

Our 4 CORPORATE PRIORITIES

A strong local economy

- Be closely involved with, and influence regional governance proposals across the whole of Yorkshire.
- Ensure we support – and invest in – the Sustainable Harrogate capital and property projects which help us promote the Harrogate district as a place to do business and ensure the local economy grows further.
- Work with other organisations to ensure we achieve our 'connected district' goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district.
- Promote the Harrogate Convention Centre as widely as possible to attract new events to the district and grow its income to support our local economy.
- Increase the contribution that tourism makes to the local economy.

A sustainable environment

- Adopt a Local Plan to set out where new housing will be built, and employment created, over the next two decades.
- Deal with the problems associated with traffic congestion and poor air quality in the district.
- Encourage more of us to re-use or recycle the household waste we produce and reduce our reliance on single use plastics.

Supporting our communities

- Take a more proactive approach to the way we provide housing.
- Reduce the number of families living in temporary accommodation by helping them find a permanent home.
- Do more – with other organisations and the police – to help ensure the Harrogate district is safe and healthy.
- Review the sport and leisure services we provide.

Excellent public services

- Continue to keep an eye on our costs and to find new ways of generating income to maintain the services we provide via our Commercial Harrogate work programme.
- Review our parks and environmental services team.
- Provide leadership to the Public Services Leadership Board and support the delivery of its annual work plan.

Our ambition for the district

To build on our heritage and be a progressive and vibrant place to live, work and visit

Our ambition for the council

One council that is customer focussed, commercially driven and fit for the future



APPENDIX I - Corporate Delivery Plan: Quarter Three 2018/2019

The following pages provide an update on performance against the Corporate Delivery Plan Priorities as of Quarter Three, 2018/2019.

For more detailed information please visit the Corporate Plan Dashboard on Pentana.

This report has been compiled by the Business Intelligence and Performance Team using the data stored on Pentana as of 15th January 2019.

For further information please contact the Business Intelligence and Performance Team

Corporate priority	Status at Quarter Three	Status at Quarter Two
A strong local economy	Be closely involved with, and influence regional governance proposals across the whole of Yorkshire.	
	Ensure we support – and invest in – the Sustainable Harrogate capital and property projects which help us promote the Harrogate district as a place to do business and ensure the local economy grows further.	
	Work with other organisations to ensure we achieve our 'connected district' goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district.	
	Promote the Harrogate Convention Centre as widely as possible to attract new events to the district and grow its income to support our local economy.	
	Increase the contribution that tourism makes to the local economy.	
A sustainable environment	Adopt a Local Plan to set out where new housing will be built, and employment created, over the next two decades.	
	Deal with the problems associated with traffic congestion and poor air quality in the district.	
	Encourage more of us to re-use or recycle the household waste we produce and reduce our reliance on single use plastics.	
Supporting our communities	Take a more proactive approach to the way we provide housing.	
	Reduce the number of families living in temporary accommodation by helping them find a permanent home.	
	Do more – with other organisations and the police – to help ensure the Harrogate district is safe and healthy.	
	Review the sport and leisure services we provide.	
Excellent public services	Continue to keep an eye on our costs and to find new ways of generating income to maintain the services we provide via our Commercial Harrogate work programme.	
	Review our parks and environmental services team.	
	Provide leadership to the Public Services Leadership Board and support the delivery of its annual work plan.	



Be closely involved with, and influence regional governance proposals across the whole of Yorkshire.

Why is this important? Devolution, the role of LEPs and potential changes to the way local government is structured across the whole of Yorkshire have the potential to help us tackle economic, environmental and social challenges in our district. We will do all we can to ensure these changes benefit us, our residents and the services we provide.

What have we done?

Towards the end of 2018 the Northern Powerhouse Minister (who also has responsibility for devolution) held a series of sub-regional meetings with council leaders across the Yorkshire region about the One Yorkshire devolution deal and the Leader of HBC was involved in those discussions. The meetings are generally considered to have been constructive. A meeting of the Yorkshire Leaders Board was held on the 11th January 2019 and attended by the Leader and Chief Executive of HBC. At that meeting support for the One Yorkshire deal was reaffirmed and it was agreed that a joint letter from Leaders to government would be sent to reaffirm that commitment.

