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## **Foreword by the Leader of the Council.**

This is the seventh Best Value Performance Plan to be published by the council and it sets out our aims and objectives for the medium term as well as reflecting on what we have achieved over the last 12 Months.

Significantly the legislative requirements of the Best Value Performance Plan have changed because of the achievement of a 'good' rating for our Comprehensive Performance Assessment. This inspection which was undertaken by the government's independent watchdog, the Audit Commission looked at all the services provided by Kennet District Council and assessed not only how well we are performing now, but also our capacity to improve.

The report produced by the audit commission as always had a number of recommendations for future improvement. We have turned these improvements into actions and incorporated them into our Corporate Improvement & Action Plan (CAIIP). This year the annual audit and inspection letter reviewed our improvement programme as part of our direction of travel report and it is pleasing to note the recognition of the progress we have made. If you look at the performance section of this plan it is also especially pleasing to note those areas where we reported we wanted to make the most progress, which in particular was the turn around time for benefits which has improved from 52.18 days in 2004/05 to 30.4 days in 2005/06. This achievement makes us better than the national standard set at 36 days and means we are now performing better than the national average. Another key area where we wanted to demonstrate improvement was with recycling and we have in the last year improved this from 15.57% to 21.77%. However we are not content to rest here. Further improvements and changes to our services are set to take us to over 25% during 2006/07.

This plan which sets out how we will achieve other improvements and it also incorporates the medium term Corporate Strategy adopted by the council for 2004 to 2008. This strategy is being reviewed during 2006/07 to align it more closely with our medium term financial strategy and to ensure we are on target with the progress we have made.



Chris Humphries

Leader of the council



## About this Plan

The annual Best Value Performance Plan is an integral part of the government's "modernisation agenda". The plan which contains information about what service provision we will deliver to local people and sets out key targets and performance indicators which will demonstrate how our priorities will be delivered and what level of service we are aiming for both now and in the future.

The plan also sets out how we intend to achieve Best Value by:-

- ◆ **Challenging** why, how and by whom a service is being delivered,
- ◆ Securing **comparison** with the performance of others across a range of relevant indicators, taking into account the views of both service users, and potential suppliers,
- ◆ **Consulting** local tax payers, service users, partners and the wider business community in the setting of new performance targets,
- ◆ Using fair and open **competition** wherever practicable as a means of securing efficient and effective services.

## THE MAKE UP OF THE COUNCIL

The council has 43 Members all elected in a single election every four years. The current political group composition consists of 29 conservatives, 10 independents, 2 liberal democrats, 1 labour and 1 UKIP.

The council structure comprises full council, with three executive committees, (Resources, Community Development & Planning Policies), an Overview and Scrutiny Management Board and Regulatory and Human Resources committee.

The council staff structure is divided into four directorates:-

- ◆ The Chief Executive which includes Policy, Human Resources and Public Relations,
- ◆ The Director of Resources which includes Finance, Information and Legal & Democratic services,
- ◆ The Director of Community Services which includes, Housing, Planning and Environmental Health & Protection Services,
- ◆ The Director of Environment & Leisure which includes, Environment & Amenity Services and Leisure.

## SERVICE STANDARDS

Individual services within the authority have specific service standards that they have achieved. These include:

Building control & property management	ISO9001:2000
Information services	ISO9001:2000 and TickIT

Furthermore we have achieved the following standards right across the authority:

- ◆ Investors in People
- ◆ Commission for Racial Equality Level 3
- ◆ Positive about Disabled People

In addition our front line services have also adopted specific performance standards and/or a customer charter that informs the public what type of service they can expect.

#### Council Tax & Benefits Customer Charter & vision & mission statements

The overarching mission statement is: "Within the resources available we are committed to providing secure, quality services delivered fairly, courteously and responsively. We have a pride in the work we do and believe that with our experience we are able to meet our customer charter and your expectations in a responsible and efficient way".

Standards are set on response times, opening times and availability of officers, quality of response, the ways by which a council tax officer can be contacted, details on when the bill will be sent out, what information it will contain, when payment is required and also the method of review.

The information is sent out annually to all households with the council tax bill.

#### Benefits Vision Statement

The council is committed to providing an effective and secure Housing Benefit and Council Tax Benefit service to the standards set out in the Department of Work and Pensions HB/CTB Performance Standards.

As part of the above vision we will strive to ensure that the benefits service is:-

- ◆ Customer focused, modern, efficient and ensures claimants receive the benefits to which they are entitled to enable them to live in decent housing.
- ◆ Speedy and accurate and strives to reduce the risk of fraud and error.
- ◆ Suitably resourced to ensure service delivery.
- ◆ Committed to the theme of social inclusion by being accessible to the whole community.

- ◆ Committed to the investigation of potential fraud, reducing the level of fraud and error, recovering overpayments and punishing fraudsters where appropriate.

The Benefits service will maintain and encourage a strong culture of good performance within the organisation, through the use of Performance Management information.

### Planning Services Charter

The first Planning Services Charter was adopted in November 2000. This useful document clearly sets out standards of services on general customer contact performance and also individual service standards that can be expected from development control, enforcement, building control and forward planning. It further provides a useful link between the services policies and the corporate strategy and this BVPP, by clearly stating the performance indicators that will be used to measure and improve performance.

### Building Control

The council adopted a national set of standards in June 2000. These were established by DTLR in order to ensure that the public could expect the same quality service from both the public and private sector. It is believed that Kennet is ahead of the game, in that many authorities have yet to adopt the standards.

The standards cover the following key areas:

- ◆ Policy
- ◆ Resources
- ◆ Consultation
- ◆ Assessment of Plans
- ◆ Site Inspection
- ◆ Certificates at Completion
- ◆ Archiving of records
- ◆ Continuing professional development
- ◆ Review of performance
- ◆ Quality Management
- ◆ Business Ethics

These standards have been incorporated into the Building Control Policy and are now integrated into the Planning Services Charter.

### Customer Charter for Homeless applicants

This charter developed in partnership with [homes@kennet](mailto:homes@kennet) clearly sets out our objectives and standards applicants can expect. The fundamental aim is to ensure all homeless applicants are treated fairly and with dignity while they

are being assessed. If emergency accommodation is required we aim to ensure it is of reasonable quality and appropriate to the needs of the family.

