

Corporate Plan: Delivery Plan

Report Type: Scorecard Report
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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	<p>A public consultation programme on the proposal for Devolution was conducted between 21 October to 16 December 2022, and included in-person events, drop-in sessions, newsletter articles, social media activity and 1:1 conversations across York and North Yorkshire. Over 2,200 responses were received.</p> <p>Consultation responses will be analyzed during winter 2022/23, with Constituent Councils to meet in February 2023 to consider consultation feedback and Councillors asked whether to progress the devolution deal.</p>	21-Dec-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	<p>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</p>	05-Jan-2023

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				ensure that it can be safe and legal on vesting day	

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: At their meeting on 17 August 2022, Cabinet agreed the recommendation to award the contract to the preferred contractor and enter into an Early Contractor Involvement (ECI) stage contract for the development of the design, cost and programme for all Phase 1 works. Most tender clarification issues and contract terms have now been resolved. The final draft contract documents were sent on 18 November with a response expected by 1 December. A Contract Award Notice will be published once all contract terms have been agreed. This will run for 30 days, after which we can enter into terms. This process will be started as soon as the clarifications referenced above are resolved.

This is to be a two stage tender wherein we will first enter into an 'Early Contractor Involvement Contract (ECI) with the Tenderer for the detailed design, which would conclude with an agreed 'contract sum' for the build to follow. A revised programme will be re-provided as one of the first activities undertaken following instruction.

Preliminary 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 resolved. The submission is now expected to be made in the spring of 2023. The updated draft Full Business Case (FBC) was submitted to Cabinet for consideration at their meeting on 17 August and was unanimously agreed. Further work will be required to update and finalise the FBC once final costs are known at the end of RIBA stage 4.

An application to Round 2 of the Levelling Up Fund was submitted on 1st August. An application has been submitted for the maximum grant of £20m. Receipt has been acknowledged and additional information regarding subsidy control provided. The outcome of bids is now not expected until January 2023. A Round 3b Public Sector Decarbonisation Scheme (PSDS) grant application was also submitted on 12th October.

TCF & Station Gateway: A third round of public consultation took place between 20th July and 23rd August. The Local Authorities received 2,044 responses. When asked about the scheme overall: 44.9% positive/very positive; 45.7% negative/very negative; 9.3% neutral/I don't know. The consultation outcome report is to be released early December and prior to the report for the NYCC Executive.

Planning Applications for the demolition of the classical cupola in the square and the wall next to one arch have been submitted. Further applications are likely to be required for a roof to cover cycle storage, a site compound and to remove the planters from outside the Everyman

cinema. Traffic Regulation Order amendments (and accompanying consultation) will occur in October/November.

A number of detailed design elements are being progressed. The programme has been pushed back to facilitate NYCC governance timetable and take into account further consultation and delays in detailed design.

Horticultural Nursery: A site of previous interest to HBC was returned to the market in early autumn. As the original preferred site, the project team agreed to consider it again as an option and entered into conversation with the agent. As agreed with the Service, the Estates Team have entered into negotiations and have reached an agreed purchase price without overages, subject to title searches. Heads of Terms have been drafted, agreed and passed to Legal. A report has been taken to Management Board and Cabinet who have both agreed to the approval to complete the purchase.

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. Officers took a report on the final Master planning and Delivery study to Cabinet on 9 November. The Officer report summarised the key study outcomes and set out recommended next steps for delivery and disposal on each of the 3 sites. Cabinet have now approved recommendations for each of the 3 sites is as follows:

Harlow Nursery: We have invited expressions of interest from developers and other registered providers. This is expected to be followed by a tender exercise seeking bids for the conditional sale of the site. The sale will follow the principles of development established in the study outcomes.

Dragon Road: We are procuring a contractor to provide both technical drawings and surveys that will provide an improved infrastructure for the Nidderdale Greenway as part of the Dragon Road site.

Pannal: In terms of the Pannal site Cabinet has recommended to Council that the employment site allocation is removed from the Local Plan

when consideration of the plan reaches the review stage. The preparation of the new North Yorkshire Local Plan will replace the review of the Harrogate Local Plan. As part of the preparation of the new local plan a full assessment of housing and economic need across North Yorkshire will take place. The plan will then identify a growth strategy and available sites to deliver the identified need, taking into account those sites that have yet to be delivered within current local plans. If the Pannal site remains undeveloped (which, given the recommendation it should in the short to medium term) and the reasons for recommended removal remain, then those reasons will be considered by the new council as part of the plan development.

Leisure Investment Project, At the Hydro, New mechanical and electrical work continues. New steelwork has been completed to the entrance area and concrete floors have been laid. Demolition of the diving board structure is nearing completion. Remedial works to the roof, gutters and cladding are now in progress. Preparations are in hand for remedial steelworks in the basement. Air Source Heat Pump Pipework is being fed into the building. The various inherent building fabric defects previously reported upon are now also being addressed.