What do we need to do next?

We are awaiting the Minister's formal response to the One Yorkshire proposal. Although a large part of the devolution agenda is outside of our direct control, the Leader and Chief Executive play active leadership roles to ensure our district is well-represented. The Chief Executive is a member of a small sub-group of chief executives that have driven the detail of the devolution discussions and the Leader of the Council ensuring political engagement regionally through the Yorkshire Leaders Board as well as nationally. Internally, the sub regional working group meets on a regular basis to ensure that we are well placed to respond as opportunities arise. We will maintain our strong leadership role to ensure that our district benefits from the outcomes of regional discussions whilst awaiting the national government response to both the devolution and LEP Review proposals.

Ensure we support – and invest in – the Sustainable Harrogate capital and property projects which help us promote the Harrogate district as a place to do business and ensure the local economy grows further.

Why is this important? We already know the economy of the Harrogate district will grow at a slower rate compared to neighbouring areas over the next five years. Our economic growth strategy has been prepared in response to this. It is a co-ordinated and proactive approach to supporting ‘good’ growth which will benefit everyone in the district. Our ambitious plans include the redevelopment of Harrogate Convention Centre and Station Parade.

What have we done?

We are implementing an ambitious Economic Growth Strategy which includes a number of capital and property projects. These have been reviewed alongside our 2024 Programme to ensure that our resources are aligned to our priorities. A great deal of progress has been made during Quarter Three.

We have completed the draft outline business case for the Harrogate Convention Centre (HCC) development; looking at options to consolidate the venue, strengthen the Harrogate Convention Centre (HCC) business and drive economic growth in line with the Economic Growth Strategy. Additional options appraisal work has been commissioned and is underway. This will look at how risk can be mitigated by delivering the project in a controlled, phased approach.

The Station Gateway regeneration partnership project has made further progress. As part of this we are progressing with the joint HBC/NYCC Harrogate Town Centre Parking Review and joint HBC/NYCC Highways and Transport Detail Study. Stakeholder meetings have taken place and we have commissioned a company to work through the viability options. We have also submitted a One Public Estate Phase 7 bid for revenue support and work continues for a Transforming Cities Fund bid for highways and public realm improvement. Harrogate Station Gateway also forms part of the bid that aims to upgrade connections to eight key stations and four key transport corridors.

We have now completed an options appraisal for the future operation of a Digital Incubator Hub (a dedicated work space for start-up and new businesses in the creative and digital sectors which offers on-site business support services) at Springfield House. The recommendation is that the model will be council led with additional support procured as necessary. In parallel with this study Estates continue to refurbish and let existing empty space on floors 1 and 2 to improve the supply of office space in the district. Approximately 9 jobs have been safeguarded that were threatened following the termination of leases for businesses at Copthall Bridge House. We secured funding of £540,000 from the Leeds City Region Business Rates Pool to support this project.

What do we need to do next?

Continue to progress the existing capital projects such as Station Gateway and the Harrogate Convention Centre. During the next quarter, the results of the additional options appraisal for the HCC will be completed. Activities within the Station Gateway project will include the completion of the detailed transport study; Funding application and the public realm design guide. Digital incubator hub milestones due in the next quarter include procuring services and starting the design phase of the refurbishment works. In parallel to this activity we will continue to let residual vacant space in Springfield House to local business to support economic growth, tenants will include Harrogate Bid and UCI.

Work with other organisations to ensure we achieve our 'connected district' goals to secure investment and improvement in the digital infrastructure necessary to deliver good economic development across the district.

Why is this important? We already know the economy of the Harrogate district will grow at a slower rate compared to neighbouring areas over the next five years. Our economic growth strategy has been prepared in response to this. It is a co-ordinated and proactive approach to supporting 'good' growth which will benefit everyone in the district. Our ambitious plans include a number of digital projects such as the town centre wi-fi project.

What have we done?

