

*Improving  
North Wiltshire*

*North  
Wiltshire  
District  
Council*

# **Best Value Performance Plan 2007/2008**

Title: NWDC BVPP 2007-08  
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## Introduction

Welcome to the annual Best Value Performance Plan (BVPP) for North Wiltshire District Council.

The purpose of the plan is to report on the Council's performance during 2006/07 and to set out performance and improvement measures for 2007/08 and the subsequent two years.

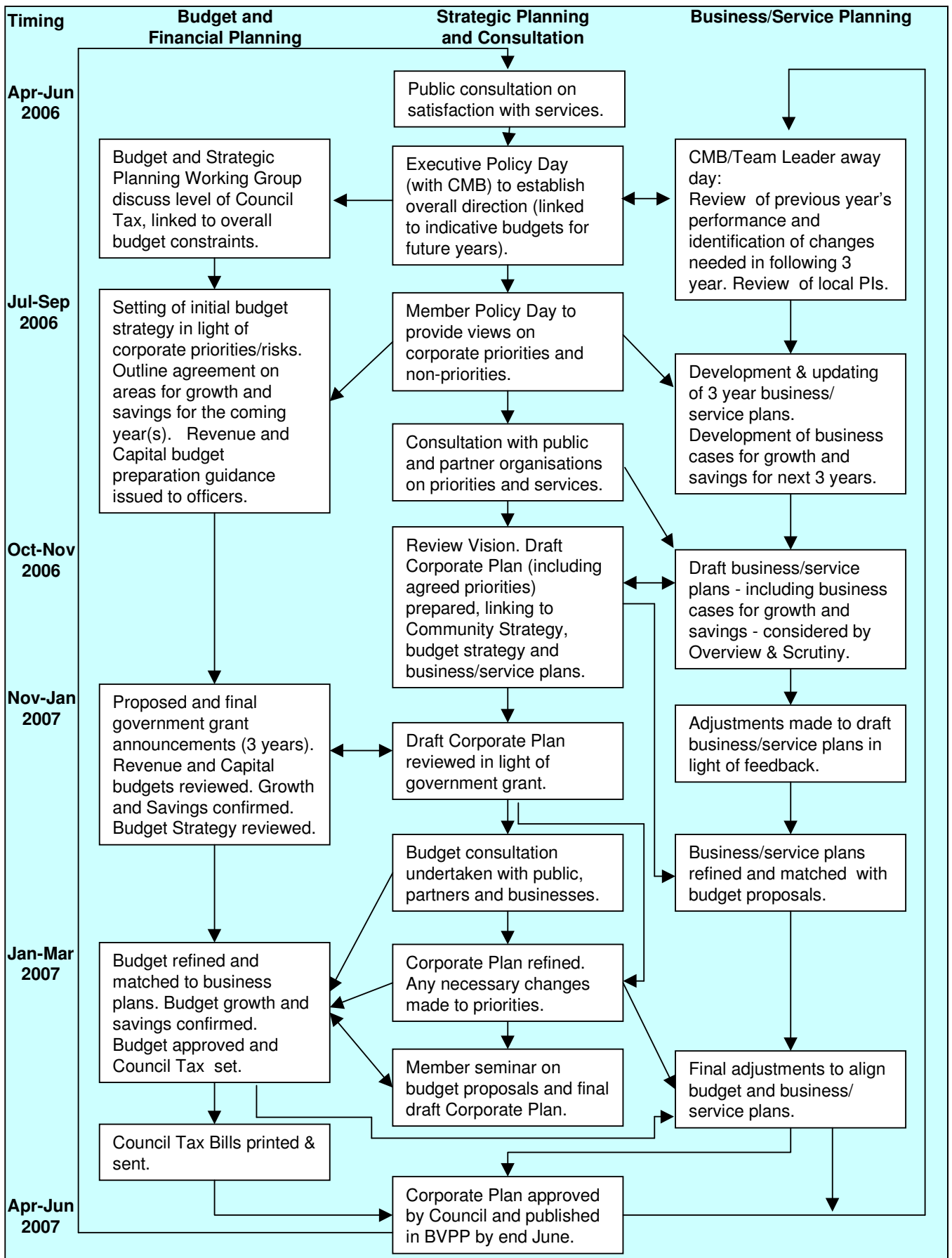
It addresses key priorities, including progress on agreed delivery targets, and summarises the Council's improvement planning activities, including those undertaken following the Comprehensive Performance Assessment (CPA) and subsequent inspections.

The BVPP is a statutory duty and it forms part of the Council's performance management process. To provide a comprehensive report on the Council's performance and to meet statutory requirements, it includes:

- A brief summary of the authority's strategic objectives and priorities for improvement, reflecting its corporate/business planning processes and community strategy
- Details of arrangements for addressing the authority's improvement priorities, particularly the opportunities and weaknesses identified in CPA and the outcomes that are expected to be achieved as a result.
- Details of performance:
  - Assessment of direction of travel in performance
  - Outturn performance over the past year on all Best Value Performance Indicators (BVPIs)
  - Targets for the current year and subsequent 2 years for all BVPIs
- A brief statement to certify that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

The BVPP's principal audiences are likely to be the staff and elected members of the authority, groups and organisations with an interest in the activities of the Council, the regulatory bodies and central Government. It is available to those who request it and can be found on the Council's website at [www.northwilts.gov.uk](http://www.northwilts.gov.uk)

# Policy and Budget Framework



## North Wiltshire Community Strategy

The Council adopted the North Wiltshire Community Strategy in November 2005. The Community Strategy sets out a wide range of issues under eight strategic themes, that need to be addressed by service providers and other organisations working together through the North Wiltshire Local Strategic Partnership. The Corporate Plan addresses many of the issues raised in the Community Strategy. Detailed action plans have been developed by the North Wiltshire Partnership with key service providers, including the Council. These action plans are linked into the Corporate Plan.

### Key Strategic themes and issues raised in the North Wiltshire Community Strategy

<p><b>Social Care &amp; Health</b></p> <ul style="list-style-type: none"> <li>• Support for vulnerable people</li> <li>• Access to health care services locally</li> <li>• Difficulties using public transport to access health services further away</li> <li>• Concerns over the numbers and availability of doctors and dentists</li> <li>• Appropriate health provision in line with housing development</li> <li>• Better access to services such as advice and counselling for young people</li> </ul>	<p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• The lack of an integrated transport system</li> <li>• Poor road conditions</li> <li>• Speeding vehicles</li> <li>• Heavy Goods Vehicles on rural roads</li> <li>• A desire to see more cycle routes</li> <li>• Affordability of public transport</li> <li>• Particular groups including older and young people are isolated and unable to access service due to problems with Public transport provision</li> </ul>
<p><b>Housing &amp; the Built Environment</b></p> <ul style="list-style-type: none"> <li>• Lack of affordable housing</li> <li>• Housing development relative to capacity of facilities such as school and health care provision</li> <li>• Development should be in keeping with an area</li> <li>• Availability of sheltered housing</li> <li>• Lack of available and affordable starter homes to enable young people to stay in the area</li> </ul>	<p><b>Culture</b></p> <ul style="list-style-type: none"> <li>• Lack of facilities and activities for young people</li> <li>• Improved rural projects</li> <li>• Poor public transport to access facilities and activities</li> <li>• Skate park facilities</li> <li>• Opportunities for people to access culture and the arts locally</li> <li>• Improved leisure facilities</li> </ul>
<p><b>Economy</b></p> <ul style="list-style-type: none"> <li>• Protect and maintain rural economy – village shops and post offices</li> <li>• Promote local employment and business start up</li> <li>• Improve local retail including the range of shops</li> <li>• Vitality of market towns</li> <li>• Availability of local facilities</li> </ul>	<p><b>Countryside &amp; Land Based Issues</b></p> <ul style="list-style-type: none"> <li>• Protecting the rural buffer</li> <li>• More opportunities for recycling</li> <li>• Litter nuisance</li> <li>• Maintaining the character of villages</li> <li>• Appropriate development not over development</li> <li>• Fly tipping</li> </ul>

<b>Crime &amp; Community Protection</b> <ul style="list-style-type: none"> <li>• Fear of crime</li> <li>• Anti social behaviour</li> <li>• Perceived lack of Police presence</li> <li>• The perception of young people by other members of the community is often negative</li> <li>• Not enough for young people to do in towns and villages</li> <li>• Worries about drugs and alcohol</li> <li>• Young people have the highest levels of fear of crime</li> </ul>	<b>Education, Skills &amp; Learning</b> <ul style="list-style-type: none"> <li>• Making wider use of school facilities</li> <li>• More learning opportunities outside of towns</li> <li>• Raising basic skills</li> <li>• Promoting new ways of learning</li> </ul>
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### Links between the North Wiltshire Community Strategy and the Corporate Plan

A table showing the specific links between the Community Strategy and the corporate priorities and goals in the Corporate Plan 2007/10 is set out below:

Community Strategy Theme	Corporate Priority and Goals for 2007-10
1. Social Care & Health	<b>Community - To promote vibrant, safe and inclusive communities</b> <ul style="list-style-type: none"> <li>• <b>Culture/healthy lifestyles</b> - Creating opportunities to encourage people of all ages to get involved in leisure activities</li> </ul>
2. Housing & the Built Environment	<b>Community - To promote vibrant, safe and inclusive communities</b> <ul style="list-style-type: none"> <li>• <b>Housing</b> - Maximise the opportunities for affordable, accessible and decent housing for all</li> </ul> <b>Environment - To protect and enhance the local environment</b> <ul style="list-style-type: none"> <li>• <b>Controlled Development</b> – protect our countryside and built environment through our planning activities</li> <li>• <b>Cleaner streets</b> – improve the cleanliness of our local roads and public open spaces</li> </ul>
3. Economy	<b>Community - To promote vibrant, safe and inclusive communities</b> <ul style="list-style-type: none"> <li>• <b>Economy</b> - Support a diverse and thriving economy</li> </ul>
4. Crime & Community Protection	<b>Community - To promote vibrant, safe and inclusive communities</b> <ul style="list-style-type: none"> <li>• <b>Community Safety</b> - Work with partner organisations to reduce crime and the fear of crime</li> </ul>
5. Transport	<b>Community - To promote vibrant, safe and inclusive communities</b> <ul style="list-style-type: none"> <li>• <b>Transport</b> - Help meet transport needs, especially in rural areas</li> </ul>
6. Culture	<b>Community - To promote vibrant, safe and inclusive communities</b> <ul style="list-style-type: none"> <li>• <b>Culture/Healthy Lifestyles</b> - Creating opportunities to encourage people of all ages to get involved in leisure activities</li> </ul>