### Activate – taking Leisure and Arts to the community

Leisure services, through working in the community, aim to maximise participation opportunities in leisure and arts through out the district. In particular 'Activate' is a programme specifically aimed at opportunities for young people. The service has developed a set of clear standards including:-

- ◆ The overall aims of the service,
- ◆ How we will ensure all children enjoy the 'activate' experience,
- ◆ Safety standards to be expected,
- ◆ Behaviour and discipline,
- ◆ How to book an 'activate' activity,
- ◆ Information for customers with specific needs.

### **FUNDING**

More and more funding in the district is allocated through bids to specific funds and/or reeward or other grant. Quite often these funds become available either because we have achieved a good level of performance or we have contributed to a fund wglich has enabled larger sums of money to be released to the community. Some of the funding attracted in the district in the last 12 Months includes:-

- £315,467 planning delivery grant for forward planning,
- £78,844 for a child support worker in housing,
- £20,000 from GOSW to contribute to the housing market assessment,
- £5,000 from the Market & coastal towns initiative in Marlborough,
- £4,000 for an evening worker for the EPewsey project,
- £55,000 to WAYS for activities for young people,
- £129,000 to the Wiltshire Food Group from the Food Standards Agency to implement " Safe Food Better Business",
- £30,000 for successful fraud prosecutions,
- £1,140,000 from Wiltshire County Council for recycling,
- £216,000 across Wiltshire for the Wiltshire Improvement Partnership,
- £120,000 for the Pewsey Community Partnership for the King Alfreds Trail,
- £4,800 from the NWAONB towards a project officer for the King Alfreds Trail,
- £86,924 from the Rural Regeneration Partnership for employment support, business creation and training at EPewsey (over 2 years),
- £8,000 from the Rural Regeneration Partnership to "Plugging the Leaks" a project run by Community First across Wiltshire to support rural communities.
- £19,142 from the Rural Regeneration Partnership for the All Cannings Community Shop,
- £555,000 of Housing Corporation Social Housing grant for RSL schemes,
- £292,000 for the Business Growth Incentive scheme,
- £30,000 from DEFRA for the communications project in Tidworth,
- £150,000 for IEG,
- £15,000 towards a town centre manager in Devizes,
- £4,452 from Awards for All for a Youth Festival,
- £5,800 for the Roundway Battle play,
- £60,000 from SWRDA for the Community Resource Centre project,
- £4,200 from NWAONB towards the Bourne Valley Scheme feasibility study,
- £2,000 from NWAONB towards river Kennett improvements,

- £10,000 from SWRDA towards the Retail Development Strategy,
- £24,110 for EPewsey including £13,900 from Smartplace, £5,000 from the ODPM, £4,210 from Awards for All and £1,000 from WCC,
- £1,500 from Business Link towards business events in Marlborough,
- £76,845 towards the Great Bustard project on Salisbury Plain,
- £5,000 from viridor for Potterne Village Hall,
- £10,000 from Viridor towards Wootton Rivers Village Hall,
- £13,250 from Viridor for HMS Erlestoke conservation project,
- £8,000 from Viridor for Bouverie Hall in Pewsey,
- £9,000 from Viridor for the Wiltshire Heritage Museum in Devizes,
- £8,000 from Viridor for Great Bedwyn Village Hall,
- £20,039 towards Urchfont village shop from Leader Plus,
- £11,000 across Wiltshire towards Big Ideas Mini opera from Leader Plus,
- £70,008 for the Integration in the Communities project in Tidworth from Leader Plus,
- £24,472 from Leader Plus for Kennet CAB,
- £45,960 for the Rural Needs Initiative from Leader Plus,
- £10,120 for the Tidworth Resource Centre from Leader Plus,
- £40,000 for a military impact study across Wiltshire from Leader Plus,
- £7,530 towards the Pewsey/Wexford co-operation project from Leader Plus,
- Other Leader Plus small grants:
  - £500 Pewsey Friendship Club
  - £2,500 Manningford Bruce Village Hall
  - £1,250 Collingbourne Community Trust
  - £448 Charlton & St Peter & Wilsford Parish Council
  - £1,000 for Upavon Village Design Statement
  - £2,000 for youth facilities in Upavon
  - £4,600 for Pewsey Heritage Centre
  - £300 towards a tree survey in Pewsey
  - £1,400 towards Everleigh Village design statement
  - £2,000 towards the Monday project in Ludgershall
  - £5,000 towards Homestart Kennet in Tidworth
  - £650 for Pewsey Health & Social Care Forum
  - £1,950 for Carnival workshops in the Lavingtons
  - £1,132 for Kennet Furniture Exchange
  - £1,500 for the Moonrakers Roller Skating Club
  - £2,000 for the Army welfare centre in Bulford
  - £4,960 for youth work in Devizes,

## **PARTNERSHIP WORKING**

Working with others in partnership is key to the delivery of many of the services provided across Kennet and accessing the funding we receive to improve these services. Central to this is the Kennet Local Strategic Partnership (KLSP) which adopted its Kennet Community Strategy in September 2005. Central to the strategy are three priorities:-

- Community Participation
- Maintaining a Pleasant Environment
- Access to services

## **GERSHON EFFICIENCY STATEMENT**

The council's overriding strategic aim, in line with ODPM guidance, for securing efficiency gains is to achieve greater outputs or improved service

quality from the same (or less) resources. In support of this, the aims for the strategy are to:

- Deliver minimum 7.5% efficiency gains over the next 3 years, whilst striving to achieve gains greater than this in line with best practice;
- Deliver efficiency gains that invest in local community priorities;
- Deliver efficiency gains that address the national priorities of the Gershon Review Agenda (i.e. Procurement, Transactions, Productive Time, Corporate Services);

### **Corporate Efficiency Objectives**

To achieve the corporate efficiency aims the council needs to move from its current position. To do this, the council must work towards achieving 6 principal objectives set out below.

The principal objectives of this strategy are to:

- 1) Formalise the efficiency process, ensuring that it fits into the council's existing decision making and performance monitoring structure and delivers the aims and objectives of the Corporate Strategy;
- 2) Engage the community and key stakeholders to determine the council's efficiency targets and actions;
- 3) Investigate opportunities for partnership working, to address the efficiency agenda;
- 4) Develop a process for establishing best practice and sharing learning about efficiency issues;
- 5) Enable two-way communication about efficiency issues, with internal and external stakeholders;
- 6) Ensure that Staff and Members have sufficient training and expertise to implement the Corporate Efficiency Action Plan.