We have secured funding of £350,000 from the Leeds City Region Business Rates Pool to support the town centre Wi-Fi project. North Yorkshire County Council (NYCC) and its wholly-owned company NYnet successfully applied for £15million funding from the Department of Digital, Culture, Media and Sport's Local Full Fibre Wave 2 Challenge Fund. The money will be used to connect nearly 400 public sector sites with fibre broadband across 16 towns, including Harrogate, Knaresborough and Ripon. We have completed a Memorandum of Understanding to allow the use of street lighting columns and worked with the Harrogate Business Improvement District to include successful and technology/project elements to be funded as part of their draft business plan. A suite of procurement documents have been prepared after agreement was reached with NYCC as to the specification and commercial approach to the use of street furniture. Priority has been placed on delivering Public WiFi in core areas of Harrogate and Ripon by September 2019 in readiness for the UCI cycling event, with other town centres to follow subject to viability and affordability.

We are testing our ground-breaking 'Smart Parking' in Harrogate town centre having previously installing sensors and base stations. We are slightly behind the planned GoLive date with a revised date planned for mid-January rather than pre-Christmas in order to resolve some of the issues we have found whilst testing.

We are also working with private sector investors to bring full fibre to the district.

What do we need to do next?

During the next quarter work, the procurement process on town centre Wi-Fi will take place and the AppyParking will go live.

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

Why is this important? Harrogate Convention Centre (HCC) is a jewel in the district's crown. Each year, the centre contributes almost £60 million to our tourism and visitor economy and provides employment for local people. We'll work harder to make sure HCC is chosen as the venue for large, and small, convention events, so we grow its economic contribution.

What have we done?

We completed the outline draft business case to look at options for the redevelopment of the HCC site to ensure we attract more conferences and events to Harrogate as well as promoting our own events. The business case has now been presented to the HCC Board and Members and additional options appraisal work is underway. Our lettings income remains below target; whilst HCC contributes an impressive £56 million to our local economy, it remains below its £60 million target.

What do we need to do next?

Improve our lettings income; we will continue with our Sales Strategy and the site development plan.

Increase the contribution that tourism makes to the local economy.

Why is this important? Thousands of people visit Harrogate district every year. While they are here they spend their money on things like hotels, eating out and entertainment. This all helps support the local economy. We think there's more we can do to bring more people to the district, so we will develop a programme of major events to be run each year which allows us to maximise the use of our parks and open spaces.

What have we done?

Since our successful hosting of the Tour de France, we have maximised on our ambition to be an Events Destination. We are currently preparing to host the UCI World Cycle Championships (and secured £670,000 of Leeds City Region Business Rated Funds to support this). The Ministry of Housing, Communities & Local Government consultation on the proposed suspension of parts of the Stray Act is currently live (due to close on 17th January). Our Parks & Environmental Service is starting to identify the issues around business as usual and whether they can be designed out as part of the current works associated with the current waste reviews but there is likely to be a level of disruption that cannot be designed out. Services are also working on plans for the Tour de Yorkshire which will also be using part of the race route on Friday 3rd May 2019.

Our 2024 Programme recognises the importance of tourism to our district and includes a 'Destination Harrogate' Workstream, within which work is currently underway to prepare plans for a comprehensive Events Strategy. We have held initial discussions with stakeholders to discuss purpose and aims of the strategy. Cabinet have also agreed the cultural programme for 'Harrogate Welcomes the World'.

We are also administering a District Improvement Fund; a one year programme of physical improvements in areas of high footfall We canvassed the local councils in the six main economic centres and received a variety of requests. The majority of schemes have now been completed and we are awaiting approval from the Highways Authority on new cycle racks for Knaresborough and information from Masham on their traffic/ parking signs before completing these final schemes. We have successfully completed a range of other schemes including; borough wide street cleansing in main economic areas, Knaresborough Castle lighting scheme, town centre improvements for Ripon and Knaresborough and a new bus shelter in Boroughbridge

What do we need to do next?