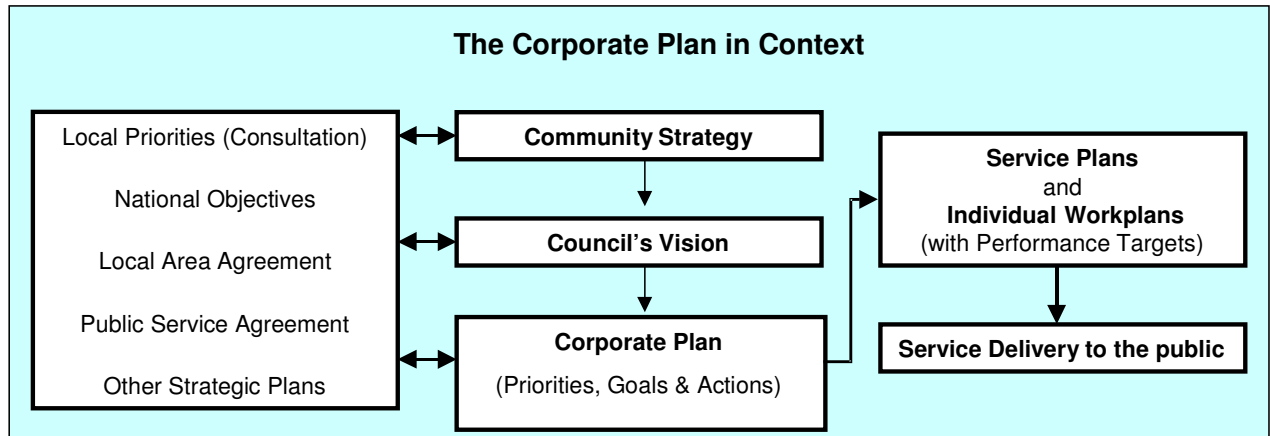
Community Strategy Theme	Corporate Priority and Goals for 2007-10
7. Countryside & Land Based Issues	<b>Environment - To protect and enhance the local environment</b> <ul style="list-style-type: none"> <li>• <b>Waste &amp; Recycling</b> – minimise waste and increase our recycling rates</li> <li>• <b>Climate change</b> – take action to reduce the impact of climate change on our activities and to promote energy awareness to our customers</li> <li>• <b>Controlled Development</b> – protect our countryside and built environment through our planning activities</li> </ul>
8. Education, Skills & Learning	<b>Customers - To put our customers at the heart of everything we do</b> <ul style="list-style-type: none"> <li>• <b>Training &amp; Development</b> – Develop our staff and Councillors to give their best to residents</li> </ul>
9. All	<b>Customers - To put our customers at the heart of everything we do</b> <ul style="list-style-type: none"> <li>• <b>Performance &amp; Satisfaction</b> - Improve our service performance and customer satisfaction</li> <li>• <b>Equality of Access</b> - Make it easier for all our customers to access our services</li> <li>• <b>Consultation &amp; Communication</b> - Listen and talk with our residents, young people and businesses</li> <li>• <b>Budget</b> - Use your money effectively and efficiently and explore new ways of working</li> </ul>



## Corporate Plan 2007/10

North Wiltshire District Council undertook a major review of its Corporate Plan during 2006/07, to produce a clearer, more focused plan to guide the Council's work for the next three years, based on feedback from customers, communities (e.g. links to the Community Strategy) and elected members.

The context for the Corporate Plan is illustrated by the following diagram, which shows how external views and strategies feed into the Corporate Plan, which in turn drives the service planning and delivery of services to the community.



Following two Policy Days – to which all members were invited – a clear vision for the future and three corporate priorities were agreed – all underpinned by the Council's Mission:

### ***Improving North Wiltshire***

**Vision:** *Vibrant, diverse and healthy communities living in a clean and safe environment*

**Priorities:**

1. **Community:** *To promote vibrant, safe and inclusive communities*
2. **Environment:** *To protect and enhance the local environment*
3. **Customers:** *To put our customers at the heart of everything we do*

Each priority was underpinned by a number of goals, indicating what the Council hopes to achieve in the next 3-5 years. One or more community focused actions was agreed against each goal, setting out measures by which the Council's achievements can be judged. The Corporate Plan was considered by the Executive and the Overview and Scrutiny Committee before being approved by the Council in February 2007. As part of their policy development work, members also agreed a number of non-priorities. The priorities and the non-priorities were used to guide the budget decisions for 2007/08.

The Priorities, Goals and Actions from the Corporate Plan are set out on page 11.

The Corporate Plan priorities, goals and actions do not cover in depth everything that the Council has – or chooses - to do. Like all Councils, North Wiltshire District Council undertakes a wide range of mandatory services (where it has a specific duty to provide a service) and discretionary services (where it chooses to provide services to benefit local communities). A summary of all the services provided on page 29.

The **non-priorities** identified by members through the Policy Days in 2006/07 were as follows. These views informed the setting of the budget for 2007/08 and beyond:

<b>Service Area</b>	<b>Reasons &amp; Notes</b>
North Wilts Festival	<ul style="list-style-type: none"> <li>• Festival has achieved its original aim for business community and is now entertainment-focused;</li> <li>• WOMAD is coming to North Wilts which would compete; consultation shows it is not important to many residents; Festival is not easy to access for areas of the district away from Chippenham;</li> <li>• Festival uses considerable officer time &amp; resources</li> </ul>
Think Before You Park Campaign	<ul style="list-style-type: none"> <li>• Campaign is over now decriminalisation of car parking enforcement has been introduced and awareness has been raised.</li> </ul>
Culture - Promoting local tourism	<ul style="list-style-type: none"> <li>• Duplication of services by other bodies.</li> </ul>
Culture – Arts Centre	<ul style="list-style-type: none"> <li>• Continue support to Pound Arts Centre but don't increase arts support.</li> </ul>
Strategic Co-ordination of Health	<ul style="list-style-type: none"> <li>• Duplication of services by other bodies.</li> </ul>

## Corporate Plan 2007/10 Priorities, Goals and Actions

### 1. Community: *To promote vibrant, safe and inclusive communities*

#### **Housing** – Maximise the opportunities for affordable, accessible and decent housing for all:

- **Delivering 450 new affordable homes over the next three years** – work with registered social landlords to enable 450 new affordable homes to be provided (through Council funding and the planning system) within 3 years
- **Improve housing conditions across the District** – enable 165 homes for vulnerable households to reach the decent homes standard within 3 years
- **Increase prevention of homelessness** – Reduce the number of households in temporary accommodation by 30% within 3 years

#### **Community Safety** – Work with partner organisations to reduce crime and the fear of crime:

- **Reduce Anti-Social Behaviour** - Appoint District-funded Anti-Social Behaviour Officer within 1 year.

#### **Economy** - Support a diverse and thriving economy:

- **Redeveloping Town Centres** - Produce Development Briefs for Bath Road in Chippenham and Phase 3 (including Phelps Parade) in Calne within 1 year
- **Helping local projects to succeed** – provide more than £200,000 of grants each year.

#### **Transport** - Help meet transport needs, especially in rural areas:

- **Review parking strategy for the future** - Consider Parking Strategy by December 2007 and implement schemes arising from Strategy by agreed timetable.
- **Identify rural and community transport needs** – Identify community transport schemes by December 2008.
- **Implement, where beneficial, Residents' Parking Schemes** - Progress towards the introduction of Residents' Parking Schemes within 3 years (in partnership with Wiltshire County Council).

#### **Culture/healthy lifestyles** – Creating opportunities to encourage people of all ages to get involved in leisure activities:

- **Improving leisure opportunities** – Secure future for leisure centres within 2 years
- **Improving access to the countryside** – Support the further development of the Cricklade Country Way leisure corridor by submitting a further bid for Lottery funding by the end of May 2007.
- **Providing a new Arts Centre** - Open the Pound Arts Centre by the end of May 2007.

## 2. Environment: *To protect and enhance the local environment*

### **Waste & Recycling** – minimise waste and increase our recycling rates:

- **Improving the amount you recycle** – Sorted Weekly Collection of waste (one week refuse; one week recyclables) to be phased in within 2 years.
- **Helping you to recycle green waste** – Increase green waste collection areas to cover 10% of households in the District within 1 year.

### **Climate change** – take action to reduce the impact of climate change on our activities and to promote energy awareness to our customers:

- **Improve the energy efficiency of Council-owned buildings** – Implement programme and recommendations from Carbon Trust Report within 3 years.
- **Provide advice and guidance on sustainable energy and climate change to customers, suppliers and communities** – Carry out awareness campaign and demonstrate improvements in home energy efficiency of 7.5% within 3 years.

### **Controlled Development** – protect our countryside and built environment through our planning activities:

- **Identifying land for future housing and employment needs** - Set policy framework (through Local Development Framework work) to provide infrastructure improvements and promote the rural economy in accordance with agreed timetable
- **Support the development of mixed and sustainable communities** - Publish a protocol for the achievement of new community infrastructure facilities and affordable housing (for example through the use of Planning Agreements) within 3 months and publish the results of this work in an annual monitoring report.

### **Cleaner streets** – improve the cleanliness of our local roads and public open spaces:

- **Maintaining public open spaces and cleaning up grot spots**– Introduce litter response squads within 2 years and introduce quality maintenance standards for all public open spaces within 3 years.
- **Promoting more care for our local environment** - Carry out awareness and enforcement campaign to respect the environment, linked to late night economy within 1 year.

### 3. Customers: *To put our customers at the heart of everything we do*

#### **Performance & Satisfaction** - Improve our service performance and customer satisfaction:

- **Improve service performance** – Benefits, Recycling and Planning national Performance Indicators to be in the top 50% in the country within 2 years
- **Making sure we meet high standards of customer service** – Increase overall customer satisfaction by 10% within 3 years (based on 2006/07 baseline figures)

#### **Equality of Access** - Make it easier for all our customers to access our services:

- **Creating a one-stop-shop to deal with all your enquiries** – Establish customer contact centre to deal with 80% of enquiries at first point of contact within 1 year (90% within 2 years; 95% within 3 years)
- **Improving access to local Council services** – Expand the use of technology and increase take-up of online services by 20% over 3 years (based on 2006/07 baseline figures).
- **Training staff and councillors to understand diversity** - Achieve level 3 of the Equality Standard for local government within 1 year.

