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**North Wiltshire District Council
Corporate Plan 2006-09**

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Name	Signature	Title	Date of Issue	Version
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Committee Decisions This document has been addressed by the following Committee meetings

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12.04.06	29.03.06	Performance information added and amended. Spatial Planning priority revised.	Sue Pangbourne	No.

North Wiltshire District Council

Corporate Plan 2006-09

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CORPORATE PLAN 2006-09**North Wiltshire – our district – our communities**

North Wiltshire has a population of approximately 126,000 and covers around 300 square miles of outstanding natural beauty and expanding urban areas. The district includes many picturesque villages, six diverse bustling market towns (Chippenham, Calne, Corsham, Malmesbury, Wootton Bassett and Cricklade) and is made up of 5 thriving community areas.

Our economy is vibrant and many major companies have chosen to invest here. We are proud to have a mix of national, international and household names in specialist and niche markets. Our employment levels are well above the national average, which we aim to sustain. We have a low deprivation 'score' but this does mask pockets of both urban and rural social exclusion and low or part-time wages (approximately 10% of our households are dependent upon income-related benefits).

Many people engage and participate in community activities helping to improve local quality of life for. Consultation in local communities has shown that we are proud of our unique environment and the quality of life that we enjoy and we are keen that we preserve and enhance North Wiltshire for the future.

So what really matters? – Extracted from the North Wilts Community Strategy

Each of the five community areas have active Community Planning Partnerships. These partnerships have identified local issues of importance to their community and work at local level to try to address them. Their plans have been collated in five Community Plans.

Not all problems can be solved at local levels. The North Wiltshire Partnership (the District Local Strategic Partnership) can help, by addressing shared issues at a district level, or by supporting local groups to work together to jointly tackle common issues. Similarly there are issues that are better addressed at a wider geographical level than the District. The county level Local Strategic Partnership – the Wiltshire Strategic Board - is working to address issues that impact across the County.

This network of partnerships operating at different geographical levels could be complicated, however all three levels of partnership have agreed eight strategic themes:

Social Care & Health	Transport
Housing & the Built Environment	Culture
Economy	Countryside and Land Based Issues
Crime & Community protection	Education, Skills and Learning

The North Wiltshire Partnership is developing action plans for both short and long term improvements, involving a wide network of service providers and organisations from across the District.

The Council will take the lead on action plans in some of the strategic themes. Overall, the Council must take account of the key issues raised in the Community Strategy in setting and working on its priorities and in the development and delivery of key strategies, including its Corporate Plan.

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. This Corporate Plan addresses many of the issues raised in the Community Strategy. Detailed action plans are being developed by the North Wiltshire Partnership with key service providers, including the Council. These action plans will be linked into the Corporate Plan.

Key Issues Raised in the North Wiltshire Community Strategy and Lead Organisations

<p>Social Care & Health</p> <ul style="list-style-type: none"> • Support for vulnerable people • Access to health care services locally • Difficulties using public transport to access health services further away • Concerns over the numbers and availability of doctors and dentists • Appropriate health provision in line with housing development • Better access to services such as advice and counselling for young people 	<p>Transport</p> <ul style="list-style-type: none"> • The lack of an integrated transport system • Poor road conditions • Speeding vehicles • Heavy Goods Vehicles on rural roads • A desire to see more cycle routes • Affordability of public transport • Particular groups including older and young people are isolated and unable to access service due to problems with Public transport provision
<p>Housing & the Built Environment</p> <ul style="list-style-type: none"> • Lack of affordable housing • Housing development relative to capacity of facilities such as school and health care provision • Development should be in keeping with an area • Availability of sheltered housing • Lack of available and affordable starter homes to enable young people to stay in the area 	<p>Culture</p> <ul style="list-style-type: none"> • Lack of facilities and activities for young people • Improved rural projects • Poor public transport to access facilities and activities • Skate park facilities • Opportunities for people to access culture and the arts locally • Improved leisure facilities
<p>Economy</p> <ul style="list-style-type: none"> • Protect and maintain rural economy – village shops and post offices • Promote local employment and business start up • Improve local retail including the range of shops • Vitality of market towns • Availability of local facilities 	<p>Countryside & Land Based Issues</p> <ul style="list-style-type: none"> • Protecting the rural buffer • More opportunities for recycling • Litter nuisance • Maintaining the character of villages • Appropriate development not over development • Fly tipping
<p>Crime & Community Protection</p> <ul style="list-style-type: none"> • Fear of crime • Anti social behaviour • Perceived lack of Police presence • The perception of young people by other members of the community is often negative • Not enough for young people to do in towns and villages • Worries about drugs and alcohol • Young people have the highest levels of fear of crime 	<p>Education, Skills & Learning</p> <ul style="list-style-type: none"> • Making wider use of school facilities • More learning opportunities outside of towns • Raising basic skills • Promoting new ways of learning

Our Vision for 2020:

We developed our long term vision through consultation with local people. Our Vision for 2020 sets out our ambitions for the North Wiltshire District.

To measure our progress towards this Vision, we have set a series of milestones that link into the priority areas set out in this Plan.

Our Vision is reviewed every year to ensure it continues to represent the views and aspirations of our communities and so that it complements the North Wiltshire Community Strategy.

For Sustainability to be at the heart of everything we do.**Equalities and Diversity:**

- To celebrate the diversity of the District and its residents and ensure everyone has access to our services and facilities.

Waste & Recycling:

- To be a zero biodegradable municipal waste to landfill District.

Housing:

- To ensure decent housing for everyone.

Buoyant Economy:

- To have a diverse and flexible local economy.

Spatial Planning:

- To promote the integration of leisure, housing and work.

Healthy Lifestyles:

- To provide leisure opportunities and facilities for everyone to encourage healthy lifestyles.

Local Environment and Streetscene:

- To enhance the safety and attractiveness of the local environment and streetscene.

For the Council itself:

- To be “The Council in your living room” – a visible presence, increased communication and ability to access services from the home.
- To be used as an information resource.
- To deliver easily accessed services for the whole community.
- To deliver refocused the services provided to meet the changing population profile.
- To ensure that people of all ages have a strong voice in the community.

Everything to be underpinned by partnership working and community engagement, working towards building true community spirit and a caring society.

Corporate Priorities:

This Corporate Plan includes the key priorities for the Council for the next three years and the actions to address these priorities – setting these in the context of our long term Vision for the District. These priorities have been chosen in response to local people's views, the North Wiltshire Community Strategy, national targets and legislative duties.

The Corporate Priorities for 2006-09 are:

- 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 Plan contains a section for each of these priorities, setting out the key actions we plan to undertake during 2005-06, showing how this links to the long term Vision and its Milestones. Each of the priorities is linked to a Lead Member (a councillor who sits on the Executive) and a Lead Officer.

This plan also includes:

- Key Improvement Areas for 2006-09
- Performance Targets linked to national Best Value Performance Indicators
- A summary of all the services we provide

Links between the North Wiltshire Community Strategy and this Corporate Plan

A table showing the links between the Community Strategy, the Council's Vision for 2020 and the Priorities set out in this Corporate Plan is set out below.