Quality cross check targets have been adopted to prove efficiency gains and these have been adopted as part of our performance management and monitoring information in section 2 of this plan.

## **Corporate Strategy**

In April 2004 the council rolled out its new Corporate Strategy which sets out our long term vision for the area with medium term goals as to how we will achieve our vision.

### **20 YEAR VISION**

The council will maintain sustainable communities; provide a clean, healthy and safe environment; and good access to council services. The council will encourage the participation of residents in decisions about their communities.

### **ACHIEVEMENT OF OUR VISION**

To achieve this Kennet District Council will:

- ◆ Embrace the role of community leadership. Represent the interests of residents and use our influence and resources to enable the provision of services and facilities.
- ◆ Use the community planning process to shape our work and work with and through the local strategic partnerships (LSPs).
- ◆ Work in partnership with community groups, the voluntary and private sectors, and other public agencies (such as Wiltshire County Council, Wiltshire Constabulary, Kennet and North Wiltshire Primary Care Trust and the parish and town councils).
- ◆ Ensure that Members and senior officers put in place proper arrangements for the governance of the authority's affairs and the stewardship of resources at its disposal.
- ◆ Deliver our own services to the highest possible level within the resources available.
- ◆ Is customer focused in the design and delivery of services, in particular to use the Implementing e-Government Statement process, to improve contact with the public.
- ◆ Be committed to enabling the public to have ease of access to services, provided directly by the council and by other agencies. This is in terms of face to face access, electronic access, and access to public transport. Communication between the council and the public is seen as being of utmost importance and the council will work to improve the two-way communication.
- ◆ Enable elected Members to work for the communities that they serve in an effective and efficient way. They are in a position to promote the council and its aims and values to the community by the provision of help, advice and access to services. They also are in a position to present and promote the aspirations of the communities of Kennet to the council.

- ◆ Endeavour to support staff to be enthusiastic, energetic and dynamic. They will be encouraged through good training and development opportunities, employee-friendly policies and a good working environment, intended to enable the council to recruit and retain quality staff.

We will know when we have achieved our vision when:-

- ◆ We are recognised as an 'excellent' council.
- ◆ Satisfaction with the authority exceeds the national top quartile of 70%.
- ◆ 100% of all transactions capable of be processed electronically are capable of being delivered in this way.
- ◆ We have enabled 2000 affordable homes.
- ◆ We are processing benefit applications in less than 36 days.
- ◆ Unemployment is maintained below the national average of 3.35%.
- ◆ We achieve level 3 of the equalities standard.
- ◆ We exceed that national recycling target of 25%.

### **How have we performed to date against these key targets?**

#### We are recognised as an excellent council.

The council obtained a "good" rating from the audit commission for its Comprehensive performance Assessment (CPA) in 2004. Since obtaining that assessment we have put together a Corporate Action & Improvement Plan (CAAIP).

The future of CPA is currently being consulted on. A more robust annual audit and inspection letter is now carried out by the audit commission which includes a "Use of Resources" and "Direction of travel" statement, both these sections are likely inform as to whether the council will be re-inspected over the next few years.

#### Satisfaction with the authority exceeds the national top quartile of 70%.

The actual General Opinion Survey top quartile for satisfaction was 61% in 2003, this compares with a satisfaction rating of 80% in 2000. Top quartile in 2000 was 70%, however also dropped in 2003 to 60%. The two figures cannot be directly compared, because the government applied a weighting to the 2003 figures.

To help us monitor progress we are undertaking an annual GOS in People's Voice. Although this is not directly comparable it should help us monitor trends. The figure from the survey undertaken in September 2004 was 55% and in September 2005 the figure was 72%.

The next national opinion survey will be undertaken in the autumn of 2006.

100% of all transactions capable of being processed electronically are capable of being delivered that way.

Our target is to reach 100% by 2005/2006.

Our progress has been as follows:-

2002/03:- 37%

2003/04:- 59%

2004/05:- 85%

2005/06:- 98.34%

This target has now been deleted as a national target, work on the remaining issues will be dealt with on a priority basis.

We have enabled 2000 affordable homes (by 2024).

We enabled 63 homes in 2004/05 and 55 in 2005/06. Our medium term target for delivery against this is:-

160 by 2005/06

280 by 2006/07

410 by 2007/08.

The achievement against this target is becoming increasingly difficult due to limited opportunities, the high cost of housing land and other factors. The council is due to undertake a Best Value Review and hold a State of Kennet debate in the autumn of 2006 to review the issues.

We are processing benefit applications in less than 36 days.

We achieved 30.4 days in 2005/06 this was against a target to achieve the national standard of 36 days and above average nationally. We will continue to monitor progress to ensure we can maintain this standard and in particular to ensure we remain below 36 days.

Unemployment is maintained below the national average of 3.35%.

The current ONS figure (2001) gives unemployment as 2.02%. Whilst we cannot get a direct comparison to this figure, we do monitor official labour market statistics (NOMIS) data on a quarterly basis.

Since monitoring the data we have seen a steady decline in unemployment rates from 1.4% in April 2004 to 0.8% in January 2006. This compares with a Wiltshire & Swindon figure of 1.3% and a national figure of 2.6%.

We achieve level 3 of the equalities standard.

We achieved this standard in 2004/05 and our aim was to consolidate our position over the next 12 Months. We are aiming to achieve level 4 by 2008/09.

We exceed the national recycling target of 25%.

Significant investment has taken place over the last 12 Months and we achieved 21.77% in 2005/06. Continued investment and new ways of working should ensure we achieve significantly more than 25% in 2006/07 and help work towards our target of 36% by 2007/08.

### KEY PRIORITIES

In order to achieve this vision, the council has four key priorities that it will be addressing over the coming four years.

- ◆ Community Leadership
- ◆ Stewardship of the Environment
- ◆ Developing Strong, Safe & Healthy Communities
- ◆ Improving Services

#### Community Leadership

To provide community leadership by informing, listening, assisting, influencing and leading. We are committed to developing effective partnerships to achieve this.

