

# Harrogate Borough Council Corporate Priorities

## Public Consultation



# CONSULTATION REGARDING HARROGATE BOROUGH COUNCIL'S CORPORATE PRIORITIES

## 1.0 METHODOLOGY

- 1.1** In November 2007 Harrogate Borough Council consulted residents of the District to seek views on the Harrogate Borough Council's Corporate Priorities. A copy of the questionnaire can be found at Appendix A.
- 1.2** The following questionnaires were sent to the following category groups:
- ❑ 1500 questionnaires regarding the Budget were sent to **District Panel** Members, 907 were returned. This represents a 60% response rate.
  - ❑ 210 questionnaires were sent to the **Voluntary Sector**, 29 questionnaires were returned. This represents a 14% response rate.
  - ❑ 150 questionnaires were sent to **Local businesses**, 11 questionnaires were returned. This represents a 7% response rate.
  - ❑ 34 questionnaires were sent to the **Local Strategic Partnership**, 9 questionnaires were returned. This represents a 26% response rate.
  - ❑ 54 questionnaires were sent to **Parish Councillors**, 22 questionnaires were returned. This represents a 41%% response rate.
  - ❑ 53 questionnaires were sent to **Councillors**, 16 were returned. This represents a 30% response rate.
  - ❑ The questionnaire was also placed on the **Harrogate Borough Council website**. 59 responses were received.
- 1.3** In total 1053 responses to the Corporate Priorities Survey were received. Please note not all respondents answered every question within the questionnaire, the analysis below is based on valid responses to each individual question.

Analysis of responses		
Total questionnaires analysed = 1053		
	Questionnaires returned	Response Rate
District Panel	907	60
Voluntary Sector	29	14
Business Sector	11	7
Local Strategic Partnership	9	26
Parish Councillors	22	41
Councillors	16	30
Internet	59	



## 2.0 EXECUTIVE SUMMARY

### 2.1 Corporate Priorities

- 88% of respondents agreed with the Councils Corporate Vision.
- At least 80% of respondents within all category groups agreed strongly or agreed with the Corporate Vision.
- The most popular suggested amendments or additions to the Council's Vision were regarding Traffic & Public Transport (19 suggestions), Environmental: Climate change/Recycling (14 suggestions) and issues regarding Rural Communities (12 suggestions)
- Over 77% of respondents agreed strongly or agreed with all 7 of the Corporate Priorities
- The Corporate Priorities with the largest percentage agreement were; Caring for the Environment (96%), Keeping the District Safe (95%) and Supporting the local Economy (94%)
- The most popular additions suggested to the Corporate Priorities were regarding Traffic & Public Transport (21 suggestions), Environmental: Climate change/Recycling (21 suggestions) and issues regarding Young people (14 suggestions)
- The most popular deletions respondents suggested to the Corporate Priorities were regarding Organisational Improvement (22 suggestions), Affordable Housing (18 suggestions) and Supporting the Local Economy (9 suggestions)
- The top three Corporate Priorities respondents thought the Council should focus on were: firstly Caring for the Environment, secondly Keeping the District Safe and thirdly Affordable Housing
- Over 53% of respondents agreed strongly or agreed with all 13 of the Strategic Actions
- The largest percentage agreement was with Environmental Investment (91%), Community Planning (89%) and Rural Community Investment (87%)
- The most popular additions respondents suggested to the Strategic Actions were regarding Leisure and Culture (19 suggestions), Traffic/Public Transport and Parking (13 suggestions) and issues regarding Recycling/Environment (13 suggestions)
- The most popular deletions respondents suggested to the Strategic Actions were regarding the Royal Hall (43 suggestions), IT investment (27 suggestions) and City Region/Northern Way (20 suggestions)
- The top three Strategic Actions respondents thought the Council should focus on were: firstly Community Planning, secondly Resources & Priorities and thirdly Rural Community Investment



