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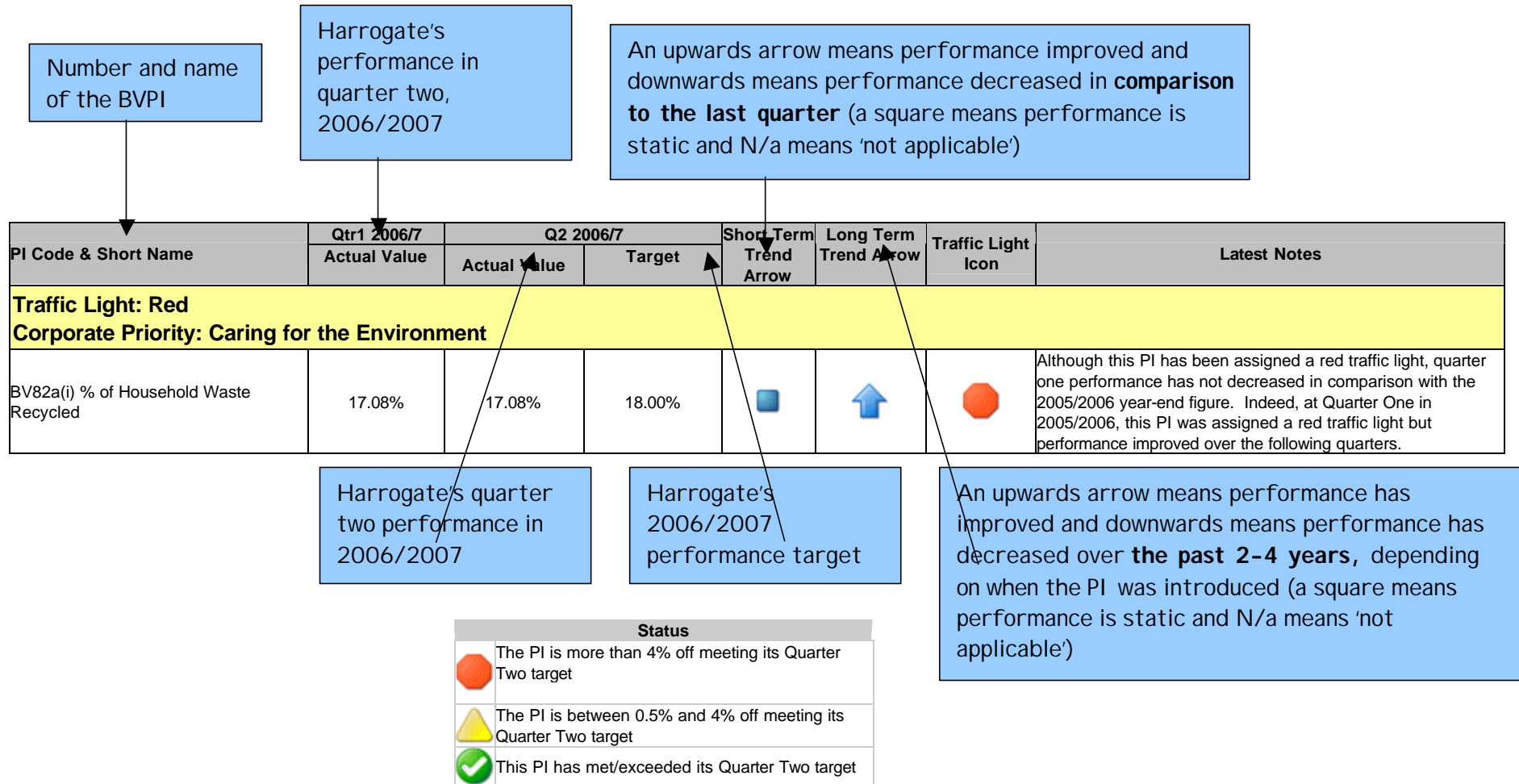
PI Code & Short Name	2003/04	2004/05	2005/06	Q2 2006/07		Traffic Light Icon	Comments
	Value	Value	Value	Value	Target		
BV2a Equality Standard for Local Government	Level 1	Level 1	Level 1	Level 1	Level 2		Aim to meet Level 2 of the Equality Standard by the end of March 2007. Currently looking at carrying out the self assessments that are required to meet the level to run alongside the development of the Diversity strategy. The RES will be incorporated into the overall diversity strategy that is to be developed and in place by the end of March 2007.
BV2b Duty to Promote Race Equality	50.00%	53.00%	58.00%	63.2%	85.00%		The RES will be incorporated into the overall diversity strategy that is to be developed and in place by the end of March 2007.
BV8 % of invoices paid on time	96.07%	96.20%	93.78%	82.60%	100.00%		Generally performance is slowly improving with 2 departments now performing at or above pre Agresso levels. The one remaining outstanding issue on workflow has recently been resolved, which should result in continued improvement throughout the second half of the year. The performance for July to September is 83.7%
BV11a Top 5% of Earners: Women	26.13%	25.00%	29.00%	30.00%	30.00%		
BV11b Top 5% of Earners: Ethnic Minorities	0.00%	0.00%	0.00%	0.00%	0.50%		
BV11c Top 5% of Earners: with a disability			2.73%	2.67%	2.70%		
BV12 Working Days Lost Due to Sickness Absence	10.2 days	7.88 days	9 days	9 days	8 days		
BV14 Percentage of Early Retirements	0.35%	0.52%	0.51%	0.00%	0.50%		
BV15 Percentage of Ill-health Retirements	0.53%	0.44%	0.34%	0.00%	0.30%		
BV16a Percentage of Employees with a Disability	0.86%	1.42%	1.21%	1.17%	1.30%		
BV16b Percentage of Economically Active People who have a Disability		10.88%	10.88%	10.88%			
BV17a Ethnic Minority representation in the workforce - employees	1.13%	1.00%	1.10%	1.11%	1.10%		
BV17b Ethnic Minority representation in the workforce - local		1.44%	1.44%	1.44%			


























