
REPORT TO:	Management Board Overview & Scrutiny Cabinet
DATE:	13 January 2020 3 February 2020 5 February 2020
SERVICE AREA:	Organisational Development & Improvement
REPORTING OFFICER:	Improvement & Development Manager (Sarah Cornforth)
SUBJECT:	CORPORATE PERFORMANCE REPORT, QUARTER THREE, 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 Three 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 (MB) 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 MB

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 Three 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
- Average time taken to re-let local authority housing
- Number of new homes built by the Council

Areas of positive performance include:

- Work has started on a new swimming pool for Ripon
- Overall income received at the HCC has exceeded its target for the quarter
- The district hosted the UCI 2019 Road World Cycling Championships
- Strong performance for the cumulative percentage of household waste sent for re-use, recycling and composting with recycling rates staying relatively high at 46.33%, exceeding the corporate target of 41% in Quarter 3.
- Number of affordable homes delivered exceeding target and previous year levels at this point

Corporate Health Summary (Appendix 2):

- **Financial** – collection levels of council tax in Quarter 3 are slightly below the target of 86.40% at 85.5%. Non-domestic rates have increased on the previous year and quarter. In-year debt collection is slightly below target and the same period last year and debt over 90 days old is meeting the target for Quarter 3. The % of in-district parking debt has exceeded their target levels of collection whilst the legal services debt recovery levels has failed to meet its target.
- **Workforce** – Sickness levels have remained well below the national average. The main reasons for sickness absence in Quarter 3 was infections. Stress/depression was the second most common cause of sickness. It should be noted that HBC does not record the difference between work-related and home-related stress/depression. Stomach related sickness was the third most common cause of sickness in the quarter.
- **Customer** – the number of stage 1 and 2 complaints have continued to reduce since April 2019. From 87 in Quarter 1, to 58 in Quarter 2 and 41 in Quarter 3. In terms of response rates to complaints, we met our target for Stage 2 complaints but did not meet our response rate for Stage 1 (73% against a target of 80%). Process times for new Council Tax reduction claims and housing benefit claims did not meet their internal target, however process times for changes to Council tax reduction claims and housing benefit did meet the target. 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 decreased from Quarter Two to Quarter Three. The number of FOI requests going to appeal/review increased slightly from 5 in Quarter 2 to 6 in Quarter Three.

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 MB (section 8):

6.2



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 discussions and LEP reviews. The Council has actively supported the development of both LEP's Local Industrial Strategies. Devolution discussions are ongoing with colleagues across Yorkshire with colleagues in both York, North Yorkshire and East Riding LEP and Leeds City Region LEP. HBC has also been involved with the development of the 'Asks' and the proposed governance arrangements for the York and North Yorkshire interim devolution deal and will continue to be engaged in the process.
- 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, work has commenced on site at the end of November and is proceeding to programme. The new digital incubator hub in Springfield House is progressing, with a consultant procured and project management for the tender of works underway. A cost plan has been prepared and marketing/brand design work is in progress. As part of the Station Gateway project, work on the stage 2 masterplan work is well underway with partners engaged in the project. This is taking place in parallel with our Transforming Cities Fund Bids for highways and public realm improvements. The wider Strategic Asset review will also see a report setting out recommendations and next steps to Cabinet in February. Progress also continues with proposals for the Ripon Barracks site, with the application now due to be submitted early in 2020. The project team is exploring the opportunity to have a construction skills village on the site whilst development is taking place. A pre application briefing for Members of Planning Committee has taken place and was well received.
- *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. Initial discussions among partners have highlighted possible alterations to the council's 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. NYCC

are to lead the procurement exercise and can resource from mid-January 2020 onwards.

- The build of fibre infrastructure begins in Starbeck and Bilton in January and will see circa 2,000 properties a month upgraded over two years across Harrogate, Knaresborough and Ripon. The Council has agreed a wayleave for its properties. Fibre Nation have confirmed that their investment in Harrogate district will exceed £35m. The build programme to connect public sector sites begins in Ripon in January 2020 and Harrogate/Knaresborough in March. Work with partners at NYCC will continue to ensure that this infrastructure can be utilised for the benefit of homes/businesses.
- 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 3. The methodology supporting the Economic Impact calculation has been reviewed with the Director leading to the adoption of the Visit Britain method of calculation instead of the Association of Event Venues 2007 Best Value Benchmarking Group methodology which had 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. Management of the Fund is in place and monies have been allocated to works scheduled through 2020/21. Cabinet also approved the establishment of a Destination Marketing Organisation within the Council. This was agreed in order to develop a more strategic approach to tourism activity by merging the Council's current Visitor Services, Museums and HCC Marketing team into a single organisation. 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. The receipt of the external review of economic impact and event accounts is expected in January 2020.