### 3.0 RESULTS - HARROGATE BOROUGH COUNCIL'S CORPORATE PRIORITIES

3.1 The following background information was given to respondents.

#### COUNCIL'S VISION

Respondents that do not know have been removed from the following analysis

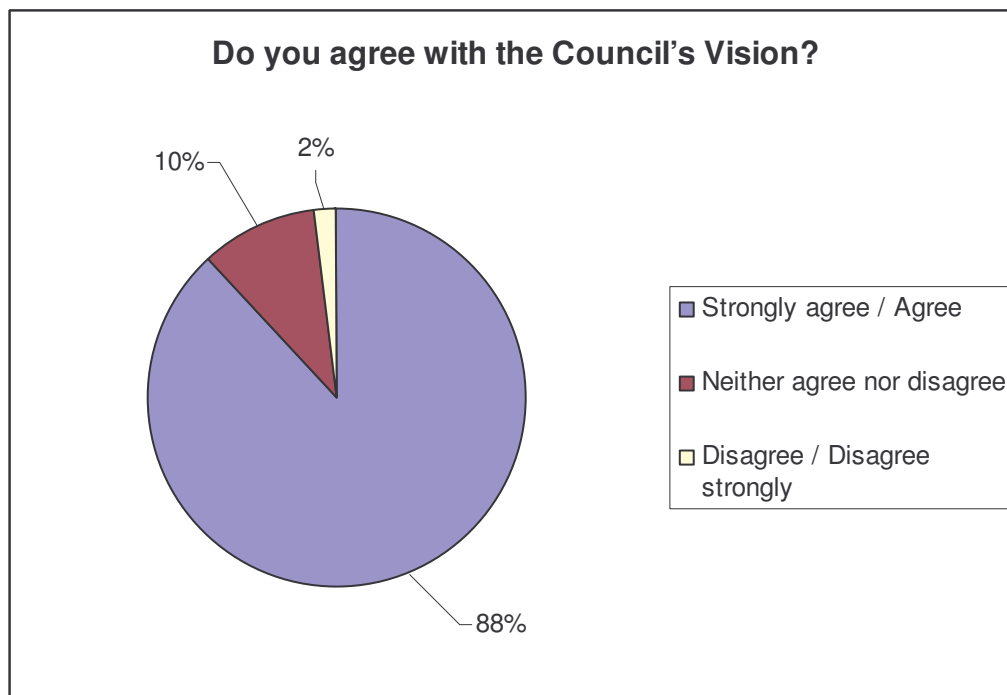
3.2 Respondents were asked if they agreed with the Harrogate Borough Council Corporate Vision.

- 88% of respondents agreed strongly or agreed with the Corporate Vision.

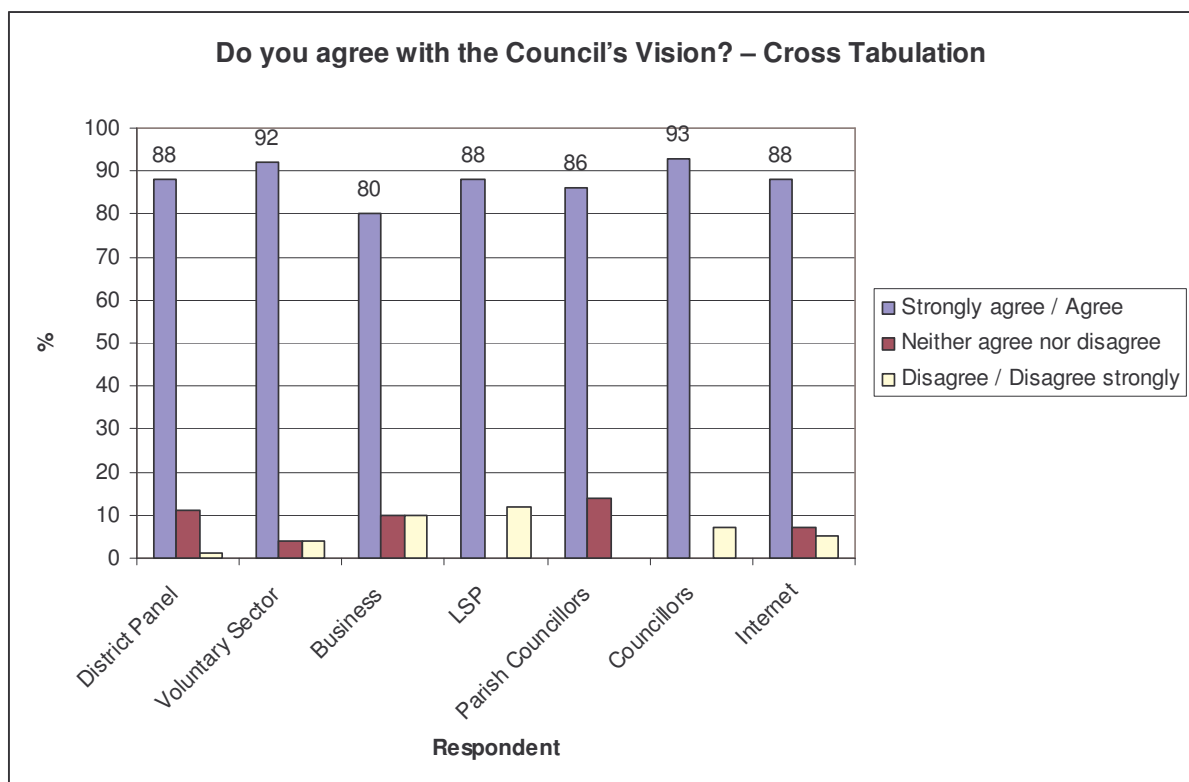
Results were also cross-tabulated with the 7 categories of respondent

