

# **Corporate Priorities and Actions**

## **Public Consultation**

### **District Panel Report**



## 1.0 BACKGROUND TO THE DISTRICT PANEL

- 1.1 The Council adopted its first Community Engagement Strategy in November 1998. The first District Panel was convened in 1999 as part of the Community Engagement Strategy and as an element of the Council's 'toolbox' for Community Engagement.
- 1.2 The current panel of 1500 people was originally convened in 2002. The Panel is regularly refreshed with new members and is structured with the intention of reflecting the make-up of the population in the District in respect of gender, age, physical/mental impairment and location of residence.

## 2.0 THE DECEMBER DISTRICT PANEL CONSULTATION

- 2.1 The December questionnaire focused on two areas of interest: (i) Street Cleansing and Waste & Recycling and (ii) Harrogate Borough Council's Corporate Priorities and Actions. The questionnaire can be found at Appendix A
- 2.2 The first part of the questionnaire asked respondents' views on Street Cleansing and Waste & Recycling.
- 2.3 The second part of the questionnaire asked for respondents' views on Harrogate Borough Council's Corporate Priorities and Actions. The purpose of asking these questions was gauge public agreement with both the Council's Vision and its Corporate Priorities and also to assess which priorities the Council should focus on and whether there should be any amendments, additions or deletions to the Council's vision and/or strategic actions.
- 2.5 The purpose of this report is to provide an overview of the results only in respect of the Council's Corporate Priorities and Actions.

## 3.0 METHODOLOGY

- 3.1 The following questionnaires were sent:
- 1500 questionnaires were sent to **District Panel** Members, 948 were returned. This represents a 63.2% response rate.
  - The questionnaire was also placed on the **Harrogate Borough Council website**. 18 responses were received.
  - The questionnaire was also placed on the Harrogate Borough Council staff **intranet**. 30 responses were received.
- 3.2 The total number of questionnaires analysed was **996**. All non replies were omitted from the analysis.

## 4.0 HARROGATE BOROUGH COUNCIL CORPORATE PRIORITIES AND ACTIONS

4.1 Prior to answering the questionnaire the Panel was given the following information:

### Corporate Priorities and Actions

In October 2006 the Council completed its review of its long-term vision and priorities. In doing this it concentrated its priorities, plans and actions in a single document, to be known as the Council's Strategic Plan.

The aim of this was to make it clear to residents, partners and visitors what the Council was focusing on and what it was aiming to achieve in the next ten years.

The Strategic Plan sets out clearly the vision, goal, priorities and strategic actions which have emerged from the consultation with all sections of the community.

### Vision

The Council's 10-year vision is:-

"To make the Harrogate District a better place to live, work and visit" by:-

- ◆ Preserving its heritage.
- ◆ Enhancing its unique environment.
- ◆ Delivering first-class public services.
- ◆ Encouraging everyone to share in its success.

The vision recognises that the Council has a key role in ensuring that the Harrogate District continues to be recognised as a prestigious place, with a quality environment, excellent facilities and a unique heritage.

### Corporate Priorities

In looking to deliver its vision, the Council has identified seven Corporate Priorities. These will be the framework for everything the Council does over the next three years. These priorities are:-

- ◆ **Affordable Housing** - ensuring people have access to housing opportunities throughout the District.
- ◆ **Traffic and Transport** - ensuring the provision of a transport network that will provide access to public transport in all areas and provide integrated facilities including car parks.
- ◆ **Keeping the District Safe** - ensuring communities across the District are safe and secure and that they feel safer.
- ◆ **Caring for the Environment** - ensuring the enhancement and protection of the natural and built environment District-wide.
- ◆ **Supporting our Local Economy** - ensuring a robust and varied economy that benefits local people and creates employment opportunities in rural areas and the market towns across the District.
- ◆ **First Class Public Services** - ensuring that the services delivered throughout the District meet the needs of customers, are accessible and of a high quality.

♦**Organisational Improvement** - a commitment to invest in improving the organisation by being a good employer and building its organisational capacity to deliver first-class services and increase its service performance.

## Strategic Actions

To help deliver the Corporate Priorities, the Council has identified 12 Strategic Actions that will be delivered over the next three years to achieve its vision and goal. These are:-

- ♦**Community Planning** - shaping the future of the Harrogate District up to 2021 on transport, housing, the environment and public services.
- ♦**Resources and Priorities** - ensuring that the Council uses its resources to provide value for money services across the District.
- ♦**Long-term investment in the Harrogate International Centre** - assessing the feasibility of refurbishing the existing exhibition space and other HIC facilities to support the local economy.
- ♦**Royal Hall** - completing this agreed heritage restoration project within budget and bringing the Hall back into use.
- ♦**City Region/Northern Way** - securing the Harrogate District local economy's place within the wider economic region centered on Leeds.
- ♦**Holiday Tourism** - supporting an effective holiday tourism strategy in the District's market towns and rural areas.
- ♦**Cultural Services** - sustaining a viable District-wide provision on the Council's sports, parks, art and museum services.
- ♦**Customer Services** - providing local people with a point of contact and access to Council information and services.
- ♦**IT Investment** - enabling the Council to deliver more services electronically to local people.
- ♦**People Management** - focusing on Council employees to support them in the delivery of high quality services to the public.
- ♦**Leadership** - ensuring Councillors and senior managers have the right skills and support to meet the changing needs of the modern public sector.
- ♦**Rural Community Investment** - investment in rural areas and market towns to improve transport, housing, the quality of life and address rural diversity issues.

**5.1 Executive summary:**

- 89.1% of respondents agreed or strongly agreed with the Council's vision; agreement with the Council's vision had increased by 4.4% since the 2005 consultation.
- Only 5% of respondents suggested any amendments/additions to the Council's vision. The three most suggested additions were:
  - Fostering a community spirit
  - Considering young people
  - Sustaining culture
- Over 78% of respondents agreed or strongly agreed with each of the seven Corporate Priorities.
- Only 4.7% of respondents suggested additions to the Corporate Priorities. The three most suggested additions were:
  - Facilities and opportunities for the young
  - Coordinated entertainment and leisure facilities for all ages
  - Developing a community spirit
- 95.2% of respondents would not make any deletions to the Corporate Priorities.
- When respondents were asked to identify the top three Corporate Priorities the Council should focus on the most popular choices were:
  - 1<sup>st</sup> Keeping the District Safe
  - 2<sup>nd</sup> Traffic and Transport
  - 3<sup>rd</sup> Affordable Housing
- At least 50.1% of respondents agreed or strongly agreed with all of the 12 Strategic Actions
- Only 6.7% of respondents made suggestions for new Strategic Actions. The three most suggested additions were:
  - Improvements to Traffic and Transport
  - Supporting the Community
  - A commitment to investment outside Harrogate
- 85.2% of respondents would not make any deletions to the Strategic Actions.
- When respondents were asked to identify the top three Strategic Actions they thought the Council should focus on, the most popular choices were:
  - 1<sup>st</sup> Community Planning
  - 2<sup>nd</sup> Resources and Priorities
  - 3<sup>rd</sup> Rural Community Investment

## 6.0 HARROGATE BOROUGH COUNCIL VISION- RESULTS OF CONSULTATION

6.1 In the first question (question 17) respondents were asked if they agreed with the Council's Vision.

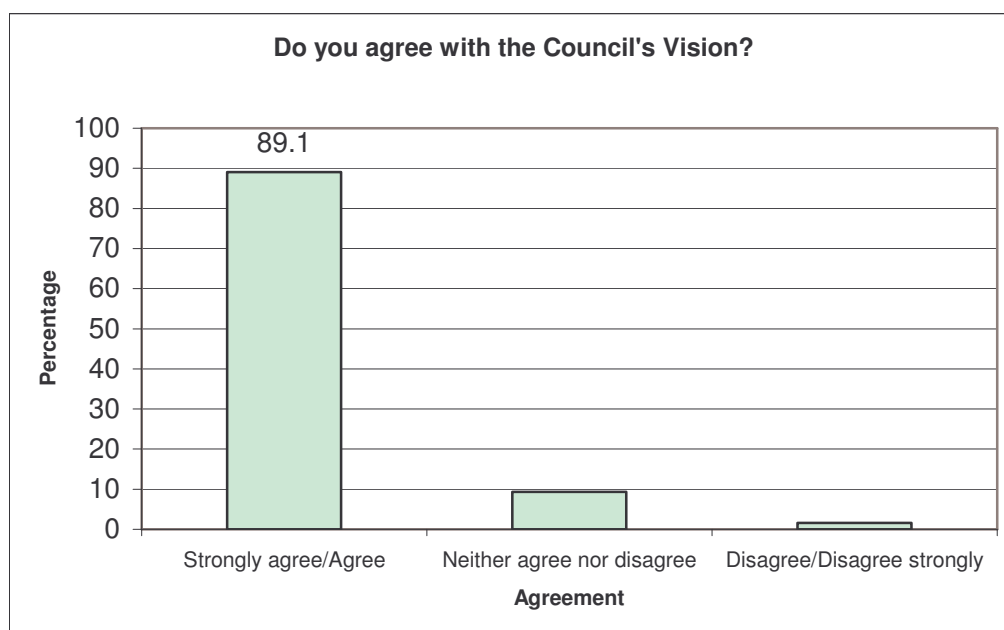
- 89.1% of respondents agreed or strongly agreed with the Council's vision

	<i>No</i>	%
<b>Strongly agree/Agree</b>	<b>843</b>	<b>89.1</b>
<b>Neither agree nor disagree</b>	<b>88</b>	<b>9.3</b>
<b>Disagree/Disagree strongly</b>	<b>15</b>	<b>1.6</b>

6.1.1 This question was also asked in the 2005 consultation, when the two results were compared it was found that:

- Agreement with the Council's vision had increased by 4.4% in 2006

	%
<b>Strongly agree/Agree</b>	<b>84.7</b>
<b>Neither agree nor disagree</b>	<b>12.9</b>
<b>Disagree/Disagree strongly</b>	<b>3.75</b>



- 6.2 In question 18 respondents were asked if there were any amendments/additions to the Council's vision they would make, the responses received are broadly categorised in table 3.
- 50 respondents (5%) suggested amendments/additions, these are listed below in table 3.
  - The three most suggested additions were:
    - Fostering a community spirit
    - Considering young people
    - Sustaining culture
  - 7 respondents suggested the wording of the vision should be altered
  - 16 respondents made general comments.