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
<b>TO INCREASE OUR LEVEL OF INFLUENCE AND ENSURE LOCAL PRIORITIES ARE REFLECTED EXTERNALLY.</b>			
Develop Kennet's role as community leaders through continued support of the Community Planning process and strengthening regional and national links.	Implementation of the Member & Staff Development programme, including specific advocacy training for Members & Staff	Local: Awareness of the Community Plans – March 2005 – 37% - Yes 34% - Not sure 29% - No  Local: Awareness of the Local Strategic Partnerships March 2005 – Devizes – 40% Marlborough 32% Pewsey – 37% Tidworth – 34%	Survey every two years

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
	To improve joint working arrangements between the voluntary and statutory sectors through the implementation of the Wiltshire Compact	Four codes of best practise for funding, volunteering, communication and consultation and equalities and diversity were adopted by the partners during the summer of 2005 and launched in September 2005.	2005 - complete
	Additional external funding secured for community projects	Funding received and reported on page 8 of this plan.	Ongoing
Continue to develop effective partnership working and to carry out a fundamental review of current partnership arrangements	A clearly mapped partnership system linked to current strategy mapping systems	Local: Survey of partners satisfaction with partnership arrangements.  An audit was undertaken of our partnership working in 2005 and we anticipate a number of recommendations which will be implemented in 2005 to 2007.	2006
Recognise the whole of Kennet's diverse communities	Implementation of the council's equality policy	BV2: Equalities standard: Level 3 was achieved by Mar 2005. New policies in relation to age and gender??? Will be developed in 2006. CHECK ANNE	2004/05
	Implement part 4 of the Disability Discrimination Act 1995	BV156: Access to the council's buildings 2005/06 actual was 85.71%  BV16 & BV17: No of ethnic and disabled employees in Kennet 2005/06 actuals BV16 – 2.1% BV17 – 1.5%	2004/5

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
Improve communications at all levels using a variety of media	Develop, adopt and implement a Communications Strategy, which identifies existing barriers to communication and reflects the diverse needs of the community	Local: Coverage of press releases in local Newspapers  In 2005/06 we issued 255 press releases which resulted in 167 mentions in the local media.  BV3: General Opinion Surveys: Satisfaction with the authority. To achieve top quartile by 2006/7.  We achieved 72% in the local survey in September 2005.  Local: Awareness of services (surveys)	Baseline established 2004.  Top quartile by 2006/7  Set base line in 2004/5, increase by 10% by 2008
	To develop a statement of community involvement to ensure all consultation achieves a minimum standard and complies with the local development framework	An adopted statement of community involvement (SCI) – The Local Development scheme was brought into effect in March 2005. and the SCI was submitted to the secretary of state in line with the timetable.	2005 – complete.
<b>To encourage maximum involvement by local people in the democratic process</b>			
Increase voter turn out at national and local elections to top quartile	To aim for an out-turn of 39% for district council elections, which is top quartile	Local: % turnout for local elections. Our next local elections will take place in May 2007.	2007
	To achieve the target of 87% of eligible 17 year olds to be on the electoral register	Public Service Agreement (PSA) target. 84.27% was achieved in 2004/05. ??? was achieved in 2005/06 CHECK JONATHAN	2005

### Developing Strong, Safe & Healthy Communities

Developing our communities to give people the opportunity to lead lives that are safe, healthy and fulfilling, acknowledging the diverse needs of the local population.

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
<b>To fulfil our statutory responsibilities by working in partnership to reduce crime and the fear of crime in Kennet.</b>			
By working with members of the partnership to tackle national priorities and key local issues identified in the Community Safety Partnership Strategy	Achieve the targets set in the action plans relating to the key areas of concern: drug and alcohol, domestic violence, youth issues, and anti social and criminal behaviour	BV126 – Domestic burglaries per 1000 population 2005/06 actual – 6.11  BV127a – Violent crimes per 1000 population 2005/06 actual = 7.02  BV127b – Robberies per 1,000 population 2005/06 actual = 0.17  BV128 – vehicle crimes per 1000 population 2005/06 actual = 4.69  BV225 Actions against domestic violence check list. 2005/06 actual =	2005
	Develop the 3 <sup>rd</sup> Crime and Disorder Strategy	Strategy adopted by the council in 2005.	2005 - complete
<b>To continue to support and provide cultural leisure and recreational opportunities to meet the needs of local communities</b>			
To develop and implement the council's Leisure and Arts Strategy	Delivery of the strategy using measurements of participation, retention and excellence for sport as identified by organisation such as Sport England and the County Sports and Activity Partnership	Leisure Strategy delivered  The strategy was adopted by the council in January 2005.	2007
To implement the council's Cultural Strategy	Cultural Strategy targets delivered	Cultural Strategy integrated into Community Area Plans.	2005 – complete.
Implement the Wiltshire Sports and Activity Partnership Strategy	Policy to be adopted in 2004	Action plan implemented	2005

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
<b>To work in partnership with others to maintain, develop and promote health through improved facilities and lifestyle</b>			
Working with the Community Health Partnership to adopt and implement the council's Health Strategy	Adopted strategy	BV and local performance indicators	2008
	Implementation of the action plan	<p>The council's health strategy objectives are met.</p> <p>A strategy has now been adopted by the Wiltshire Strategic Board and promotional programmes are in place.</p> <p>Our current priority is the PCT consultation and the Health Overview &amp; Scrutiny. A review of the Health Strategy will take place in the autumn of 2006 with the aim of being complete by March 2007.</p>	2008
Promoting healthy lifestyles through publicity campaigns	Campaigns developed by the council and in partnership with others and the council's Health Strategy objectives	<p>Locally set performance indicators.</p> <p>In 2005/06 Environmental health achieved 85 promotional activities in support of their objectives.</p>	2008
Working in partnership with Wiltshire County Council's Department of Adult and Community Services to deliver a joint accommodation strategy for old and frail people	Revised strategy in place	Action plans and performance indicators within the Housing Strategy and the Supporting People Strategy	2005
	Increased funding via Supporting People		2008
<b>To create a healthy and safe environment by providing our statutory and community agreed priorities</b>			
To protect the public by implementing and maintaining high environmental health standards using education and enforcement as a means to achieving	Achieve top quartile in best value and local performance indicators	<p>BV166 – Environmental Health checklist</p> <p>2005/06 actual = 96.7%</p> <p>Top quartile = 97%</p>	2007