- At least 80% of respondents within all category groups agreed strongly or agreed with the Corporate Vision.

Q1 Do you agree with the Council's Vision?		
	Number	%
Strongly agree / Agree	842	88
Neither agree nor disagree	96	10
Disagree / Disagree strongly	19	2
Total	957	



Q1 Do you agree with the Council's Vision? – Cross Tabulation														
	District Panel		Voluntary Sector		Business Sector		LSP		Parish Councillors		Councillors		Internet	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
<b>Strongly agree / Agree</b>	717	88	26	92	8	80	7	88	18	86	13	93	53	88
<b>Neither agree nor disagree</b>	87	11	1	4	1	10	0	0	3	14	0	0	4	7
<b>Disagree / Disagree strongly</b>	12	1	1	4	1	10	1	12	0	0	1	7	3	5
<b>Total</b>	816		28		10		8		21		14		60	



3.3 Respondents were asked if there were any amendments or additions they would like to make to the Council's Vision

- The most popular amendments or additions respondents suggested were regarding Traffic & Public Transport (19 suggestions), Environmental: Climate change/Recycling (14 suggestions) and issues regarding Rural Communities (12 suggestions)

**A full list of the suggestions can be found at Appendix B**

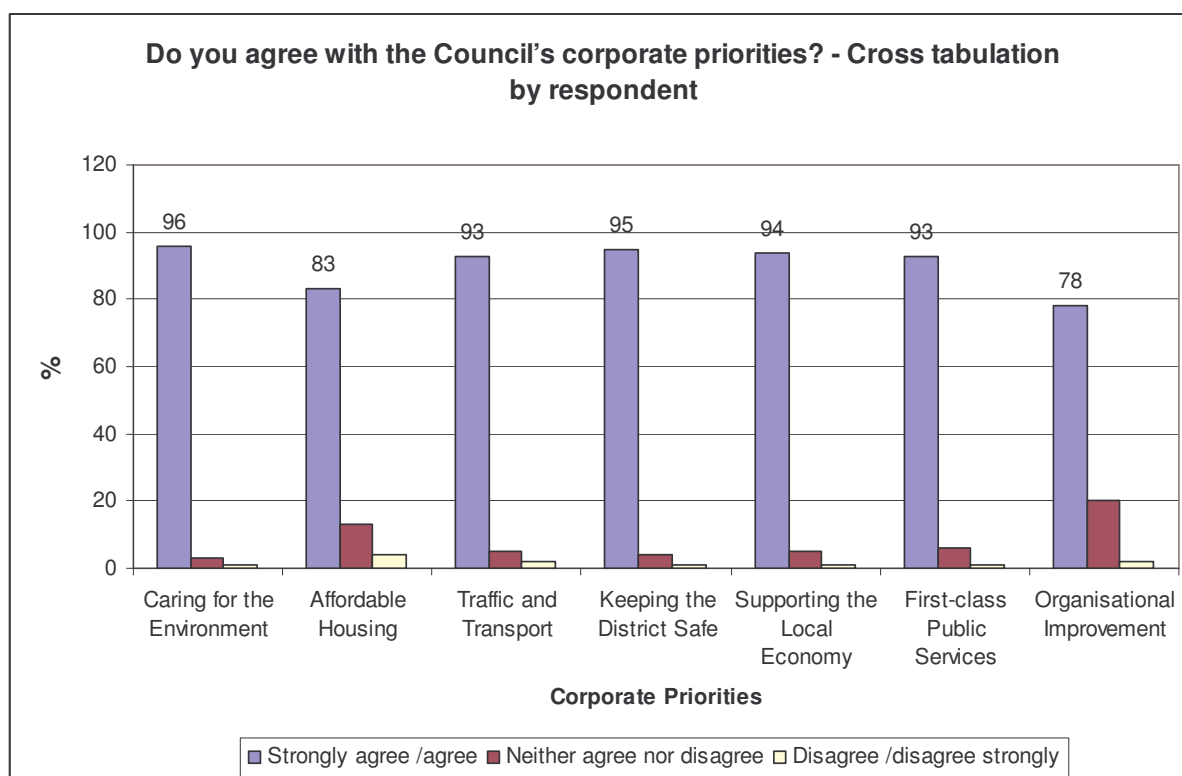
<b>Q2 Are there any amendments/additions to the Council's vision you would make?</b>	
Traffic/Public Transport	19
Environmental: Climate change/Recycling	14
Rural communities	12
Youth Issues	11
Policing	10
Vision	8
Heritage/Arts/Culture	7
Public services	6
Royal Hall/HIC	6
Housing	5
Parking	4
Planning	4
Sports Facilities	4
Disabilities	4
Budget/Spending	4
Partnership/Voluntary	4
Success	3
Business	2
Community	2
NYCC	1
Tourism	1
Misc	21