Continue with our preparations for the UCI Cycle Championships, both to deliver the event and delivery of existing services. Project milestones for Quarter Four, 2018/19 include the continuation of work on the inward investment campaign and the agreement of the project delivery plan with Y2019. Externally, our request to temporarily suspend the Stray Act will continue through the Parliamentary process.

We will hold a stakeholder workshop on 1st February to develop the vision and Events Strategy document structure.

Dependent on the Highways Agency approval, we will continue on the works of the final parts of the District Improvement Fun programme of works.



Adopt a Local Plan to set out where new housing will be built, and employment created, over the next two decades.

Why is this important? The local plan sets out the vision for what we want the Harrogate district to be like in 2035. We know we need more housing: both affordable by definition and in real terms, but we need to think very carefully where it goes and not allow developers to decide for themselves where new homes should be built. Our local plan explains how development could be achieved over the next 20 years for a Harrogate district that is seen to be progressive, vibrant and a place where people wish to live, work and visit.

What have we done?

Our ambitious draft Local Plan, which plans for economic as well as housing growth, was submitted to government for independent examination on the 31 August 2018. In late autumn, the Planning Inspectorate allocated an independent Planning Inspector who will conduct an examination into the Plan's soundness (starting on 15th January 2019).

We held an informal consultation on the draft Community Infrastructure Levy (CIL) in Summer 2018 and during quarter Three we worked on the draft CIL charging schedule.

What do we need to do next?

The public examination of the Local Plan will begin in Quarter Four, 2018/19 as will the formal consultation on the Draft CIL Charging Schedule, which begins on Friday 11 January 2019 and will run until Friday 22 February 2019. Progress remains on target with the timetable set out in the Local Development Scheme (LDS).

Deal with the problems associated with traffic congestion and poor air quality in the district.

Why is this important? There are too many car journeys in and out of the district each day and we know traffic congestion is a frustration for many people. As well as costing time and money, it affects air quality as stationary or slow-moving vehicles create pollution. We already have several air quality zones in place across the district where we are working with colleagues from the county council and taking action to improve the situation.

What have we done?

Local authorities have a statutory duty under the Environment Act 1995, Part IV to produce an Air Quality Action Plan where Air Quality Management Areas have been declared. In November 2018, Cabinet approved the Air Quality Action Plan (covering the four Air Quality Management Areas at Wetherby Road Harrogate, Bond End Knaresborough, York Place Knaresborough and Low/High Skellgate Ripon), following this approval the Plan was submitted to DEFRA for their approval. Work on implementing the actions listed in the plan has commenced and will be reported through the Air Quality Action Plan Steering Group and to the Cabinet Member (Sustainable Transport).

In December we held a Member Workshop to discuss the long list of interventions drafted for the refresh of our Strategic Transport Priorities document. This will put us in a better position to shape and influence significant transport investment decisions made in the future by a range of external partners and agencies, ensuring that the best outcomes are secured for Harrogate residents.

In September Cabinet agreed to start the consultation on our Draft Ultra-low Emissions Vehicle (ULEV) Strategy which sets out our vision that Harrogate will implement an ambitious and forward-looking electric vehicle programme, and be among the best borough councils for electric vehicles in the country. We have now completed the consultation and analysed the results.

What do we need to do next?

Continue to implement the actions within the Air Quality Action Plan; monitoring of the AQMAs will continue and we are required to update DEFRA annually on the progress against the Action Plan in their Annual Status reports, the next report is due to be submitted in June 2019. AQMAs cannot be revoked until at least 3 years data is provided showing that the national air quality objectives are no longer being breached.

We will seek complete the Strategic Transport Priorities document and formal agreement on both this and our Ultra-Low Emissions Vehicle Strategy.

Encourage more of us to re-use or recycle the household waste we produce and reduce our reliance on single use plastics.

Why is this important? While we met our own recycling targets last year, we didn't do as well as other councils. While we don't want to chase targets, we do think there's more we can do to improve recycling rates in the district. We're going to provide more advice about what can and can't be recycled and promote the alternatives to simply throwing things away.

What have we done?