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
standards			
<b>To promote equality of opportunity by tackling poverty and disadvantage</b>			
Benefits administration – meet our statutory targets consistently	BVs and local PIs consistently in the top quartile and hitting the statutory targets of <ul style="list-style-type: none"> <li>- 36 days to process new claims,</li> <li>- 9 days to notify changes of circumstance and</li> <li>- 83% of renewal claims to be processed on time</li> </ul>	BV78a, b  2005/06 actuals  BV78a – 30.4 BV78b – 22.6 BV79a 98%	2006
Encourage take up of statutory and discretionary benefits by promotions and information to existing and potential claimants, such as leisure facilities, bus passes and community bus services	Establish baseline		2005
	Increased take-up	Local: PI  A joint take up campaign with the pensions service was undertaken in 2005.  The council has now run 3 older peoples fairs in Marlborough, Pewsey and Devizes to raise awareness of the services available at the council.  From April 2006 the council now issues free bus passes to all people over 60 and/or who have a disability.	2006
Review all grants to the voluntary sector against corporate priorities and objectives	Implementation of our strategy through the grants allocated	Overview & Scrutiny Review completed in 2004.	2008 – complete, though will continue to review on a three yearly basis.
Implement the action plan from the Social Inclusion best value review	Action plan achieved	TEXT from PETER COOPER	2007 - complete
<b>To promote economic activity in the area in partnership with other agencies</b>			

<b>Objective</b>	<b>How we will know if we have achieved our objective</b>	<b>Performance Measurement</b>	<b>Target Completion</b>
To preserve the employment opportunities in the area and pursue economic activity	Keep levels of unemployment below national average across Kennet	Local: Proportion of people of working age unemployed in Kennet Local: Proportion of people of working age in unemployed nationally  Unemployment is currently (at January 2006) 0.8%* compared to 2.6% nationally.  *Source: Claimant Count, NOMIS.	On-going
<b>To work to provide sufficient good quality housing to meet the full range of needs within our local communities</b>			
Implement the Housing Strategy 2004-2008 in particular the delivery of 400 new affordable homes	Housing Strategy action plans implemented	Local PIs  55 homes were enabled in 2005/06. Other local indicators are reported in section 2 of this plan.	2008
Implement the Homelessness Strategy	Homelessness Strategy action plans implemented	BV183 – average length of stay in bed & breakfast accommodation and hostel accommodation Local PIs  2005/06 actual  BV183a – 3 BV183b – 11	2007
<b>To facilitate support services for disadvantaged and vulnerable groups</b>			
In partnership, draw up and implement the Wiltshire Supporting People Strategy	Action plans implemented		2009

#### Stewardship of the Environment

We will work with and enable our partners to care for and manage our built, natural, historic and cultural environment ensuring an inheritance for future generations that protects and enhances their quality of life.

<b>Objective</b>	<b>How we will know if we have achieved our objective</b>	<b>Performance Measurement</b>	<b>Target Completion</b>
<b>Waste &amp; Recycling</b>			

<b>Objective</b>	<b>How we will know if we have achieved our objective</b>	<b>Performance Measurement</b>	<b>Target Completion</b>
To reduce the amount of waste collected	Reduction in waste collected to 450kg per capita	BV84- Household Waste Collected  2005/06 actual = 414.80	<b>2008</b>
To increase the amount of household waste recycled	To attain the Government's target of 25% household waste recycled by 2006	BV91 – Population served by kerbside collection of recyclables. 2005/06 = 98% BV82a – % household waste recycled 2005/06 = 14.73% BV82b - % household waste composted 2005/06 = 7.04% BV90b - % people satisfied with waste recycling	2006
To provide a high quality waste collection service	To achieve top quartile for satisfaction with the collection service	BV90a – People satisfied with household waste collection.  Survey to be undertaken in autumn 2006.	2007
<b>Street Scene</b>			
To maintain the highest possible cleanliness standards	To ensure that over 75% of the land for which the council is responsible, is maintained at, or above, the Grade B standard stated in the Code of Practice for Litter and Refuse.	BV 199 - % cleanliness of relevant land and highways  2005/06 = 10%  BV 89 – % people satisfied with cleanliness standard in their area.  Survey to be undertaken in autumn 2006.	2007
<b>Planning</b>			
To protect and enhance the built, historic and natural heritage of the District by responsible decision making and advice	To meet regional planning target by 2008	BV 106- new homes on brown field sites  2005/06 = 82%	2008
	To adopt a local development framework by March 2007	BV200a – up to date development plan  2005/06 = Yes	2007

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
	To determine all planning applications in line with Government's development control targets	BV109 – determination of planning applications  2005/06 – 109a =77.36% 109b = 83% 109c = 85.58%	Ongoing
	To ensure all relevant building work conforms to statutory and regulatory requirements	Local PIs  Benchmark against BSA Quality and performance standard was 85% for 2005/06	Ongoing
<b>Environmental Protection</b>			
To ensure that the council contributes to the achievement of national standards for air quality, land and energy use	Compliance with national standards	National standards and other indicators.  These are reported in section 2 of this plan.	2005

#### Improving Council Services

Improving our services by matching resources to provide, or facilitate, the services that the stakeholders have identified as being most important to them.

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
<b>To focus our resources on what matters to stakeholders</b>			
To evaluate services against a pre-defined framework to determine the priority services	Priority services identified and a framework in place for annual review	The council has begun to review its corporate strategy to ensure it is aligned with the medium term financial plan. The reviewed strategy will shortly be subject to consultation subject to adoption in autumn of 2006.	2004
To consult the communities through the Local Strategic Partnerships on the identified priority services	Priority services identified	Priorities identified through community planning consultation and GOS. These were fed into the adopted Kennet Community Strategy.	2004
To revise processes		Processes being currently	2004