## CORPORATE PRIORITIES

3.4 Respondents were asked if they agreed with the 7 Council corporate Priorities

- Over 77% of respondents agreed strongly or agreed with all 7 of the Corporate Priorities
- The largest percentage agreement was with Caring for the Environment (96%), Keeping the District Safe (95%) and Supporting the local Economy (94%)

<b>Q3 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>	
	<b>Total</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>
<b>Caring for the Environment</b>	1043	1003	96	35	3	5	1
<b>Affordable Housing</b>	1043	867	83	133	13	43	4
<b>Traffic and Transport</b>	1039	970	93	56	5	13	2
<b>Keeping the District Safe</b>	1039	987	95	41	4	11	1
<b>Supporting the Local Economy</b>	1044	978	94	57	5	9	1
<b>First-class Public Services</b>	1042	965	93	65	6	12	1
<b>Organisational Improvement</b>	1033	801	78	211	20	21	2



3.5 Respondents were asked if there were any Corporate Priorities they would add as a priority for the Council

- The most popular additions respondents suggested were regarding Traffic & Public Transport (21 suggestions), Environmental: Climate change/Recycling (21 suggestions) and issues regarding Young people (14 suggestions)

**A full list of the suggestions can be found at Appendix C**

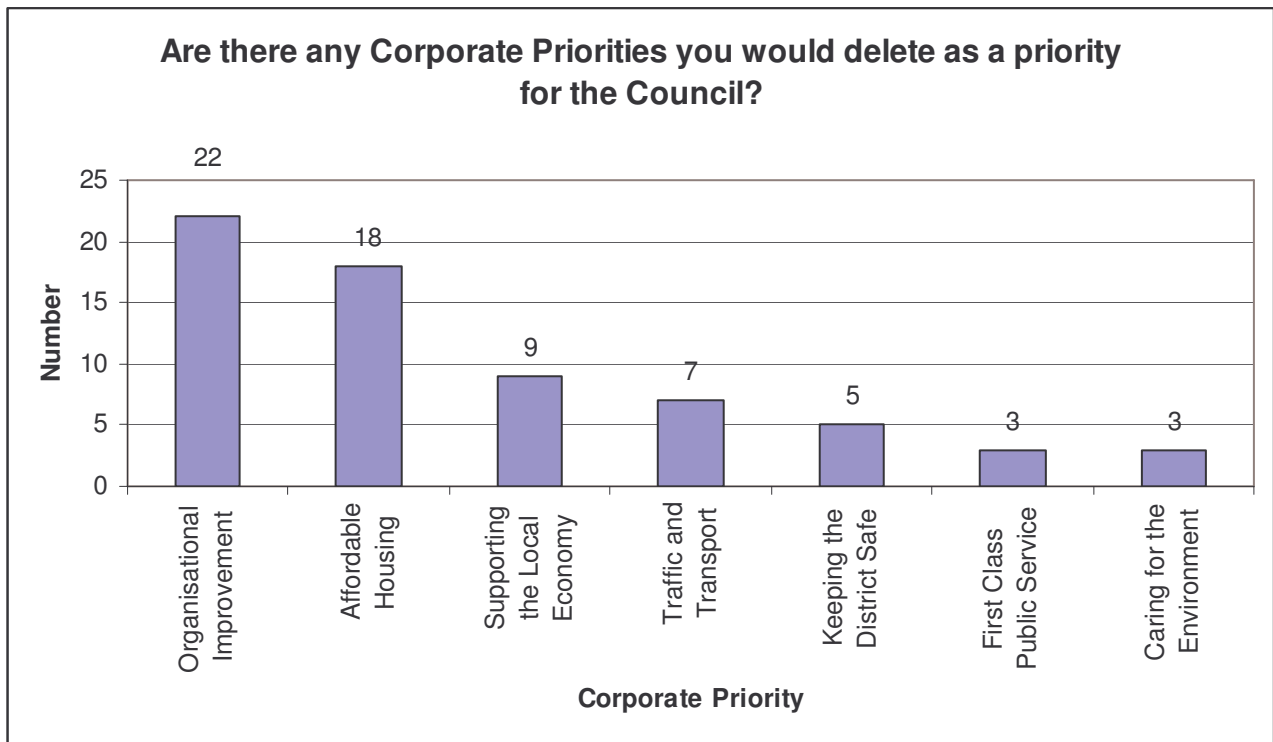