The installation of the Nursery Air Source Heat Pump in place of the existing gas boiler (£64k) will be funded from the Corporate Carbon Reduction reserve in 2022/23.

Knaresborough, All groundworks are complete. All Steelwork erection is now complete. Concrete work to first floor constructions is in progress. Waterproofing work is in progress to the perimeter ahead of brickwork.

Brimhams will also submit a Management Board report regarding the Re-naming of the two sites and Strategic Property will address the signage issues which will require Planning Permission.

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). Confirmation has been received from NYCC that no further development can be carried out on the Agresso financial management system. As a consequence significant re-scope of the project has now been completed. Project Governance has been reviewed and project meetings diarised until 31 March 2023. Scoping meetings have been held and concluded that the project will now focus upon Compliance, Planned Maintenance and a significant proportion of Council House repairs. Notice has been sent to the software provider to confirm that HBC intends to extend the existing contract by 12 months to support the remaining work and use of the system in 2023/24. HBC ICT confirm that resource is available to support the substantially smaller package of work for the IWMS Project.



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 and there are no issues post go live. Benefits review meetings are now taking place. 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 and test the completed forms.

A plan has been agreed for upskilling the Independent Living Team. Revised device spec agreed with ICT however purchase has been delayed due to the availability of devices in the market place and compatibility with HBC / NY work as part of LGR. Form revisions have been agreed as well as a training plan. A review of the rollout of mobile devices is underway on the basis of LGR and the expectation that the Independent Living Team will move to the existing NYCC system in the new year.


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	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		HCC Overall Income	£3,603,313	£3,695,503	£4,852,992	£4,894,081	£4,918,452	£4,794,090	The income forecast is an improvement of £124k primarily as a result of improvements in income for additional services and commission payments.	10-Jan-2023
		Economic Impact of HCC	£16,000,000.00	£18,657,284.00	£30,000,525.00	£31,685,725.00	£30,495,470.00	£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-2024	Work is underway with the preferred contractor to agree contractual terms for design development through RIBA stage 4.	23-Dec-2022
	Royal Hall Venue Strategy	Royal Hall Venue Strategy examining condition & refurbishment of venue alongside	31-Mar-2023	In line with ongoing business development across all areas of Harrogate Convention Centre the Royal Hall	10-Jan-2023

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
		reviewing current sales strategy to make it commercially viable (large company commitment, Harrogate theatre)		has refined its offer to clients, reviewed costs and enabled activity during concurrent tenancies in surrounding halls. Maintenance continues to be undertaken to protect the longevity of this historic asset. Future works are concentrated at modernising systems to improve energy efficiency.	
	HCC Business model	Look at a new business model for HCC	30-Sep-2022	Has been on hold until NYCC / HBC set up Strategic Board to manage HCC redevelopment project which now linked with business operating model. Board membership is now in process of being agreed following appointment of senior officers into NYC structure. Deadline for implementing relevant operating model will now be put back to reflect these governance changes.	10-Jan-2023
	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	New Project Manager now started in post so dedicated resource to progress the projects funded from the CIP. All going well and on target for planning and / or completion prior to 31 March 2023.	10-Jan-2023

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	Genecon now commissioned to produce business plan. Waiting for colleagues from properties to confirm final costings for desk move and new flooring within this financial year.	09-Jan-2023

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
✓	Inward Investment Website	-- enter action details here --	31-Mar-2023	Complete - Website went live in May 2022	16-Jun-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	As per the previous update note.	21-Dec-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	Public consultation has now closed and responses being considered, and any modifications drafted. The DPD will then be submitted for Examination.	21-Dec-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	There are still outstanding matters that require resolution. There is a desire to take the application through Committee early in the New Year.	21-Dec-2022
▶	Local Plan - Scoping for Plan Review		31-Mar-2023	A report was recently taken to the NYCC Executive on the future of plan making in North Yorkshire as we move towards the new authority. That report	21-Dec-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				recommended that preparation of a new plan start as soon as possible and that a number of planned reviews are halted - this included Harrogate. In effect the review of the Harrogate Local Plan will be dealt with by way of the new Local Plan for North Yorkshire. Work has therefore ceased on Plan review. This action has been removed from the Service Plan.	
	West of Harrogate	Work collaboratively with promoters, developers and partners to deliver the West of Harrogate local plan allocations	31-Mar-2023	Work is continuing as per the previous note. Stakeholder engagement is now likely to take place in the New Year	21-Dec-2022


