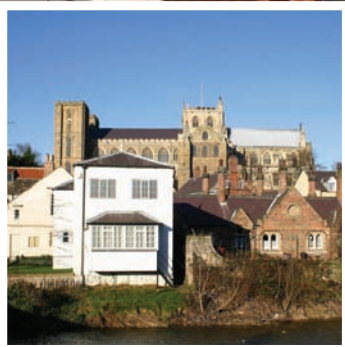


Working for you

Corporate Plan
2010/2011



March 2010

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Our three-year Corporate Plan (to 2012) sets out our long-term vision for the Harrogate district, our values as an organisation, our corporate priorities and our goals and actions for each year. The Plan highlights where we will work with others to deliver the long-term vision and how it relates to the targets in the North Yorkshire Local Area Agreement and the Leeds City Region Multi Area Agreement.

Setting our plans in context

The Place

The Harrogate district is part of the county of North Yorkshire and local government service delivery is split between Harrogate Borough Council and North Yorkshire County Council. It is also part of the Leeds City Region. The district is one of the largest shire districts in England at 1305 sq km (505 sq miles) and lies between the cities of Leeds/Bradford in the south, the district of Richmondshire in the north, the city of York, Hambleton and Selby districts in the east and the Craven district in the west.

The district is characterised by being both urban and rural in nature, having large, sparsely populated areas alongside the major urban settlements of Harrogate, Knaresborough and Ripon. Over 120 smaller settlements are scattered across the district including the small market towns of Boroughbridge, Masham and Pateley Bridge which lies in the centre of the Nidderdale Area of Outstanding Natural Beauty.

The People

The Harrogate district has the largest population of all the districts in North Yorkshire and it is expected to increase from 158,800 in 2008 to 164,700 by 2020. Population density is the 57th lowest out of 375 local authority areas with a lower proportion of urban wards and a significantly higher proportion of villages, hamlets and isolated dwellings.

More older residents and fewer minority ethnic residents live within the district than the national average. In recent years, there has been an increase in the number of migrant workers resident in the district, particularly from Eastern Europe.

Local factors

that distinguish us from other shire districts:

- We directly operate a major conference and exhibition business at the Harrogate International Centre.
- We are one of the largest English shire districts in terms of both geographic area and population.
- Our rural and urban populations are roughly equally spread which poses particular challenges for service provision and resource allocation.
- We are Britain's floral district with a reputation for horticultural excellence.

Key issues & challenges

which our district continues to face:

- The district and its residents have been adversely affected by the economic downturn. Unemployment rates have doubled, shop vacancy rates in the market towns are on the rise, the collapse of the housing market has reduced the supply of new affordable homes and there are pockets of deprivation, health inequality, rural isolation and exclusion.
- Whilst the level of crime is low, residents tell us that tackling crime and disorder in their community remains a high priority.
- The council is leading on a local initiative to deliver, by 2020, a 40% reduction (from 2005 levels) in the district's carbon emissions.
- Lower levels of waste than predicted were put out for collection in 2009/2010 with the result that marginally less waste was recycled or sent to landfill.
- The provision of affordable housing in an area of high property prices remains an important part of the council's support for the local economy, the provision of public services and opportunities for young people to live and work locally.
- The district has a high proportion of people who use computers which presents opportunities for more electronic provision of council services, a greater number of electronic transactions and increased contact via the Internet. Access to services is important in a district of over 500 square miles with a population which is spread out between six urban settlements and sparsely populated rural areas. The size of the district and the distribution of the local population means that we need to continue to provide and maintain high quality, locally accessible services and facilities in locations across the district to meet an identified need.
- Poor transport connectivity with the Leeds City Region and traffic congestion in Harrogate town are acting as inhibitors to the district's economic performance. The local economy, particularly in the urban core, is dependent upon the visitor spend generated by business and holiday tourism. It is crucial, in meeting this challenge, to maintain the Harrogate International Centre's place in the UK conference and exhibition market. This will be done through sustained long-term investment and continuing to support tourism by building on the potential for expanding leisure tourism and by marketing the district and by capitalising on our reputation for floral excellence.
- The rural economy of the district is lagging behind the economy in Harrogate town and there is a need to invest in our market towns and rural communities, both in housing, transport and the provision of services to sustain the rural economy and lifestyle.