<b>Q4 Are there any Corporate Priorities you would <u>add</u> as a priority for the Council?</b>	
Traffic/Transport	21
Environment/Recycling	21
Youth	14
Cultural/Heritage/Arts	10
Caring/Health	10
Budget/Spending	7
Sport/Heath	6
Housing	5
Education	5
Rural	4
Business	4
Police	4
Disability	4
Parking	4
Public Services	1
Voluntary	2
Tourism	2
Budget/Spending	2
Housing	2
Traffic/Public Transport	1
Misc	32

3.6 Respondents were asked if there were any Corporate Priorities they would delete as a priority for the Council

- The most popular deletions respondents suggested were regarding Organisational Improvement (22 suggestions), Affordable Housing (18 suggestions) and Supporting the Local Economy (9 suggestions)

A full list of the suggestions can be found at Appendix D

<b>Q5 Are there any Corporate Priorities you would <u>delete</u> as a priority for the Council?</b>	
Organisational Improvement	22
Affordable Housing	18
Supporting the Local Economy	9
Traffic and Transport	7
Keeping the District Safe	5
First Class Public Service	3
Caring for the Environment	3



3.7 Respondents were to identify the top three Corporate Priorities they felt the Council should focus on

- The top three Corporate Priorities respondents thought the Council should focus on were: firstly Caring for the Environment, secondly Keeping the District Safe and thirdly Affordable Housing

