

REPORT

DRAFT CORPORATE PLAN 2005/06

1. Purpose of Report

- 1.1. To seek Cabinet approval of the Corporate Plan, subject to any amendments it wishes to make.

2. Background

- 2.1. Cabinet members will recall that the council publishes an annual Corporate Plan both to meet the statutory requirement to produce a Best Value Performance Plan, and also set out in a single document the Council's ambitions, objectives and achievements.

3. Draft Corporate Plan

- 3.1. The draft plan is attached as an appendix to this report. It has not been finally proof read for printing purposes. The format will be mostly familiar from previous published Plans, and Cabinet's approval is sought (subject to any amendments it might wish to make) in order that the Plan can be finalised for presentation for Full Council approval at its meeting on 27 June 2005. The Plan has been presented to Scrutiny Panels and any views advanced will be reported to this Cabinet meeting.

4. Future of the Plan

- 4.1. Cabinet has indicated informally that it wishes to examine the existing Council Core Values to ensure that they remain consistent with a continuously changing organisation. Any amendments would be contained in next year's Corporate Plan.

5. Recommendations

- 5.1. Cabinet approves the report subject to any amendments it wishes to make.
- 5.2. Recommends adoption of the Plan to Full Council at its meeting on 27 June 2005.
- 5.3. Confirms its intention to review the Council's Core Values, with any amendments to be included in the Corporate Plan for 2006/07.

6. Implications

- 6.1. Financial : Contained within the Plan.
- 6.2. Legal : None
- 6.3. Personnel : Contained within the Plan.
- 6.4. Council's Core Values : The Plan supports all the Core Values
- 6.5. Consultation : Scrutiny Panel views to be presented at the meeting.
- 6.6. Wards Affected : All

DRAFT 7 (24 May 2005)



SALISBURY DISTRICT COUNCIL

CORPORATE PLAN

2005 / 2006

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Chapter 1

Introduction by the Leader of the Council

Better services and better value

Since forming the political administration in 2001 we have worked hard to achieve top quality services at the best price possible. We do not think it too ambitious to demand better services and better value.

In January 2004 we underwent a major external assessment by the Audit Commission. We were judged to be a “good” council, with a score that puts our overall performance in the top thirty percent of councils in the country. Our council tax levels are in the lowest quartile in the country. It was immensely encouraging to receive an external validation of the high quality of our services and I need to pay tribute to the tremendous efforts of the council’s employees, elected members and the many stakeholders and partners we work with who have all contributed to further service improvements since this assessment.

During 2004/05 we have made great strides towards meeting our ambitions; for example we have opened two new Park and Ride sites and identified funding for centralising our offices on our preferred site at Bourne Hill.

The challenge now of course, is to continue to improve. This Corporate Plan sets out our hopes and aspirations to move us forward in 2005/06. It challenges our capacity to deliver better services but I have no doubt we will respond very positively to the challenge we have set ourselves. Implementation of this plan will move us ever closer to our ambition of becoming “a nationally recognised high performing council with a strong emphasis on partnership working and engaging the community”.

Councillor Kevin Wren
Leader of the Council

Chapter 2

Our Ambition

Vision and Core Values

In association with our South Wiltshire Strategic Alliance (SWSA) partners we have developed the following vision for the district:

“A safe and caring place, in which it is easy to get about and where value for money services contribute to a high quality of life and environment with equality of opportunity for all”.

In support of this vision for the community, Salisbury District Council’s ambition is **“to be a nationally recognised high performing council with a strong emphasis on partnership working and engaging the community”.**

This ambition and the council’s core values (listed below) have remained constant throughout the last seven years and four political administrations. They have provided a stable backdrop and guidance against which officers and councillors have been able to drive the organisation forward. Whilst political priorities have altered and the council has continued to modernise and change, it has done so with a very clear sense of direction, underpinned by its ambition and core values.

Core Values

- Providing excellent service.
- Being fair and equitable.
- Supporting the disadvantaged.
- Being environmentally conscientious.
- Communicating with the public.
- Promoting a thriving local economy.
- Wanting to be an open, learning council and a willing partner.
- Being a progressive employer.

Partnership Working

Partnership working is a vital element in our efforts to improve the wellbeing of the district. The main partnership we work with is the South Wiltshire Strategic Alliance (SWSA).

The organisations and partnerships represented on the SWSA’s Board are:

- Churches Together
- Council for Voluntary Service
- Environment Agency
- Government Office for the South West
- Patient and Public Involvement Forum
- Salisbury College
- Salisbury District Council
- Salisbury Health Care NHS Trust

- South Wiltshire Action Against Poverty
- South Wiltshire Agenda 21
- South Wiltshire and Kennet Learning Partnership
- South Wiltshire Economic Partnership
- South Wiltshire Primary Care Trust
- The Army
- Wiltshire Association of Local Councils
- Wiltshire Constabulary
- Wiltshire County Council
- Wiltshire Fire Brigade
- Wiltshire Racial Equality Council
- Wiltshire Wildlife Trust

The Board works at a strategic level to deliver improvements to services in the long-term. The Board has agreed the following four priorities for 2005 - 2009:

- Affordable housing.
- Access to services (including rural transport, shared services and better information for young people).
- Crime and anti social behaviour.
- Alliance employers as exemplars of good practice.

Sustainability and equality will be common threads throughout these four priorities.

It is recognised that setting priorities is an on-going process, therefore these priorities will be adjusted and revised as part of the community strategy review process.

A number of these priorities directly support the political priorities of the council, which are outlined in Chapter 3.

Community Engagement

Community engagement is central to the council's ambition. The council believes that community engagement leads to better-informed decision making, increased accountability and stimulates self-help. Our approach is based on consultation, community development, community planning and area committee activity.

Consultation

The council adopted its Consultation Strategy in March 2003. The strategy outlines the purpose, aims and methods of consultation. It emphasises that councillors will, in most cases, make final decisions. The decisions will not always reflect the majority view, particularly when several sections of the community have different interests. But it is the job of the councillor to consider the outcome of consultation and weigh it up against other factors such as resources and statutory requirements.

Over the last four years the council has consulted extensively using methods such as the People's Voice (a citizen's panel of approximately 1300 residents who are consulted through postal surveys), the Tomorrow's Voice (a citizen's panel for 14 to 18 year olds), targeted surveys, focus groups, workshops, public meetings, exhibitions and through public notices.

The following examples provide a flavour of how it has been used to inform the council's decision-making over the last 12 months.

Information from People's Voice surveys has been used to refine our community plans and has helped us revise our housing and tourism strategies. In November 2004 we held a workshop with representatives of statutory agencies, economic partners, community groups, the voluntary sector and local residents to discuss our budgets for 2005/6. The main issues arising from the workshop were that:

- Additional income should be generated from car parking fees.
- Entertainment centres, sports centres and economic development were identified as the services that could yield potential savings.
- Spending on area funds and CCTV should be maintained.
- Additional resources should be made available for recycling.

These views were listened to and were reflected in our budgets by:

- An additional £200,000 being invested in waste management and recycling.
- Services considered by the Council to be essential and very important being maintained.
- Offsetting unavoidable costs by efficiency savings and some reductions in discretionary services that will have little or no impact on service delivery in 2005/06.
- Increasing income from car parking charges. This is also in line with the Transport Plan's objective of seeking to encourage commuters to use the park and rides sites (including two new sites in 2005/06).

The council recognises that further work is required in providing a more structured dialogue with minority communities and linking the results of consultation with broader intelligence. These matters were identified in the 2005 Consultation Strategy and whilst some progress was made in 2004, more effort is needed to encourage a dialogue in 2005/06.

Consultation and communication are central strands running through all the Council does. An effective corporate framework for this work is provided by the consultation and communication strategies. These strategies set out:

- Policies relating to consultation and communication.
- Action plans for the future development of consultation and communication work.
- Guidance for members and officers.
- Protocols to achieve a more structured dialogue with minority communities.
- Arrangements that will link the results of consultation with broader intelligence.

The council's commitment to improve consultation and communication is strengthened by the work of the Wiltshire Compact. The Compact aims to improve joint working between the statutory, community and voluntary sectors. In collaboration with this council, Wiltshire Compact has developed a voluntary code of good practice for consultation and communication between these sectors.

Community Development and Planning

The Community Development Policy – Building Strong Communities outlines the council's commitment and approach *to making through consultation and 'hands*

on' support, so that local people have the opportunity to influence decisions that affect their quality of life.

The council's community development work includes:

- Working with and funding the voluntary sector.
- Working with a range of partners to promote social inclusion.
- Providing community facilities, including the Bemerton Heath Neighbourhood Centre.
- Working with groups to access funding to improve the quality of life in the district.
- Supporting the development of local and area community plans.

A significant amount of community development work is undertaken through the community planning process, which takes place on both a village/parish level and an area level.

Community planning has two main aims:

- To identify community priorities for SWSA partners, so that services can be improved or refocused.
- To stimulate self-help and the development of local initiatives to meet community priorities.

Although the SWSA developed some of the country's first Community Plans in 200, the time has come to renew them. During 2004/05 an extensive consultation with our six community areas has resulted in new plans to cover the next 5 years.

Area Committee Activity

In recognition of peoples' "sense of belonging" to their local area, the council set up four area committees with delegated decision making powers. The role of the area committees is to make all local decisions on behalf of Salisbury District Council.

District, parish, town and county councillors participate and members of the public are encouraged to contribute at 'Public Question Time'. The area committees also have grant funds to support local projects and community planning initiatives.

Positive working relationships with the 77 parish councils are promoted through the Parish Charter (which gives a far more influential role in the determination of planning and licensing matters), the Community Planning Toolkit and bi-annual parish, town, district and county liaison meetings.

In 2004, we consulted parish councils on behalf of WACC on a revised parish charter; arranged a number of discussion meetings on changes to development control and Planning Delivery Grant to supply communication equipment to parish councils.

Looking Forward

Our five-year "vision" for the development of the council was set out in the document "Moving Us On – Controlling Our Future" approved by Full Council in June 2003 and included at Appendix 1 of this Corporate Plan.

In summary the document recognised that continual change is now an accepted part of life for officers and elected members in local government and it is better to anticipate, lead and influence change rather than avoid it or react defensively.

The five key drivers of change recognised in June 2003 remain valid.

1. Political priorities which are centred on six topics:
 - I. Creating more affordable housing.
 - II. Maintaining the council owned housing stock to a high standard.
 - III. Reducing waste and improving recycling rates.
 - IV. Making the district safer and reducing the fear of crime.
 - V. Reducing traffic congestion in the city centre and improving public transport.
 - VI. Improving services for our customers.
2. Shared objectives with our South Wilts Strategic Alliance partners to meet our jointly agreed vision for the district.
3. The transformational prospects of e-government and its importance as we turn the office project into reality.
4. The challenging financial outlook with the ongoing need to find approximately £500,000 per annum just to maintain services.
5. The need for continual improvement across all our priority services, improvements to be recognised through the CPA process and in the overall level of satisfaction registered by residents.

The things we do locally are heavily influenced by the national agenda. Increasingly regional issues are also impacting on our work. With such pressures it is more important than ever that we remain tightly focused on local priorities and we apply national or regional initiatives in a constructive, judicious way to meet the needs of Salisbury people. Our capacity is such that we cannot respond to everything; we have to be quite selective in where we put our limited resources.

Legislative changes and political exhortation on such things as the new Local Development Framework, waste minimisation and new licensing powers are affecting the role, structure and workload of the council but two longer term drivers – Gershon efficiencies and “new localism” are likely to have the most impact on our five year vision.

New efficiency targets set following the Gershon review, will impose a robust challenge. We are faced with finding £1.4 million efficiency savings in the next three years.

“New Localism” is as yet a more mystical concept but the government has set out its thoughts in “Local: Vision – The Future of Local Government: Developing a Ten-Year Vision.” A discussion paper published in July 2004 has been developed by two more documents published in January 2005 “Citizen Engagement and Public Services: Why Neighbourhoods Matter” and “Vibrant Local Leadership”. More documents are promised to add detail to an emerging picture where local government’s role in leading the local community, reflecting and responding to the needs of local people, delivering outcomes that matter locally within a democratically accountable framework is buttressed by building on a partnership approach locally and with

central government:

- A strengthened, more vibrant community leadership.
- More citizen engagement and participation with powers devolved to a very local level.
- An even stronger service delivery and performance framework to drive up satisfaction levels.

As this national vision unfolds we can anticipate new opportunities for local neighbourhoods and parishes, delegated local budgets and greater enablement of councillors to represent and champion their local communities.

If central government is a major determinant of our future it is also true to say that the role they have given to regional assemblies is having an increasing effect on the district and the way we operate as a council. Whilst the North East referendum result in November 2004 put paid to any aspiration to elected regional assemblies, the power and influence of the South West (unelected) Regional Assembly is clearly increasing in its regional planning role. The Integrated Regional Strategy "Just Connect", published in November 2004 had a clear set of aims and objectives for joining up and integrating all the region's strategies. Its importance in the daily lives of Salisbury residents may not be immediately apparent but as regional transport, housing, environment and waste plans are implemented their effect will be very noticeable. It is vitally important that Salisbury influences these key, long-term agendas from within the Assembly structures even if political debate about the role of unelected regional government continues elsewhere.

In June 2003, we foresaw the organisation developing and changing in the context of the district which is itself changing. Our predictions in 2003 remain highly relevant.

- Green field development at Solstice Park and Amesbury has literally changed the landscape in the northern part of the district.
- Three operational park and ride sites are having their effect on reducing congestion in the city centre.
- Traders are expressing fears for the future viability of the city centre as increases in car parking charges take effect.
- The second generation of local community plans have been approved and a greater number of residents across the district are engaged in implementing local measures.
- Prospective home owners are benefiting from an increased supply of affordable homes and a wider choice of tenures.
- Residents are responding to a wider range of recycling and waste minimisation facilities to push recycling rates upwards although more radical steps will be necessary to achieve ambitious government targets.

Internally the council as an organisation is changing shape as envisaged in 2003.

- With the advent of the customer services team using customer relationship management technology to deliver an improved quality of service to the thousands of people who contact us each year.
- By using business process re-engineering techniques to ensure tasks are performed in the most efficient way with the customer's needs central to the way we design services.
- Whilst the size of the workforce increased dramatically in 2004 due to taking back Five Rivers into direct management, the under lying target remains to

reduce the size of the workforce as the office project, business process re-engineering and new technology secures greater efficiencies in the way we operate. We envisage something in the order of twenty posts being deleted by the time we complete the move to one centralised office. We are managing recruitment and redeployment processes to support individuals through a difficult period of change.

- We have been commended on the strength of our internal communication system since the introduction of "Link Up".
- The senior management structure has marginally reduced having made the Best Value manager post redundant.
- New systems are supporting managers, allowing them more freedom to manage - risk management and the Agresso IT system providing two examples.
- Sustainable procurement and strengthened performance management will exert a positive pressure on the organisation next year.

Some predictions in the June 2003 document risk not coming to fruition.

- The Maltings redevelopment faltered in 2004. Despite planning permission being granted, the council as landowner could not reach agreement with the developers.
- The City Centre Vision has not progressed as envisaged.
- The forecast of the council operating from just two bases by 2005 – Churchfields and a main office has proved to be optimistic. The Bourne Hill scheme is likely to be completed in 2007/8.
- The Leisure Trust is on hold pending assimilation of Five Rivers' staff and the need to allow the emerging financial picture to become clearer.
- A countywide partnership trust to provide common services across the county is no nearer to establishment than it was in 2003, although a stronger partnership approach has developed through the Customer First Group.
- The workforce is still not representative of the district. Disabled people, those from ethnic minorities and women are still under represented.
- Sickness absence levels have fallen but remain higher than managers would wish.
- In terms of the council's political and governance arrangements, we have fallen off the national pacesetters on scrutiny and there has been a poor take up of members able or willing to take advantage of national development opportunities.

Notwithstanding these concerns, we are making good progress as we convert our 2003 vision into reality. We are not yet at the mid point in the five-year timescale. National, regional and local influences have only reinforced the need for a clear sense of the way forward. At this point – June 2005 – we can look forward to providing truly excellent services with optimism; especially if we can reinforce an organisation wide determination to work with a shared sense of purpose through these changes.

Chapter 3

Our Priorities and Focus

Political Priorities of the Council

The council has identified six political priorities. This chapter outlines those priorities and highlights key issues for 2005/06. Achieving those political priorities will require supporting work on four organisational themes which taken together form the ***'Integrated Improvement Programme'***.

Improving Customer Services

Customer care and communication is at the heart of modern local government. People's expectations from service organisations continue to grow rapidly. They want to shop, bank and access services at times to suit their busy lives. With this expectation comes the need for choice about how, where and when services are delivered. Technological advances can help us with this but the opportunity for face-to-face contact with helpful, well-informed staff still remains a priority for many of our citizens.

Our aims are to:

- Resolve 80% of queries at first point of contact;
- Provide easy access to a range of services at locations and times to suit customers' needs;
- Deliver an effective and efficient service;
- Train generic customer services staff to a high standard to provide reliable, courteous and timely service to customers;
- Build on current high levels of satisfaction by utilising appropriate technologies, identifying and minimising inefficient working practices and identify opportunities for improvement.

Our focus in the coming year will be on progressing centralised offices, transferring remaining services to the Customer Services Unit, developing customer services in parts of the district outside the City and offering an increasing range of services via the Internet.

In order to achieve this we will be further developing supporting technologies and continuing to invest in training and developing customer services staff.

Maintaining our Housing Stock

Decent housing is a fundamental human need. The quality of housing makes a huge difference to the health, wealth and life chances of all citizens. The council directly provides 5,700 council homes or about 12% of all homes in the district. The council works closely with tenant representatives on key issues and during the last five years over £30m has been invested in modernising our pre war stock providing all our homes with double glazing and central heating and improving the insulation of our Pre Reinforced Concrete (PRC) stock.

Due to our substantial investment in the last few years we are in a position where our stock can meet the Decent Homes Standard, for some years to come. Our current programme is targeted at continuing to meet this standard. However, we are aware that tenants expectations exceed the Decent Homes Standard and, as part of a Stock Options Appraisal, we have consulted tenants on the standard of maintenance they would like to see delivered.

During the last year we have completed our options appraisal of our housing stock and have concluded that a transfer of our housing stock will provide the maximum investment in tenants' homes.

Our focus in the coming year will be on developing our detailed proposals for a transfer of Council housing stock and ensuring that all tenants are aware of the implications of a transfer before a ballot of tenants takes place.

Delivering More Affordable Housing

The housing market in South Wiltshire operates within a complex built and natural environment. Housing ranges from high-density city accommodation to large military settlements and substantial historic country houses in some of England's most beautiful rural settings.

Providing more affordable housing remains a challenging and complex process. Although house and land prices have stabilised over recent months, the market in South Wiltshire is likely to remain strong. With local wages below the national average there remains a disproportionate ratio between house prices and income levels. The consequence of this is that many people find it difficult to secure and pay for a home. To make inroads into these problems we need both land and money. During 2004/05 we have issued Supplementary Planning Guidance to secure affordable housing on major development sites (up to 40%) and entered into partnership with a venture capital company, Assettrust, to secure market funding for affordable housing.

We will, of course, continue to make use of our own resources of housing land and capital funding, as well as working with housing associations and the Strategic Alliance in order to meet our target of providing 350 affordable homes in the 3-year period ending in March 2006.

Improving Waste Management

The council is responsible for the collection of household waste which is disposed of to a landfill site (Wiltshire County Council Waste Disposal contractor site). The council recognises that this method of disposal is not sustainable both in terms of its impact on the environment and the finite capacity of landfill sites.

We are therefore committed to diverting waste from landfill disposal by a policy of reduction, re-use and recycling. The council currently diverts around 17% of waste through kerb-side collection and 50 recycling centres.

We have recently reviewed our "Waste Minimisation Strategy" and aim to increase the amount of waste diverted to 28% by 2005/06 and 31% by 2010 through increased public education, community involvement and recycling.

Our focus in the coming year will be to consolidate and improve the new kerbside collection services for glass, cans, paper, textiles and garden waste and improve participation rates; develop additional recycling centres / community recycling schemes, and develop new waste management initiatives jointly with the Wiltshire Waste Partnership.

We are concerned, however, that the current arrangements for minimising waste may not be enough to meet our targets. During 2005/06 we will revisit the role of the Wiltshire Waste Partnership to ensure that the strategy to attain target levels is sufficiently robust.

Improving Transportation

Salisbury is a thriving mediaeval city sitting on a major route to the South Coast. Local and through traffic is growing and threatens to damage the economy and environment. The council is committed to ensuring that Salisbury remains a pleasant place to live, visit, do business in or pass through.

It has, therefore, forged a partnership with Wiltshire County Council and Government Office for the South West (GOSW) to produce a strategy for controlling congestion and air pollution, providing alternatives to the motorcar and improving road safety in and around Salisbury.

This partnership approach has succeeded in attracting around £34m of government funding for a programme that includes the provision of five Park and Ride sites, improved facilities for public transport, better opportunities for cycling and walking, an Intelligent Transport System and proposals for the construction of the Brunel Link and Harnham Relief Road. The target is to reduce traffic growth in the city from a projected 21% between 1999 and 2011 to 10%. By 2004 (the latest available figures), traffic volumes in the city centre had actually fallen by over 6%.

During 2004/05 we opened the second Park and Ride site at Wilton and the third site, at Britford, is nearing completion. 2004/2005 also saw the commissioning of a Real Time Passenger Information system for bus users and the computerisation of traffic lights in Salisbury to improve traffic flow. A car park guidance system using variable message signing is about to be introduced.

Priorities for 2005/06 will be the completion of the park and ride site at Britford, the development of the fourth park and ride site at London Road and the design of the final site at Petersfinger. Roll-out of the Intelligent Transport System will also be completed.

Improving Community Safety

Being safe contributes enormously to peoples' quality of life. Although Wiltshire is now the safest place to live in England, our communities have expressed a fear of crime and concerns about rising levels of anti-social behaviour and nuisance crimes.

Our focus in the coming year will be to continue our work with the Community Safety Partnership to reduce the fear of crime, to increase public confidence and reassurance. We will also tackle crime itself and anti-social behaviour, in particular in higher crime neighbourhoods, as well as introduce performance targets that measure the impact our work is having on community safety.

We will continue to work to support the partnership funded Anti-Social Behaviour Reduction Officer and in particular will need to work with other agencies to consider how this post and work will be funded in future years.

During 2004/2005 a third, Crime and Disorder Audit was produced collaboratively with all community safety partners across Wiltshire and a new strategy for reducing crime and combating drug misuse was adopted in April 2005. This document outlines the key strategic priorities for the next 3-year period and will form the basis for multi-agency action plans aimed at tackling key problems.

Integrated Improvement Programme

In order for the council to meet its vision, ambition and political priorities, it will need to manage change successfully. We believe that this can be most effectively achieved through an Integrated Improvement Programme. This will be based on the six political priorities, supported by work on the following four organisational themes:

- Meeting the financial challenge.
- Improving the performance of the council.
- Partnership working and community engagement.
- Building the capacity of the organisation.

More detail on our work in the above themes can be found in Chapters 4 and 5.

Chapter 4

Our Achievements

Service Improvements

Over the last year or so a range of improvements have been made to our services. This chapter highlights those key achievements in the Integrated Improvement Programme as well as the improvements made through 'Best Value' and the work of the Scrutiny Panels.

Improved Customer Services

- Transferred customer services staff into Amesbury Public Library, with increased opening hours and range of services;
- Reviewed cash handling facilities at public offices leading to introduction of electronic and telephone payments and ending of accepting cash;
- Completed first phase business process reviews (Revenues and Benefits, Complaints and Internal Directories);
- Implemented Customer Relationship Management (CRM) system and associated telephony upgrades;
- Appointed and trained 18 customer services staff;
- Agreed approach to developing customer services in rural areas;
- Agreed funding for construction of new offices;
- Developed detailed plans for new offices following extensive external and internal consultation in preparation for a planning application;
- Initiated internal information management project;
- Rationalised council sponsored internet sites into a corporate programme;
- Completed integration of Land and Property Gazetteer;
- Published authentication/identification and security protocols to assist customers using the website;
- Published generic e-mail addresses;
- Implemented a corporate e-mail alert system for external users of the web;
- Appointed Corporate Web Editor;
- 72% of Salisbury District Council services capable of being e-enabled now on line;
- Achieved overall public satisfaction with Salisbury District Council in top 25% nationally.

Maintaining Council Housing

The following improvements were undertaken to the housing stock in the last year:

- 54 properties were fully electrically rewired.
- 5 properties received improvements to loft insulation.
- 348 properties had their kitchens replaced and modernised.
- 365 properties had their bathrooms replaced and modernised.
- 312 properties had their external doors replaced.
- 6 properties were fitted with replacement UPVC double-glazing.
- 105 properties had full replacement central heating installed.
- 19 properties had their roofs renewed.

- Stock option appraisal has been completed and a stock transfer is being pursued.
- Achieved an “excellent” rating on the Decent Homes assessment in CPA.
- Highest ever tenant satisfaction with overall service (85%).
- Achieved Chartermark for Housing in 2004.

Delivered More Affordable Housing

- Through the planning process, completed 45 new affordable homes throughout the district.
- Approved Assettrust Housing as a preferred partner for the delivery of new affordable homes.
- Published Supplementary Planning Guidance for Affordable housing.
- Completed a Best Value Review of Balanced Housing Markets & Decent Homes.
- Set aside £3.3 m of capital funding over 3 years, to finance affordable housing schemes.
- Commenced a review of Strategic Partnering including the role of the South Wiltshire Strategic Alliance.
- Developed a Do it Yourself Shared Ownership initiative to help first time buyers.
- Increased the Disabled Facility Grant Budget by 20% to improve the living conditions for the most vulnerable.
- Reduced the use of bed and breakfast from 7420 days in 2003/04 to less than 150 days in 2004/05.
- Established an Affordable Housing Board.

Improved Waste Management

- Statutory consultee on the Wiltshire and Swindon Waste Local Plan.
- Worked with the Wiltshire Waste Partnership to introduce waste minimisation, re-use and recycling initiatives.
- Introduced enhanced kerbside recycling to 26,000 households in Amesbury, Durrington, Laverstock, Salisbury and Wilton to improve the collection of paper, glass, cans, textiles, foil, green waste and cardboard for recycling.
- Improved the network of recycling centres, and increased to 50 in total.
- Adopted a comprehensive Salisbury District Council Strategy for Waste Management and Recycling.
- Improved regulation of trade waste producers.

Improved Transportation

- Developed and rolled out an Intelligent Transport System for Salisbury.
- Opened of Wilton and Downton Road Park and Ride sites.
- Introduced Real Time Passenger Information System
- Improved bus stop infrastructure.
- Reviewed and improved residents’ parking schemes.

Improved Community Safety

- Established Alcohol Exclusion Zones in Amesbury and Salisbury city centre.
- Adopted ‘toolkit’ providing guidance to parishes and towns on implementing alcohol exclusion zones.
- Extensive consultation on alcohol licensing led to a policy being adopted which set a terminal hour on clubs and pubs.

- Produced policies and procedures for tackling anti-social behaviour.
- Grant aided a number of projects to engage young people and ensure that they were diverted from anti-social behaviour.
- Developed a Young People's Strategy with partners.
- Implemented domestic violence action plan.
- Implemented local community safety groups' action plans.
- Commissioned an audit of Crime, Anti-Social Behaviour and Drug misuse to assist in the development of the Community Safety Strategy for 2005 - 2008 and a strategy to combat the misuse of drugs in the area.
- Drug and Alcohol Rehabilitation programme with the Guilder Centre and Alcohol and Drugs Advice Service (ADAS).
- Introduced police community support officers in targeted areas of the district.
- Improved multi-agency working by using prevention, intervention and enforcement measures to tackle anti-social behaviour.
- Completed Anti-Social Behaviour Scrutiny Review.
- Continued support for rural Community Safety Partnerships linked to the SWSA. Funding provided for youth projects and distraction burglary projects.
- Re-launched the Control Centre as Careconnect Salisbury that provides a range of monitoring services to vulnerable people and business organisations.
- Annual report from CCTV produced, demonstrating its role in making Salisbury one of the safest areas in the country.

Meeting the Financial Challenge

- 2005/06 Band D council tax remained in lowest 25% of district councils.
- Increased income from fees and charges for 2005/06 by £269k by commencing a five-year plan to benchmark quality services to upper quartile.
- Realised £380k of budget savings for 2005/06 with minimal impact on services.
- Generated over £5m of capital receipts in the year.
- Revised the Medium Term Financial Strategy to reflect financial risks and movement of resources from non- priority to priority areas.
- Carried out a comprehensive review of corporate governance.
- Remained free from external debt.
- Facilitated public consultation on the budget setting for 2005/06.
- Ensured Scrutiny involvement in budget setting process.
- Adopted protocols for invest to save and improve initiatives.
- 2003/04 Accounts adopted two months ahead of the statutory deadline.
- Approved in Principle the financing arrangements for centralised offices.
- Rationalised the cash office operation.
- Rolled out the new Corporate Financial Management System.
- Secured approval to appoint an External Funding Officer.
- Introduced combined quarterly financial and performance monitoring reporting.
- Revised the Capital Strategy and Asset Management Plans.
- Introduced a new corporate income collection system (PARIS).

Improved Performance

- Produced high-level performance monitoring report for Cabinet on a quarterly basis.
- Implemented an 'Invest to Improve Performance' initiative.
- Authority wide, 48% of our indicators for which the upper quartile is set, achieved it, 66% of our indicators demonstrated improvement on last year, with a further 11% maintaining last year's performance, 59% of our indicators for which local

targets were set achieved them and of those an outstanding 87% outperformed their local target. SDC has achieved excellent standards of performance where it really matters this year with 69% of our key BVPIs reaching upper quartile status compared with 44% last year and 19% in 2002/3. Meanwhile 80% of our key performance indicators demonstrated improvement on the results on the last year, with a further 10% maintaining their performance last year. 70% of our key indicators met with their local targets, of which 86% outperformed it. 56% of our key indicators achieved outstanding results, managing to improve on last year, exceed our own targets and reach upper quartile status.

- Reviewed targets for performance indicators to reflect priorities and core values;
- Concluded review of Best Value programme in light of CPA report and review of scrutiny;
- Introduced performance and procurement capacity within Democratic Services to strengthen the Council's work in these areas;
- Transformed the lowest performing service (Development Control) from bottom quartile performance nationally to top quartile nationally.

Partnership Working and Community Engagement

The Council remains convinced that it can best offer community leadership through partnership working with other bodies, together with engaging local communities to elicit their priorities in order to influence the actions of the partnership.

During 2004/05, the existing Community Plans were renewed, and the work of the SWSA both evolved in anticipation of the emerging plans, but also continued the work arising from existing Plans. During 2004/05, the following advances were made:

- The alliance agreed the basis of an overarching Community Strategy for 2005 – 2008, to be published in the summer of 2005.
- Supported current groups and partnerships to develop work programmes that meet SWSA and Community Plan priorities.
- Strengthened links with councillors to develop their role in community planning through training workshops and the Area Committees.
- Restructured SWSA to strengthen the partnership
- Engaged with the Regional Assembly to achieve a more influential role for the district in the areas of tourism, housing and the emerging spatial strategy.

The renewal of the Community plans involved an extensive consultation exercise, involving:

- A Community Questionnaire (49, 000 households received the questionnaire and 37% replied).
- Workshop Group Meetings.
- Village Design Statements.
- Residents' Associations.
- People's Voice Panel.
- Parish Councils.
- Survey work.
- Community Groups.

The result of these consultations shaped the new Community Plans. The draft plans were circulated for consultation to councillors, SWSA, People's Voice Panel and

South Wilts Action Against Poverty in April 2004. The objective was to ensure that the plans were achievable, to ensure support for the priorities and set meaningful targets to measure progress (which will be included in our 2005/06 Corporate Plan).

The Community Plans have been finalised and will be adopted by the SWSA in the Summer of 2005.

The renewed plans show some shifting priorities within individual areas eg reducing crime has moved down the agenda for Mere and Tisbury, although vandalism and anti-social behaviour has become the top priority for the City. Overall, main priorities still reflect the views contained in the original plans. On a district wide basis the top priorities are:

- Looking after the roads.
- Reducing crime.
- Vandalism and anti-social behaviour.
- Houses local people can afford.
- Cleanliness of roads, streets and open spaces.
- Looking after the environment.

Building the Capacity of the Organisation

Increasing our skills, reducing our costs and improving our policies and procedures all contribute to a more robust organisation, which is better placed to deliver our ambitions.

Achievements in 2004/05 include:

- **Staff Training** – The Council continue to use the Investors in People process to analyse training needs to improve the performance of individuals and the Council. A comprehensive annual training plan is in place. During 2004/05, training programmes were delivered across the organisation to improve performance and capacity. These included awareness of our new customer services arrangements under the banner Customer First; equalities training and training for managers in reducing sickness absence.
- **Recruitment and Retention of Staff** – To reduce costs and maintain stability, thus maintaining our capacity, a number of steps were taken in 2004/05. We strengthened our recruitment process through the employment of specialist staff and training for managers. We addressed concerns over issues holding back the organisation as identified in our staff survey and new arrangements for the use of agency staff reduced costs by around £40k pa.
- **Project Management** – As an extension to previous training on managing individual projects, we identified and planned the resources required to deliver our Integrated Improvement Programme to compare and balance resources required and resources available.
- **Business Process Reengineering (BPR)** – BPR is a management tool which maps processes and identifies inefficiencies and overlaps to improve overall performance, quality and cost. We used BPR in 2004/05 to analyse Revenues and Benefits, Development Services and our Complaints Procedure. An extensive programme of reviews of services will continue into 2005/06.
- We have transferred BPR skills from costly consultants to an in-house team of volunteers.

Achieving External Accreditation

In January 2004 the council underwent a week-long inspection led by the Audit Commission, called the Comprehensive Performance Assessment (CPA). The areas identified for improvement by the CPA process are included in our Integrated Improvement Programme set out at Appendix 2.

Achievements in external accreditation in 2004/05 include:

- Chartermark status for housing services and renewal of Chartermark for the refuse collection service.
- Salisbury Tourist Information Centre receiving TIC of the Year Award.
- Crystal Mark for housing application forms and documents.
- Recognition of our training activities for Salisbury Commercial Services staff from Free2Learn.

Each of our Portfolio Plans (Appendix 4) includes objectives for further accreditation in 2005/06. Examples include:

- ISO 9002 for Building Control
- Chartermark status for Salisbury Tourist Information Centre, and Environmental Health.
- Secure Car Park awards for Park and Ride sites at Britford and Wilton.

