
REPORT TO:	Management Board Overview & Scrutiny Cabinet
DATE:	28 October 2019 11 November 2019 13 November 2019
SERVICE AREA:	Organisational Development & Improvement
REPORTING OFFICER:	Improvement & Development Manager (Sarah Cornforth)
SUBJECT:	CORPORATE PERFORMANCE REPORT, QUARTER TWO, 2019/2020
WARDS AFFECTED:	All District
FORWARD PLAN REF:	N/A

1.0 PURPOSE OF REPORT

- 1.1 To provide an update on the Quarter Two progress of the measures within the Corporate Delivery Plan.

2.0 RECOMMENDATIONS

- 2.1 To review the report, recognise good performance and determine whether any interventions need to be put in place to improve performance on those measures that are off target.
- 2.2 That:
- Management Board receives the report and provides comments before the report goes to Members
 - Overview & Scrutiny receives the report and provides comments before the report goes to Cabinet
 - Cabinet receives the report, noting the comments from Overview & Scrutiny and Management Board

3.0 RECOMMENDED REASON FOR DECISIONS

- 3.1 Our [Corporate Plan](#) sets out our long-term vision for the Harrogate district, our aim as an organisation, our corporate priorities and the long term outcomes that we want to achieve. The [Delivery Plan](#) is updated on an annual basis and details what we will do, what our targets are and how we

will measure these. This report tracks our progress against the Delivery Plan.

4.0 ALTERNATIVE OPTION CONSIDERED AND RECOMMENDED FOR REJECTION

4.1 No alternative options were considered as reporting progress on the Council’s Corporate Delivery Plan performance is a key part of the Council’s performance management arrangements.

5.0 SUMMARY

5.1 Appendix 1 provides the Quarter Two outturn of the measures within the Corporate Delivery Plan along with the commentary from the responsible officer. Each priority in the Corporate Delivery Plan may be made up of more than one action or performance indicator and the following table provides an overall summary of how we are performing against each of these priorities:



Corporate priority	Status
<i>A strong local economy</i>	Be closely involved with, and influence, any proposals for changes to the way local government is structured across Yorkshire benefits us, our residents and the services we provide
	Maximise the use of land and buildings for growth; enabling local companies to stay and grow, and attracting inward investment into the district
	Work in partnership to address current and future operational barriers to business growth by securing investment and improvements in digital infrastructure
	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
	Increase the contribution that tourism makes to the local economy
<i>A sustainable environment</i>	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
<i>Supporting our communities</i>	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
	Work together to halve rough sleeping, prevent and reduce homelessness and assist homeless households in finding long term affordable and sustainable housing
	Help our residents build secure, safe and healthy lives in thriving communities
<i>Excellent public services</i>	As a thriving district council, we will continue to find innovative and effective ways to manage our resources whilst ensuring they reflect our priorities
	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

5.2

Corporate Plan Summary:

- In general, performance is positive with progress made across all projects and a general improvement in performance.
 - Sport & Leisure attendances at some sites
 - Completion of Sport & Leisure Review
 - Digital Incubator Hub behind schedule
 - Implementation of Operational Services Review remains behind target but making progress
 - Allhallowgate development new build portion will not now be progressed and alternative uses be developed. The refurbishment portion to be repackaged and tenders sought.
- Areas of positive performance include:
 - Approval to start works on a new swimming pool for Ripon
 - Overall income received at the HCC has exceeded its target for the quarter
 - The district successfully hosted the UCI 2019 Road World Cycling Championships
 - Increases in the percentages of household waste sent for re-use, recycling and composting with green garden waste and kerbside collections increasing
 - Number of affordable homes delivered exceeding target and previous year levels at this point
 - Significant improvement in the percentage of complaints responded to within the target response time

Corporate Health Summary:

- **Financial** – collection levels of council tax have slightly decreased but with a higher amount to collect. Non-domestic rates have increased on the previous year and quarter. In-year debt collection is better than target and the same period last year. Debt over 90 days old is above target but with a significant sum due to a single company. Legal debt recovery and car parking debt exceed their target levels of collection.
- **Workforce** – Sickness levels have decreased significantly and remain well below the national average. The main reasons for absence being stress, musculo-skeletal issues and stomach related sickness.
- **Customer** – the number of stage 1 and 2 complaints reduced in comparison to the previous quarter (58 compared to 87) and we did meet our response time target. Although processing times for Council Tax reduction claims did not meet their internal target, performance improved in comparison to the previous quarter. Housing Benefit claim processing times met the target and continue to be above average. Face to face customer interactions continue to decrease with telephone and online contacts accounting for over 90% of customer contacts.
- **Governance** – the number of FOI requests and data security breaches increased during Quarter Two with five FOI request going to appeal/review.