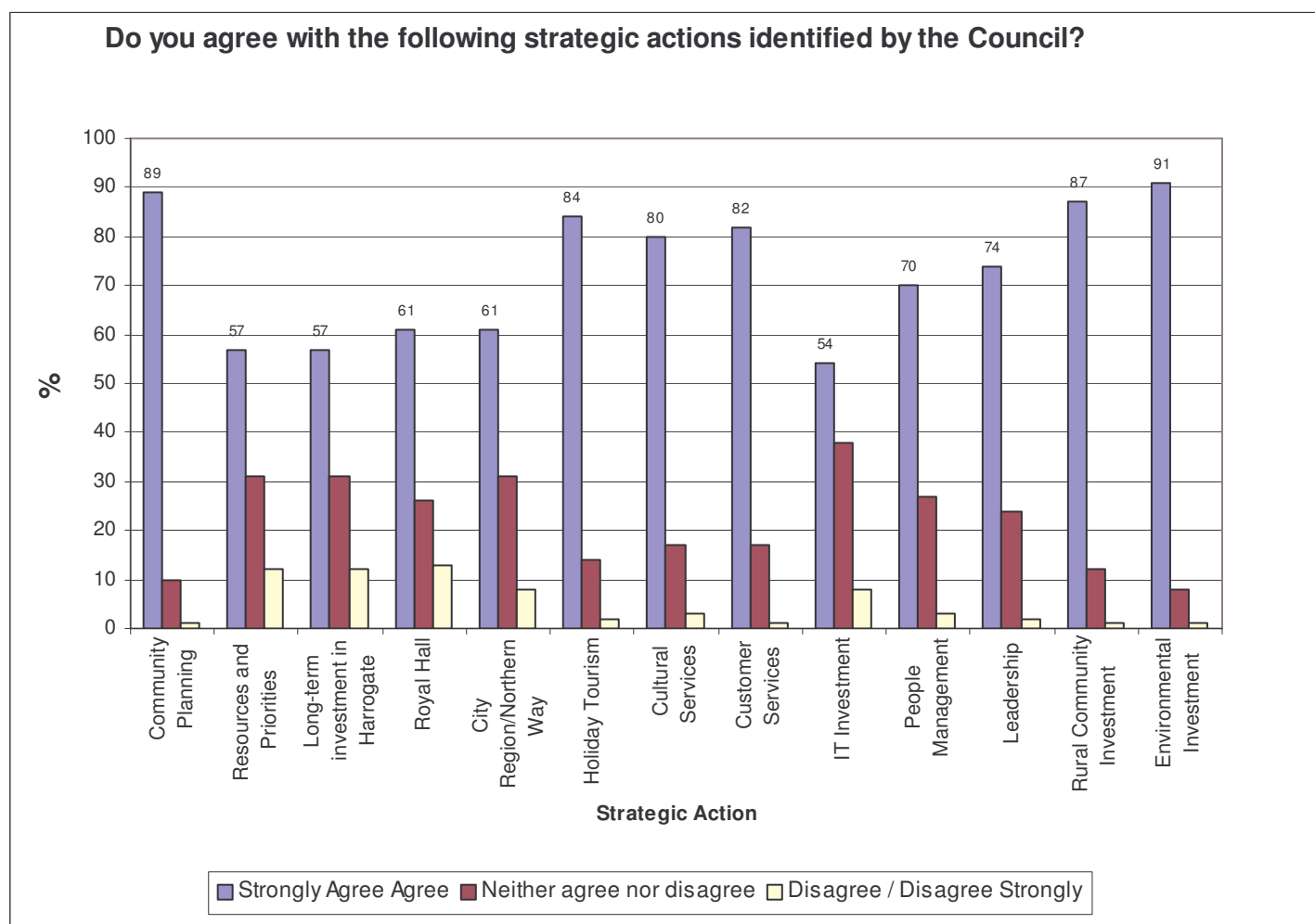
<b>Q6 Please identify the top three Corporate Priorities you feel the Council should focus on.</b>	
<b>Corporate Priority No. 1</b>	Caring for the Environment
<b>Corporate Priority No. 2</b>	Keeping the District Safe
<b>Corporate Priority No. 3</b>	Affordable Housing

## STRATEGIC ACTIONS

3.8 Respondents were asked if they agreed with the 13 Strategic Actions identified by the Council.

- Over 53% of respondents agreed strongly or agreed with all 13 of the Strategic Actions
- The largest percentage agreement was with Environmental Investment (91%), Community Planning (89%) and Rural Community Investment (87%)

Q7 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	1029	915	89	104	10	10	1
Resources and Priorities	1030	920	89	103	10	7	1
Long-term investment in Harrogate International Centre	1039	590	57	321	31	128	12
Royal Hall	1038	630	61	274	26	134	13
City Region/Northern Way	1019	617	61	318	31	84	8
Holiday Tourism	1034	868	84	146	14	20	2
Cultural Services	1034	829	80	179	17	26	3
Customer Services	1036	851	82	171	17	14	1
IT Investment	1033	560	54	392	38	81	8
People Management	1027	717	70	276	27	34	3
Leadership	1026	755	74	244	24	27	2
Rural Community Investment	1028	899	87	119	12	10	1
Environmental Investment	1016	920	91	87	8	9	1