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, this has been delayed due to the General Election. The proposals for a Community Infrastructure Levy leading to submission of Charging Schedule to the Examiner was held on 23 October. Modifications agreed with the Inspector are out for consultation from 3 January to 31 January, which

were also delayed due to purdah restrictions as a result of the general election.

- 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 (ultra-low emission vehicles) Action Plan, the costing work carried out identified a range of options with regards to implementation ranging from 'quick wins' (no/limited infrastructure work) to longer term (infrastructure work required). There are proposals to change the way the electric vehicles at the Civic Centre work, to make them more user friendly and efficient for the Council. Work has commenced on a business case to green the Council's fleet. Opportunities for external funding continue to be explored.
- We have made good progress on *encouraging more of us to re-use or recycle the household waste we produce* with recycling rates staying relatively high at 46.33%, only a slight decline from last quarter's figure of 47.22%. It exceeds our corporate target by 5%. A drop in recycling rate in Q3 is expected as green waste is not collected in December but does remain higher than the comparable quarter last year. HBC sent a response to the Government's recent consultations on the Waste & Resources Strategy and briefed MB and Members on the potential impacts of the proposals for HBC. HBC continues to play a key influencing role in local, regional and national networks. A further briefing to MB and Members will be undertaken when the updated consultations are released.

6.4

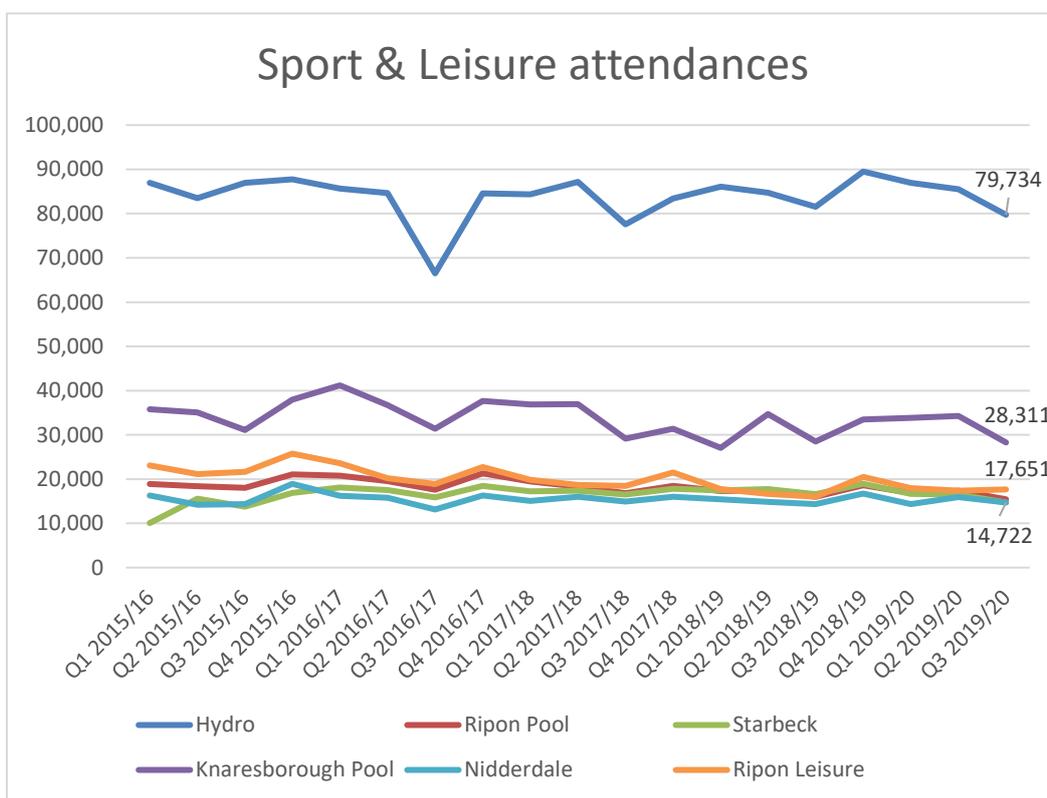


Two of the three priority measures within the **supporting our communities** corporate priority are 'amber' amber while one remains on track.