6.0 REPORT

- 6.1 This report summarises performance against our Corporate Plan Delivery Plan by each of our four corporate priorities along with comments from Management Board (section 8):



We met almost all of our 'supporting projects' targets to help us deliver our **strong local economy** corporate priority

- *Be closely involved with, and influence, any proposals for changes to the way local government is structured across Yorkshire benefits us, our residents and the services we provide;* HBC continue to play an active role in the on-going devolution and LEP reviews. The Council has actively supported the development of both LEP's Local Industrial Strategies. The outcome of the LEP review is still to be decided at this time. Regional Leaders and CEX continue discussions with national Government in order to secure a devolution deal(s) for Yorkshire.
- We have continued to *maximise the use of land and buildings for growth; enabling local companies to stay and grow, and attracting inward investment into the district* and continue to make progress. Council approved the appointment of contractors to build a new swimming pool in Ripon, contracts are being finalised with work expected to start on site at the end of November. There has been some slippage on the progress for the new digital incubator hub in Springfield House to allow the project to also include minor refurbishment of the HCC offices within the same building. As part of the Station Gateway project work is progressing on the Transforming Cities Fund bid which, if successful will help fund the highway and public realm components of the scheme. Agreements are also being reached with partners to co-fund detailed viability work that will form the basis for the negotiation of a development agreement for the scheme. The wider Strategic Asset review will also see a report setting out recommendations and next steps to Cabinet before Christmas. Progress also continues with proposals for the Ripon Barracks site, Homes England have undertaken extensive pre application community involvement over the summer and recently held feedback events which means Homes England are on track to submit the Outline Planning Application by the end of October.
- *Work in partnership to address current and future operational barriers to business growth by securing investment and improvements in digital infrastructure;* Work is continuing with colleagues at NYCC to appoint expert strategic/commercial advice as well as technical support in undertaking a further strategic option appraisal of wireless connectivity and subsequently supporting HBC/NYCC in the procurement process. Initial discussions among partners have highlighted possible alterations to the councils' approach that would maximize benefits for the district in what is a fast-moving industry and landscape within Harrogate District (e.g. fibre/5G investment). Another soft market testing exercise may follow, dependant on the extent of proposed changes to scope. Over £100k has been utilised by small businesses in the district to upgrade to a gigabit capable connection and the Local Full Fibre Network Programme is kicking off with the appointed contractors presenting installation plans and agreeing council inputs and actions needed. As part of the Private Sector Investment Talk Talk's fibre build begins in January. HBC has agreed a wayleave for its properties and a communications plan has been developed, it is projected to roll out to 2000 properties per month.

- Progress is being made *to promote the Harrogate Convention Centre (HCC) as widely as possible to attract new events to the district and grow its income to support our local economy*. The latest forecast indicates that overall income received has exceeded the target for Quarter 2. The methodology supporting the Economic Impact calculation is still under review with the Director determining whether to adopt the Visit Britain method of calculation instead of the Association of Event Venues 2007 Best Value Benchmarking Group methodology, which has been used previously.
- We are continuing to *increase the contribution that tourism makes to the local economy*, following this year's bidding round, a comprehensive programme of works for the District Improvement Plan (DIP) is in place. The works centre on environmental improvements to the urban economic centres across the district. In total there are 18 approved projects that are in various stages of development or implementation. One project has already been completed. The UCI World 2019 Road World Cycling Championships took place in September with a range of teams from HBC being involved in planning for its delivery, supporting various events and ensuring council services were still delivered. Work on the economic impact assessment of the event will be completed by the end of the year.