Improvements Through Best Value

Best Value was introduced in 1999. The Council has undertaken a number of reviews and the improvement programmes identified are virtually complete. These are:

- Housing Repairs.
- Pest Control.
- Car Parking.
- Development Control.
- Elections and Electoral Registration.
- Environmental Stewardship.
- Conservation.
- Housing Benefits.
- Leisure and Sports Facilities.
- Customer Care and Communication.
- Corporate Support Services.
- Services for Older and Vulnerable People.

Best Value Results 2002-2005

| Year | Title of Review | Services Included | Best Value Inspection Rating |
|---------|-----------------|--|------------------------------|
| 2003/04 | Street Services | Parks and open spaces, tree management, street cleaning, household waste collection, recycling, public conveniences, dog | No inspection carried out |

| Year | Title of Review | Services Included | Best Value Inspection Rating |
|---------|---|--|------------------------------|
| | | fouling, abandoned vehicles, street furniture, public art, road safety, community safety, CCTV | |
| 2003/04 | Balanced Housing Markets and Decent Homes | Affordable housing, stock condition, decent homes standard, using planning to influence housing, housing advice, homelessness, and how housing affects quality of life | Completed in 2004/05 |

A summary of each of the above Best Value Reviews is set out in Appendix 3 together with progress on implementation.

An outline of the Audit and Inspection of Salisbury District Council is included as Appendix 3a).

Best Value Review Programme

Following our CPA inspection, we decided not to undertake any Best Value Reviews in 2004/05 in order to allow the capacity of the Council to recover. For 2006/07 we have agreed a less formal approach to best value reviews, using our extensive work on Gershon efficiency savings and business process reengineering to demonstrate value for money. We will, however carry out a formal review of rural services.

Improvements through Scrutiny

Scrutiny Review Work Programme 2004/05

| Scrutiny Panel | Topic | Outcomes |
|---------------------------|---|---|
| Community and Housing | <ul style="list-style-type: none"> Review of housing stock options financial assumptions. Review of housing associations as part of stock option appraisal. Best Value Review of Balanced Housing Markets and Decent Homes. Young People's Strategy development | <ul style="list-style-type: none"> Council decision to explore further tenant support for a stock transfer. Council decision to establish new association to receive housing stock in the event of tenant support for such a move. Completion of 2003/04 review. Completion of a youth strategy. To be adopted by Cabinet by June 2005. |
| Environment and Transport | <ul style="list-style-type: none"> Review of traffic calming measures. Review of rural transport. | <ul style="list-style-type: none"> Better understanding by members of issues underpinning traffic calming. Better understanding by members of issues |

| Scrutiny Panel | Topic | Outcomes |
|-----------------------------------|---|--|
| | <ul style="list-style-type: none"> • Review of city centre parking for motorcycles. • Review of school transport. • Review of sustainability supplementary planning guidance. • Out of hours parking enforcement. | <ul style="list-style-type: none"> • underpinning rural transport. • Better understanding by members of issues underpinning parking for motorcycles. • Better understanding by members of issues underpinning school transport. • Adoption by Cabinet of new SPG on sustainability. • Scrutiny of Cabinet decision to introduce out of hours enforcement of parking restrictions. |
| Planning and Economic Development | <ul style="list-style-type: none"> • Review future of Churchfields Industrial Estate. • Hotel / conference site in Salisbury. • Training on Local Development Framework. • Review changes to development control processes. | <ul style="list-style-type: none"> • Support for proposals to modernise and upgrade Churchfields Industrial Estate. • Better understanding of land use issues relating to hotel developments. • Better understanding of new planning process to replace the Local Plan. • Support for changes introduced to streamline development control process to meet targets set by BVPI 109. |
| Resources | <ul style="list-style-type: none"> • Impact of the Office Centralisation Project on the Council's Finances • Impact of the Office Centralisation Project on the Council's core priorities and services • Impact of the Office Centralisation Project on staff and members. | <ul style="list-style-type: none"> • Better understanding by the Council of the likely costs and financial arrangements needed to bring the project to fruition. • The intent over the next 12 – 18 months is to identify and plan for changes in working practices required by office centralisation. |

During 2004 the Council completed a major review of its scrutiny role and approved a number of recommendations for improvement. The changes included specific measures aimed at – identifying and addressing issues of public concern; increasing public involvement in scrutiny and raising public awareness. Three of the most important changes in this regard are set out below:

- The level and nature of stakeholder involvement is now established by Members at the outset of each review as part of the scoping exercise to ensure that all those affected are given the opportunity to participate.

- Greater efforts are now made to publicise the scrutiny reviews being undertaken, in order to encourage public participation. This will include press releases issued by the lead councillors for each review, web pages with regular updates on the progress of reviews and periodic newsletters.
- Greater use will be made of existing consultation tools to engage stakeholders in scrutiny reviews – such as People's Voice, expert witnesses, focus groups and online polling.

The 2005/06 Scrutiny Programme is a major departure from previous years. For the first time, the council has narrowed its focus onto a smaller and more manageable number of in-depth, fully resourced reviews with key lines of enquiry. The programme reflects a more outward looking approach with reviews selected that reflect public priorities and concerns as evidenced in the results of consultation and in the community strategy for South Wiltshire. In addition to the ongoing reviews carried over from 2004/05, the following reviews will be undertaken in 2005/06 in accordance with the new scrutiny arrangements adopted by the Council:

Keeping the Peace?: A Review of CCTV in South Wiltshire:

An examination of the impact of CCTV in South Wiltshire and a review of the future development of the service

Lead Member: Councillor Peter Edge

Key lines of enquiry:

- To establish the purpose, focus, operation and effectiveness of CCTV in South Wiltshire.
- To identify public attitudes towards CCTV.
- To identify the requirements of other agencies (such as the Police, businesses, etc) in relation to CCTV.
- To identify demand for additional coverage and the associated resources.
- To consider what technological and other resource investments will be required over the short, medium and longer term.

Completion Due: November 2005

A Rural Heartbeat: Sustainable Rural Communities in South Wiltshire.

An examination of the role of planning policy in protecting and enhancing community facilities in rural communities.

Lead Member: Councillor Bill Moss

Key Lines of Enquiry:

- To identify which particular facilities are central to the life of a rural community and are particularly valued by local people
- To review the effectiveness of the present policies in the Local Plan in protecting and enhancing such facilities.
- To examine how planning policy elsewhere has been used to protect and promote such facilities in rural settlements.
- To identify what additional policies are necessary to protect existing community facilities in the rural areas and how the District Council can help to provide additional facilities.
- To identify anyway developer contributions can be utilised to promote the provision and retention of facilities.

Completion Due: February 2006

Prepared for Office: A review of training and development for councillors.

An examination of the skills needed by effective modern members, a review of current training provision and the development of a modular training programme that suits the needs of councillors

Lead Member: To be agreed

Key Lines of Enquiry:

- Establish the skills required by effective modern councillors
- Review the current Member Training Strategy
- To examine examples of good practice from other areas
- Identify the key requirements of an effective Members training programme
- Develop a revised training and development programme that meets the needs of councillors

Completion Due: March 2006

Key Jobs = Key People: *A review of recruitment and retention at Salisbury District Council*

To examine recruitment and retention within the council; to identify and address the reasons why people leave the council and to establish what measures may assist recruitment and retention.

Lead member: To be agreed

Key Lines of Enquiry:

- Review current Recruitment & Retention Policies
- Establish views of staff and reasons why people leave the Council
- Establish how existing policies can be enhanced and improved, learning from best practice elsewhere
- Identify areas of strength and weaknesses in the current policies
- Recommend any changes

Completion Due: December 2005

Rubbish Targets: *An examination of refuse collection and recycling in the context of the forthcoming renewal of the refuse collection contract.*

Lead Member: Councillor Paul Clegg

Key Lines of Enquiry

- To examine the current position in respect of the refuse and recycling contracts in South Wiltshire.
- To assess how effectively the current collection contract assists the Council to achieve its recycling targets.
- To identify the public attitudes towards refuse collection and recycling.
- To identify how the Council should adapt its recycling programme in the long-term to better achieve targets and evaluate any changes this may mean for the refuse collection contract.
- To recommend modifications to the new contract to better achieve the Council's aims.

Completion Date: February 2006

The School Run: *An examination of School Transport in Salisbury and South Wiltshire with an assessment of its overall effectiveness and impact.*

Lead Member: Councillor Ian McLennan

Key Lines of Enquiry:

- To identify existing provision of school transport in South Wiltshire.
- To assess the impact of the 'school run.'
- To identify pupils, parents and teacher attitudes towards school transport.
- To identify the effectiveness of school travel plans.
- To identify demand for additional public services and associated costs.
- To identify any strategic recommendations for improvement.

Completion Date: December 2005

Behind Closed Doors: *An investigation into nature and level of Domestic Violence within South Wiltshire*

Lead Member: To be agreed

Key Lines of Enquiry:

- To establish the extent and nature of domestic violence in South Wiltshire.
- To examine existing policies and practices for dealing with domestic violence.
- To examine national best practice in this area.
- To identify measures that may help to reduce the incidence of domestic violence.

Completion Date: December 2005

Supporting People: *An examination of proposals to change the way sheltered housing accommodation is provided in South Wiltshire.*

To examine the likely impact on residents of sheltered accommodation of changes proposed under the Supporting People Shadow Strategy for Wiltshire.

Lead member: Councillor Jose Green

Key Lines of Enquiry:

- To establish the nature of the proposed changes to the sheltered housing service
- To identify the views of users and providers on the changes
- To establish the likely impact of the changes
- To make any recommendations for changes to the Supporting People Strategy.

Completion Date: September 2005

Improvements Through Audit

Internal and external auditors carry out an annual programme of inspection which identifies weaknesses in our performance and help us improve. Areas identified in 2004/05 include:

- Establishment of Corporate Governance regime.
- Establishment of Statement of Internal Control.
- Report on Business Continuity/Disaster Recovery.
- Report on Risk Management.
- Report on Capital Investment.

Establishment of Corporate Governance Regime

During 2004/05 we completed a review of the requirements to establish a Corporate Governance system to comply with new financial regulations. A working party lead by the Deputy Leader drew up an action plan, and helped prepare an initial document including a Statement of Internal Control. The Council has agreed to set up an Audit Committee, which will include the appointment of an Independent Person to oversee Corporate Governance.

Business Continuity/Disaster Recovery

This report identified weaknesses in our current system in that it was based on information collated in 2000, and is now out of date. An action plan has been drawn up to be overseen by the Risk Management Group, and an analysis of recovery requirements for each service has been carried out in order to identify priorities for restoration of services in the event of major damage caused by fire or flood.

Risk Management

A report identified much good work by the Council on Risk Management but identified improvement needed to ensure that the concept is absorbed by the organisation as part of its normal working culture. The report was analysed by the Risk Management Group and an action plan drawn up to reflect priorities for 2005/06.

Capital Investment

A study by external auditors into the procedures for control of the council's capital investments demonstrated more strengths than weaknesses. Nonetheless improvements which were suggested eg regular monitoring of progress and lessons learned from major projects, have been referred to the Financial Challenge Board to implement.

Key Areas For Further Improvement

Although the Council has made progress in improving its performance, there are areas where achievements have lagged behind our ambition, and further consideration of the way ahead is needed.

Improving Customer Services

The complexity of centralising our offices on the Bourne Hill site has delayed implementation of the efficiencies and cost savings anticipated. A firm decision on design is needed to avoid further delay, although the involvement of English Heritage means that this is not wholly in our control.

Improving Waste Management

Although we have increased investment in kerbside recycling and community recycling centres, and thus improved the percentage of waste diverted from landfill, we are not convinced that the current strategy will deliver the target of 31% of waste diverted. We have therefore suggested to our partners that we need to review the remit of the Wiltshire Waste Partnership and devise a county-wide strategy to secure our targets within the resources available.

Improving Transportation

Although much of the work identified in the Local Transport Plan for Salisbury has been achieved, the road building element has lagged significantly behind. We need to continue to encourage Wiltshire County Council to implement the Brunel/Harnham Link and to identify an alternative solution for the Wyllye Valley.

Building the Capacity of the Organisation

Although the investment in training for officers and members has improved skills and knowledge, and thus capacity, application is not consistent. Further encouragement is needed to persuade officers and members who are not making use of the training available to do so.

Diversity and Equality

Although the Council has carried out valuable groundwork in introducing diversity policy and supporting training, improvements now need to be made in providing services consistently with our policy and engaging hard to reach groups.

Meeting the Financial Challenge

The Council has reviewed its Medium Term Financial Strategy to match financial resources to our ambitions, but this remains a challenging area where further innovation and difficult decisions will be needed.

Improving the Performance of the Council

Significant progress has been made on improving our performance, but there are areas which give cause for concern, notably land searches and sickness absence.

Chapter 5

Our Future Plans

Integrated Improvement Programme

This chapter represents our *'Integrated Improvement Programme'* for 2005/06.

Improving Customer Services

During the next 12 months we will:

- Introduce Customer Access Strategy;
- Review business processes to support customer service for four additional service areas;
- Implement new telephone contact centre;
- Introduce three new services each in Amesbury and Mere (to be agreed with local residents);
- Develop SMART plans for provision of services in community areas;
- Conclude review of post-handling;
- Implement revised Complaints and Customer Feedback Scheme;
- Base implement CRM with at least 100 processes mapped onto system;
- Develop an "Access to Services" action plan with SWSA partners.

Office Centralisation

During the next 12 months we will:

- Seek agreement from all interested parties on the detailed design for the new offices;
- Seek the determination of the application for planning permission;
- Seek agreement to the construction of the new offices;
- Agree arrangements for the disposal of surplus assets;
- Agree contractual arrangements for construction of the new offices;
- Agree arrangements for the decanting of staff during construction.
- Refurbish City Hall meeting rooms in support of the Office Centralisation project.

E-Government Implementation

During the next 12 months we will:

- Complete back office integration project;
- Complete implementation of CMS;
- Implement E-forms project;
- Complete implementation of Wilts partnership joint A-Z project;
- Complete on-line client authentication project;
- Complete any other work as required by ODPM Priority Outcomes Listing;
- Raise awareness of e-Government within authority and resultant project prioritisation/resourcing via e-Governance Group.

Maintaining our Housing Stock

During the next 12 months we will:

- Submit to the Government Office of the South West our proposed Stock Management Option.
- Invest a further £3m in our housing stock, targeting meeting Decent Homes Standard and tenant priorities.
- Prepare and implement a detailed project plan for stock transfer
- Submit “fit for purpose” business plan to the Government Office of the South West.

Delivering More Affordable Housing

During the next 12 months we will:

- Secure a suitable site for a crisis assessment centre for homeless people.
- Undertake a housing needs survey and market assessment to inform a whole market approach to the strategic housing function.
- Work with Assettrust to deliver a third affordable housing scheme.
- Appoint a new Registered Social Landlord partnership.
- Evaluate the benefits of introducing choice based lettings.
- Develop an affordable housing action plan with South Wiltshire Strategic Alliance partners.
- Provide 350 affordable homes over the 3-year period ending in March 2006.

Improving Waste Management

We will over the next year:

- Consolidate and improve the new kerbside collection schemes for glass, cans, paper, textiles and garden waste and improve participation rates
- Develop additional recycling centres / community recycling schemes
- Increase the percentage of waste recycled.
- Implement the Best Value Review of Street Services.
- Identify further plans and priorities for improving the Waste Management Service.
- Continue to implement the council’s Strategy for Waste Minimisation, Re-use and Recycling.
- Develop waste management initiatives jointly with the Wiltshire Waste Partnership.
- Improve the collection of bulky household waste and introduce a charge for the service.

Improving Transportation

We will over the next two years:

- Continue to implement the Salisbury Transportation Plan.
- Review the financial strategy supporting the Salisbury Transportation Plan to ensure that charges do not damage the economic viability of the city and are sufficient to fund the full implementation of the Plan.
- Have completed the implementation of the Intelligent Transport System for Salisbury, delivering real time passenger information for bus passengers, online

passenger and commuter information, a car park guidance system and more efficient operation of traffic controls.

- Open a further park and ride site at London Road and complete design work for a Petersfinger site

Improving Community Safety

We will over the next 12 months in partnership with the South Wiltshire Community Safety Partnership:

- Publish a new Crime and Drug Misuse Reduction Strategy for 2005 – 2008.
- Develop a community safety action plan with the SWSA partners and implement actions from the strategy.
- Design a new system for reporting and accurately recording anti-social behaviour.
- Target Alcohol related crime and anti-social behaviour.
- Look to merge the SW Community Safety Partnership with the SWSA. Measuring performance is crucial and we have set a target of reducing crime by 12.5% by the end of 07/08. This will be complimented with a range of local indicators geared more towards local priorities such as domestic violence and anti-social behaviour which will be approved and adopted by the LSP and included in the Community Strategy.
- Continue to endeavour to reduce the fear of crime and to increase public confidence and reassurance in how safe the district is.
- Work with staff involved in the implementation of the new licensing legislation to take into account any community safety implications of new policies.
- Consider the impact of and monitoring of the CCTV system.
- Continue to develop local community safety action groups.
- Continue street work, diversionary activities, citizenship and safer schools initiatives with young people.
- Continue to enhance the profile of the Community Safety Partnership through the local media and ensure regular reporting to elected members and their communities.
- Publish a Young Peoples Strategy.
- Continue to provide training for officers, councillors & community representatives on tackling antisocial behaviour and implementing their crime and disorder responsibilities under Section 17 of the Act.
- Continue to provide support for projects aimed at tackling domestic violence including lifeline alarms; perpetrator programmes and training for young people in schools.

Meeting the Financial Challenge

- Commission a value for money review of the centralised offices project.
- Develop the Corporate financial management system to incorporate online procurement and purchasing
- Undertake a BPR review of purchasing arrangements
- Introduce the CIPFA Financial Management model
- Carry out a feasibility study on incentives for financial performance
- Further develop the corporate income collection system
- Update the Capital Strategy and Asset Management Plans

- Adopt treasury management arrangements in line with the CIPFA code of practice.
- Adopt the actions arising from the Audit Commission review of capital programme arrangements.
- Carry out public consultation on the budget.
- Produce and monitor the Annual Efficiency Statement.
- Develop an external funding strategy.
- Carry out the annual review of corporate governance.
- Develop and produce the Statement on Internal Control.
- Introduce outcome based targets into the voluntary sector agreements.
- Establish an Audit Committee to oversee governance arrangements.
- Develop operational risk management processes.
- Establish business continuity plans.
- Produce a revised procurement strategy.

Improving the Performance of the Council

During the next 12 months we will:

- Review the existing performance management framework;
- Develop the Performance Management system (to include themed projects, PIDs, Strategy action plans, audit reports etc);
- Review Top 20 Indicators;
- Review performance indicator targets for 2005/06;
- Hold annual performance clinics to review existing indicators and develop new;
- Interlink the role of scrutiny and project management with performance management;
- Seek external evaluation of our approach through the IDeA;
- Develop internal peer support with Service Unit Heads assisting other units to turn around performance;
- Revise the Procurement Strategy to reflect the Gershon Review;
- Increase performance so that 75% of our top 20 performance indicators meet national top 25%;
- Review rewards and recognition policies including pilot of performance related pay;
- Develop mechanisms for measuring efficiency gains in light of INLOGOV pilot;
- Explore opportunities to work with Regional Centres of Procurement Excellence;
- Establish an improvement programme for performance against national upper quartile;
- Develop framework for reporting performance information to the public and other key stakeholders;
- Devise medium for demonstrating/communicating best practice examples;
- Develop our approach to e-procurement through the Agresso system.

Corporate Communications

During the next 12 months we will:

- Implement a 'Value for Money' campaign;
- Develop media interactive resource pages on the website;
- Carry out a survey of media requirements;

- Work with the e-Government Officer and the IT Services Unit on the design and development of a new Intranet;
- Monitor media coverage and report regularly;
- Endeavour to increase advertising revenue for the Citizen to enable four editions to be produced.

Partnership Working and Community Engagement

During the next 12 months we will:

- Publish a Young People's Strategy.
- Rationalise partnerships and link to clear objectives.
- Develop approach further to engaging hard to reach groups.
- Produce a Community Strategy for the district.
- Coordinate work on SWSA priorities.

Building the Capacity of the Organisation

We intend to make further improvements to our skills, policies and procedures so that we continue to improve our capacity to deliver. The following objectives are set for 2005/06:

- **Resource Management** – In 2004/05 we analysed our capacity to match human resources to our ambitions. We need to refine this process to ensure that we can continually check progress against target and alter priorities quickly when circumstances change.
- **Business Process Re-engineering (BPR)** - We will use BPR to analyse our front line services to achieve successful integration into our new Customer Contact Centre (which will of itself improve efficiency) but also to identify and eliminate overlaps and inefficiencies in our administrative processes.
- **Mobile Working** – We will introduce new working methods which will enable staff to work from whichever location is more effective; home, car, off site. This will reduce travelling time, increase productivity, reduce costs and produce significant savings by cutting the amount of office space required.
- **Temporary Staff** – During 2004/05 we set up an “internal agency” of temporary staff to cur out costs and increase the quality of our temporary support. We will build on this idea to secure a further reduction in costs and increase in productivity.
- **Exemplar Employee** – We will analyse the employment procedures of “best practice” local authority employers to ascertain what improvements we might be able to make to our own policies and procedures.
- **Sickness Absence** – We will review our training and policies to seek further reduction in sickness absence.

During 2005/06, Cabinet will re-evaluate our political priorities, community themes and core values to ensure they remain relevant to the needs of the district.

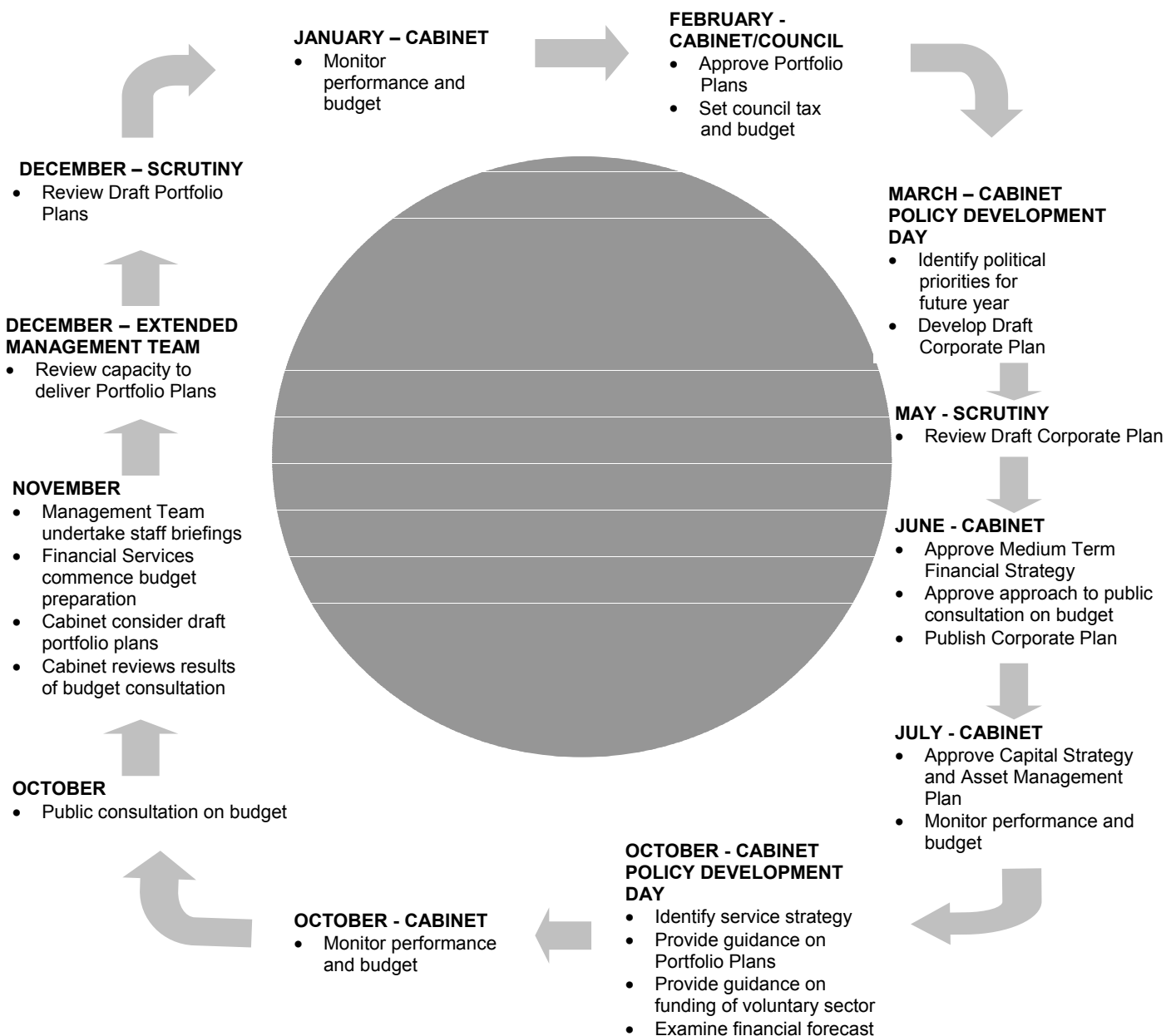
Chapter 6

Making It Happen

The implementation of this plan requires both sound management processes and resources to be in place. This chapter focuses on those processes, whilst Chapter 7 addresses resources.

Corporate Planning Cycle

Salisbury District Council's approach to achieving 'our ambition' and delivering 'our future plans' is based on an annual integrated service planning and budget setting process. This cycle of prioritisation, consultation, performance management and budget setting is summarised in the diagram below:



Project Management

One of the primary tools we use to ensure successful control of human and financial resources is project management. Managers have received training in project management techniques. These techniques have been applied to each of the Council's political and organisational themes to ensure proper consideration of the following:

- Introduction – Background.
- Project Justification – Why we are doing the project and how does it meet our corporate priorities and objectives?
- Project Specification – A list of tasks to be undertaken with their milestones.
- Project Limitations – What is not included?
- Drivers – Reasons for doing the project both internally and externally.
- Project Analysis – Impact or dependency upon other projects, which may rely upon its completion?
- Resources – How much money and time is required to complete the project and are these available?
- Project Timescale – When will the project be completed?
- Project Team – Who is required to deliver the project and agreement to their availability?
- Monitoring – Who will monitor the project and at what frequency?
- Risks – What risks and issues exist for the project?

We recognise that these are not the only areas where project management is needed. During 2004/05 we have improved our analysis of human resources by undertaking a project management exercise to include the whole Integrated Improvement Programme in a single project document. The object of the exercise was to compare human resources with our ambitions.

Whilst the exercise demonstrated that these were broadly in balance, there were areas of concern eg IT, and little spare capacity to absorb change. The exercise will be further developed as a tool for managing resources during 2005/06.

Risk Management

Identifying and controlling risk is an integral part of our systems for controlling resources. The Council aims to establish risk management in all significant areas of operation, and has so far risk registers for:

- Portfolio Plans.
- Each theme of the Integrated Improvement Plan.
- Individual Projects.

During 2004/05, we carried out further work on other areas which need to be subject to risk management in order to embed the concept throughout the organisation. These are:

- **Operational Risk Registers** – for each unit supported by training.
- **Business Continuity/Emergency Recovery** – measures need to be refreshed so that the Council can identify the risks associated with disruption of services by fire, flood etc, and how to resume normal business quickly if disruption occurs.

In order to implement these improvements the Council has created a Risk Management Group to oversee progress and devise a work programme to ensure actions are implemented.

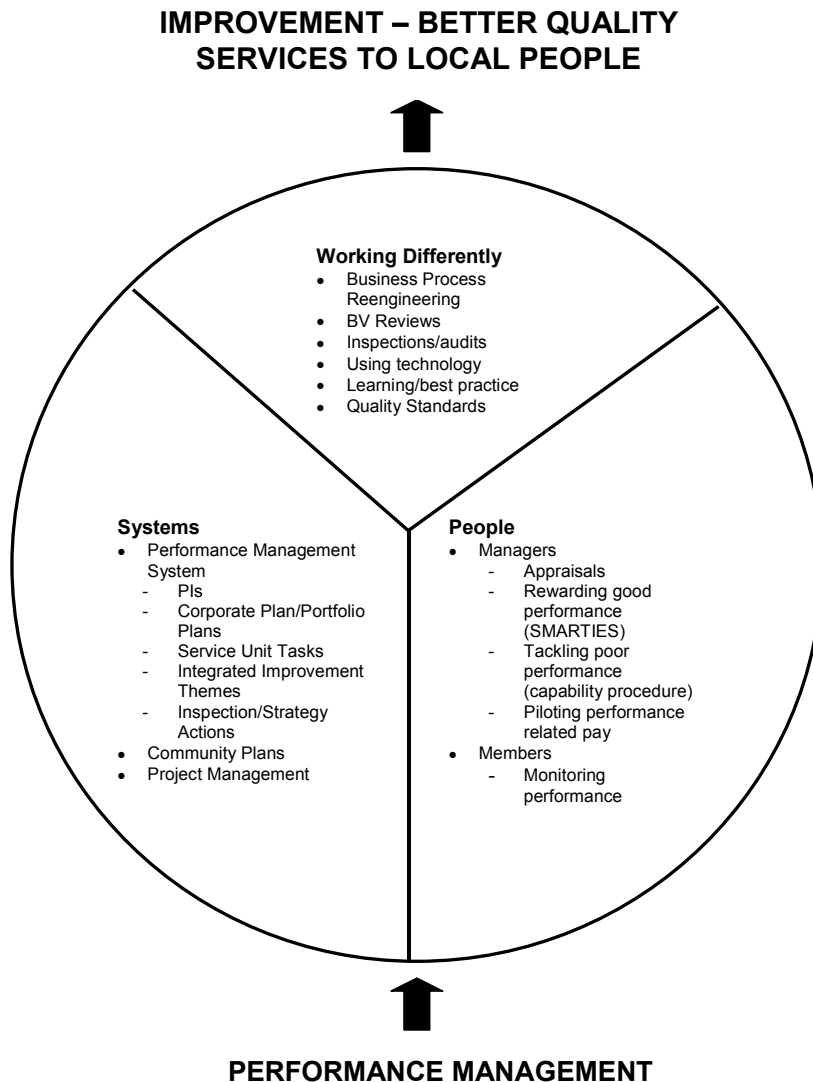
Performance Management and Procurement

We have strengthened our approach to performance management and procurement through creating a new team within the Democratic Services Unit and setting up an Improving Performance Board, led by the Deputy Leader.

Managing performance is about practical ways of improving how we do things. Its only purpose is to deliver improved services to local people.

Our approach draws on best practice identified by the Audit Commission. It recognises that creating the right culture is as important as having targets and systems for monitoring progress.

A model reflecting our approach is shown below:



Appendix 5 provides detailed Performance Information:

Our approach to procurement is based on maximising the resources available to the council through cost effectively acquiring goods, works and services. Following the implementation of a number of practical procurement initiatives, the Improving Performance Board is developing a more strategic focus for its work. This has included:

- Raising awareness of the implications of the Gershon Review with councillors and staff;
- Responding to the implications of the National Procurement Strategy locally;
- Working with neighbouring local authorities on the Improvement Partnership;
- Identifying major procurement areas where savings can be maximised;
- Revising the Procurement Strategy.

Our strategy for meeting the Office of the Deputy Prime Minister's efficiency targets together with actions to be taken during 2005/06 and expected efficiency gains are set out in 5F.

Chapter 7

Resource Investment

Providing the Building Blocks

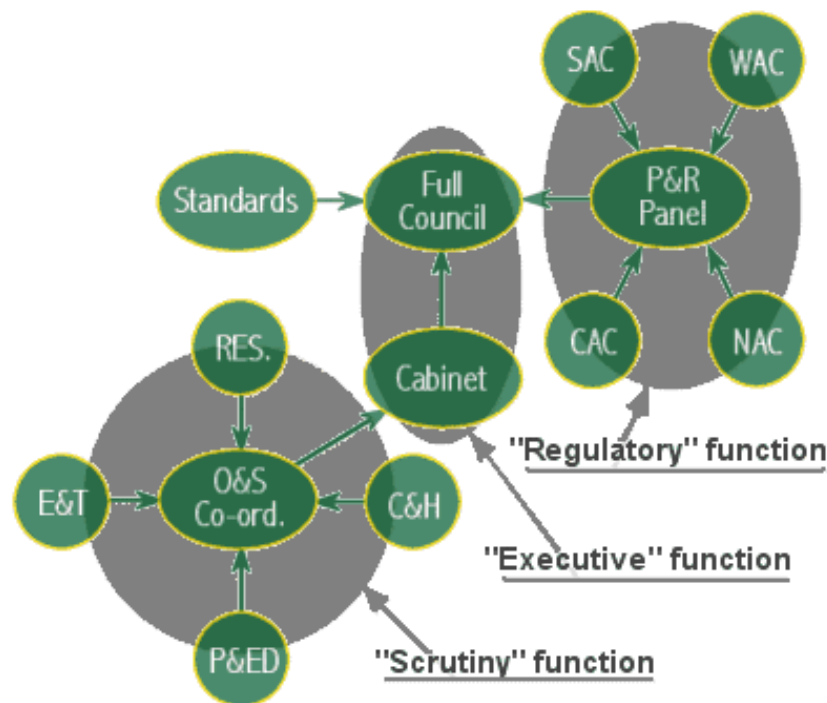
This plan has set out what we want to achieve and how we intend getting there. The final ingredient needed to achieve our ambition is resources; both people and money.

Chapter 7 outlines our approach to investing in staff and councillors and to ensuring that our budget follows our priorities. The chapter concludes with a section on equal opportunities, since it is vital that everyone's potential is maximised.

Investing in Councillors

Councillors undertake a huge variety of roles both within their communities and within the council. Support through training, development and resources is therefore vital. The new political structure, introduced in 2001 provided the opportunity for councillors to specialise in different aspects of their role, thus creating greater capacity. The structure is shown below.

Political Management Structure



Key: E&T – Environment & Transport, RES – Resources, C&H – Community & Housing, P&ED – Planning & Economic Development, O&S Co-ord – Overview and Scrutiny Co-ordinating Committee, P&R Panel – Planning & Regulatory Panel, Area Committees: SAC – Southern, NAC – Northern, WAC – Western, CAC – City.

The Cabinet

The Cabinet is appointed at Annual Council and reflects the overall political control of the council. It is composed of the council Leader and Deputy, currently four portfolio holders and their deputies. The portfolios cover service areas over which the district council has some responsibility: i) Environment and Transport ii) Planning and Economic Development iii) Community and Housing and iv) Resources.