3.9 Respondents were asked if there were any issues they would add as a new Strategic Priority for the Council

- The most popular additions respondents suggested were regarding Leisure and Culture (19 suggestions), Traffic/Public Transport and Parking (13 suggestions) and issues regarding Recycling/Environment (13 suggestions)

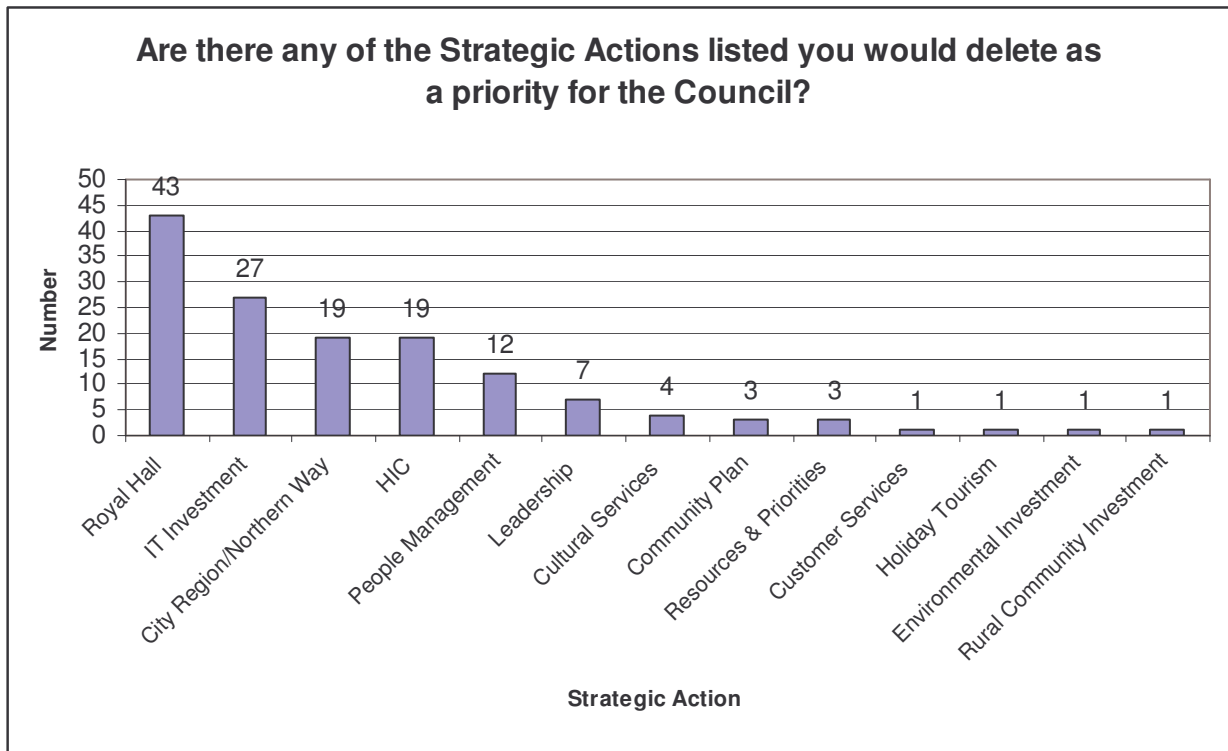
**A full list of the suggestions can be found at Appendix E**

<b>Q8 Are there any issues you would add as a new strategic action to those listed in Q7?</b>	
	<b>Number</b>
Leisure/ Culture	19
Traffic/Public Transport and Parking	13
Recycling/Environment	8
Community Safety/Anti-social Behaviour	7
Planning	7
Finance/ resources	7
Communications – internal and external	6
Rural Communities	5
Access for all	4
IT	3
Recycling / waste collection	3
Value for money	3
Invest in people	3
Support Business	3
Youth Policy	3
HIC	2
Civic pride	2
Misc	5

3.10 Respondents were asked if there were any issues they would delete as a new Strategic Priority for the Council

- The most popular deletions respondents suggested were regarding the Royal Hall (43 suggestions), IT investment (27 suggestions) and City Region/Northern Way (20 suggestions)