Community Strategy Theme	Vision for 2020 (adopted by the Council in January 2005)	Corporate Priority for 2006-09
Social Care & Health	<p>Healthy Lifestyles: To provide leisure opportunities and facilities for everyone to encourage healthy lifestyles</p>	<ul style="list-style-type: none"> • Healthy Lifestyles, (including Sports Development and Arts Development) • Spatial Planning (including Local Plan/Local Development Framework)
Housing & the Built Environment	<p>Housing: To ensure decent housing for everyone</p> <p>Spatial Planning: To promote the integration of leisure, housing and work</p> <p>Local Environment and Streetscene: To enhance the safety and attractiveness of the local environment and streetscene</p>	<ul style="list-style-type: none"> • Housing • Spatial Planning (including Local Plan/Local Development Framework)
Economy	<p>Buoyant Economy: To have a diverse and flexible local economy</p>	<ul style="list-style-type: none"> • Buoyant Economy • Spatial Planning (including Local Plan/Local Development Framework)
Crime & Community Protection	<p>Local Environment and Streetscene: To enhance the safety and attractiveness of the local environment and streetscene</p>	<ul style="list-style-type: none"> • Cleaner, Safer and Better Streets • Spatial Planning (including Local Plan/Local Development Framework)
Transport	Not specifically addressed.	<ul style="list-style-type: none"> • Car Parks and Decriminalisation
Culture	<p>Healthy Lifestyles: To provide leisure opportunities and facilities for everyone to encourage healthy lifestyles</p> <p>Spatial Planning: To promote the integration of leisure, housing and work</p>	<ul style="list-style-type: none"> • Healthy Lifestyles, (including Sports Development and Arts Development) • Spatial Planning (including Local Plan/Local Development Framework)

Community Strategy Theme	Vision for 2020 (adopted by the Council in January 2005)	Corporate Priority for 2006-09
Countryside & Land Based Issues	<p>Waste & Recycling: To be a zero biodegradable municipal waste to landfill District</p> <p>Spatial Planning: To promote the integration of leisure, housing and work</p>	<ul style="list-style-type: none"> • Waste and Recycling • Spatial Planning, (including Local Plan/Local Development Framework)
Education, Skills & Learning	Not specifically addressed.	<ul style="list-style-type: none"> • Spatial Planning (including Local Plan/Local Development Framework).
All themes	<p>Equalities and Diversity: To celebrate the diversity of the District and its residents and ensure everyone has access to our services and facilities</p> <p>Customer Focus</p> <p>Sustainability</p> <p>Partnership Working and Community Engagement</p>	<ul style="list-style-type: none"> • Customer Focus, Equality and Diversity, and Partnership Working • Spatial Planning (including Local Plan/Local Development Framework)

Organisational Culture:

All our service delivery focuses on:

- **Our Customers;**
- **Engaging the Community;**
- **Working in partnership;**
- **Good performance;**
- **Strong, clear and effective leadership;** and
- **Valuing people.**

We aim to ensure that our cultural approach is evident in any and all of the work we undertake on behalf of the communities in North Wiltshire, so that we can be sure that we are ***“Improving North Wiltshire”***.

Corporate Aims:

This 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.

Organisational Structure:

Four Business Areas make up the Council’s organisational structure. These are:

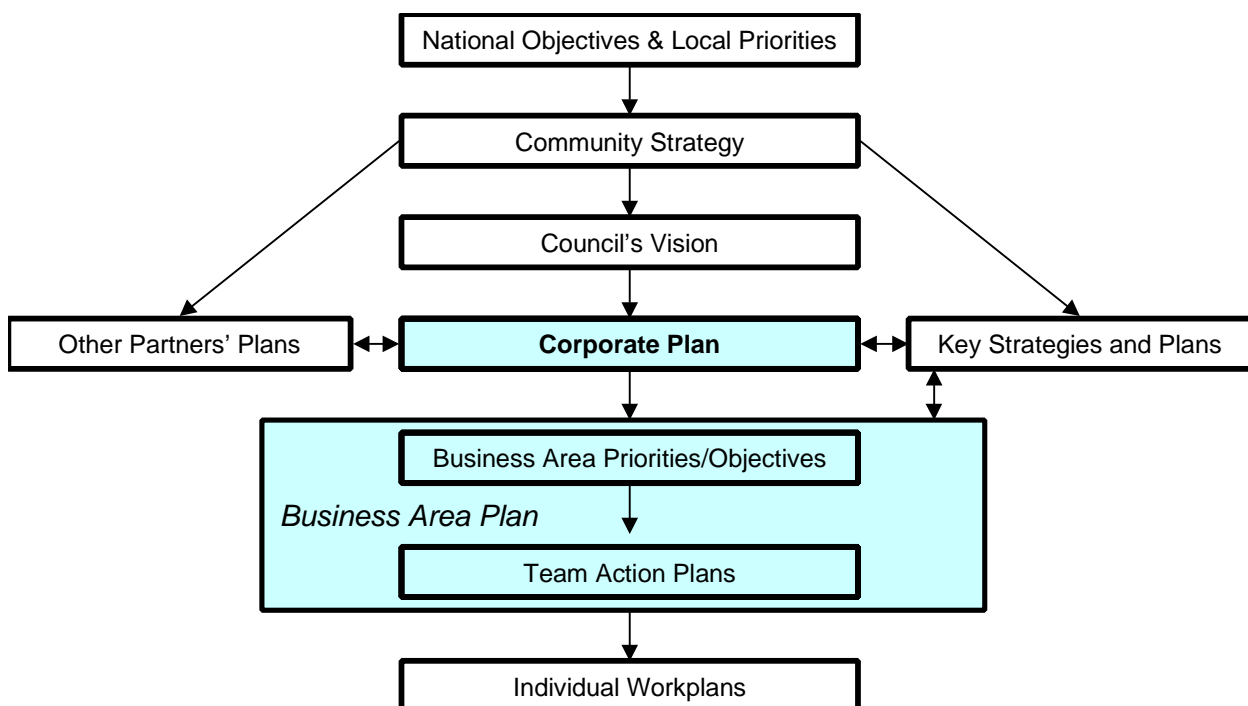
- **Customer Services**
- **Community and Environment**
- **Planning Services**
- **Corporate Services**

The Corporate Management Board (CMB) is made up of the Chief Executive, and four Strategic Managers. The Chief Executive is Head of the Paid Service and, as such, carries ultimate responsibility for the performance and conduct of the Council.

The Corporate Management Board collectively shares responsibility and accountability for the strategic management and leadership of the Council, the management of its performance and delivery of the Council’s priorities and services, which are highlighted in this Plan.

Performance Management Framework:

The performance management framework we have put in place across the organisation is represented on the following diagram. The performance management framework ensures that the Community Strategy, the Council’s Vision and priorities within the Corporate Plan drive the business planning process. The diagram shows how our partner organisations’ plans assist in meeting the needs of the Community Strategy and link to the Council’s Corporate Plan.



The framework also illustrates how the Corporate Plan links to the Business Area and Team Plans throughout the organisation and helps to ensure that all staff understand how their individual workplan fits into the Corporate Plan.

Delivering the Corporate Plan:

To ensure the delivery of the priorities, a lead Member and Officer is accountable for the progress and delivery of the actions. The Plan is reviewed monthly as part of the performance management review at CMB and is reported quarterly to Executive and Overview and Scrutiny.

The timetable for reporting to Executive parallels with the budget process to ensure that the Corporate Plan drives budget and resource allocation year on year.

The Corporate Plan forms a key part of the Council's business planning process. It will reflect in the four business area plans, team plans and individual work plans to ensure that accountability and delivery is identified and that this is reviewed and monitored monthly. Resources will be allocated based on the Corporate Plan priorities and actions.

The Corporate Plan is key to improving the overall performance of the Council.

In order to deliver the Corporate Plan, cross-Business Area working needs to take place on a range of corporate responsibilities – all of which are essential in co-ordinating and underpinning the organisation's work and all the corporate priorities.

For many of these areas, working groups - with representatives from across the organisation - will need to be established and/or maintained as follows:

Area of Work	Lead Officer	Working Group or other cross-Business Area arrangement
Pay and Rewards	Delwyn Burbidge	Pay and Rewards Project Group
Budget	Sue Pangbourne	CMB and Leader's Budget Group
Staff Focus Group	Laurie Bell	Focus Group (brought together as required)
Performance Management	Sue Pangbourne	Performance Management Officers' group
Procurement	Sue Pangbourne	Corporate Procurement Group
Gershon Efficiency Savings	Sue Pangbourne	Corporate Procurement Group
Recruitment and Retention	Laurie Bell	Working Group to be established
Organisational Development	CMB	CMB to lead jointly on this
Investors in People	Sue Pangbourne	Next inspection is November 2006
Comprehensive Performance Assessment (CPA)	Sue Pangbourne	Performance Management Officers' group (keeping overview of CPA improvement plan delivery)
Communication and Consultation	Laurie Bell	Communications Group
Health & Safety	Nick Fenwick	Joint Safety Committee
Business Continuity Planning	Nick Fenwick	Business Continuity Working Group
Risk Management	Nick Fenwick	Linked with Business Continuity work
Emergency Planning	Nick Fenwick	Emergency Planning Incident Officers
Devolution	Alun Davies	Working with Town Councils towards an agreed delivery programme
Information Management	Sue Pangbourne	Information Management Working group (Freedom of Information, Data Protection Information Security)

Financial position and performance:

The services provided by the Council are funded by central Government grant, redistribution of business rates, income from fees and charges for services and interest gained on capital investments. The balance of the funding needed is met from Council Tax.