#### **Consultation & Communication** - Listen and talk with our residents, young people and businesses:

- **Listening to young people** – Hold a minimum of 2 consultations a year with young people to link into decision making.
- **Support Community Area Partnerships and Community Plans** - Make decisions based on the Community Strategy and the five Community Plans and publish an annual report to demonstrate this support.

#### **Training & Development** – Develop our staff and Councillors to give their best to residents:

- **Invest in our elected members who represent you** - Sign up to the South West Charter for Member Development within 1 year and achieve the standard within 2 years.
- **Develop our employees to deliver better services** - Deliver workforce development plan to equip the Council for the future within 1 year.

#### **Budget** - Use your money effectively and efficiently and explore new ways of working:

- **Use your money and assets effectively and efficiently** - Meet all our efficiency targets as set by central Government each year
- **Carry out more joint working with other authorities to deliver savings** - Achieve savings from shared services and joint working with other authorities equivalent to one quarter of Government efficiency targets within 3 years.

## Council Priorities – A backward look at 2006/07











The previous Corporate Plan for 2006-09 included the key priorities for the Council for 2006/07 and the actions to address these priorities. The priorities were chosen in response to local people's views, the North Wiltshire Community Strategy, national targets and legislative duties.

The Corporate Priorities for 2006/07 were:

1. **Customer Focus, Equality and Diversity, and Partnership Working**
2. **Waste and Recycling**
3. **Housing**
4. **Cleaner, Safer and Better Streets**
5. **Spatial Planning (including Local Plan/Local Development Framework)**
6. **Buoyant Economy**
7. **Healthy Lifestyles (including Sports Development and Arts Development)**
8. **Car Parks and Decriminalisation**








This section establishes progress against these priorities in 2006/07 and provides appropriate performance information for the year. Key performance indicators (KPIs) for 2006/07 were introduced in 2005/06 to measure progress against these priorities and have been included for information.




Key for KPIs:

Quartile (for 2005/06 District councils)		Trend		Target	
Top Quartile		Improvement from 2005/06		On target	
2 <sup>nd</sup> Quartile		Similar performance		Within 5% of target	
3 <sup>rd</sup> Quartile		Reduced performance		Off target	
Bottom Quartile		No 2005/06 data	N/A	No target	N/A

**Priority 1 - Customer Focus**









- Achievements in 2006/07**
- Customer Contact Team awarded Charter Mark in recognition of its high standard of customer service, which was retained in a re-inspection.
  - Use of Call Centre extended to Cleansing and Amenities department.
  - Major upgrade of Customer Relationship Management System (CRM) complete, which will allow for improved comments and complaints system and Freedom of Information recording.
  - Access Strategy for the Council approved, and agreed values and standards approved by the Wiltshire Customer First Group ( Wiltshire County Council and Wiltshire District Councils).
  - Benefits Freephone operational for enquiries about Council Tax Benefits and Housing Benefit.
  - Continued work with benefits Performance Development Team and implementation of the Benefits Action Plan has delivered improved processes and performance.

2006/07 KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
% of customers seen by dedicated reception staff from Customer services & Planning within 15 minutes	80.30%	N/A			Drop in performance in due to Customer Services Officers not being at full establishment.  In future this figure will be measured against the new national target time of 10 minutes.
% of customers dealt with at the first point of contact by reception staff	92.95%	N/A			There has been a significant increase in the number of visitors to the Council.
% of visitors surveyed who said they were satisfied by the overall quality of service provided	96.9%	N/A			High levels of satisfaction achieved
% of calls to contact centre answered within 20 seconds	65.14%	N/A	N/A		1 <sup>st</sup> year for the collection of this PI. Lower performance in April and May due to Council Tax demands and the date of 1 <sup>st</sup> installment being brought forward.
% of calls to contact centre dealt with at 1 <sup>st</sup> point of contact	57.22%	N/A	N/A	N/A	1 <sup>st</sup> year for the collection of this PI and targets will be set in relation to this baseline.

% of customers satisfied with telephone service	98.7%	N/A	N/A	N/A	1 <sup>st</sup> year for the collection of this PI and targets will be set in relation to this baseline.
Average time for processing new benefits claims	53.8 days				Improvement in performance of 19 days from previous year, with a final quarter performance of 40 days. Through working with the improvement team and with increased staffing levels, targets have been set to be in the top 50% of district councils by 2009
Average time of processing change in circumstances for benefits claims	35.3 days				Improvement in performance of 16 days from previous year, with a final quarter performance of 22 days. New procedures to expedite the information gathering process are expected to result in performance being in the top 50% of district councils by 2009.
Accuracy of processing benefits claims	94.6 %				Due to a national shortage of benefit administration staff it has been necessary to recruit largely inexperienced staff and train them in house. Delivery of a comprehensive training/development plan is expected to improve future performance.



**Priority 1 - Equality and Diversity (including young people and older people)**










<b>Achievements in 2006/07</b>	<ul style="list-style-type: none"> <li>• Level 2 of Local Government Equality Standard attained and assessed by the IDeA.</li> <li>• Disability Equality Scheme and 3 year Action Plan adopted.</li> <li>• Youth Strategy drafted and consulted on.</li> <li>• Young People's Council now meeting on a monthly basis.</li> </ul>				
2006/07 KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
Equality Standard for Local Government	Level 2	N/A			Level 2 attained due to work on equality impact assessments, equalities training for members and staff, and improvements to the Council's website.  Level 3 is required by March 2008.
Quality of Race Equality Scheme	84.21 %				The Council's Race Equality Scheme is now incorporated into the Council's corporate Equalities & Diversity Policy.
% of employees with a disability	3.32 %				There has been an increase in the number of employees with a disability. A Disability Equality Scheme and action plan was adopted in December 2006 and includes actions to improve employment opportunities for people with disabilities .

### Priority 1 - Partnership Working

<b>Achievements in 2006/07</b>	<ul style="list-style-type: none"> <li>Continued support and funding for the five community planning partnerships, with over 80% of Community Area Awards being awarded to projects relating to Community Plans.</li> <li>Draft Action Plans developed for the eight strategic themes within the Community Strategy.</li> <li>Partnership Evaluation of Core Services grant to Citizens Advice Bureau complete and recommendations are being implemented.</li> <li>Funding surgeries held for community groups to promote the Community Area Awards Scheme and to assist community groups to access additional funding from other sources.</li> <li>A Compact development session took place for representatives from teams across the Council. The session was delivered with support from Wiltshire County council and CVS North Wiltshire.</li> </ul>
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### Priority 2 - Waste and Recycling



<b>Achievements in 2006/07</b>	<ul style="list-style-type: none"> <li>Continued roll out of opt-in green waste service, with a customer base increasing to 3,106.</li> <li>Review of refuse and trade waste rounds complete, with new rounds fully operational, resulting in fewer missed collections.</li> <li>Climate Change Group established and Strategy drafted. AWARE (A Way for All to Respect the Earth) days held to promote Climate Change reduction measures at a community level, with a programme in place for 2007/08.</li> <li>Joint Waste Strategy approved.</li> <li>Improved recycling rate of 21%</li> <li>Waste minimisation levels in the top 25% of all district councils.</li> </ul>
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2006/07 KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
% of household waste recycled	16.41%				Increase in recycling can be attributed to higher awareness of public, through local and national campaigns.
% of household waste composted	4.65 %				There has been an increase in the amount of households joining the garden waste collection service.
Kg waste collected per head	368.6kg				The amount of waste has increased due to extra garden waste being collected for recycling. This PI measures waste sent to landfill plus waste recycled.

### Priority 3 - Housing

#### Achievements in 2006/07

- A total of 109 Disabled Facility Adaptations were completed during the year, which has assisted more than a hundred people to remain in their home, exceeding the target of 90.
- Review of Housing Advice service complete. Advice service brought in house and combined with existing homelessness service to provide a new prevention service.
- New Private Sector Renewal Strategy and Policy completed and approved.
- 5 local housing needs surveys completed for the parishes of Ashton Keynes, Hilmarton, Brokenborough, Brinkworth and Sherston.
- 137 new affordable homes completed during 2006/07
- Achieved a reduction in the number of young people in B&B of 20% over the year and have not placed any young people in unsuitable accommodation.
- New Empty Homes Strategy approved.
- Homelessness Strategy 2006/2011 now completed.

2006/07 KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
Number of affordable homes delivered	137	N/A			There is a rolling target of 450 completions over 3 years for which we are on schedule. The majority of new affordable housing development is through planning gain where development timetables are in the hands of the private developers and subject to fluctuations in the housing market.

<p>Length of stay of homeless households in temporary B&amp;B accommodation.</p>	<p>5.34 weeks</p>	<p>4</p>	<p>↓</p>	<p>R</p>	<p>In 2005/06 10 families were in B&amp;B. In 2006/07 we reduced the number of families in B&amp;B by 50% to 5. Although it is not acceptable for families to spend long periods in B&amp;B, we only use B&amp;B as a last resort and often the families we place there are those with issues to resolve such as financial difficulties or history of being unable to sustain a tenancy. These families are inevitably more difficult to rehouse into permanent sustainable accommodation. We are actively working with partners and agencies such as the PCT and social care services to ensure these families are assisted to move into permanent housing with sufficient support to enable them to sustain their tenancies.</p>
<p>Length of stay of homeless households in temporary hostel accommodation.</p>	<p>29.69 weeks</p>	<p>4</p>	<p>↓</p>	<p>R</p>	<p>Over the year 10 families who were previously in hostel accommodation were rehoused. This compares to 13 families in hostel accommodation rehoused in 2005/06. Although the amount of time families have spent in hostels has increased, the actual number of families being placed into hostels is continually reducing.</p> <p>We have been working with Westlea Housing Association to build self-contained units in Chippenham. As these replacement units are self-contained they are not classed as hostel accommodation therefore, from May/June we will no longer be placing any families into hostels.</p>

Priority 4 - Cleaner, Safer and Better Streets					
<b>Achievements in 2006/07</b>	<ul style="list-style-type: none"> <li>Local Public Service Agreement 2 target around street cleanliness exceeded.</li> <li>Public convenience provision reviewed, with the transfer of Colerne, Purton and Lyneham agreed in principle and the Closure of Box and Biddestone in 2007 resolved.</li> </ul>				
2006/07 KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
Local street & environmental cleanliness - Litter	16.5 %	3	↑	G	Target met, due to the work that the Wiltshire Technical Officers have been carrying out in order to reach a stretch target of 17.5% by 2007/08 as part of Wiltshire's 2 <sup>nd</sup> Local Public Service Agreement.