6.3



Overall, we are making good progress on the priority measures within **a sustainable environment** corporate priority; all of the priority measures are on target.

- We are on track to *adopt a local plan to set out where new housing will be built, and employment, created, over the next two decades*; work towards the adoption of a New Settlement DPD has continued and the Local Plan Modifications Consultation has closed and all responses are with the Inspector. We await the Inspectors report before we can move forward with the DPD and completion of the Local Plan. With respect to the development of proposals for a Community Infrastructure Levy leading to submission of Charging Schedule to Examiner the CIL Examination was scheduled for 23 October.
- We are proactively *dealing with the problems associated with traffic congestion and poor air quality in the district*; The Air Quality Annual Status Report has been completed and approved by DEFRA. Implementation of the air quality action plan is ongoing. With respect to the Implementation of the ULEV Action Plan detailed costing work has been carried out to inform a request of the Capital Strategy to fund the first phase of implementation. HBC are also part of an NYCC ERDF bid to secure funding for electric chargers. If successful HBC should secure funding for a charger in Masham. In terms of progress with the car parking strategy for Harrogate Town Centre North Yorkshire County Council have advised that they wish to align the review proposals with the wider transport and congestion study and therefore commitment to proposals and timescales is not imminent. Therefore HBC will progress relevant off-street proposals with a view to implementation April 2020.
- We have made good progress on *encouraging more of us to re-use or recycle the household waste we produce* with a significant increase in the percentage of household waste sent for re-use, recycling and

composting, reaching 6% above target for this quarter. The increase in performance is due to a number of factors, first a large part of the Street Cleanings waste is reclaimed for use in road surface materials, this accounts for over 500 tonnes this quarter which also lowers our disposal amount, Garden waste has been performing better than last year with over a 1000 tonnes a month, kerbside collection has also been a lot higher with around 950 tonnes a month. Going forward using previous years as a guide, we would expect to see a decrease in collection amounts in the next quarter, and when garden waste ends in December a notable drop in the Recycling rate. Notwithstanding this the figures still indicate better performance than the same quarter last year.

The Government has consulted on its Resources and Waste Strategy and HBC has actively contributed to the consultations and briefed Members on the potential impacts of the proposals for HBC. HBC continues to play a key influencing role in local, regional and national networks. HBC also submitted a joint response with partners from the York and North Yorkshire Waste Partnership on the proposal regarding food waste. We do not expect significant further clarity or the next round of consultations until early 2020. Uncertainty across the recycling sector may impact the cost of disposal / collection in the short term. Regarding the expansion of kerbside recycling service this remains on hold but it is worth noting that the council already collects all materials that are being proposed in the 'standard set of recyclables' the government has proposed in its consultation.