The financial position and performance of the Council is addressed by a number of Committee meetings:

- The Executive receives and proposes the budget plans, which are then approved by full Council.
- The Finance and Performance Monitoring Sub Committee carries out budget monitoring, performance monitoring (against performance indicators) and an audit monitoring role.

In addition, monthly budget monitoring is shared with the Executive Members as part of monthly performance reports.

The Council's financial position is strong. It is a debt-free authority with significant capital investments and a high level of reserves.

The Council has made considerable efficiency savings over the past 10 years and continues to make efficiency savings to fund new and enhanced services for the public.

Links to the Council's Medium Term Finance Plan:

This Corporate Plan takes a three year focus, based on decisions made by the Council in setting its budget for 2006/07, which included agreeing spending plans over the next three years, in line with its Medium Term Financial Plan.

Whilst detailed actions are only set out for the immediate year, performance targets for improvement are set out over three years, in line with investments made in the budget.

The budget included substantial investment into core services – particularly: Housing; the Cleansing and Amenities services – waste collection, recycling, street cleaning, grounds maintenance; Benefits; and Customer Contact services, to generate improved service performance.

The Council's capital programme gives a commitment to funding affordable housing at £2 million a year and for substantial investment into disabled facility grants over the next 3 years.

Efficiency Savings:

The Council vigorously pursues efficiency savings where these can be made without detriment to customer service. The Council is set efficiency savings targets by the Government, equivalent to 2.5% of its budget each year from 2005/06 to 2007/08. The Council exceeded its target for the first year and is on target to achieve its targets for the following two years. Many of the savings already made have enabled the Council to invest more resource into front line services, such as Cleansing and Amenities and Housing services. Other savings are resulting in productivity gains which will result in a speedier and/or higher quality service to the public. The Council summarises its efficiency savings in a twice yearly return to the Government.

Achievements in 2005/06 set against priorities:

The following table sets out some of the achievements made in 2005/06, linked to priorities set in the 2005/06 Corporate Plan.

Equality and Diversity – including young people and older people

- Level 1 of Local Government Equality Standard achieved.
- Adopted Equality and Diversity Policy and Action Plan
- Reviewed the Race Equality Scheme
- Completed Equality Impact Assessments on key service areas
- “Respect for People” training carried out by officers and members.
- Diversity audit tool ([e—s@t](mailto:es@t)) introduced.
- Young People’s Council met the target of a minimum of 3 meetings in 2005/06.
- Delivered residential training course to equip young people with the skills to participate in the Young People’s Council.
- Delivered “Who gives a hoody?” conference for hard to reach young people.
- Disability works actioned on Council’s Monkton Park Office.
- Supported Age Concern’s “Beyond the Immediate” research into the needs of older people.
- Commissioned research to assess the accommodation needs of gypsies and travellers in the district. (draft report due July 2006)

Minimise Waste – Maximise Recycling

- Kerbside collection facilities extended to 95% of households in the District.
- New, opt-in, green waste collection introduced.
- Best Value Performance Indicator national target of 18% recycling met.

Housing Needs

- “Fit for purpose” Housing Strategy produced.
- Rent Deposit Scheme expanded to enable seven households to access private rented accommodation.
- District Wide Housing Needs Survey produced in partnership with Swindon.
- Production of new Affordable Housing Supplementary Planning Document commenced.
- 143 new affordable homes completed, with a further 100 on site (at end February 2006) exceeding the target of 100 completions.
- Nine local housing needs surveys completed, exceeding target of five.
- Commissioned research to assess the accommodation needs of gypsies and travellers in the district. (draft report due July 2006)
- £780,000 committed to disabled residents to adapt their homes and allow independent living.
- Length of stay for homeless families in bed and breakfast accommodation was reduced from an average of four weeks in 2004/05 to two weeks in 2005/06.
- New Partnership Agreement set up with Westlea Housing Association.

Buoyant Economy

- Economic Regeneration Strategy approved and being implemented.
- “Made in Wootton Bassett” launched.
- Chippenham Tourist Information Centre devolved to the Town Council
- Redevelopment and reuse of strategic sites in consultation with the local community progressed (including Phelps Parade in Calne).
- Planned Property Maintenance Plan for next 3 years produced.
- Products and Service Directory updated.
- North Wiltshire Visitors’ Guide launched.
- Churchill Close embankment works completed.
- Sale of Chippenham Livestock Market agreed.
- Community Transport Strategy agreed.
- Asset Management Strategy and Plan approved in March 2006.
- Rural proofing policy and checklist approved and implemented
- Two local Nature Reserve classifications made, as part of the implementation of the Countryside and Open Space strategy

Local Plan/Local Development Framework/Spatial Planning

- Local Plan Inquiry held from June to September 2005.
- Statement of Community Involvement produced.
- Work commenced on Core Strategy Issues and Options Document.
- Work commenced on Housing and Employment Local Development Document.
- Completion of first Annual Monitoring Report
- Completion of Sustainability Appraisal Scoping Report
- Completion of Local Development Scheme and First Revision
- Influenced Regional Spatial Strategy – Chippenham as “named settlement”

Healthy Lifestyles, including Sports Development and Arts Development

- A major survey “Live Life to the Full” was undertaken to find out how the public see the provision of leisure for the future.
- The successful Annual Youth Games was delivered.
- Scheme for the Pound Arts Centre in Corsham designed and approved for conversion into a North Wiltshire Arts venue.
- Assisted in the establishment of a sports college in North Wiltshire (in Calne).

Cleaner, Safer and Better Streets

- Projects in support of the Crime, Disorder and Drug misuse reduction Strategy 2005 – 2008 carried out.
- Anti-Social Behaviour Reduction Protocol for North Wiltshire produced.
- Work with Wiltshire wide partnership to initiate multi-agency projects to prioritise, carry out, monitor and measure improvements to the North Wiltshire Streetscene underway.
- Progress made on prosecuting of fly-tippers.
- Conservation Area Statements and Village Design statements to identify and establish enhancements to “streetscene” progressed for Malmesbury and Great Somerford.
- Undertaken a review of services and set up an improvement Board.
- Streetscene works implemented in Corsham and Calne.
- Works for safety improvements to Chippenham Bus Station approved for implementation in April 2006.

Car Parks and Decriminalisation

- Revised parking charges introduced across the district – adjusted in the light of community consultation.
- Plans in place to move to enforce on-street car parking by September 2006.
- Worked with Wiltshire County Council and the other District Councils in setting Phase 1 of the decriminalisation of parking enforcement (DPE) (enforcement of existing traffic orders) to be implemented by September 2006.
- Agreed to develop a strategy for Parking, Transport and Access (PAT).
- Street signage rationalised as part of decriminalisation programme.

Customer Focus

- Customer Relationship Management (CRM) system introduced to front of house and call centre to improve customer service.
- Concessionary travel scheme reviewed – will continue to deliver more than the mandatory national scheme.
- ODPM priority outcomes on e-government implemented (53 out of 54). 99.8% of Council services now e-enabled.
- Continued to support Customer First Steering Group (Wiltshire County Council and Wiltshire District Councils) to improve access to services for citizens and businesses across Wiltshire
- Continued to work with the “Smartplace Board” partnership to improve Broadband access to communities, businesses and individuals across Wiltshire.

Partnership Working

- Community Plans for all 5 community areas published.
- North Wiltshire Community Strategy produced.
- North Wiltshire Partnership core group and themed action groups established.
- Second North Wiltshire Partnership conference held.
- Partnership Development Officer appointed to review partners, assess value and implement/monitor Service Level Agreements.
- Quality measures for evaluating partnerships agreed.
- Training and awareness sessions for staff carried out, in line with principles of the Council's agreed Compact with the Voluntary and Community Sector.
- Funding through Area Committees enabled a range of community projects including a skatepark in Corsham, football equipment in Calne, resurfacing Crudwell playground, traffic calming in Grittleton and footpath improvements in Wootton Bassett.