PI Code & Short Name	2003/04	2004/05	2005/06	Q2 2006/07		Traffic Light Icon	Comments
	Value	Value	Value	Value	Target		
population							
BV82a(i) % of Household Waste Recycled	14.50%	15.06%	17.08%	17.52%	18.00%		
BV82a(ii) Tonnes of Household Waste Recycled			10010.51	5042.08	5005.30		
BV82b(i) % of Household Waste Composted	0.50%	0.57%	4.84%	6.11%	4.84%		
BV82b(ii) Tonnes of household waste composted			2825.69	1759.60	1377.50		
BV84a Household waste collected per head, in kilos	363.31	369.00	363.50	185.27	180.00		After showing a decrease last year now showing a slight increase, but still well below nation trends.
BV84b Household Waste Collection (% change in kilograms per head)			-3.92%	0.42%	0.00%		
BV86 Cost of household waste collection	44.18	46.51	53.68	57.40	54.74		Due to increases in business costs (eg fuel and salaries)
BV91a Kerbside Collection of Recyclables (one recyclable)		78.40%	85.12%	78.25%	85.00%		There has been no change in the level of provision of these services.
BV91b Kerbside collection of recyclables (two recyclables)			84.61%	77.70%	84.00%		There has been no change in the level of provision of these services.
BV106 New homes built on previously developed land	88.00%	83.00%	66.00%	67.00%	60.00%		
BV109a Major planning applications determined in 13 weeks	38.00%	42.30%	71.43%	94.44%	60.00%		
BV109b Minor planning applications determined in 8 weeks	58.60%	67.70%	72.73%	88.46%	65.00%		
BV109c Other planning applications determined in 8 weeks	81.30%	77.60%	84.99%	91.75%	80.00%		
BV156 Buildings Accessible to People with a Disability	62.22%	64.44%	68.89%	71.11%	71.11%		
BV166a Environmental Health Checklist			100.00%	100.00%	100.00%		
BV199a The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	11.00%	15.00%	16.50%	6%	18%		
BV199b The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible			0.00%	0.00%	0.00%		
BV199c The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible.			0.00%	0.00%	0.00%		