Decisions are still made collectively but the portfolio holders have responsibility for their specific areas of policy and are the key spokespersons. The Cabinet makes decisions that are in accordance with the council's budgetary and policy framework. If it wishes to make a decision that lies outside this framework, it must refer it to the council for a decision.

Cabinet has worked effectively with portfolio holders and their deputies developing their role successfully. Strategic policy issues have been successfully tackled, meetings of the Cabinet have been focused on strategic decision making and members have strongly influenced the direction of the council and its priorities. The corporate planning process successfully tied together political priorities and budget decisions. The use of informal Policy Development Days with Senior Management Team have been a particularly useful investment to aid formal decision making.

Overview and Scrutiny

Currently Salisbury District Council operates four Overview and Scrutiny Panels that mirror the four portfolios. Their work programme is co-ordinated and monitored by the (politically balanced) Overview and Scrutiny Panel before finally being agreed by the Full Council.

The transition from the traditional committee system involved a big change in how councillors involved in scrutiny performed their roles, with a shift in emphasis away from *decision making* to that of *inquiry*.

The main functions of the Overview and Scrutiny Panels are as set out below, with different practices deployed for different functions:

- i) *Holding the Cabinet to account* – scrutinising decisions the Cabinet has made and is going to make; the reasons behind them and the legality of them. This may also involve inviting portfolio holders to meetings to give evidence.
- ii) *Policy review and development* – undertaking policy reviews either proactively or at the behest of the Cabinet.
- iii) *Best Value reviews* – engaging in continuous performance improvement.
- iv) *External scrutiny* – taking on an outward-looking approach to external and cross-cutting processes.

Councillor Training, Development and Support

The role of the modern councillor is complicated and demanding. Councillors need training and development to fulfil their role; they also need practical support to manage their workload.

Facilities available to members include;

- Regular training events.

- Access to external training courses and conferences.
- Provision of home PCs, mobile phones and stationery.
- Facilities for informal meetings via the members and cabinet rooms.

A strategy for training and development has identified areas of skill or knowledge particularly important to members, and annual training programmes will be built around these.

There are two areas which need further action in 2005/06.

- **IT Support** – members are dependent on a telephone based support network not provided by the Council to support their IT needs. It has become apparent that this is not adequate and we will explore the possibility of improving support to councillors by the provision of a dedicated in house technician and the provision of broadband access to member's houses.
- **Training and Development** – The take up of the opportunity for member training is inconsistent, with many members readily using the training offered, but some not. We need to explore this issue and determine whether different types of training or different subject matter might encourage a better take up.

Investing in Staff

This Council recognises that people are its greatest asset. It strives to invest as much time, effort and finances as it can do effectively and within the constraints of the resources available, to helping people to:

- Understand their role, how it fits within the corporate whole, what is expected of them and how we will help them.
- Gain, retain and develop and the right skills, knowledge and experience for the job in a changing environment.
- Be clear about the qualities that are needed to help them perform according to the needs of their specific roles and the wider corporate context.
- Gain and retain the motivation and enthusiasm needed to bring an extra sparkle to the job they have to do.
- Recognise that all they do must be directed to understanding, responding to, predicting and acting in accordance with the real needs of the customer.

This is achieved by:

- Continuously improving induction arrangements.
- Implementing annual appraisals and continuously revising the system of appraisals to ensure that it remains in sympathy with the Council's needs.
- Using appraisals to build and implement training and development plans and identify succession planning issues.
- Providing clear channels of communication to help people understand Council priorities.
- Developing robust recruitment and retention strategies.
- Providing a behavioural competency framework for use with appraisals and working towards using this framework to recruit new staff.
- Understanding how employees view their work experience via focus groups, workshops, team meetings, cross unit meetings and staff surveys.

- Taking this information and using it to inform future strategies and action plans.
- Promoting the culture of customer care and service via role modelling, training and development, structures and systems.
- Providing new and reviewing current people related policies to ensure they are relevant and modern.

Financial Resources Following our Priorities

The council believes that if it is to achieve its' priorities then resources must be targeted. In other words our budgets should support our priorities.

With limited financial resources it is necessary to concentrate investment in public services that have the greatest impact within the community. In order to guide the council in making investment decisions it has categorised services.

The categorisation which is reviewed annually, is used within the 'corporate planning process' to allocate resources to meet unavoidable increases in service costs, target actions for service performance improvement and guide managers.

The Cabinet has identified that services can be placed into the following four categories:

- Essential.
- Very important.
- Important.
- Desirable.

The criteria used to determine which services fall into which categories is as follows:

- The degree to which the service is either statutory or discretionary.
- The degree to which the service contributes to the political priorities of the council.
- The extent of the community benefiting from the services.
- The impact if the service was withdrawn.

The following categorisation of services for financial purposes has been agreed for 2005/06. The asterisks alongside each description is used as a rough guide to the statutory or discretionary nature of the service - **** denotes a service which is largely statutory - * denotes a service which is largely discretionary.

Essential

- | | |
|---------------------------------|------|
| • Finance. | *** |
| • Transportation and car parks. | * |
| • Forward planning. | **** |
| • Waste collection. | **** |
| • Recycling. | ** |
| • Housing enablement. | *** |
| • Democracy. | *** |
| • Housing management. | *** |
| • Housing benefits. | **** |
| • Environmental health. | **** |

- Council tax and National Non-Domestic Rates (NNDR). ****
- Development control and enforcement. ***
- Marketing, public relations and communication. *
- Community safety. ***
- Environment. *

Very Important

- Customer services *
- Personnel and training. **
- Building control. ***
- Abandoned vehicles. ***
- Community development and planning (including partnership working). *
- Tourism. *
- Shopmobility. *
- Land charges. ****
- Sheltered housing. *
- Corporate management. *
- Office support. *
- e-Government *
- Conservation ***

Important

- CCTV. *
- District sports centres (Five Rivers). *
- Rural sports centres. *
- Legal Services. **
- Democratic services. **
- Property management. **
- Tourist information centres. *
- Licenses. ****
- Cemeteries and crematorium. **
- Parks, play areas and allotments. *
- Economic development. *
- Best Value. ***

Desirable

- Markets and fairs. *
- Historic buildings. *
- Public conveniences. *
- Land drainage. *
- Community grants. *
- Sports development. *
- Area committees' discretionary funds. *
- Special events. *
- Unison support. *
- Dog control. **

- Arts and entertainment (City Hall, Guildhall and major arts grants). *
- Unison *

Financing our ambitions is a constant challenge. Broadly speaking, our Medium Term Financial Strategy sets us the targets of:

- Keeping annual Council Tax increases to no more than 5%.
- Recognising that unavoidable cost pressures require funding well above a 5% tax increase.
- Growth is needed to fund improvements in Waste Management.

Difficult decisions are needed to square this circle. Our approach is to:

- Freeze funding for services classified as Desirable or Important ie no increase for inflation. This is an equivalent saving of £152,000 pa.
- Fees and charges are to be benchmarked at the upper quartile for national comparators, producing an additional £50,000 of revenue per annum rising to £250,000 over five years.
- The ODPM has issued a three year target for efficiency savings 2005/06 to 2007/08. This equates to £432,000 per annum of which half (£216,000) must be “cashable”. The Council in its first annual efficiency statement for 2005/6 has identified a larger proportion of cashable efficiencies (£397,000)
- Affordable housing – direct investment will cease in 2006, instead we will rely on increased supply through newly introduced Supplementary Planning Guidance and our partnership with Assettrust.
- Housing Stock – we acknowledge our inability to improve our Council housing to the standard desired by our tenants, and are therefore consulting them on the possibility of a stock transfer to secure the level of improvement identified.

Resources freed by these actions are needed to meet our unavoidable cost increases, and transfer funding to our ambitions, notably Waste Management.

Commitment to Equal Opportunities

The council commitment to equality is reflected in two of its core values:

“Being Fair and Equitable” and “Supporting the Disadvantaged”.

The council adopted an Equal Opportunities Policy and supporting action plan, which incorporated a Race Equality Scheme in 2002. The aim of the policy is to ensure that service provision, employment practices and democratic and consultation processes are fair, open and non-discriminatory.

Over the last six months a small group has been reviewing the Council’s Equality Policy and Practice. It concluded that a substantial review of services was completed at the time of the implementation of the Policy and that the actions arising have largely been completed. Indeed substantial progress has been made on employment policies and practice with regular reviewing of diversity targets.

However, the review also concluded that national revisions and changes have not been reflected within the policy and that systematic and regular impact assessments

of policies and services have not become embedded into the Council's day-to-day delivery of services. With the exception of employment policies, service objectives and target have not been set.

In order to overcome this over the next twelve months the council will:

- Review its comprehensive Equality Policy and Race Equality Scheme.
- Consult relevant organisations, groups and interested individuals on its revised policies.
- Establish a corporate framework to undertake equality impact assessments that are subject to external scrutiny and audit.
- Incorporate into the 2006/07 portfolio plans a section on equality which will outline a review of the services against the equality standard, set out a three-year rolling programme of equality impact assessments of services and set equality targets, where appropriate.
- From 2006/07 onwards report on the equality standard reached by portfolio and corporately as part of the quarterly performance report.
- From 2006/07 onwards ensure that equality assessments are incorporated as part of all new policies, strategies, plans and best value reviews.
- Increase awareness through the roll-out of online equalities training models for all staff and provide specialist staff training programmes for those officers who regularly come into direct contact with customers/clients.

Corporately two Best Value Performance Indicators measure progress on equality:

- Best Value Performance Indicator 2(a) covers "the level of the equality standard for local government to which the authority conforms".
- Best Value Performance Indicator 2(b) covers "the duty to promote race equality".

On both these indicators it will be our intention to be in the upper quartile nationally with in the next three years.

Investing in Information and Assets

Accurate, relevant and up-to-date information is the foundation of our business. Unless our core information is reliable and readily accessible, the quality of our decision-making and service provision will inevitably be compromised. Councillors, officers, partner organisations and the public all have a stake in how we produce, store, retrieve, publish and ultimately dispose of information.

Thus, information management is a crucial component of our business. Over the past three years we have made major investments in information technology as part of our e-Government initiative. Over the next three years, the focus will increasingly be on ensuring the information within those systems is accurate, accessible and appropriate.

During the next 12 months, we will:

- Develop an information management strategy. This will document how we manage the lifecycle and security of all our corporate information, including defining the necessary roles, responsibilities and processes necessary for managing our information.

- Roll out our Electronic Documents and Records Management System across the whole organisation, giving us better control over the production of information whilst reducing unnecessary duplication.
- Develop the range of information we make publicly available on our website, while continuing to ensure that the information is kept accurate and up-to-date. We will increasingly be extracting information direct from back-office systems to avoid duplicating and re-purposing information.
- Publish information held within our corporate Geographic Information System on our website. This will enable the public to search for information that applies to specific properties or geographic areas: for example, showing whether a particular property is subject to planning constraints within the Local Plan.
- Put an increasing reliance on our website being the default location for public information. For example, service information available to our customer service staff will be the same as that available on the website, so that members of the public will always receive the same information, whether they contact us by telephone, face to face or via the web.
- Provide a single “change of address” facility for the public, such that after notification of a change, we can alert all council service units. This will provide a better service for the public, whilst at the same time cutting down on internal duplication of address data.
- Start the redevelopment our corporate intranet as a support tool for officers, giving them a single access point to all the corporate and public information and processes they need to perform their jobs.
- Investigate the requirements for an extranet system to provide similar support for councillors and staff in partner organisations.

A review of our assets has been undertaken to devise a disposal strategy for properties which will become surplus to requirement once centralised office accommodation is established.

Chapter 8

Conclusion

Of all the documents, strategies and plans we produce, this Corporate Plan is of fundamental importance. It marries our long-term vision and ambition to specify actions designed to improve the quality of life for our residents, people employed in the district and visitors attracted to the historical heritage and wonderful environment.

It is aimed primarily at councillors, staff and partners but we are gratified if a wider audience shows an interest in understanding the council's work in the coming year. Its main aim is to demonstrate an integrated, corporate approach but the document also allows councillors and managers to monitor progress, drive improvement and make the best use of our limited resources.

Most importantly, I hope the document reinforces the strong sense of pride we feel in providing a wide range of services to communities in South Wiltshire that rightly expect high quality. Our ambition remains to provide excellent services, engage the community and work in partnership with people who share our aims. This plan will move us further towards those aspirations.

Richard Sheard
Chief Executive

Appendix 1

Moving Us On – Controlling Our Future

An internal document setting out how the council’s organisation could develop in the next five years.

We have worked with real determination through major changes to get to where we are now - a well respected organisation providing good quality services and achieving regional / national recognition in some areas of work. But the landscape is changing and we have to adapt, to seize the opportunities presented to fit our change programme of continual improvement, tailoring change to meet the needs of the South Wiltshire communities we serve. Some would no doubt argue that we have "suffered" enough change in the last five years and what we need is a sustained period of stability. The fact is that change is being driven by external forces - political, social, economic, technological and environmental - and the pace of change is accelerating. If we resist or bury our heads in the sand, we will stagnate, fall behind and ultimately fail the South Wiltshire public we serve. We need to be in control, to make these forces for change work for us.

This paper sketches out the key issues around developing our ambitions and the strategies, systems and relationships needed to deliver. People play the most significant role in this process. The paper reflects this to a point but we need to recognise the vital importance of our human resource strategies and how to get the best out of our internal and external relationships.

The purpose of this document is for internal use to paint a picture of where Salisbury District Council will be in five years time and to build political and managerial support for the changes described. The proposals all build on what has been achieved so far but add up to a radical set of aspirations which will significantly move the council on as they are implemented.

We should be confident about our organisational ability and capacity to change. Our track record is impressive. Excellent progress has been made but there are five key drivers which will shape the next five years.

- **Political priorities recently revised to include affordable housing; the council housing stock improvement programme; improved customer service; waste management, transport and community safety**
- **Shared objectives with our SWSA partners and a declared willingness to work together on meeting our jointly agreed vision for the district - *"a safe and caring place, that is easy to get about and where value for money services contribute to a high quality of life and environment with equality of opportunity for all"*.**
- **The transformational prospects of e government and its importance as we bring the new office project to fruition**
- **The challenging financial outlook with the need to reduce running costs by approximately £500K per annum and the threat of dwindling capital receipts as the new financial regime creates national pooling for redistributing**

housing resources

- **The increasing emphasis on fact based performance management - Best Value, CPA, Service Delivery Agreements**

All five key drivers are influenced by the national agenda. We will need to continue to be alert to national policy development and flexible enough to adapt our approach to suit circumstances. The future described here assumes for example:

- That regional government will not become a reality in the south west in the next five years. Partnership activity will therefore remain prominent. More joint working will leave the area in a stronger position irrespective of the threat or opportunity posed by the advent of regional government.
- That government is unlikely to allow district council spending to significantly increase over this period and that revised financial rules now subject to national consultation will be introduced placing more pressure on revenue and capital budgets.
- That national priorities of health, education, reduced crime and integrated transport will remain in place.
- That CPA will demand stronger performance management to ensure higher quality services and continual improvement, even if the Best Value regime is relaxed.
- That national policy will give districts like Salisbury little option but to appraise different housing stock options in order to secure the decency standard for all tenants by 2010.

Irrespective of national and local changes, our ambition to be a nationally recognised high performing council with a strong emphasis on partnership working and engaging the community will remain constant, as it has done for the last five years.

At a political level, specific priorities will change over the next five years but this ambition and the core values that underpin it will remain central.

Core Values

Providing excellent service: being courteous, friendly, flexible, responsive and helpful and not being bureaucratic, rude, arrogant or impatient in our dealings with people.

Being fair and equitable: treating all sections of the community with respect and working towards equality of access and opportunity.

Supporting the disadvantaged involves re-shaping resources to benefit those in greatest need, tackling injustice and supporting those who are unable to support themselves.

Being environmentally conscientious: looking not only to act in ways which do not harm the environment but trying positively to do things in a sustainable way.

Being willing to listen and explain our proposals and our actions. The democratic process is about choice. Inevitably, people are not pleased with all our decisions all of the time. But we are keen to hear views before we act and to explain our actions. We provide services for the public not to the public. We actively encourage

involvement in decisions that affect people's everyday lives.

Promoting a thriving local economy; recognising that economic prosperity in South Wiltshire benefits everybody.

Wanting to be an open, learning council where we are honest about our failures as well as our successes and we learn lessons for the future rather than dwelling on failures in an atmosphere of blame and retribution.

Being a progressive employer: furthering career opportunities for staff through training and development, having special regard for their welfare and morale and providing a good working environment for all staff.

PAINTING THE PICTURE - WHAT WILL THE DISTRICT AND SALISBURY DISTRICT COUNCIL LOOK LIKE?

It is 2007; the district is distinctly different from the one we worked in at the turn of the millennium:

- The northern part is substantially changed with new employment and housing development at Amesbury coupled with the new Stonehenge Visitor Centre and the A303 dualling well under way.
- Four Park and Ride sites are up and running and there is a consensus that the integrated transport policies implemented over the last five years have had a positive impact on traffic flows in and around the city. After consistent, sustained lobbying by district and county councillors, government has responded to demands for a new bypass. The Joint Transport Committee extended its remit in 2004 to address rural transport and access. It has had some success working with partners to promote rural, tailored bus / taxi services, discounted heavily for young people and those in need.
- Despite fears for the vitality of the city centre, trade and tourism remain buoyant boosted by the new visitor facilities at the Cathedral and the Maltings re-development. South Wiltshire Economic Partnership's economic vision has had a positive effect helping to focus local commerce and business around some shared aims for the area.
- The 2020 partnership is making progress implementing the changes in the city centre set out in its 2004 vision document.
- Further afield, the community plans are about to be refreshed following an improved consultation round. Thirty or so village, town and neighbourhood plans have now been developed with greater local community involvement supported by the SWSA's Community Planning Team.
- The extended Wisecard scheme has had the single, most significant impact on reducing social exclusion. Two thousand cards are in circulation covering a wide range of discounts for services provided, not only by the council, but by the private sector as well.
- Housing services are now delivered in line with the recommendations arising from the housing stock options appraisal completed in 2003. The housing stock is benefiting from a £30 million improvement programme started in 2004/5 and is on line to meet the decency standard by 2009.
- The lack of affordable rented housing remains a significant problem but encouragingly we are about to achieve our two hundredth rural home under the

site exceptions policy; the Foyer has been a significant success and the strategy formalised in 2003 has made a difference.

- The county achieved its 12 Public Service Agreements targets and Salisbury District Council shared in the limited reward dividend for reaching the waste recycling target and the 2% efficiency improvements. Composting and kerbside recycling have contributed to a significant reduction in waste going to landfill.

The council organisation is physically different

- A strong customer services team provides services from a city centre location, dealing with about 80% of all public service calls first time using state of the art technology and customer relations software. The team also services customer points in Mere, Tisbury, Amesbury, Wilton and Downton which are based in existing Wiltshire County Council buildings. IT and video conferencing links are also established with another fifteen villages. These public service points are badged distinctively to emphasise the fact that they offer services on behalf of all the SWSA public sector partners. Customer surveys reveal high levels of satisfaction with this service.
- The remaining workforce operates now from only two bases. The commercial operations remain at Churchfields for the time being but most employees came together on one site in 2005 and the efficiency improvements are now beginning to materialise. Discussions are ongoing with a preferred developer to relocate Commercial Services from Churchfields and to regenerate the area with a significant industrial / housing development which will coincide with completion of Brunel Link and Harnham relief road. Discussions are taking place on the best use of this sizable capital receipt.
- The size of the workforce directly employed by Salisbury District Council has significantly reduced:
 - The Leisure Trust employs former Salisbury District Council staff at Durrington and Tisbury.
 - Some support services have transferred to the county-wide Partnership Trust, an employing organisation established in 2004 to reap the benefits of a county-wide approach to e procurement, development and maintenance. The logic of providing support services on a county-wide operational basis is now well established. Other services may follow as the business case is established - this trust, like the Leisure Trust, offers the same terms, conditions and pension rights to existing local government employees transferring into it.
- Systems and structures have continued to evolve over the period. The corporate planning process is now much more strategically focused within a five year planning framework. Planned changes to the structure have worked through from inception in 2003 and some services have shrunk to meet new political priorities and to bring spending levels in line with resources.
- Internal communication has improved significantly with the move to the new offices and with strategic attention being paid to this aspect of performance.
- The overall satisfaction rating with Salisbury District Council has increased to 73% from 67% in 2002, attributed to a more consistent image, better publicity

of what the council is doing well and increased contact with the public via a regular publication, better use of radio and direct mail shots to residents.

- In performance terms, the council is now in the top 25% nationally in eighteen out of twenty two key Performance Indicators. The last poor performing service lifted itself out of the bottom 25% in 2005 and since then all services have demonstrably improved over the two years. The council has maintained its CPA category as "good" for the last two years. It is due to be inspected again in 2009 when continual improvements could lead to even greater flexibilities and an "excellent" categorisation.
- The managerial structure was changed in 2004 subsequent to the establishment of the new leisure trust and customer contact centre. Whilst the corporate centre / business unit ethos remains intact, there are now only two policy directors working with service managers. Service units have been redesigned to ensure that they are large enough to support the service managers' role of managing the business, rather than being the lead professional expert. This philosophy has led to some service managers taking on responsibilities away from and beyond their professional discipline.
- The customer services team has been in place sometime. The SWSA community planning team manager is also an increasingly influential member of the council's Extended Management Team.
- Systems have been redesigned to reduce bureaucracy and allow managers more freedom to manage. The financial management system introduced in 2003 has helped the autonomy of individual managers supported by the Finance Team. Managers have come to terms with the increased accountability for strong financial performance, supported by the accountancy team.
- Best Value Reviews remain with an increasing emphasis on wider cross cutting reviews embracing partnership activities.
- The nineteen annual plans and strategies required of us in 2002 have now been reduced. We have successfully integrated strategy development into the corporate planning and portfolio plans. There is a stronger sense of strategies and plans working for us, rather than simply being produced because government requires them.
- Our IT Strategy delivered the 100% online target in 2005. Major systems such as development control, benefits and council tax systems are fully transactional without the need for individual contact if the resident / applicant prefers to do business direct through the Internet. Video conferencing arrangements at district wide information points have reduced travel costs, also the frequency of formal meetings with our partners.
- The centralised procurement system, introduced in 2004, has significantly reduced our purchasing costs over the last three years.

The style and culture of the organisation has also developed further along the path evident in 2002:

- Services are delivered to a high standard consistently right across the organisation

- Managers are more outward looking, seeking out best practice elsewhere and proactively managing change. Conversely, we are spending more time receiving visits from other councils seeking to emulate our success. Two senior managers have spent six months each seconded to intervention teams helping to support failing councils elsewhere in the country.
- Management development programmes, tailored to individuals and their competencies, have had their desired effect with a more consistent approach and levelling up of management quality to that of the best. Internal promotions are now more common with internal candidates more often than not succeeding against external competition. Individuals with clear management potential are benefiting from the council's "pipeline" development programme and there is a clearer sense of what it means to be a "progressive employee".
- The management style is now characterised as consistent, fair and decisive, individuals are clearer about their specific role in meeting their service units' objectives; performance is measured at a team and individual level.
- Although the number of general fund employees has shrunk compared to 2002, the diversity and characteristics of the Salisbury population are better reflected in a more diverse workforce. The number of disabled employees, women in senior management positions and people of ethnic origin reflect the population profile better than in 2002.
- The pain of enforced redundancies has been mitigated to an extent by good forward planning and realistic timescales but people in the organisation have had to accept the need to re-train and develop more generic, flexible working skills. Professional and technical staff have not been immune from the need to adapt. Some who have found it difficult to adapt have moved on.
- The workforce is rewarded according to their relative Job Evaluation (JE) score and the market comparator, introduced in 2003 to aid retention and recruitment by paying greater regard to market conditions. The JE process is more streamlined with team leaders and managers much more influential. The turnover rate remains at a stubborn 11% but there is a sense that measures introduced in 2003/04 to reward innovation and corporate contribution have enhanced the council's reputation as a progressive employer. More active management of absence has reduced days lost to sickness by an encouraging 20% and the target has been revised again for this coming year.
- The political management structure introduced in 2001 has stood the test of time. Scrutiny has delivered critical changes for the organisation and we have earned a national reputation in this area. Six members have attended the National Leaders Programme before going on to assist in peer reviews and CPA assessments in other councils. Area Committees remain popular with residents and parish / town councils, two of which now have Quality Council Status. Services have been devolved to both.
- Three members are contributing at regional level recognising that the unelected regional assembly is gathering power and having an increasing influence on Wiltshire. Our opposition to the establishment of an elected regional assembly has remained constant over the last five years.
- Members remain firmly in control of the council's progressive agenda and relationships between political groups and between members and officers remain excellent. A "can do" atmosphere prevails.

SUGGESTED STEPS AT JUNE 2003

- ▲ The Corporate Plan, Portfolio Plans, Performance Management System, the lIP Action Plan and the twenty or so strategies now in place all move us

forward in the right direction. Implementation of the ambitious targets in these plans will move us on considerably.

- ▲ A reconfiguration of the policy directors' portfolios in February has -
 - created a closer alignment with portfolio holders
 - sharpened up the organisation's focus on community and housing; customer services and thirdly street scene / environment
 - rationalised the existing structure to make it clearer
 - created the right conditions to move this agenda forward

In philosophical terms a closer alignment of roles to service areas would appear to shift us away from the flexible portfolio approach which has been critical to our success in the last five years. It is justified given the scale and complexity of change we anticipate in the next two years and the need to keep structures as simple as possible. However, culturally, we are still very much wedded to the flexible portfolio approach and it will continue to feature prominently. Portfolios will be reviewed again early in 2004. The three elements to our ambition - high performance, partnership and community engagement - will continue to be the threads that bind the portfolios together even when, as is inevitable, their shape changes from time to time to meet changing circumstances.

- ▲ The plan arising out of the IDeA Peer Review process will be vigorously pursued.

This document will be kept under review and used in conjunction with the Corporate Plan to ensure a strong vision and clear sense of direction for the organisation.

Appendix 2 Integrated Improvement Plan – May 2004

| Integrated Improvement Programme Theme | Outcome | Timescale | Lead Officer | | Lead Member | Position at May 2004 |
|---|--|-------------------|--------------------|---------------|----------------------|--|
| | | | Mgmt Team | SUH | | |
| Improving Customer Service <ul style="list-style-type: none"> Approve a corporate communications strategy. Open customer contact centre in city and appropriate community planning areas. Centralise office accommodation in city. Implement Communications Strategy. Implement service standards where none exist. Implement e-Government Plan. Introduce an approach which enables learning from complaints, as a result of revised complaints process. Introduce a corporate approach to capturing ongoing feedback from customers. | <ul style="list-style-type: none"> Improved customer satisfaction. Improved customer satisfaction. Improved customer service, financial savings and improved capacity. Better informed staff, partners and community. Improved service delivery and feedback. e-Enabled services providing better choice, speed for customers. Improved service delivery. Improved service delivery. | July 2004 2007 | DN DD | GG HF | SW SW | <ul style="list-style-type: none"> Completed. Phased development at Pennyfarthing House, prior to opening of new building. Revised date – 2008 for new building. 'Link Up' launched. Customer Service Charter adopted by Cabinet. Development work on BPR "maps" processes and procedures and will contribute to the preparation of further service standards Action plan to E-Board 18/2/05. Integrated complaints feedback system devised and to be reported to Cabinet |
| | | 2007 | DD | JC | SW | |
| | | Ongoing 2007 | DN DN/DD/ DC | GG Various | SW P/folio holder | |
| | | 2005 | DD | TJ | JC | |
| | | Dec 2004 | DD | HF | JC | |
| | | Apr 2005 | DN DD | HF | JC | |
| Improving Our Housing Stock <ul style="list-style-type: none"> Complete the Stock Option Appraisal. | <ul style="list-style-type: none"> Fit for purpose HRA Business Plan. | Mar 2005 | DN | DS | JCM | <ul style="list-style-type: none"> Appraisal completed. Cabinet and Council considered the findings in Apr 2005 and concluded that further consideration of the option of a stock transfer should be |

| Integrated Improvement Programme Theme | Outcome | Timescale | Lead Officer | | Lead Member | Position at May 2004 |
|--|--|--------------|--------------|-----|-------------|---|
| | | | Mgmt Team | SUH | | |
| | <ul style="list-style-type: none"> Better homes for our tenants through improved longer-term maintenance of housing stock (minimum three year programme). | June 2005/08 | DN | DS | JCM | <ul style="list-style-type: none"> sounded out with tenants 3 yr programme approved by Cabinet May 2005 |
| Delivering More Affordable Homes <ul style="list-style-type: none"> Implement Scrutiny Review on Delivering More Affordable Homes. Implement Reducing Homelessness Strategy, including maintaining nil use of bed and breakfast. | <ul style="list-style-type: none"> 350 new affordable homes available. | Mar 2006 | DN | AR | JCM | <ul style="list-style-type: none"> On target. |
| | <ul style="list-style-type: none"> Improved social well-being through potentially homeless people housed in alternatives to bed and breakfast. | Mar 2004 | DN | AR | JCM | <ul style="list-style-type: none"> B&B only used as last resort. Very limited use in 2004/05. |
| Improving Waste Management <ul style="list-style-type: none"> Consolidate and improve the new kerbside collection schemes for recyclable materials and improve participation rates. Develop additional recycling centres / community recycling schemes. Identify further plans and priorities for the Waste Management Service. Continue to implement the recommendations in the council's Strategy for Waste Minimisation, Re-Use and Recycling. Develop waste management initiatives jointly with the Wiltshire Waste Partnership. | <ul style="list-style-type: none"> Increase the amount of waste recycled to 28%. | Mar 2006 | DC | GS | DB | <ul style="list-style-type: none"> New vehicle for servicing mini recycling centres purchased. Ongoing educational programme via Wiltshire Waste Partnership Kerbside recycling rolled out to 26,000 households. A review of the current strategy in terms of its ability to deliver targets will be undertaken on a county wide basis by the end of 2005 |
| | <ul style="list-style-type: none"> A re-structured waste management service able to contain growth for the next five years. | Mar 2006 | DC | GS | DB | |
| | <ul style="list-style-type: none"> Additional recycling facilities to meet 2010 recycling target of 31%. | Mar 2010 | DC | GS | DB | |
| | <ul style="list-style-type: none"> Implement waste minimisation programme. | | DC | GS | DB | |
| Improving Transportation <ul style="list-style-type: none"> Implement the Joint Transportation Plan. Open London Road Park and Ride site. Implement an Intelligent Transport System for Salisbury, providing real time passenger information for public transport. Rural transport. | <ul style="list-style-type: none"> Reduced traffic growth, better access by non-car modes improved environment, more sustainable economy. | Apr 2006 | DC | ET | DB | <ul style="list-style-type: none"> UTC system and RTP1 being installed. On course |
| | <ul style="list-style-type: none"> Reduced city centre congestion. | Apr 2006 | DC | ET | DB | |
| | <ul style="list-style-type: none"> Better traffic flow around city and more informed customers of public transport. | May 2005 | DC | ET | DB | <ul style="list-style-type: none"> Being installed. Due to be operational end Jun 05 Report under preparation. |
| | <ul style="list-style-type: none"> Define council contribution to improving public | Apr 2005 | DC | ET | DB | |

| Integrated Improvement Programme Theme | Outcome | Timescale | Lead Officer | | Lead Member | Position at May 2004 |
|--|--|--|---|---|---|---|
| | | | Mgmt Team | SUH | | |
| <ul style="list-style-type: none"> Prepare submission for next Local Transport Plan. | <ul style="list-style-type: none"> transport. Funding submission to govt. to match local priorities. | July 2005 | DC | ET | | <ul style="list-style-type: none"> Preparatory work has commenced. |
| <p>Improving Community Safety</p> <ul style="list-style-type: none"> Devise and implement Young Peoples Strategy Develop further diversionary activities for young people. Produce Anti-Social Behaviour Order Toolkit. Become more ambitious on social inclusion. | <ul style="list-style-type: none"> Holistic plan to engage young people in purposeful activity. Reduce potential for young people related crime and disorder. Enable swift action to reduce anti-social behaviour. Increased opportunities for disadvantaged groups. | <p>May 2005</p> <p>Ongoing</p> <p>Apr 2004</p> <p>May 2005</p> | <p>DN</p> <p>DN</p> <p>DN</p> <p>DN</p> | <p>WGp</p> <p>RT</p> <p>RT/JC</p> <p>RT</p> | | <ul style="list-style-type: none"> On target to go to Cabinet May 2005 Ongoing. Complete. Impact to be evaluated Liaising with partners on joint approach through SWSA |
| <p>Meeting the Financial Challenge</p> <ul style="list-style-type: none"> Ensure financial resources follow priorities. Evaluate outcome of public consultation on budget. Embed Risk Management Policy and action plan and align it explicitly to priorities. Review Medium Term Financial Strategy Implement new financial management system. | <ul style="list-style-type: none"> Spending targeting on priorities. Increased public understanding and sharing of budget priorities. Longer-term financial planning and control of financial risk. Sustainable medium-term planning. Improved budget management. | <p>Dec 2004</p> <p>Oct 2005</p> <p>June 2005</p> <p>Dec 2004</p> <p>Apr 2004</p> | <p>DC</p> <p>DC</p> <p>DC</p> <p>DC</p> <p>DC</p> | <p>AO</p> <p>WGp</p> <p>WGp</p> <p>AO</p> <p>AO</p> | <p>SW</p> <p>SW</p> <p>SW</p> <p>SW</p> <p>SW</p> | <ul style="list-style-type: none"> Arrangements in Portfolio Plan to freeze spending on lower priority service for 5 years to fund higher priorities. Consultation took place in Oct 2004 and informed the 2005/06 budget process; further consultation take place in Oct 2005 to inform the 2006/07 process Business Continuity Planning under review. Medium Term Financial Strategy agreed at Oct Cabinet mtg. To be reviewed. First stage implemented Apr 2004 Second stage under |

| Integrated Improvement Programme Theme | Outcome | Timescale | Lead Officer | | Lead Member | Position at May 2004 |
|---|---|------------------------------------|--------------|---------|-----------------------|--|
| | | | Mgmt Team | SUH | | |
| <ul style="list-style-type: none"> Fully adopt treasury management arrangements in line with Chartered Institute of Public Finance and Accountancy (CIPFA) code. Establish Audit Committee. | <ul style="list-style-type: none"> More robust treasury management arrangements. Independent review of strategic audit and corporate governance functions. | Apr 2005 | DC | AO | SW | <ul style="list-style-type: none"> development. Due to be completed in Sept 2005. |
| | | June 2005 | DC | DM | SW | <ul style="list-style-type: none"> Establishment agreed by Council Mar 2005. |
| Improving the Performance of the council <ul style="list-style-type: none"> Introduce consistent style guide to strategies and plans which includes SMART targets. Increase performance in priority Performance Indicators to meet national top 25%. Enhance purchasing and procurement arrangements. Define the root cause of under performing services and develop SMART improvement plans. | <ul style="list-style-type: none"> Improved communication and performance. Better services to the public. More cost effective purchasing through compliance with the national strategy. Services performing in line with priorities. | Mar 2005 | DN | GG | KW | <ul style="list-style-type: none"> Presentation to SUHs in March 2005. Target of 75% set for 2005/06. Revised procurement strategy and Action Plan to July Cabinet. Under-performing services reviewed in quarterly performance monitoring reports and corrective action implemented. |
| | | 3 yr rolling targets. Sept 2005 | DD | Various | P/folio holders JC | |
| | | Ongoing programme | DD | Various | SW | |
| Partnership Working and Community Engagement <ul style="list-style-type: none"> Complete and publicise second community plans following extensive public consultation. Feedback impact of consultation to consultees and improve monitoring. Develop approach to engaging 'hard to reach' groups. Rationalise partnerships and link to clear objectives. Engage with the Regional Assembly. | <ul style="list-style-type: none"> Agreed improvement agenda for local communities. Improved understanding within communities. Inclusive plans for the future. Improved effectiveness and more efficient joint working. Improved local/regional relationships. | May 2005 | DN | LB | JCM | <ul style="list-style-type: none"> All plans to be approved by May 2005. Completed. Alliance review to be considered in Spring 2005. Review after agreed action plan for SWSA. Members actively engaged at regional level. RDA perception of Salisbury's regional importance modifying as a result. Members now sit on |
| | | June 2004 | DN | PB | JCM | |
| | | June 2005 | DN | PB | SW | |
| | | Sept 2005 | DN | LB | JCM | |
| | | Ongoing | RS | - | JC | |

| Integrated Improvement Programme Theme | Outcome | Timescale | Lead Officer | | Lead Member | Position at May 2004 |
|---|--|-----------|--------------|------------|-------------|---|
| | | | Mgmt Team | SUH | | |
| <ul style="list-style-type: none"> Develop further elected member involvement in the SWSA and community planning. | <ul style="list-style-type: none"> Enhanced community leadership. | Ongoing | RS | - | KW | SWSA Board. Community plans being monitored at Area Committees. |
| Building the Capacity of the Organisation <ul style="list-style-type: none"> Implement Councillor Training Strategy. Rolling review of all personnel policies. | <ul style="list-style-type: none"> Better-trained, informed, developed and motivated councillors. Modernised and comprehensive policies. | Ongoing | DD | SA/ AMc | SW | <ul style="list-style-type: none"> Training Policy adopted Jan. 2005. New policies on Smoking at Work, Honoraria and Dignity at work completed. Completed Oct. 2004. Further staff survey to be undertaken in Summer '05 Scheme agreed with managers and being implemented. Action plan to E-Board 18/02/05. Training day took place in Jan. Masterplan for all major projects under development. Further training to be arranged and consideration of effectiveness of current policies |
| <ul style="list-style-type: none"> Review Scrutiny and share best practice across panels. Continue to improve opportunities for staff to make their views known. | <ul style="list-style-type: none"> Better democracy and engaged councillors. Improved morale. | Ongoing | DC | AMc | SW | |
| <ul style="list-style-type: none"> Review "Temps Scheme". | <ul style="list-style-type: none"> Trained and available staff to cover most urgent needs. | Dec 2004 | DD | SA | SW | |
| <ul style="list-style-type: none"> Develop document management systems. | <ul style="list-style-type: none"> Improved efficiency. | Ongoing | DC | AMc | SW | |
| <ul style="list-style-type: none"> Embed project management, including establishment of master plan for major projects. | <ul style="list-style-type: none"> Projects meeting outcomes, benefits managed to time and budget and resources balanced against ambitions. | Sept 2005 | DC | AMc | SW | |
| <ul style="list-style-type: none"> Continue to reduce sickness absence. | <ul style="list-style-type: none"> Increased staff availability leading to increased productivity. | Sept 2005 | DC | LW | JC | |
| | | 2007 | DD | LW | JC | |
| | | Sept 2005 | DC | Various | SW | |
| | | Ongoing | DC | AMc | SW | |

Appendix 3

Best Value and Scrutiny

- a) Audit and Inspection of Salisbury District Council.
- b) Street Services Best Value Review Summary.
- c) Balanced Housing Markets and Decent Homes Best Value Review Summary.