Priority 5 - Spatial Planning (including Local Development Framework/Local Plan)					
<b>Achievements in 2006/07</b>	<ul style="list-style-type: none"> <li>Statement of Community Involvement adopted in February 2007.</li> <li>North Wiltshire Local Plan 2011 including GIS/Website preparation published before deadline.</li> <li>Study for the West of Swindon Issues and Options Document complete.</li> <li>Affordable Housing Supplementary Planning Document (SPD) completed and consultations undertaken.</li> <li>A new Spatial Planning Advisory Group established.</li> </ul>				
2006/07KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
Local Development Scheme	Yes	N/A	-	G	
Plan-making Milestones.	Yes	N/A	-	G	
Annual Monitoring Report	Yes	N/A	-	G	

### Priority 6 - Buoyant Economy

#### Achievements in 2006/07

- North Wiltshire festival successfully delivered.
- North Wiltshire Guide launched in February 2007
- Disposal of Chippenham Cattle Market in Jan 2007. Scheme review work for Beversbrook Site to achieve revenue income in place of Capital Sale progressing.
- Updated Economic Regeneration Strategy completed in 2007. Actions on track with programme.
- “Made in North Wiltshire” website launched to promote local suppliers.

### Priority 7 - Healthy Lifestyles – including Sports Development & Arts Development

#### Achievements in 2006/07

- Construction work fully underway on the North Wiltshire Arts Centre.
- Mobile skate park transfer to Wiltshire Alternative Youth Sports Partnership WAYS partnership on target.
- Annual Youth Games held with strong North Wiltshire representation.
- Work delivered with partners across 10 areas of the First Active Strategy. This included Coaching and training for PE in schools and out of school hours, activities for post 16 year-olds, community activities, such as parent/toddler aerobic sessions, and coaching development across the district.
- Council’s playgrounds facilities reviewed and Play Strategy approved.

**Priority 8 - Car Parks and Decriminalisation**

<b>Achievements in 2005/06</b>	<ul style="list-style-type: none"> <li>• Parking, Transport and Access (PAT) Strategy produced.</li> <li>• Town and Parish Councils and residents consulted on the introduction of residents parking schemes.</li> <li>• Phase 1 of decriminalisation of parking enforcement implemented on time.</li> </ul>				
2006/07 KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
No. of penalty notices issued	7,092	N/A	N/A	N/A	No targets have been set against the number of penalty issued, as this could be construed as an incentive to aim towards.
% of penalty notices issued , which were appealed against	25.42 %	N/A	N/A	N/A	Again, targets have not been set. As a large or small proportion of appeals does not necessarily show good performance.
% penalty notices issued, that were cancelled	10.82 %	N/A	N/A	N/A	Best practice and Government guidance encourages the use of discretion by councils in the pursuit of penalty notice payments, which leads o a higher cancellation rate.





## Capacity

Although the following Indicators do not relate directly to Corporate Priorities, they do reflect the Corporate Aims of the Council.




The theme of Improving North Wiltshire is carried through into the our four Corporate Aims, which are:

1. To create a customer service culture by investing in and empowering those who serve the public.
2. To ensure high quality, cost effective services.
3. To enable the provision of responsive, accessible and fair services delivered with courtesy and care.
4. To safeguard and enhance the assets and resources of North Wiltshire and the wider community.

These Corporate Aims set out the approach that we take to all our work.

2006/07 KPI	2006/07 Actual	Performance Comparisons			Comments
		Quartile	Trend	Target	
The percentage of council tax collected.	97.70 %	3		A	Collection has improved during the year, especially in relation to arrears. Additional staff are now in place in Benefits and Customer Contact, which will assist improvement.
The percentage of NNDR collected.	98.63 %	3		A	Resource issues in Revenues and Benefits have hampered performance. Additional staff are now in place in Benefits and Customer Contact, which will assist improvement.
Invoices paid on time	82.73 %	4		R	
Working days lost due to sickness absence	13.27 days	4		R	There has been an increase in the number of long-term sickness absences across the majority of business areas.  The Council will be setting in place a more active approach to attendance management.



Major planning applications decided within 13 weeks	66.67 %	2		A	Although we achieved the Central Government target of 60%, we hoped to achieve a target of 70%. After significant changes were made to the way we deal with Major applications from January, our performance rose to 75% for the period Jan – March 2007. We expect this rise in performance to continue next year.
Minor planning applications decided within 8 weeks	74.17 %	2		A	Due to an unusually large amount of Major applications received, resources had to be diverted using officers who would usually deal with Minor applications to deal with Major Applications in order to meet the national target.  We have now implemented a new back office planning system, which will link with the GIS system. This together with a constant review of our systems should result in speedier processes and a subsequent increase in performance every year.
Other planning applications decided within 8 weeks	89.21 %	2		G	With the implementation of the new planning back-office system and a constant review of our procedures, we expect a steady increase in our performance over the next 3 years.

## User Satisfaction Survey Results

The Council is statutorily required to undertake surveys on a three-yearly basis to collect data for Best Value Performance satisfaction indicators. The third round of this survey took place in 2006/07 and the results and analysis are give below.

\*Quartile figures based on 2006/07 data unless otherwise stated

### Overall satisfaction PIs:


Description	2003/04 Actual	2006/07 Actual	Performance Comparisons			Comments
			Quartile*	Trend	Target	
BV3 – Satisfaction with overall service provided	54%	52%	3	↓	R	The decline in overall service satisfaction is worse than the 1% point drop in all district councils.
BV4 - satisfaction with handling of complaints	34%	32%	3	↓	R	There was an average of 2% point improvement in the all district councils.

### Satisfaction with waste collection, recycling, and street cleaning:





Description	2003/04 Actual	2006/07 Actual	Performance Comparisons			Comments
			Quartile*	Trend	Target	
BV89 – satisfaction with the cleanliness of public space.	62%	71%	2	↑	G	9% improvement in satisfaction is better than the 6% shown in all district councils.
BV90a - satisfaction with waste collection.	87%	85%	2	↓	A	2% point drop in satisfaction lower than 7% drop in national district council average.
BV90b – satisfaction with recycling.	70%	74%	2	↑	G	Greater improvement in performance shown than the 1% increase for all district councils.

### Satisfaction with Planning services:

- 2003/04 all district council quartile data used (most recent, available data)

Description	2003/04 Actual	2006/07 Actual	Performance Comparisons			Comments
			Quartile <sup>1</sup>	Trend	Target	
BV111 – satisfaction of applicants with planning service.	75%	69%	<b>4</b>		<b>R</b>	

### Satisfaction with cultural and leisure facilities:

Description	2003/04 Actual	2006/07 Actual	Performance Comparisons			Comments
			Quartile *	Trend	Target	
BV119a – satisfaction with sport & leisure facilities.	61%	62%	<b>2</b>		<b>G</b>	5% average increase in all district councils. Survey was carried out prior to leisure centre decisions.
BV119c – satisfaction with museums & galleries.	37%	37%	<b>3</b>		<b>R</b>	2% average decrease in all district councils.
BV119d – satisfaction with theatres & concert halls.	30%	20%	<b>4</b>		-	8% average decrease in all district councils.
BV119e – satisfaction with parks & open spaces.	73%	70%	<b>3</b>		<b>R</b>	1% point improvement in all district councils.

**Satisfaction with Benefits Service:**

1. 2003/04 all district council quartile data used

Description	2003/04 Actual	2006/07 Actual	Performance Comparisons			Comments
			Quartile <sup>1</sup>	Trend	Target	
BV80a – Contact with the office	72	73	4	↑	G	
BV80b – Service in the office	75	81	3	↑	G	
BV80c – Telephone service	52	65	4	↑	G	
BV80d – Staff in the office	65	77	4	↑	A	
BV80e – Clarity of forms and leaflets	44	55	4	↑	R	
BV80f – Speed of service	55	52	4	↓	R	
BV80g – overall satisfaction	62	68	4	↑	G	

## Service List

The following list provides details of the services provided by the council and details of whether it is a mandatory or discretionary function.

Team	Service	Mandatory (M) Discretionary (D) or Support (S)
Housing	Affordable Housing provision	D
	Housing Needs Research	M/D
	Private Sector Housing (Disabled Facilities Grants, empty homes etc)	M
	Homelessness	M
DC	Development Control	M
	Planning Enforcement	D
Spatial Planning	Local Plan/LDF	M
Building Control	Building Control - regs	M
	Dangerous Structures	M
Customer Focus (Planning)	Land Charges:	M
Community Partnership	Community Safety	M
	LSP/Community Strategy	M/D
	Community Planning	D
	Community Grants	D
	Compact/Partnerships	D
	Arts Development	D
	Sports Development	D
	Young People	D
	Older People	D
	Strategic co-ordination of Health	D
Assets, Design & Regeneration	Asset Management & Planned Preventative Maintenance	S
	DDA work	M
	Capital projects delivery	D
	Conservation Area Statements (& review)	M/D
	Urban Design	D
	Facilities Management (play areas, open space & buildings)	M/D
	Landscaping	D
	Historic buildings (register, advice & English Heritage)	M
	Land Drainage (sewers etc.)	D
	Business Support & Involvement	D
	Tourism	D
	Town Centre Management	D
	Regional liaison (& Europe)	D
	Countryside projects	D
	Community Transport	D
	Regeneration Projects (co-ordination & liaison)	D