<b>Q9 Are there any of the Strategic Actions listed in Q7 you would <u>delete</u> as a priority for the Council?</b>	
	<b>Number</b>
<b>Royal Hall</b>	<b>43</b>
<b>IT Investment</b>	<b>27</b>
<b>City Region/Northern Way</b>	<b>20</b>
<b>HIC</b>	<b>19</b>
<b>People Management</b>	<b>12</b>
<b>Leadership</b>	<b>7</b>
<b>Cultural Services</b>	<b>4</b>
<b>Community Plan</b>	<b>3</b>
<b>Resources &amp; Priorities</b>	<b>3</b>
<b>Customer Services</b>	<b>1</b>
<b>Holiday Tourism</b>	<b>1</b>
<b>Environmental Investment</b>	<b>1</b>
<b>Rural Community Investment</b>	<b>1</b>



3.11 Respondents were to identify the top three Strategic Actions they felt the Council should focus on

- The top three Strategic Actions respondents thought the Council should focus on were: firstly Community Planning, secondly Resources & Priorities and thirdly Rural Community Investment

<b>Q10 Please identify the top three Strategic Actions that you feel the Council should focus on:</b>	
<b>Strategic Action No. 1</b>	Community Planning
<b>Strategic Action No. 2</b>	Resources & Priorities
<b>Strategic Action No. 3</b>	Rural Community Investment

## Appendix A Questionnaire

### Harrogate Borough Council's Corporate Priorities

In 2005/6 the Council set out its long-term vision and priorities for the Harrogate District in a single document, called the Council's Strategic Plan. The aim of this document is to make it clear to residents, partners and visitors what the Council is focusing on and what it is 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.

### Harrogate Borough Council 10 year Vision

**“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:-**

- ◆ **Caring for the Environment** - ensuring the enhancement and protection of the natural and built environment District-wide (adopted as the Council's top priority in October 2006).
- ◆ **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.
- ◆ **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** - In line with the Council's organisational goal, 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 13 Strategic Actions which 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** - a restored community facility for the benefit of local people and visitors
  
- ◆ **City Region/Northern Way** - securing the Harrogate District local economy's place within the wider economic region centred 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 & 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 & 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.
  
- ◆ **Environmental Investment** - investing in the natural and built environment in the Harrogate District.

### Council's Vision

**Q1 Do you agree with the Council's Vision?** *Please tick one box*

<i>Strongly agree</i>	<input type="checkbox"/>	<i>Disagree</i>	<input type="checkbox"/>
<i>Agree</i>	<input type="checkbox"/>	<i>Disagree Strongly</i>	<input type="checkbox"/>
<i>Neither agree nor disagree</i>	<input type="checkbox"/>	<i>Don't know</i>	<input type="checkbox"/>

**Q2 Are there any amendments/additions to the Council's vision you would make?**

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### Corporate Priorities

**Q3 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>
Caring for the Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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"/>
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"/>

**Q4 Are there any Corporate Priorities you would add as a priority for the Council?**

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**Q5 Are there any Corporate Priorities you would delete as a priority for the Council?**

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**Q6 Please identify the top three Corporate Priorities you feel the Council should focus on**

Corporate Priority Number 1

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Corporate Priority Number 2

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Corporate Priority Number 3

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**Strategic Actions**

**Q7 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"/>
Environmental Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q8** Are there any issues you would add as a new strategic action to those listed in Q7?

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**Q9** Are there any of the Strategic Actions listed in Q7 you would delete as a priority for the Council?

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**Q10** Please identify the top three Strategic Actions that you feel the Council should focus on:-

Strategic Action Number 1

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Strategic Action Number 2

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Strategic Action Number 3

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## **Appendix B**

**Q2 Are there any amendments/additions to the Council's vision you would make?**

For further information please contact Community Engagement Officer 01423556068

## **Appendix C**

**Q4 Are there any Corporate Priorities you would add as a priority for the Council?**

For further information please contact Community Engagement Officer 01423556068

## **Appendix D**

**Q5 Are there any Corporate Priorities you would delete as a priority for the Council?**

For further information please contact Community Engagement Officer 01423556068

## **Appendix E**

**Q8**

**Are there any issues you would add as a new strategic action to those listed in Q7?**

For further information please contact Community Engagement Officer 01423556068