- 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 continuing to run above target, with the total by Quarter 3 at 258 homes already exceeding the annual target of 250. This quarter, the team have not delivered any new homes directly, however, work is continuing and three new homes are expected to be completed in the next quarter. The Housing Strategy has been approved by Cabinet and Council. The scope of the Allhallowgate development has been changed with the new build portion not being progressed and alternative uses be developed. The refurbishment portion will 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 one week 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 remained at 59, but continued to be below target of 60. Significant activity has been underway to implement the Empty Homes Strategy Year 1 Action Plan, with the approval to offer to purchase three empty homes given in October by Cabinet and a further four offers of voluntary purchase were put forward to Cabinet Member for approval in December. Work on the Spa Lane site is well underway. Foundations are in, the frame is in place and work to make the site wind and water tight is well under way.

- We continue to help our residents build secure, safe and healthy lives in thriving communities. Phase one of the Sport and Leisure Review is now completed as Cabinet approved the report in December 2019. Attendances at Nidderdale and Ripon Leisure have exceeded attendance targets for Q3. The Hydro, Ripon Pool and Knaresborough are slightly below target, all within 4%. Starbeck is 11% below target for attendances. Across all Sport & Leisure sites, attendance is approximately 1% 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 with two funds selected. A report will go to Cabinet in February, followed by Council in March, which will set out

recommendations for development and disposal of some Council assets and an all Members briefing is planned for early. 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 continues to be made with the Lifeline service. The development of online forms for staff to use whilst mobile working continues. An initial time recording exercise has shown there should be significant time and resource savings once mobile working is implemented, and this exercise is being repeated twice more over the coming months to check for consistency. Customer numbers have remained relatively stable though with churn as new referrals replace customers coming off service. A new pricing structure with additional service options is currently going through political approval with a view to launching in April 2020.

- Two of the three years efficiency plan for the council have been drafted alongside the service planning process along with a full review of council reserves, with the third year still to be developed.
- The **Operational Services Review is still behind target**, but Street Cleaning, Transport and Road Sweeping are close to completion. For Street Cleansing, the structure was approved in October/ November 2019, with a recruitment day taking place in early January 2020. A trial period for Transport has been extended to the end of March where the new arrangements will be confirmed into contracted arrangements. New road sweeping arrangements are still on track to go live in early 2020 following the Street Cleaning 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 have agreed the Plan on a Page and progress against the plan on a page is slow for some priorities however others are delivering key outcomes collaboratively. Work is ongoing to develop the health inequalities strand with a potential workshop to be held at the next meeting in March.

6.6 Corporate Health Performance

All of the performance indicators are shown in **Appendix 2** help contribute towards our corporate priority of excellent public services.

6.7 Financial

During Quarter Three we collected 85.5% of **Council tax**, which is very slightly below our target of 86.40%. This is similar to the 85.80% collected in the same quarter last year.

6.8 Our **Non-domestic rates** collection level for Quarter 3 was 85.8%, slightly below our target of 86.40% but a slightly improved performance on the same quarter last year (83.70%).

6.9 We collected 93% of **in-year debt**; slightly below the 95% target for the quarter and the 96% collected in the same quarter last year. At the end of Quarter Three 33% of **total debt was over 90 days old**; this is above the

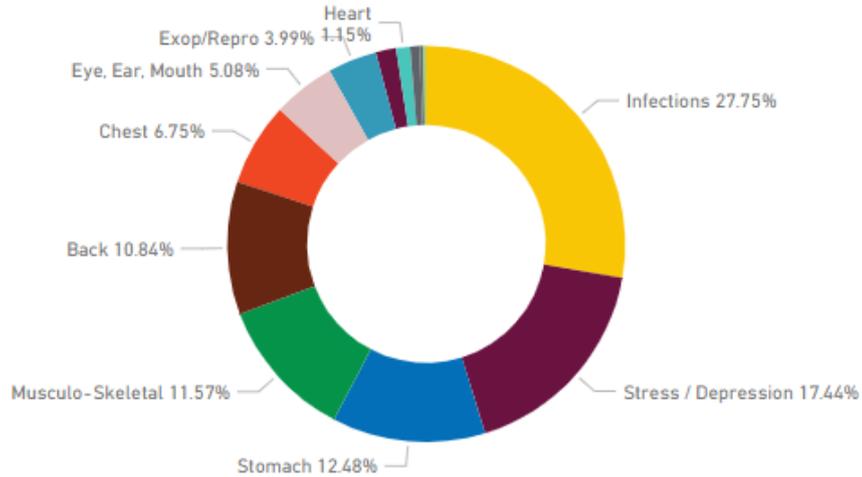
target of 13% for the year and the performance in the same quarter last year (26%). Of the debt over 90 days old, £255k has been passed to Legal. This total includes 2 overdue invoices accounting for 51% of the outstanding debt, and if these were excluded from the calculation, the % would reduce to 15%. Whilst still below target, this includes debt that has been identified for write off at the year end. If we remove these balances then the % of debt over 90 days old drops to 10% and below target.