6.4

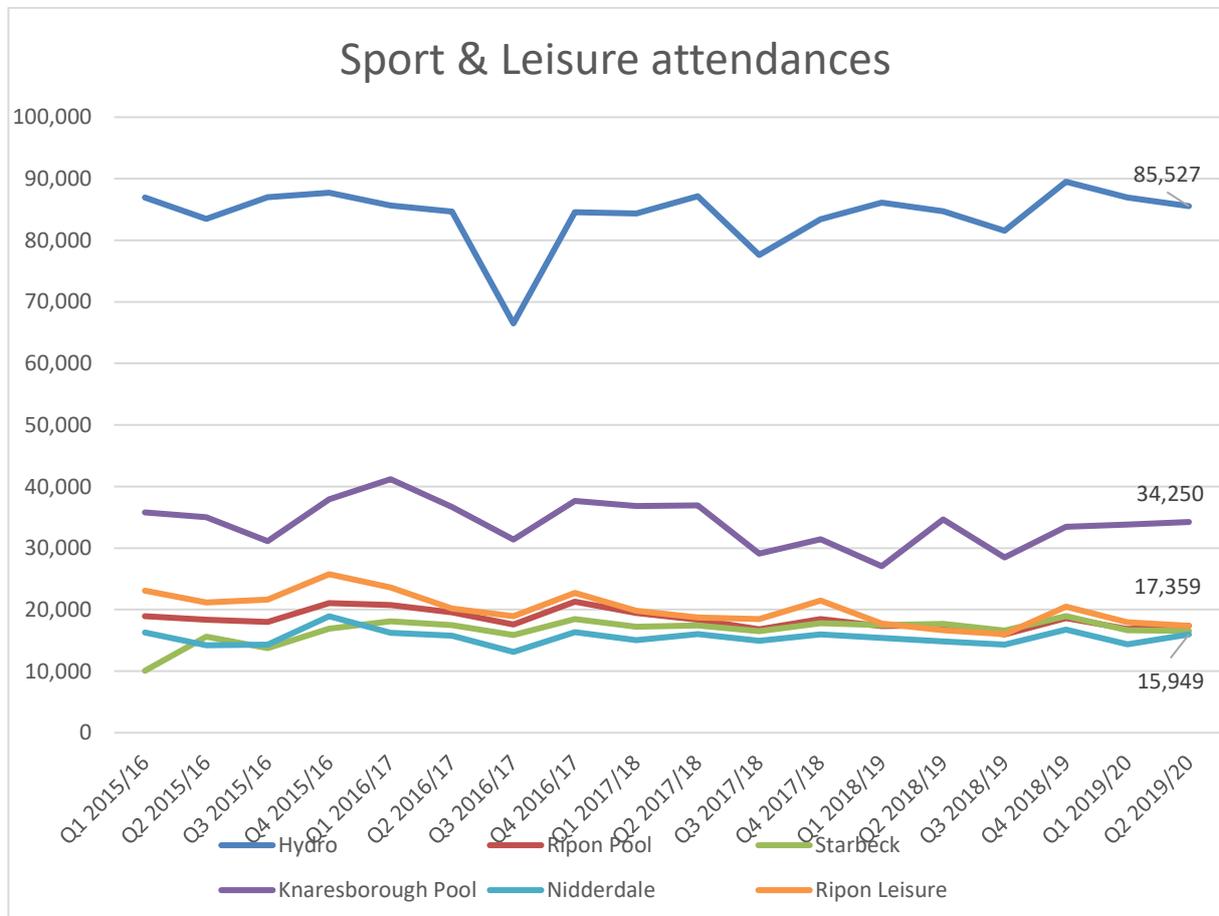


Two of the three priority measures within the **supporting our communities** corporate priority remain on track whilst one is 'amber'

- Progress is being made to **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** with the number of affordable homes delivered this year running above target, a total of 159 compared to a target of 125 for this point in the year and higher than the same point last year. This quarter, the team have delivered two new homes directly. The consultation on the Housing Strategy has now been completed and once all modifications have been made the strategy will be reported for approval. The scope of the Allhallowgate development will now change with the new build portion not being progressed and alternative uses be developed. The refurbishment portion to be repackaged and tenders sought. Lots of activity is also underway in implementing the Housing Delivery Action Plan, including £35,000 of funding secured from LGA to employ external expertise to look at how we engage and work with SMEs to help bring forward small housing sites.
- **Working together to halve rough sleeping, prevent and reduce homelessness and assist homeless households in finding long term affordable and sustainable housing** is making good progress with the average length of stay in temporary B&B accommodation below target at two weeks and average length of stay in hostel accommodation continues to be below target at five weeks. This has been achieved through the appointment of private sector officers and the pointing

system. The number of households living in temporary accommodation has increased from 56 to 59, but remains just below target of 60. Activity is also under way to implement the Empty Homes Strategy Year 1 Action Plan, working with community groups, home owners and local residents to help bring empty homes back into use. Work on the Spa Lane site is well underway. Foundations are in, the frame is programmed to arrive on site in October and M&E package is out for tender. The structure will be wind and watertight by Christmas

- We continue to help our residents build secure, safe and healthy lives in thriving communities. The Sport and Leisure Review report is in draft form and being circulated to council teams for comment before being reported to Management Board and on to Cabinet and Council thereafter. Attendances figures across all sport and leisure facilities are slightly higher for Q2 than Q1, however a lower target has meant that Q2 shows as on target whereas the previous quarter was slightly off target. Hydro, Nidderdale and Ripon Leisure have all hit their attendance targets for Q2. Knaresborough Pool and Ripon are slightly below target (less than 2% below target). Starbeck has been below target for both Q1 and Q2. For Q2 it was 7% below target:



6.5



Overall, we are making good progress on the priority measures within our excellent **public service** corporate priority, with one of the measure showing amber on the basis of the need to complete the Operational Service Review

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

priorities; the council's commercial activities are progressing, a pipeline of houses is now in place for the Bracewell Homes and a project is underway to look at opportunities to generate income from the use of Property Funds. A report will also be coming forward to Cabinet before Christmas that sets out recommendations for development and disposal of some council assets. Work is also underway to develop a sustainable CCTV service alongside reviewing the council's security provision (currently outsourced to a number of providers). Progress is being made with the Lifeline service to improve the use of technology to support the delivery of the service but there has been a small decline in the number of referrals to the service and a higher than normal loss of customers through mortality/moving into care homes. The situation is improving and a further marketing campaign is planned.

A three year efficiency plan for the council is being drafted alongside the service planning process along with a full review of council reserves.

Although the Operational Services Review is still showing as being behind target the waste service changes have now been implemented and bedding down well with only a small number of issues still under review. The Street Cleansing review has now been approved and will be implemented following the UCI event. The vehicle workshop trial is to be evaluated in next couple of months and overall the team are making good progress toward full completion of the review.

- We continue to **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**; PSLB agreed the Plan on a Page and supporting action plan at its meeting on the 1st August. Some actions still to scope in full but some will take time to develop. All priority leads now have a list of key officers responsible for the actions, the revised highlight report and timescales for submitting for the meetings

6.6 Corporate Health Performance

All of the performance indicators included within the [Corporate Health dashboard](#) on Pentana help contribute towards our corporate priority of excellent public services.

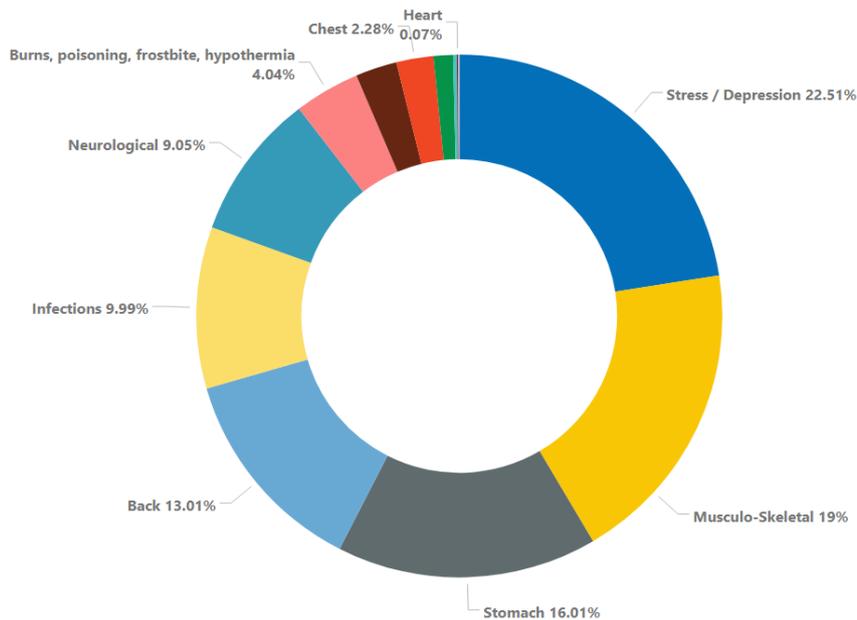
6.7 Financial

During Quarter Two we collected 57.3% of **Council tax**, which is very slightly below our target of 57.9% and slightly below the 57.8% collected in the same quarter last year. However, the collectable debt has increased by £7.5 million since September 2018 and over £50k in the last month. September 2018 saw collection figures of £64m, now we are at £68m so again actually an improving picture. As the collectable amount continues to increase towards the end of the year, there are also fewer instalments available for payments, we are therefore, likely to see an increase in performance.