<b>Team</b>	<b>Service</b>	<b>Mandatory (M) Discretionary (D) or Support (S)</b>
Cleansing and Amenities	Domestic Refuse Collection	M
	Trade Refuse Collection	D
	Abandoned Vehicles	M
	Recycling - Dry waste	M
	Recycling - Green waste	M/D
	Public Conveniences	D
	Street Cleaning	M
	Litter bins/Dog bins	D
	Flytipping	M
	Septic Tank emptying	D
	Bulky Refuse collection	M
car parking	Car Parking - On Street	D
	Car Parking - Off Street	D
Recovery	Council Tax billing, collection & recovery	M
Benefits	Housing Benefit Admin.	M
	Council Tax Benefit Admin.	M
Fraud	Fraud investigation	M
Customer Contact	Concessionary Travel: bus passes	M
	Concessionary Travel: tokens	D
Environmental Health	Pollution	M
	Food	M
	Health & Safety	M
	Pest Control	D
	Dog Warden	M
	Housing enforcement	M
	Licensing	M
Customer Focus & Business Area Support	North Wilts Festival (now not being held)	D
	Campaigns & Sponsorship	D
Human Resources	Payroll (outsourced) and Pay & Rewards	S
	Training & Organisational Development	S
	Employee Services	S
	Recruitment & Retention	S
	Strategic HR - policy development & implementation	S
	Consultation with Trade Unions	S
	Employee Relations & Attendance Management	S
Finance	Budget preparation and monitoring	S
	Closure of accounts	S
	Internal Audit	S
	Capital programme/asset management	S
ICT	technical support	S
	Software and Systems development & support	S
	Partnership work - Wiltshire Customer First	D

<b>Team</b>	<b>Service</b>	<b>Mandatory (M) Discretionary (D) or Support (S)</b>
	Business Process Re-engineering	D
	Website development & support	S
	ICT Strategy	S
	ICT Training	S
Legal	Property & Assets (legal role)	S
	Legal support for Planning Services	M/S
	Regulatory work - current & new legislation:	M/S
	Governance:	M/S
Policy & Democratic Services	Committee administration & support	S
	Performance management: Best Value and procurement	S
	Elections and electoral registration	S
	Press & media liaison	D
	Corporate communication	S
Corporate Admin & Members' Support	Photocopying for Council meetings & members	S
	Support to Chairman/Executive	S
	Members' expenses	S
	Corporate contracts: Stationery, mobile phones etc.	M/D
	Freedom of Information co-ordination	M
	Ombudsman co-ordination	M
NONE	Emergency Planning	M
	Corporate Health & Safety	M

## **Statement Regarding Contracts**

During 2006/07, the Council devolved the Corsham Tourist Information Centre, to Corsham Area Development Trust. Corsham Area Development Trust took over the running of this service from October 2006. This was not a contract subject to tender.

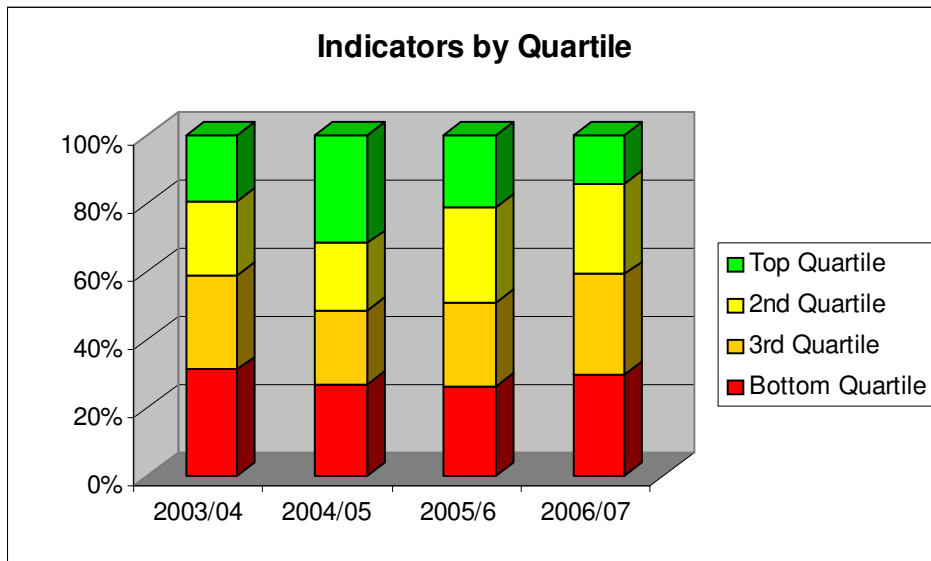
The devolution of the service involved the transfer of 1 member of staff under the TUPE (Transfer of Undertakings (Protection of Employment)) Regulations.

On 20 February 2007, 350 North Wiltshire Leisure Limited employees were transferred to the Council under the TUPE Regulations as part of an interim arrangement. These employees were then transferred to DC Leisure on 31 March 2007 under the TUPE Regulations.

The Council confirms that any future contracts involving the transfer of staff will comply with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts (set out in ODPM Circular 03/2003), and the relevant TUPE and employment legislation.



## Analysis of Performance Information



	2003/04	2004/05	2005/6	2006/07
<b>Top Quartile</b>	12	13	12	10
<b>2nd Quartile</b>	13	8	16	19
<b>3rd Quartile</b>	17	9	14	21
<b>Bottom Quartile</b>	19	11	15	21
<b>No information</b>	15	18	20	24
	76	59	77	92

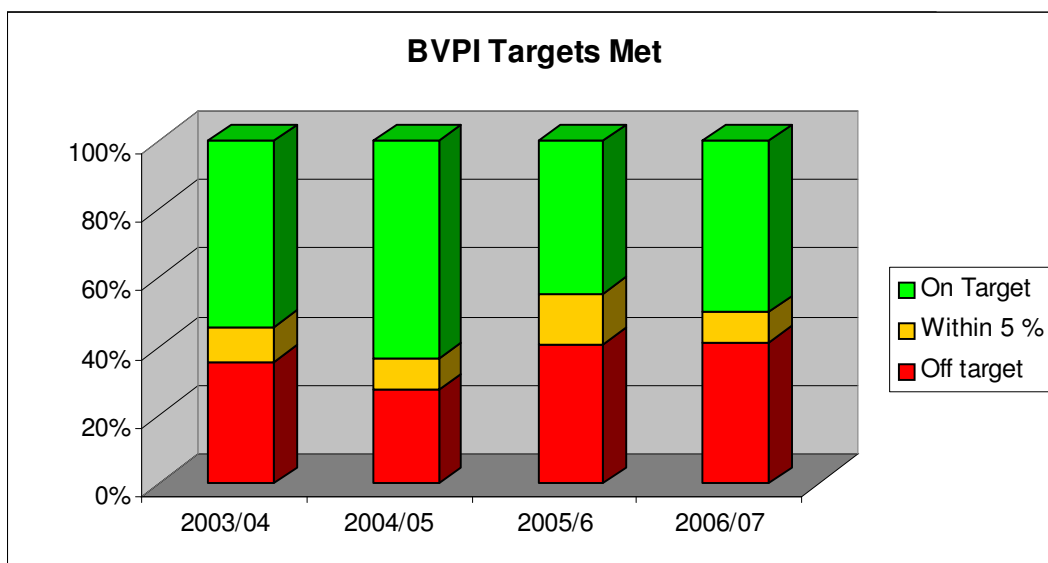
The above chart and table illustrate the number and proportion of North Wiltshire District Council BVPIs in different quartiles for the last 4 years. This analysis gives a useful illustration of how the Council's performance compares with other district councils over the past 4 years.

In comparison to other district councils, the Council's overall performance improved from 2003/04 to 2004/05, stayed the same from 2004/05 to 2005/06, and has deteriorated from 2005/06 to 2006/07. BVPIs were equally spread across the 4 quartiles for 2005/06, but have a higher proportion in the bottom two quartiles in 2006/07.

The number of indicators in the top two quartiles (top 50% of district councils) has dropped from around 50% in 2004/05 and 2005/06 to 40% in 2006/07. The number of indicators in the worst quartile has increased from 26% to 31% in 2006/07.

Nb. Quartile information is collated from all English district councils. The majority 2006/07 BVPIs have been compared with 2005/06 quartile data, as 2006/07 comparisons are not yet available.

The increase in number of BVPIs for 2006/07 relate to the three-yearly Best Value satisfaction surveys carried out.

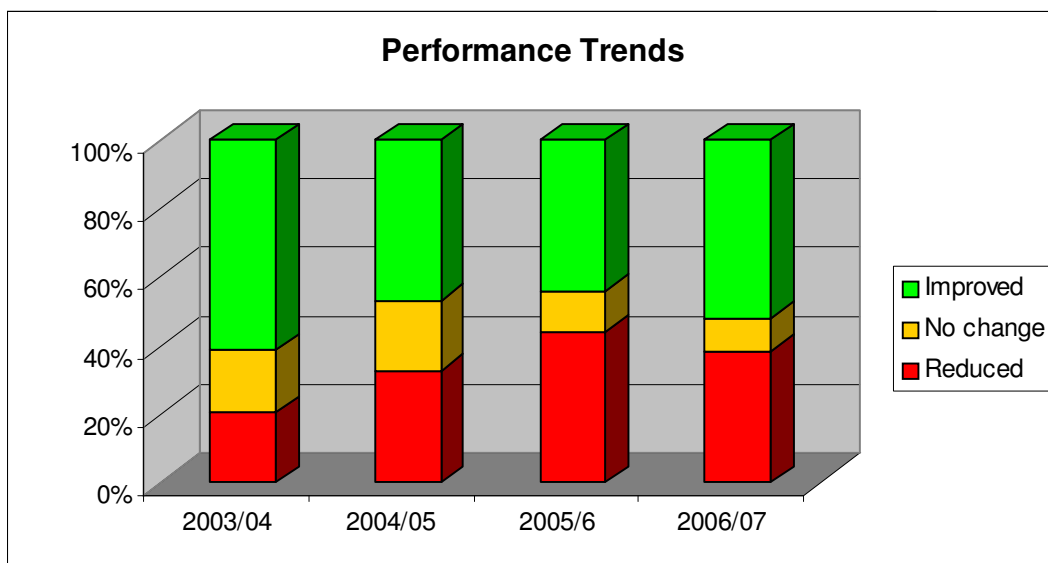


	2003/04	2004/05	2005/6	2006/07
<b>On Target</b>	32	28	21	40
<b>Within 5 %</b>	6	4	7	7
<b>Off target</b>	21	12	19	33
<b>No target</b>	17	15	30	12
	76	59	77	92

The above chart and table illustrate the number and proportion of North Wiltshire District Council BVPIs that have met, missed or are within target for the last 4 years.