Priority 1: Customer Focus

Lead Member:

Lead Officer: Nick Fenwick

What are we aiming to achieve over the next 3 years?

- To provide a seamless, consistent, quality service to all our customers whether citizens, businesses, partners or Councillors, designed to reflect their needs and aspirations where practicable.
- To increase customer choice and level of access to services, supported through the use of appropriate technology.

Why is this a priority?

- It is essential that we seek to provide good customer service.

Links to the Vision for 2020**For the Council itself:**

- To be "The Council in your living room" – a visible presence, increased communication and ability to access services from the home (links to e-government work).
- To be used as an information resource.
- To have easily accessed services for the whole community.
- To have refocused the services provided to meet the changing population profile.
- To ensure that people of all ages have a strong voice in the community.

Milestone Targets towards achieving our Vision:

- Work effectively with Wiltshire County Council and the other District Councils in Wiltshire through the Customer First Partnership to deliver a programme of identified projects to improve access to services by March 2007.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Implement benefits freephone by May 2006.
- To extend the use of the Call Centre to Planning and Cleansing & Amenities by May 2006.
- Prepare a charter mark action plan by June 2006.
- Introduce plasma screen into main reception by September 2006.
- To implement a revised and approved ICT Strategy by September 2006.
- To implement a revised comments and complaints system using Customer Relationship Management and Workflow technology by September 2006.
- To introduce Call Centre recording by December 2006.
- To pilot the use of Electronic Document Records Management in two service areas by December 2006.
- Continue to develop a Customer Relationship Management/Business Processing Management (CRM/BPM) prioritisation list as part of the Improving Customer Experience (ICE) programme by March 2007.
- Deliver a Customer Focus Action Plan – linked into the Council's CPA Action Plan by March 2007.*
- Review information points with Town Councils by January 2007.
- Implement Benefits Action Plan actions for 2006/07 by March 2007. (All actions in this plan contain specific dates for delivery. Some actions will extend into 2007/08).
- Develop an access strategy including targets for dealing with enquiries at first point of contact via face to face, telephone and web site by March 2007.

- In partnership with other Wiltshire Councils: to agree: access strategy, customer service standards, develop options for shared services, consider options and develop approach for joint procurement by March 2007.
- To introduce a corporate customer contact centre by March 2007.
- To pilot the use of mobile technology to maximise benefit uptake by March 2007.
- To implement “customer-facing” recommendations from the Cleansing & Amenities Best Value Improvement Plan by March 2007.
- To rationalise payments into the Council by introducing common processes and payment systems by March 2007.

(Actions marked with * link specifically to the Council’s CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
Increase in take-up of electronic services	To be established	To be developed	To be developed	To be developed
LPI.14: % of customers seen by dedicated reception staff from Customer services & Planning within 15 minutes	89%	92%	Revise in accordance with National e-services standards (NESDS) when published	To be developed
LPI.15: % of customers dealt with at the first point of contact by reception staff	92%	95%	To be developed	To be developed
LPI.16: % of visitors surveyed who said they were satisfied by the overall quality of service provided	98%	96%	To be developed	To be developed
LPI .xx (new switchboard)	N/a	To be developed	To be developed	To be developed
LPI.xx (new call centre)	N/a	To be developed	To be developed	To be developed
BVPI 78A - Average time for processing new claims	Available end of Apr 06	36 days	To be determined	To be determined
BVPI 78B - Average time of processing change in circumstances	Available end of Apr 06	20 days	To be determined	To be determined
BVPI 78C - Accuracy of processing	Available end of Apr 06	99%	99%	99%

Priority 1: Equality and Diversity (including young people and older people)

Lead Member:

Lead Officer: Alun Davies

What are we aiming to achieve over the next 3 years?

- To embrace and promote equality of access and opportunity within the communities of North Wiltshire and to celebrate diversity by responding to the specific needs of diverse groups and individuals.
- To establish a sustainable voice for young people to influence decision-making, and to feedback their needs, wants and priorities.
- To recognise, value and empower young people.

Why is this a priority?

- The Council has a mandatory responsibility to ensure that all existing and potential customers have equality of access to services, buildings and opportunities that it delivers and promotes.
- We need to be able to demonstrate an inclusive approach to all service delivery and to help with this, we need to identify the needs of young people, older people and other groups within the District.

Links to Vision for 2020:**Equalities and Diversity:**

To celebrate the diversity of the District and its residents and ensure everyone has access to our services and facilities.

Milestone Targets towards achieving our Vision:

- Review the Equality Policy and the Race Equality Scheme in 2007.
- Carry out an Equal Pay Audit and formulate an Equal Pay Action Plan in 2007
- Achieve level 5 of the Equality Standard by 2010.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Deliver Youth Strategy and agree action plans for the next 3 years by July 2006.*
- Produce a Disability Equality Scheme by December 2006.*
- Formalise working relationship on support for young people with Wiltshire County Council through the development of a partnership agreement by December 2006.*
- Achieve level 2 of the Equality Standard by March 2007.*
- Hold a minimum of 3 Young People's Council meetings over the year.*

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
BV2a: Equality Standard for Local Government	Level 1	Level 2	Level 3	Level 4
BV2b: Quality of Race Equality Scheme	53%	73%	75%	To be developed
BV16a/b: % of employees with a disability, compared with local population	29%	36.13%	36.13%	To be developed

Priority 1: Partnership Working

Lead Member:

Lead Officer: Laurie Bell

What are we aiming to achieve over the next 3 years?

To ensure that all the services and work of the Council is underpinned with effective partnership working.

Why is this a priority?

- We need to harness the skills, experience and resources of partner organisations in the private, public and voluntary/community sectors in order to achieve the best outcomes for local people.
- We have a duty to prepare a Community Strategy for North Wiltshire, in partnership with other organisations. We will seek to deliver this Strategy through working with our partners on the North Wiltshire Partnership.
- We have some mandatory responsibilities to work in partnership (for example, on Crime and Disorder Reduction Partnerships).

Vision for 2020

Everything to be underpinned by partnership working and community engagement, working towards building true community spirit and a caring society

Milestone Targets towards achieving our Vision:

- Deliver plans for action to realise ambitions within North Wiltshire Community Strategy, in partnership with service deliverers, linked into annual review of Community Strategy.
- Work in support of developing and delivery of the Wiltshire Local Area Agreement once agreed in March 2007.
- Carry out audit to inform review of Crime and Disorder and Drug Mis-use Reduction Strategy by 2008.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Assist the five community planning partnerships to deliver actions within their community plans – reporting to the Council on the number of actions delivered by March 2007.
- Encourage community and voluntary groups to seek community area funding to help deliver projects identified in community plans – reporting to each Area Committee 3 times by March 2007.
- Support the North Wiltshire Partnership to develop plans for action for each of the eight strategic themes within the Community Strategy by March 2007.*
- Undertake partnership reviews using the evaluation tool kit to include Citizens Advice Bureau – by December 2006.*
- Detailed training on the Council's responsibilities under the agreed Compact with the Voluntary and Community Sector, to be undertaken for each Council Team and for elected Members by March 2007.

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
Percentage of Area Committee funding awarded to projects in support of priorities within the Community Area Plans	To be confirmed	75% of annual spend	80% of annual spend	85% of annual spend

Priority 2: Waste and Recycling

Lead Member:

Lead Officer: Nick Fenwick

What are we aiming to achieve over the next 3 years?

- Raise awareness of the need to minimise waste and increase recycling.
- Provide a good waste collection service that gives people opportunities to recycle their domestic refuse.
- Increase the amount of waste sent for recycling from the District's households and reduce the amount of waste going to landfill.
- Provide a competitive and quality commercial waste service for businesses.

Why is this a priority?

- Local people rate waste collection and recycling as a highly valued service and one where they would wish to see more investment.
- It is an environmental imperative for us to increase recycling and waste minimisation.
- National targets are set for recycling by Central Government, based on European Directives.

Links to the Vision for 2020**Waste & Recycling:**

To be a zero biodegradable municipal waste to landfill District.