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
to reflect the identified priority services		evaluated as part of the Business Process Re-engineering service.  CHECK FRANK.	
<b>To develop and enhance processes to support continuous improvement</b>			
To ensure top quartile performance in priority services by 2008	Performance management system and PIs, budget controls and challenge	Priority service BV performance indicators.  All services now have top quartile targets unless specifically stated otherwise in the performance information section.	2008
To ensure that the council's procurement strategy aligns with the National Procurement Strategy for Local Government	Strategy adopted and implemented	The strategy was adopted in 2004.	2004
To identify key processes where economies of scale can be achieved through joint procurement or service delivery both internally and with external partners		Efficiency and effectiveness achieved. Annually efficiency strategy produced in June 2005. CHECK JD will there be a new version in 2006.	
To focus work force planning, staff training and development on the achievement of the identified priority services	Improvement of priority services	Priority service BV performance indicators	2008
	Investors in People (IIP) reaccreditation	IIP awarded.	2006
To focus investment in new and replacement technology on priority services	Identified savings for each investment made are identified	Savings achieved and reported in the Gershon efficiency statements.	Ongoing
To develop and review partnerships to ensure that each is effective and appropriate and that they support our priority services	Appropriate partnerships in place	A partnership audit was undertaken by the audit commission in 2005. The action plan will be implemented during 2005 to 2007.	2006

Objective	How we will know if we have achieved our objective	Performance Measurement	Target Completion
		A scrutiny task groups is currently reviewing Membership of outside bodies.	
To seeking external funding that is focussed on priority services	Bids for external funding submitted and accepted	External funding received and reported on page 8 of this plan.	Ongoing
<b>To provide equitable access to services</b>			
Improve access to services through the implementation of contact centres, one-stop shops, and/or local information points	Speed of initial response Quality of experience 80% of all queries dealt with at first point of contact	BV157 – types of interaction delivered electronically  2005/06 actual = 98.34%	2005
To develop and implement an access channel strategy that identifies the access channels that we are going to provide and explores the obstacles and opportunities.	Access Channel Strategy	BV157 – types of interaction delivered electronically  2005/06 actual = 98.34%	2005
Enable services to be delivered in a single way to multiple access channels – from home and sites visits through to self-service	Full and integrated implementation of the content management system	BV157 – types of interaction delivered electronically  2005/06 actual = 98.34%	2005
To ensure that information management is carried out to the relevant legislation and standards. This will include security of data and recognition of the data protection principles and freedom of information	Information management strategy adopted	Our freedom of information scheme was in place by the statutory deadline and the publication scheme is available on the web site.	2005

### **RISKS IDENTIFIED IN DELIVERING THIS STRATEGY**

The delivery of our vision will not be without significant risk. Risks have been identified at a high level for the whole strategy. As the strategy is implemented further risks will be identified. Risks will be managed at a

corporate and service level through the usual business procedures. The risks that have been identified at the start of the strategy period are shown below:

- ◆ Lack of human capacity to deliver the strategy. This includes resources, skills and management capacity both internally in the council and externally in our partner organisations.
- ◆ Government intervention and changes of policy.
- ◆ Effectiveness of the council's strategies
- ◆ Lack of commitment from Members and senior managers to implement changes.
- ◆ Failure to respond to changes in priority services and local circumstances.

## **Statement of Internal Control**

The authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded, properly accounted for and used economically. Effectively and efficiently. In discharging this accountability, members and senior officers are responsible for putting in place proper arrangements for the governance of the authority's affairs and the stewardship of the resources at its disposal. To this end the council will:

### **Risk Management & Internal Control**

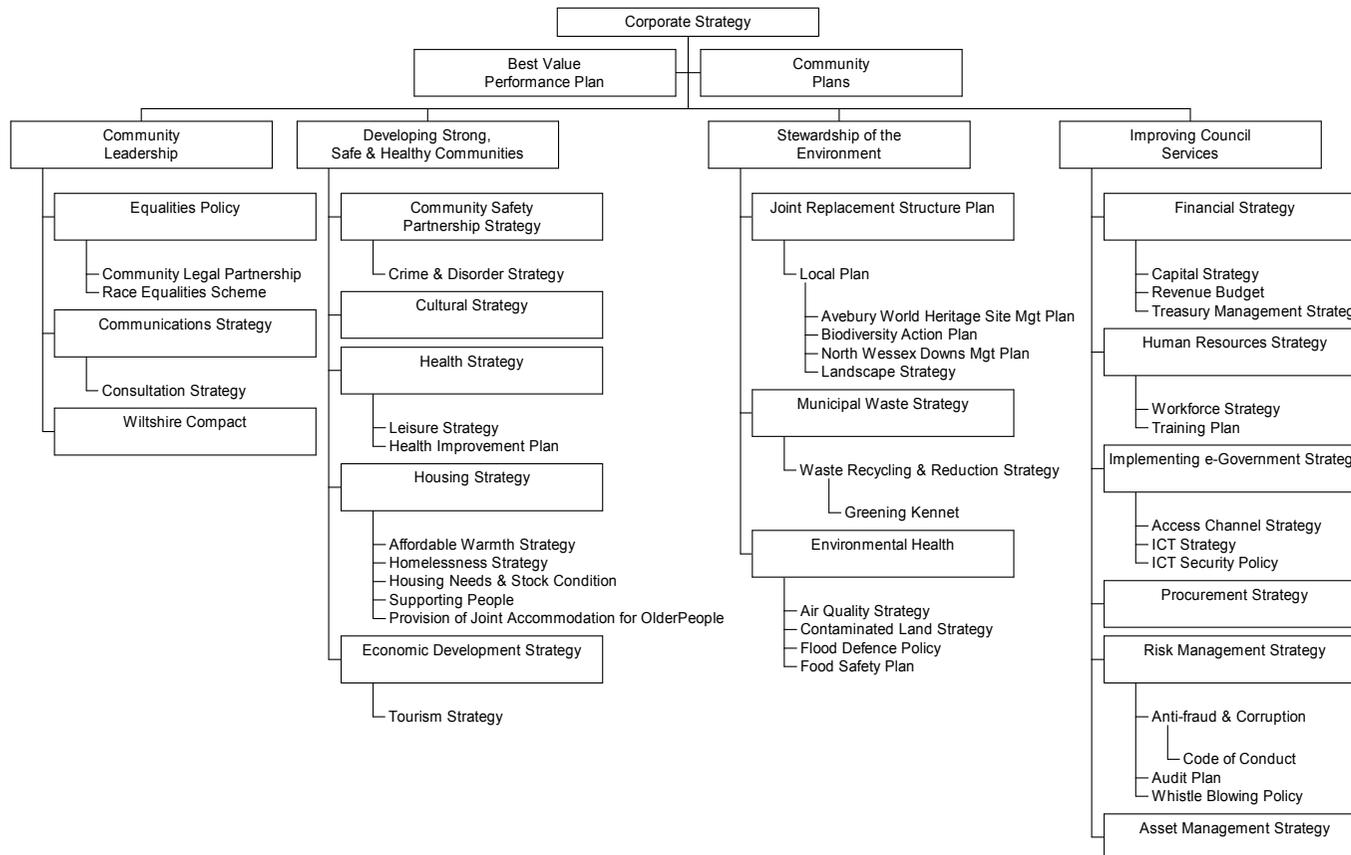
- ◆ Establish and maintain a systematic strategy and process for managing risk.
- ◆ Ensure that internal control processes are effectively tested.
- ◆ Establish and maintain a strategy for data quality and ensure systems and processes are in place for dealing with this.
- ◆ Publish an annual statement of internal control and action plan to monitor and review systems.