The number of BVPIs that have achieved target performance has increased from 47% in 2005/06 to 50% in 2006/07. The proportion of BVPIs that have missed target remains relatively high (around 40%). Commentary on performance and reasons for not meeting targets for individual BVPIs are given in the Detailed Performance Indicator Information at Appendix 1.

Targets for 2007/08 and the subsequent 2 years have been revisited by officers and approved by Strategic Managers. Targets take into account any national or regional targets, local priorities, trends and history, comparison with other authorities, budget and resources, customer expectations and any external influences outside the control of the service providers.



	2003/04	2004/05	2005/6	2006/07
<b>No comparison</b>	32	10	34	19
<b>Reduced</b>	9	16	19	28
<b>No change</b>	8	10	5	7
<b>Improved</b>	27	23	19	38
	76	59	76	92

The above chart and table illustrate the number and proportion of North Wiltshire District Council BVPs that improved, got worse or stayed the same over the last 3 years.

The chart shows that for the first time in four years the proportion of indicators that have improved has increased in 2006/07.

Commentary on performance and reasons for reductions in performance for individual BVPs are given in the Detailed Performance Indicator Information at Appendix 1.

## **Data Quality**

North Wiltshire District Council is committed to securing the quality of data used to manage and report on performance.

The Council adopted the Data Quality Strategy in February 2007, which sets out a clear framework for securing a high standard of data quality within North Wiltshire District Council, thus ensuring all performance information is accurate, timely and reliable.

The overall vision for data quality is that we get things right first time and to achieve this, our data quality objectives are:

1. To make clear what we expect from staff and partners in terms of data quality.
2. To ensure that relevant staff have the skills and resources to provide the required standards of data quality.
3. To provide a robust framework in which high standards of data quality are delivered.

This Strategy and the Council's arrangements for data quality have been developed in line with the Audit Commission's Key Lines of Enquiry (KLOE) for Data Quality.

All officers responsible for the production of performance information are made aware of data quality requirements. Quality assurance arrangements including internal audit, senior management verification, analytical review and programmed quality checks are applied to ensure all performance information is reliable, accurate and timely.

## CPA Improvement Plan Update

This document sets out the strengths and weaknesses highlighted in the Council's Comprehensive Performance Assessment report in 2004. It provides a summary of progress made against all weaknesses and shows the outcomes we hope to achieve. It also provides a summary of any next steps to be taken.

(NB: the Weaknesses identified in italics were not included in the CPA report but were added by Corporate Management Board to the improvement plan.)

There were 4 key lines of enquiry (KLOE) and 9 areas of focus in the CPA report. Each area was scored out of 4, where 4 is the highest mark.

### KLOE1: What is the Council hoping to achieve?

#### AMBITION (Scored 2)

##### Strengths:

- Corporate plan provides clear view of medium term corporate ambitions, with SMART action plans
- Council has led major programmes of urban and rural regeneration
- Strong political and managerial leadership

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<sup>(A1)</sup> Long term vision not fully developed  (links to: B1)	To have - and to communicate- a clear vision for the District's future, linked to the aspirations set out in the Community Strategy	<ul style="list-style-type: none"> <li>• Vision reviewed as part of Corporate Plan review in 2006/07 and in light of Community Strategy.</li> </ul>	<b>Action Complete</b>	
<sup>(A2)</sup> Slow progress in developing LSP and area and district-wide community strategy  (links to: C2, J1, J11)	To have a robust and action-focused Community Strategy and Community Area Action Plans, linked to local aspiration and needs.	<ul style="list-style-type: none"> <li>• LSP in place</li> <li>• Community Strategy produced and approved.</li> <li>• 5 Community Area Plans produced.</li> </ul>	<b>Action Complete</b>	

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<p><sup>(A3)</sup> Underdeveloped ambitions for diversity and minority communities (no strategic approach to Social Inclusion)</p> <p>(links to: B5, E8, G2, J8)</p>	More strategic approach to tackling social inclusion, leading to better targeting of resources/ services to areas of need.	<ul style="list-style-type: none"> <li>Equality &amp; Diversity Policy approved</li> <li>Level 2 of Equality Standard achieved</li> </ul>	Corporate Plan target to achieve level 3 of Equality standard by March 2008	31.03.08
<p><sup>(A4)</sup> Corporate Plan has few outcome measures (few links to PIs)</p> <p>(links to: E7)</p>	Raise service performance	<ul style="list-style-type: none"> <li>Corporate Plan reviewed and approved for 2007/10 – includes outcome focused actions</li> <li>Key PIs linked to all priorities</li> </ul>	<b>Action Complete</b>	
<p><sup>(A5)</sup> Gaps in information on Housing Needs, specifically for elderly, BME communities and people needing supported housing</p>	Up to date Housing Needs information for the whole of the District.	<ul style="list-style-type: none"> <li>5 local needs surveys completed in 2006/07</li> <li>District Wide Housing Needs Survey completed</li> <li>Specific work on gypsies and travellers commissioned</li> </ul>	Continue to work with partners on BME needs and other hard to reach groups Complete work on gypsies and travellers housing needs	Ongoing

**PRIORITISATION (scored 3)**

**Strengths:**

- Clear and redefined priorities
- Non-priorities defined
- Consultation on priorities
- Reallocation of resources
- Councillors and staff understand priorities

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<p><sup>(B1)</sup> External communication of priorities not fully effective</p> <p>(links to: A1)</p>	<p>A clear understanding by all of our stakeholders of what our priorities are, and for them to be aware of how we are performing in these areas</p>	<ul style="list-style-type: none"> <li>• Communication and Consultation Strategy completed</li> <li>• Young People’s Council meets regularly</li> <li>• Youth Conferences held</li> <li>• Communications Team formed</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate consultation results to ensure they are used more widely in the authority</li> <li>• Agree future communication and consultation plans and ensure sufficient resource is put in place through restructure</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
<p><sup>(B2, B3, &amp; B4)</sup> <i>Become more robust at determining what is not a priority and what services we may discontinue – allocate resource and shape services to the needs of the community.</i></p>	<p>To better understand all options for future service delivery, to ensure best value for local communities</p>	<ul style="list-style-type: none"> <li>• Budget process is based around 3 year planning for growth and savings</li> </ul>	<ul style="list-style-type: none"> <li>• Develop medium term planning in 2007/08 to improve links between service and financial planning</li> </ul>	<p>Member policy day – 06.09.07</p>

Weaknesses from CPA:	Outcomes (what we hope to achieve)	Progress to date:	Next Steps/Actions	Date
<p><sup>(B5)</sup> <i>Continue to improve community engagement and consultation – with special emphasis on minority and hard to reach groups, including young people.</i></p> <p>(links to: A3, E8, G2, J8)</p>	<p>To shape services to the needs of the community.</p>	<ul style="list-style-type: none"> <li>• Consultation with young people achieved through Young People’s Council and Youth Conferences.</li> </ul>	<ul style="list-style-type: none"> <li>• Further improve consultation and community engagement for minority and hard to reach groups as part of Equalities and Diversity Work.</li> </ul>	<p>Ongoing</p>



**FOCUS (scored 3)**

**Strengths:**

- Focus on priority issues for local people
- Delivery of major projects
- Mechanisms in place to sustain focus
- Turned around planning service

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<p><sup>(C1)</sup> Councillors not using performance information to focus on some corporate priorities</p> <p>(links to: E1, E2)</p>	<p>Councillors able to make better-informed decisions to drive improvements</p>	<ul style="list-style-type: none"> <li>• All members can access PI database</li> <li>• Overview &amp; Scrutiny Committee receive regular performance updates</li> <li>• Corporate Plan quarterly reports on progress taken to Executive and O&amp;S</li> </ul>	<ul style="list-style-type: none"> <li>• Training for members in performance management planned as part of Wiltshire-wide Member development programme in 2007</li> </ul>	<p>From June 07</p>
<p><sup>(C2)</sup> Strategic focus sometimes weak – partnership working</p> <p>(links to: A2, J1, J11)</p>	<p>A clear understanding of why we are involved in partnership working What is the added value achieved by working in partnership, and are the partnerships delivering council priorities.</p> <p>A clear linkage between initiatives/ projects and community planning</p>	<ul style="list-style-type: none"> <li>• Compact with the voluntary sector adopted</li> <li>• Audit Commission work on value of partnership working completed</li> <li>• Service Level Agreements with partners being reviewed</li> <li>• Partnership Development Officer appointed</li> </ul>	<ul style="list-style-type: none"> <li>• Continue SLA reviews of major partners and partnerships</li> </ul>	<p>Ongoing</p>

Weaknesses from CPA:	Outcomes (what we hope to achieve)	Progress to date:	Next Steps/Actions	Date
<p><sup>(C3)</sup> <i>Engagement of non-Executive members and better engagement of the public in the democratic process</i></p>	<p>More involvement of non-executive members through enhanced community leadership role.</p> <p>Better engagement of the public with the democratic process.</p>	<ul style="list-style-type: none"> <li>• Young People’s Council in place</li> <li>• Budget Consultation at Area Committees</li> <li>• Capacity-building bid to Government Office for the South West (with other Wiltshire authorities) concentrating on Community Leadership brought in £300k</li> </ul>	<ul style="list-style-type: none"> <li>• Member training in Community Leadership being taken forward as part of the Wiltshire-wide programme</li> <li>• Overhaul of Area Committees to maximise engagement of all 3 tiers and partners – linking to community planning partnerships</li> </ul>	<p>Ongoing – from June 07</p> <p>Ongoing</p>

**KLOE2: How has the Council set about delivering its priorities for improvement?**

**CAPACITY (scored 3)**

**Strengths:**

- Open and robust political decision making
- Effective working between officers and councillors
- Management structure supports corporate working
- Culture of openness and debate
- Committed and skilled workforce
- Project-based partnership working
- Positive approach to procurement
- IT infrastructure sound
- Strong financial position