Milestone Targets towards achieving our Vision:

- Maintain and improve upon DEFRA recycling target of 18% from April 2006.
- Meet longer term recycling and waste reduction targets in partnership with Wiltshire County Council.
- Aim to achieve a 50% recycling of household waste by 2020, in line with the Regional Waste Strategy

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Implement a waste strategy as part of Wiltshire Waste Partnership by July 2006
- Establish Energy Policy by October 2006.
- Continue to roll out an opt-in green waste service across the District by March 2007
- To complete and implement review of refuse and trade waste rounds by December 2006
- In partnership implement Local Public Service Agreement 2 targets by March 2006.
- Revise the constitution for the Wiltshire Waste Partnership by March 2007.

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
BV82 (a & b): % of household waste recycled & composted	??	18%	20%	To be developed
BV84 (a): Kg waste collected per head	??	355kg	355kg	To be developed

Priority 3: Housing

Lead Member:

Lead Officer: Laurie Bell

What are we aiming to achieve over the next 3 years?

- Maximise the opportunities for a decent home for everyone.
- An agreed way forward for continuing to develop new affordable housing in the district.

Why is this a priority?

- House prices in North Wiltshire are high.
- Local people rate housing services as an important priority.
- We need innovative new schemes to provide affordable housing for local people.
- We need to work on homelessness prevention and to bring empty homes back into use.
- We have mandatory responsibilities for some housing work linked to national legislation.

Links to the Vision for 2020**Housing:**

- To ensure decent housing for everyone.

Milestone Targets towards achieving our Vision:

- Implement updates of housing needs across the district to achieve a minimum of 5 local needs surveys per year and a new District Wide Needs Survey every 5 years in 2010, 2015 and 2020.
- Target initiatives to keep people in their own homes, through the grants programme, homelessness prevention and partnership working.
- As part of the Local Public Service Agreement (LPSA), work towards the following targets:
 - (a) To eliminate the use of bed and breakfast accommodation for 16/17 year olds by March 2008.
 - (b) To reduce the number of 16/17 year olds in unsuitable accommodation by 50% by March 2008.
- Deliver 150 affordable homes per year up to 2008.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Produce a new Homelessness Strategy by July 2006.
- Reduce the use of bed and breakfast for young people by 50% and reduce the number of young people in unsuitable accommodation by 25% by March 2007. (Links to LPSA targets above)
- Complete review of the Housing Advice Service by June 2006.
- Reduce the number of households in temporary accommodation by at least 10% by March 2007.
- Complete 150 new affordable homes by March 2007, including at least 10 rural homes.
- Complete five local housing needs surveys.
- Complete research to assess the needs of gypsies and travellers in the district by July 2006.
- Complete Affordable Housing Supplementary Planning Document by March 2007. (linked target to Spatial Planning priority)
- Review the Housing Needs Register contract and Allocations Policy by March 2007.
- Produce an Empty Homes Strategy by June 2006.*
- Produce a Private Sector Renewal Strategy and Policy by May 2006.*

- Enable 55 vulnerable households in the private sector to live in decent homes by March 2007, through provision of advice and assistance.
- Enable at least 90 adaptations for disabled residents in the district by March 2007.
- Improve the energy efficiency of residential accommodation in the district by 2.5% by March 2007.

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
LPI.xx: Number of affordable homes delivered	143 in 2005/06	150 over the year	150 over the year	150 over the year
BV183a: Length of stay of homeless households in temporary B&B accommodation.	2 weeks (average stay)	1.8 weeks	To be developed	To be developed
BV183b: Length of stay of homeless households in temporary hostel accommodation.	??	21 weeks	20 weeks	To be developed

Priority 4: Cleaner, Safer and Better Streets

Lead Member:

Lead Officer: Nick Fenwick

What are we aiming to achieve over the next 3 years?

- Improve cleanliness and physical appearance of roads and lanes and work in partnership with other local authorities in Wiltshire to improve the 'Streetscene'.
- Reduce fear of crime and actual crime levels.

Why is this a priority?

- Local people expect public open spaces to be clean and well kept.
- Cleaner, better, safer streets is an emerging priority nationally and a high local priority, arising from consultation and is one of the four key themes being progressed from the Wiltshire Community Strategy.
- We have a mandatory responsibility to work with partners on Crime and Disorder Reduction Partnerships.

Links to the Vision for 2020**Local Environment and Streetscene:**

- To enhance the safety and attractiveness of the local environment and streetscene.

Milestone Targets towards achieving our Vision:

- Improve street cleaning and grounds maintenance services locally following the Best Value Review that took place in 2005.
- Review licensing policy no later than November 2007.
- Implement "Staying Safe, Feeling Safe" – a Strategy for Reducing Crime, Anti-Social Behaviour and Drug Misuse in Wiltshire and reduce crime levels by 12.5% by 2008.
- Work in partnership with agencies across Wiltshire to increase public satisfaction of the streetscene by 20% by 2010.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Undertake a street design audit of all towns in accordance with an agreed framework to assess the quality of the environment during 2006.
- Review service delivery of street cleansing and grounds maintenance following best value review and joint project with the local authorities in Wiltshire by March 2007.
- In partnership, introduce a system for reporting and dealing with abandoned vehicles by March 2007.
- Establish quality standards for Council's public open spaces by March 2007.
- Review Public Convenience provision and quality standards by March 2007.

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
BV199a: Local street & environmental cleanliness - Litter	??	20%	20%	To be developed

Priority 5: Spatial Planning (including Local Development Framework/Local Plan)

Lead Member:

Lead Officer: Alun Davies

What are we aiming to achieve over the next 3 years?

- Implement the production of the identified Local Development Framework documents as established in the mandatory Revised Local Development Scheme 2006 – 2009 for North Wiltshire District Council.

Why is this a priority?

- We are facing a major change in needing to move from our current Local Plan system (where our Local Plan guides land-use in the longer term) to a new Local Development Framework. This will involve a rolling programme of replacing planning policies and land allocations.
- This is a mandatory duty arising from the Planning and Compulsory Purchase Act 2004.

Links to the Vision for 2020**Spatial Planning:**

- To promote the integration of leisure, housing and work.

Milestone Targets towards achieving our Vision:

- Adoption of the Local Plan 2011 in June 2006.
- Publish Local Development Documents for Housing & Employment, Statement of Community Involvement and Core Strategy by 2007.
- 13,500 dwellings planned between 1991 and 2011 (as amended by the Wiltshire and Swindon Structure Plan 2016 to 9000 dwellings between 1996 and 2016).
- Allocation of 150 hectares of employment land by 2011.
- New targets will be set in 2008 in the Regional Spatial Strategy. Initial indications suggest the need for more employment and housing land allocations largely at Chippenham.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Develop and finally Publish the Core Strategy Preferred Options Development Plan Document by June 2007 and then adopt the final document by January 2008.
- Develop and finally Publish the Housing and Employment Issues and Options by May 2006 and then the Preferred Options Development Plan Document by September 2006 and then adopt the final document by November 2008.
- Publish the Submission Document of the Statement of Community Involvement by April 2006.
- Hold Examination (if required) into the Statement of Community Involvement by September 2006 and then adopt by March 2007
- Prepare and complete the Affordable Housing Supplementary Planning Document (SPD) by March 2007. (linked target with Housing Priority)
- Prepare and complete the Sustainable Development SPD by October 2007.
- Prepare and complete the Open Spaces SPD by October 2007.
- Oversee preparation of three Conservation Area Management Plans SPDs as undertaken by the Community and Environment Business Area by November 2007.
- Replace the current reporting structure to Council for Spatial Planning policy by March 2007.
- Publish the North Wiltshire Local Plan 2011 including GIS/Website preparation by July 2006

- Develop and Publish the Chippenham and the Main Towns Issues and Options Document by April 2007.
- Develop and Publish the Rural Areas Issues and Options Document by April 2007.
- Develop and Publish the West of Swindon Issues and Options Document by Feb 2007.
- Develop and Publish the Bowood Estate Issues and Options Document by September 2007 and then the Preferred Options document by January 2007 and then adopt the final document by May 2008.