- 6.10 Our **Legal Services debt recovery** level was at 0.04% at the end of the third quarter; significantly below the 60% target. There are 3 single referrals which make up approximately £214k of a total referral value of £230k. One of these referrals is for £180k which we are negotiating payment terms with the debtor, and another for £13.5k which is being discussed with solicitors for the debtor. Recovery is expected on both these cases. We also collected 59.3% of **in-district car parking debt**; this exceeds the 40% target and is an improvement on the same quarter last year (32%).

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 3, one **new apprenticeship** started in Parks and Environmental Services. The Organisational People & Development Business Partners are working with services to promote the apprenticeship scheme to maximise the use of the apprenticeship levy.
- 6.12 **Sickness absence** was 1.48 days per full time equivalent (FTE) for Q3, below the target of 2.05 working days lost per quarter and the latest LG Inform benchmarking club data (Q1 2019/20) average of 1.9 days.
- 6.13 Infections was the most common cause of long term and short term sickness this quarter, with 27.75% of days lost per FTE in Quarter 3. For short term sickness, infections accounted for 35.7% days lost per FTE, this could be an indication of the time of year and higher levels of short term sickness related to colds/flu.
- 6.14 Stress/depression was the second most common cause of sickness with 17.44% of days lost per FTE, a reduction in the 21.5% in Quarter 2. Stress/depression has caused the most days lost per FTE for long term sickness. HBC does not record the difference between work-related and home-related stress. Stomach related sickness was the third most common cause of sickness with 12.48% days lost per FTE.

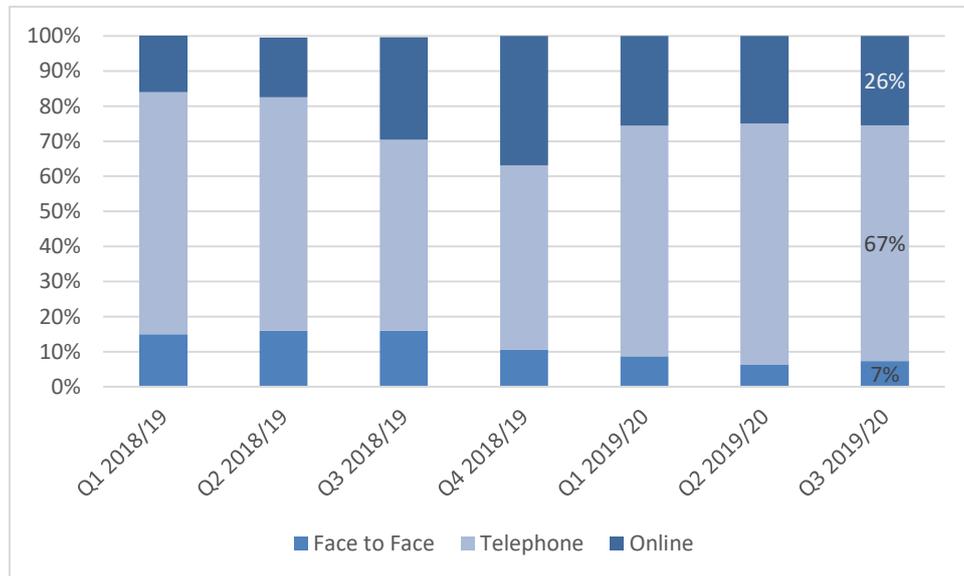
Days Lost by Reason



6.15 Customer

The majority of customer contacts remain via the telephone, with the percentage of face to face longer term falling but with a slightly increase to 7.3% in Quarter 3 compared to the all-time low of 6.19% in Quarter 2.