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

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Household waste recycled or reused ex. green waste	2,897.38	3,054.44	2,953.45	2,898.44	3,056.54	3,000		
		Tonnage of Residual Waste Collected	7,656.05	7,784.72	7,530.62	7,274.74	7,646.76	8,125	December tonnage estimated at 2675 tonnes using the last two years tonnage data. will updated when the final tonnage is known.	04-Jan-2023
		Cumulative Percentage of household waste sent for re-use, recycling and composting	43.72%	42.18%	45.66%	46.73%	45.21%	45%		
		Tonnages of green garden waste collected	1,739.79	656.55	3,270.74	2,352.42	1,807.23		Highest Q3 tonnage since 2017/18	04-Jan-2023
		Better Homes Harrogate	1	14	1	0	0		No jobs yet completed since launch of scheme (LAD and HUG,	03-Jan-2023

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
									delivered by provider E.On). Focus has been on marketing, generating leads and doing initial assessments: c.169 retrofit assessments carried out to date, 30 have proceeded to technical surveys for insulation measures, and mixture of renewables	
		Harrogate Car Share new members	6	14	21	16	18			
		Harrogate Car Share new members (Net)			16	14	-226		Large decrease due to periodic automatic deletion of inactive accounts/expired user emails	03-Jan-2023



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	The initial interest from tenants did not translate into sufficient numbers agreeing to be part of the pilot. An alternative method of achieving the same results has been developed. A Cabinet report has been drafted seeking approval to change the way the project will be delivered.	09-Jan-2023
	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 parks and woodlands to protect and enhance these spaces.	31-Mar-2023	Donation points to be installed in Valley Gardens, Knaresborough Castle and Ripon Spa Gardens are awaiting Cabinet Member approval. The summer events programme across the district has been successful and work is in progress to finalise the	09-Jan-2023



Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				<p>2023 programme.</p> <p>A monthly artisan market is now in place for Knaresborough Castle Grounds.</p> <p>HBC achieved three platinum awards for the above mentioned sites in Yorkshire in Bloom whilst supporting a number of gold and silver gilt awards across the district.</p> <p>New pollinator beds are being installed in Valley Gardens in conjunction with a local school.</p> <p>Partnership working has enabled the Conyngham Hall games facility to be operated by Knaresborough Connectors, supporting the local community. In Ripon, the Tennis pavilion is being used to support the YMCA youth project.</p>	
✓	Nursery Modernisation		31-Mar-2023	<p>The arrival and implementation of the new transplanting machine completes the programme of modernisation at the existing nursery site with improvements that can be transferred and continue to be utilised at the new site once developed. Work continues to develop the commercial side of the site with successful winter sales of plants, christmas trees and workshops.</p>	28-Dec-2022
▶	Decarbonisation of Harrogate Hydro via on-site renewables and energy efficiency measures		31-Mar-2023	<p>Works continue. The Air Source Heat Pumps are now in-situ and the Photovoltaic Panel installation to the roof is complete.</p> <p>Other elements of work namely Air Handling Units and</p>	23-Dec-2022


Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				LED lighting elements will not be completed and some part of the Grant monies were not expended at the end of June deadline. Salix were updated on the progress of the works and expenditure at the end of June deadline.	
	Implement the ULEV Action Plan	Implement the ULEV Action Plan	31-Mar-2023	All 85 charging points in Phase 1 are now installed and OZEV have been updated on progress. Dates have now been received for most sites for Meter and DNO connections. All charging points should be live by the end of February. Phase 2 will see the installation of a further 38 charging points, including 5 at the new Knaresborough swimming pool, during 2023.	21-Dec-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	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Number of new homes built/converted by the council	0	6	0	1	0	3	We did not complete on the three properties we expected to in Q3 (all in Holmefield Road) due to delays to securing drainage approvals	05-Jan-2023





Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
									from NYCC. We now expect to complete on these in Q4. Due to unrelated delays, we also no-longer expect to complete on the five we had hoped to complete in Q4 (in Dene Park), which will now complete in 2023-24 Q1 instead.	
		Number of affordable homes delivered (gross)	266	354	61	149	215	160	Housebuilding continued at speed across the district. The 66 completions in Q3 comprised 38 properties for affordable rent and 28 for shared-ownership. Of these, 24 were completed in rural areas.	05-Jan-2023

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	A strong housing market has enabled the company to stay on track. The company will take part in the next matching panel.	09-Jan-2023

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	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		Average length of stay in temporary B&B	27.81	2.27	5.63	4.95	6.12	2.88	Q3 saw a higher number of households in B&B accommodation	05-Jan-2023