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
BV200a: Local Development Scheme	LDS for 2005- 2008 in place. Submission of Revised LDS 2006 – 2009 to S/S in April 2006	Yes – further revisions will be considered by end December 2006 following the consideration of the Annual Monitoring report	Further revisions will be considered by end December 2007 following the consideration of the Annual Monitoring report	Further revisions will be considered by end December 2008 following the consideration of the Annual Monitoring report
BV200b: Plan-making Milestones.	Some targets set in the LDS 2005 – 2008 met. Remaining not on target.	Submission of Revised LDS 2006 – 2009 to S/S in April 2006 will, if approved, set new targets	Any necessary Submission of Revised LDS 2007 – 2010 to S/S in April 2007 will, if approved, set new targets	Any necessary Submission of Revised LDS 2008 – 2011 to S/S in April 2008 will, if approved, set new targets
BV200c: Annual Monitoring Report	Completed	To be submitted to the S/S by end December 2006	To be submitted to the S/S by end December 2007	To be submitted to the S/S by end December 2008

Priority 6: Buoyant Economy

Lead Member

Lead Officer: Laurie Bell

What are we aiming to achieve over the next 3 years?

- Put in place the mechanisms to identify the needs of urban and rural communities.
- Work with community groups and partner organisations to respond to those needs.
- Manage the Council's landholdings and properties to obtain the maximum return for the Council and local communities.

Why is this a priority?

- Regeneration and maintaining a buoyant economy is a local priority, particularly expressed by the Local Strategic Partnership.
- We need to maintain high employment rates and a diversity of businesses within the District.
- We have a responsibility to manage our landholdings and other assets in the best interests of local people.

Links to the Vision for 2020**Buoyant Economy:**

- To have a diverse and flexible local economy.

Milestone Targets towards achieving our Vision:

- Deliver biennial North Wiltshire Festival – a showcase event celebrating the diversity of local businesses, suppliers and communities throughout North Wiltshire – 2006, 2008, 2010, 2012, 2014, 2016 & 2018.
- Deliver Economic Regeneration Strategy for North Wiltshire by end 2008. Including key areas of Business Support and Inward Investment.
- Review Asset Management strategic approach and revised Plan by end 2006.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Progress redevelopment and reuse of strategic sites in consultation with the local community including Calne Phase 3 (including Phelps Parade), Bath Road Chippenham and Hygrade site in Chippenham.
- Review and deliver action plans as set out in Economic Regeneration Strategy
- Provide a Visitors' Guide for North Wiltshire by March 2007.
- Continue to promote North Wiltshire as a business relocation destination
- Promote the North Wiltshire towns at the North Wiltshire Festival in July 2006.
- Deliver the North Wiltshire Festival in July 2006.
- Launch a "Made in North Wiltshire" website to promote local suppliers by March 2007.
- Work in partnership to produce a Tourism Strategy for Wiltshire and Swindon by March 2007.
- Carry out a needs survey for rural businesses by March 2007.
- Deliver the Countryside and Open Space Strategy, including updating the Open Space Study to become a Supplementary Planning Document by March 2007.
- Undertake Investment Review of Council's assets by March 2007.

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
Total number of inward investment enquiries per 10,000 economically active population	N/a	Baseline to be established in 2006/07	To be determined	To be determined
Number of North Wiltshire business enquiries for advice and information received in the financial year per 10,000 economically active population.	N/a	Baseline to be established in 2006/07	To be determined	To be determined
Average number of void properties on all industrial estates	4/30	5/30	5/30	5/30

Priority 7: Healthy Lifestyles – including Sports Development & Arts Development

Lead Member:

Lead Officer: Laurie Bell

What are we aiming to achieve over the next 3 years?

- Raise awareness of the need for healthy lifestyles for all ages.
- Increase participation within sport and physical activity – especially involving the disadvantaged and disengaged.
- Deliver community based arts projects in response to community need (community planning and anti social behaviour reduction).
- Deliver District-wide Arts Facility at the Pound in Corsham.
- Seek opportunities for providing added value into existing mechanisms and workplace structures to improve the health and well-being of the population.

Why is this a priority?

- Government priorities are focusing on health improvements, childhood obesity and increasing participation in physical activity.
- Our Area Community Plans, the North Wilts Local Strategic Partnership and the Wiltshire Strategic Board all highlight Healthy Lifestyles as a local priority.

Links to the Vision for 2020**Healthy Lifestyles:**

- To provide leisure opportunities and facilities for everyone to encourage healthy lifestyles.

Milestone Targets towards achieving our Vision:

- By 2010 to deliver leisure provision reflecting the feedback of local people in the “Live Life to the Full” visioning survey.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Need to review what leisure activities will be provided based on the feedback from the “Live Life to the Full” survey by March 2007.
- Start construction work on the North Wiltshire Arts Centre by May 2006.
- Work with the Wiltshire Alternative Youth Sports (WAYS) Partnership to deliver alternative sports: including transfer of the mobile skate park to WAYS by June 2006.
- Deliver the Annual Youth Games in July 2006.*
- Work with partners to deliver actions in support of priorities in the County-wide sports strategy by March 2007.
- Improve the Council’s playgrounds by March 2007 and agree future partnership management arrangements.

(Actions marked with * link specifically to the Council’s CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
Participants in Area Youth Games Event	300	350	375	400

Priority 8: Car Parks and Decriminalisation

Lead Member:

Lead Officer: Nick Fenwick

What are we aiming to achieve over the next 3 years?

- To provide local controls for parking enforcement and to improve parking in the main towns.
- To improve overall environmental conditions, including safer traffic conditions.
- Less pollution would result from less illegal parking, fewer cars, and better circulation.

Why is this a priority?

- It will enable the Council to integrate on-street parking enforcement with off-street parking enforcement (car parks) which we are responsible for.
- It will provide better transport and traffic management and reduce pollution and congestion.

Links to the Vision for 2020:**Local Environment and Streetscene:**

- To enhance the safety and attractiveness of the local environment and streetscene.

Milestone Targets towards achieving our Vision:

- Introduce Phase 2 of DPE (subject to agreement with Wiltshire County Council and following public consultation) -residents permits and on street charging from April 2007.

Key Actions for 2006/07 (and key performance targets for 2006/09):

- Implement decriminalisation of parking enforcement (Phase 1) in September 2006.
- Further consultation on the introduction of residents parking schemes by July 2006
- Consider an approach to develop the strategy for Parking, Transport and Access (PAT) by March 2007.
- Establish transportation and travel strategy with County Council and stakeholders by March 2007.

(Actions marked with * link specifically to the Council's CPA Improvement Plan)

Performance Indicator	Current performance	Target for March 2007	Target for March 2008	Target for March 2009
Local (no. of penalty notices issued)	Currently being developed	To be developed	To be developed	To be developed
Local (% of penalty notices, which were appealed against)	Currently being developed	To be developed	To be developed	To be developed
Local (% penalty notices cancelled)	Currently being developed	To be developed	To be developed	To be developed

Key Improvement Areas for 2006-09

The Council's overall improvement plan was drawn up after our Comprehensive Performance Assessment in 2004.

Main areas for improvement identified by CPA inspection in January 2004	Update – Where we are now
<ul style="list-style-type: none"> The Council has not developed a long-term vision for the district. 	<ul style="list-style-type: none"> Vision for 2020 approved by Council in January 2005.
<ul style="list-style-type: none"> The Council needs to be more effective in explaining its priorities to the community. 	<ul style="list-style-type: none"> New communication & consultation strategy agreed in autumn 2004. Further review of communication and consultation carried out and increased resource included in budget 2006/07.
<ul style="list-style-type: none"> The Council is not achieving consistently high standards in all its priority services. 	<ul style="list-style-type: none"> Improvement plans are in place for certain core services: <ul style="list-style-type: none"> Benefits Cleansing and Amenities services. Investment into core services made in 2006/07 budget being monitored against improved performance targets
<ul style="list-style-type: none"> The systems the Council uses to drive improved performance are not yet embedded throughout the council. 	<ul style="list-style-type: none"> Performance management framework operating well (monthly performance reports & regular cycle of reports to Corporate Management Board, that are then cascaded to staff and key members)
<ul style="list-style-type: none"> The Council needs to carry out more research into the needs of children, young people and minority groups. 	<ul style="list-style-type: none"> Strong focus on engaging young people over the two years. Major Youth Conferences held in 2004. and 2005. Young People's Council meeting 3 times a year. Youth Strategy working group set up and on target to complete strategy and action plans by July 2006. Action plan in place to improve Equalities and Diversity work linked to corporate priority. Housing and Employment Development Plan Document will involve baseline research to prepare policies to accommodate these groups.