Appendix 3 a)

Audit and Inspection of Salisbury District Council

The council is inspected and audited by the Audit Commission annually. The main groups of work include:

Audit work:

- The council's accounts
- Financial aspects of corporate governance
- Performance management, including the best value performance plan.

Inspection work is undertaken to:

- Enable the council and the public to judge whether best value is being delivered;
- Enable the council to assess how well it is doing
- Enable the Government to assess how well its policies are being implemented; and
- Identify failing services where remedial action may be necessary.

The Audit Commission published the Annual Audit and Inspection Letter in December 2004, which reported on work carried out in 2003/4. This included the 2003/4 accounts and the 2004/5 Best Value Performance Plan.

The key features reported were:

Council performance

Comprehensive Performance Assessment (CPA) inspection in January 2004 rated the council as good. Corporate improvement plan adopted in May 2004 should provide a solid framework to support the council in making improvements to services and the way it manages itself in the future.

The council has undertaken a review of its corporate governance arrangements following a recommendation from the Audit Commission. A local code has now been adopted and an action plan adopted to take forward improvements.

Unqualified opinion on the 2004/5 BVPP. Reservations were expressed on two indicators relating to user satisfaction.

Accounts and governance

Unqualified opinion on the 2003/4 accounts.

The council is well placed to meet the earlier deadlines for producing its accounts in future years.

The council's financial position is satisfactory, although there remain considerable pressures on the budget for future years.

Overall governance arrangements are sound.

Appendix 3 b)

Street Services Best Value Review – Summary

1. Scope of the Review

The review covered all services relating to the cleanliness and utility of urban and rural street scenes and open spaces.

2. Consultation

A wide range of business, voluntary and community organisation were interviewed. Most considered the council's services to be of a high quality. There was considerable support for a more pro-active educational role and improvements to street cleaning and recycling.

3. Alternatives Considered

The council's services are provided by a mix of public and private contractors. Benchmarked against other public/private providers of similar type and size, the council appears to compare favourably on both cost and quality, there was no support for outsourcing.

4. Conclusions

Services compare well in terms of both cost and quality, no support was in evidence for deleting or outsourcing services. There was support for improvements in some areas.

5. Improvement Plan

| | | |
|-----|---|-----------------|
| 1. | Devise a Communication Strategy to regularly and consistently inform the public on how to use street services and educating people on their responsibilities for reducing litter. | To be actioned. |
| 2. | Instigate a policy for a consistent supply of litterbins in all open spaces. | To be actioned. |
| 3. | Prepare a strategy to cover sponsorship for planting schemes and tree planting. | Work commenced. |
| 4. | Ensure proper coordination between providers and maintainers of street enhancements to ensure siting and types of materials allow proper maintenance. | Work commenced. |
| 5. | Prepare a service review of the standard of cleaning across the district. | To be actioned. |
| 6. | Develop an Enforcement Strategy. | To be actioned. |
| 7. | Review the level of provision of public conveniences and planned maintenance requirement. | Work commenced. |
| 8. | Cease refuse collections from long drives and back doors except from the infirm. | To be actioned. |
| 9. | Develop a fully costed financial strategy to deliver the objectives contained in the Waste Minimisation Re-use and Recycling Strategy. | Actioned. |
| 10. | Undertake a review of commercial waste collection. | Work commenced. |
| 11. | Review the revival of the dog enforcement service. | To be actioned. |
| 12. | Review the effectiveness of the abandoned vehicle service and prepare a report on the provision of a | To be actioned. |

| | | |
|-----|---|-----------------|
| | service to allow members of the public to dispose of vehicles legally and sustainability. | |
| 13. | Improve fly tipping removal. | Work commenced. |
| 14. | Establish a planned maintenance programme for street furniture. | Work commenced. |

Appendix 3 c)

Balanced Housing Markets and Decent Homes Best Value Review – Summary

1. Scope of the Review

To assess and make recommendations for improving the efficiency and effectiveness of the authority's approach to predicting and responding to the housing needs of the whole community – cutting across the boundaries between locations, tenures, size and providers.

To address the authority's approach and preparedness to meeting the Decent Homes Standard.

Areas that were covered:

- the provision of homes by the local authority and through registered social landlords;
- the condition of the housing stock and compliance with the decent homes standard.
- the provision of affordable homes through the planning process;
- the role of planning in influencing the housing market in the district;
- the impact of the local authority on the affordable private rented sector;
- the contribution housing makes to the overall quality of life of the communities of the district.

This review excludes the day to day repair and maintenance of the local authority's housing (this was part of a BV review in 1999/2000) sheltered housing and the lifeline service (this was subject to a BV review in 2002/03) and development control (subject to a BV Review in 2001) - except for negotiating activity with developers and section 106 agreements and forward planning – except for local plan policies and supplementary planning guidance relating to housing generally and the provision of affordable housing in particular.

For the purposes of this review we have defined affordable housing as:

“Affordable housing is housing (including low cost market and subsidised houses – irrespective of tenure/ownership/financial arrangements) which is available, in perpetuity, to those households who are financially unable to compete in the local market (for rent and for sale) to secure a suitable home.”

2. Consultation

- Tenants Forum.
- Roundtable discussion with:
 - Developers.
 - Employers.
 - Registered Local Landlord Partners.
- Survey of Kennet District Council, New Forest District Council and Test Valley Borough Council.

3. Alternatives considered

The issue of 'could other organisations provide the functions more economically or effectively' has been addressed throughout this process.

Apart from Housing Management, which is subject to the Stock Options Process, all other functions considered by the review are closely aligned to ensure effective delivery. As

housing market area analysis emerges it may be beneficial in discussing with relevant neighbouring authorities as to whether there is an opportunity to share resources. In addition as part of the RSL preferred partner selection process the council could consider how best to maximise such a partnership that brings about efficiencies.

4. Conclusions

The Council has made significant strides in developing its Affordable Housing agenda and having robust mechanisms in place to achieve the Decent Homes standard. This was also confirmed by the CPA process which gave an 'A' rating to Housing Services. The outcome from the Stock Options report will have a fundamental impact on how the council will deliver more affordable homes, either way mechanisms are either in place or being developed to ensure more homes are being built to meet local needs.

1. Improvement Plan

| No. | What needs to be done |
|-----|---|
| 1 | Launch the Council's Affordable Housing Board |
| 2 | Establish regular monthly meetings between Housing, Planning and Legal in order to improve communications on new developments |
| 3 | Provide clear guidance to developers for the requirement for pre-application meetings |
| 4 | Review the Registered Social Landlord Partnership |
| 5 | Produce Fit for Purpose Housing Strategy with more clearly defined affordable housing targets for each community plan area. |
| 6 | To review and finalise the methodology for undertaking the Housing Needs Survey |
| 7 | Identify and agree actions which the South Wiltshire Strategic Alliance can deliver that contribute towards more affordable housing |
| 8 | Identify key rural communities that are considered sustainable and which would benefit from affordable housing and to undertake rural housing needs surveys |
| 9 | Consider through the new RSL partnership how to establish a design panel for new affordable homes |
| 10 | To review and assess the impact and success of the SPG and to consider an revisions that help deliver more affordable housing |
| 11 | To examine the efficiencies of the housing enabling unit in the context of the RSL partnership and potential collaboration with neighbouring authorities |
| 12 | To have developed better intelligence on the housing market area for Salisbury and surrounding areas |
| 13 | To have designed and started production of an affordable housing quarterly newsletter |
| 14 | For Housing Management to have satisfied itself that it has dealt with the points raised in the Ark Report. |

Appendix 4

Portfolio Plans

- a) Community and Housing Portfolio Plan 2005/06.
- b) Planning and Economic Development Portfolio Plan 2005/06.
- c) Resources Portfolio Plan 2005/06.
- d) Transport and Environment Portfolio Plan 2005/06.

Appendix 4a)

Community and Housing Portfolio Plan – 2005/06

1. INTRODUCTION AND CONTEXT

1.1 Overview

The Council obtained the rating of “Good” in its Comprehensive Performance Assessment (CPA) conducted by external examiners. It wishes to move to the next (and highest) score of “Excellent” when its CPA is re-assessed in 2007. There are a number of challenges facing the Council over the next few years which will need to be overcome if we are to make progress. Some of these are internal and arise from the CPA process, and some are external.

1.1.1 CPA Process

The CPA assessment recognised that we have strong ambitions identified by our political priorities. However, the CPA report drew attention to the need to finance these ambitions and provide human and IT capacity to meet our goals. We intend to meet these twin challenges through a review of our Medium Term Financial Strategy and a review of Capacity.

1.1.2 Other Challenges

- E Government

Government expects us to have established electronic access to all our services by December 2005. This is in itself a key challenge, made more critical by its importance to our Customer Contact Centre.

- Partnership

Although we benefit from strong partnership working, particularly with the South Wiltshire Strategic Alliance, rising Government expectations in areas such as the Gershon Review, Crime and Disorder and Waste Management are likely to increase the level of cooperation between public bodies.

- Community Planning

Government funding is increasingly provided through grant mechanisms linked to specific targets eg Local Transport Plan, Planning Delivery Grant, Waste Management and Benefits Administration. We need to ensure that we meet the targets set to improve service and maximise our income.

- Potential Reorganisation of Local Government

The Government has no current plans to introduce changes to the structure of Local Government. However, the Government are aware that there are increasing signs of interest in unitary local government being introduced more widely and reference is made to this in “The Future of Local Government: Developing a 10 Year Vision”.

- Impact of Governments’ Efficiency Review (Gershon)

As a result of the Gershon Review the Government has set a target for efficiency gains in local government of 2.5% per annum for the next

three years. For Salisbury District Council this will equate to approximately £300k in 2005/06. Of this £150k of efficiency gains will need to be “cashable” (i.e. resources actually able to be redirected rather than securing improved efficiency through heightened productivity).

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever-constrained resources.

- 1.1.3 Whatever the challenges which face us, and from wherever they come, we will deal with them in a manner consistent with our Core Values and our ambition to be a nationally recognised high performing Council with a strong emphasis on partnership working and engaging the community.

1.2 Introduction to the Portfolio

The provision and development of housing, benefits, grounds maintenance, the Crematorium, sport, arts, leisure and community development make a significant contribution to the health, safety and social wellbeing of the citizens of the district.

The portfolio's role is both as a provider (of homes, housing advice, benefits, activities and facilities) and as a supporter of other organisations (who also provide such services).

The vision for the portfolio is to:

“develop the wellbeing of the community and ensure everyone counts through; encouraging self help and expression; the provision of quality homes that are affordable; sporting and artistic activities; providing the benefits to which people are entitled”.

1.3 Strategic Objectives for the Portfolio

- To assess, analyse and prioritise housing needs in the district.
- To provide housing options to prevent people from becoming homeless.
- To provide housing and support services for older and vulnerable people that promote independence.
- To support owner-occupiers and landlords in improving private sector housing conditions.
- To work in partnership to develop sustainable communities by reducing social exclusion and isolation.
- To ensure that correct housing benefit is paid at the correct time to the correct people.
- To ensure effective prevention, detection and prosecution where breaches in the benefit system have been discovered.
- To increase the number of affordable homes.
- To meet the Decent Homes Standard by 2010.
- To maximise resources for repairs and maintenance.
- To continue to provide a quality housing management service.
- To maintain and strengthen tenant participation and protect tenants' rights.
- To work in partnership with the South Wiltshire Strategic Alliance and other organisations and agencies to achieve improvements in community priorities including community safety, affordable housing and access to services.

- To establish an integrated approach to sports, arts and leisure that will lead to a better-planned and co-ordinated service, provided in partnership, to meet the needs of the local community.
- To encourage community development and participation in community and housing issues.
- To promote and develop sport, art and leisure for the health and social wellbeing of all the citizens of Salisbury District.

1.4 Statement of Portfolio

The Cabinet has recognised that not all services are equally important. It is therefore, appropriate, to develop different strategies and approaches for the different groupings of services. The Cabinet has identified that services can be placed into the following four categories:

- Essential.
- Very Important.
- Important.
- Desirable.

The criteria used to determine which services fall into which categories is as follows:

- The degree to which the service is either statutory or discretionary.
- The degree to which the service contributes to the political priorities of the Council.
- The extent of the community benefiting from the services.
- The impact if the service was withdrawn.

The following grouping of services for this Portfolio is therefore proposed as follows:

Essential

- Housing enabling and development.
- Housing Management.
- Housing Benefits.
- Community Safety.

Very Important

- Community Development and Planning (inc. Partnership Working).
- Control Centre.

Important

- Sports Centres.
- Cemeteries (City Precept) and Crematorium
- Parks, Play Areas and Allotments (Majority City Precept)
- Environment (Nature Conservation)

Desirable

- Community Grants.
- Public Conveniences.
- Sports Development.
- Arts and Entertainment (City Hall, Guildhall, Major Arts Grants and Arts Development).

- Markets and Fairs.

1.5 Supporting Community Outcomes

The Community and Housing Portfolio plays an important role in meeting the priorities of the communities we serve. These priorities have been developed and agreed after extensive consultation by the Local Strategic Partnerships for Wiltshire and for Salisbury and South Wiltshire.

The priorities for the Wiltshire Strategic Board (as set out in the document 'A County Fit for Our Children') relevant to this portfolio are:

1.5.1 Healthier Wiltshire

The Healthier Wiltshire programme is led by the Council's Chief Executive. The Portfolio supports the delivery of the Local Public Service Agreement targets relating to this theme.

Although an action plan has not been agreed, this Portfolio already undertakes many activities that support a healthier community:

- G.P. referral schemes in all sports facilities.
- Pricing schemes structured to encourage more frequent use by senior citizens.
- Wisecard reductions targeted to ensure that those identified at greatest risk have access to regular exercise at affordable prices.
- Development of the County Sports Partnership - key theme of 'Health and Physical Activity'.
- Appointment of Community Sports Coach - Inclusion who will focus 50% of time on disability.
- Zero Gravity Youth Dance provision via Wiltshire Youths Arts Partnership.
- Link Up - Disability Arts.
- Ongoing development and support for the Sunshine Healthy Living project.

1.5.2 Street Scene

The Council is represented on the Safer Wiltshire Board, which is a sub-group of the Street Scene project, and will support the delivery of the Local Public Service Agreement targets relating to crime and disorder. Any actions arising from the Safer Wiltshire programme will be considered by the Community Safety Partnership and Cabinet.

The priorities for the South Wiltshire Strategic Alliance relevant to this portfolio are:

1.5.3 Affordable Housing

The Council has been asked to lead on developing an action plan for the South Wiltshire Strategic Alliance for Affordable Housing. The Council will consider proposals when they are submitted by the South Wiltshire Strategic Alliance Board.

1.5.4 Access to Services

Although not directly involved in this theme, this Portfolio already undertakes many activities that support improved access:

- Seeking to address exclusion to facilities and activities by reducing barriers to participation:

- Appointment of Community Sports Coach - Inclusion who will focus on people with a disability and disengaged young people.
- Provision of arts and sports services directly within communities.
- Alternative sports provision.
- Arts development services and activities targeted to enable access to those who are least likely to access the arts.
- Training programme on understanding the barriers to involving 'hard to reach groups and individuals'.
- Development of mechanisms for consulting 'hard to reach' groups in particular ethnic communities and young people.
- Wisecard Scheme that enables more affordable access to leisure/ council services for residents who are socially or physically disadvantaged.

1.5.5 Crime and Anti-Social Behaviour

The Community Safety Partnership is leading on this priority and is developing its strategy for 2005-2008. The Community Safety Strategy will be presented to Cabinet in early 2005.

In addition to the work delivered through the Community Safety Partnership (see Section 2), this Portfolio also provides:

- Arts development services that target specific geographical areas where community safety is an issue or directly to young people who are a threat to community safety.
- Leisure facilities which give children the opportunity to take part in activities in a safe and supervised environment.
- Sport to reduce anti-social behaviour in city target areas.
- A drug and alcohol exercise rehabilitation project.
- Community Sports Coach - Inclusion who will focus 50% of time on community safety issues.
- Development of the Salisbury Citizen Project for young people.

1.6 Supporting Individual Community Plans

1.6.1 Each of the six community areas has renewed its Community Plans. All of these Community Plans will be published by early June 2005. The six areas are:

- City.
- Mere and surrounding area.
- Nadder Valley (Tisbury and surrounding area).
- Southern Area.
- Stonehenge (Amesbury and surrounding area).
- Four Rivers (Wilton and surrounding area).

1.6.2 This portfolio underpins the priorities of the Community Plans as follows:

- Modernisation of council homes.
- Access to school festivals, sports stars programmes and youth games.
- Support AONB team to deliver management plan (Mere, Nadder, Southern and Four Rivers)
- Community wildlife and conservation support service (City, Mere, Nadder, Southern, Stonehenge and Four Rivers)

- Bemerton Nature Reserve (City)
- Provision of arts services through Rural Arts Wiltshire & the Participatory Arts Workshops scheme.
- Provision of arts activity as part of strategic project Big Ideas Mini Operas.
- Ongoing support to the Sunshine Healthy Living Project (Mere and Nadder Valley).
- Development of Alternative Sports Project, subject to funding.
- Development and support of the Market Town Plans (Nadder Valley and Stonehenge).
- Sports Development activities and support for schools and local sports partnerships.
- Undertaken local housing needs surveys.
- Providing and managing a Crash Pad for homeless people (City).
- Opened the Foyer for South Wiltshire (City).
- Progressed plans to redevelop Stratford Road Social Club (City).
- Development of the Bemerton Heath Neighbourhood Centre (City).
- Appointed an Anti-Social Behaviour Reduction Officer who co-ordinates multi-agency responses to anti-social behaviour problems.
- Training of community groups and workers to help tackle anti-social behaviour together.
- Review of options for the future use of the Guildhall (City).

2. REVIEW OF PORTFOLIO

Review against Priorities of Council

The Council has identified six political and four organisational priorities. This portfolio has a significant contribution to make to the following priorities:

Maintaining our Housing Stock

| What we said | What we've done |
|--|--|
| Allocate resources to complete an annual improvement programme. | We continue to maintain our housing stock with a £2.9m investment into a Planned Maintenance Programme. |
| Prioritise works on continuing to meet the Decent Homes Standard. | The Programme has prioritised meeting the Decent Homes Standard by 2010 but also includes essential works to maintain the structural integrity of the stock. |
| Continue with the programme to meet tenants' priorities of new kitchens, bathrooms and external doors. | The bulk of the investment in line with tenants' priorities is on new kitchens, bathrooms and external doors. |
| Complete the stock option appraisal, including consultation with tenants. | A stock condition survey was completed in March 2004 which identified that £27.4m investment was required to meet the full decent homes standard but that over £52m was required to prevent a backlog of repairs over the same period and £56m is required to meet tenants' aspirations expressed in the Salisbury Standard which was developed with tenants over the last year. |

| | |
|--|---|
| | <p>There are insufficient funds to meet either the level of stock condition repairs or the Salisbury Standard if the Council retains the stock. For the H.R.A. to be in balance over a thirty year period (a legal requirement), the 2005/06 budget figures would need to be reduced by £1.2m. This is based on the assumption that the Council could allocate capital to fund the full costs of repairing the housing stock.</p> <p>The stock option appraisal to be completed in March 2005 will determine whether this is an acceptable situation or whether a stock transfer, which would resolve these problems, will be pursued. The outcome of that decision will obviously have a significant impact either way on the future delivery of the housing management service.</p> |
| Implement the Tenants Compact. | Completed. |
| Produce Tenant's Anti-Social Behaviour policy. | Anti-Social Behaviour policy for housing tenants approved by Cabinet in December. |
| Submit a 'fit for purpose' HRA Business Plan to Government Office of the South West. | Not required for 2004/05. |

Delivering More Affordable Housing

| What we said | What we've done |
|--|--|
| Continue implementing the recommendations of the Scrutiny Review. | <ul style="list-style-type: none"> • Published Supplementary Planning Guidance for affordable housing. • Established an Affordable Housing Board. • Updated the Private Sector Housing Renewal Policy to address fuel poverty and target improvement grants towards achieving decent homes standard for vulnerable people living in private sector housing. • Set aside £3.3m of capital funding, over 3 years, to finance affordable housing schemes. • Successfully expanded the Inspired Leasing scheme by a further 30 properties to a portfolio of over 170 dwellings all providing much needed quality temporary housing. |
| Target a new interest free loan facility to help bring back into use empty | Despite promoting this initiative there has been little interest. Research has |

| | |
|--|--|
| properties. | shown that there are few long-term empty properties. |
| Complete the Best Value Review of Balanced Housing Markets and Decent Homes. | Considered by Community and Housing Scrutiny Panel in January and to go to Cabinet in March. |
| Evaluate the benefit of a partnership with Assettrust to deliver affordable homes. | Approved Assettrust Housing as a preferred partner for the delivery of new affordable homes. |
| Evaluate the benefits of introducing choice based lettings. | Visits to other organisations complete. Report due to go to Cabinet in 2005. |
| Review the Registered Social Landlord Strategic Partnership. | Review commenced. Report to Cabinet in May 2005. |
| Raise the profile of the Council's role in enabling affordable housing with the public and the Regional Housing Board. | Worked with South Wiltshire Strategic Alliance on expanding the strategic housing approach. |
| Implement Reducing Homelessness Strategy, including nil use of bed and breakfast. | Use of bed and breakfast now only used in very exceptional cases. |

Improving Community Safety

| What we said | What we've done |
|--|--|
| Continue to tackle anti-social behaviour and in particular implement the recommendations from the Scrutiny Review. | <ul style="list-style-type: none"> Appointed an Anti-Social Behaviour Reduction Officer who will be the local 'front line' of Wiltshire's Anti-Social Behaviour Team. Produced Anti-Social Behaviour Protocols for Salisbury. Have 6 current Anti-Social Behaviour Orders. Have issued a total of 19 Acceptable Behaviour Contracts of which 10 are still current. Successfully used the powers available under the Anti-Social Behaviour Act 2003 Part 4 Dispersal: Dealing with Intimidating Groups. In our case very successfully in an area within the Bemerton Ward during the summer. Both Crime and anti social behaviour figures dropped dramatically and there have been no signs of the area regressing back since the Order was removed at the end of September. |
| Continue attempts to reduce the fear of crime and to increase public confidence and reassurance in how safe the district is. | <ul style="list-style-type: none"> PR Officers have developed and implemented campaign to promote low crime levels within the District. Re-launched the Control Centre as Careconnect Salisbury that provides a range of monitoring |

| | |
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| | services to vulnerable people and business organisations. |
| Work with staff involved in the implementation of the new licensing legislation to take account of any community safety implications of the new policies. | Extensive consultation and feedback given in developing licensing policy. |
| Consider the impact of and monitoring of the CCTV system. | Annual report from CCTV produced. |
| Roll out section 17 training both within the council to officers and to parish councils and elected members. | Section 17 training completed. |
| Further tackle drug and alcohol misuse. | Implementation of Drug and Alcohol misuse action plan. |
| Further tackle domestic violence. | Implementation of domestic violence action plan. |
| Continue work on Bemerton Heath and the Friary. | Implementation of local community safety groups' action plans. |
| Continue street work, diversionary activities, citizenship and safer schools initiatives with young people. | Granted aided a number of projects that will engage young people and ensure that they are diverted from anti-social behaviour. |
| Participate in the third Crime and Disorder Audit and contribute to the production of the third Community Safety Strategy for South Wiltshire. | Commissioned an audit of Crime, Anti-Social Behaviour and Drug misuse to assist in the development of the Community Safety Strategy for 2005 - 2008 and a strategy to combat the misuse of drugs in the area. |
| Continue to enhance the profile of the Community Safety Partnership through the local media and ensure regular reporting to elected members and their communities. | Joint PR group continues to promote community safety issues and the Partnership in the local media. |
| Develop Young Peoples Strategy. | Currently being developed with partners and due to be considered by Scrutiny panel and Cabinet by May 2005. |
| Develop further diversionary activities for young people. | Granted aided a number of projects that will engage young people and ensure that they are diverted from anti-social behaviour. |
| Produce Anti-Social Behaviour Order Toolkit. | Completed and published. |
| Become more ambitious on social inclusion. | New programme of work to be considered next year. |

Partnership Working

| What we said | What we've done |
|--|--|
| Publish the second phase community area plans. | 4 out of 6 Plans due to be approved by Board and Cabinet by December. Remaining 2 to be considered in March. |
| Develop a three-year plan to deliver and monitor SWSA's high level targets and community area plans. | Alliance priorities agreed July 2004. |

| | |
|--|---|
| Evaluate community planning in each of the six community areas. | Evaluation to be considered by Executive in January 2005. |
| Maintain and develop SWSA website. | SWSA has a web presence on the South Wilts Community Web site. Any development will need to be considered as part of next year's priorities. |
| Support current groups and partnerships to develop work programmes that meet SWSA priorities and community area plans. | Ongoing. |
| Continue publicity campaign to ensure communities are kept informed on community area plan progress. | Ongoing. |
| Maintain and strengthen links with councillors to develop their role in community planning. | Councillor Community Champions identified, presentations given to Area Committees. Two training workshops have been organised, one in September 2004 and one in Feb 2005, for staff and members ref: Community development. |

| | |
|--|---|
| Map partnerships working in South Wiltshire and establish working relations to bring community plans to fruition. | All partnerships in South Wiltshire identified June 2004 and invited to Alliance Event in Sept 2004. Responding to community plans included with partner organisation's corporate planning processes. |
| Develop and implement co-ordinated approach to consulting and involving hard to reach groups for SWSA. | Report on future approach to working with hard to reach groups to be considered by Alliance in January. |
| Restructure SWSA to strengthen the partnership and minimise or remove the weaknesses identified in the partnership self assessment review. | New structure agreed and implemented. |
| Feedback impact of consultation to consultees and improve monitoring. | Completed in August. |
| Rationalise partnerships and link to clear objectives. | Rationalisation of partnerships to be considered following development of action plans linked to priorities. |
| Engage with the Regional Assembly. | Higher profile achieved. |

2.1 Review of the Portfolio Plan and Performance Targets

From the 2004/05 Corporate Plan onwards the council has sought to more closely align the published Best Value Performance Indicators with three-year ambition targets. The following is a summary of the criteria used:

- For priorities identified within the Integrated Change Programme and services categorised as "essential", the ambition targets will be set at or above the top quartile performance.
- For our core values and services categorised as "very important", the ambition targets will be set at or above the median performance.

For this Portfolio all indicators set out below are essential.

Last year the Portfolio Plan identified a number of projects and for the current financial year. An update on progress is reported quarterly to the Cabinet in the Performance Monitoring report and made available to Scrutiny panels.

| Performance Indicator | Current Performance | Target 2005/6 | Target for top 25% | Actions needed for achievement |
|---|--|----------------------|---------------------------|---|
| Average re-letting time for Council dwellings. | 26 days | 26 days | 26 days | Continued close monitoring of the void process. |
| % Urgent housing repairs completed within Government time limits. | 98% | 98% | 96% | Maintain current performance. |
| Tenant satisfaction with repairs service. | 97% | 95% | - | Maintain current performance. |
| Rent arrears of current tenants as a % of rent roll. | 1.8% | 1.9% | 1.8% | Implement rent arrears action plan. |
| Tenant satisfaction with overall service provided by the Council. | 89% | 86% | 86% | Continue with excellent customer service. |
| Average length of stay in B&B. | 10 days* | 3 days | 3 days | Improve exit plans process. |
| % Decisions on homelessness applications made and notified in 33 days. | 96% | 97% | 97% | Improve monitoring of caseloads. |
| Average time for processing new Housing Benefit and Council Tax Benefit Claims. | 30 days | 30 days | 30 days | This indicator is continually being assessed to maintain its achievement or improvement. This is done through work processes being modified with changes in required work practice. |
| Total Number of affordable homes delivered. | 116 (total to date since start of 3 year review) | 234 | - | Extensive actions to implement Assettrust and S.P.G. |

* This year's estimated total days of B&B used is 133 days, compared with 7,420 days for 2003/04.

2.2 Improvement Targets

The Governments' Efficiency Review identifies opportunities for efficiency gains in:

- joint provision of corporate services.
- construction procurement.
- increasing productive time.
- savings through customers using more efficient channels of delivery.

Our approach to meeting the requirements of this review will be incorporated in a revised Procurement Strategy and Best Value Programme for 2005/06. Early potential 'Gershon' efficiencies are shown in paragraph 5.6.1.

Improvement can also be achieved through external assessment and validation. A proposed programme is set out below:

External Accreditation/Validation Programme

| Service | Award | Year | Outcome |
|---|--|-------------|---|
| Durrington Pool & Five Rivers Leisure Centre. | IQL Approved Training Centre registration. | 2004 | Seeking joint registration November 2004. |
| Strategic Housing – Housing Needs. | Crystal Mark for Housing application process. | 2005 | Approved. |
| Strategic Housing – Services to older people. | Supporting People review. | 2005 | Accreditation to the Supporting People programme. |
| | Careconnect – Association of Social Alarm providers. | 2005/6 | Accreditation. |
| Housing Management – Housing Strategy. | Chartermark. | 2004 | Awarded. |

2.3 Summary of Completed Best Value and Scrutiny Reviews

During 2004/2005 the following Best Value and Scrutiny Reviews will be completed:

- Balanced Housing Markets and Decent Homes Best Value Review – focusing on identifying the balance between housing demand and supply and the condition of rented houses within the District.
- Youth Strategy - focusing on identifying gaps in current provision that the District Council will play a lead on.

3. RELEVANT FACTORS AFFECTING PORTFOLIO PLANNING FOR 2004/2005

3.1 Changing Legislation

- Disability Discrimination Act.
- Government Green Paper - Every Child Matters.
- The Children Bill 2004.
- Police Reform White Paper.
- Government White Paper on Health.

3.2 National Factors

- E-government and rapidly changing technologies.
- Regional Housing Strategy.
- Enhanced local authority responsibilities for private sector housing.
- Regional Spatial Strategy.
- Supporting People.
- Physical activity targets.
- Implementation of Whole Sport and One Stop Plans in April 2005.