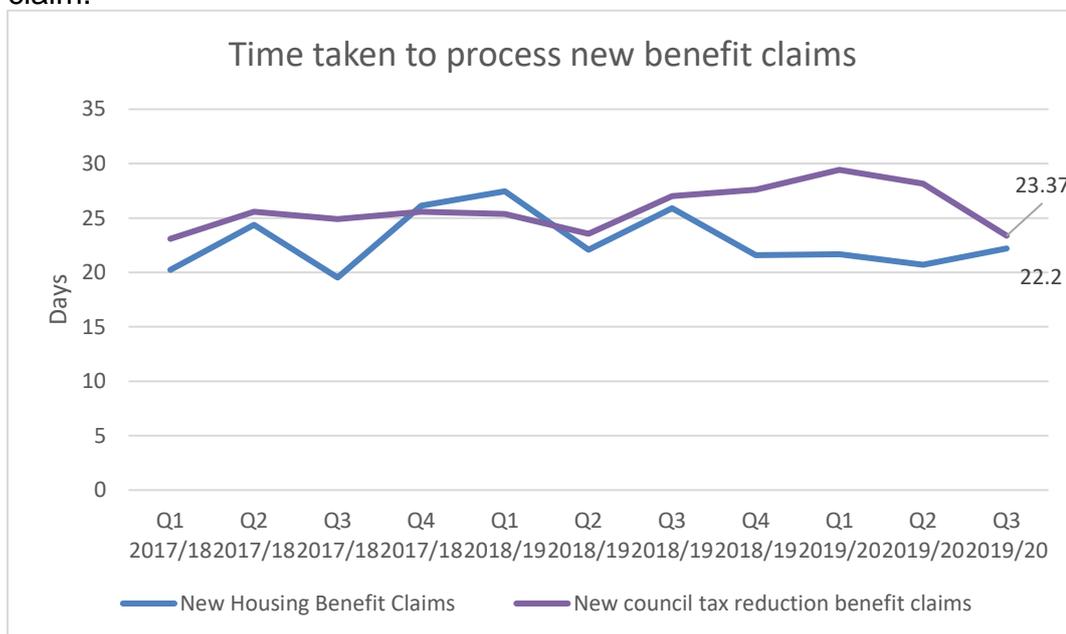
Customer online contacts have remained relatively static over the last two quarters at around 26% and below the target of 27%.



6.16 We had 41 Stage 1 and 2 complaints during Quarter Three, a significant reduction on the 87 received during Quarter 1 and the 58 received during Quarter 2. We responded to 73% of **stage one complaints** within 10 working days; a decrease in performance from the 93% achieved during the previous quarter and below our target of 80%. Once again 100% of **stage two complaints** were responded to within 25 working days, exceeding the target of 80%.

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 three performance of 23.37 days; an improvement on quarter one and quarter two performance of 29.43 days and 28.15 days respectively. 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.