PI Code & Short Name	2003/04	2004/05	2005/06	Q2 2006/07		Traffic Light Icon	Comments
	Value	Value	Value	Value	Target		
BV199d The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'			Level 2	Not Collected Annual PI			
BV200a Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme	Yes	Yes	Yes	Yes	Yes		
BV200b Has the local planning authority met the milestones, which the current Local Development Scheme (LDS) sets out.			Yes	Yes	Yes		
BV200c Did the Local Planning Authority publish an annual monitoring report by December of the last year.			Yes	Yes	Yes		
BV204 Planning appeals allowed		46.60%	33.00%	21.42%	40.00%		
BV205 Quality of Planning Service checklist		77.80%	100.00%	100.00%	100.00%		
BV216a Number of "sites of potential concern" [within the local authority area], with respect to land contamination			4280.00	Not Collected Annual PI			
BV216b Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.			0.00%	Not Collected Annual PI			
BV217 Pollution Control Improvements Completed On-time			69.00%	Not Collected Annual PI			
BV218a Abandoned vehicles - % investigated within 24 hrs			100.00%	100.00%	100.00%		
BV218b Abandoned Vehicles - % removed within 24 hours of required time			76.00%	70.00%	76.00%		It is planned to improve response times to meet the target.
BV219a Total number of conservation areas in the local authority area			52.00	52.00	52.00		
BV219b Percentage of conservation areas in the local authority area with an up-to date character appraisal			0.00%	0.00%	25.00%		Awaiting appointment of Senior Conservation Officer
BV219c Percentage of conservation areas with published management proposals			100.00%	100.00%	100.00%		
BV226a Advice & Guidance Services - total			97150.00	No data returned			
BV226b Advice & Guidance Services - CLS Quality Mark			14.87%	No data returned			
BV226c Advice & Guidance Services: direct provision			653450.00	No data returned			

























1. Organisational Development and Environment Overview and Scrutiny Commission- Quarter Two, 2006/2007

The diagram below shows what each column of the following table refers to.

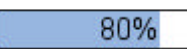



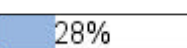
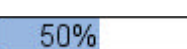
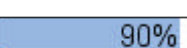



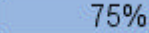
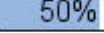



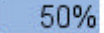

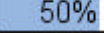

PI Code & Short Name	Qtr 1 2006/07	Q2 2006/7		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Comments
	Actual Value	Actual Value	Target				
Traffic Light: Red							
Corporate Priority: Supporting our Local Economy							
LH9 Venue days occupancy of the conference and exhibition complex	364 days	686 days	890 days	N/a			
Traffic Light: Red							
Corporate Priority: Organisational Improvement							
BV2a Equality Standard for Local Government	Level 1	Level 1	Level 2				Aim to meet Level 2 of the Equality Standard by the end of March 2007. Currently looking at carrying out the self assessments that are required to meet the level to run alongside the development of the Diversity strategy. The RES will be incorporated into the overall diversity strategy that is to be developed and in place by the end of March 2007.
BV2b Duty to Promote Race Equality	58.00%	63.2%	85.00%				The RES will be incorporated into the overall diversity strategy that is to be developed and in place by the end of March 2007.
BV8 % of invoices paid on time	80.8%	82.6%	100%				Generally performance is slowly improving with 2 departments now performing at or above pre Agresso levels. The one remaining outstanding issue on workflow has recently been resolved, which should result in continued improvement throughout the second half of the year. The performance for July to September is 83.7%
BV11b Top 5% of Earners: Ethnic Minorities	0.00%	0.00%	0.50%				
BV12 Working Days Lost Due to Sickness Absence	8 days	9 days	8 days				
BV16a Percentage of Employees with a Disability	1.18%	1.17%	1.30%				
Traffic Light: Amber							
Corporate Priority: Caring for the Environment							
BV82a(i) % of Household Waste Recycled	17.08%	17.52%	18.00%				Includes estimates
Traffic Light: Amber							
Corporate Priority: Organisational Improvement							
BV11c Top 5% of Earners: with a disability	2.65%	2.67%	2.70%		N/a – new for 05/06		