By the end of Quarter Three we had recycled 40.74% (includes estimates) of household waste since the beginning of the financial year (meeting our 40% target but slightly lower than the 41.5% at the same time last year); recycling 16,606 tonnes of household waste (compared to 16,769 tonnes at the same time last year). We recognise our recycling performance is lower than the average for other district councils (the 2017/18 average for all English District Councils was 44.25% whilst our performance was 39.61%). We have been investigating the possibility of expanding the number of items in our kerbside collection scheme whilst waiting for the recently announced Government White Paper (Resources & Waste Strategy for England). This paper reviews all forms of recycling with a range of consultations taking place.

We are working with businesses and residents to reduce the amount of non-recyclable plastic going to landfill. We are currently developing a pilot project that will specifically focus on converting our existing trade waste customers who have Mini-Recycling Centres (MRCs) located on their premises.

As a local authority, all of our waste is either recycled or goes to Allerton Park, with no waste going directly to landfill. Our green waste is sent for composting at two sites. At the civic centre we have ceased the use of polystyrene cups and plastic glasses, replacing them with standard mugs and durable glasses and have stopped using the single straws of coffee and individually packed teabags. Baxter's café & the Hydro are now selling HBC branded mugs to help reduce usage of single use cups. We have also developed a policy for the removal of Single Use Plastic as far as is practicable, which is going through the decision making process for approval. In addition council officers continue to work with community organisations to promote the reduction and removal of Single Use Plastics.

What do we need to do next?

We will participate in the Government consultations on the Resources & Waste Strategy and review our services to take account of the white paper outcomes.

We will continue to work with businesses and residents to reduce the amount of non-recyclable plastic going to landfill as well as continually reviewing our internal operations.

We will report a response on the Notice of Motion on single-use plastics to Cabinet on the 6th February.



Take a more proactive approach to the way we provide housing.

Why is this important? We know buying a house in Harrogate district is expensive, but there is lots we can do to help people looking for a home. Our housing team works hard every day to make sure families can get – or keep – a roof over their head. We think there's an opportunity to provide more affordable housing in the district, so we're exploring the options available. One of them is to set up our own development company so we can build where there is most need rather than waiting for a house-builder to decide what it wants to construct and where.

What have we done?

Cabinet have agreed our business case for the formation of our own Housing Company. This will allow us greater freedom to operate within the property market as well as a private sector landlord. The company will not only support affordable housing but will also provide an additional income stream.

Management Board have agreed a draft Housing Strategy 2019-2024, the strategy is based on an updated evidence base to ensure that it is aligned with our other key strategies and actions plans e.g. Economic Growth Strategy, it supports the Local Plan, it equips us to respond to implications of the changing national policy landscape and recognises the key challenges facing residents, employers and housing providers/ developers across the district.

A further 116 affordable homes were delivered during Quarter Three; bringing the year-to-date figure to 220 (exceeding the 210 annual target). Over the past few years we have taken every opportunity to increase the number of affordable homes in the district, both directly and with housing association partners. We have secured approvals to buy homes on the open market and successfully bid for significant grant funding to supplement our own contribution. This work is now paying dividends and we are buying and building affordable homes in significant numbers (and being recognised by Homes England for our ambition). At the same time, we have developed a hugely successful Development Partnership with 15 housing associations; all with significant resources and a desire to work in the Harrogate District because of its need and its values, but also because of the working relationship they have with the team. We have streamlined procedures for matching these housing associations with private developers, major housebuilders and their sites and so speed up delivery of the affordable homes. Our Housing team works closely with Legal and Planning Officers on everything from layouts to viability appraisals to legal agreements to ensure that the affordable homes that come forward do so at the same pace (and quality) as the market ones.

What do we need to do next?

We will complete the final legal and financial processes for setting up the Housing Company prior to the first Board meeting, which is planned for April 2019.

The draft Housing Strategy will go out to public consultation prior to Cabinet and Council adoption from April 2019.

Continue to work with developers to ensure that affordable homes are delivered quickly.

Reduce the number of families living in temporary accommodation by helping them find a permanent home.