- Future introduction of the National Identity card.

3.3 Local Factors

- Local Development Framework.
- Demand for affordable housing outstrips supply.
- Changes to customer service with development of customer contact centre.
- Ageing population and increasing desire for older people to maintain their independence.
- Stock Option Appraisal.
- Continued integration of Five Rivers Leisure Centre.
- Development of County Sports Partnership and ensuring South Wiltshire is reflected and represented.
- Alternative/Extended School Days - increased need for after-school provision may affect other programmes.
- Development of Wiltshire Forward Plan for the Arts.
- New strategy for combating the misuse of drugs in South Wiltshire to be published by 1st April 2005.
- South Wiltshire Community Safety Strategy for 2005 - 2008 to be published by 1st April 2005.
- Implementation of the Licensing Act.
- Section 17 of the Crime and Disorder Act 1998 Training.
- COMPACT development and supporting codes.
- Creating a vision for the future of Salisbury.
- Budget freeze on “desirable” and “important” services.
- SWSA, through community planning process, has identified the need to improve access to services.

3.4 Growth or Changes to Customer Base

- Growth in interest in alcohol free zones and Anti Social Behaviour Orders.
- Reduction in customer contact in person/phone through longer term guaranteed benefit entitlement period.
- Decline in casual swim numbers nationally and locally.
- Mismatch in availability of housing and need.
- 1000 more residents in South Wiltshire over the last year.
- Increasing elderly population.
- Demand for Arts Development activities outstripping resources.
- Demand for Parish Plan Development outstripping resources.
- Increased housing places increasing pressure on open spaces. Need to make sure householders have access to well-maintained natural green space.

3.5 Best Value Review Programme 2005/2006

A Best Value Review programme will be developed for Cabinet consideration as part of the Corporate Plan.

3.6 Scrutiny Review Programme 2005/2006

The Scrutiny Panel is currently reviewing the following areas:

- Best Value Review of Balanced Housing Markets and Decent Homes.
- Youth Strategy.
- Wisecard policy and implementation.
- Stock Options.

3.7 Workforce Planning Issues

The development of the customer contact centre, the potential co-location of Careconnect with CCTV and the potential introduction of the leisure trust will potentially require consultation, redeployment and re-training.

Transformation of the role of Community Scheme Manager to that of a Housing Support Officer providing a peripatetic service to older and vulnerable people in the community.

The stock option appraisal outcome could have a significant effect if the stock is retained leading to reductions in staff to deal with the revenue issues. However, if stock transfer is considered this will not have an impact for about 3 years.

With the taking on of the direct management of 5 Rivers, the Council is currently working through a series of harmonisation issues. Furthermore all Leisure Centres are experiencing some difficulties recruiting trained and experienced staff locally.

It is considered appropriate to review the senior management structure of the Community Initiatives Unit to reflect changes over the last year.

3.8 Major Procurement

Procurement Projects:

- Potential implementation of leisure trust.
- The outcome of the stock option appraisal will allow us to enter into longer-term partnerships for planned maintenance works.

3.9 Summary of Key Drivers for Change

- Stock Options Appraisal decision.
- Customer Services Improvement Programme.
- Reducing financial resources.
- Supporting People.
- Affordable Homes.
- Growth and development of Careconnect Salisbury.
- Crime and Disorder.
- Development of the Local Strategic Partnership.

3.10 Marketing of Services

The following marketing activity is planned by the portfolio in the coming year:

| Service Unit | Marketing Activity | Target Date – Qtr. |
|-----------------------|---|--|
| Revenues & Benefits | <ul style="list-style-type: none"> • Benefits take up. • Counter fraud. | 2 nd & 4 th quarter. 1 st & 3 rd quarter. |
| Strategic Housing | <ul style="list-style-type: none"> • Publish annual newsletter to housing applicants. • Publish newsletters to sheltered housing residents. | 2005. 2005. |
| Housing Management | <ul style="list-style-type: none"> • Quarterly editions of Housing Matters will be issued to all tenants providing information on the housing service. | Each quarter. |
| Community Initiatives | <ul style="list-style-type: none"> • Schools Environment Day. • City Hall – What’s On Guide. • Leisure Centres publicity guides. • Roundabout Sponsorship | Each quarter. 2 nd Qtr |
| Partnership Team | <ul style="list-style-type: none"> • SWSA News. • Articles in The Citizen. • New leaflet on SWSA. | Quarterly. Quarterly. 3 rd Qtr. |

3.11 Consultation Requirements

The following major consultation will be undertaken during the year:

| Service Unit | Consultation | Target Date - Qtr. |
|-----------------------|---|-------------------------------|
| Housing Management | <ul style="list-style-type: none"> • Annual Satisfaction Survey. • Potential Stock Transfer Consultation. | Nov 2005. Throughout Year. |
| Community Initiatives | <p>Sports Facilities:</p> <ul style="list-style-type: none"> • Customer & Non-user Survey. <p>Community Development:</p> <ul style="list-style-type: none"> • Local Community Plans/Parish Plans Consultation. <p>Arts</p> <ul style="list-style-type: none"> • Wiltshire-wide Economic & Social Impact study. | September 2005. |
| Partnership Team | <ul style="list-style-type: none"> • Consultation with ‘hard to reach’ groups. | 4 th quarter. |

4. RISK ASSESSMENT

Set out in Appendix 1 is a full assessment of strategic risks (against the corporate criteria used for risk assessment). The list covers areas of corporate risk, which may impact on all portfolios and risks specific to this portfolio. The development of corporate risks has been undertaken following a review by Cabinet and senior officers. A response to the risks identified has been prepared and included by responsible officers.

In Appendix 2 is a separate Risk Assessment for each of the financial options to achieve a budget freeze.

5. RESOURCES

5.1 Fees and Charges Policy

As part of its Medium Term Financial Strategy, the Council has agreed the principle of increasing its fees and charges to the upper quartile of charges levied by comparable authorities, in return for keeping Council Tax amongst the lowest in the country. Fees will therefore rise by 5% per annum until this target is reached, unless already at the require level or where commercial damage might result. Average charges within the Community and Housing Portfolio will rise by 5% with the exception of 5 Rivers Leisure Centre which is already at upper benchmark target and will only rise by inflation.

| Service | Percentage Increase/(Reduction) |
|---|---------------------------------|
| Crematorium | 5% |
| Salisbury City of Flowers | 5% |
| Netherhampton Road and Portway football Pitches | 5% |
| General Public Conveniences * | Nil |

* General Public Conveniences - Fees increased by 10p in 2004/5.

5.2 New Fees and Charges

As part of the Medium Term Financial Strategy the Council has agreed, in order to retain its record of keeping its Council Tax amongst the lowest in the country, to explore the implementation of new fees and charges. The impact on this portfolio is set out below:

| Proposed Change | Impact |
|---|---------|
| Greater sponsorship and advertising on City roundabouts | £10k pa |

5.3 Unavoidable Costs

Each year the Council is faced with a series of unavoidable costs that impact upon the budget over and above the annual inflationary increases. Some of these can be considered as unavoidable corporate costs and others that are unavoidable service cost increases.

The Council's strategy will be as follows:

- As far as possible to build unavoidable corporate costs into base budgets.
- Give highest priority to funding unavoidable service costs for essential services.
- Give serious consideration to funding unavoidable service costs for very important services.
- Unlikely to fund significant unavoidable service costs for important services.
- Give lowest priority to unavoidable service costs for desirable services.

In addition to this the Council has undertaken a base\budget review of services and agreed to consider any implications arising from the review using the above criteria.

A summary of unavoidable costs is outlined below:

| Service Unit/ Corporate | Unavoidable Costs | | | | Revenue £ | Capital £ |
|----------------------------|---|-----------------------|------------------------|-----------|--------------|------------------|
| | Essential | Very Important | Important | Desirable | | |
| Housing Management (HRA) | Increase in repair contract costs | | | | 100,000 | |
| Housing Management (HRA) | Rent rebates shortfall | | | | 150,000 | |
| Housing Management (HRA) | Disabled Adaptation | | | | | 50,000/ Annum |
| Housing Benefits | Transfer of Discretionary Benefits from HRA to GF | | | | 50,000 | |
| Housing Benefits | Benefit payment shortfall | | | | 75,000 | |
| Housing enabling | Disabled Facility Grants | | | | | 50,000/ Annum |
| Care-connect | | Business Plan Profile | | | 50,000 | |
| Durrington Sports Facility | | | Budget | | 30,000 | |
| Durrington Sports Facility | | | Part fund Access Road* | | | 10,000 |

* To be considered as part of Corporate Property Repairs and Maintenance Programme.

5.4 Efficiency Savings – 2005/06

In order to meet the expected budget requirement each Portfolio is requested to identify potential efficiencies within their area:

| Savings | Unit | £ |
|---|-----------------------|---------|
| Re-alignment of City Hall/Guildhall budgets | Community Initiatives | 50,000* |
| Private sector lease property surpluses | Strategic Housing | 10,000* |
| Additional benefit fraud income | Revenues and Benefits | 20,000* |
| Reduction in Benefit agency staff | Revenues and Benefits | 20,000* |

| Savings | Unit | £ |
|---------------------------|--------------------|-------------------|
| Total (Revenue) | | 100,000* |
| Housing Renovation Grants | Housing Management | 100,000 (Capital) |
| Total (Capital) | | 100,000 |

* These savings will contribute towards the Gershon efficiency savings.

5.5 Budget Investment for the Medium Term Financial Strategy

| Theme | New Investment 2005/6 Onwards | | |
|--|-------------------------------|--------------------------------|---|
| | Revenue Recurring | Revenue Non Recurring | Capital |
| Delivering More Affordable Housing | | | |
| Funding of affordable homes through the transitional relief from pooled receipts | | | Estimated to be £3.3m over 3 years based on £3m sales per annum |
| Housing Needs Survey | | | £60,000 |
| Improving the Housing Stock | | | |
| Funding repairs through the Major Repairs Allowance | | | £3m |
| Stock Transfer Preparation | | £300,000 funded from Reserves* | |

* Only if transfer option is approved. This will be refunded to the General Fund if a transfer of the housing stock is successfully completed.

5.6 Service Reductions/Changes

5.6.1 As part of its Medium Term Financial Strategy, the Council has decided to examine the impact of imposing a freeze on its two sets of lower priority services i.e. "Important" and "Desirable" in order to fund its ambitions for improvements to services considered to be political priorities.

5.6.2 The "freeze" would last for 5 years unless managers can make proposals to absorb the accumulated impact before the 5-year deadline, in which case funding would resume. It is assumed that the impact of a freeze equates to a cut in service of 3% per annum, and the annual impact on services covered by this portfolio are approximately £85,000 each year.

5.6.3 If the Council decides to retain its housing stock then further reductions are required to produce a balanced Housing Revenue Account budget.

5.6.4 Conversely, if the Council successfully pursues a stock transfer it will release additional resources for the General Fund.

5.7 Proposals

5.7.1 The proposals to deal with a potential freeze on services:

| Service and Ranking | Proposal | Impact £ |
|------------------------------------|---|--------------------|
| 2005/6 | | 85,000 |
| Community and Housing Portfolio | Efficiency savings as identified within 5.4 | 100,000 |
| 2006/7 | Choice from options below | 85,000 |
| Rural Sports (Important) | Review rural sports provision | Up to 85,000 |
| Community Initiatives | Review of Community Initiatives senior management structure | Up to 20,000 |
| 5 Rivers (important) | Set improved efficiency target | Up to 50,000 |
| 2007/8 | | 85,000 |
| Arts and Entertainment (desirable) | Consult Arts and Heritage groups on a budget reduction | Up to 20,000 |
| Sports (important) | Transfer to Charitable Trust | 85,000 (40% share) |
| 2008/9 and 2009/10 | | |
| Sports and Arts | Grants Freeze | |

6. PORTFOLIO ACTION PLAN 2005/2006

The actions for this portfolio for 2005/06 will be determined from existing tasks already approved by the Council from the following strategies and plans:

Community and Housing

- Arts Development Policy 2004 - 2007
- Public Art Policy
- Affordable Housing Scrutiny Review
- Affordable Housing Project Board
- Best Value Review of Elderly and Vulnerable People
- Best Value Review of Community Safety
- Community Development Policy
- Community Plans
- Community Strategy (March 2005)
- Community Safety Strategy
- Cultural Strategy
- Equality Policy and Action Plan
- Facilities Best Value Review
- HRA Business Plan
- Homelessness Strategy
- Housing Strategy
- Scrutiny Review of Community Safety
- Social Inclusion Policy - Development of SMART objectives
- Sport and Recreation Strategy
- Risk Register
- Leisure Services Review
- Compact

In addition to existing strategies and plans, actions have been identified resulting from major projects within the Integrated Change Programme themes. These are as follows:

6.1 Improving Customer Services

During the next 12 months we will:

- Refurbish City Hall meeting rooms in support of the Office Centralisation project.

6.2 Maintaining Our Housing Stock

During the next 12 months we will:

- Submit to the Government Office of the South West our proposed Stock Management Option.
- Invest a further £3m in our housing stock, targeting Meeting Decent Homes and tenant priorities.
- Prepare detailed project plan for stock transfer or revise business plan to reflect reduced investment (dependant upon stock options decision).
- Submit “fit for purpose” business plan to the Government Office of the South West.

6.3 Delivering More Affordable Housing

During the next 12 months we will:

- Secure a suitable site for a crisis assessment centre for homeless people.
- Undertake a housing needs survey and market assessment to inform a whole market approach to the strategic housing function.
- Work with Assettrust to deliver a third affordable housing scheme.
- Appoint a new Registered Social Landlord partnership.
- Evaluate the benefits of introducing choice based lettings.
- Develop an affordable housing action plan with South Wiltshire Strategic Alliance partners.

6.4 Improving Community Safety

During the next 12 months we will:

- Design a new system for reporting and accurately recording anti social behaviour.
- Target alcohol related crime and anti social behaviour within Crime and Disorder Strategy.
- Publish Community Safety and Drugs Strategy.
- Implement Actions from the Community Safety and Drugs Strategies.
- Implement Housing Anti Social Behaviour Policy.
- Develop a community safety action plan with South Wiltshire Strategic Alliance partners.

6.5 Partnership Working and Community Engagement

During the next 12 months we will:

- Publish a Young People’s Strategy.
- Rationalise partnerships and link to clear objectives.
- Develop approach further to engaging hard to reach groups.
- Produce a Community Strategy for the district.
- Coordinate work on SWSA priorities.

6.6 Meeting the Financial Challenge

During the next 12 months we will:

- Set efficiency targets for increased income at 5 Rivers Leisure Centre.
- Review rural sports provision and consult on proposed changes.
- Review the management structure of the Community Initiatives Unit.
- Re-negotiate major arts service agreements at reduced grant.
- Re-consider establishment of Charitable Sports Trust in April 2006.
- Reduce Careconnect budget deficit by 35% through implementation of the business plan.

6.7 Supporting Community Outcomes

Healthier Wiltshire

During the next 12 months we will:

- Detailed actions to be agreed following agreement on 2005/6 action plans.

6.8 Supporting Individual Community Plans

6.8.1 A number of actions support priorities in all or most of the Community Plans. These are:

- Strengthen links with local constabulary to tackle crime and anti-social behaviour and where necessary seek ASBOs to safeguard customers from known and persistent offenders.
- Provide term time sports activities linked to anti-social behaviour reduction in 2005/6.
- Support the appointment of more Community Support Officers, subject to Government funding.
- Undertake training for Parish councils, Housing Officers, Community Beat Officers and other people who will be able to tackle antisocial behaviour together
- Negotiate up to 40% affordable housing provision on development sites coming through the Local Plan. This will include a mix of homes for rent and shared ownership.
- Encourage communities to promote Rural Exception Housing reserved for local people.
- Aim to bring back into use empty properties each year.
- Aim is to provide a preventative service by offering any and all homeless households assistance through the Backup Service.
- Consider whether "Access the Arts" programme and other cultural initiatives can put on productions in village halls.
- Provide access to creative opportunities for young people aged 13-21 years through the Wiltshire Youth Arts Partnership.
- Provide arts services in the area in 2005-06 through Rural Arts Wiltshire & the participatory Arts Workshops scheme.
- Deliver Big Ideas Mini Operas in 2005-06 through a Wiltshire-wide partnership including WCC, SDC, arts organisations, local groups and businesses.
- Develop alternative sports opportunities for young people through Wiltshire Alternative Youth Sports Partnership.
- Consider an appointment of an alternative sports officer subject to a successful funding bid.
- Provide coaching projects for young people.

The following actions are specific to individual Community Plans:

6.8.2 City

- Support the need for new community centres identified in Stratford and East Harnham.
- Continue to investigate and identify at least one specific affordable housing scheme for the City by December 2009.

6.8.3 Stonehenge (Amesbury and surrounding area)

- Consider the extension of Alcohol Free Zones.
- Provide activities for 8-14 year olds in the school holidays through Kidz Kamps at Durrington Swimming pool.
- Develop an after-school programme at Durrington.
- Support the Sports College & School Sports Co-ordinator Programme at Upper Avon.
- Develop the Multi-Use Games Area (MUGA) at Durrington.

6.9 Monitoring Arrangements

A quarterly report covering revenue and capital budgets, performance indicator progress and actions against key tasks within the Portfolio are reported to Cabinet and made available to Scrutiny.

Appendix 1

Community and Housing Risk Register (last updated Jan 04)

| Title of Risk | Impact | Probab. | Category | Risk Source | Owner | Risk Action | Action | Residual Status | Updated |
|---|---------------|----------------|-----------------|--------------------|--------------|--------------------|---|------------------------|----------------|
| Reduced rental income at Guildhall | Medium | High | Financial | Portfolio Plan | L&PS | Treat | Include in Medium Term Financial Strategy | OK | 01.12.04 |
| Stock option appraisal outcome - Transfer | High | Low | Financial | Portfolio Plan | FS/HM | Treat | Make provision in Reserves to meet any costs | OK | 01.12.04 |
| Stock option appraisal outcome - In house | High | Medium | Financial | Portfolio Plan | FS/HM | Treat | Develop business plan to reflect budget reductions | Concerned | 01.12.04 |
| Stock option appraisal outcome - Transfer | High | Medium | People | Portfolio Plan | HM/PP&T | Treat | Develop major reorganisation plan | OK | 01.12.04 |
| Stock option appraisal outcome - In house – reduced available resources | High | Medium | Community | Portfolio Plan | HM | Treat | Review current expenditure and Consult tenants on proposals | Concerned | 01.12.04 |
| Stock options decision | Medium | High | Political | Portfolio Plan | HM | Tolerate | Consult with Scrutiny and all political groups | OK | 01.12.04 |
| Benefits subsidy | High | Medium | Financial | Portfolio Plan | FS/R&B | Treat | Ensure all returns are accurate and timely | OK | 01.12.04 |
| | | | | | | | Training of Benefits Staff in liaison with Financial Services | OK | 01.12.04 |
| Supporting people | Medium | High | Financial | Portfolio Plan | SH | Tolerate/ Treat | We are both monitoring the national changes and outcomes of service reviews whilst also continuing to evaluate how we minimise any reduction in services and ensure a positive review | OK | 01.12.04 |

| | | | | | | | | | |
|---|--------|--------|-----------|----------------|----|----------|---|-----------|----------|
| Bed and breakfast | Medium | Low | Financial | Portfolio Plan | SH | Treat | Extensive action has been taken to reduce the use and reliance of B&B. Weekly monitoring has been introduced to analyse impact | OK | 01.12.04 |
| Careconnect not meeting business plan | Low | Medium | Financial | Portfolio Plan | SH | Tolerate | Quarterly Monitoring | OK | 01.12.04 |
| Housing finance regime | High | High | Financial | Portfolio Plan | FS | Tolerate | Linked with Stock Option Appraisal - Engage Consultants (Sector - Ongoing) | Concerned | 01.12.04 |
| Inability to meet demand for Community grants | Low | High | Political | Portfolio Plan | CI | Tolerate | Monitor | OK | 01.12.04 |
| Stability of voluntary sector | Low | Medium | Community | Portfolio Plan | CI | Tolerate | Monitor | OK | 01.12.04 |
| Inadequate Supply of Affordable housing | High | High | Community | Portfolio Plan | SH | Treat | Work continues following scrutiny review to evaluate alternative means of delivering affordable housing whilst also the Best Value Review of Balanced Housing Markets and revised capital programme will contribute to a revised strategy in 2004 | Concerned | 01.12.04 |
| Repairs Contractor going out of business | High | Medium | Community | Portfolio Plan | HM | Treat | Prepare contingency action plan. | OK | 01.12.04 |
| DDA claims | Medium | Low | Political | Portfolio Plan | CI | Treat | Include analysis in corporate property prog | OK | 01.12.04 |

| | | | | | | | | | |
|---|--------|--------|-----------|----------------|----|-------|--|-----------|----------|
| H&S claims (Durrington Swimming Pool (Car Park and possibly access Road)) | Medium | Low | Financial | Portfolio Plan | CI | Treat | Include analysis in corporate property programme | OK | 01.12.04 |
| Development of Parish Plans has created demand that we may not be able to meet due to capacity issues | Low | Medium | Capacity | Portfolio Plan | CI | Treat | Review programme with Alliance partners | OK | 01.12.04 |
| Increased late night anti-social behaviour | High | Medium | Community | Portfolio Plan | CI | Treat | Include actions within Crime and Disorder strategy | Concerned | 01.12.04 |

Appendix 4b)

Planning and Economic Development Portfolio Plan – 2005/06

I INTRODUCTION AND CONTEXT

1.1 Overview

The Council obtained the rating of “Good” in its Comprehensive Performance Assessment (CPA) conducted by external examiners. It wishes to move to the next (and highest) score of “Excellent” when its CPA is re-assessed in 2007. There are a number of challenges facing the Council over the next few years which will need to be overcome if we are to make progress. Some of these are internal and arise from the CPA process, and some are external.

1.1.1 CPA Process

The CPA appraisal recognised that we have strong ambitions identified by our political priorities. However, the CPA report drew attention to the need to finance these ambitions and provide human and IT capacity to meet our goals. We intend to meet these twin challenges through a review of our Medium Term Financial Strategy and a review of Capacity.

1.1.2 Other Challenges

- E Government
Government expects us to have established electronic access to all our services by December 2005. This is in itself a key challenge, made more critical by its importance to our Customer Contact Centre.
- Partnership
Although we benefit from strong partnership working, particularly with the South Wiltshire Strategic Alliance, rising Government expectations in areas such as the Gershon Review, Crime and Disorder and Waste Management are likely to increase the level of cooperation between public bodies.
- Community Planning
The Council has completed a review of its Community Plans. New Area Community Plans will be approved by June 2005. These need to be reflected in our own corporate planning process and by those of our partners in the Strategic Alliance.
- Grant Funding
Government funding is increasingly provided through grant mechanisms linked to specific targets eg Local Transport Plan, Planning Delivery Grant, Waste Management and Benefits Administration. We need to ensure that we meet the targets set to improve service and maximise our income.
- Potential Reorganisation of Local Government
The Government has no current plans to introduce changes to the structure of Local Government. However, the Government is aware that there are increasing signs of interest in unitary local government being introduced more widely and reference is made to this in “The Future of

Local Government: Developing a 10 Year Vision”.

- Impact of Governments’ Efficiency Review (Gershon)

As a result of the Gershon Review the Government has set a target for efficiency gains in local government of 2.5% per annum for the next three years. For Salisbury District Council this will equate to approximately £300k in 2005/06. Of this £150k of efficiency gains will need to be “cashable” (i.e. resources actually able to be redirected rather than securing improved efficiency through heightened productivity).

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever-constrained resources.

I.1.3 Whatever the challenges which face us, and from wherever they come, we will deal with them in a manner consistent with our Core Values and our ambition to be a nationally recognised high performing Council with a strong emphasis on partnership working and engaging the community.

1.2 Introduction to the Portfolio

The Planning and Economic Development Portfolio is responsible for the Council’s Forward Planning function, including the operation of the Local Plan, conservation issues and the Council’s CCTV system; Development Services’ function including the oversight of the planning process and Building Control; Economic Development and Tourism function including marketing tourism to the District and promoting a thriving economy.

1.3 Strategic Objectives for the Portfolio

The maintenance of the Local Plan (and thereafter the Local Development Framework) in an up-to-date condition and the successful implementation of its policies.

To maintain an efficient and up-to-date planning service.

To maintain the unique and distinctive environment (built and natural) of South Wiltshire.

To ensure development is safe, secure and sustainable.

To secure financial contributions to community facilities through Section 106 agreements.

To implement the council’s economic development objectives including the development of a sustainable future for Churchfields Industrial Estate, rural initiatives and the promotion of business incubation.

To encourage and manage sustainably the economic benefit of visitors to all parts of South Wiltshire.

To maintain a safe and secure environment through the operation of the CCTV system.

1.4 Statement of Portfolio

It is recognised that not all services are of equal importance. Thus we need different strategies and approaches for different services. The Cabinet has agreed to categorise services as follows:

- Essential
- Very Important
- Important
- Desirable

The criteria used to determine which services fall into which categories is as follows:

- The degree to which the service is either statutory or discretionary.
- The degree to which the service contributes to the political priorities of the Council.
- The extent of the community benefiting from the services.
- The impact if the service was withdrawn.

The following grouping of services for this Portfolio is as follows, for 2005/6 Cabinet has agreed to move conservation from desirable to very important to reflect its impact on meeting planning performance indicators.

Essential

- Forward Planning
- Development Control and Enforcement

Very Important

- Building Control
- Tourism Development & Salisbury Tourism Partnership
- Conservation

Important

- CCTV
- Tourist Information Centres
- Economic Development

Desirable

- Historic Buildings
- Special Events

1.5 Supporting Community Outcomes

The Planning and Economic Development Portfolio has a role in meeting the priorities of the communities we serve. These priorities have been developed and agreed after extensive consultation by the Local Strategic Partnerships for Wiltshire and for Salisbury and South Wiltshire.

The priorities for the South Wiltshire Strategic Alliance are:

- Affordable Housing
Affordable Housing Supplementary Planning Guidance adopted.
- Access to Services
Support to Customer Services Unit for development of additional services at Amesbury and Mere Information Points
- Crime and Anti-Social Behaviour
Designing out crime

CCTV/Pubwatch schemes

1.6 Supporting Individual Community Plans

1.6.1 Each of the six community areas has renewed its Community Plans. All of the Community Plans will be published by early June 2005. The six areas are:

- City
- Mere and surrounding area
- Nadder Valley (Tisbury and surrounding area)
- Southern Area
- Stonehenge (Amesbury and surrounding area)
- Four Rivers (Wilton and surrounding area)

1.6.2 This portfolio underpins the priorities of the Community Plans as follows:

- Ensure new housing developments deliver high quality building, community facilities and affordable housing (City, Mere, Nadder, Southern, Stonehenge and Four Rivers)
- Farmers' markets to promote local produce (City, Mere, Nadder, Stonehenge, Southern and Four Rivers)
- Improved delivery of customer services (Mere and Stonehenge)
- Supporting the provision of broadband (Nadder and Stonehenge)
- Supporting redevelopment of redundant sites and farm buildings (Mere and Four Rivers)
- Award winning Tourist Information Centre (City)
- Funding of festivals to promote city centre (City)
- Expanding number and types of market days (City)
- Promoting safety and security via CCTV (City)
- Supporting Solstice Park, Salisbury Research Triangle and expansion of DSTL (Stonehenge)
- Consultation on Stonehenge visitors' centre (Stonehenge)
- New supermarket solution for Amesbury (Stonehenge)
- Helping to deliver Solstice Park (Stonehenge)

2 REVIEW OF PORTFOLIO

2.1 Review Against Priorities of the Council

The Council has identified six political priorities. The following outlines how this portfolio has contributed to some of those priorities in 2004/05.

2.1.1 Improving Customer Services

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none">• Tourism Information Centres (TICs) at Amesbury and Mere transferred to new customer services unit. | Completed |

2.1.2 Delivering More Affordable Housing

| What We Said | What We Have Done |
|---|-----------------------------|
| <ul style="list-style-type: none">• Preparation of Supplementary Planning | Completed. Up to 40% of new |

| | |
|---------------------------------|---|
| Guidance on Affordable Housing. | residential development to be affordable housing. |
|---------------------------------|---|

2.1.3 Improving Waste Management

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.1.4 Improving Transportation

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.1.5 Improving Community Safety

| What We Said | What We Have Done |
|---|--------------------------|
| <ul style="list-style-type: none"> Scrutiny Review of CCTV Service | Progress Report Feb 2005 |

2.1.6 Meeting the Financial Challenge

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.1.7 Improving the Performance of the Council

| What We Said | What We Have Done |
|--|--|
| <ul style="list-style-type: none"> Identify and Improve Under Performing Services | Development Services Improvement Plan Developed. |

2.1.8 Partnership and Community Engagement

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.1.9 Building the Capacity of the Organisation

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.2 **Review of the Portfolio Plan and Performance Targets**

From the 2004/05 Corporate Plan onwards the council has sought to more closely align the published Best Value Performance Indicators with three-year ambition targets. The following is a summary of the criteria used:

- For priorities identified within the Integrated Change Programme and services categorised as “essential”, the ambition targets will be set at or above the top quartile performance.
- For our core values and services categorised as “very important”, the ambition targets will be set at or above the median performance.
- For this Portfolio all indicators are essential.

Last year the Portfolio Plan identified a number of projects and for the current financial year. An update on progress is reported quarterly to the Cabinet in the

Performance Monitoring report and made available to Scrutiny panels.

| Performance Indicator | Current Performance | Target for 2005/6 | Target For Top 25% | Actions needed for Achievement |
|---|----------------------------|--------------------------|---------------------------|--|
| Number of affordable homes delivered through planning process | 101 | 80 | Local Indicator | 1. In accordance with adopted supplementary planning guidance on affordable homes and preparation of development briefs for major sites allocated in the local plan. |
| % of major commercial and industrial planning applications determined in 13 weeks (Government target 60%) | 65% | 65% | 65% | <ol style="list-style-type: none"> 1. Review the need for Section 106 agreements, which substantially delay decisions. 2. Improve performance management. 3. Aim to ensure staff resources are in line with Government guidance. 4. Target achievement to be sustained |
| % of minor commercial and industrial planning applications determined in 8 weeks (Government target 65%) | 51% | 65% | 65% | <ol style="list-style-type: none"> 1. Review the need for Section 106 agreements, which substantially delay decisions. 2. Consider the use of conditions where appropriate. 3. Improved performance management. 4. Aim to increase staff resource in accordance with Government guidance. 5. Targets to be sustained. |
| % of all other planning applications determined in 8 weeks (Government target 80%) | 80% | 80% | 80% | <ol style="list-style-type: none"> 1. Monitor enhanced delegation and amend as required. 2. Continue with Fastrack 3. Improve performance monitoring 4. Targets to be met over 1 year |

2.3 Improvement Targets

The Governments' Efficiency Review identifies opportunities for efficiency gains in:

- joint provision of corporate services.
- construction procurement
- increasing productive time
- savings through customers using more efficient channels of delivery

Our approach to meeting the requirements of this review will be incorporated in a revised Procurement Strategy and Best Value Programme for 2005/06. Early potential 'Gershon' efficiencies are shown in paragraph 5.6.1.

Improvement can also be achieved through external assessment and validation. A proposed programme is set out below:

EXTERNAL ACCREDITATION/VALIDATION PROGRAMME

| Service | Award | Year |
|--------------------------------------|--|------|
| Salisbury Tourist Information Centre | CharterMark | 2005 |
| Building Control | ISO9002 | 2005 |
| Development Control | Crystal Mark for Planning Application Form | 2005 |

As general guidance to services the following focus is proposed for each category:

- **Essential Services** – Significant improvement in service quality and standards at current levels of expenditure. Priority focus for the service is to achieve government performance standards or upper quartile performance comparators before considering improved efficiency and cost savings measures.
- **Very Important Services** – Improvements in service quality and standards with minor efficiency savings. Services will concentrate on improving service standards towards upper quartile targets whilst maintaining current costs.
- **Important Services** – Minor improvements in service quality and standards with efficiency savings. Services will concentrate on improving efficiency indicators into upper quartile performance whilst maintaining service standards.
- **Desirable Services** – Maintain as far as possible current service quality and standards with significant efficiency savings. Priority focus for the service will be to achieve budget targets with the minimum impact on service standards.

2.4 Summary of Completed Best Value and Scrutiny Reviews

During 2004/2005 the following Scrutiny Reviews were completed:

- Investigating the efficacy of the Council's R2 policy, principles for changes to be implemented with new planning system which replaces the local plan.

3 RELEVANT FACTORS AFFECTING PORTFOLIO PLANNING FOR 2005/2006

3.1 Changing Legislation

- The Planning and Compulsory Purchase Act received the Royal Assent in May 2004 and will bring about major changes in the way development plans are prepared. In addition changes in procedures within Development Control will have implications for Support Staff.

3.2 National/Regional Factors

- Third round of the planning delivery grant (PDG) system will be paid in April 2005 for qualifying authorities. PDG extended to 2007.
- Draft revised circular guidance on planning obligations will affect procedures.
- Continued and increasing pressure from Government to improve development control performance based on more comprehensive targets.
- Development of South West regional tourism strategy with marketing concentrated on major destinations.

- Lyons Review (relocation of government offices).

3.3 Local Factors

- Establishment of a single Destination Management Organisation for the marketing and promotion of tourism in Wiltshire and Swindon
- Planning application for the Stonehenge Visitor Centre
- Development of Solstice Park at Amesbury
- Corporate expansion of DSTL at Porton Down and planned development of Bio-Science Centre.
- Revised County Structure Plan to be adopted early 2005/6.
- Regional Spatial Strategy under preparation.
- Series of major projects envisaged including the expansion of DSTL, the continuation of Project Allenby, the Magna Carta Project and the housing allocations of the recently adopted Local Plan.
- Emerging strategy for future of Salisbury City Centre (including Churchfields Industrial Estate).
- To enhance Customer Service.
- Although unemployment in the area is low, house prices are generally high and wage levels low compared to local, regional and national figures. For example the average house price in Salisbury is 10.6%, 2.5% and 17% greater than in Wiltshire, the South East and South West respectively (June 2004). The average wage in Salisbury is 2%, 18%, 3% and 13% lower than in Wiltshire, the South East, the South West and England and Wales respectively (April 2003).

3.4 Growth or Changes to Customer Base

The number of Planning and Building Control applications continues to increase by approximately 7% each year.