## **STATEMENT ON CONTRACTS**

During 2005/06 no contracts were awarded which involved the transfer of staff under the requirements in the Code of Practice on Workforce matters in Local Authority Contracts. However one FTE member of staff was transferred to Wiltshire County Council under partnership arrangements. This transfer fully complied with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

## Plans and Strategies

To underpin and support the objectives in the corporate strategy the council produces a number of plans and strategies. These strategies have been mapped to show how they relate to one another.



## **External Inspection & Best Value Review Programme**

The council is the subject of regular and robust inspection from auditors, government departments and others to ensure the council is acting appropriately and in the best interest of our customers. Audit and inspection provides a useful independent check that the services the council is delivering are good.

### **Annual Audit & Inspection Letter**

The audit commission produced our “Annual Audit and Inspection Letter” for 2004/2005. An unqualified audit opinion on the council’s 2004/05 Statement of Accounts was issued and the BVPP for 2005/06 was also given an unqualified opinion.

The BVPP was published by the statutory deadline and included all the 2004/05 actual performance information and all the required targets. There were no statutory recommendations requiring a public response and there were no amendments required to the AC specified performance indicators. A reservation was placed on one of the AC specified indicators relating to private sector homes vacant for more than 6 months.

The assessment of the council’s Use of Resources arrangements concluded that overall the council was performing well and was consistently above the minimum requirements in most areas.

The auditor also reviewed the council’s Direction of travel and issued us with a report of their findings. Although no audit judgement was made this year there findings on progress were published in the report.

### **Customer Focus Inspection**

The audit commission also undertook a best value review of our arrangements for customer focus and overall found the council provided a “good” service with promising prospects for improvement. A number of recommendations for improvement were identified and these have been built into the councils Corporate Action & Improvement Plan.

### **Best Value Review Programme**

The council is required to undertake Best Value reviews and the timetable is set out below. We have decided to incorporate gershon reviews with best value principals and therefore such reviews will become an integral part of our best value review programme.

<b>Year</b>	<b>Review</b>
2005/2006	Culture
2006/2007	Housing
2007/2008	???

???
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The Best Value Review of Culture was concluded in 2005/06 and the results are summarised below.

**Culture.**

The main areas identified for improvement were:-

- Refocus existing resources within the leisure service from sports development to arts development.
- Put more effort into publicity and the promotion of the artistic opportunities facilitated and offered by the council to ensure the profile is raised.
- Explore the viability and costs of transferring the council's arts development service to an arts agency.

## **Progress on last years Performance Plan & Future Plans**

### **INFORMATION SERVICES**

Progress on last years BVPP:-

- ◆ A new procurement section has been created to implement the procurement strategy and action plan.
- ◆ New methods of electronic communications continue to be developed.
- ◆ The customer first programme has continued to be developed with over 50% of calls now being handled by the contact centre and a resolution rate at first point of contact at over 90%.

Over the next years the service will:-

- ◆ Develop business continuity plans.
- ◆ In partnership, bid for funding for implementing the national “101” service as the single non-emergency number within the Kennet area.
- ◆ Continue to work with the Customer First partnership to investigate and deliver shared working within Wiltshire.

### **LEISURE TO DO**

Progress on last years BVPP:-

- ◆ Establish a workplace activity strategy.
- ◆ Develop the small hall at Marlborough Leisure Centre as an Arts venue.
- ◆ Review the recommendations of the children and young people’s working group.
- ◆ Develop a Kennet wide strategy for volunteering in line with the Wiltshire Sports Partnership Strategy.
- ◆ Develop a walking strategy for Kennet.
- ◆ Refurbish Devizes leisure Centre.

Over the next years the service will:-

- ◆

### **HUMAN RESOURCES**

Progress on last years BVPP:-

- ◆ IIP was achieved.

- ◆ Work has started on an age profile audit across the council.
- ◆ Software has been procured with Wiltshire County Council to progress the work on the equal pay audit undertaken by the council.
- ◆ A manager competency framework across the council has been developed.
- ◆ Training to members and staff on equality and diversity was implemented.
- ◆ A review of health and safety was undertaken, further work will take place to ensure we are taking a more holistic approach to stress management.

Over the next years the service will:-

- ◆ A pay and grading review will be undertaken and implemented.
- ◆ A disability discrimination scheme will be produced.
- ◆ New codes of practise on age discrimination will be developed.
- ◆ We will work with the Customer First programme to investigate shared services in HR across the county.

## **LEGAL & DEMOCRATIC SERVICES TO DO**

Progress on last years BVPP:-

- ◆ Drafted the corporate retention and destruction policy.

Over the next years the service will:-

- ◆ Administer the district council election in 2007.

## **PLANNING SERVICES TO DO**

Progress on last years BVPP:-

- ◆ Increase community involvement in the planning process by:-
  - ◆ Making the planning and building control processes more open and accessible to the general public through consultation and publicity of proposals.
  - ◆ Improving links with local councils to enable them to play a greater role in the planning process.
  - ◆ Enabling district councillors to improve the quality of their work, particularly members of Regulatory Committee and Planning Policies Executive Committee.
- ◆ E-enable 100% of planning services by:-
  - ◆ Enabling the fee for planning and building regulation applications to be paid online.
  - ◆ Ensuring 100% of applications and decisions can be viewed online.

- ◆ Facilitate comment on current applications and progress tracking online.
- ◆ Ensure all planning policy work, such as the Local Development Scheme is online.
- ◆ Continue to exceed government targets for determination of planning applications and remain in the top quartile for all councils in doing so.