Why is this important? We want to reduce the amount of time people have to live in a temporary home. If we are able to set up our own development company (see above) we'll be able to build more – permanent – homes, where they are needed and at a price which people can afford.

What have we done?

We know that we need to review the Homelessness Prevention Service following the introduction of the Homelessness Reduction Act. The act has significantly changed our duties and introduced longer intervention periods which have resulted in a significant increase in representation to the team. We have bolstered the team to address the changes and the increase in workload to ensure continuing high level of service delivery.

Although the number of households living in temporary accommodation reduced from 60 to 53 (between Quarter Two and Quarter Three), the number remains slightly higher than the same period last year (57). The length of stay in temporary hostel accommodation reduced from 5 to 4 weeks whilst the length of stay in temporary B&B accommodation increased from 5 to 7 weeks between the second and third quarters; we use B&B accommodation only in emergency scenarios or until a vacancy in the hostel becomes available. The increased timescale for this indicator during Quarter 3 reflects our lack of accommodation suitable for those with specialised needs. The average length of stay for families in temporary accommodation is impacted by the availability of suitable property and we have taken a proactive approach to expanding the properties available by starting a project to construct our own new build specialist housing site. In December Cabinet approved the transfer of land at Spa Lane, Starbeck from the General Fund to the Housing Revenue Account for the construction of temporary accommodation for single persons considered to be homeless and in priority need.

We have reviewed our void management process to identify service improvements to reduce our re-let times. The new process is now in place, performance improved from 17.3 days in Quarter Two 9.45 in Quarter Three; a marked improvement on the 26.1 days at the beginning of the year.

The Housing Options Team have seen a further 283 customers during Quarter Three (931 since April). Our temporary accommodation has seen an increased turnaround with customers accessing either the Rent in Advance/Bond Scheme, waiting list accommodation or making their own arrangements.

What do we need to do next?

Following Overview and Scrutiny review (endorsed), the team are now working to award the contract through our procurement framework in order to progress the scheme.

Do more – with other organisations and the police – to help ensure the Harrogate district is safe and healthy.

Why is this important? The age profile of the Harrogate district is increasing which will inevitably place increasing pressures on health and social care services. Many of our services can help our partners to have a stronger focus on prevention measures to reduce demand on services. We will work with partners within West Yorkshire and Harrogate to ensure that health transformation ambitions are achieved.

We are fortunate that Harrogate district is a very safe place. Despite this, we know some people are affected by crime and anti-social behaviour. We are going to enhance the work with do with organisations like the police to tackle these issues. We will improve the way we share information, and manage cases, with the organisations we work with.

What have we done?

The Community Safety Hub continues to work effectively with North Yorkshire Police, the SAFE project and FOCUS Pathway thus integrating housing support and mental health, these being key common themes in Hub case work.

The Community Safety Hub is currently developing a suite of Key Performance Indicators which will be adopted across the county. The Harrogate District Hub is the lead Hub to develop this work. In conjunction with the Police, Fire and Crime Commissioner's Office a case management system is being procured. During Quarter Three there were 3358 crime-related incidents and 1558 anti-social behaviour (HBC only) reports.

We continue to take a lead role in the leadership of the Harrogate Prevent Partnership to deliver the Local Prevent Action Plan. The Plan takes account of the CTLP (Counter Terrorism Local Profile) for York and North Yorkshire and sets out multi-agency priorities in order to mitigate the risk of radicalisation of vulnerable young people and adults. There is a strong focus upon engagement with communities, sharing intelligence, working with North Yorkshire County Council Safeguarding and ensuring training and awareness of employees of all the public sector and partner agencies

What do we need to do next?

Working in partnership we will develop a 'Hub Action Plan' and complete the development of the Community Safety Hub KPIs; with an implementation date of April 2019. This aims to improve the sharing of intelligence & further support collaborative working.

There will be a CTLP workshop in January with the Harrogate District Prevent Delivery Group. Attendance at regional Prevent Toolkit Workshop on 4 January. HBC to assess against the toolkit.

Review the sport and leisure services we provide.