A full list can be found at appendix **B**

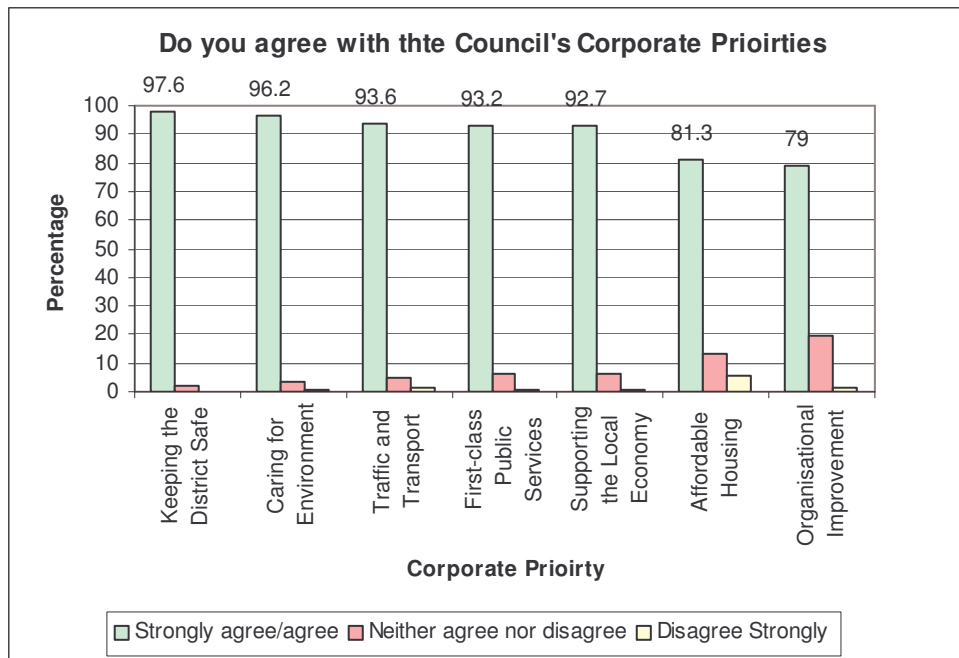
<b>Table 3. Are there any amendments/additions to the Council's Vision you would make?</b>	
<b>Amendment/addition</b>	<b>Number</b>
Fostering a community spirit	7
Giving consideration to young people	6
Sustaining culture	5
Equally supporting rural and town areas.	4
Supporting initiatives to limit climate change	4
Emphasising the future	3
Giving a commitment to dealing with anti-social behaviour	2
Becoming a leader in recycling	2
Acting to reduce the numbers of homeless	2
Encouraging local businesses	2
Making a statement regarding living standards and quality of life	2
Emphasising the uniqueness of the District	1
Controlling Council Tax	1
Creating a safe District	1
Having a commitment to affordable housing	1
Encouraging equality	1
Putting the needs of local people first	1
Maintaining high levels employment	2
Ensuring value for money	1
Supporting Voluntary organisations	1
Ensuring safety is maintained	1
Suggestions to amend wording	7
Comment	16

## 7.0 HARROGATE BOROUGH COUNCIL CORPORATE PRIORITIES - RESULTS OF CONSULTATION

7.1 In question 19 respondents were asked if they agreed with the Council's corporate priorities.

- Over 78% of respondents agreed or strongly agreed with each of the seven Corporate Priorities
- The highest level of agreement was with Keeping the District Safe (98%)
- The second highest level of agreement was with Caring for the Environment (96.2%)
- The third highest level of agreement was with Traffic and Transport (93.6%)

<b>Table 4. Do you agree with the Council's Corporate Priorities?</b>						
	<b>Strongly agree/agree</b>		<b>Neither agree nor disagree</b>		<b>Disagree/disagree strongly</b>	
	<i>No</i>	<i>%</i>	<i>No</i>	<i>%</i>	<i>No</i>	<i>%</i>
<b>Affordable Housing</b>	784	81.3	127	13.2	53	5.5
<b>Traffic and Transport</b>	903	93.6	50	5.2	12	1.2
<b>Keeping the District Safe</b>	949	97.6	21	2.2	2	0.2
<b>Caring for Environment</b>	931	96.2	31	3.2	6	0.6
<b>Supporting the Local Economy</b>	894	92.7	63	6.5	7	0.7
<b>First-class Public Services</b>	900	93.2	61	6.3	5	0.5
<b>Organisational Improvement</b>	754	79	188	19.7	12	1.3



- 7.2 In question 20 respondents were asked if there were any Corporate Priorities they would add. The responses received are broadly categorised in table 5.
- 47 respondents (4.7%) suggested additions to the Corporate Priorities, these are listed below in table 3.
  - The three most suggested additions were:
    - Facilities and opportunities for the young
    - Coordinated entertainment and leisure facilities for all ages
    - Developing a community spirit
  - 70 respondents (7%) suggested amendments to the Corporate Priorities
  - The three most suggested amendments were:
    - Traffic and Transport To include cycle paths, a bypass and pathways, also make more affordable
    - Keeping the District Safe To Include use of CCTV and encouraging a stronger police presence.
    - Environment Include more emphasis on improved recycling and policy to reduce carbon emissions and encourage renewable energy

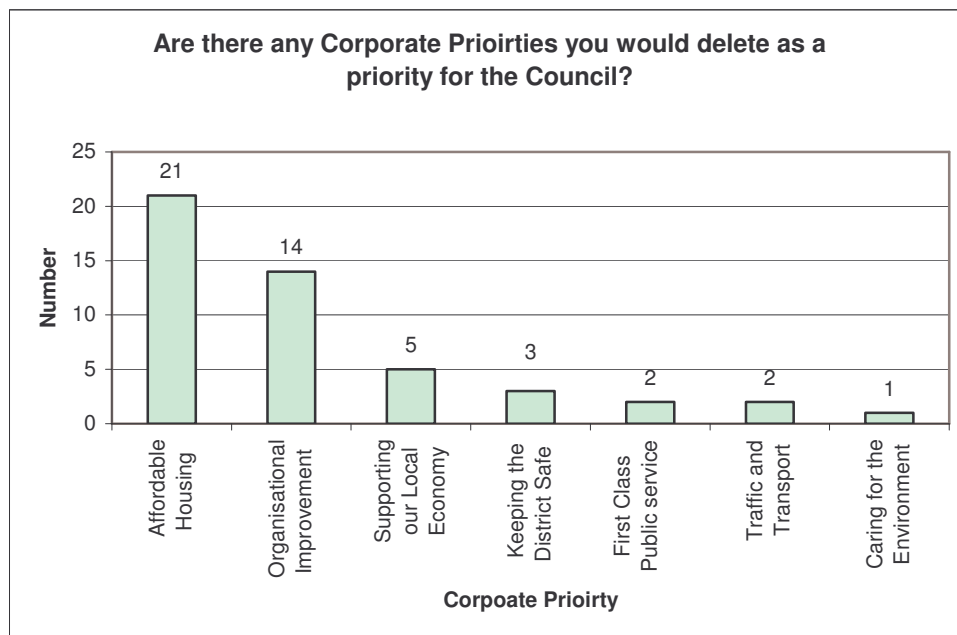
A full list can be found at appendix **C**

<b>Table 5. Are there any Corporate Priorities you would add?</b>	
<b>New Additions to Corporate Priorities</b>	
<b>Facilities and opportunities for the young</b>	<b>10</b>
<b>Coordinated entertainment and leisure facilities for all ages</b>	<b>8</b>
<b>Developing a community spirit</b>	<b>5</b>
<b>Improving town centres</b>	<b>5</b>
<b>Providing a value for money efficient service to residents</b>	<b>4</b>
<b>Support to arts and culture</b>	<b>3</b>
<b>Support the elderly in the District</b>	<b>3</b>
<b>Encourage tourism</b>	<b>2</b>
<b>Improved planning process</b>	<b>2</b>
<b>Monitoring of health service provision through Overview and Scrutiny Commission</b>	<b>1</b>
<b>Regeneration of outer areas of the District</b>	<b>1</b>
<b>Encourage voluntary organisations</b>	<b>1</b>
<b>Encourage social responsibility</b>	<b>1</b>
<b>Advertise Harrogate District nationally</b>	<b>1</b>
<b>Alterations to existing Priorities</b>	
<b>Traffic and Transport</b> To include cycle paths, a bypass and pathways, also make more affordable	<b>26</b>
<b>Keeping the District Safe –</b> Include use of CCTV and encouraging a stronger police presence.	<b>14</b>
<b>Environment –</b> Include more emphasis on improved recycling and policy to reduce carbon emissions and encourage renewable energy	<b>9</b>
<b>Affordable Housing –</b> Specifically for local people	<b>9</b>
<b>First Class Public Services –</b> That is value for money	<b>7</b>
<b>Support Local economy -</b> To add encourage small business	<b>4</b>
<b>Organisational Improvement –</b> That is efficient	<b>1</b>