- 6.8 Our **Non-domestic rates** collection level for the second quarter was 58.4%, exceeding our target of 57.9% and the performance in the same quarter last year (57.8%).
- 6.9 We collected 98% of **in-year debt**; above the 95% target for the quarter and the 92% collected in the same quarter last year. At the end of Quarter Two 48% of **total debt was over 90 days old**; this is above the target of 13% for the year and the performance in the same quarter last year (8%). Of the debt over 90 days old, £255k has been passed to Legal to deal with. This total includes 2 overdue invoices totalling £180k for one company which have remained unpaid now and in dispute for 6 & 4 months respectively. If we remove the invoices being dealt with by Legal, performance would fall below target at 7%.
- 6.10 Our **Legal Services debt recovery** level was 79% at the end of the second quarter; significantly above the 60% target and indicative of an improving trend. We also collected 43.9% of **in-district car parking debt**; this exceeds the 40% target and is an improvement on the same quarter last year (35%).

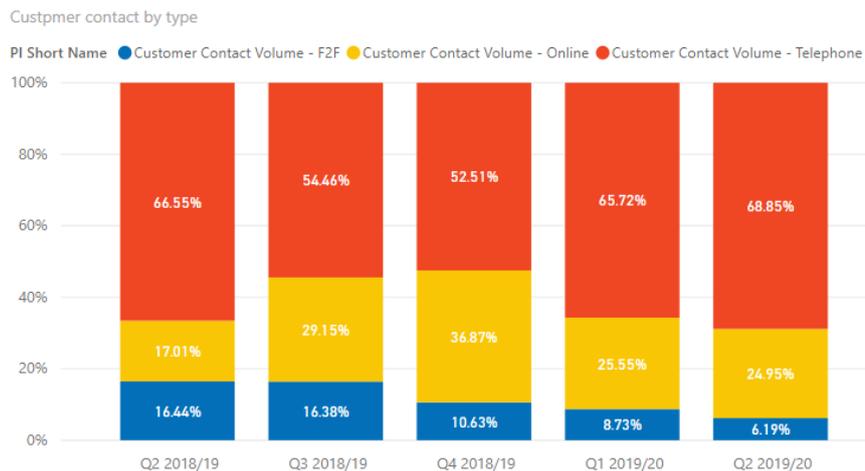
Workforce

- 6.11 We have a target to employ an average of at least 2.3% of staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. Our annual target is 26 apprentices. We are currently reviewing how we monitor progress and are starting to take a strategic approach to identify skills gaps which can be met through an apprenticeship levy as well as meeting recruitment challenges through the potential use of apprenticeship. In Quarter 2, two new apprenticeships started. Aside from this the Organisational People and Development Business Partners are working with services to promote the apprenticeship scheme to maximise the use of the apprenticeship levy.
- 6.12 **Sickness absence** Sickness absence was 1.42 days per FTE for Q2, significantly below the target of 2.05 working days lost per quarter and the Latest LG Inform benchmarking club data (Q4 18/19) average of 2.5 days.
- 6.13 Stress accounted for 21.5% of days lost per FTE in Q2, little change compared to 21% last quarter. As of the end of September there are still 10 open cases related to stress, all of which are long-term, so days lost per FTE will likely increase. HBC does not record the difference between work-related and home-related stress.
- 6.14 Musculo-skeletal issues were second at 19% of all days lost followed by stomach related sickness just behind in third making up 16% of the total sickness days over the quarter. There are 8 open cases of musculo-skeletal sickness and 3 stomach related cases. 31 cases of sickness are still open across the whole council.



6.15 Customer

The majority of **customer contacts** remain via the telephone, with the percentage of face to face continuing to fall, now at an all-time low of 6.19%. Online contacts have remained relatively static over the last two quarters at around 25% and below the target of 27%.



6.16 We had 58 Stage 1 and 2 complaints during Quarter Two, a significant reduction on the 87 received during the previous quarter. We responded to 93% of **stage one complaints** within 10 working days; an increase in performance from the 62% achieved during the previous quarter and above our target of 80%. Once again 100% of **stage two complaints** were responded to within 25 working days.

6.17 **Website availability** averaged at 99.99% across the quarter; it continues to be AA compliant.