3.5 Best Value Review Programme 2005/6

A Best Value Review programme will be developed for Cabinet consideration as part of the Corporate Plan.

3.6 Scrutiny Review Programme 2004/2005

The Scrutiny Panel has been invited to submit their Scrutiny Review Programme in May 2005.

3.7 Workforce Planning Matters

Problems of recruitment and high turnover in the Development Services Unit continue. Various innovative means to ease this problem are under development. Continuing impact of move to Customer Services Unit.

3.8 Major Procurement

| Procurement Project | Timetable |
|-----------------------------|-----------|
| Possible relocation of CCTV | 2005/6 |

3.9 Marketing of Services

| Marketing Activity | Target Date – Qtr. |
|---|----------------------|
| <i>Visitor Guide to Salisbury & South Wiltshire</i> | <i>First - 2006</i> |
| National Tourism advertising campaign | <i>Second - 2005</i> |
| Christmas Lights switch-on | <i>Third - 2005</i> |
| St George's Day event | <i>First - 2005</i> |
| Salisbury Food and Drink Festival | <i>Second - 2005</i> |

3.10 Consultation Requirements

| Consultation | Target Date - Qtr. |
|---|---------------------------|
| <i>Magna Carta Project and DSTL*</i> | <i>Ongoing</i> |
| <i>Preparation of the new Local Development Framework</i> | <i>Ongoing</i> |
| <i>Tourism Strategy</i> | <i>Third - 2005</i> |

**The Cabinet anticipates that the DSTL proposals and the relocation of up to 850 staff will have a significant impact on the workloads of Forward Planning and Development Control sections.*

3.11 Summary of Key Issues

- Radical changes to the planning process and in particular the policy framework will flow from the Planning and Compulsory Purchase Act.
- The need to improve the skills base, economic environment and earnings opportunities for individuals and communities.
- Development of a new regional tourism strategy requiring major changes in the management and marketing of tourism in Wiltshire and Swindon.
- Sustainability of target achievement against BVPI 109 will need to be managed over the next twelve months so that maximum qualification for Planning Delivery Grant 2006/07 can be realised.

4 RISK ASSESSMENT

Set out in Appendix 1 is a full assessment of strategic risks against the corporate criteria used for Risk Assessment. The first element covers areas of corporate risk, which may impact upon all Portfolios and the subsequent list of risks are specific to this Portfolio. The development of corporate risks has been developed following a review of services by both Councillors on the Cabinet and by senior officers in the Council. A detailed response to the risks identified as being a concern is currently being prepared by the responsible officers and will be included in the approved plan.

5 RESOURCES

5.1 Fees and Charges

As part of its Medium Term Financial Strategy, the Council has agreed the principle of increasing its fees and charges to the upper quartile of charges levied by comparable authorities, in return for keeping Council Tax amongst the lowest in the country. Fees will therefore rise by 5% per annum until this target is reached, unless already at the require level or where commercial damage might result.

The effect on this portfolio is set out below.

| Service | Proposed Increase/(Reduction) | % |
|----------------|--------------------------------------|----------|
| Salisbury TIC | 5% | |

5.2 New Fees and Charges

As part of the Medium Term Financial Strategy the Council has agreed, in order to retain its record of keeping its Council Tax amongst the lowest in the country, to explore the implementation of new fees and charges. The impact on this portfolio is set out below:

| Proposed Change | Impact |
|---|--------------------|
| Increase fee for Decision Notice on Planning Applications from £15 to £25 | Increase of £5,500 |
| Introduce a charge of <ol style="list-style-type: none"> 1. £60 for changes to house names 2. £60 for post code enquiries | £14,000 |

| | |
|--|-----|
| 3. £120 for street naming and numbering up to 5 houses. | |
| 4. £250 for street naming and numbering over 5 houses. | |
| Residue of Planning Delivery Grant to reserves after deduction of costs at 5.3 | TBA |

5.3 Unavoidable Costs

Each year the Council is faced with a series of unavoidable costs that impact upon the budget over and above the annual inflationary increases. Some of these can be considered as unavoidable corporate costs and others that are unavoidable service cost increases.

The Council's strategy will be as follows:

- As far as possible to build unavoidable corporate costs into the Medium Term Financial Strategy.
- Give highest priority for funding unavoidable service costs for essential services.
- Give serious consideration for funding unavoidable service costs for very important services.
- Unlikely to fund significant unavoidable service costs for important services.
- Give lowest priority for unavoidable service costs for desirable services.

In addition to this the Council has undertaken a base/budget review of services and agreed to consider any implications arising from the review using the above criteria. A summary of unavoidable costs is outlined below:

| Unavoidable Costs | Revenue | Revenue Non Recurring | Capital |
|--|----------------|-----------------------|---------|
| 1. Essential Services | | | |
| 2. Staff authorised over complement | £65k (PDG) | | |
| 3. Preparation of Local Development Framework | £50k (est) PDG | | |
| 4. Development of Tourism Strategy | | £5k | |
| 5. Increased contribution to Salisbury Tourism Partnership | £6.7k | | |

5.4 Budget Investment for the Medium Term Financial Strategy

| Theme | New Investment 2005/6 Onwards | | |
|-------|-------------------------------|-----------------------|---------|
| | Revenue Recurring | Revenue Non Recurring | Capital |
| None | | | |

- 5.4.1 It should be emphasised that the budgetary implications of the items contained within the above table have not been determined but an allocation has been provisionally made for overall consultation purposes. The investments in priorities can be made next year or phased over several years to support the overall policy objectives of the Medium Term Financial Strategy.

5.5 Service Reductions

- 5.5.1 As part of its Medium Term Financial Strategy, the Council has decided to examine the impact of imposing a freeze on its two sets of lower priority services ie “Important” and “Desirable” in order to fund its ambitions for improvements to services considered to be political priorities.
- 5.5.2 The “freeze” would last for 5 years unless managers can make proposals to absorb the accumulated impact before the 5-year deadline, in which case funding would resume. It is assumed that the impact of a freeze equates to a cut in service of 3% per annum, and the annual impact on services covered by this portfolio is set out below.

| | |
|--|--------------------|
| Marketing Economic Development and Tourism | £8k |
| Forward Planning and Transport | <u>£16k</u> |
| Total | <u>£24k</u> |

(the cumulative effect by year 5 would equate to £120k pa)

5.6 Proposals

- 5.6.1 The proposals to deal with a potential freeze and their impact on services is set out below:

| Service and Ranking | Proposal | Impact |
|--|---|------------------------------|
| CCTV (Important) | Assess methods of reducing costs by 2007/08 | £12k pa |
| Tourist Information Centres (Important) | Transfer of Mere and Amesbury TICs to Customer Services should generate significant savings | Nil (Resources Portfolio) |
| Economic Development (Important) | Cease funding “Sustain the Plain” | £10k pa for 3 years. |
| Conservation (Desirable) | A freeze would equate to the loss of half a job. However, given the importance of this function in achieving Planning Delivery Grant it is suggested it should be re-categorised as “very important”. | Nil |
| Historic Buildings (Desirable) | Review policy to reduce grants by £11k. | £11k pa |

6 PORTFOLIO ACTION PLAN 2005/2006

Actions and tasks relating to this portfolio have been prioritised according to their importance and ease of implementation. The categories are as follows:

- Target – high importance and relatively straightforward to achieve.
- Pursue – high importance but relatively difficult to achieve.
- Permit – lower importance and relatively straightforward to achieve.
- Defer – lower importance and relatively difficult to achieve.

It is expected that for those actions identified as a target, they will be completed in accordance with agreed timescales.

Actions categorised within the Pursue Category will present the Council with the greatest challenge insofar as they are important, but may require additional resources not readily available or rely on many people and other organisations to achieve. It has therefore been considered that a further sub-categorisation is identified highlighting the priorities of the Council. These are:

- Essential – the Council’s collective resources will be targeted to complete the actions.
- Very Important – the Council will make every effort to achieve the actions although some delays may be experienced.
- Important – timescales on these actions may not be achieved.
- Desirable – these actions will only be achieved if opportunities present themselves, however they may need to be reconsidered in future years.

The actions for this portfolio for 2005/6 will be determined from existing actions and tasks already approved by the Council from the following strategies and plans:

- Development Control Best Value Review 2001, the Audit Commission Report (Risk Assessment) on Performance 2003, the CPA report 2004, the scoping report of SERCO (BPR) and the Lynda Addison report on behalf of the ODPM 2004.
- Local Plan/Local Development Framework and adopted Supplementary Planning Guidance.
- Stonehenge Masterplan and Management Plan.
- South Wiltshire Economic Partnership Vision.
- Salisbury Tourism Partnership Strategy.
- Salisbury District Council Economic Development Strategy.

In addition to the existing strategies and plans, actions have been identified resulting from major projects within the Integrated Change Programme themes as follows:

6.1 Improving Customer Service

Transfer of staff and functions to new Customer Services Unit.

6.2 Maintaining Our Housing Stock

None.

6.3 Affordable Housing

Use the planning process to serve the Council’s ambition for the provision of affordable housing in accordance with adopted policies.

6.4 Improving Waste Management

None.

6.5 Improving Community Safety

Review of CCTV function.

6.6 Financial Challenge

PDG funding for Development Services will expire in 2007/8.

6.7 Improving Performance

Co-location of CCTV and Care Connect Services

Establish working group to coordinate S106 ambitions from Planning Permissions.

6.8 Building Capacity

None.

6.9 Supporting Individual Community Plans

6.9.1 A number of actions support priorities identified in all or most of the Community Plans. These are:

Salisbury District Council will seek to negotiate up to 40% affordable housing provision on development sites coming through the Local Plan. This will include a mix of homes for rent and shared ownership. For the City of Salisbury and the immediate surrounding areas this aim is to provide 429 new affordable homes by 2011.

Salisbury District Council is about to consult on a draft District Wide Design Guide which seeks to greatly improve the quality of new buildings built across the district

Salisbury District Council to offer help and advice to those businesses looking to diversify into tourism.

Salisbury District Council will promote farmers markets in Salisbury and other areas.

In 2005/06, the District Council will investigate means to strengthen its planning policy to address the continuing decline of shops and services in rural areas and in local centres such as Durrington.

Local Plan allows for the conversion of rural buildings to community uses, employment and, subject to certain criteria, residential use.

The following actions are specific to individual Community Plans:

6.9.2 City

Need for new community centres identified in Stratford and East Harnham, get interested groups together to help with funding and support. Salisbury District Council, Community Initiatives and Planning to support.

6.9.3 Amesbury

Developer contributions are being sought to enable the building of a new community centre on the new estate south of Boscombe Road in Amesbury. Village Design Statements and Parish Plans will be promoted to encourage appropriate development in the community.

District, Town and Parish Councillors to work with English Heritage to encourage the inclusion of a Tourist Information Centre at the Stonehenge visitor's centre.

6.9.4 Wilton

Depending upon the outcome of the Market and Coastal Towns project further work may be required to put in place a positive action plan for Wilton Town Centre.

Salisbury District Council encourages communities to promote Rural Exception Housing reserved for local people.

6.9.5 Tisbury

Strategic Sites Register is taking forward consultation on redundant sites for redevelopment, which includes RAF Chilmark.

6.9.6 Mere

Use planning gain to improve local facilities in consultation with Parish Councils.

Use planning gain from new developments to expand healthcare facilities.

6.10 City Centre Vision

Although this is not currently a political priority, the development of a strategy for the future of Salisbury city centre is an important project which in due course is likely to have a significant impact on several of the council's priorities.

7 Monitoring Arrangements

7.1 A quarterly report covering revenue and capital budgets, performance indicator progress and actions against key tasks within the Portfolio are reported to the Cabinet and made available to scrutiny panel.

Planning and Economic Development Risk Register

Date Last Updated: November 04

| Title of Risk | Impact | Probab. | Category | Risk Source | Owner | Risk Action | Action | Status | Updated |
|---|--------|---------|------------|----------------|----------|-------------|---|-----------|----------|
| Stonehenge visitors centre - Legal Challenge / Public Inquiry | High | High | Financial | Portfolio Plan | DS | Treat | Use reserves to meet needs if arise | OK | 07.11.04 |
| Failure to secure PDG funding | High | Low | Financial | Portfolio Plan | DS | Tolerate | Review approach if 2004/5 funding is not approved | OK | 07.11.04 |
| Planning and CP Act | Medium | High | Financial | Portfolio Plan | DS/FP&T | Tolerate | Review through budgetary control reports | OK | 07.11.04 |
| Maintaining Planning Website | Low | Medium | Financial | Portfolio Plan | DS | Tolerate | Transfer plan being formulated | OK | 07.11.04 |
| Recruitment/retention costs | High | High | Financial | Portfolio Plan | DS/FP&T | Treat | Offset by prudent use of PDG | OK | 07.11.04 |
| Planning and CP Act | Medium | High | Reputation | Portfolio Plan | FP&T | Tolerate | Watching brief adapt as necessary | OK | 07.11.04 |
| Not meeting government targets | High | Low | Reputation | Portfolio Plan | DS & FPT | Treat | Monitor and review | OK | 07.11.04 |
| Not Meeting Affordable Housing Targets | High | Medium | Reputation | Portfolio Plan | FP&T/DS | Tolerate | Monitor and review | OK | 07.11.04 |
| Tourism downturn | High | Low | Economic | Portfolio Plan | MED&T | Treat | Investigate new markets and switch marketing tactics if possible | OK | 07.11.04 |
| Inability to recruit / retain staff | High | High | Capacity | Portfolio Plan | DS/FP&T | Treat | Monitor and review | Concerned | 07.11.04 |
| Inability to recruit / retain staff | High | High | Reputation | Portfolio Plan | DS/FP&T | Treat | Monitor and review | Concerned | 07.11.04 |
| Pressure on staff to cover high turnover | Medium | High | People | Portfolio Plan | DS/FP&T | Treat | Monitor and review | Concerned | 07.11.04 |
| Loss of major employer | Medium | Low | Economic | Portfolio Plan | MEDT | Tolerate | Monitor situation including demand and supply of employment land and premises | OK | 07.11.04 |

Appendix 4c)

Resources Portfolio Plan – 2005/06

1. INTRODUCTION AND CONTEXT

1.1 Overview

The Council obtained the rating of “Good” in its Comprehensive Performance Assessment (CPA) conducted by external examiners. It wishes to move to the next (and highest) score of “Excellent” when its CPA is re-assessed in 2007. There are a number of challenges facing the Council over the next few years which will need to be overcome if we are to make progress. Some of these are internal and arise from the CPA process, and some are external.

1.1.1 CPA Process

The CPA assessment recognised that we have strong ambitions identified by our political priorities. However, the CPA report drew attention to the need to finance these ambitions and provide human and IT capacity to meet our goals. We intend to meet these twin challenges through a review of our Medium Term Financial Strategy and a review of Capacity.

1.1.2 Other Challenges

- E Government
Government expects us to have established electronic access to all our services by December 2005. This is in itself a key challenge, made more critical by its importance to our Customer Contact Centre.
- Partnership
Although we benefit from strong partnership working, particularly with the South Wiltshire Strategic Alliance, rising Government expectations in areas such as the Gershon Review, Crime and Disorder and Waste Management are likely to increase the level of cooperation between public bodies.
- Community Planning
The Council has completed a review of its Community Plans. New Area Community Plans will be approved by June 2005. These need to be reflected in our own corporate planning process and by those of our partners in the Strategic Alliance.
- Grant Funding
Government funding is increasingly provided through grant mechanisms linked to specific targets eg Local Transport Plan, Planning Delivery Grant, Waste Management and Benefits Administration. We need to ensure that we meet the targets set to improve service and maximise our income.

- Potential Reorganisation of Local Government
The Government has no current plans to introduce changes to the structure of Local Government. However, the Government are aware that there are increasing signs of interest in unitary local government being introduced more widely and reference is made to this in “The Future of Local Government: Developing a 10 Year Vision”.
- Impact of Governments’ Efficiency Review (Gershon)
As a result of the Gershon Review the Government has set a target for efficiency gains in local government of 2.5% per annum for the next three years. For Salisbury District Council this will equate to approximately £300k in 2005/06. Of this £150k of efficiency gains will need to be “cashable” (i.e. resources actually able to be redirected rather than securing improved efficiency through heightened productivity).

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever-constrained resources.
- Whatever the challenges which face us, and from wherever they come, we will deal with them in a manner consistent with our Core Values and our ambition to be a nationally recognised high performing Council with a strong emphasis on partnership working and engaging the community.

1.2 Introduction to the Portfolio

The Resources Portfolio is largely responsible for providing financial, legal, best value, performance management, procurement, property, personnel, ICT, democratic and marketing and communication services to other parts of the Council. In addition the portfolio is also responsible for a “front line” services in the form of collection of revenues and Customer Services programme and external corporate communications.

The foregoing services are required to operate within a framework of legislation and professional guidance but must also be highly responsive to their internal customers needs.

The vision for the portfolio is:

“to support and deliver excellent service across the Council through the most effective use of all resources, be they people, money, land, assets or information.”

1.3 Strategic Objectives for the Portfolio

- To maximise the value (both financially and to the community) of the assets owned by the Council.
- To support services in the delivery of their business objectives whilst ensuring that the Council operates within the law, corporate guidance and good practice.
- To deliver Customer Services.

- To maximise the contribution of the staff to the Council's aims and priorities.
- To support Councillors in their role as community leaders.
- To lead the review and improvement of services through Best Value, Procurement and Performance Management.
- To champion e-Government as a means of improving customer services and community access, improving performance and reducing costs.
- To reflect the Council's core values, aims and objectives through excellent external, internal and media communication, ensuring there is fair access for all to appropriate, up-to-date information, relevant to peoples' needs.
- To provide the lead and direction on corporate communications.
- To act as guardians of the council's corporate identity.

1.4 Statement of Portfolio

The Cabinet has recognised that not all services are equally as important as each other. This would indicate that it is appropriate to develop different strategies and approaches for different groupings of services. The Cabinet has identified that services can be placed into the following four categories:

- Essential.
- Very Important.
- Important.
- Desirable.

The criteria used to determine which services fall into which categories is as follows:

- The degree to which the service is either statutory or discretionary.
- The degree to which the service contributes to the political priorities of the Council.
- The extent of the community benefiting from the services.
- The impact if the service was withdrawn.

The following grouping of services for this Portfolio is therefore proposed as follows:

Essential

- Democracy.
- Finance.
- Marketing, PR and Communication.
- Customer Services.
- Council Tax & NNDR collection.

Very Important

- Personnel and Training.
- Corporate Management.
- Information Technology.
- Land Charges.

Important

- Procurement and Performance Management (including Best Value).
- Property Management.
- Democratic Services.
- Legal Services.

Desirable

- UNISON.

1.5 Supporting Community Outcomes

The Resources Portfolio has a role in meeting the priorities of the communities we serve, although this is predominantly through providing support services to front line services. These priorities have been developed and agreed after extensive consultation by the Local Strategic Partnerships for Wiltshire and for Salisbury and South Wiltshire.

The priorities for the Wiltshire Strategic Board as set out in the document *'A County Fit for Our Children'* are as follows. Examples of how this Portfolio contributes to these priorities are outlined below:

1.5.1. Healthier Wiltshire

- Raising awareness through Citizen articles on: Wisecard, Community Falls Scheme (Spring 2004), fitness activities at the Five Rivers Leisure Centre, health food and walking as exercise (Summer 2004).

1.5.2. Street Scene

- Raising awareness through Citizen articles on Salisbury in Bloom (Spring and Summer 2004).

1.5.3. Adult learning

- Individual training and development plans for staff.
- Working in partnership with South Wiltshire and Kennet Learning Partnership.
- Implemented NVQs in waste management (into which basic skills were tied) at Salisbury Commercial Services.

The priorities for the South Wiltshire Strategic Alliance are as follows. Examples of how this Portfolio contributes to these priorities are outlined below:

1.5.4. Affordable Housing

- Making provision out of the council's landholdings.
- Supporting the development of planning guidance for more affordable housing.
- Securing provision of affordable housing through planning agreements.
- Raising awareness through Citizen article on new schemes to provide affordable housing in South Wiltshire (Autumn 2004).

1.5.5. Access to Services

- Supporting the development of shared service centres for local communities.
- Developing disabled access improvements.

- Review of service provision in rural areas to improve access.
- New Citizen launched as a magazine providing more information on council services.
- Raising awareness through Citizen articles on: Wisecard, activities for children at the Five Rivers Leisure Centre and how to access services through the council's website (Spring 2004), services provided at the Salisbury Tourist Information Centre (Summer 2004) and district council staff using British Sign Language (Autumn 2004).
- The development of the South Wiltshire Community Web.

1.5.6. Crime and Anti-Social Behaviour

- Raising awareness through Citizen articles on: Local businesses fighting crime and community safety, Anti-Social Behaviour Orders and Acceptable Behaviour Contracts (Summer 2004); anti-social behaviour reduction officer (Autumn 2004).

1.5.7. Employers leading by example

Sharing best practice with alliance partners in terms of working towards becoming exemplary organisations in relation to:

- Basic Skills – We will continue to seek to identify employees with basic skills needs and offer training in order to provide a role model for other organisations (public and private).
- A Healthier Workforce – The council has launched a Stress Management Policy and developed an associated action plan in order to combat stress (and resulting sickness absence), obesity, lack of exercise and smoking.
- Green Employers:
 - Waste minimisation.
 - Energy efficiency.
 - Renewable energy.
 - Use of Fairtrade.
 - Green travel.

1.6 Supporting Individual Community Plans

1.6.1 Each of the six community areas has renewed its Community Plans. All of the Community Plans will be published by early June 2005. The six areas are:

- City
- Mere and surrounding area
- Nadder Valley (Tisbury and surrounding area)
- Southern Area
- Stonehenge (Amesbury and surrounding area)
- Four Rivers (Wilton and surrounding area)

1.6.2 This portfolio underpins the priorities of the Community Plans as follows:

- Citizen article on transport in the City (City)

- Continued roll out of South Wiltshire Community Web to support community groups in the area (City, Mere, Nadder, Southern, Stonehenge and Four Rivers)
- Continued link between SWAG scheme and community priorities (City, Mere, Nadder, Southern, Stonehenge and Four Rivers)
- Supporting the development of Mere Information Point (Mere)
- Introduction of Pension Service appointments available through Mere Information Office (Mere)
- Citizen article on the Mere Community Planner (Mere)
- Provision of Public Access Terminal for electronic access to SDC (Nadder)
- Relocation of Amesbury Information Office adjacent to Library has increased customer numbers (Stonehenge)
- Citizen articles on the proposed English Heritage development at Stonehenge and specifically on the planning application process included in the Spring and Autumn 2004 editions (Stonehenge)

The council's PR Officer is a member of the SWSA press officers group and plays an active role in promoting the work of the Alliance. We are committed to providing at least 25% of the space in each edition of the Citizen to the SWSA and its activities. A double page spread in the Summer 2004 edition provided information on the new Community Plans. This was followed up by a half page article in the Autumn 2004 edition.

2. REVIEW OF PORTFOLIO

2.1 Review against Priorities of Council

The Council has identified six political priorities. This portfolio has a significant contribution to make to:

Improving Customer Services

| Actions agreed in 2004/05 Portfolio Plan | Progress Report |
|---|---|
| <ul style="list-style-type: none"> • Transfer customer service staff in Amesbury from Redworth House to the Amesbury Public Library. | Completed. Now located in portacabin adjacent to Library, awaiting WCC accommodation. |
| <ul style="list-style-type: none"> • Implement a review of cash handling facilities at public offices. | Completed. Cash Office at Pennyfarthing House closed and new electronic and phone payment system in place. |
| <ul style="list-style-type: none"> • Complete the first phase reviews of customer service processes. | Completed first phase of customer service processes. Complaints management and internal directories to be complete by March 2005. |
| <ul style="list-style-type: none"> • Implement a Customer Relationship Management system and associated telephony upgrades. | On target for completion by March 2005. |
| <ul style="list-style-type: none"> • Appoint customer services staff to new posts. | Completed. |
| <ul style="list-style-type: none"> • Develop training programme for customer services staff and those supporting front line staff. | Completed. |
| <ul style="list-style-type: none"> • Set out proposals for a district-wide strategy for public service access points. | Agreed at Cabinet in December 2004. |

| Actions agreed in 2004/05 Portfolio Plan | Progress Report |
|--|--|
| <ul style="list-style-type: none"> • Agree in principle funding arrangements for the construction of new offices. | Considered by Cabinet in December 2004. To be finalised when the council's Capital Programme is set in February 2005. |
| <ul style="list-style-type: none"> • Seek agreement from all interested parties on detailed plans for the new offices and submit plans for planning permission. | Detailed plan proposals are being worked up for consultation and agreement with a view to submitting a planning application during April 2005. |
| <ul style="list-style-type: none"> • Set out for consultation with our staff revised Green Travel Plan proposals that result from office centralisation proposals. | Proposals are being worked up for consultation with a view to seeking approval to a Green Travel Plan as part of the planning process. |
| <ul style="list-style-type: none"> • Commence review of document handling, control, storage, retrieval and disposal. | Subsumed within Information Management Project. Post handling project scheduled to be completed by April 2005. |
| <ul style="list-style-type: none"> • Review internal information management needs to support customer services staff, e-government initiatives, statutory requirements (DPA 98/FoIA) and improve internal efficiency. | Information Management Project Group set up. Freedom of Information Act report to Cabinet in November 2004. |
| <ul style="list-style-type: none"> • Develop an Internet Marketing Plan. | Currently behind schedule. To be implemented following implementation of E-forms project. |
| <ul style="list-style-type: none"> • Rationalise and integrate council sponsored internet sites into corporate programme. | SWEP site has been integrated. Other sites to be reviewed by March 2005. |
| <ul style="list-style-type: none"> • Complete integration of Land and Property Gazetteer. | Core datasets in process of being cleansed. LLPG expected to go live by June 2005 (some delay due to staff turnover). |
| <ul style="list-style-type: none"> • Implement a corporate electronic forms system to e-enable service applications. | Will be introduced via CRM project. On course for delivery by 31 st March 2005. |
| <ul style="list-style-type: none"> • Establish and publish authentication/identification and security protocols. | Will be introduced by 'Government Gateway Project'. On course for delivery by 31 st March 2005. |
| <ul style="list-style-type: none"> • Publish generic e-mail addresses. | Completed. |
| <ul style="list-style-type: none"> • Implement a corporate e-mail alert system for internal and regular external users of web based services. | Internal pilot completed. External system on course for introduction by 31 st March 2005. |
| <ul style="list-style-type: none"> • Introduce an ongoing customer feedback scheme. | Defer to New Year. |
| <ul style="list-style-type: none"> • Review our approach to social inclusion/diversity. | To be considered by Cabinet in May 2005. |

Meeting the Financial Challenge

| Actions agreed in 2004/05 Portfolio Plan | Progress Report |
|--|---|
| <ul style="list-style-type: none"> • Undertake Corporate Efficiency Review. | Incorporated into second phase of BPR reviews (agreed December 2004). |

| Actions agreed in 2004/05 Portfolio Plan | Progress Report |
|---|--|
| <ul style="list-style-type: none"> • Implement Invest to Save/Invest to Improve Protocol. | Completed. |
| <ul style="list-style-type: none"> • Develop and implement phase two of the Financial Management System. | Under development and scheduled to be introduced in 2005. |
| <ul style="list-style-type: none"> • Recruit an external funding advisor. | Post currently advertised. |
| <ul style="list-style-type: none"> • Adopt a policy to strengthen key controls and audit/monitor operation of financial systems. | Completed. |
| <ul style="list-style-type: none"> • Implement CIPFA/SOLACE Corporate Governance arrangements. | Completed. |
| <ul style="list-style-type: none"> • Produce integrated performance and financial monitoring reports on a quarterly basis. | Completed. |
| <ul style="list-style-type: none"> • Adopt treasury management arrangements in line with CIPFA code. | On target for completion by March 2005. |
| <ul style="list-style-type: none"> • Introduce prudential indicators. | To be introduced in 2005. |
| <ul style="list-style-type: none"> • Embed risk management processes. | Ongoing. |
| <ul style="list-style-type: none"> • Introduce outcome-based targets into voluntary sector agreements. | 1 Performance Targets and outcomes are included within formal agreements |
| <ul style="list-style-type: none"> • Produce updated Capital Strategy and Asset Management Plan. | Completed. |
| <ul style="list-style-type: none"> • Evaluate outcome of public consultation on the budget. | Completed. |
| <ul style="list-style-type: none"> • Embed procurement strategy and practices. | Procurement Manager to be recruited and strategy updated in the light of Gershon Review. |
| <ul style="list-style-type: none"> • Introduce system to monitor efficiency savings. | To be developed in the light of Governments' efficiency review INLOGOV pilot. |
| <ul style="list-style-type: none"> • Extend arrangements for monitoring reallocation of budgets to support political priorities to other types of resources. | The Medium Term Financial Strategy identifies low priority services to be frozen so that resources can be released for political priorities. |
| <ul style="list-style-type: none"> • Enhance the role and impact of scrutiny in the budget process. | To be discussed at Management Team. |

Improving the Performance of the Council

| Actions agreed in 2004/05 Portfolio Plan | Progress Report |
|---|----------------------------|
| <ul style="list-style-type: none"> • Produce a quarterly monitoring report for Cabinet, Scrutiny Panels and Management Team. | Completed. |
| <ul style="list-style-type: none"> • Approve an "Invest to Improve Performance" initiative with a capital allocation and policy criteria for assessing proposals under the scheme. | Completed. |
| <ul style="list-style-type: none"> • Increase performance so that 50% of our top 20 performance indicators meet national top 25% by April 2005. | Awaiting national results. |
| <ul style="list-style-type: none"> • Review targets for existing published indicators to fully reflect political/organisational priorities and core values. | Completed. |

| | |
|--|--|
| <ul style="list-style-type: none"> • Develop further local indicators to fully reflect political/organisational priorities and core values. | Deferred pending appointment of new Performance Manager. |
| <ul style="list-style-type: none"> • Review the corporate Best Value Review programme in the light of the published CPA report and review of Scrutiny function. | Completed. |

Building the Capacity of the Organisation

| Actions agreed in 2004/05 Portfolio Plan | Progress Report |
|---|--|
| <ul style="list-style-type: none"> • Employee Communication – We will seek to improve communication with our employees by analysing the results of the Staff Survey undertaken in 2003/04 and involving them in drawing up an action plan to tackle the problems identified. | Completed. |
| <ul style="list-style-type: none"> • Complaints – We will further improve our complaints procedure by systematically analysing the underlying trends generating complaints and revising our services accordingly. | On course for completion by 31 st March 2005. |
| <ul style="list-style-type: none"> • Business Process Re-engineering – External consultants will carry out a rigorous examination of the processes the council uses to provide its services, with the objective of minimising duplication, inefficiency or waste. | Completed. (Phase 2 agreed by Cabinet in December 2004). |
| <ul style="list-style-type: none"> • Scrutiny Panels – We will review the Scrutiny function and implement new procedures and practices to further improve this vital function. | Completed. |
| <ul style="list-style-type: none"> • Temporary Staff – We will seek to make further savings by using a pool of council employees to fill temporary vacancies, as an alternative to the employment of agency staff. | On course for completion by 31 st March 2005. |
| <ul style="list-style-type: none"> • Customer Contact Centre – We will implement phase one of the Contact Centre which, in addition to providing a better service to the public, will also generate considerable efficiency savings. | Completed. Model for monitoring efficiency savings being developed. |
| <ul style="list-style-type: none"> • Sickness Absence – We will seek to build on the progress made in 2003/04 by reducing the average number of days per employee lost to sickness to our long-term target of eight days. We will also seek a better understanding of stress in the workplace and reduce this as a factor in sickness absence. | Managing Sickness Absence Policy and Stress Management Policy introduced and managers trained. |
| <ul style="list-style-type: none"> • Personnel Policies – New or revised policies will be implemented. | Completed. |

The Portfolio also makes a contribution to the following political priorities:

Maintaining our Housing Stock

Under the Local Government Act 2003, pooling arrangements for Right to Buy receipts came into effect on 1st April 2004. The effect of these arrangements is that 75% of the receipts have to be paid to ODPM into a national pool. A Transitional Relief scheme for Debt Free Authorities is in operation for the first three years of the arrangement.

The maximum relief available to Debt Free Authorities is as follows:

2004/05 - 75% of the pooled amount

2005/06 - 50% of the pooled amount

2006/07 - 25% of the pooled amount

This relief is only available for reinvestment in the Council's "Housing" Function.

Delivering More Affordable Housing

The Portfolio works with front line services to secure more affordable housing on new housing developments through:

- Supporting the development of planning guidance.
- Supporting the development of a new partnership with the private sector.
- Securing planning agreements.

Improving Community Safety

The Portfolio works with front line services to improve community safety through:

- Supporting the Community Safety Partnership.
- Taking court action against anti-social behaviour.
- Supporting the introduction of the new licensing regime.

Integrated Transport Strategy

The Portfolio leads on the Office project, which will have an impact on local transport and car parking. Work is underway to deliver acceptable outcomes having regard to the Integrated Transport Strategy.

2.2 Review of the Portfolio Plan and Performance Targets

From the 2004/05 Corporate Plan onwards the council has sought to more closely align the published Best Value Performance Indicators with three-year ambition targets. The following is a summary of the criteria used:

- For priorities identified within the Integrated Change Programme and services categorised as "essential", the ambition targets will be set at or above the top quartile performance.
- For our core values and services categorised as "very important", the ambition targets will be set at or above the median performance.
- For this Portfolio the first three indicators are essential whilst the final is very important.

Last year the Portfolio Plan identified a number of projects and for the current financial year. An update on progress is reported quarterly to the Cabinet in the Performance Monitoring report and made available to Scrutiny panels.

| Performance Indicator | Current Performance | Target for 2005/06 | Target for top 25% | Actions needed for achievement |
|--|----------------------------|---------------------------|---------------------------|---|
| % Undisputed invoices paid within 30 days. | 95% | 97% | 96% | Head of Financial Services has commissioned BPR of purchasing and invoicing with the aim of reaching the revised target. |
| Average number of working days lost due to sickness absence. | 6.81 | 8 | 8 | 2 nd Qtr performance shows improvement. However, with increased staff numbers (5 Rivers) and the "healthier" summer months it remains vital that the Head of Personnel and Training Services continues to support managers in reducing levels of sickness. |
| % Council tax collected. | 98.2% | 98% | 98% | In upper quartile |
| % Land searches carried out within 10 working days. | 58.02% | 100% | 100% | Head of Legal & Property Services has commissioned BPR of Land searches and agreed a new staffing structure with Mgmt Team in Dec 2004. |

2.3 Improvement Targets

The Governments' Efficiency Review identifies opportunities for efficiency gains in:

- joint provision of corporate services.
- construction procurement
- increasing productive time
- savings through customers using more efficient channels of delivery

Our approach to meeting the requirements of this review will be incorporated in a revised Procurement Strategy and Best Value Programme for 2005/06. Early potential 'Gershon' efficiencies are shown in paragraph 5.6.1.