- 7.3 In question 21 respondents were asked if there were any Corporate Priorities they would delete.
- 48 respondents (4.8%) indicated that would delete a Corporate Priority.
  - 95.2% of respondents would not make any deletions to the Corporate Priorities
  - 21 respondents (2.1%) would delete Affordable housing as a Corporate Priority

A full list can be found at appendix **D**

Table 6. Are there any Corporate Priorities you would delete as a priority for the Council?	
Corporate Priority	Number
Affordable Housing	21
Organisational Improvement	14
Supporting our Local Economy	5
Keeping the District Safe	3
First Class Public service	2
Traffic and Transport	2
Caring for the Environment	1
Other comments	10

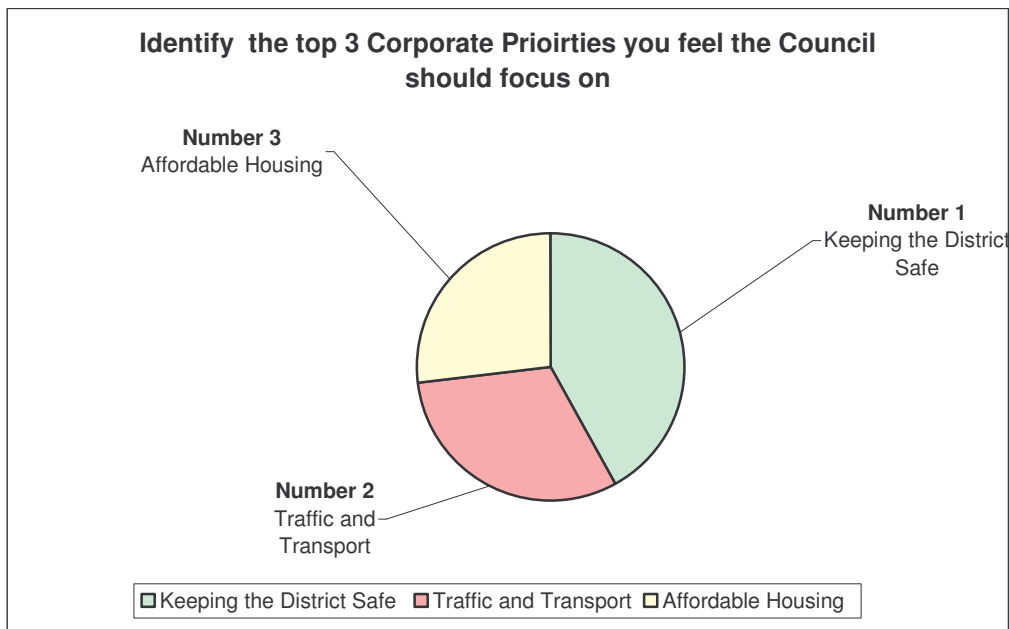


7.4 In question 22 respondents were asked to identify the top three Corporate Priorities they thought the Council should focus on. The top three Corporate priorities identified were:

- 1<sup>st</sup> Keeping the District Safe**
- 2<sup>nd</sup> Traffic and Transport**
- 3<sup>rd</sup> Affordable Housing**

These results were achieved by giving respondent's first priorities a score of 3, second priorities a score of 2 and third priorities a score of 1. This enabled a cumulative score to be given.

Table 7. Please identify the top three Corporate priorities you feel the Council should focus on.	
Corporate priority	Score
Keeping the District Safe	1579
Traffic and Transport	1166
Affordable Housing	1010
Caring for the Environment	819
First Class Public service	727
Supporting our Local Economy	503
Organisational Improvement	91



7.4.1 In 2005 a similar question was asked. Respondents were asked to prioritise all the Corporate Priorities from 1-7. Comparing the two sets of results revealed:

- Keeping the District safe was given the highest priority in both 2005 and 2006
- Traffic and Transport moved to a higher priority (from 3<sup>rd</sup> place in 2005 to 2<sup>nd</sup> place in 2006)
- Affordable Housing moved from 6th priority in 2005 to 3<sup>rd</sup> priority in 2006 (note 3<sup>rd</sup> priority in 2005 was Caring for the Environment).

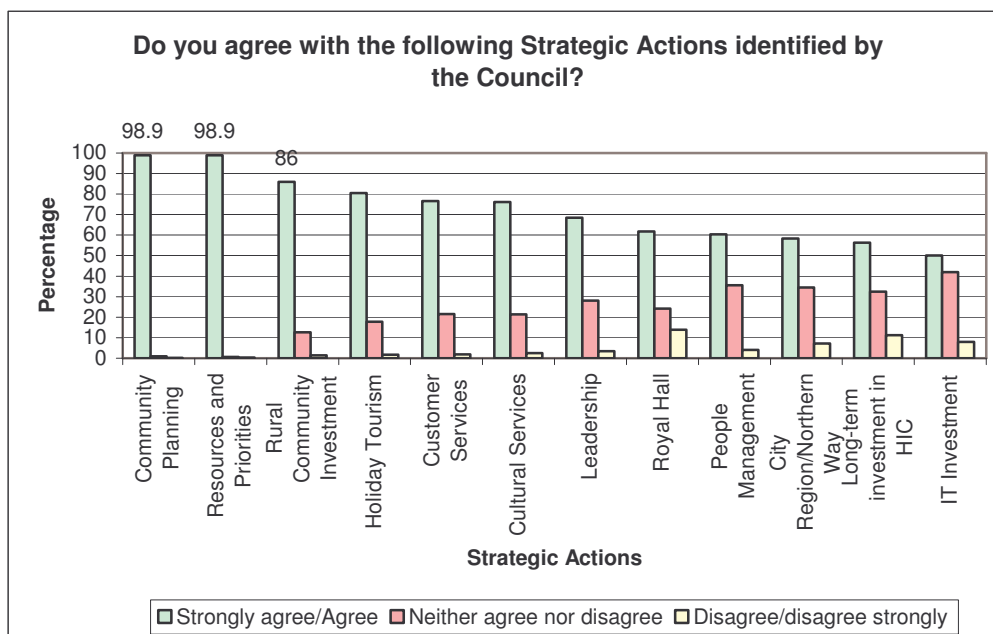
Table 8. 2005 - Please identify the top three Corporate Priorities you feel the Council should focus on.		
Corporate priority	Position	
	2006	2005
Keeping the District Safe	1 <sup>st</sup>	1 <sup>st</sup>
Traffic and Transport	2 <sup>nd</sup>	3 <sup>rd</sup>
Affordable Housing	3 <sup>rd</sup>	6 <sup>th</sup>

## 8.0 HARROGATE BOROUGH COUNCIL STRATEGIC ACTIONS - RESULTS OF CONSULTATION

- 8.1 In question 23 respondents were asked if they agreed with the Strategic Actions identified by the Council. It was found that:
- At least 50.1% of respondents agreed or strongly agreed with all of the 12 Strategic Actions
  - The greatest level of agreement was with Community Planning (98.9%)
  - The second greatest level of agreement was with Resources and Priorities (98.9%)
  - The third greatest level of agreement was with Rural Community Investment (86%)

**Table 9. Do you agree with the following Strategic Actions identified by the Council?**

	Strongly agree/Agree		Neither agree nor disagree		Disagree/disagree strongly	
	No	%	No	%	No	%
Community Planning	837	98.9	8	0.9	1	0.1
Resources and Priorities	839	98.9	6	0.7	3	0.3
Long-term investment in HIC	533	56.3	307	32.5	106	11.2
Royal Hall	590	61.8	231	24.2	133	13.9
City Region/Northern Way	547	58.4	323	34.5	67	7.2
Holiday Tourism	764	80.5	169	17.8	16	1.7
Cultural Services	723	76.2	202	21.3	24	2.5
Customer Services	727	76.6	205	21.6	17	1.8
IT Investment	472	50.1	396	42	75	7.9
People Management	569	60.4	334	35.5	39	4.1
Leadership	648	68.5	266	28.1	32	3.4
Rural Community Investment	808	86	118	12.6	14	1.4



8.2 In question 24 respondents were asked if there were any Strategic Actions they would add as a priority for the Council. The responses received were in reference to both suggested new Strategic Actions and changes to existing Strategic Actions.

- 67 respondents (6.7%) made suggestions for new Strategic Actions, these are listed below in table 3.
- The three most popular additions were:
  - Improvements to Traffic and Transport
  - Supporting the Community
  - A commitment to investment outside Harrogate

All comments can be found in more detail in Appendix E

<b>Table 10. Are there any Strategic Actions you would add for the Council? New</b>	
<b>Corporate Priority</b>	<b>Number</b>
<b>Improvements to Traffic and Transport</b>	<b>17</b>
<b>Supporting the Community</b>	<b>11</b>
<b>A commitment to investment outside Harrogate</b>	<b>11</b>
<b>Assistance to the young of the District</b>	<b>9</b>
<b>Environment/recycling and waste</b>	<b>9</b>
<b>Organisational Improvement</b>	<b>4</b>
<b>Support to educational services</b>	<b>4</b>
<b>Encouraging commercial development</b>	<b>2</b>

As well as suggested additions to the Strategic Actions 27 suggestions were in reference to existing Strategic Actions, these are listed in Table 11 and can also be found in more detail in Appendix E

<b>Table 11. Are there any Strategic Actions you would add for the Council? Existing</b>	
<b>Strategic Priority</b>	<b>Number</b>
<b>Community Planning</b>	<b>7</b>
<b>Cultural Services</b>	<b>5</b>
<b>Long term investment in HIC</b>	<b>4</b>
<b>Enhancing the unique environment</b>	<b>1</b>
<b>To reduce Council Tax</b>	<b>1</b>
<b>No new actions</b>	<b>1</b>
<b>Further comments</b>	<b>8</b>

8.3 In question 25 respondents were asked if there were any Strategic Actions they would delete as a priority for the Council.