6.18 We report benefit processing times on a quarterly basis. As reported in previous quarters; the processing time for **new Council Tax Reduction**

(CTR) claims did not meet its 21 day target, with quarter two performance of 28.15 days; albeit a slight improvement on quarter one performance of 29.43 days. Performance is impacted by the time it takes the DWP to assess and pay a Universal Credit (UC) claim. We have streamlined our in-house information gathering procedure at the start of the claiming process. However, we still have to wait for the DWP to process a UC claim (a minimum of 5 weeks) before we can finalise the CTR claim.

6.19 We hit our 21 day processing target for **new Housing Benefit Claims**; with a Quarter two outturn of 20.71 days; an improvement on similar to the 21.68 days achieved previous quarter. The latest benchmarking available for our CIPFA nearest neighbours gave an average performance of 23 days at Quarter Four, 2018/19; putting our performance above average.

6.20 We missed our 6 day processing target for **changes to CTR claims**; with a Quarter Two outturn of 6.58 days, a decline on the previous quarter figure of 5.12 days.

6.21 We exceeded the 6 day processing target for **changes to Housing Benefit Claims**; with a Quarter Two outturn of 5.69 days; however this is a decline in performance in the previous quarter which achieved an average of 3.29 days.

The latest benchmarking available for our CIPFA nearest neighbours gave an average performance of 9 days at Quarter Three, 2018/19; putting our performance significantly above average. The following two charts show the quarterly performance for all of these indicators:

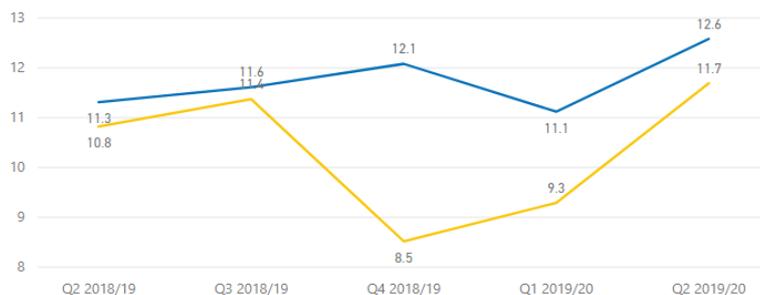
Benefit processing times - new claims

PI Short Name ● Time taken to process new council tax reduction benefit claims ● Time taken to process new housing b...



Benefit processing times - changes

PI Short Name ● Time taken to process changes to council tax reduction benefit ● Time taken to process changes to ho...



Governance

6.22 We regularly monitor the number of FOI and data breaches (no targets are set against these indicators). There were 265 FOI requests in Quarter Two,

an increase on the 211 received during the previous quarter with five requests going for appeal/review.

- 6.23 There were 25 data security breaches during quarter two of 2019/20, an increase on the 17 at Quarter 1 of 2019/20. We continue to proactively encourage staff to report any data breach; an increase in numbers does not necessarily reflect a decrease in performance and reflects the work carried out to promote the importance of reporting data breaches.

Energy

- 6.24 The council's carbon reduction strategy has now been updated and strengthened following council's notice of motion on climate change. Our ultimate aim is to achieve net zero carbon emissions by 2038 (in line with the Leeds City Region target).
- 6.25 We are currently in the process of convening a new Harrogate District Climate Change Coalition, consisting of local businesses, community groups and public sector organisations. The intention is that by sharing expertise and influence, the coalition will be able to have a greater impact on local greenhouse gas emissions than if we each act alone. We expect the coalition to meet four times a year to plan and coordinate joint activities, which may involve a wider group of supporters as needed. The full terms of reference for the coalition and a work plan for the coming year will be agreed at the group's first meeting.
- 6.26 Within our own estate, a contractor (Oasis Energy) has been appointed to upgrade lighting in the lower HCC car park. This will involve replacing current lighting with an LED system and we anticipate significant savings of car park electricity consumption. We intend to carry out "before and after" monitoring of energy use. Works will start in November. Similarly, through our refurbishment of Conyngham Hall there is also investment in the replacement of fluorescent strip lighting with new LED fittings.