For more information on the Harrogate district, the council, councillors, our services and our performance, visit our website: www.harrogate.gov.uk

Our Vision

Our Vision for the Harrogate district:

The best place to live, work
and visit - by miles

As a council, we will be the best by:

- Providing high quality, value for money services.
- Looking after our heritage and place - taking pride in what makes the Harrogate district special.
- Listening to, learning from and responding to our customers.
- Being innovative and creative - working with and learning from others to achieve more.

Our Values

- Putting **our customers** at the heart of everything we do.
- Actively working together as **one council** - together we are greater than the sum of our parts.
- Taking **pride** in delivering quality and value for money in everything we do.
- **Respecting** and **valuing** each other so that everyone can achieve their potential.



Our Corporate Priorities, Goals & Actions in 2010/11 & beyond:

As well as the day-to-day delivery of council services, we will deliver, on our own or in partnership with others, additional outcomes in the community through the following corporate priorities, goals and actions in 2010/2011 and beyond.

1 Caring for the Environment:

enhance and protect the district's natural and built environment.

- 1.1 Limit the amount of household waste for landfill to 570kg per head of population and set the amount recycled or composted to 31% of the waste collected by rolling out new waste and recycling services to our residents in 2010/2011.
- 1.2 Ensure the necessary infrastructure is in place to support the provision of new houses and jobs as part of the Local Development Framework Infrastructure Delivery Plan.
- 1.3 Reduce the district's, and the council's, 'carbon footprint' and increase energy efficiency by reviewing the agreed Climate Change Strategy, in the light of the latest local and national policy and performance, and producing an action plan to reduce carbon emissions by 40% from 2005 levels by 2020.
- 1.4 Manage the district's biodiversity including completing all of the appraisals of all 52 Conservation Areas by 31 March 2011.

2 Homes for Local People:

people have access to housing opportunities throughout the district.

- 2.1 Tackle housing needs, including providing more affordable housing, by delivering 75 additional affordable homes by 31 March 2011.
- 2.2 Promote housing opportunities, including investment in the council's Housing Stock so that 100% of the homes of our tenants continue to meet the Decent Homes Standard.
- 2.3 Work with our partners to tackle homelessness including reducing the number of households living in temporary accommodation to 60 or below by 31 March 2011.

3 A Connected district:

good travel, transport and electronic links to and from the district, with the rest of the Leeds City Region, the North Yorkshire sub-region and nationally.

- 3.1 Improve accessibility, mainly in rural areas, by completing the network of service access points in the district's market towns over the next 24 months and continuing to promote local take-up of the national concessionary fares scheme.
- 3.2 Lobby for improved transport and electronic communication links through North Yorkshire County Council, Department for Transport, Network Rail, etc and through participation in the Leeds City Region Partnership and the implementation of the City Region Transport Strategy.

4 Stronger and Safer Communities:

vibrant and inclusive communities where people are safe, feel safe and feel part of their local community.

- 4.1 Work with our partners on the Harrogate District Community Safety Partnership to reduce the number of assaults with serious injury during 2010/2011 from 3.28 per 1000 residents to 3.18 per 1000 residents.
- 4.2 Improve community engagement and involvement across the district by developing cohesive communities through partnership working, effective neighbourhood management and the development, by April 2010, of the council's Partnership Community Engagement and Empowerment Strategy and associated Toolkit so that by 2011:
 - 4.2.1 the percentage of people who feel they can influence decisions in their locality has increased to 33%.
 - 4.2.2 the percentage of people who feel they belong to their neighbourhood has increased to 65%.
 - 4.2.3 the percentage who believe that people from different backgrounds get on well together in their local area has increased to 83%.

5 A Strong Local Economy:

a robust and diverse economy that benefits all local people and creates employment opportunities, particularly in rural areas and the market towns across the district.