- 147 respondents (14.8%) indicated they would delete one of the Strategic Actions.
- 85.2% of respondents would not make any deletions to the Strategic Actions
- 39 respondents (3.9%) would delete the Royal Hall as a Strategic Action

A full list can be found at appendix F

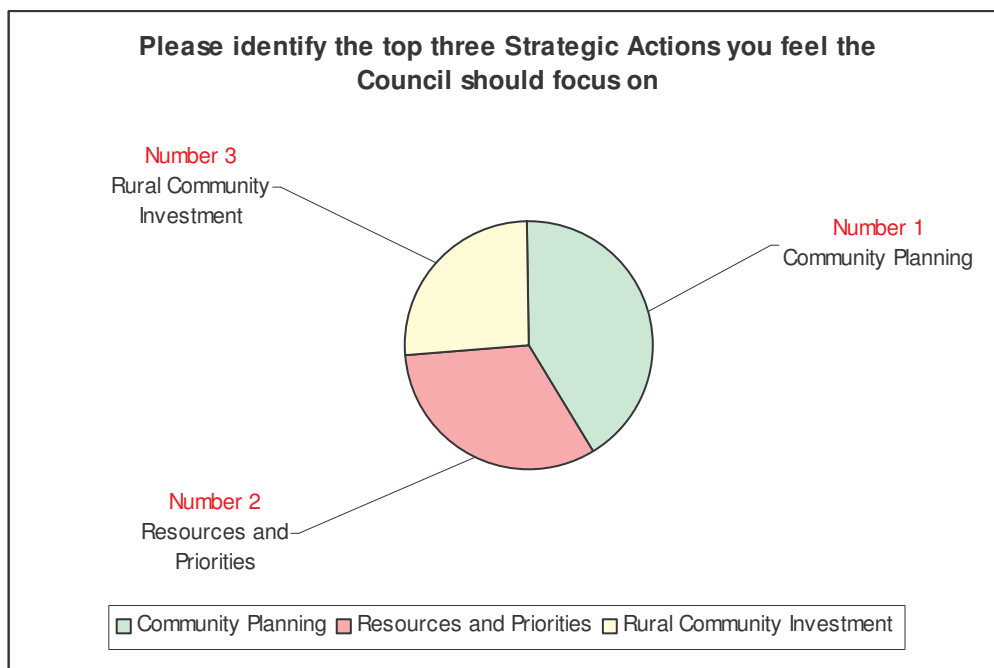
<b>Table 12. Are there any Strategic Actions you would delete as a priority for the Council?</b>	
<b>Strategic Priority</b>	<b>Number</b>
<b>Royal Hall</b>	<b>39</b>
<b>IT Investment</b>	<b>29</b>
<b>HIC</b>	<b>24</b>
<b>City Region/northern way</b>	<b>17</b>
<b>People Management</b>	<b>15</b>
<b>Leadership</b>	<b>6</b>
<b>Tourism</b>	<b>5</b>
<b>Cultural Services</b>	<b>6</b>
<b>Resources and Priorities</b>	<b>2</b>
<b>Community Planning</b>	<b>2</b>
<b>Rural Community Investment</b>	<b>1</b>
<b>Customer Services</b>	<b>1</b>

8.4 Finally in question 26 respondents were asked to identify the top three Strategic Actions they thought the Council should focus on. The top three Strategic Actions identified were:

**1<sup>st</sup> Community Planning**  
**2<sup>nd</sup> Resources and Priorities**  
**3<sup>rd</sup> Rural Community Investment**

These results were achieved by giving respondent's first area of focus a score of 3, second focus area a score of 2 and third focus area a score of 1. This enabled a cumulative score to be given.

<b>Table 13. Please identify the top three Strategic Actions you feel the Council should focus on</b>	
<b>Strategic Actions</b>	<b>Score</b>
<b>Community Planning</b>	1192
<b>Resources and Priorities</b>	934
<b>Rural Community Investment</b>	778
<b>Holiday Tourism</b>	298
<b>Cultural Services</b>	282
<b>Royal Hall</b>	272
<b>Customer Services</b>	265
<b>Leadership</b>	231
<b>City Region/Northern Way</b>	194
<b>Long term investment of HIC</b>	180
<b>People Management</b>	129
<b>IT Investment</b>	69



**10.0 Further Analysis**

10.1 Cross tabulation of any of the questions within the survey are available on request from Fiona Friday, Community Engagement Officer, Department of Corporate Policy and Improvement. The following cross tabulations are available:

- Gender
- Age
- Employment
- Physical/mental impairment
- Carer/non carer
- Ward (specific ward or combined Harrogate and/or Knaresborough and/or Ripon wards and/or Rural wards)
- Ethnicity

**Appendix A  
Questionnaire**

**Winter District Panel Questionnaire**

This questionnaire focuses on two issues:

1. Street Cleansing and Waste & Recycling
2. Harrogate Borough Council's Corporate Priorities and Actions

**Street Cleansing and Waste & Recycling**

This survey is to help us review our current plans for Street Cleansing and Waste & Recycling services, which were subject to a Best Value Review in 2005. Further Environmental Legislation has been introduced since the Review and the Waste Management Team are keen to seek residents views before finalising plans for the future.

**Q1 Please indicate how important you think the following street cleansing services are.**

*Please tick one box for each statement*

	<i>Very important</i>	<i>Important</i>	<i>Neither important nor unimportant</i>	<i>Not particularly important</i>	<i>Not important at all</i>
Clearing up litter in town centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearing up litter in other areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearing up fast food litter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearing up cigarette butts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On spot fines for littering offences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promoting litter awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleaning up graffiti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping roadside gutters clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearing fallen leaves from streets/pavements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Removing chewing gum from town centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearing up dog foul from streets/pavements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q2 Over the last 2 years, in your opinion, have each of the following problems got better, stayed the same or got worse: Please tick one box for each statement**

	<i>Got better</i>	<i>Stayed the same</i>	<i>Got worse</i>	<i>Don't know</i>
Graffiti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street litter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dog fouling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fly tipping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abandoned vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q3 How would you rate the importance (1 being the most important and 5 being the least important) of the following options to maintain environmental cleanliness in the District?**

*Please tick one box for each statement*

	<i>Importance 1 (most important)</i>	<i>Importance 2</i>	<i>Importance 3</i>	<i>Importance 4</i>	<i>Importance 5 (least important)</i>
On spot fines for littering offences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Awareness/Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More Litter bins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More street Cleaners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prosecution/Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Clean ups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4** **Would you consider using on street recycling bins rather than litter bins?** *Please tick one box*

Yes .....

No .....

*If you answered no, please give your reasons* \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Q5** **How do you rate the current refuse collection service?** *Please tick one box*

Efficient .....

Inefficient.....

*If you have answered inefficient, please state why* \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Q6** **If you receive the kerbside recycling services in your area how would you rate the services? (including dry recyclables in a box & bag, and the green waste in wheeled bins)**

*Please tick one box*

Efficient .....

Inefficient.....

Not applicable.....

*If you answered inefficient please state why* \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Q7** **Have you had cause to complain about the following in the last 12 months?**

*Please tick one box for each statement*

	Yes	No
Graffiti	<input type="checkbox"/>	<input type="checkbox"/>
Street Litter	<input type="checkbox"/>	<input type="checkbox"/>
Dog bins	<input type="checkbox"/>	<input type="checkbox"/>
Fly Tipping	<input type="checkbox"/>	<input type="checkbox"/>
Abandoned Vehicles	<input type="checkbox"/>	<input type="checkbox"/>

**Q8** **If you have had cause to complain, did you complain?** *Please tick one box*

Yes.....

No .....  Go to Q10

**Q9** **If you did complain how efficient did you find contacting us and the response given?**

*Please tick one box for any relevant statement*

	Efficient	Inefficient
Contacting us by email/website	<input type="checkbox"/>	<input type="checkbox"/>
Contacting us by letter	<input type="checkbox"/>	<input type="checkbox"/>
Contacting us in person	<input type="checkbox"/>	<input type="checkbox"/>
Contacting us via our Customer Services Unit	<input type="checkbox"/>	<input type="checkbox"/>
Contacting an officer directly	<input type="checkbox"/>	<input type="checkbox"/>

**Q10** **Have you ever complained about the refuse collection services?** *Please tick one box*

Yes.....  Go to Q11

No .....  Go to Q12

**Q11** **If you complained about the refuse collection services please indicate from the list below why you complained.** *Please tick one box for the relevant statement*

Missed collection.....

Part missed collection .....

No bags left .....

Spillage .....

Other.....   
*If other please specify* \_\_\_\_\_  
\_\_\_\_\_

**Q12 We need to divert more waste away from landfill in the future. We will be consulting residents in more detail next year about proposals, however in the meantime would you be prepared to segregate your waste into more containers? Please tick one box**

Yes .....   
No.....

*If no please state your reason why* \_\_\_\_\_  
\_\_\_\_\_

**Q13 Do you currently use recycling facilities at the kerbside or supermarkets or locally provided Mini Recycling Bring Centres? (i.e. at village halls, community centres etc.)**

*Please tick one box*

Yes .....  Go to Q14

No.....  Go to Q15

**Q14 If you answered yes to question 13 please indicate the types of materials recycled.**

*Please tick all that apply*

Glass .....

Junk Mail .....

Plastic Bottles .....

Paper .....

Textiles/shoes.....

Cardboard .....

Cans .....

Books.....

Garden Waste .....

Other.....