7.0 CONCLUSIONS

- 7.1 Management Board are asked to consider the risk of not achieving the Delivery Plan Supporting Projects highlighted in [Appendix 1](#) and flagged as areas of concern in section 6 of this report.

7.2 **High risk:**

- None

Medium risk:

- Sport & Leisure attendances at some sites
- Completion of Sport & Leisure Review – still to be reported
- Digital Incubator hub – progress behind target and additional Project Management capacity needed
- Operational Services Review – some elements still to complete.
- Allhallowgate development - new build portion will not now be progressed and alternative uses be developed. The refurbishment portion to be repackaged and tenders sought.

7.3 Management Board are asked to consider the Corporate Health performance reported within this report. Although we have missed internal targets in some areas there are clear reasons for this, such as large single invoice debts being raised. We have improved performance in comparison to the previous quarters e.g. in sickness absence, stage one complaint responses and changes to Housing benefit Claims. Management Board should pay attention to:

- debt over 90 days old
- Apprentices

7.4 This report is focussed on the Delivery of the priorities within our Corporate Delivery Plan. However, in addition to this, there has also been a number of other achievements that contribute to our corporate priorities, including:

<i>A strong local economy</i>	An Invest in Harrogate campaign has been taking place at Leeds Bradford Airport in September/October to maximise the benefit of the additional visitors to the district during UCI.
<i>A sustainable environment</i>	We are testing a Renault Twizy, a small electric car, for a potential future transport project for Harrogate and Knaresborough. If successful, the project could see a fleet of Twizys introduced to increase 'green' travel options.
<i>Supporting our communities</i>	We recently purchased retail units with residential accommodation above on Knaresborough High Street, an investment of £1m to help provide high quality employment space and new homes in the town.
<i>Excellent public services</i>	Turkish Baths attendances continue to increase, Quarter two was 33% above target. Treatment numbers at the Turkish Baths have also been strong with Q2 being 37% above target

8.0 MANAGEMENT BOARD COMMENTS

8.1 Management Board were pleased with the positive progress made during the first quarter and congratulated staff on their achievements. Their comments on the areas of risk are highlighted below:

Medium risk:
<i>Sport and Leisure Facility Attendances at some sites</i>
This will be reviewed by Management Board as part of the discussion on the report related to the Sport and Leisure Review
<i>Completion of Sport & Leisure Review – still to be reported</i>
The report outcomes are expected to be presented to the Management Board very soon.
<i>Digital Incubator hub – progress behind target and additional Project Management capacity needed</i>
The project delay has been partly as a result of taking the opportunity to combine the work with a refurbishment of the HCC space in the same building. Additional PM support has been sought.

<i>Operational Services Review – some elements still to complete.</i>
The review is continuing to make progress with some major parts of the review now completed. Plans are in place for the remaining elements.
<i>Allhallowgate development</i>
New build portion will not now be progressed and alternative uses be developed. The refurbishment portion to be repackaged and tenders sought.
<i>Corporate Health:</i> <ul style="list-style-type: none"> • <i>Debt over 90 days old</i> – a large part of this is due to a single organisation and has been passed to legal services. • <i>Apprentices</i> – Approach is being reviewed corporately and discussed with services through the performance clinics.

9.0 REQUIRED ASSESSMENTS AND IMPLICATIONS

9.1 The following were considered: Financial Implications; Human Resources Implications; Legal Implications; ICT Implications; Strategic Property/Asset Management Considerations; Risk Assessment; Equality and Diversity (the Public Sector Equality Duty and impact upon people with protected characteristics). If applicable, the outcomes of any consultations, assessments, considerations and implications considered necessary during preparation of this report are detailed below.

Risk Statement

9.2 Management Board can also consider the interventions in place to mitigate against these risks and confirm if these are adequate. In future these reports could include risk assessments for those individual actions that have been rated as 'Red' and will include an overall summary of Service Plan risks as well as the Corporate Delivery Plan.

Background Papers – None

<p>OFFICER CONTACT: Please contact Sarah Cornforth, Improvement & Development Manager, if you require any further information on the contents of this report. The officer can be contacted at on 01423 500600 ext 56823 or by e-mail – sarah.cornforth@harrogate.gov.uk</p>
--