Why is this important? We know that providing swimming pools and sports facilities has significant benefits to the health and wellbeing of people across the district. We want everyone to have happy and healthy lives. We're going to review the sport and leisure services we provide to make sure they meet the needs of the people who use them while also being cost-effective and affordable.

What have we done?

We have agreed the Sport & Leisure Strategy which sets out our strategic priorities to:

- Improve health and physical wellbeing;
- Be inclusive and remove barriers to participation;
- Improve mental wellbeing and community cohesion;
- Deliver a positive customer experience.

Alongside this work we have commissioned consultants to undertake review of all indoor sports facilities in the borough and, considering current and future levels of demand, develop a facilities strategy.

The consultants have also completed a review of the council's current sport and leisure operations, a draft of which was presented to Management Board in December. High level condition surveys of our current sport and leisure venues have also been completed.

What do we need to do next?

Agree Part One of the Options Appraisal in February 2019.

Based on the outputs above, the consultants will identify a range of operational and facilities improvements for the council to consider; along with analysis of what benefits adoption of alternative delivery models may offer.



Continue to keep an eye on our costs and to find new ways of generating income to maintain the services we provide via our Commercial Harrogate work programme.

Why is this important? The money we get from central government to support the services we provide reduced to nothing in 2018. It means we have to raise all the money we need locally. We are looking at new ways to generate income by being more commercially-focussed and working like a business would.

What have we done?

We have undertaken a process to look at maximising the business opportunities of a number of areas within the council that we already operate. The areas looked at during this period are Turkish Baths, Trade Waste and the Lifeline Service. This included an analysis of the business performance, their customer share and their potential market to identify what could be done to help these businesses develop further.

We have also agreed to set up a Housing Company which will help develop an income stream for the council both through on-lending, rental/sale income and indirectly additional receipts to the council.

What do we need to do next?

Work is now underway to put in place actions to help these services become more commercial and overcome some of the barriers they face in being able to reach their full commercial potential, including the appropriateness of alternative delivery models for some of our commercial opportunities.

A review of the council's commercial strategy is planned in order to take into account the findings within the Council's recent peer review, information regarding the barriers to maximising business opportunities and to take into account other opportunities to add to the commercial strategy.

Review our parks and environmental services team.

Why is this important? We want to be more business-like in future, and, like all commercial organisations, we need to take a look at the way we work and what we do. We are going to review our parks and environmental teams to see how we can be more efficient when it comes to providing services we know are valued and appreciated by people across the district

What have we done?

We are in the process of implementing the Parks and Environmental Service Operational Review, which is made up of a number of separate projects. We are reviewing the service for Recycling and Residual Waste which will improve the efficiency of our waste collection, having successfully implemented phase 2 of the green garden waste service and the implementation of the trade waste strategy. We continue to work with our software provider to maximise efficiency of our service rounds across the both Waste and Street Cleansing services. It is forecast that the Street Cleansing Review will be delivered in summer 2019. The Operational Managers Review is progressing but the final outcome is dependent on outcomes from the Waste and Street Cleansing Reviews as weekend cover will to be addressed as part of this Review. However, this will have no financial impact on revenue budget. The financial implications of the remaining delays to the Operational Service Review are included within the budget monitoring report. We continue to develop our trade waste service with a view to introducing a trade recycling service. However; the government white paper on recycling may impact on our future service delivery depending on the outcome of consultation.

What do we need to do next?

Continue to implement the Operational Review projects; consider the impact of the recycling white paper on service delivery models

Provide leadership to the Public Services Leadership Board and support the delivery of its annual work plan.

Why is this important? We're not the only public-sector organisation providing services across the district and we already work closely with colleagues in organisations like the police and health service. We think we can do more together, especially when it comes to new ways of working and being as efficient as possible. Our leadership of the Harrogate District Public Services Leadership Board (PSLB) will help this.

What have we done?

We have been supporting the PSLB for a number of years and we are reviewing the big issues partners are facing and then to look at potential areas for collaboration. We have been updating our evidence base and reviewing cross-cutting strategies and priorities in order to inform the 2019/20 work plan.

What do we need to do next?

The January PSLB meeting will review the group's priorities.