*If other, please state* \_\_\_\_\_  
\_\_\_\_\_

**Q15 What types of material would you like to recycle but currently find it difficult to do so? (Please specify)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Q16 Would you prefer more facilities at the following locations?**

*Please tick one box for each statement*

	Yes	No
Kerbside	<input type="checkbox"/>	<input type="checkbox"/>
Supermarkets & Mini Recycling Bring Centres	<input type="checkbox"/>	<input type="checkbox"/>
Both	<input type="checkbox"/>	<input type="checkbox"/>

## Corporate Priorities and Actions

In October 2006 the Council completed its review of its long-term vision and priorities. In doing this it concentrated its priorities, plans and actions in a single document, to be known as the Council's Strategic Plan.

The aim of this was to make it clear to residents, partners and visitors what the Council was focusing on and what it was aiming to achieve in the next ten years.

The Strategic Plan sets out clearly the vision, goal, priorities and strategic actions which have emerged from the consultation with all sections of the community.

### Vision

The Council's 10-year vision is:-

"To make the Harrogate District a better place to live, work and visit" by:-

- ◆ Preserving its heritage.
- ◆ Enhancing its unique environment.
- ◆ Delivering first-class public services.
- ◆ Encouraging everyone to share in its success.

The vision recognises that the Council has a key role in ensuring that the Harrogate District continues to be recognised as a prestigious place, with a quality environment, excellent facilities and a unique heritage.

### Corporate Priorities

In looking to deliver its vision, the Council has identified seven Corporate Priorities. These will be the framework for everything the Council does over the next three years. These priorities are:-

- ◆ **Affordable Housing** - ensuring people have access to housing opportunities throughout the District.
- ◆ **Traffic and Transport** - ensuring the provision of a transport network that will provide access to public transport in all areas and provide integrated facilities including car parks.
- ◆ **Keeping the District Safe** - ensuring communities across the District are safe and secure and that they feel safer.
- ◆ **Caring for the Environment** - ensuring the enhancement and protection of the natural and built environment District-wide.
- ◆ **Supporting our Local Economy** - ensuring a robust and varied economy that benefits local people and creates employment opportunities in rural areas and the market towns across the District.
- ◆ **First Class Public Services** - ensuring that the services delivered throughout the District meet the needs of customers, are accessible and of a high quality.
- ◆ **Organisational Improvement** - a commitment to invest in improving the organisation by being a good employer and building its organisational capacity to deliver first-class services and increase its service performance.

### Strategic Actions

To help deliver the Corporate Priorities, the Council has identified 12 Strategic Actions that will be delivered over the next three years to achieve its vision and goal. These are:-

- ◆ **Community Planning** - shaping the future of the Harrogate District up to 2021 on transport, housing, the environment and public services.
- ◆ **Resources and Priorities** - ensuring that the Council uses its resources to provide value for money services across the District.
- ◆ **Long-term investment in the Harrogate International Centre** - assessing the feasibility of refurbishing the existing exhibition space and other HIC facilities to support the local economy.
- ◆ **Royal Hall** - completing this agreed heritage restoration project within budget and bringing the Hall back into use.
- ◆ **City Region/Northern Way** - securing the Harrogate District local economy's place within the wider economic region centered on Leeds.
- ◆ **Holiday Tourism** - supporting an effective holiday tourism strategy in the District's market towns and rural areas.

- ♦**Cultural Services** - sustaining a viable District-wide provision on the Council's sports, parks, art and museum services.
- ♦**Customer Services** - providing local people with a point of contact and access to Council information and services.
- ♦**IT Investment** - enabling the Council to deliver more services electronically to local people.
- ♦**People Management** - focusing on Council employees to support them in the delivery of high quality services to the public.
- ♦**Leadership** - ensuring Councillors and senior managers have the right skills and support to meet the changing needs of the modern public sector.
  
- ♦**Rural Community Investment** - investment in rural areas and market towns to improve transport, housing, the quality of life and address rural diversity issues.

### Council's Vision

**Q17 Do you agree with the Council's Vision?** *Please tick one box*

Strongly agree .....

Agree .....

Neither agree nor disagree.....

Disagree .....

Disagree Strongly .....

Don't know .....

**Q18 Are there any amendments/additions to the Council's vision you would make?**

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### Corporate Priorities

**Q19 Do you agree with the Council's corporate priorities?**  
*Please tick one box for each priority*

	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Disagree strongly</i>
Affordable Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic and Transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeping the District Safe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring for the Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting the Local Economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First-class Public Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisational Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q20 Are there any Corporate Priorities you would add?**

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**Q21 Are there any Corporate Priorities you would delete as a priority for the Council?**

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**Q22 Please identify the top three Corporate Priorities you feel the Council should focus on**

- 1
- 2
- 3

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### Strategic Actions

**Q23 Do you agree with the following strategic actions identified by the Council?**

*Please tick one box for each action*

	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Disagree strongly</i>
Community Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resources and Priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-Term investment in Harrogate International Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Royal Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Region/Northern Way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Holiday Tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rural Community Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q24 Are there any Strategic Actions you would add?**

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**Q25 Are there any of the Strategic Actions you would delete as a priority for the Council?**

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**Q26 Please identify the top three Strategic Actions that you feel the Council should focus on:-**

- 1
- 2
- 3

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### Personal Details

**Q27 Are you?** *Please tick one box*

Male

Female

**Q28 How old are you?** *Please tick one box*

17-24

25-34

35-44

45-54

55-64

65-74

75+

**Q29** Are you? Please tick one box

- |               |                          |            |                          |                              |                          |
|---------------|--------------------------|------------|--------------------------|------------------------------|--------------------------|
| Employed      | <input type="checkbox"/> | Unemployed | <input type="checkbox"/> | Student                      | <input type="checkbox"/> |
| Self employed | <input type="checkbox"/> | Retired    | <input type="checkbox"/> | Looking after family or home | <input type="checkbox"/> |

**Q30** Do you consider yourself to have a physical or mental impairment that has a substantial and longterm effect on your ability to carry out normal day to day activities? Please tick one box

- |     |                          |    |                          |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

**Q31** Are you a full-time carer for a disabled, sick or elderly relative or partner? Please tick one box

- |     |                          |    |                          |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

**Q32** Which ward of Harrogate do you live in? Please tick one box

- |                     |                          |                              |                          |  |                          |
|---------------------|--------------------------|------------------------------|--------------------------|--|--------------------------|
| Bilton.....         | <input type="checkbox"/> | Knaresborough East .....     | <input type="checkbox"/> | Mashamshire .....                          | <input type="checkbox"/> |
| Granby .....        | <input type="checkbox"/> | Knaresborough King James...  | <input type="checkbox"/> | Newby .....                                | <input type="checkbox"/> |
| Harlow Moor .....   | <input type="checkbox"/> | Knaresborough Scriven Park . | <input type="checkbox"/> | Nidd Valley .....                          | <input type="checkbox"/> |
| High Harrogate..... | <input type="checkbox"/> | Ripon Minster .....          | <input type="checkbox"/> | Ouseburn .....                             | <input type="checkbox"/> |
| Hookstone.....      | <input type="checkbox"/> | Ripon Moorside.....          | <input type="checkbox"/> | Pateley Bridge.....                        | <input type="checkbox"/> |
| Low Harrogate ..... | <input type="checkbox"/> | Ripon spa .....              | <input type="checkbox"/> | Ribston .....                              | <input type="checkbox"/> |
| New Park .....      | <input type="checkbox"/> | Bishop Monkton .....         | <input type="checkbox"/> | Spofforth with Lower<br>Wharfedale.....    | <input type="checkbox"/> |
| Pannal.....         | <input type="checkbox"/> | Boroughbridge .....          | <input type="checkbox"/> | Washburn .....                             | <input type="checkbox"/> |
| Rossett .....       | <input type="checkbox"/> | Claro.....                   | <input type="checkbox"/> | Wathvale.....                              | <input type="checkbox"/> |
| Saltergate .....    | <input type="checkbox"/> | Killinghall .....            | <input type="checkbox"/> | <b>Unknown Harrogate Ward ..</b>           | <input type="checkbox"/> |
| Starbeck .....      | <input type="checkbox"/> | Kirby Malzeard.....          | <input type="checkbox"/> | <b>Unknown Knaresborough<br/>Ward.....</b> | <input type="checkbox"/> |
| Stray .....         | <input type="checkbox"/> | Lower Nidderdale .....       | <input type="checkbox"/> | <b>Unknown Ripon Ward .....</b>            | <input type="checkbox"/> |
| Woodfield.....      | <input type="checkbox"/> | Marston Moor .....           | <input type="checkbox"/> | <b>Unknown Rural Ward.....</b>             | <input type="checkbox"/> |

**Q33** To which of these groups do you consider you belong to? Please tick one box

- |                              |                          |                               |                          |                              |                          |
|------------------------------|--------------------------|-------------------------------|--------------------------|------------------------------|--------------------------|
| British.....                 | <input type="checkbox"/> | White and Black Caribbean ... | <input type="checkbox"/> | Bangladeshi.....             | <input type="checkbox"/> |
| Irish.....                   | <input type="checkbox"/> | White and Black African.....  | <input type="checkbox"/> | Any other Asian background . | <input type="checkbox"/> |
| Any other White background . | <input type="checkbox"/> | White and Asian.....          | <input type="checkbox"/> | Chinese .....                | <input type="checkbox"/> |
| Caribbean .....              | <input type="checkbox"/> | Any other Mixed background .  | <input type="checkbox"/> | Other ethnic group. ....     | <input type="checkbox"/> |
| African .....                | <input type="checkbox"/> | Indian .....                  | <input type="checkbox"/> |                              |                          |
| Any other Black background . | <input type="checkbox"/> | Pakistani .....               | <input type="checkbox"/> |                              |                          |

**Thank you for completing this questionnaire**

## **Appendix B**

### **Q18**

**Are there any amendments/additions to the Council's vision you would add?**

**Within the responses received a number did not directly answer the question but were more comment about Council services in general. The responses are available on request.**

### **Amendments/additions**

#### **Fostering a community spirit x7**

1. Creating a unique community working towards a common goal
2. Fosters community spirit
3. Add - promoting a sense of community. As the population ages, households become smaller, communication by electronic means increases - there is a real possibility that Harrogate will become a lonely place in which to live
4. Add promotion of social justice and care for all members of the community
5. Developing community by encouraging schemes such as neighbourhood watch as encouraging people to support community needs by volunteering time.
6. Encourage voluntary bodies and community spirit
7. Addition to ensure everybody understands their part in the community

#### **Giving consideration to young people x6**

1. Better care of young people.
2. Add educating young people about respect for their community including the area they live in and people in the area
3. Perhaps include under everyone, young people who would benefit from new facilities
4. Emphasis on youth projects
5. Making more apparatus for teenagers like skate parks mountain bike parks
6. Cooperating with schools to instil in young people a sense of local community, responsibility and pride in Harrogate

#### **Sustaining culture/heritage x5**

1. Add an objective about sustaining culture in the district
2. In the vision preserving the heritage is the first point. i do not understand how affordable housing is listed as the first corporate priority and how this will preserve the heritage
3. The only minor issue i have is that there is a balance between preserving heritage and progress and that the cost of preserving must not be prohibitive
4. Preserving heritage is great but not at the expense of rejecting new and exciting solutions to architectural projects
5. Something about culture? (ie the arts / music / leisure provision)...