- 5.1 Help to create jobs in the district by continuing to enhance and, where possible, expand the council's portfolio of workspace and by maintaining workspace occupancy levels in excess of 80%.
- 5.2 Attract investment in the district's infrastructure, working with a range of public and private sector partners to improve transportation links, support the development of communications and digital technology and encourage provision of a diverse employment sites and premises portfolio.
- 5.3 Maintain the distinctiveness and competitiveness of the district's business and leisure tourism offer by investing in the Harrogate International Centre and by ensuring that the Yorkshire Dales and Harrogate Area Tourism Partnership successfully delivers the Leisure Tourism Marketing Plan on behalf of the council.
- 5.4 Promote the provision of, and access to, skills training at all levels to meet employer and employee requirements through active membership of the Harrogate Work and Skills Partnership and collaboration with partners.

6 Shaping the Council Towards Excellence:

through our five-year Business Transformation Agenda (Innovate@harrogate), driving continuous improvements and efficiencies in the following areas of our work:

- 6.1 **Collaboration:** identify ways in which we can improve how we work together, share information and best practice both within the council and with our partners.
Goal: To agree, by summer 2010, a model for collaborative working with implementation starting in April 2011.
- 6.2 **Improving the Customer Experience:** looking at the standard of customer service we provide and how we ask them what standard of service they would like so that we can improve their experience when they contact us or use a council service.
Goal: To set up One Front Office, by April 2012 to handle all customer contacts across the council.

- 6.3 **Better use of resources:** reviewing our office buildings, use of energy, use of information and documents, printing and procurement to ensure that they are efficient effective and good value for money.
Goal: To deliver a 20% reduction in the council's office floor space by April 2014.
- 6.4 **New ways of working:** improving our efficiency and effectiveness through flexible working, mobile working and better use of existing council systems.
Goal: To provide effective mobile working across the Harrogate district from 2010.
- 6.5 **Organisational development and cultural change:** making sure that our vision, values and behaviours support our ambition to deliver improvements, efficiencies and manage change effectively.
Goal: To develop and implement a skills and competency framework, including a performance management system, for all our employees by March 2012.

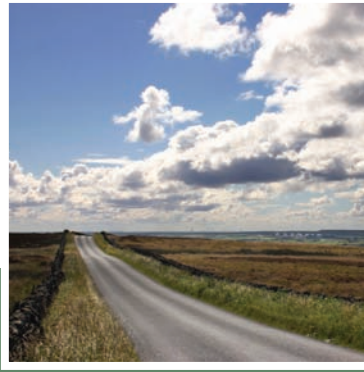
The five-year Business Transformation Agenda is set out in detail in a separate document. The corporate and cross-cutting five-year programme of activities (see Corporate Priority 6, above) will achieve organisational improvements, secure cultural change, lead to efficiencies and help the council achieve its vision, values, corporate priorities and actions in 2010/2011 and beyond.

Other Plans:

The actions we will take during 2010/2011 to help achieve our goals are set out in the relevant corporate strategies, service plans and improvement plans. Some of the actions in the Corporate Plan reflect the council's commitment to working with our partners to deliver the shared targets in the Sustainable Community Strategy for North Yorkshire and the Harrogate district (see www.harrogate.gov.uk/harrogate-5395)

The Corporate Plan is supported by a number of key council strategies including the Medium Term Financial Strategy (see www.harrogate.gov.uk/harrogate-5732)

We monitor our performance against our actions and targets on an on-going basis through our performance management system, Covalent, and report how we are doing four times a year. We publish a summary of how we've performed in our Annual Report in July of each year.



Contact details

Alternative Formats

The Corporate Plan is available in large print, audio-tape, Braille or other languages. If you wish to contact the council for an alternative format, please write, telephone or email us as follows:

Customer Services Unit, Council Offices,
Crescent Gardens, HARROGATE HG1 2SG

Telephone: 0845 300 6091

Email: customerservices@harrogate.gov.uk

Or, use the Customer Feedback Form on the council's website at www.harrogate.gov.uk/harrogate-1281

For more on the Corporate Plan, or to obtain further copies, please contact:

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