Risk Management and Key Strategic Risks

There are a number of key strategic risks that the Council will need to manage over the next 12 months. These are set out here in summary, showing the links to the priorities.

Risk	Consequences (if risk is realised)	Actions	Links to Priorities
Fit for Purpose Organisation (need to ensure the Organisation is fit for purpose – in terms of capacity and structure, to ensure it can meet the challenges ahead)	<ul style="list-style-type: none"> • Ineffective use of resources • Inefficient delivery • Staff leave • Service delivery deteriorates • Fail to deliver PI's • Fail to deliver priorities • CPA impact 	The Chief Executive is addressing this in the context of the overall direction of the Council	All
Future Leisure Provision (need to ensure that value for money is being achieved)	<ul style="list-style-type: none"> • Time and resources used to deal with this • Opportunity for radical review of leisure provision • Reputational impact • Financial implications 	Leisure Provision Board in place to ensure best value is achieved in line with leisure survey.	Healthy Lifestyles And Equalities & Diversity
HR Strategy (effective workforce development planning fails to happen)	<ul style="list-style-type: none"> • Impact on CPA • Ineffective resource allocation • Staff morale falls • Possible claims • Loss of key staff/capacity • Lose continuity of skills • Pay/rewards inappropriate 	Revised Draft HR Strategy out for consultation by end March 2006. Approved HR Strategy in place by end July 2006.	All
Political Management (changes by current administration or change in administration)	<ul style="list-style-type: none"> • Impact on CPA • Financial implications • Capacity issues • Reputation undermined • Legal implications • Staff morale falls • Short termism 	Budget and Policy framework being revised to ensure members' decisions operate within an agreed process.	All
Budget and Policy Framework (effective decision-making framework needed to ensure key decisions are not taken without full financial and corporate implications being considered)	<ul style="list-style-type: none"> • Capacity issues • Corporate effect – unforeseen • Financial implications • Impact on CPA 	Budget and Policy framework being revised to ensure members' decisions operate within an agreed process.	All

Risk	Consequences (if risk is realised)	Actions	Links to Priorities
<p>Asset Management Strategy</p> <p>(particular issues with specific buildings and assets)</p>	<ul style="list-style-type: none"> • Services not provided • Increased financial expenditure • Political fall out • Reputation management 	<p>New Asset Management Strategy and Plan in place.</p> <p>Individual asset matters being managed and reviewed as appropriate</p>	<p>Buoyant Economy</p>
<p>Member Development</p> <p>(if members do not fully understand their roles and responsibilities this can create risk for the Council)</p>	<ul style="list-style-type: none"> • Incorrect decisions made • Financial implications • Members at risk – liable • Commitments made that can't be fulfilled 	<p>Agreed approach to member development approved in March 2006.</p>	<p>All</p>
<p>Equalities and Diversity</p> <p>(risk of failing to connect with all customers and being unable to prove that services are equal for all)</p>	<ul style="list-style-type: none"> • Reputation undermined • Legal implications • Financial implications • Impact on CPA 	<p>Equalities Policy agreed by Council in February 2006. Action plan in place (see priority for Equalities & Diversity within this Plan)</p>	<p>Customer Focus, Equalities & Diversity and Partnership Working</p>
<p>Service Delivery Partnerships</p> <p>(risk that partnership objectives do not align with the Council's objectives)</p>	<ul style="list-style-type: none"> • Key PI's not delivered • Financial implications • Reputation undermined • Legal implications • Relationships with partners deteriorate 	<p>Partnership evaluation toolkit now in use. Partnerships being reviewed.</p>	<p>Customer Focus, Equalities & Diversity and Partnership Working</p>
<p>IT Strategy</p> <p>(lack of overall IT Strategy will hinder forward planning for the Council)</p>	<ul style="list-style-type: none"> • Service driven approach to procurement • Lack of consistency across services • Lack of effective change control • Systems not compatible • Fails to link to change and knowledge management • Duplication occurs • Greater potential for fraud 	<p>New IT Strategy to be produced by July 2006.</p>	<p>All</p>

Business Areas and Overview of Services

The following tables summarise all the services undertaken by the Council. These are set out under the Team headings within each Business Area.

Community & Environment:

Team	What do we do?	Why do we do this work?
Housing	<ul style="list-style-type: none"> • Produce Housing Strategy • Produce sub-strategies for Homelessness, Empty Homes, Private Sector Renewal • Deliver new affordable housing • Research accommodation needs • Provide disabled facilities grants • Provide advice & assistance to private sector owners, landlords and tenants • Homelessness prevention work, case work and advice • Maintain a housing needs register 	Compliance with legislation duties and powers and best practice.
Regeneration and Assets	<ul style="list-style-type: none"> • Produce and deliver Economic Regeneration Strategy • Provide business/employment support • Implement Countryside and Open Space Strategy • Prepare development briefs for key sites • Provide tourism information 	Best practice to support the local economy and ensure good asset management for the Council.
Design and Estates	<ul style="list-style-type: none"> • Produce Asset Management Plan • Produce Planned Property Maintenance Plan • Implement Disabled Discrimination Act action plan • Property and Assets – undertake acquisition, management and disposal • Complete capital projects including Churchill Close, The Pound Arts Centre, car park improvements, Cattle Market, Malmesbury Town Hall • Implement leisure visioning output • Monitor Leisure Contract • Produce and review Conservation Area Statements • Work with Wiltshire County Council on Streetscene improvements and traffic schemes • Provide Urban Design, Architectural and Historic Building advice to Planning Services 	Compliance with legislation duties and powers and best practice. Protect and improve the built environment of the District.

Team	What do we do?	Why do we do this work?
Community Partnership	<ul style="list-style-type: none"> • Support actions arising from North Wiltshire Community Strategy • Support North Wiltshire Partnership • Support Community Area Planning Partnerships to deliver actions within the Community Area Plans • Administrate community grants • Implement Wiltshire Compact with the Voluntary and Community Sector • Support the Crime and Disorder Partnership to deliver actions within the Crime, Disorder and Drug Misuse Reduction Strategy • Leading on co-ordination of approach to reducing anti-social behaviour • Lead the Council's approach to engaging young people in the decision-making process • Arts and Sports Development 	<p>Compliance with legislation duties and powers and best practice.</p> <p>Enhance partnership working to achieve more for local people.</p>
Environmental Health	<ul style="list-style-type: none"> • Ensure Environmental health Standards are maintained including; • Pollution • Food • Health & Safety • Pest Control, dogs • Licensing • Housing Enforcement 	<p>Compliance with legislation duties and powers and best practice.</p>
Customer and Business Support	<ul style="list-style-type: none"> • Deliver biennial North Wiltshire Festival • Generate sponsorship income to support corporate campaigns • Provide customer focus for business area 	<p>Support for the Business Area customers and for the Council's campaigns and projects.</p>

Corporate Services:

Team	What do we do?	Why do we do this work?
Finance	<ul style="list-style-type: none"> • Prepare and monitor revenue and capital budgets • Produce final accounts and statutory financial returns • Financial advice and support • Treasury management • Insurances • Ensure adequate standard of internal audit is in place • Liaise with external auditors 	Compliance with regulations and best practice. Support for the organisation.
Human Resources and Payroll	<ul style="list-style-type: none"> • Strategic HR – policy development and implementation. • Consultation with trade unions • Pay and Rewards • Payroll (link to Wiltshire County Council) • Recruitment and Retention • Employee Services • Organisational Development • Employee Relations and Attendance Management 	Compliance with legislation and best practice. Support for the organisation.
ICT Services	<ul style="list-style-type: none"> • E-Government – Programme and Project Management • Technical Support • Software and Systems development and support • Partnership work - Wiltshire Customer First • Website development and support • ICT Strategy and Policy Development • Support for Business Areas' ICT requirements • ICT Training – Officers and Members • Data Input (financial) • Corporate Systems support and development 	To improve customer contact and choice. Support for the organisation.
Legal Services	<ul style="list-style-type: none"> • Property and Assets – Legal role in acquisition, management and disposal • Legal Support for Planning Services • Regulatory Work – keeping Council up to date with current and new legislation – includes Data Protection, Freedom of Information, Prosecutions, Licensing Act and Car Parking Enforcement • Governance – including Ethical Framework, Standards, Contracts and Constitution 	Compliance with regulations and best practice. Support for the organisation. Ensuring that decision making is as effective and transparent as possible and that Councillors and Officers can fulfil all aspects of their role.