#### **Equally supporting rural and town areas x4**

1. To support small isolated areas with the same level of improvement as Harrogate. Especially local highway speed restrictions and recycling projects
2. Ensure rural facilities are protected
3. To ensure that outlying rural areas don't feel forgotten

4. I think it reads very well as a selling document, but do all the rural areas benefit from much things as the conference centre. i would be happier if you intended to try to keep the council tax at a manageable level

### **Supporting initiatives to limit climate change x4**

1. Linked to enhancing its unique environment a pledge to protect the old Bilton/ Nidd gorge/ Bilton triangle area from development
2. Making the environment safe
3. Caring for the environment is a weak vision
4. Supporting initiatives to limit climate change

### **Looks to the future x3**

1. Less of the past more of the future
2. Preserving the old at the expense of possibly improved new ....  
Look to a future of updating

### **Giving a commitment to dealing with anti social behaviour x2**

1. A District with a zero tolerance approach to anti social behaviour
2. A District that deals with anti social behaviour

### **Become a leader in recycling x2**

1. To be a leader in recycling
2. Encourage recycling both domestic commercial and institutional eg schools

### **Acting to reduce the numbers of homeless x2**

A District that is acting to reduce homeless.

### **Encouraging local business' x2**

A District that looks after small businesses  
Support independent local business

### **Making a statement regarding living standards and quality of life x2**

1. A statement regarding living standards and employment opportunity
2. An item on enhancing the quality of life residents particularly with respect to the housing and transport objectives

### **Emphasising the uniqueness of the District x1**

### **Controlling Council Tax x1**

The need to control the rate of increase in council tax is within the rate of inflation at the very least

### **Creating a safe District x1**

Safety of the District

### **Having a commitment to affordable housing x1**

Affordable housing is a must

### **Encouraging equality x1**

Perhaps something about equality or helping everyone could be included by saying Helping and encouraging everyone to share in its success

### **Putting the needs of local people first x1**

Putting the needs of the local people first! Encouraging local businesses above all else

### **Maintaining high levels of employment x1**

To help encourage employers to come to the area to keep employment at a high level

### **Encouraging value for money x1**

No mention of value for money

### **Promoting voluntary organisations x1**

There is no reference to the promoting of/ support to voluntary organisations that also provide vital services used by local people. This should be highlighted!

### **Safety x1**

Keeping the district safe - this is not strongly worded, you can have none of the other points without a strong police force

### **Amend wording x7**

1. A snappy one-liner would be better
2. Make it less bland - as written, its apple pie and motherhood
3. I think putting preservation of heritage as first statement creates a rather backward looking impression. For me, I would prefer to emphasise the future
4. I find it odd that preserving heritage is top of the list although I think the list would be better if read from the bottom to the top
5. it is motherhood and apple-pie - better is native comparator, better than what? everywhere has a unique environment and unique heritage perhaps you mean enviable
6. It's totally non-specific! There's nothing to agree or disagree with, because it is so woolly.
7. There's too much here - it all needs to be far more streamlined, catchy, memorable
8. Make it clear that encouraging everyone to share in its success
9. Perhaps the fourth point should be ensuring that everyone shares in its success

### **Comment x13**

1. I have no doubt that most people will agree, however, the way it is achieved is the crucial point
2. Giving wide publicity to the vision to all residents to enable as many as possible to give their support to the vision.
3. The preservation of heritage is greatly overdone. We need forward thinking, new buildings, good architecture

4. The vision is too general for example to make Harrogate a better place to live work and visit. This raises the question better than what? Better than it is now? Or better than other places
5. No - because visions are words - it is actions and beliefs that deliver results
6. You need to be careful, not to over promise and under deliver. It is however a great vision
7. Too many objectives can make it difficult to achieve meaningful results
8. A vision is all well and good but a visible action plan with measured results and key dates achieved is better
9. Delivery first class public services should be main priority, way above all the others
10. No but even though i admire the vision whether it will be practical to achieve may be a very different thing
11. It will be the actions taken to support the vision, which will deliver the vision
12. Don't understand what the last point of the vision means - how is it intended that everyone is going to share in the councils success?
13. There are too many priorities
14. This isn't the best method to use to consult on this - there's not enough detail/ background or time to give a sensible answer
15. The vision is good as it stands
16. Publicising the areas assets

## **Appendix C**

### **Q20**

#### **Are there any Corporate Priorities you would add?**

##### **Facilities and opportunities for the young x10**

1. Amenities for young people i.e. skate park.
2. I feel it is vital to put the areas for youths as a priority as we in desperate need of facilities to reduce the gang cultures we have.
3. Have more facilities for the young people.
4. More facilities for young people i.e. skateboarding park, youth clubs.
5. Encouraging the young to take a pride in where they live. Possibly with an award of some kind.
6. Curfew for children.
7. More facilities for our youths
8. More and cheaper facilities for children
9. Young people issues
10. More reference to kids

##### **Coordinated entertainment and leisure facilities for all ages x8**

1. A more co-ordinated approach to entertainment facilities.
2. Promoting leisure activities - including cycling as means of travelling safely in the district
3. Improve sports facilities within the district and make them more affordable for all.
4. Sports facilities improved.
5. Leisure opportunities for the young.
6. Cheaper sports facilities for the public to use.
7. Sport facilities especially for playing rugby.
8. To provide first class sporting facilities throughout the district.

##### **Community x5**

1. Making public awareness of community projects and spending a priority so that the unique environment is maintained.
2. Developing community spirit.
3. Get the public involved.
4. Perhaps something about trying to ensure all residents has all the opportunity to participate. But 7 are probably enough.
5. Community planning

##### **Improving Town Centres x5**

1. Ensuring the town of Harrogate does not become polarised - narrowing the gap between the haves and have not's in our community making sure the success of Harrogate filters down to all residents living in our borough
2. Put all areas on equal footing with town centres.
3. Improve varied shopping facilities.
4. Make more use of town centre properties as present derelict.
5. Balance the need for more and larger commercial companies against the very concept that made Harrogate a town with a difference i.e. individual and smaller pleasant shops

## **Provide a value for money efficient service to residents x4**

1. Value for money for residents.
2. Financial efficiency.
3. Also include being an efficient organisation committed to ensuring the organisation does not waste tax payers money.
4. Providing value for money

## **Arts/Culture x3**

1. Support the arts and culture in the district
2. Better provision for the arts
3. Culture support should include the voluntary sector ...

## **Support the elderly in the District x3**

1. Care of elderly - affordable housing/ supported housing/ purposed built accommodations.
2. More help for the pensioners.
3. Providing improved services e.g. special housing for older people.

## **Improved Planning Process x2**

1. Quicker action on planning applications.
2. Green Space management

## **Encourage Voluntary organisations x1**

Enhancing the services that are provided by voluntary organisations through proactive policies to encouraging and facilitating these organisation to grow and positively contribute to the local community.

## **Encourage Tourism x2**

1. Keeping Harrogate town attracted to tourists and visitors
2. Attracting tourism and investment, not just ensuring current levels.

## **Monitoring of Health Service Provision through Overview and Srutiny Commission x1**

Closely monitoring, through the overview and scrutiny committee, provision of healthcare. I am not against specialist centres such as Leeds for serious trauma or life threatening conditions, but I do not wish to see the Harrogate district hospital reduced to something akin to a community hospital.

## **Regeneration of outer areas of the District x1**

Stronger plans to aid regeneration of outer district such as Knaresborough, etc.

## **Social responsibility x1**

Education of individuals, families, households, etc of their responsibilities. I strongly believe that for every right their is an equal and opposite responsibility.

## **National advertisement x1**

Advertise Harrogate nationally.