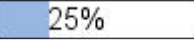

PI Code & Short Name	Qtr 1 2006/07	Q2 2006/7		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Comments
	Actual Value	Actual Value	Target				
BV11a Top 5% of Earners: Women	29.00%	30.00%	30.00%				
Traffic Light: Green							
Corporate Priority: Traffic and Transport							
LDT54ii Number of pedestrian crossings examined to improve their efficiency	0	2	2	N/a			
LDT54i Number of traffic signals examined to improve their efficiency	0	2	2	N/a			
LDT55 Number of travel concessions aged 60+ (per 1000 population)	585	623	597				
Traffic Light: Green							
Corporate Priority: Caring for the Environment							
BV82a(ii) Tonnes of Household Waste Recycled	2470.62	5042.08	5005.30	N/a	N/a – new for 05/06		Includes estimates
BV82b(ii) Tonnes of household waste composted	925.66	1759.60	1377.50	N/a	N/a – new for 05/06		
BV82b(i) % of Household Waste Composted	6.01%	6.11%	4.84%				Includes estimates
BV199a Local street and environmental cleanliness - Litter and Detritus		6%*	18%				Please note this figure is low because the majority of streets monitored this third were urban area. It is predicted that the figure will steadily rise towards last year's final total when more rural areas are taken into account. (* - This national PI is monitored every 4 months, the quarter two figure refers to April-July 2006)
BV199b Local Street and Environmental Cleanliness - Graffiti		0%*	0%		N/a – new for 05/06		* - This national PI is monitored every 4 months, the quarter two figure refers to April-July 2006
BV199c Local Street and Environmental Cleanliness - Fly-posting levels		0%*	0%		N/a – new for 05/06		* - This national PI is monitored every 4 months, the quarter two figure refers to April-July 2006
Traffic Light: Green							
Corporate Priority: Supporting our Local Economy							
LED24 Average unemployment rate in the district (excluding towns with 10,000 plus population)	0.70%	0.80%	1.5%				
Traffic Light: Green							
Corporate Priority: Delivering First Class Public Services							
BV109a Major applications determined in 13 weeks	84.21%	94.44%	60.00%				

PI Code & Short Name	Qtr 1 2006/07	Q2 2006/7		Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light Icon	Comments
	Actual Value	Actual Value	Target				
BV109b Minor applications determined in 8 weeks	91.33%	88.46%	65.00%				
BV109c Planning Applications: 'Other' applications	93.35%	91.75%	80.00%				
LATS1 Increase in number of visitors to the Council website per year	63%	65%	40%				The number of unique visitors in the first half of 2006/7 was 199,797 compared to 120,666 in the first half of 2005/6 - an increase of 65.6%
Traffic Light: Green							
Corporate Priority: Organisational Improvement							
BV14 Percentage of Early Retirements	0.00%	0.00%	0.50%				
BV15 Percentage of Ill-health Retirements	0.00%	0.00%	0.30%				
BV14 Percentage of Early Retirements	0.00%	0.00%	0.50%				
BV15 Percentage of Ill-health Retirements	0.00%	0.00%	0.30%				
BV17a Ethnic Minority representation in the workforce - employees	1.18%	1.11%	1.10%				
Traffic Light: n/a							
Corporate Priority: Caring for the Environment							
BV199d Local Street and Environmental Cleanliness - Fly-tipping			Level 1		N/a – new for 05/06		This PI is collected on an annual basis


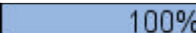

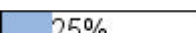


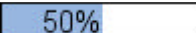


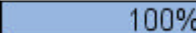
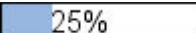

**3. Organisational Development and Environment Overview and Scrutiny Commission
Strategic Plan Quarter Two, 2006/2007**

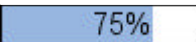
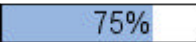
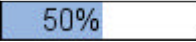
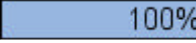

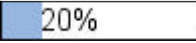

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
SA02.1 Resources and Priorities	Agree a corporate rationale to prioritise major projects and Council services in line with its corporate priorities.	Complete the prioritisation of services and projects by July 2006.	31/07/2006		Rationale agreed. Still to update current rationale to reflect the final SP and CIP which were adopted in July 2006.	Completion delayed
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		Economic impact study 65% complete; final report January/Feb. 07 Market assessment study: 80% complete; final report November 06 Procurement phase for professional team: 95% complete; final appointments October 06 Design development: 10% complete; final option design to RIBA 'D' march 07 Financial feasibility and funding: 0%; will be 50% complete by march; final report to council/HIC Board July 07 Majority of project will therefore complete on time	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 City Region Partnership submitted an application for financial support under HMG's Transport Innovation Fund and produced the second iteration of the City Region Development Programme. These were submitted to the DCLG in July and September 2006 retrospectively. The Council's proposals and influence is reflected within these documents.	On target