Improvement can also be achieved through external assessment and validation. A proposed programme is set out below:

External Accreditation/Validation Programme

| Service | Award | Year |
|--|---|-------------|
| Marketing and Communications. | Council magazine of the year LGA (South Wilts Citizen). | 2005 |
| Marketing and Communications jointly with an appropriate SU (theme TBA). | LGA campaign award - PR on a shoestring. | 2005/06 |

| Service | Award | Year |
|--|---|-------------|
| IT Services (Corporate Information Manager to confirm feasibility of attainment – BS7799 (ISO 17799) Information Security Standard). | Introduce policies and procedures to comply with best practice in Information security (e.g. BS7799). | 2005 |
| Personnel and Training Services. | Employer Training Award 2003 (Learning and Skills Council) – Investors in People Award for Innovative Excellence. | 2004 |
| Customer Services. | Municipal Journal Achievement Award. | 2006 |

2.4 Summary of Completed Best Value and Scrutiny Reviews

During 2004/05 the Resources Overview and Scrutiny Panel focused on the Office Centralisation project through the following reviews:

- Impact on services.
- Impact on staff and councillors.
- Impact on the council's financial position.

Terms of reference have been agreed and interviews are underway.

3. RELEVANT FACTORS AFFECTING PORTFOLIO PLANNING FOR 2005/2006

3.1 Changing Legislation

- Disposals of Public Land and Property [Design Competitions] Bill: key issue – holding design competitions in respect of the disposal of council assets.
- [Regulations further to] Employment Relations Act: key issue – informing and consulting with employees on management decisions affecting their future.
- European Parliamentary and Local Elections [Pilots] Act: key issue – piloting modern voting methods.
- Local Land Charges [Fees] Bill: key issue – deregulation of land search fees.
- Pensions Bill: key issue – updating TUPE.
- Tobacco Smoking [Public Places and Workplaces] Bill: key issue – regulation of smoking.
- Equalities Bill: extension of protection against discrimination on the grounds of religion.
- Disability and Discrimination Bill: extension of the definition of disability to include those with progressive diseases.
- Corporate Manslaughter Bill: imposition of criminal liability on grossly negligent employers.

3.2. National/Regional Factors

- E-Government.
- Community engagement.

- Rapidly changing technologies.
- Impact of Gershon review.
- Achieving quality standards for services.
- Changes to grant distribution.
- Market forces relating to employment of particular skills groups.
- Shared public service delivery priorities.
- Performance management, including Comprehensive Performance Assessment.
- General election.
- Re-evaluation of NNDR and council tax.
- Devolution of some Standards Board functions to Monitoring Officer.

3.3. Local Factors

- Limited financial resources.
- Expectations of ICT support – 24/7.
- Low unemployment in Salisbury and resulting competition for employees at all levels.
- Relatively high cost of housing against relatively low salaries compared to South East (increases difficulty of attracting candidates into area).
- Ageing population and impact on pension contributions and ability to recruit younger people.
- Geographical area and resulting pressure to resource outreach projects and support large number of parish councils.
- Growing need for, and expectation of, high quality, accurate and up-to-date internal communications.
- Increasing importance of Customer Services function and need for strong links to, and close working relationship with, other council service units and functions such as corporate communications and IT services.
- Staff, management and member training and development.
- Staff resistance to change.
- Middle managers' aversion to risk.
- Capacity issues.
- Effective management of staff performance and engagement with sickness absence issues.
- Cultural issues relating to change management.
- Failure to view 'support' services as business partners.
- Changing expectations of modern workforce point to need to review employment package which meets the work life balance aspirations in a changing marketplace.
- County Council Election.

3.4. Growth or Changes to Customer Base

- Decrease in total searches by 6% and in postal searches by 17%.
- Five Rivers Leisure Complex taken in house resulting in increased customers for support services.
- Continuing increase in number of job applications
- Continuing legislative changes requiring on-going amendment to policies and procedures

- Increase in number of employment tribunal applications arising from increasing tendency across society to resort to the use of law.
- Increased demands on training and development function arising from implementation of customer services arrangements.
- Increasing pressure on scarce skill resources arising from Government initiatives to meet targets in planning area has given rise to need to concentrate PPT resources on this area.
- Reviewing telecoms requirements in the light of changes to customer service and office requirements.
- Increase in demand for services as a result of e-Government.
- Increase in technology and infrastructure items requiring support.

3.5. Best Value Review Programme 2005/06

A Best Value Review Programme will be developed for Cabinet consideration as part of the Corporate Plan.

3.6. Scrutiny Review Programme 2005/06

The Scrutiny Panel will be invited to submit their Scrutiny Review Programme for 2005/06 in April/May 2005.

3.7 Workforce Planning Matters

- Continuing impact of creation of customer services unit – flexible working arrangements, working practices, use of technology, payment arrangements, restructuring etc.
- Consideration of impact of Office Centralisation.
- Consideration of impact of potential stock transfer, leisure trust.
- Change management processes and re-structures are resulting in increased need to redeploy staff (with parallel impact upon training and development needs)
- The effects of proposals in relation to regionalisation and ‘Gershon’ will need to be identified, implemented and managed.
- Financial restraints and the need to find savings will inevitably impact on staff.
- Impact of e-government initiatives
- Consideration of ways to modernise the Council’s pay arrangements (performance, markets plus premium and overtime arrangements)
- Developing strategies to aid the implementation of different working arrangements such as home-working and hot-desking.
- Training and development for staff on the new Scrutiny framework.
- Development and training in scrutiny, licensing, best value, performance and procurement.

3.8. Major Procurement

| Procurement Project | Timetable |
|-------------------------------|--|
| Office Construction decision. | 2 nd Qtr |
| IT | 1 st and 2 nd Qtrs |

3.9. Marketing of Services

The following external marketing activity is planned by the Resources portfolio in the coming year:

| Service Unit | Marketing Activity | Target Date – Qtr |
|---|--|---|
| Marketing and Communications (MEDT). | <ul style="list-style-type: none"> • Citizen magazine. • Individual service unit activities and projects as requested. • Major corporate initiatives as appropriate; specifically: • Value for money campaign. • Office centralisation. • Park and Ride. | Ongoing Ongoing Ongoing 1 st and 4 th Qtr Ongoing 1 st Qtr |
| Personnel, Payroll and Training Unit. | <ul style="list-style-type: none"> • Participation in careers fairs. • Use of the internet in order to maximise recruitment opportunities. | 3 rd Qtr 1 st Qtr |
| Democratic Services (including Procurement and Performance Mgmt). | <ul style="list-style-type: none"> • Publication and distribution of a Councillor's Guide in Spring 2005. • Publication of an Annual Report focusing on the work of Scrutiny. • Citizen article on Scrutiny. • Promotion of South Wiltshire Community Web in partnership with Cravenplan Computers Ltd. • Publication of new County Boundaries and awareness raising for elections. | 1 st Qtr 2 nd Qtr 3 rd Qtr 3 rd Qtr 1 st Qtr |
| Customer Service Unit. | <ul style="list-style-type: none"> • Proposed Service Level Agreement. • Promotion of new service delivery arrangements. • Promotion of new telephone contact centre. | 1 st Qtr 3 rd Qtr 3 rd Qtr |

3.10. Consultation Requirements

The following major external consultation will be undertaken during the year:

| Service Unit | Consultation | Target Date - Qtr |
|--|--|---|
| Democratic Services Unit (including Procurement & Performance Mgmt). | <ul style="list-style-type: none"> • People's Voice – in support the Council's Corporate Planning process. • Consultations in connection with Scrutiny and Best Value Reviews. | |
| Financial Services Unit. | <ul style="list-style-type: none"> • Budget Consultation. | 3 rd Qtr |
| Customer Service Unit. | <ul style="list-style-type: none"> • Rural service delivery. • Customer Feedback survey. • Complaints feedback survey. | 1 st Qtr 2 nd Qtr 2 nd Qtr |

3.11. Summary of Key Issues

- New national and local requirements.
- Reducing financial resources.
- Continuing to build capacity of the organisation.

4. RISK ASSESSMENT

Set out in Appendix 1 is a full assessment of strategic risks against the corporate criteria used for Risk Assessment. The list covers areas of corporate risk, which may impact upon all Portfolios and risks specific to this Portfolio. The development of corporate risks has been developed following a review of services by both Councillors on the Cabinet and by senior officers in the Council. A response to the risks identified has been prepared and included by the responsible Officers.

5. RESOURCES

5.1 Fees and Charges

As part of its Medium Term Financial Strategy, the Council has agreed the principle of increasing its fees and charges to the upper quartile of charges levied by comparable authorities, in return for keeping Council Tax amongst the lowest in the country. Fees will therefore rise by 5% per annum until this target is reached, unless already at the require level or where commercial damage might result. The effect on this portfolio is set out below.

| Service | Percentage Increase/(Reduction) |
|---|---------------------------------|
| Land searches – at a current cost of £150 these fees are already in the upper quartile. It is therefore proposed not to increase these further this year. | Maintain current fee level. |

5.2 Unavoidable Costs

Each year the Council is faced with a series of unavoidable costs that impact upon the budget over and above the annual inflationary increases. Some of these can be considered as unavoidable corporate costs and others that are unavoidable service cost increases.

The Council's strategy will be as follows:

- As far as possible to build unavoidable corporate costs into the medium term financial strategy.
- Give highest priority for funding unavoidable service costs for essential services.
- Give serious consideration for funding unavoidable service costs for very important services.
- Unlikely to fund significant unavoidable service costs for important services.

- Give lowest priority for unavoidable service costs for desirable services.

In addition to this the Council has undertaken a base/budget review of services and agreed to consider any implications arising from the review using the above criteria.

A summary of unavoidable costs are outlined below:

| Service Unit/Corporate | Unavoidable Costs | | |
|---|-------------------------|-----------------------------|----------------|
| | Revenue Recurring £'000 | Revenue Non Recurring £'000 | Capital £'000 |
| Corporate | | | |
| Pay and Non Pay inflation. | 400 | | |
| Superannuation Increase. | 150 | | |
| Inflation on External Contracts. | 100 | | |
| Uncontainable costs e.g. Inflation, Fuel, Insurance & Energy etc. | 100 | | |
| Very Important Services* | | | |
| IT Development Fund. | 100 | | 350k maximum** |
| ODPM Priority Outcomes Fund (additional to IEG) | | | 210 |
| Totals | 850 | | 560 |

*The newly formed e-Govt/ICT Strategy Board will be considering a detailed project plan for 2005/06 in January 2005. This will highlight all projects and associated budgets. It will also address the implications of the cessation in Dec 2005 of the IEG funding. SDC is a partner in the County-wide Customer First Board. As projects are developed Cabinet approval for proceeding and the associated budgets will be sought during the year.

**A review of options to maintain our IT systems in the event of a disaster is being undertaken and will be the subject of a report to Cabinet in March 2005. The figure used at this stage represents the maximum.

5.3 Potential Efficiencies – 2005/06

In order to meet the expected budget requirement each Portfolio is requested to identify potential efficiencies within their area:

| Savings | Unit | £'000 |
|---|-----------|------------|
| Interest – higher base rate. | Corporate | 100 |
| Improved treasury management practices. | Corporate | 50 |
| Total | | 150 |

5.4 Budget Investment for the Medium Term Financial Strategy

| Theme | New Investment 2005/06 Onwards | | |
|------------------------------|--------------------------------|-----------------------------|---------------|
| | Revenue Recurring £'000 | Revenue Non Recurring £'000 | Capital £'000 |
| Improving Customer Services | | | |
| Customer Information Officer | <25 | | |
| Office Centralisation* | | | |
| Totals | 25 | | |

* The revised Capital Programme, including the office Centralisation project will be considered by Cabinet in February.

The investments in priorities identified above can be made next year or phased over several years to support the overall policy objectives of the Medium Term Financial Strategy.

5.5 Service Reductions

5.5.1 As part of its Medium Term Financial Strategy, the Council has decided to examine the impact of imposing a freeze on its two sets of lower priority services i.e. “Important” and “Desirable” in order to fund its ambitions for improvements to services considered to be political priorities.

5.5.2 The “freeze” would last for 5 years unless managers can make proposals to absorb the accumulated impact before the 5 year deadline, in which case funding would resume. It is assumed that the impact of a freeze equates to a cut in service of 3% per annum, and the annual impact on services covered by this portfolio are approximately £26,000 each year.

5.6 Proposals

5.6.1 The proposals to deal with a potential freeze and their impact on services is set out below:

| Service and Ranking | Proposal | Impact |
|--|---|-------------------------------------|
| Legal & Property Services – Important. | Restructure unit saving £17.5k* | Loss of flexibility to cover peaks. |
| Democratic Services (including Best Value, Procurement & Performance Management) – Important. | Efficiency savings – Print Unit - £18k* | None. |

*These savings are likely to contribute towards the Gershon efficiency saving.

6. PORTFOLIO ACTION PLAN 2005/06

Actions and tasks relating to this portfolio have been prioritised according to their importance and ease of implementation. The categories are as follows:

- Target – important in achieving one or more of the 11 priority themes or relating to risk management and relatively straightforward to achieve
- Pursue – important in achieving one or more of the 11 priority themes or relating to risk management but relatively difficult to achieve
- Permit – lower importance and relatively straightforward to achieve
- Defer – lower importance and relatively difficult to achieve

It is expected that for those actions identified as a target, they will be completed in accordance with agreed timescales.

Actions categorised within the Pursue Category will present the Council with the greatest challenge insofar as they are important, but may require additional resources not readily available or rely on many people and other organisations to

achieve. It has therefore been considered that a further sub-categorisation is identified highlighting the priorities of the Council. These are:

- Essential – the Council's collective resources will be targeted to complete the actions.
- Very Important – the Council will make every effort to achieve the actions although some delays may be experienced.
- Important – timescales on these actions may not be achieved.
- Desirable – these actions will only be achieved if opportunities present themselves, however they may need to be reconsidered in future years.

High priority actions are identified each quarter and added to a rolling list of key tasks held on the Council's performance monitoring system. Any actions arising from future plans will be considered and categorised in the same way.

The high priority actions for this portfolio for 2005/06 have been determined from priority tasks approved by the Council from the following existing strategies and plans:

- Asset Management Plan.
- Best Value Review of Corporate and Support Services.
- Capital Strategy.
- Communications Strategy.
- Consultation Strategy.
- Data Protection Policy.
- Difficult Customers Policy.
- Fraud Strategy.
- Freedom of Information Policy.
- Human Resources Strategy.
- ICT Strategy.
- Implementing Electronic Government (I.E.G.) Statement.
- Information Security Plan.
- Integrating Customer Service Programme.
- Medium Term Financial Strategy.
- Procurement Strategy.
- Risk Management Strategy.
- Social Inclusion Policy.
- Whistleblowing Policy.

In addition to existing strategies and plans, actions have been identified resulting from major projects within the Integrated Change Programme themes. These are as follows:

6.1 Office Centralisation

During the next 12 months we will:

- Seek the determination of the application for planning permission.
- Seek agreement to the construction of the new offices.
- Agree arrangements for the disposal of surplus assets.
- Agree contractual arrangements for construction of the new offices.
- Seek agreement from all interested parties on a detailed design for the new offices.

- Agree arrangements for the decanting of staff during construction.

6.2 Improving Customer Services

During the next 12 months we will:

- Introduce Customer Service Strategy.
- Review business processes to support Customer Service for two additional service areas.
- Appoint Customer Information Officer.
- Implement new telephone contact centre.
- Three new services each in Amesbury and Mere (to be agreed with local residents).
- Community Areas – SMART plans for provision of services in community areas.
- Review of post-handling.
- Implement revised complaints process.
- Base implement CRM with at least 40 processes mapped onto system.
- Develop an “Access to Services” action plan with SWSA partners.

6.3 E-Government implementation

During the next 12 months we will:

- Complete implementation of CRM system.
- Complete back office integration project.
- Complete implementation of CMS.
- Implement E-forms project.
- Complete implementation of Wilts partnership joint A-Z project.
- Complete on-line client authentication project.
- Complete any other work as required by ODPM Priority Outcomes Listing.
- Raise awareness of E-Government within authority and resultant project prioritisation/resourcing via ICT Strategy Group.

6.4 Improving the Performance of the Council

During the next 12 months we will:

- Further embed performance management into the culture.
- Further develop the Performance Management system.
- Focus on measuring what matters – including indicators reflecting political priorities.
- Interlink the role of scrutiny and project management with performance management.
- Seek external evaluation of our approach through the IDeA.
- Develop internal peer support with Service Unit Heads assisting other units to turnaround performance.
- Revise the Procurement Strategy to reflect the Gershon Review.
- Increase performance so that 75% of our top 20 performance indicators meet national top 25%.

- Implement a revised programme of Business Process Re-engineering Reviews by March 2006.
- Review pilot of performance related pay.
- Develop mechanisms for measuring efficiency gains in light of INLOGOV pilot.
- Explore opportunities to work with Regional Centres of Procurement Excellence.

6.5 Meeting the Financial Challenge

During the next 12 months we will:

- Detailed review of services to identify within each unit which budget headings might be classified as a low priority, benefit from business process reengineering or be suitable for outsourcing or joint procurement.
- To review the Medium Term Financial Strategy to ensure it remains adequate to fund the Council's political priorities.
- Implement Phase 2 of the Agresso System.
- Secure external funding via the appointment of an External Funding Advisor.
- Establish an Audit Committee to oversee Corporate Governance.
- Introduce prudential indicators.

6.6 Building Organisational Capacity

During the next 12 months we will:

- Continue to reduce sickness absence levels across the council.
- Identify and provide the means to bridge skills gaps that exist within the current workforce or arise as a result of changing needs.
- Filter work in order to ensure that projects/tasks that contribute to the priorities of the council are identified and prioritised appropriately.
- Put monitoring and reviewing tools in place in order to ensure that initiatives that arise as a result of the Capacity Building project are embedded across the organisation.
- Implement mobile/home working initiatives over the next 3 years to enable occupancy targets for the new offices to be met.
- Implement further Councillor Training Strategy.
- Undertake bi-annual Staff Survey.

6.7 Corporate Communications

During the next 12 months we will:

- Implement a 'Value for Money' campaign.
- Develop media interactive resource pages on the website.
- Carry out a survey of media requirements.
- Work with the e-government officer and the IT Services unit on the design and development of a new Intranet.
- Monitor media coverage and report regularly.
- Endeavour to increase advertising revenue for the Citizen to enable four editions to be produced.

6.8 Supporting Individual Community Plans

City

Support the WCC/SDC "One Stop Shop" which has been established in Salisbury library.

Stonehenge (Amesbury and Surrounding Area)

Provide improved supermarket in Amesbury. The local plan has allocated the Redworth House site for a larger supermarket. Terms have been agreed with the current operator which will enable the new supermarket to be opened by end 2005.

5 Rivers (Wilton and Surrounding Area)

No issues raised for this Portfolio.

Nadder Valley (Tisbury and Surrounding Area)

Community Plan still to be agreed.

Mere and Surrounding Area

Consider extending the WCC/SDC "One Stop Shop" facilities such as Mere Information Point (MIP) into other rural communities.

Southern Area

Community Plan still to be agreed.

6.9 Monitoring Arrangements

A quarterly report covering revenue and capital budgets, performance indicator progress and actions against key tasks within the Portfolio are reported to the Cabinet and made available to scrutiny panel.

Appendix 4d)

Transport and Environment Portfolio Plan – 2005/06

I. INTRODUCTION AND CONTEXT

I.1. Overview

The Council obtained the rating of “Good” in its Comprehensive Performance Assessment (CPA) conducted by external examiners. It wishes to move to the next (and highest) score of “Excellent” when its CPA is re-assessed in 2007. There are a number of challenges facing the Council over the next few years which will need to be overcome if we are to make progress. Some of these are internal and arise from the CPA process, and some are external.

I.1.1. CPA Process

The CPA appraisal recognised that we have strong ambitions identified by our political priorities. However, the CPA report drew attention to the need to finance these ambitions and provide human and IT capacity to meet our goals. We intend to meet these twin challenges through a review of our Medium Term Financial Strategy and a review of Capacity.

I.1.2. Other Challenges

- E Government
Government expects us to have established electronic access to all our services by December 2005. This is in itself a key challenge, made more critical by its importance to our Customer Contact Centre.
- Partnership
Although we benefit from strong partnership working, particularly with the South Wiltshire Strategic Alliance, rising Government expectations in areas such as the Gershon Review, Crime and Disorder and Waste Management are likely to increase the level of cooperation between public bodies.
- Community Planning
The Council has completed a review of its Community Plans. New Area Community Plans will be approved by June 2005. These need to be reflected in our own corporate planning process and by those of our partners in the Strategic Alliance.
- Grant Funding
Government funding is increasingly provided through grant mechanisms linked to specific targets eg Local Transport Plan, Planning Delivery Grant, Waste Management and Benefits Administration. We need to ensure that we meet the targets set to improve service and maximise our income.
- Potential Reorganisation of Local Government
The Government has no current plans to introduce changes to the structure of Local Government. However, the Government is aware that there are increasing signs of interest in unitary local government being introduced more widely and reference is made to this in “The Future of Local Government: Developing a 10 Year Vision”.

- Impact of Governments' Efficiency Review (Gershon)
As a result of the Gershon Review the Government has set a target for efficiency gains in local government of 2.5% per annum for the next three years. For Salisbury District Council this will equate to approximately £300k in 2005/06. Of this £150k of efficiency gains will need to be "cashable" (i.e. resources actually able to be redirected rather than securing improved efficiency through heightened productivity).

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever constrained resources.

- I.1.3. Whatever the challenges which face us, and from wherever they come, we will deal with them in a manner consistent with our Core Values and our ambition to be a nationally recognised high performing Council with a strong emphasis on partnership working and engaging the community.

I.2. Introduction to the Portfolio

The Environment and Transport Portfolio is responsible for the Council's Environment functions, covering environmental health, street cleansing, refuse collection, recycling and sustainability; and its Transport function covering issues such as on and off street parking regulation, Park and Ride services and managing investment from the Local Transport Plan in partnership with Wiltshire County Council.

I.3. Strategic Objectives for the Portfolio

To implement the Salisbury Transportation Plan (available from the Joint Transport Team).

To increase recycling and reduce waste.

To promote sustainable lifestyles and protect the physical environment.

To develop a district-wide transport strategy.

To work in partnership to deliver joint environmental objectives.

Encourage community involvement in environmental projects.

I.4. Statement of Portfolio

It is recognised that not all services are of equal importance. Thus we need different strategies and approaches for different services. The Cabinet has agreed to categorise services as follows:

- Essential
- Very Important
- Important
- Desirable

The criteria used to determine which services fall into which categories is as follows:

- The degree to which the service is either statutory or discretionary.
- The degree to which the service contributes to the political priorities of the Council.
- The extent of the community benefiting from the services.
- The impact if the service was withdrawn.

The classification of services for this Portfolio is as follows, for 2005/6 Cabinet has agreed to move Licensing from "Important" to "Very Important" to reflect the increased statutory responsibilities arising from Alcohol Licensing.

Essential

- Transportation and Car Parks.
- Waste Collection, Street Cleaning and Recycling.
- Environmental Health.

Very Important

- Abandoned Vehicles.
- Shopmobility.
- Licenses.

Important

- Environment (stewardship)

Desirable

- Area Committees Discretionary Funds.
- Dog Control.
- Land Drainage.

I.5. Supporting Community Outcomes

The Environment and Transport Portfolio has a role in meeting the priorities of the communities we serve. These priorities have been developed and agreed after extensive consultation by the Local Strategic Partnerships for Wiltshire and for Salisbury and South Wiltshire.

The priorities for the Wiltshire Strategic Board as set out in the document '*A County Fit for Our Children*' are:

I.5.1. Wiltshire Waste

- Working with Wiltshire Waste Partnership to introduce waste minimisation, reuse and recycling initiatives.
- Improved the network of recycling centres.
- Introduced enhanced kerbside recycling to 26,000 households to improve collection of paper, glass, cans, textiles, foil, green waste and cardboard for recycling.

I.5.2. Healthier Wiltshire

- Promote the Smoke Free in Wiltshire initiative.
- Food hygiene education with Salisbury College.
- Support the objectives of the action plan to be developed in 2005/6.

I.5.3. Street Scene

- Control of fly-posting and graffiti.
- Reorganisation of pavement washing to target heavily soiled areas.

I.5.4. Adult Learning

- Food hygiene education with Salisbury College.
- Encouraging and supporting staff to achieve NVQ level 2 for Environmental Services based operations.

The priorities for the South Wiltshire Strategic Alliance are:

1.5.5. Affordable Housing

- Nil

1.5.6. Access to Services

- CharterMark for waste collection services.

1.5.7. Crime and Anti-Social Behaviour

- New licensing policy under the Licensing Act 2003.

1.5.8. Employers Leading by Example

- Green employers:
 - Waste minimisation
 - Energy efficiency
 - Renewable energy
 - Use of Fairtrade products
 - Green Travel Plan

1.6. Supporting Individual Community Plans

1.6.1. Each of the six community areas has renewed its Community Plans. All of the Community Plans will be published by early June 2005. The six areas are:

- City
- Mere and surrounding area
- Nadder Valley (Tisbury and surrounding area)
- Southern Area
- Stonehenge (Amesbury and surrounding area)
- Four Rivers (Wilton and surrounding area)

1.6.2. This portfolio underpins the priorities of the Community Plans as follows:

- Supporting rural transport (Mere, Nadder, Southern, Stonehenge and Four Rivers)
- Kerbside recycling of five materials (City, Southern, Stonehenge and Four Rivers)
- New park and ride sites (Southern and Four Rivers)
- Flood relief (Southern)
- Intelligent Transport System (City)
- Action plan for air quality (City)
- Community Recycling Schemes (City)
- Extra resources for street cleaning (City)

2. REVIEW OF PORTFOLIO

2.1. Review Against Priorities of the Council

The Council has identified six political priorities. The following outlines how this portfolio contributed to some of those priorities in 2004/5:

2.1.1. Improving Customer Services

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.1.2. Delivering More Affordable Housing

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.1.3. Improving Waste Management

| What We Said | What We Have Done |
|---|-------------------|
| <ul style="list-style-type: none"> Working with Wiltshire Waste Partnership to introduce waste minimisation, reuse and recycling initiatives. | Ongoing |
| <ul style="list-style-type: none"> Introduced enhanced kerbside recycling to 26,000 households to improve collection of paper, glass, cans, textiles, foil, green waste and cardboard for recycling, in line with the Council's strategy for waste minimisation. | Completed |
| <ul style="list-style-type: none"> Improved the network of recycling centres. | Completed |

2.1.4. Improving Transportation

| What We Said | What We Have Done |
|--|---|
| <ul style="list-style-type: none"> Provided Intelligent Transport System for Salisbury (Real Time Passenger Information for bus passengers, a Car Park Guidance System, including variable message signing, and computer controlled traffic signals to maximise road capacity.) | To be completed by April 2005. |
| <ul style="list-style-type: none"> Additional funding has been achieved from Government, allowing all five park and ride sites to be built. | Wilton and Britford park and ride sites under construction. |
| <ul style="list-style-type: none"> Open Wilton and Britford Park and Ride Sites. | Both due to open in early 2005/6. |

2.1.5. Improving Community Safety

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> None | |

2.1.6. Meeting the Financial Challenge

| What We Said | What We Have Done |
|--|--|
| <ul style="list-style-type: none"> Ensure financial resources follow priorities | Funding of £185k provided for enhanced kerbside recycling and improvements to local recycling centres. |

2.1.7. Improving the Performance of the Council

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> • None | |

2.1.8. Partnership and Community Engagement

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> • None | |

2.1.9. Building the Capacity of the Organisation

| What We Said | What We Have Done |
|--|-------------------|
| <ul style="list-style-type: none"> • None | |

2.2. **Review of the Portfolio Plan and Performance Targets**

From the 2004/05 Corporate Plan onwards the council has sought to more closely align the published Best Value Performance Indicators with three-year ambition targets. The following is a summary of the criteria used:

- For priorities identified within the Integrated Change Programme and services categorised as “essential”, the ambition targets will be set at or above the top quartile performance.
- For our core values and services categorised as “very important”, the ambition targets will be set at or above the median performance.
- For this Portfolio all the indicators relate to essential services.

Last year the Portfolio Plan identified a number of projects and for the current financial year. An update on progress is reported quarterly to the Cabinet in the Performance Monitoring report and made available to Scrutiny panels.

Transport and Environment

- Collections missed per 100,000 collections of household waste.
- Car Park Income – total income collected.
- Number of cars parked at Park and Ride sites
- % of total tonnage of household waste recycled.

Set out below is the action required for performance to improve to either government targets or upper quartile for benchmark authorities.

| Performance Indicator | Current | Target 2005/6 | Target For Top 25% | Actions needed for achievement |
|---|------------|--------------------------------------|------------------------------------|---|
| Missed refuse collections (per 100,000 collections) | 14 | 15 | 19 (last published data in 2002/3) | Nil |
| Recycling | 17% | 31% by 2006/7 | 14% | Develop new initiatives in line with the waste management strategy approved by Cabinet. |
| Car Parking Income | £4,051,000 | £4,200,000 (estimate at this stage - | Local Indicator | Implement revised parking strategy |

| Performance Indicator | Current | Target 2005/6 | Target For Top 25% | Actions needed for achievement |
|--|--|---|--------------------|--|
| | | budget has not yet been set) | | |
| Number of cars parked at park and ride sites | 116,000 2004/5 Estimate Beehive Only | 341,000 (Beehive, Wilton, Britford (10 months)) | Local Indicator | New indicator City Centre parking charge adjustments. Review of residents' parking zones |

2.3. Improvement Targets

The Government's Efficiency Review identifies opportunities for efficiency gains in:

- joint provision of corporate services.
- construction procurement.
- increasing productive time.
- savings through customers using more efficient channels of delivery.

Our approach to meeting the requirements of this review will be incorporated in a revised Procurement Strategy and Best Value Programme for 2005/06. Early potential 'Gershon' efficiencies are shown in paragraph 5.6.1.

Improvement can also be achieved through external assessment and validation. A proposed programme is set out below:

External Accreditation/Validation Programme

| Service | Award | Year |
|--|-----------------------|--------------|
| Refuse and recycling | Chartermark | 2004 |
| Environmental Health | Chartermark | 2005 |
| Grounds maintenance | Britain in Bloom | Annually |
| BREEAM assessments for all new non-housing buildings | BREEAM | 2003 onwards |
| Secure Car Park Awards for forthcoming Park and Ride sites | Secure Car Park Award | Ongoing |

As general guidance to services the following focus is proposed for each category:

- **Essential Services** – Significant improvement in service quality and standards at current levels of expenditure. Priority focus for the service is to achieve government performance standards or upper quartile performance comparators before considering improved efficiency and cost savings measures.
- **Very Important Services** – Improvements in service quality and standards with minor efficiency savings. Services will concentrate on improving service standards towards upper quartile targets whilst maintaining current costs.
- **Important Services** – Minor improvements in service quality and standards with efficiency savings. Services will concentrate on improving efficiency indicators into upper quartile performance whilst maintaining service standards.
- **Desirable Services** – Maintain as far as possible current service quality and standards with significant efficiency savings. Priority focus for the service will be to achieve budget targets with the minimum impact on service standards.

2.4. Summary of Completed Best Value and Scrutiny Reviews

During 2004/2005 the following Scrutiny Reviews were completed:

None

3. RELEVANT FACTORS AFFECTING PORTFOLIO PLANNING FOR 2005/2006

3.1. Changing Legislation

- Waste Electrical and Electronic Equipment Regulations.
- Licensed premises will become the responsibility of Local Authorities in 2005/6. There are significant financial and resource implications.
- Strategic Environmental Assessments will replace Environmental Impact Assessments and be necessary in all long-term plans such as the Local Development Document, Waste Strategy, Transport Plans etc adopted after 2006.
- New targets for diverting biodegradable waste from landfill.

3.2. National Factors

- UK Climate Change Programme.
- Government Waste Strategy Programme 2000.
- Increased audit by national Government bodies eg Food Standards Agency, Health and Safety Executive.
- Countryside and Rights of Way Act 2000 (CROW)
- SWRA Regional Strategy for the South West Environment 2004 - 2014.
- Government emphasis on the importance of the street scene and the control of issues such as graffiti, flyposting, litter and signage.

3.3. Local Factors

- The need to help communities meet targets outlined in the 2004 Community Plans, and funding implications for this. Need to continue working in partnership with the AONB team to implement the new Management Plan to meet commitments under the CROW Act.
- There is the potential for serious flooding to occur again in some areas of the district. Cabinet continues to promote the Salisbury District Flood Steering Group of members and other agencies involved in flood prevention.

3.4. Growth or Changes to Customer Base

- Population and housing growth are imposing increasing demands for refuse collection and street cleaning.
- Household refuse is growing at around 5% per annum, seriously hampering efforts to increase the percentage that is recycled, which suggests the need for reconsideration of the refuse collection service.
- Increasing vehicle use continues to apply pressure to the road network and threatens increased congestion and reduced air quality.
- Growing public expectation and increased numbers of requests for services and advice

3.5. Best Value Review Programme 2005/2006

A Best Value Review Programme will be developed for Cabinet consideration as part of the Corporate Plan.

3.6. Scrutiny Review Programme 2005/2006

The Scrutiny Panel has been invited to submit their Scrutiny Review Programme in May 2005.

3.7. Workforce Planning Matters

Intensive training for new Licensing arrangements required.

Future of Joint Transport Team.

Continuing impact of introducing Customer Services

Capacity of Environmental Services Unit.

3.8. Major Procurement

| Procurement Project | Timetable |
|--|---------------------|
| Extended network of recycling centres | 2 nd Qtr |
| Construction of London Road Parking Facilities | 3 rd Qtr |
| Tisbury flood alleviation scheme (joint project with the Environment Agency and Wiltshire County Council). | 2 nd Qtr |

3.9. Marketing of Services

| Marketing Activity | Target Date – Qtr |
|---|---|
| Waste Collection and Recycling | 3 rd |
| Service promise for refuse collection | 4 th |
| Routine advertisements for bank holiday collections | Ongoing |
| Park and Ride | On going until 2 nd Qtr 2005/6 |

3.10. Consultation Requirements

| Consultation | Target Date - Qtr |
|---|-------------------|
| Best Value Review of Services to Households | Second |
| Best Value Review of Services to Businesses | Second |
| Next Phase of Local Transport Plan | Second |

3.11. Summary of Key Drivers for Change

- The need to meet increasing Government targets for recycling.
- The need to use the Local Transport Strategy to combat congestion and promote sustainable travel patterns.
- Increasing number of households and increasing household waste.