## **Additions to existing Priorities**

### **Traffic and Transport x26**

1. Effective cycle pathway plan.
2. Park and ride
3. Do not spend any more money on traffic humps, other means of traffic calming is just as effective, i.e. road markings.
4. Traffic on Skipton road - can flow be improved.
5. Bypass for northern Harrogate.
6. We need the northern part of the by-pass.
7. As a taxi driver in Harrogate the road system itself must be a priority. Harrogate is gridlocked, if visitors can't get to conferences they'll go to Brighton. Complete the bypass.
8. Lots of buses along Leeds road, none to serve the lower part of Otley road. There was one, but taken off now goes down Leeds road.
9. 123. Low cost parking with Harrogate/ Ripon etc to make sure people will continue to travel in and support the local economy.
10. Transport needs to be more affordable.
11. Provision of cycling routes. Cycling routes to schools.
12. We do have a bus that passes the house but refuses to stop because we are not in a village.
13. A Harrogate ring road. Harrogate traffic problems will never be solved whilst all major roads meet in the middle.
14. Improving the traffic flow to and around town. Developing plan for northern bypass.
15. Traffic survey
16. Speed management on more roads in Ripon.
17. Transports, northern bypass a must in next 10-20 years. Parts of Harrogate are grid locked twice a day. Skipton, Wetherby.
18. Traffic calming measures.
19. Providing better cycling facilities i.e. more/ better cycle ways and areas in town for safe/ secure cycle parking.
20. Provision of transport in evenings to attend evening functions.
21. Improving public transport as a specific priority in rural areas.
22. For people who don't have cars it important to keep bus services cheap and on time so more people would take the bus.
23. Harrogate to Ripon and Northallerton railway. To take the traffic of the roads.
24. Upkeep of: local roads, footways and alleyways. Prohibition of vehicles from footpaths - at present there appears to be no restriction.
25. Tackle the congestion in and around Harrogate on the roads, especially Skipton Road.
26. As far as Traffic and Travel go, developing greater network of affordable public transport, to lessen dependence on car

### **Keeping the District Safe x14**

1. A strong presence of Police in the parks to control gangs of youths. Especially after 1800 hours. Also the use of CCTV in the street.
2. Tackling benefit fraud and illegal trespassing by travellers
3. Trying to cut down on all the thieving in the area is a priority in my mind.
4. Policing town centres (especially Harrogate) on Saturdays between 23:00 and 1:00 and on Sunday.

5. More police patrols - visible policing in town centre
6. Use best endeavours to put police back on streets 24/7 and police stations open at night as part of keeping district safe
7. Clamping down on drug abuse and users to enable safety at night time, without feeling intimidated
8. Police presence in our area.
9. Working with the police to prosecute those who throw fast food litter into our gardens and onto our pavements.
10. Expand further on keeping the district safe
11. A crack down on vandalism and yob behaviour.
12. Stop 24-hour pub licences. Stop pubs particularly Rat and Parrot from permanently having advertisements on railings.
13. With regards to keeping the district safe ensuring CRB checks are made on people working with children. CRB checks should be on the whole life of the person not just the last year.
14. Making the street culture on weekend evenings less intimidating to older, single and timid people (moderating the effects of young revellers)

### **Caring for the Environment x9**

1. Saving energy - zero carbon emissions.
2. A move to protect green land when brown field sites are available and suitable. An effort to push for renewable energy - either by investment or pressure on central government.
3. Caring for the environment to include better recycling.
4. Having policies and targets to reduce carbon emissions.
5. Increase tipping areas e.g. dig out tipping space and plant trees on elevated area.
6. Conservation of wildlife
7. Street cleaning, waste and recycling.
8. Ensure all activities are not only environmentally effective but also financially efficient.
9. Encourage Recycling?  
Not if caring for the environment addresses the need for green policies to halt or reserve climate change.

### **Affordable Housing x9**

1. More affordable housing in outlying villages.
2. Releasing more green belt land for housing and thereby reduce housing costs.
3. Affordable housing but in the areas where these are/ is sufficient infrastructure.
4. Making sure that any housing does go to real local people and not to just any incomer.
5. There should be a mixture of housing, not just affordable but also medium and high end built to encourage a variety of people with different skills.
6. We need to have affordable housing for young people to get onto the property ladder.
7. Caring for residents
8. Local - affordable housing - not providing housing for out of borough people.
9. Recognise that affordable housing requires changed central government planning policy

### **First Class Public Service x7**

1. I would add a rider to first class public services at a cost to residents which represents excellent value for money.
2. I would add increasing the efficiency of service performance.
3. Keeping within a reasonable budget.
4. Value for money in all services  
Community tax bills to increase by inflation rate at most.

5. Start process to alter legal status of Harrogate residents that excludes them from paying equivalent of a parish precept.
6. Keep Community tax bills to a minimum
7. Ensure Council Tax changes are kept to inflation rate as a maximum.

#### **Supporting our local Economy x4**

1. Ensuring sustainable economic development.
2. Creating greater employment opportunities for those under 25 years.
3. Encourage small business
4. Encouraging the development of small businesses so that Harrogate retains its individual personality and does not become corporate.

#### **Organisational improvement x1**

Organisational improvement should include efficiency - value for money.

#### **Other Comments x7**

1. Make better use of assets.
2. Different means of communication between supplier (council) and public (consumer).
3. Not only through questionnaire.
4. No because the cost of providing any has to be regulated/ controlled.
5. Improving all council owned buildings and land. Maintenance of parks, gardens and rain shelters.
6. Please don't refer to customers. We have no choice but to be customers of council services.
7. No. If you can achieve all you have listed and then look at the problems again.

## Appendix D

### Q21

**Are there any Corporate Priorities you would delete as a priority for the Council?**

#### **Affordable Housing x21 comments include**

1. Consideration of affordable housing as the district is already congested and these problems should be addressed before more housing is made available.
2. Housing is too easy. Unmarried, single teenagers? I think not.
3. Possibly affordable housing.
4. Affordable housing - this is not sustainable in long term - market forces of supply and demand will always prevail.
5. Affordable housing - not by building more and more houses but by converting/modernising existing properties.
6. Affordable housing whilst important needs to be. Though of differently we have recently had to incorporate an affordable unit in a barn conversion application and cannot get a developer to buy due to affordable unit.
7. Affordable housing - more housing = more waste thus negating all aims.

#### **Traffic and Transport x2**

Transport - not a district council function

#### **Keeping the District Safe x4 Comments include:**

1. Keeping district safe - responsibility of police authority.
2. Keeping the district safe - this should be the main responsibility of the police force.
3. Can HBC keep the district safe when police is a NYCC function?
4. Keeping the district safe is this not the job of the police.

#### **Caring for the Environment X1**

#### **Supporting our Local Economy x5 Comments include:**

1. I find it difficult to see the local council can ensure a robust and varied economy.
2. Supporting the local economy should not be at the expense of cost of service.

#### **First class public services x2 Comments include:**

1. First class public services and organisational improvement should be one and the same - and already in place without increasing costs too much to the public i.e. council tax.
2. First class public services, we only require public services which meet our requirements - nothing more.

#### **Organisational improvement x14 Comments include:**

1. Organisational improvement which would continue to hire more consultants, hold more group meetings, increase the size of that already enormous hole where they shovel money.
2. People management should already be in place.
3. Organisational improvement to a certain degree as that should be ongoing in all areas.
4. Too many layers of organisation already.
5. Organisational improvement this is an internal priority.

6. Organisational improvements. Having worked in local government. This I see as another way of increasing staff numbers, reducing individual responsibilities and raising salaries - thus increasing rates.
7. Organisational improvements - remove all unnecessary staff - ensure all staff are fully employed!!
8. People management and leadership, these both sound a waste of money and time, these are personality traits that training will do little to improve.

### **Other Comments**

1. Stop building on every plot of land.
2. No but balance of provision has to be considered due to cost involved to provide.  
Local economy - tends to help itself and subject to market forces and skills within the district.
3. No, however as such priorities maybe finance led. What is currently leading to spend and is the current plan achievable.
4. In view of its responsibility for the first six priorities it would seem that the seventh might be self evident if standards and improvement were in action in the designated areas.
5. Those focussed only internally to the council.
6. I don't think all the fields/ green space should be used for houses.
7. Strategic actions could be cut to 7 all providing the same changes.
8. They should ask all the public what we do and don't need etc.
9. Must always strive to learn views of local people.

## Appendix E

### Q24

#### Are there any Strategic actions you would add for the Council?

##### New additions

##### Improvements to Traffic and Transport plans x17 Comments include:

1. Bypass.
2. Controlling vehicle speeds on rural roads and villages. Controlling HGV movements on small and inadequate rural roads.
3. Traffic management.
4. Sort out the Northern ring road to relieve traffic in town.
5. Allow cycling across the stray.
6. Improving public transport as a specific action in rural areas.
7. Improve street lighting. Less digging up roads/ potholes.
8. A park and ride system.
9. Better planning for road repairs and better organisation of hole digging by utilities.
10. The road network should be a priority in its own right
11. Traffic problems, anti social behaviour by young and other getting worse.
12. Promote public transport/ cycling/ walking in order to reduce traffic congestion and pollution. Target school run traffic to increase school pupil exercise, independence and challenge.
13. The bypass to alleviate traffic congestion safely and care for town environment. Look at locating a high/ secondary school on the Ripon side as all the others are on the Leeds side.
14. I think that every car owner who lives on a bus route should park their car on their drive and not on the road.
15. Not allowing free double parking in all the roads around the town centre – hazardous
16. A by-pass for the northern end of town to ease traffic congestion on Skipton and Wetherby road.
17. More rigorous transport planning esp rail

##### Supporting the Community x11 Comments include:

1. Supporting community, voluntary sports providers who provide community services that are not provided by the council. Positive support, not just verbal statements.
2. Suburban community invest, especially for elderly and youths
3. Doing all the council can do to fight post office closures.
4. Build partnership with voluntary organisation
5. More local small industrial units park and ride South and East.
6. Long term planning to cope with an aging population and to ensure that affordable housing does not cater for the younger generation alone.
7. Help people with disabilities back into work.
8. Improve Ripon spa baths
9. Constructive and affordable leisure facilities investment.
10. More police on the streets - especially at night
11. Better policing to cut down crime.