Team	What do we do?	Why do we do this work?
Policy and Democratic Services	<ul style="list-style-type: none"> • Committee administration and support • Corporate policy development • Performance management, including best value and procurement • Organisational development and training • Elections and electoral registration • Press and media liaison • Corporate communication and consultation 	Compliance with best practice and legislation. Support for the organisation.
Corporate Administration and Member Support	<ul style="list-style-type: none"> • Support for Business Area Teams • Photocopying for Council meetings and members • Support to Chairman • Members' expenses • Mobile phone contracts • Corporate Stationery Contract • Support for Committee meetings • Freedom of Information Co-ordination 	Support for the organisation and for Corporate Services staff.

Customer Services:

Team	What do we do?	Why do we do this work?
Cleansing and Amenities	<ul style="list-style-type: none"> • Refuse collection • Trade waste collection • Recycling • Grounds Maintenance • Street Cleaning • Public convenience cleaning • Vehicle maintenance • Deal with blocked drains, pumping stations and cleaning of septic tanks • Car Parking 	<p>Regulations and some mandatory services. Providing clean amenities and streetscene for the public. Raising income for the Council.</p>
Investigations	<ul style="list-style-type: none"> • Social Visits • Intervention Visits • Benefit Fraud Investigations • Prosecutions • Administering Sanctions • Visits to customers for: Intervention, Social reasons, Canvassing, council Tax, New buildings, and Non domestic Rates 	<p>Compliance with legislation and to prevent fraud.</p>
Council Tax and Housing Benefit	<ul style="list-style-type: none"> • Assessing, reviewing, paying and verifying entitlement to Housing and Council Tax Benefit • Housing and Council Tax Benefit enquiries (front of house and call centre) and appeals • Discretionary Housing Payments 	<p>Regulations and legislation.</p>
Recovery	<ul style="list-style-type: none"> • Council Tax bills and National Non-Domestic Rates (NNDR) bills • Deal with enquiries, exemptions (or discounts/reliefs) and reviews on Council Tax and NNDR accounts • Raise and issue invoices for sundry debtors • Housing Benefit overpayments • Car parking tickets, fines and complaints • Monitor outstanding accounts, issue reminders and summonses and determine appropriate recovery action 	<p>Mandatory requirements.</p>
Customer Contact	<ul style="list-style-type: none"> • Manage the front of house reception – dealing with all visitors to the Council • Run the call centre • Provide support for the Business Area 	<p>Customer and Business Area support.</p>

Planning Services:

Team	What do we do?	Why do we do this work?
Implementation (Planning)	<ul style="list-style-type: none"> • Development Control - Planning Applications including: major, minor and householder applications; trees; listed building consents; Conservation Area Consents and pre-application advice • Enforcement of planning – investigations, communication and taking appropriate action 	Regulatory requirements.
Building Control	<ul style="list-style-type: none"> • Building Control Applications and pre-application advice, particularly linked to Fire Precautions Act. • Dangerous Structures • Enforcement of Building Control – contraventions/legal proceedings • Public sewer investigations and provision of drainage • SAP ratings/Energy calculations for buildings • Access and Disability Discrimination Act advice/audits • Arbitration Procedures 	Regulatory requirements.
Spatial Planning	<ul style="list-style-type: none"> • Local Plan 2011 • Production of Local Development Framework 	Legislative compliance.
Customer Focus	<ul style="list-style-type: none"> • First point of contact for Planning Services • Permitted development enquiries • Pre-application advice • Land Charges • Admin. support for Business Area • Development of Geographical Information System 	Support for customers and the Business Area.

Links to other Key Strategies and Plans

Priority	Strategy	Description	Approved by	Review Date
Customer Focus, Equalities & Diversity and Partnership Working	North Wiltshire Community Strategy	New strategy. Will eventually supersede several individual strategies and will drive this and future Corporate Plans.	Council 22 November 2005	Annual review by North Wiltshire Partnership
	Community Area Plans	Five local action-focused plans, based around the 8 strategic themes in the Community Strategy	Community Area Partnerships (endorsed by Area Committees in 2005)	Annual review by the individual Community Area Partnerships
	Wiltshire Community Strategy	The Strategy for Wiltshire – A County Fit for our Children	Endorsed by the Executive 22 July 2004	Annual review by Wiltshire Strategic Board
	Wiltshire Compact	Agreement between Wiltshire local authorities and the voluntary and community sector	Adopted by Executive 4 December 2003	Reviewed by the Wiltshire Compact Board as required
	Wiltshire and Swindon E-Government Strategy	Sub-regional Strategy produced by partnership	Executive 3 April 2003	Now subsumed into Customer First work
	Procurement Strategy	Updated Procurement Strategy	Executive 3 November 2005	2007/08
	Crime, Disorder and Drug misuse reduction Strategy 2005 – 2008	Three year Community Safety Partnership Strategy.	Council 26 April 2005	2007/08
	Equalities and Diversity Policy	Policy covering equal opportunities.	Council 21 February 2006	As required
	Youth Strategy	New Youth Strategy due to be completed in July 2006.	N/a	N/a

Priority	Strategy	Description	Approved by	Review Date
Minimise Waste – Maximise Recycling	Joint Municipal Waste Strategy	10 year County-wide Strategy for Municipal Waste (including recycling)	Executive 17 October 2002	Anticipated to be 2011/12
	Joint Waste Minimisation Strategy	County-wide Strategy	Executive 17 October 2002	Not determined
Housing	Housing Strategy	Housing Strategy for 2005-2008	Executive 1 December 2005 Approved by GOSW as fit for purpose in March 2006	2008
	Homelessness Strategy	Homelessness Strategy 2003-2006	Executive 4 September 2003	2006/07
	Private Sector Renewal Grants Strategy	Includes Housing Renewal Policy for 2003-2005	Executive 26 June 2003	2006/07
Cleaner, Safer and Better Streets	Crime, Disorder and Drug misuse reduction Strategy 2005 – 2008	Three year Community Safety Partnership Strategy.	Council 26 April 2005	2007/08
	Wiltshire County Council Local Transport Plan	Three year programme of transport schemes	N/a	2006/07
Spatial Planning	Local Plan	Local Plan 2011 due to be in place by June 2006	Local Plan Inspector	Reviewed under the programme set out in the Revised Local Development Scheme
	Local Development Scheme (current LDS was approved in May 2005)	The programme for delivering the Local Development Framework (LDF)	Council (for submission to Secretary of State for his approval)	Review of LDS to be submitted to Secretary of State in April 2006

Priority	Strategy	Description	Approved by	Review Date
Buoyant Economy	Economic Regeneration Strategy	District strategy	Executive 14 April 2005	2008
	Tourism Strategy	Strategy for service delivery – linked to Economic Development Strategy	Executive 12 September 2000	Superseded by new Economic Regeneration Strategy (see above)
	Countryside and Open Space Strategy	District-wide Strategy	Executive 4 November 2004	Links into new Economic Regeneration Strategy and Local Development Scheme
	Asset Management Plan	Strategy and Plan covering all the Council's assets.	Executive 9 March 2006.	March 2007
Healthy Lifestyles	Strategy for the Arts in North Wiltshire	Strategic Vision, Ambitions and Priorities for the Arts in North Wiltshire	Executive 6 November 2003	October 2006
	Local Cultural Strategy	Local Cultural Strategy for North Wiltshire 2003-2009	Executive 4 September 2003	2008/09 (but likely be superseded by Community Strategy)
Car Parks and Decriminalisation	Parking, Transport and Access Strategy to be developed	An approach to setting a Strategy covering Parking, Transport and Access will be agreed in 2006/07	N/a	N/a