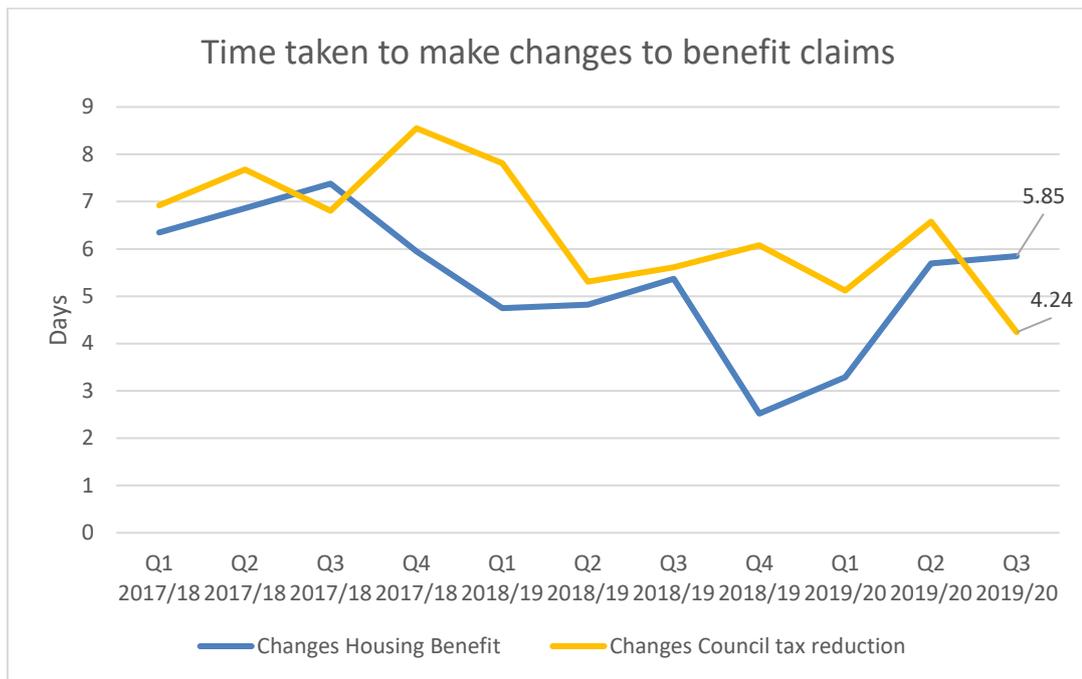


6.19 We did not meet our 21 day processing target for **new Housing Benefit Claims**; with a Quarter three outturn of 22.2 days. The latest benchmarking available for our CIPFA nearest neighbours gave an average performance of 22 days for Quarter 1 2019/20; putting our performance slightly below average.

6.20 We met our 6 day processing target for **changes to CTR claims**; with a Quarter Three outturn of 4.24 days, an improvement on the previous quarter figure of 6.58 days.

6.21 We exceeded the 6 day processing target for **changes to Housing Benefit Claims**; with a Quarter Three outturn of 5.85 days; however this is a decline in performance since the previous Quarter.

The latest benchmarking available for our CIPFA nearest neighbours gave an average performance of 7 days at Quarter One, 2019/20; putting our performance significantly above average. The following two charts show the quarterly performance for all of these indicators:



Governance

- 6.22 We regularly monitor the number of FOI and data breaches (no targets are set against these indicators). There were 206 FOI requests in Quarter Three, a decrease in the number received during the previous quarter. However the number of requests going for appeal/review increased from 5 in Quarter Two to 6 in Quarter 3.
- 6.23 There were 23 data security breaches during quarter three of 2019/20, a decrease on the 25 at Quarter 2 of 2019/20. We continue to proactively encourage staff to report any data breach and any increase in the numbers reported 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 In terms of the council's Carbon reduction strategy, the Harrogate District Climate Change Coalition held its inaugural meeting in November. The next meeting is 18th February 2020. The coalition is looking to establish some focused working groups on specific themes, including transport, tree planting and communications.
- 6.25 The lighting upgrade at HCC car park as outlined in the last report has been successfully completed. Significant savings are expected, and monitoring equipment is being installed to measure this. Further opportunities for ongoing energy efficiency savings within the council estate are being pursued.

7.0 CONCLUSIONS

- 7.1 MB 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
- Digital Incubator Hub behind schedule
- Implementation of Operational Services Review remains behind target but making progress
- Average time taken to re let local authority housing
- Number of new homes built by the Council

7.3 MB 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. We have improved performance in comparison to the previous quarters, e.g. % of in-district parking debt and changes to council tax reduction benefit. MB should pay attention to:

- Apprenticeships
- Percentage of Stage 1 complaints responded to within 10 working days
- Customer contact via online channel
- Time taken to process new housing benefit claims

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>	Harrogate Convention Centre hosted the UK's largest comic art festival 'Thought Bubble' which was attended by 11,000 fans. This was the first time the annual event was relocated from Leeds to Harrogate.
<i>A sustainable environment</i>	A project to install energy saving lights in the HCC car park was completed. This saw the replacement of fluorescent tubes with energy efficient and motion detecting LEDs contributing to our efforts to reduce our carbon footprint.
<i>Supporting our communities</i>	HBC, North Yorkshire Police and Harrogate Homeless Project have set up 'Harrogate Street Aid' which allows for members of the public to donate via contactless points at key locations in Harrogate town to the Harrogate Street Aid Fund.
<i>Excellent public services</i>	Our Ofsted rated Outstanding nursery, Little Explorers won the Mumblers' Favourite Day Nursery at the Annual Harrogate Mumbler Awards

8.0 MB COMMENTS

8.1 MB were pleased with the positive progress made during the third quarter and congratulated staff on their achievements. In particular they noted the following areas of positive performance:

- Work starting on a new swimming pool for Ripon
- The district hosting of the UCI 2019 Road World Cycling Championships
- Strong performance for the cumulative percentage of household waste sent for re-use, recycling and composting
- Strong performance in relating to sickness absence

In terms of the priorities/projects on amber, MB stated that these are actively being managed and reviewed. Where timescales had slipped, this was due to circumstances outside of the Councils control, such as the sport and leisure review and the digital incubator hub. MB intend to look at collection of council tax and business rates at its next quarterly finance and performance meeting.

In terms of areas of high risk, MB reported that they are keeping a critical review of these, such as the level of debt recovery.

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 MB 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

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