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
		accommodation (weeks)							awaiting vacancies in our hostels. This was partially the result of us seeing a number of households approaching as already homeless, meaning that we had no ability to attempt to prevent their homelessness from occurring in advance. While movement into local authority or Registered Provider accommodation remains slow (due to more limited vacancies recently, also caused by the cost of living crisis), our ability to source alternative provision is hampered and lengths of stays will remain high. Work is being completed with officers to ensure that decisions which specifically relate to 'priority' are made in a timely fashion to reduce the length of stays where possible	
		Average time taken to re let local authority housing (days)	16.91	18.65	22.57	24	30.59	14	It's regrettable that our average re-let periods are at an all-time high (outside of the lockdowns of 2020). The issue is being looked at carefully and new ways of working are being introduced in Neighbourhood Services and Property Services to improve performance. Q3 suffered especially due to staffing problems	05-Jan-2023

Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
									in Property Services, which have since been rectified. We've reduced very long-term voids, but this has, unfortunately, not offset the other issues we've experienced.	
		Households living in temporary accommodation	54	54	59	62	83	62	Numbers living in temporary accommodation significantly increased during Q3, reflective of the holiday period and the increased number of single people being asked to leave family accommodation. We currently have households in temporary accommodation awaiting sign-up to alternative accommodation so we hope to see a reduction in the near future	05-Jan-2023
		Average Length of stay in temporary hostel accommodation (weeks)	12.62	14.33	16.64	13.69	14.85	15.00	This figure remains within target, however, due to increased pressures, it is becoming increasingly difficult to discharge our homelessness duty to anywhere other than social housing. Due to significant affordability pressure, households are convinced that their only viable option is social housing. Unfortunately, this is not a reasonable solution for all	05-Jan-2023



Traffic Light Icon	Short Term Trend Arrow	Performance Indicator	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q3 2022/23	Responsible Officer Notes	Note Date
			Value	Value	Value	Value	Value	Target		
									households because vacancies in our LA social homes lessened in Q3: We only had 66 properties voided and let in Q3, compared with 89 in Q2 and 77 in Q1	



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 communities' management team working flexibly across portfolios.	06-Jan-2023

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	Harrogate plan for migration and deployment of 365 being drawn up. Coms being planned to advise managers and staff of changes coming	03-Jan-2023
	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	31-Mar-2023	Awaiting delivery of final batch of switches which will then be swapped over; final firewalls work to complete, then this work is complete.	03-Jan-2023

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
		sustain HBC service delivery , remain compliant and support the wider cyber protection programme			
	Implement the People Strategy	<p>The main strategic themes of the People Strategy are:</p> <ul style="list-style-type: none"> • Pay, reward and attraction; • Effective people management; • A well planned workforce with capacity and resilience; • Wellbeing; • Managing change and • Data and systems 	31-Mar-2023	The People strategy is almost complete and on track to complete in Q4. An update report will be presented to MB in January 2023.	30-Dec-2022
	Round Optimisation		31-Mar-2023	<p>Over 9000 wheelie bins for recycling have now been rolled out as part of the trial. Six split back fleet vehicles are now fitted with bin lifts allowing crews to work with slave bins and so reducing manual handling of bags and boxes.</p> <p>Green garden waste rounds have been reviewed this winter with new schedules commencing from March 2023. These will see all vehicles working in the same part of the district on the same day to increase resilience and reduce the overall number of rounds required.</p> <p>A review of households currently still serviced by a weekly sack round is also taking place to determine where additional wheelie bins can be implemented so moving the property onto a fortnightly collection. The</p>	28-Dec-2022

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				addition of a smaller fleet vehicle is supporting this transition.	
	Valley Gardens Development Strategy		31-Mar-2023	<p>New picnic benches are being installed in the spring alongside the installation of a canopy to provide additional shade and protection from the weather in the children's play area.</p> <p>Further tarmac works are complete and the resetting of paving in the area of the bandstand.</p> <p>Jubilee celebrations, pop up parties and open air theatre have all been successful and work is in progress to agree the events program for summer 2023, including the Coronation.</p> <p>Installation of donations points are currently awaiting cabinet member approval.</p>	09-Jan-2023
	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>The Hydro</p> <p>New mechanical and electrical work continues.</p> <p>New steelwork is complete to the entrance area and concrete floors are laid. Demolition of the diving board structure is nearing completion.</p> <p>Remedial works to the roof, gutters and cladding are now in progress.</p> <p>Preparations are in hand for remedial steelworks in the basement.</p>	23-Dec-2022


Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
				<p>Preparations are in hand for roofworks and cladding to the entrance area.</p> <p>Air Source Heat Pump Pipework is being fed into the building.</p> <p>Knaresborough</p> <p>All groundworks are complete.</p> <p>All Steelwork erection is now complete and décor is in progress.</p> <p>Concrete work to first floor constructions is complete.</p> <p>Waterproofing work is in progress to the perimeter.</p> <p>Brickwork and blockwork construction has commenced.</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	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

Action Status	Title	Action	Due Date	Responsible Officer Notes	Note Date
		in the District			

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
	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.	05-Jan-2023