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<p><sup>(D1)</sup> Some recruitment and retention problems  (links to: D2)</p>	<p>To successfully recruit into identified key posts and to retain staff working in identified key posts, in order to provide better services to the community</p>	<ul style="list-style-type: none"> <li>• Training fund and pilot recruitment project set up for 6 hard to fill posts – all filled on 1<sup>st</sup> attempt.</li> <li>• Grow Our Own, Career Grades and Pilot bursary schemes</li> <li>• Home working and flexible working extended</li> <li>• Joint recruitment work undertaken with other Wiltshire authorities</li> <li>• HR Strategy produced July 2006</li> </ul>	<ul style="list-style-type: none"> <li>• Long term strategy for Recruitment &amp; Retention needed, as part of overall workforce development plan</li> </ul>	<p>October 2007</p>

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<sup>(D2)</sup> Staff morale is mixed  (links to: D1, E1)	High levels of staff morale and a clear understanding of roles and responsibilities - particularly between technical staff and managers	<ul style="list-style-type: none"> <li>• Appraisal scheme in place – plans to roll out amended scheme to Cleansing &amp; Amenities</li> <li>• Staff questionnaire undertaken in December 2005</li> <li>• Staff Focus Group in place</li> <li>• Investors in People retained in Nov 06</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Focus Group to continue to meet more regularly</li> <li>• Staff questionnaire to be undertaken after senior management restructure is complete</li> </ul>	Dec 2007
<sup>(D3)</sup> Overview and Scrutiny underdeveloped  (links to: H1)	More effective Overview & Scrutiny role helping the Council to improve and focusing on what matters to the community	<ul style="list-style-type: none"> <li>• O&amp;S training - delivered with SWPE in May 2004</li> <li>• O&amp;S have Workplan</li> </ul>	<ul style="list-style-type: none"> <li>• More targeted training needed – possibly as part of Wiltshire-wide work on member development and member induction programme</li> </ul>	Ongoing – mostly from May 07
<sup>(D4)</sup> <i>Align corporate training to achieving priorities.</i>	More effectively targeted training to drive service improvement.	<ul style="list-style-type: none"> <li>• Effective programme of courses run e.g. procurement, attendance management, grievance &amp; disciplinary, ICT.</li> <li>• Investors in People retained in November 2006</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Training Plan needs to reflect workforce planning issues</li> <li>• Individual training needs to be fed through to Training &amp; Development Officer from appraisals</li> <li>• Investment in Management Development training needed for new heads of service</li> </ul>	Ongoing



<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<p><sup>(E2)</sup> Performance information is not adequately robust (quality and coverage – some key services do not have adequate performance information and/or more performance information could be provided to members)</p> <p>(links to: C1, E1, E6)</p>	<p>More robust performance information to demonstrate service improvements.</p> <p>Raise service performance and so improve key BVPIs, wherever these link to Corporate Priorities.</p> <p>Establish clarity over which BVPIs will not be targeted for improvement and why.</p>	<ul style="list-style-type: none"> <li>• O&amp;S Committee receive regular updates on PI performance</li> <li>• PI recording system in place and accessible to members and officers</li> </ul>	<ul style="list-style-type: none"> <li>• Local PIs need revising to include sensible performance measures for services with no BVPIs</li> <li>• Performance management system needs to be rolled out to key officers and members</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>
<p><sup>(E3)</sup> Personal appraisals not linked to priorities</p>	<p>To improve performance by linking individual staff performance to service plans and corporate priorities.</p>	<ul style="list-style-type: none"> <li>• Competency-based appraisal scheme in place</li> <li>• Appraisal system gives guidance for linking to corporate priorities</li> <li>• Review of Corporate Plan reviewed</li> <li>• Timetable for appraisals amended so they are more strongly linked to the Policy &amp; Budget Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to review competencies linked to Pay &amp; Rewards work</li> <li>• All appraisal action plans to be copied to HR to highlight training needs</li> </ul>	<p>From Jul 07</p> <p>Ongoing</p>
<p><sup>(E4)</sup> Majority of services have no published service standards</p>	<p>Clarity on the level of service that should be expected by the public (and by internal customers).</p>	<ul style="list-style-type: none"> <li>• Corporate service standards drafted and being discussed with Wiltshire Customer First Partnership</li> <li>• Specific service standards in place for some services</li> <li>• Charter mark gained by Customer Services</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement on Corporate standards</li> <li>• Monitoring of service standards and gathering of public expectations/ views</li> </ul>	<p>July 07</p> <p>Ongoing</p>

Weaknesses from CPA:	Outcomes (what we hope to achieve)	Progress to date:	Next Steps/Actions	Date
<p><sup>(E5)</sup> Lack of clarity about how value for money is achieved through the performance management process</p>	<p>Raise service performance and so improve key BVPIs, wherever these link to Corporate Priorities.</p> <p>Establish clarity over which BVPIs will not be targeted for improvement and why (demonstrate value for money).</p>	<ul style="list-style-type: none"> <li>• Pockets of good practice on benchmarking</li> <li>• Audit Commission assessed Value for Money as 'adequate' (only rated as either adequate or inadequate)</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term planning being developed in 2007/08 to improve links between service and financial planning</li> </ul>	<p>Member policy day 06.09.07</p>
<p><sup>(E6)</sup> Some services are not addressing performance in prioritised way but in a piecemeal approach</p> <p>(links to: C1, E1, E2)</p>	<p>Raise service performance and so improve key BVPIs, wherever these link to Corporate Priorities.</p>	<ul style="list-style-type: none"> <li>• BVPI monitoring has improved</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term planning being developed in 2007/08 to improve links between service and financial planning</li> </ul>	<p>Ongoing</p>
<p><sup>(E7)</sup> Corporate Plan does not include many PIs as targets and measures of success</p> <p>(links to: A4)</p>	<p>Raise service performance and so improve key BVPIs, wherever these link to Corporate Priorities.</p>	<ul style="list-style-type: none"> <li>• BVPI targets set against Corporate Plan 2007/10 in BVPP</li> </ul>	<p><b>Action Complete</b></p>	

**KLOE3: What improvements has the Council achieved/not achieved to date?**

**ACHIEVEMENT IN QUALITY OF SERVICE (scored 2)**

**Strengths:**

- Some priority service PIs in best quartile
- Some positive outcomes in priority area
- High public satisfaction with refuse collection and recycling facilities

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<sup>(F1)</sup> Majority of PIs in the lower quartiles  (links to: G1)	Raise service performance and so improve key BVPIs, wherever these link to Corporate Priorities. Establish clarity over which BVPIs will not be targeted for improvement and why.	<ul style="list-style-type: none"> <li>• Some BVPIs are improving</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term planning being developed in 2007/08 to improve links between service and financial planning</li> </ul>	Member Policy Day 06.09.07
<sup>(F2)</sup> Inconsistent quality of priority services	Better services meeting local needs.	<ul style="list-style-type: none"> <li>• Corporate Plan reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term planning being developed in 2007/08 to improve links between service and financial planning</li> </ul>	Member Policy Day 06.09.07
<sup>(F3)</sup> Low public satisfaction with cleanliness of streets	Higher public satisfaction with street cleanliness.	<ul style="list-style-type: none"> <li>• County-wide work underway on streetscene</li> <li>• Public satisfaction increased from 2003 to 2006 survey</li> <li>• More visible cleaning presence in daytime</li> <li>• Cleansing &amp; Amenities Best Value Review undertaken and improvement plan developed</li> </ul>	<ul style="list-style-type: none"> <li>• Continue partnership working to improve streetscene</li> <li>• Street Cleaning service improvements to be addressed</li> </ul>	Ongoing



Weaknesses from CPA:	Outcomes (what we hope to achieve)	Progress to date:	Next Steps/Actions	Date
(F4) Limited facilities for disabled (BVPI score is low)	Improved disabled access to all council buildings with public access	<ul style="list-style-type: none"> <li>• Disability Discrimination Act Strategy produced</li> <li>• Disability Equality Scheme in place</li> <li>• Monkton Park offices fully accessible but further improvements planned</li> <li>• (BVPI is crude measure of number of buildings but expect to be at 100% by 2007/08)</li> <li>• Access Policy approved Nov 06</li> <li>• Disability Awareness Day held on 04.12.06</li> </ul>	<ul style="list-style-type: none"> <li>• Further improvements to be considered to Monkton Park offices</li> </ul>	Ongoing
(F5) Lack of Private Sector Stock Condition Survey (links to: J5)	Co-ordinated, strategic approach to dealing with unfit and disrepair in private sector housing stock	<ul style="list-style-type: none"> <li>• Private Sector Stock Condition Survey completed</li> </ul>	<b>Action Complete</b>	

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
(F6 to F10) Benefits Problems: <ul style="list-style-type: none"> <li>• Backlog;</li> <li>• Slow speed of processing changes;</li> <li>• Below average recovery of overpayment;</li> <li>• Systems problems;</li> <li>• Staff shortages.</li> </ul>	Faster, more accurate benefits processing.  Improved recovery of benefits overpayments	<ul style="list-style-type: none"> <li>• SX3 system introduced in March 2005</li> <li>• Benefits Improvement Plan in place (following BFI inspection)</li> <li>• Additional resource provided to increase staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Review of processes planned in 2007/08</li> </ul>	Ongoing
(F11) Lack of effectiveness in planning enforcement	Robust and effective planning enforcement.	<ul style="list-style-type: none"> <li>• Investment made and high level of enforcement now in place</li> </ul>	<b>Action Complete</b>	
(F12) Speed of planning decisions (median in 02/03)	Achieved faster planning decisions.	<ul style="list-style-type: none"> <li>• Achieved highest possible Planning Delivery Grant for a District Council (2 years in a row).</li> <li>• Government use service as exemplar</li> <li>• All national targets met from 2003-04 on</li> </ul>	<b>Action Complete</b>	
(F13) Need for research into needs of young people and development of strategy to respond to unmet needs  (links to: J9)	Young people able to directly influence decision-making. Better response to filling unmet needs in terms of facilities and opportunities for young people.	<ul style="list-style-type: none"> <li>• Youth Conferences held</li> <li>• Citizenship funding award made by Learning &amp; Skills Council (only District in the country to receive this)</li> <li>• Youth Strategy currently being produced</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Youth Strategy and develop action plan</li> </ul>	July 07
(F14) % of population served by kerbside recycling scheme  (links to: G3)	Higher recycling rate.	<ul style="list-style-type: none"> <li>• Increased to approx. 95% by March 2006.</li> </ul>	<b>Action Complete</b>	

