other public health incidents)	Lead HBC's tactical response to the Coronavirus Pandemic to support Strategic response and continue to work with partners and the Director of Public Health to protect public health in the District	31-Mar-2023	This action was not carried forward into the 22/23 service plan because the pandemic response has been stood down nationally and locally.	07-Jul-2022

Ensure that the council responds to the challenges and impacts of COVID19 and adapts accordingly

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
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Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
▶	Implementation of post Covid Confident Plan/hybrid working		31-Mar-2023	Hybrid working arrangements are being rolled out across the organisation. This includes the completion of Team Hybrid Working Charters and the distribution of screens and chairs to employees who have undergone a DSE self-assessment.	12-Oct-2022