##### A commitment to investment outside Harrogate x11 Comments include:

1. Has concentration of money in Harrogate move on the outlying communities?

2. More investment in other areas e.g. Ripon where I shop and visit. A new swimming pool in Ripon?
3. Do not target Ripon and its surrounding villages - keep Ripon clean and safe and improve facilities for shoppers, i.e. better parking also promoting Ripon.
4. Ripon needs more work needs its own job centre.
5. Not to focus on Harrogate alone, concentrate on other towns such as Ripon as well.
6. What about Ripon?  
We need to invest in urban areas as well as rural areas. Deprivation levels are greater in the towns.
7. Rural community investment.
8. Economic development of market towns - not just tourism.
9. Pay attention to Ripon - little money spent, needs car parks, encourage small shops.
10. All of the above are biased to Harrogate and not enough towards Ripon.
11. Sharing of investment equally in the district.

**Assistance to the young of the District x9 Comments include:**

1. Help to the younger generation e.g. brown field sites for affordable housing being prioritised.
2. What about investment in youth?
3. More investment in youth and elderly.  
Facilities for young peoples interests such as youth centres
4. What about investment in youth?
5. I don't know where health comes in but generally I would like statements on caring for the elderly and opportunity for the young.
6. Support for employers to create and provide training for young unskilled employees.
7. Investment to encourage youngsters to remain in the rural areas and towns by providing affordable housing and good employment prospects.
8. Long term investment for variety of sports for young people to encourage healthy lifestyle.
9. Cultural services focusing on and meeting the needs of the youth people of Harrogate

**Environmental / Recycling / Waste x9 Comments include:**

1. Recycling.
2. None of the strategic actions support caring for the environment.
3. Build a new tip/ recycling control at new park/ north of town. Stop talking about it. Sick of driving through traffic to Whetherby road
4. Environmental management - sustainable power/ improved traffic management.
5. Increase recycling.  
New landfill site.  
There is not enough information here to form a judgement. What is proposed on the environment?
6. Improved recycling.
7. Get Harrogate town centre cleaned up. Maintain weekly collection of household waste.
8. Creating a more sustainable district with better ecological impact and more environmental interest.
9. More comprehensive waste recycling

**Council Organisational improvement x4 Comments include:**

1. More ground workers and people on the job and less people sat in a office not knowing the work they do and use ideas from the bottom as they know the job that need doing.
2. Reduce unnecessary costs.

3. Working with the private sector- challenging NYCC on services provided to Harrogate
4. Emphasise value for money and budget control - all services must be affordable.

#### **Support to education services x4 Comments include:**

1. Support education provision within the borough to ensure the population of tomorrow is able to take, full advantage of economies.
2. Education? Particularly continuing education.
3. I would like to be sure that the excellent work done by the schools and colleges in the area is supported by initiatives from the council so that rising from the behaviour of young people can be addressed.
4. An educational programme (in schools and elsewhere) emphasising the importance of community and community led schemes that focus on local responsibility for pride in the total environment.

#### **Encouraging commercial development x2**

1. Encouragement of commercial development and building improvements by less rigid and more commonsense application of planning rules.
2. **Strategy for retail development to avoid the disappearance of 'proper' shops**

#### **Existing**

#### **Community Planning x7 Comments include:**

1. Look after our green belt.
2. Action on housing and transport. Planning is not enough.
3. Better provision of maintenance of public spaces.
4. .If the town centre shopping is to remain more needs to be done for car parking otherwise shopping will go out or town.
5. Keeping up maintenance of selected buildings instead of letting them fall into total disrepair.
6. Use fallow land adjacent to Granby high/ rugby club.
7. Less restriction on minor planning issues - decisions are often draconian and too personal.

#### **Cultural Services x5 Comments include:**

1. Cultural services - supporting the regions professional sports clubs in their efforts to sustain their status and future.
2. .Refurbishment of theatre/ opera house.
3. The cultural services should be to improve not just sustain
4. Perhaps separate out the various aspects covered under cultural services.
5. Review of Holiday tourism and cultural services

#### **Long-term investment in the HIC x4 Comments include:**

1. Supporting professional conferences at International centre - renovation costs should not be passed on completely to those hiring the international centre. Rail and airports links are well below international standards than in Europe and America.
2. Private ownership for Royal hall and international centre.
3. You wish that investment i.e. International centre/ tourism to help support economy - we locals suffered when functions are on as we have i.e. no parking, congestion, etc. Extra stuff we pay and suffer for.

4. Reduce council tax spend on projects such as HIC and Royal hall. Sell them off and incur no future liability.

### **Enhancing the unique environment x1**

Why is no strategic action directed to the vision of enhancing the unique environment?

### **To reduce Council Tax x1**

**A reduction in council tax - anything that would lead to this!**

### **No new actions x1**

No to provide more means excess input of funds which have to be controlled as to need of any service.

### **Comment x8**

1. How can leadership be a strategic action?
2. One to stop vague strategic action plans.
3. Council accountability to community
4. Strategy is fine but it is no substitute for action on the ground. Practical work should always be top priority - not paper planning which will only gathers dust.
5. Just be careful with leadership can sometimes be more like interference.
6. Remove parish councils as they are a waste of money....
7. It's all a bit woolly again
8. Any to do with our corporate priorities such as: Traffic and transport, Caring for the Environment, Affordable Housing

## Appendix F

### Q25

**Are there any Strategic Actions you would delete as a priority for the Council?**

#### **Royal Hall x39 Comments include:**

1. The Royal Hall restoration project should not have gone ahead. It is an old building in the middle of a new complex, the most that should have happened is the facade restored but the main structure replaced with a new modern building.
2. Royal Hall seems to be a money pit.
3. Royal Hall. Not against them per se, just our money being used as opposed to investors.
4. Worried about the cost of the Royal hall. How often is it used?
5. Defiantly the Royal Hall restoration. Sell it and use the receipt to action other priorities in the borough. Sometimes its good to get rid of the family silver!
6. Royal Hall,
7. Royal Hall - has this been properly researched i.e. what are the future revenues? Will it cover its costs?
8. I believe the money being spent on the Royal Hall which has been swallowed up in the exhibition area would have been better spent on the town's excellent theatre.
9. Less resources spent on Royal Hall. We have a perfectly good conference centre.
10. Royal Hall and International centre. The council spends too much on these, which doesn't affect people outside of Harrogate.
11. Royal Hall (unless separately funded by benefactors). Conference centre (should stand on its own two feet).

#### **IT Investment x29 Comments include:**

1. Query IT investment? People who are more likely to need the services of the council are elderly and/ or low income and are unlikely to have PC's and would probably rather speak to someone instead.
2. IT investment - people are people not computers
3. IT investment - nothing wrong with using the telephone.
4. IT investment - very expensive and has little benefit for the majority of the population
5. Delivering services electronically seems to pale into insignificance when measured against all the others
6. Spending my money on IT investment does your average user of such installations really benefit continuous financial outlay?
7. Which council provided services could be provided well by IT investment? I suspect not enough to justify the expense.

#### **HIC x24 Comments include:**

1. Long-term investment in the Harrogate International centre. It seems to have been a costly object to date from its first initial appearance. Very delicate situation.
2. International centre, has maintained a good profit margin!
3. HIC is a much valued asset and have to be kept in a good material condition to compete for business with other cities but refurbishing for the sake of it is not justified.
4. The council invests in exhibition and conference to which does not benefit the public.
5. The council spends too much on these, which doesn't affect people outside of Harrogate.
6. Investment in the Harrogate international centre - having used it several times recently it does not appear to need any investment at this time. To do so would appear to be unnecessary spending that could be spent more wisely elsewhere.

7. HIC and royal hall should be private - not funded by all the residents of Harrogate and rural villages.
8. We live outside Ripon and I sometimes feel that Ripon would not benefit from all strategic actions set by HBC i.e. International centre and Royal Hall.
9. HIC - cannot build along term sustainable economy on these - best left to corporate business to do these things.
10. International centre, As a Riponian I feel are a complete waste of time and tax payers money.
11. Possibly international centre, only limited experience personally of conference centre.
12. Too much has been spent and wasted on the International centre already.
13. HIC cannot have it both ways, they either want to be "arms length" from the LA or they want to be part of it.

**City region/northern way x17 Comments include:**

1. City region - do not believe joining with Leeds is a good idea at all.
2. City region.. Leadership. Rural community investment.
3. I don't fully understand city region/ northern way but I have read about us connecting with Leeds more than at present and if so I think as we are now (transport links etc) that is enough. I would hate Harrogate to become absorbed into Leeds.
4. What is this obsession with becoming a suburb of Leeds?

**People management x 15 Comments include:**

1. People management - if this is required the council has the wrong employees!
2. People management is not a strategic action at all. it is simply the means by which you deliver your strategic actions.
3. People management, leadership - these should be naturally there if you recruit the correct people to do the job
4. People management - If you get the leadership issue right - people management will flow from this and need not be a separate strategic action.
5. People management should already be in place!

**Leadership x 6 Comments include:**

1. Leadership the council cannot ensure councillors have etc, etc.
2. Leadership. If people are incapable of doing their jobs replace them - don't throw public money at them.
3. Leadership - they should know how to do that already - more time focused on the people and places in the district that are in need rather than on leadership stuff.

**Tourism x 5 Comments include:**

1. One would hope that the city region/ northern way, holiday tourism and the international centre would all flourish as viable projects in their own right and need less support from the council.
2. Ensure holiday tourism does not swamp rural areas.

**Cultural Services x 6**

**Resources and priorities x 2**

Resources and priorities (cheapest isn't always the way).

## **Community Planning x2**

### **Customer Services x1**

Customer services and IT - if HBC trained its employees to do their jobs properly, then it wouldn't need a layer of customer services and IT to fend of irate residents

### **Rural Community Investment x1**

#### **Comments**

It would be hard to disagree with any of the admirable intentions but implementing them may not be easy!