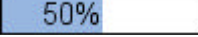


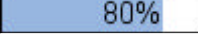

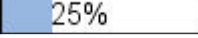

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
SA06.1 Holiday Tourism	Help set up the Harrogate and the Yorkshire Dales Destination Management Organisation on tourism.	An effective organisation and marketing plan in place by 31 March 2007.	31/03/2007		Organisation now set up and both board members and executive officers in place	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.	On target
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	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		CRM & workflow systems installed & operational. LLPG created & operational. Systems integration approach agreed. Screen scraping technology implemented & tested & demonstration applications developed. Live application still to be agreed. VOIP telephony installed & operational. CTI still to be resolved.	On target
SA09.3 IT Investment	Update network and server/storage infrastructure.	Complete by 31 March 2007.	31/03/2007		Virtual Server Infrastructure installed & working. SAN in process of being installed - expect to be completed by end of Sept. '06	On target
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
SA11.1a Leadership	Personal Member development review implemented in May	Personal Member development review	31/05/2006		Survey of members carried out. Link to Regional Leadership Bid made.	Completion delayed

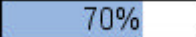



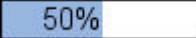




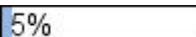
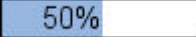

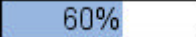
Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
	2006. Implement the leadership training and development strategy for Councillors and senior managers.	implemented in May 2006.				
SA11.1b Leadership	Implement the leadership training and development 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	Start delayed
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.	Off target

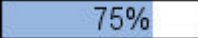
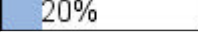
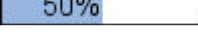
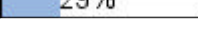
**4. Environment and Organisational Development Overview and Scrutiny commission
Corporate Improvement Plan Quarter Two, 2006/2007**

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
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
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
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 but not as a printed document. The staff and Member launch is still to be organised.	Completion delayed
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 by 31.7.06 - Quarter One 06/07	On target
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 planned for August 2006. Questionnaire in preparation.	On target
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
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		A formal half year update has been put on the agenda for a meeting of the Governance Panel in October 2006.	On target
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
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
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
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
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

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
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
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		The Forward Look Annual Efficiency Statement 2006/2007 shows indicative savings that will enable the Council to exceed its Gershon targets by the end of CSR 2007/2008. The Backward Look Annual Efficiency Statement 2005/2006 shows that the Council is ahead of its Gershon targets, both in year and cumulatively.	On target
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		Progress on delivering the Strategy and Action Plan is monitored at monthly WIP meetings and through the Corporate Procurement Group. The Council is at the second stage of supplier adoption with @UKplc, its chosen e-Marketplace solution provider. Specific ongoing procurement initiatives include: mobile telephones, printed materials, paper, website development. Following a report to CMT in August 2006 a pro-forma for capturing procurement savings has been agreed and circulated to departments.	On target
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
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		Updated customer care policy and procedures reported to CMT on 24th August 2006.	On target
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		Initial pilot training courses to be delivered in September 2006. Programme for roll out to be drawn up for incorporation in corporate training plans.	On target
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	30/09/2006		Updated complaints procedure reported to CMT on 24th August 2006. New processes for tracking and monitoring complaints to be written in CRM for	On target

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
		2006.			corporate roll out.	
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 met for the first time on the 27th September and agreed terms of reference and project brief detailing the diversity strategy development and timescales. Agreed to have CMT approval of the strategy by Jan 07 and to go to Cabinet on the 14th March 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
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. In particular training will be given to staff to assist them in filling out their self-assessment initially.	On target
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		Project currently on hold.	Start delayed
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
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
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		CMT to determine next stage and action plan	On target
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
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
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
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

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
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
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
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
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
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
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
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
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
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
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
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
4.7.4 People Management and Development Strategy (PM&DS)	Undertake an Employee Survey.	Complete the survey by 31 March 2007.	31/03/2007		Surveys now distributed to staff. Return date is 20.10.06	On target
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		Action Plan drawn up and will be considered by the Executive and Overview and Scrutiny in October. Some actions already progressed.	Completion delayed

Action Code & Title	Description	Expected Outcome	Due Date	Progress Bar	Latest Status Update	Action Status
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
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
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
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