Weaknesses from CPA:	Outcomes (what we hope to achieve)	Progress to date:	Next Steps/Actions	Date
(F15) % of interactions with public capable of electronic delivery	Choice for customers to access services electronically	<ul style="list-style-type: none"> <li>• Top quartile performance 99.68%</li> <li>• ICE (Improving the Customer Experience) Programme established. Govt. deadlines met for all but one of the priority outcomes</li> <li>• ICE Programme continues to co-ordinate technology projects that improve customer service on an ongoing basis</li> </ul>	<b>Action Complete</b>	

## ACHIEVEMENT OF IMPROVEMENT (scored 3)

### Strengths:

- Urban and rural regeneration
- Kerbside collection of recyclables
- Reduction in waste collected
- Stronger performance in developmental control
- Increased affordable housing
- Reduced use of B&B
- Social inclusion initiatives

Weaknesses from CPA:	Outcomes (what we hope to achieve)	Progress to date:	Next Steps/Actions	Date
<sup>(G1)</sup> 9 (60%) of PIs did not improve in 2002/03  (links to: F1)	Raise service performance and so improve key BVPIs, wherever these link to Corporate Priorities. Establish clarity over which BVPIs will not be targeted for improvement and why.	<ul style="list-style-type: none"> <li>• 60% improved in 2004/05</li> <li>• 25% improved in 2005/06</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term planning being developed in 2007/08 to improve links between service and financial planning</li> </ul>	Member Policy Day 06.07.09
<sup>(G2)</sup> Lack of strategic approach to social inclusion – need to identify areas of need and target resources accordingly  (links to: A3, B5, E8, J8)	More strategic approach to tackling social inclusion, leading to better targeting of resources/ services to areas of need.	<ul style="list-style-type: none"> <li>• Equalities and Diversity group meeting monthly to address this</li> <li>• Countywide Social Inclusion Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work with Countywide Partnerships</li> </ul>	Ongoing
<sup>(G3)</sup> Recycling rates compared to other councils  (links to: F14)	Increased recycling rate.	<ul style="list-style-type: none"> <li>• Statutory targets for recycling met</li> <li>• Kerbside recycling now introduced to approximately 95% of households</li> <li>• Strong partnership working with Wiltshire Waste Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic approach to future recycling required</li> </ul>	Ongoing

## INVESTMENT (scored 4)

### Strengths:

- Investing in staff and councillors
- Funds for affordable housing
- External funding
- Development of priority services
- Investment in IT
- Performance management
- Developing community plan
- Responsive to challenge

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<p><sup>(H1)</sup> No training programme for Overview and Scrutiny Committee</p> <p>(links to: D3)</p>	More effective Overview & Scrutiny role for the Council	<ul style="list-style-type: none"> <li>• O&amp;S training delivered with SWPE in May 2004</li> <li>• Scrutiny included in Wiltshire-wide programme of work and member induction in May 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Wiltshire-wide member development programme from June 2007</li> </ul>	Ongoing - mostly from June 07
<p><sup>(H2)</sup> Medium-term financial plan not integrated with strategic business planning</p>	MTFP used to model resource impact on future years.	<ul style="list-style-type: none"> <li>• 3 year budget planning integrated with Corporate Plan and linked into MTFP</li> <li>• New Policy and Budget Framework agreed by Council in April 2006 – being put in place during 2006/07 to integrate service planning and financial planning (service planning guidelines reviewed)</li> </ul>	<ul style="list-style-type: none"> <li>• Medium term planning being developed in 2007/08 to improve links between service and financial planning</li> </ul>	Member Policy Day 06.09.07



**KLOE4: In light of what the Council has learnt, what does it plan to do next?**

**LEARNING (scored 3)**

**Strengths:**

- Learning from success and failure
- Ideas from other Councils
- Feedback from service users and other stakeholders
- Staff encouraged to test new ideas
- Positive response to peer review
- Staff and Councillor training

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<sup>(11)</sup> Not proactive in initiating learning - reactive to external challenge  (links to: I2, I4)	Use external challenge to provide and enable better services for the community.  Develop member roles to enhance their effectiveness	<ul style="list-style-type: none"> <li>• Some good practice (e.g. CMB/Team Leaders' meeting, staff seminar workshops)</li> <li>• Learning Strategy integrated into HR Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Seek more external challenge</li> <li>• Encourage more proactive learning from managers at all levels</li> </ul>	Ongoing
<sup>(12)</sup> Benchmarking not conducted consistently with significantly better performing councils  (links to: I1, I4)	Improve performance by learning from others.	<ul style="list-style-type: none"> <li>• Benchmarking links with other authorities (e.g. the Daventry group) maintained</li> <li>• Pockets of good practice</li> </ul>	<ul style="list-style-type: none"> <li>• Regular benchmarking needs developing in key services – also needs co-ordination and support – to be addressed through restructure</li> </ul>	Ongoing
<sup>(13)</sup> Staff felt that there is not a structured approach to learning internally	Co-ordinated and communicated approach to learning.	<ul style="list-style-type: none"> <li>• Some good practice (e.g. CMB/Team Leaders' meeting, staff seminar workshops)</li> <li>• Project management approach includes learning and post-project review</li> <li>• Investors in People retained in Nov 06</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage more proactive learning from managers at all levels</li> <li>• Develop structured mechanisms to maximise benefits and demonstrate value for money</li> </ul>	Ongoing

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<sup>(14)</sup> Not using the comments and complaints system for corrective action.	Improved performance by implementing change, based on learning from comments and complaints.	<ul style="list-style-type: none"> <li>• Comments &amp; Complaints system reviewed</li> <li>• Electronic database improved</li> <li>• Quarterly reports to CMB</li> </ul>	<ul style="list-style-type: none"> <li>• Link comments and complaints system to Customer Relationship Management system in future</li> </ul>	Ongoing



## FUTURE PLANS (scored 2)

### Strengths:

- Some strengths in financial planning
- Some good quality plans
- Stakeholders involved in development of plans

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<p><sup>(J1)</sup> Lack of community strategy – strategic planning framework is incomplete</p> <p>(links to: A2, C2, J11)</p>	To have a robust and action-focused Community Strategy and Community Area Action Plans, linked to local aspiration and needs.	<ul style="list-style-type: none"> <li>• Community Strategy adopted in November 2005</li> </ul>	<b>Action Complete</b>	
<p><sup>(J2)</sup> Some key plans out-of-date, or in draft, or do not exist – listed below:</p> <ul style="list-style-type: none"> <li>• <sup>(J3)</sup> HR Strategy in draft</li> </ul>	HR Strategy produced.	<ul style="list-style-type: none"> <li>• HR Strategy completed and approved</li> </ul>	<b>Action Complete</b>	
<ul style="list-style-type: none"> <li>• <sup>(J4)</sup> Economic Development Strategy out of date</li> </ul>	Up to date Regeneration Strategy	<ul style="list-style-type: none"> <li>• New Economic Regeneration Strategy produced in 2005</li> </ul>	<b>Action Complete</b>	
<ul style="list-style-type: none"> <li>• <sup>(J5)</sup> No framework for investment/ intervention in private sector housing</li> <li>• <sup>(J6)</sup> Empty Homes Strategy is out of date</li> </ul> <p>(links to: F5)</p>	Co-ordinated, strategic approach to dealing with unfit and disrepair in private sector housing stock. Up to date Empty Homes Strategy.	<ul style="list-style-type: none"> <li>• Stock Condition Survey completed</li> <li>• Housing Strategy completed</li> <li>• Empty Homes Strategy completed</li> </ul>	<b>Action Complete</b>	
<ul style="list-style-type: none"> <li>• <sup>(J7)</sup> Consultation Strategy is not a clear strategy</li> </ul>	More effective communication and consultation with all our stakeholders.	<ul style="list-style-type: none"> <li>• New Communication &amp; Consultation Strategy adopted in 2004</li> </ul>	<b>Action Complete</b>	

<b>Weaknesses from CPA:</b>	<b>Outcomes (what we hope to achieve)</b>	<b>Progress to date:</b>	<b>Next Steps/Actions</b>	<b>Date</b>
<ul style="list-style-type: none"> <li><sup>(J8)</sup> No Equalities Policy (links to: A3, B5, E8, G2)</li> </ul>	Equalities Policy covering all the Council's work.	<ul style="list-style-type: none"> <li>Recruitment Equality policies in place.</li> <li>Race Equality Scheme approved</li> <li>Equality and Diversity Policy approved</li> <li>Level 2 of Equality Standard achieved</li> <li>Disability Equality Scheme approved</li> <li>Gender equality scheme completed</li> </ul>	<b>Action Complete</b>	
<ul style="list-style-type: none"> <li><sup>(J9)</sup> No Youth Strategy (links to: F13)</li> </ul>	Young people able to directly influence decision-making. Better response to filling unmet needs in terms of facilities and opportunities for young people.	<ul style="list-style-type: none"> <li>Youth Strategy underway, following consultation with Young People's Council and at Youth Conferences</li> </ul>	<ul style="list-style-type: none"> <li>Complete Youth Strategy by July 2007</li> </ul>	July 07
<ul style="list-style-type: none"> <li><sup>(J11)</sup> Role in some partnerships is unclear (links to: A2, C2, J1)</li> </ul>	More clarity about the Council's role in helping to achieve key partnership and joint strategy objectives.	<ul style="list-style-type: none"> <li>Compact with voluntary sector adopted</li> <li>Partnership work with Audit Commission in summer 2005</li> <li>Partnership Development Officer in post</li> <li>Partnership evaluation tool agreed by Executive in 2006</li> </ul>	<ul style="list-style-type: none"> <li>Action plan from Audit work being taken forward</li> </ul>	Ongoing
<ul style="list-style-type: none"> <li><sup>(J10)</sup> Uncertainties about ability to put plans in place</li> </ul>	(See above)	<ul style="list-style-type: none"> <li>Progress on key strategies demonstrates ability to put plans in place.</li> </ul>	<b>Action Complete</b>	

**Key to abbreviations:**

**B&SP = Budget and Strategic Planning Working Group; CMB = Corporate Management Board.**