Over the next years the service will:-

## **FINANCIAL SERVICES**

Progress on last years BVPP:-

- ◆ Strengthened our welfare visitor service.
- ◆ Implemented e-billing for council tax and NNDR.
- ◆ Investigated the feasibility of direct payments in housing benefits.
- ◆ We are introducing direct debits for sundry accounts receivable.

Over the next year the service will:-

- ◆ Roll out Invoice Manager.
- ◆ Consolidate performance for changes in circumstances in benefits.
- ◆ Implement text reminders for council tax.
- ◆ Implement shared delivery across Wiltshire for payroll and banking.

## **CORPORATE SERVICES, POLICY & COMMUNITY PLANNING**

Progress on last years BVPP:-

- ◆ Adopted and launched the four Wiltshire Compact codes of good practise, including, volunteering, equalities & diversity, consultation & communication and funding.
- ◆ The Kennet Local Strategic Partnership adopted the Kennet Community Strategy.
- ◆ Continued to keep a watching brief on the implications for Comprehensive Performance Assessment at Kennet.

Over the next years the service will:-

- ◆ Produce a strategic action plan for Devizes, Pewsey & Marlborough community areas.
- ◆ Implement the findings from the auditors on partnership working.
- ◆ Establish new standards for data quality.

- ◆ Work with the Wiltshire Improvement Partnership to further the work of the Corporate Action & Improvement Plan.

## **ENVIRONMENTAL HEALTH & PROTECTION SERVICES TO DO**

Progress on last years BVPP:-

- ◆ Develop a Customer Service Charter.
- ◆ Review and update our service enforcement policies.
- ◆ Establish a cold calling protocol.
- ◆ Review our customer satisfaction survey process.
- ◆ Complete the section 17 Crime and Disorder Act.
- ◆ Review and update the Corporate Health Strategy.
- ◆ Continue the South West Kennet air quality monitoring programme.
- ◆ Complete a full review and assessment of air quality in the district.
- ◆ Complete the transfer of Environmental Protection Act authorisations over to Pollution Prevention & Control permits.
- ◆ Continue to run the energy efficiency projects in Aldbourne and Ramsbury and launch a new project in Tidworth.
- ◆ Review and update Food Safety and Health & Safety service plans.
- ◆ Implement the requirements of the Housing Act 2004.
- ◆ Complete the Housing Stock Condition Survey by:-
  - ◆ Establishing a baseline position for the Decent Homes Standard and,
  - ◆ Using the information to review the Private Sector Housing Renewal Policy.
- ◆ Fully implement the Houses in Multiple Occupation (HMO) risk protocol including HMO licensing scheme.
- ◆ Continue to develop a Licensing Enforcement Policy.
- ◆ Adopt taxi bye-laws.
- ◆ Implement the requirements of the Gambling Act 2005.
- ◆ Contribute towards the implementation of the Community Safety Strategy (2005-2008) in relation to tackling anti-social behaviour.
- ◆ Implement the Anti-social behaviour protocol.
- ◆ Continue to develop partnership work to reduce crime and combat drug misuse in Kennet.

Over the next years the service will:-

## **ENVIRONMENTAL & AMENITY SERVICES TO DO**

Progress on last years BVPP:-

- ◆ Build a manned public convenience in Devizes.
- ◆ Draw up plans for a manned public convenience in Marlborough.
- ◆ Negotiate with the parish council's who wish to take over the running of the public conveniences in their villages.
- ◆ Cover the street sweeping store on the green in Devizes.
- ◆ Adopt the new waste and recycling policy and implement the actions.
- ◆ Investigate the best options for the council to implement decriminalised parking by 2006.
- ◆ Construct a new car park on the Northgate site.
- ◆ Re-issue the emergency plan.

Over the next years the service will:-

## **HOUSING SERVICES TO DO**

Progress on last years BVPP:-

- ◆ Secure investment in new affordable housing from the regional housing body of at least £700,000 per year.
- ◆ Create a revenue generating housing investment model.
- ◆ Produce revised supplementary planning guidance for affordable housing in line with the latest government guidance.
- ◆ Carry out a housing needs assessment.

Over the next years the service will:-

## Kennet's Performance Indicators

This next section of the performance plan contains the performance indicators we use to assess how well we have performed over the past year and also the standards we wish to perform to for the following three years. It also provides a useful comparison of our performance with other authorities.

There are several types of performance indicators:

Best Value Indicators are those which are nationally prescribed. Where the information is available we can show not only our performance in the previous year, but also the performance compared to all other district councils, including the performance average and the 75<sup>th</sup>, 25<sup>th</sup> and median percentiles.

These indicators can change year on year and therefore it is not always possible to show performance over time.

Local indicators are those that we have either developed ourselves or are ex Audit Commission or Best Value indicators that we have chosen to adopt. It is not always possible to compare these indicators with other authorities, as they will not necessarily collect them.

We also identify those indicators that directly link in to key objectives contained within the Corporate Strategy.

<b>KEY</b>	
	= National PI relevant to Improving Services
	= National PI relevant to Community Leadership
	= National PI relevant to Developing Safe, Strong & Healthy Communities
	= National PI relevant to Stewardship of the Environment

Also identified are those cross cutting themes we feel are important to consider in the carrying out of our every day activities. How each service approaches its duties are detailed in the Service Delivery Plan.

**QL** Cross cutting i.e. quality of life indicators (as defined by "Local quality of life counts" published by DETR, I&DEA and the LGA).

**SD** Sustainable Development Indicators

- CS** Community Safety Indicators
- SI** Social Inclusion Indicators
- CH** Community Health Indicators
- EQ** Equalities indicators
- CG** Corporate Governance indicators
- G** Gershon Quality Cross checks

All services use Performance Information to manage and monitor what they do. Target setting helps drive forward service improvements as well as informing what services we provide, how well we are delivering them and the level of service we intend to provide in the future.

The finance indicators have been produced using information based on what will be in the Revenue Outturn (RO) forms. It should be noted that these might be subject to change once the RO forms are completed, in line with the statutory deadline to close our accounts by 30th June 2006.

## **Contact information**

If you would like further information about this plan please contact the policy unit at [policy@kennet.gov.uk](mailto:policy@kennet.gov.uk) or at:-

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If you would like a large print, braille or audio version of the plan or a copy in an alternate language, please contact policy at the above address.

## SECTION 2

### Performance Information