4. RISK ASSESSMENT

Set out in Appendix 1 is a full assessment of strategic risks against the corporate criteria used for Risk Assessment. The first element covers areas of corporate risk, which may impact upon all Portfolios and the subsequent list of risks are specific to this Portfolio. The development of corporate risks has been developed following a review of services by both Councillors on the Cabinet and by senior officers in the Council. A response to the risks identified has been prepared and included by the responsible officers.

5. RESOURCES

5.1. Fees and Charges

As part of its Medium Term Financial Strategy, the Council has agreed the principle of increasing its fees and charges to the upper quartile of charges levied by comparable authorities, in return for keeping Council Tax amongst the lowest in the country. Fees will therefore rise by 5% per annum until this target is reached, unless already at the required level or where commercial damage might result. The effect on this portfolio is set out overleaf:

| Service | Percentage Increase/(Reduction) |
|-------------------------------------|---------------------------------|
| Refuse Collection ** | 5% |
| Licences (includes new sex shops) * | Statutory |
| Food Safety Act 1990 | 5% |
| Car Parking Income *** | 5% |

* Licences - The majority of fees will be set by statute but any discretionary charges will be increased by 5%.

** Commercial Refuse Collection - Commercial waste charges will be reviewed in line with market conditions and include the increased cost of waste disposal, landfill tax and administration.

*** Car Parking Income - Charges are due to rise substantially in 2005/6 to fund the introduction of Park and Ride sites at Wilton and Britford. However, within these charge an increased recurring revenue contribution to the General Fund of £116k is proposed.

5.2. New Fees and Charges

As part of the Medium Term Financial Strategy the Council has agreed, in order to retain its record of keeping its Council Tax amongst the lowest in the country, to explore the implementation of new fees and charges. The impact on this portfolio is set out below:

| Proposed Change | Impact |
|-----------------|--------|
| None | None |

5.3. Unavoidable Costs

Each year the Council is faced with a series of unavoidable costs that impact upon the budget over and above the annual inflationary increases. Some of these can be considered as unavoidable corporate costs and others that are unavoidable service cost increases.

The Council's strategy will be as follows:

- As far as possible to build unavoidable corporate costs into the Medium Term Financial Strategy.
- Give highest priority for funding unavoidable service costs for essential services.
- Give serious consideration for funding unavoidable service costs for very important services.
- Unlikely to fund significant unavoidable service costs for important services.
- Give lowest priority for unavoidable service costs for desirable services.

In addition to this the Council has undertaken a base/budget review of services and agreed to consider any implications arising from the review using the above criteria.

A summary of unavoidable costs is outlined below:

| | Unavoidable Costs | | |
|-------------------------|-------------------|-----------------------|---------|
| | Revenue Recurring | Revenue Non Recurring | Capital |
| Grants for parish skips | £5k | | |

| | Unavoidable Costs | | |
|--|-------------------|-----------------------|---------|
| | Revenue Recurring | Revenue Non Recurring | Capital |
| Improving Waste Management | £200k | | |
| Driver training for large goods vehicles | £7k | | |
| Totals | £212k | Nil | Nil |

5.4. Budget Investment for the Medium Term Financial Strategy

| Theme | New Investment 2005/6 Onwards | | |
|-------|-------------------------------|-----------------------|---------|
| | Revenue Recurring | Revenue Non Recurring | Capital |
| Nil | | | |

5.4.1. It should be emphasised that the budgetary implications of the items contained within the above table have not been determined but an allocation has been provisionally made for overall consultation purposes. The investments in priorities can be made next year or phased over several years to support the overall policy objectives of the Medium Term Financial Strategy.

5.5. Service Reduction

5.5.1. As part of its Medium Term Financial Strategy, the Council has decided to examine the impact of imposing a freeze on its two sets of lower priority services ie "Important" and "Desirable" in order to fund its ambitions for improvements to services considered to be political priorities. The "freeze" would last for 5 years unless managers can make proposals to absorb the accumulated impact before the 5-year deadline, in which case funding would resume. It is assumed that the impact of a freeze equates to a cut in service of 3% per annum, and the annual impact on services covered by this portfolio is set out below.

| | |
|---|---------------|
| Service | Impact |
| Environmental Health | £27k pa |
| (the cumulative effect by year 5 would be £135k pa) | |

5.6. Proposals

5.6.1. The proposals to deal with a potential freeze and their impact on services is set out below:

| Service and Ranking | Proposal | Impact |
|--|---|--------|
| Entertainment Licensing (Very Important) | Savings from combining function with alcohol licensing. | £25k |
| Abandoned Vehicles (Very Important) | Reduction in costs resulting from fewer abandoned vehicles | £48k |
| Dog Control (Desirable) | There is inconsistent funding between the burden on General Fund and City and Parish precepts. A review will be undertaken to move parts of the service to City or Parish | £10k |

| Service and Ranking | Proposal | Impact |
|---------------------|------------------------------------|--------|
| | precepts. To be in place by 2006/7 | |

6. PORTFOLIO ACTION PLAN 2005/2006

Actions and tasks relating to this portfolio have been prioritised according to their importance and ease of implementation. The categories are as follows:

- Target – high importance and relatively straightforward to achieve.
- Pursue – high importance but relatively difficult to achieve.
- Permit – lower importance and relatively straightforward to achieve.
- Defer – lower importance and relatively difficult to achieve.

It is expected that for those actions identified as a target, they will be completed in accordance with agreed timescales.

Actions categorised within the Pursue Category will present the Council with the greatest challenge insofar as they are important, but may require additional resources not readily available or rely on many people and other organisations to achieve. It has therefore been considered that a further sub-categorisation is identified highlighting the priorities of the Council. These are:

- Essential – the Council's collective resources will be targeted to complete the actions.
- Very Important – the Council will make every effort to achieve the actions although some delays may be experienced.
- Important – timescales on these actions may not be achieved.
- Desirable – these actions will only be achieved if opportunities present themselves, however they may need to be reconsidered in future years.

The actions for this portfolio for 2005/6 will be determined from existing actions and tasks already approved by the Council from the following strategies and plans:

- Revised Car Parking Strategy.
- Contaminated Land Strategy.
- Environmental Sustainability Action Plan.
- Environmental Policy.
- Facilities Best Value Review (Parks and Bereavement Services).
- Food Service Plan.
- Local Air Quality Management Strategy.
- Pest Control Best Value Review.
- Waste Management Strategy.
- Health and Safety Enforcement Service Plan.
- Street Services Best Value Review.
- AONB Management Plan
- Salisbury Transport Plan

In addition to existing strategies and plans, actions have been identified resulting from major projects within the Integrated Change Programme themes these are as follows:

6.1. Improving Customer Service

- Transfer of functions/staff to Customer Services Unit

6.2. Maintaining Our Housing Stock

- Nil

6.3. Affordable Homes

- Nil

6.4. Improving Transport

- Complete the Intelligent Transport System.
- Open the Wilton and Britford Park and Ride Services.
- Construct the London Road parking facility.
- Renewal of Local Transport Plan.

6.5. Waste Management

During the next 12 months we will:

- Carry out a comprehensive review of the street cleansing service specification.
- Consolidate and improve the existing service for the kerbside collection of recyclable materials and improve participation.
- Develop additional mini recycling centres/community recycling schemes.
- Increase the percentage of waste diverted from landfill to around 28%.
- Develop waste management initiatives jointly with the Wiltshire Waste Partnership.

6.6. Improving Customer Safety

- None

6.7. Meeting the Financial Challenge

- None

6.8. Improving the Performance of the Council

- None

6.9. Partnership Working and Community Engagement

- Work with partners to deliver joint objectives.

6.10. Building Capacity

- None

6.11. Supporting Individual Community Plans

6.11.1. A number of actions support priorities in all or most of the Community Plans. These are:

Two new Park & Ride sites at Wilton and Britford to be open early in 2005/6.

Salisbury District Council will review street cleaning services across the District by July 2005.

SDC will continue to meet government standards on street cleanliness every year as measured by BVPI 199.

SDC and its partners, the Wiltshire Waste Partnership, are working jointly to achieve the 31% recycling target by 2010.

Doorstep recycling was introduced to 15,000 households in 2004 for

newspapers, glass, textiles, aluminium foil, metal cans and green waste.

Kerbside paper and cardboard collections will continue in those rural areas which currently receive this service.

Salisbury District aims to recycle 31% of household waste by 2010.

New mini recycling schemes to be set up in some villages.

A new countrywide computer based solution for dealing with abandoned vehicles is shortly to be introduced. This will link all the local authorities, the county council, police, fire brigade and the DVLA. People who report abandoned vehicles will be able to track the progress of their report via e-mail or the council's website.

Traffic management issues to be discussed further as part of the consultation on the Local Transport Plan in 2005/6.

Dog fouling of footpaths and pavements is illegal, poses high health risks particularly to children and is subject to a fine if prosecution takes place.

The following actions are specific to individual Community Plans:

6.11.2. City

Linked operation of traffic lights throughout the city through urban traffic control, providing traffic responsive control and coordination of traffic flow between junctions, to be in place by March 2005.

Real Time Passenger Information providing information to the bus operator and waiting passengers on actual position of service buses, to be operational by March 2005.

Car Park Guidance System providing information to car park management and motorists on availability of spaces in principal car parks serving the city, including the park and ride sites. This will be operational by March 2005.

Provide cycle way signs on a number of shared use cycle tracks, provide direction signs to key destinations for cyclists using the Salisbury cycle network. Both to be implemented by March 2005.

Introduce a Residents' Parking scheme to the St Paul's area of the City, review Residents Parking Zone A & Zone B. All to be done by March 2005.

Review Residents' Parking Zone C, extend East Harnham Residents' Parking Zone and St Mark's Residents Parking Extension in 2005/6.

Provide Disabled Access Improvements (such as dropped kerbs) at key locations in the City.

Work together with schools to introduce travel plans.

Reduce the absolute level of traffic entering the city centre by 3.9% in 2005 and 11% in 2011 compared with the 1999 baseline.

Salisbury District Council, the City Centre Management Team and the city centre supermarkets have worked together to provide trolley corrals in car

parks throughout the city. Coin-operated trolleys have been introduced. CCM will liaise with SDC and supermarkets to ensure the coin-operated system is successful and monitor usage of the corrals.

City Centre Management Team is calling together councillors and officers to look at what can be done to smarten up the city centre. CCM has sponsorship from SDC and the private sector to introduce a City Centre Ranger to deal with janitorial issues in the city centre.

Work will start on the Bemerton Heath Folly with Salisbury District Council and Wiltshire Wildlife Trust working in partnership with the local community.

A new Harnham / Brunel Link is included in the Local Transport Plan.

7. Monitoring Arrangements

- 7.1.** A quarterly report covering revenue and capital budgets, performance indicator progress and actions against key tasks within the Portfolio are reported to the Cabinet and made available to scrutiny panel.

Transport and Environment Risk Register

Date Last Updated: November 04

| Title of Risk | Impact | Probab. | Category | Risk Source | Owner | Risk Action | Action | Residual Status | Updated |
|--|--------|---------|-------------|----------------|-------|-------------|--|-----------------|----------|
| Maintenance of vehicle operators licence | High | Low | Financial | Portfolio Plan | ES | Tolerate | None | OK | 01.11.04 |
| Tree management | Medium | Low | Financial | Portfolio Plan | ES | Treat | Provide funding for a tree survey | OK | 01.11.04 |
| Loss of Government transport funding | High | Low | Financial | Portfolio Plan | FP&T | Treat | Continue to lobby with high quality submissions | Concerned | 01.11.04 |
| Alcohol licensing | Medium | High | Financial | Portfolio Plan | ES | Tolerate | Review budgets in light of experience | OK | 01.11.04 |
| Meeting recycling targets | High | Medium | Reputation | Portfolio Plan | ES | Treat | Consider funding for recycling service improvements | Concerned | 01.11.04 |
| New nuisance / noise / ASB legislation | Medium | High | Reputation | Portfolio Plan | ES | Tolerate | Review in light of experience | OK | 01.11.04 |
| Car parking income shortfall | High | Low | Financial | Portfolio Plan | FP&T | Treat | Monthly monitoring against car parking financial model | OK | 01.11.04 |
| Flooding | Medium | Medium | Environment | Cabinet | ES | Treat | Cabinet to consider working group proposals | OK | 01.11.04 |

Appendix 5

Performance Information

Introduction

For 2005/06 published Best Value Performance Indicators the council has sought to more closely align the 3-year target (ambition) to the council's priorities. The following is a summary of the criteria used:

- For priorities identified within the Integrated Change Programme and services categorised as "essential", the ambition targets for service quality indicators will be set at or above the top quartile performance.
- For our Core Values and services categorised as "very important", the ambition targets for service quality indicators will be set at or above the median performance.

Our ambition targets will be adjusted each year to reflect published national and local benchmarking information.

Where services are not currently achieving their ambition target the annual targets set for 2005/06 and 2006/7 will reflect reasonable expectations of progression and improvement

Where services are currently exceeding the targets indicated by the criteria set out above we will seek to maintain current standards and set targets accordingly.

CPA identified that the council should be more explicit about which services were not priorities and how investment in them reflect this. The council will therefore consider developing a performance model whereby ambition targets for some services will be linked to costs indicators. The following is a summary of the criteria to be considered:

- For services categorised as "desirable", the ambition targets for financial performance will be set at or better than cheapest cost quartile for comparable services
- For services categorised as "important", the ambition target for financial performance will be set at or better than median cost quartile performance for comparable services

The council recognises that where costs need to be reduced the timescales to achieve reductions may be longer than those required to improve service quality.

At present not all services have published performance data against them. Along with a review of the council's Performance Management framework work has been undertaken to establish indicators to reflect all of our priorities and focus over the next year where they previously have not existed. A review of our priority performance indicators has been undertaken with the expected outcome being they better support and measure the delivery of the council's ten community and organisational themes that comprise its Integrated Improvement Programme.

Overall we aim to be meeting or exceeding over 70% of all of our published targets by 2006/7 and 50% reaching upper quartile status. Of our Strategic Suite of Indicators we aim to be meeting or exceeding 70% of our published targets and 75% reaching upper quartile status by 2006/07.

Appendix 5 b

Summary of all Statutory and Local Performance Indicators

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|----------|---|-----------------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| | CORPORATE HEALTH | | | | | | | | | | | |
| 1a | Community strategy with LSP | Yes/No | Yes | | Yes | Yes | ☺ | | ▪ | Deleted | Deleted | Deleted |
| 1b | When will strategy review be completed? | Date - 00/mm/yy | n/a | | Mar-04 | Jan-05 | ☹ | | | Deleted | Deleted | Deleted |
| 1c | Progress reported | Yes/No | n/a | | Mar-04 | Jan-05 | ☹ | | | Deleted | Deleted | Deleted |
| 2a | Equality Standard for Local Government Level | 0 - 5 | 1.00 | | 3.00 | 1.00 | ☹ | ☹ | | 2.00 | 3.00 | 3.00 |
| 2b | The duty to promote race checklist score | % | 53.00% | 55.00% | 81.00% | 68.00% | ☹ | ☺ | ☺ | 81.00% | 81.00% | 81.00% |
| 8 | Invoices paid on time | % | 94.78% | 96.00% | 96.00% | 94.78% | ☹ | ☺ | ☹ | 97.00% | 98.00% | 98.00% |
| 9 | Council Tax collected | % | 98.12% | 98.00% | 98.00% | 98.20% | ☺ | ☺ | ☺ | 98.50% | 98.50% | 98.50% |
| 10 | NNDR collected | % | 99.20% | 99.00% | 98.10% | 98.90% | ☺ | ☹ | ☹ | 99.10% | 99.10% | 99.10% |
| 11a | % of top 5% earners that are women | % | 23.08% | 25.00% | 24.00% | 17.95% | ☹ | ☹ | ☹ | 24.00% | 25.00% | 25.00% |
| 11b | % of top 5% earners that are from ethnic minorities | % | 0.00% | 0.00% | 0.20% | 0.00% | ☹ | ☹ | ☺ | 0.70% | 1.30% | 2.60% |
| 12 | Days sick per member of staff | Days/fte | 8.51 days | 8 days | 9 days | 9.59 days | ☹ | ☹ | ☹ | 8.5 days | 8.5 days | 8.5 days |

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|----------|---|-----------------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| 14 | Early retirements / staff | % | 0.00% | 0.14% | 0.20% | 0.25% | ☹ | ☹ | ☹ | 0.20% | 0.20% | 0.20% |
| 15 | Ill health retirements / staff | % | 0.61% | 0.14% | 0.30% | 0.13% | ☺ | ☺ | ☺ | 0.30% | 0.30% | 0.30% |
| 16a | Staff with disabilities | % | 1.50% | 3.80% | 2.00% | 1.43% | ☹ | ☹ | ☹ | 2.00% | 3.00% | 4.00% |
| 16b | Working age (18-65) people with disabilities | % | 11.57% | 29.00% | | 11.57% | ☹ | ☹ | ☹ | | | |
| 17a | Staff from ethnic minorities | % | 1.10% | 2.10% | 1.20% | 1.16% | ☺ | ☺ | ☹ | 1.30% | 1.34% | 1.34% |
| 17b | Working age (18-65) people from ethnic minorities | % | 1.30% | 87.00% | | 1.30% | | ☺ | ☺ | | | |
| 156 | Buildings w/facilities for people with disabilities | % | 17.00% | 60.00% | 17.00% | 17.00% | ☺ | ☺ | ☹ | 17.00% | 17.00% | 60.00% |
| 157 | Types of interaction delivered electronically | % | 50.00% | 56.00% | 70.00% | 82.49% | ☺ | ☺ | ☺ | 100.00% | 100.00% | 100.00% |
| 180a(i) | Actual/'Typical' energy consumption LA buildings - electricity (2003/04) | % | n/a | 83.00% | n/a | | | | | Deleted | Deleted | Deleted |
| 180a(ii) | Actual/'Typical' energy consumption LA buildings - fossil fuels (2003/04) | % | n/a | n/a | n/a | | | | | Deleted | Deleted | Deleted |
| 180b | Lamp wattage | % | n/a | n/a | n/a | | | | | Deleted | Deleted | Deleted |
| | HOUSING | | | | | | | | | | | |
| 62 | Private unfit dwellings made fit/demolished | % | 0.00% | 4.00% | 0.00% | 1.32% | ☺ | ☺ | ☹ | Deleted | Deleted | Deleted |
| 63 | Average SAP rating of local authority owned dwellings | Number - rating | 68.00 | 63.00 | 68.00 | 72.00 | ☺ | ☺ | ☺ | 68.00 | 68.00 | 68.00 |

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|----------|---|-----------------------------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| 64 | Priv. dwellings - returned to occupation | Number in full - not scaled | 45.00 | | 5.00 | 66.00 | ☺ | ☺ | | 5.00 | 5.00 | 5.00 |
| 66a | Rent collection | % | 98.65% | 98.70% | 98.70% | 98.35% | ☹ | ☹ | ☹ | 98.80% | 98.90% | 99.00% |
| 74a @ | Tenant satisfaction - overall service with landlord - all tenants | % very/fairly satisfied | 83.56% | 86.00% | 86.00% | 84.00% | ☹ | ☺ | ☹ | 86.00% | 86.00% | 86.00% |
| 74b @ | Satisfaction of tenants - black and minority ethnic tenants | % very/fairly satisfied | 77.77% | 87.00% | | 100.00% | | ☺ | ☺ | | 87.00% | 87.00% |
| 74c @ | Satisfaction of tenants - non-black and minority ethnic tenants | % satisfied | 83.59% | 84.00% | | 84.00% | | ☺ | ☺ | | 84.00% | 84.00% |
| 75a @ | Tenant satisfaction – participation in management - all tenants | % satisfied | 62.00% | 70.00% | 63.00% | 64.00% | ▪ | ☺ | ☺ | 64.00% | 65.00% | 66.00% |
| 75b @ | Participation in management - black and minority ethnic tenants | % satisfied | 50.00% | | 63.00% | 75.00% | ☺ | ☺ | | 64.00% | 65.00% | 66.00% |
| 75c @ | Participation in management - non-black and minority ethnic tenants | % satisfied | 62.00% | | 63.00% | 64.00% | ▪ | ☺ | ☺ | 64.00% | 65.00% | 66.00% |
| 164 | CRE code of practice & Good Practice Standards – harassment | Yes/No | Yes | 32% = Yes | Yes | Yes | ☺ | ☹ | ☺ | Yes | Yes | Yes |
| 183a | Average length of stay in bed & breakfast | Weeks | 16.87 weeks | 0.6 weeks | 6 weeks | 1.57 weeks | ☺ | ☺ | ☹ | 6 weeks | 6 weeks | 6 weeks |
| 183b | Average length of stay in hostels | Weeks | n/a | n/a | n/a | | | | | | | |
| 184a | LA homes which were non-decent at beginning of the year | % | 11.00% | 20.00% | 0.00% | 2.42% | ☹ | ☺ | ☺ | 0.00% | 0.00% | 0.00% |

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|----------|--|---------------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| 184b | Change in proportion of non-decent homes in the year | % | 77.20% | 22.00% | 0.00% | 0.41% | ☺ | ☹ | ☹ | 0.00% | 0.00% | 0.00% |
| 185 | Responsive repairs (non-emergency), appointments made & kept | % | 56.43% | 57.00% | 57.00% | 58.41% | ☺ | ☺ | ☺ | Deleted | Deleted | Deleted |
| 202 | Number of people sleeping rough on a single night within local authority area | Number | New | | 5.00 | 5.00 | ☺ | ▪ | ▪ | 5.00 | 5.00 | 3.00 |
| 203 | % Change in average number of families in temporary accommodation compared with average from previous year | % | New | | | -100.00% | ▪ | ▪ | ▪ | 0.00% | 0.00% | 0.00% |
| 211a | Planned repairs and maintenance expenditure on HRA dwellings compared to responsive expenditure | Proportion | | | | | ▪ | ▪ | ▪ | 60/40 | 60/40 | 60/40 |
| 211b | Emergency and urgent repairs expenditure compared to non-urgent expenditure | Proportion | | | | | ▪ | ▪ | ▪ | 35/65 | 30/70 | 28/72 |
| | BENEFITS | | | | | | | | | | | |
| 76a | Number of claimants visited/1000 caseload | Number | 37.00 | | 28.00 | 169.20 | ☺ | ☺ | | 30.00 | 30.00 | 30.00 |
| 76b | Number of fraud investigators/1000 caseload | Number | 0.45 | | 0.75 | 0.52 | ☹ | ☺ | | 0.75 | 0.75 | 0.75 |
| 76c | Number of fraud investigations/1000 caseload | Number | 26.61 | | 50.00 | 47.03 | ☹ | ☺ | | 50.00 | 50.00 | 50.00 |
| 76d | No. of prosecutions & sanctions/1000 caseload | Number | 2.56 | | 1.00 | 3.64 | ☺ | ☺ | | 2.00 | 2.00 | 2.00 |
| 78a | Average time new claims | Calendar days | 30 days | 30 days | 30 days | 27.81 days | ☺ | ☺ | ☺ | 30 days | 30 days | 30 days |
| 78b | Average time change in circumstances | Calendar days | 8 days | 7 days | 7 days | 8.58 days | ☹ | ☹ | ☹ | 7 days | 7 days | 7 days |
| 79a | Case processed correctly | % | 100.00% | 99.00% | 99.00% | 100.00% | ☺ | ☹ | ☺ | 99.00% | 99.00% | 99.00% |

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|----------|--|-------------------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| 79b | Recovery of overpaid benefit | % | 57.36% | 61.00% | 59.00% | 49.49% | ☹ | ☹ | ☹ | 60.00% | 61.00% | 62.00% |
| | ENVIRONMENT | | | | | | | | | | | |
| 199 | Cleanliness of relevant land and highways | % | 28.00% | | 30.00% | 26.00% | ☺ | ☺ | | 30.00% | 30.00% | 30.00% |
| 82a | Recycling | % household waste | 17.40% | 14.00% | 20.00% | 17.34% | ☹ | ☺ | ☺ | 31.00% | 31.00% | 31.00% |
| 82b | Composting | % household waste | 0.00% | 2.20% | 2.00% | 1.22% | ☹ | ☺ | ☹ | 2.00% | 4.00% | 5.00% |
| 84 | Household waste collected | Kgs per capita | 395.3kg | 367kg | 385kg | 401kg | ☹ | ☹ | ☹ | 375kg | 375kg | 375 kg |
| 86 | Cost waste collection | £ per household | £40.12 | £29.64 | £45.00 | £41.98 | ☺ | ☹ | ☹ | £45.00 | £50.00 | £53.00 |
| 89 | People satisfied with cleanliness standard in their area | % | | | | | ▪ | ▪ | ▪ | | 75.00% | |
| 90a | People satisfied with household waste collection | % | | | | | ▪ | ▪ | ▪ | | 91.00% | |
| 90b | People satisfied with waste recycling | % | | | | | ▪ | ▪ | ▪ | | 75.00% | |
| 91 | Pop served by a kerbside collection of recyclables | % | 98.00% | 100.00% | 95.00% | 98.00% | ☺ | ☺ | ☹ | 98.00% | 98.00% | 98.00% |
| | PLANNING | | | | | | | | | | | |
| 106 | New homes on brown field sites | % | 71.00% | 82.00% | 50.00% | | | | | 50.00% | 40.00% | 40.00% |
| 109a | Planning major apps in 13 weeks | % | 57.40% | 56.00% | 60.00% | 76.00% | ☺ | ☺ | ☺ | 60.00% | 60.00% | 60.00% |

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|----------|--|-----------------------------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| 109b | Planning minor apps in 8 weeks | % | 44.17% | 64.00% | 59.00% | 71.00% | ☺ | ☺ | ☺ | 65.00% | 65.00% | 65.00% |
| 109c | Planning other apps in 8 weeks | % | 70.58% | 82.00% | 74.00% | 89.00% | ☺ | ☺ | ☺ | 80.00% | 82.00% | 82.00% |
| 179 | Standard searches in 10 working days | % | 51.15% | 100.00% | 90.00% | 61.60% | ☹ | ☺ | ☹ | 100.00% | 100.00% | 100.00% |
| 200a | Development Plan unexpired and under 5 years old? | Yes/No | Yes | | Yes | Yes | ☺ | ☺ | | Yes | Yes | Yes |
| 200b | Proposals on deposit for alteration or replacement within 3 years | Yes/No | n/a | n/a | n/a | | | | | | | |
| 204 | Percentage of appeals allowed against an authority's decision to refuse planning application | % | New (33.00%) | | >40.00% | 21.00% | ☺ | | | >40.00% | >40.00% | >40.00% |
| 205 | Score against a Quality of Service checklist | % | New | | | 94.00% | ▪ | | | 94.00% | 100.00% | 100.00% |
| | ENVIRONMENTAL HEALTH & TRADING STANDARDS | | | | | | | | | | | |
| 166a | Environmental Health checklist | % | 86.00% | 84.00% | 8600.00% | 63.00% | ☹ | ☹ | ☹ | 86.00% | 86.00% | 86.00% |
| | CULTURE & LIBRARIES | | | | | | | | | | | |
| 170a | Visits/ usages of museums | No./1,000 pop | n/a | n/a | n/a | | | | | | | |
| 170b | Visits/usages in person | No./1,000 pop | n/a | n/a | n/a | | | | | | | |
| 170c | School pupil visits to museums | Number in full - not scaled | n/a | n/a | n/a | | | | | | | |
| | COMMUNITY SAFETY | | | | | | | | | | | |

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|--------------------------------|---|--------------------------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| 126a | Burglaries | No. per 1,000 households | 6.56 | 8.00 | 7.51 | 5.71 | ☺ | ☺ | ☺ | 7.36 | 7.36 | 7.36 |
| 127a | Violent offences by a stranger (overall figure for violent crime) | No. per 1,000 pop | 10.45 | | | 9.99 | | ☺ | | | | |
| 127b | Violent offences in a public place | No. per 1,000 pop | n/a | n/a | n/a | | | | | | | |
| 127c | Violent offences in connection with licensed premises | No. per 1,000 pop | n/a | n/a | n/a | | | | | | | |
| 127d | Violent offences committed under influence | No. per 1,000 pop | n/a | n/a | n/a | | | | | | | |
| 128a | Vehicle crimes | No. per 1,000 pop | 8.00 | 9.00 | 6.81 | 7.51 | ☹ | ☺ | ☺ | 6.61 | 6.61 | 6.61 |
| 174 | Racial incidents involving the local authority | Number/100,000 pop | 0.00 | 0.00 | 0.00 | 0.00 | | | | | | |
| 175 | Racial incidents resulting in further action | % | 0.00% | 0.00% | 0.00% | 0.00% | | | | | | |
| 176 | Domestic violence refuge places | No./10,000 pop | 0.01 | 0.65 | 0.02 | 0.02 | ☺ | ☺ | ☹ | 0.02 | 0.02 | 0.02 |
| COMMUNITY LEGAL SERVICE | | | | | | | | | | | | |
| 177 | Legal & advice expenditure on Quality Mark services | % | 38.80% | n/a | n/a | | | | | | | |
| KEY LOCAL INDICATORS | | | | | | | | | | | | |
| 501 | Car Park Income - total income collected | £ | £4.223m | | £4.063m | £4.416m | ☺ | ☺ | ▪ | £4.45m | £4.97m | £4.97m |
| 502 | Park & Ride customer journeys completed | No. | 189,080 | | 222,000 | 204,712 | ☹ | ☹ | ▪ | 591,000 | 760,000 | 760,000 |

| BVPI No. | Description | format | Actual for 2003/04 | Top 25% Target | Target for 2004/05 | Actual for 2004/05 | Target achieved | Improving on last year | Achieving Top 25% | Target for 2005/06 | Target for 2006/07 | Target for 2007/08 |
|----------|--|--------|--------------------|----------------|--------------------|--------------------|-----------------|------------------------|-------------------|--------------------|--------------------|--------------------|
| 504 | Affordable homes provided | No. | 91.00 | | 350 over 3 years | 74.00 | ☹ | ☹ | | 350 over 3 years | | |
| 66b | Rent arrears of current tenants as % of rent roll | % | 1.91% | 1.80% | 1.90% | 1.89% | ☺ | ☺ | ☹ | 1.90% | 1.89% | 1.89% |
| 67 | Decisions on homelessness applications made and notified in 33 days | % | 91.00% | 97.00% | 95.00% | 97.00% | ☺ | ☺ | ☺ | 96.00% | 97.00% | 97.00% |
| 68 | Average relet times for LA dwellings let in year | Days | 26 days | 26 days | 26 days | 26 days | ☺ | ☹ | ☺ | 26 days | 26 days | 26 days |
| 72 | Urgent Repairs completed within government time limits | % | 97.67% | 96.00% | 98.00% | 98.00% | ☺ | ☺ | ☺ | 98.00% | 98.00% | 98.00% |
| 507 | Tenant satisfaction with repairs service | % | 96.58% | | 95.00% | 97.02% | ☺ | ☺ | ▪ | 95.00% | 95.00% | 95.00% |
| 88 | Refuse collections missed per 100,000 collections of household waste | No. | 14.44 | 19.00 | 15.00 | 12.10 | ☺ | ☺ | ☺ | 15.00 | 15.00 | 15.00 |

| Legend | |
|--|---|
| Key Indicator | ▪ |
| Information not required | |
| Achieving Target | ☺ |
| Performance very close to achieving target | ☹ |
| Not achieving target | ☹ |

Appendix 5 c)

Explanation of Performance Indicator Variances

Good performance management is essential to the Councils key theme of performance improvement. Setting realistic but challenging targets is equally as important as achieving them. The table below shows those indicators where our actual performance was more than 10% different from the target we set ourselves, together with an explanation of how the variance occurred.

| No | Description | Target | Actual | Explanation |
|-------|---|---------|---------|--|
| 2(a) | The level (if any) of the Equality Standard for Local Government to which the authority conforms. | 3.00 | 1.00 | No change from last year's obtainment of level one against the Equality Standard for local government. Progress towards level three of the Equality Standard is slower than originally anticipated but a new corporate working group has been formed and an on-line self-assessment tool has been purchased to monitor and track progress against this BVPI. We aim to obtain level two by the end of 2005/06. Whilst this lack of progress is disappointing, it is encouraging to note that a number of service specific equality measures have improved significantly (satisfaction level of black and ethnic minority council housing tenants with opportunities for participation in management and decision making up to 75.00% from 63.00%, satisfaction of black and ethnic minority council housing tenants of the overall service provided by the landlord up from 77.77% last year to an outstanding 100.00% this year, participation of black and ethnic minority people in sports development activities up to 2.20% this year, from 1.00% last year). |
| 2(b) | The duty to promote race equality. | 81.00 % | 68.00 % | An improvement from the 53.00% score we achieved last year to 68.00% this year regarding our response to the Race Equality Duty. The new corporate working group intend to extensively review and consult on our base policies and mainstream the Duty into services supported by PPT in the coming year, these efforts should bring us even closer to our target. |
| 11(a) | The percentage of the top 5% of earners | 24.00 | 17.95 | Our recruitment procedures are designed to ensure (and have recently |

| | | | | |
|-------|---|-------|-------|---|
| | that are women. | % | % | been reviewed to further guarantee this) that anyone recruited into the Council is recruited against criteria that takes full account of diversity issues and using methods that have been carefully designed to ensure that any unlawful or bad practice bias is eradicated. A corporate working group is currently looking at home/mobile/flexible working practice initiatives and this may encourage more women to apply for senior vacancies during the coming year. More could probably be done to demonstrate our commitment to gender equality issues via our advertising campaigns but this would involve additional investment in expenditure from a budget which is already overspent and has been for some years. |
| 11(b) | The percentage of the top 5% of earners from an ethnic minority. | 0.20% | 0.00% | Our recruitment procedures are designed to ensure (and have recently been reviewed to further guarantee this) that anyone recruited into the Council is recruited against criteria that takes full account of diversity issues and using methods that have been carefully designed to ensure that any unlawful or bad practice bias is eradicated. |
| 14 | Employees retiring early (excluding ill-health retirements) as a percentage of the total workforce. | 0.20% | 0.25% | An increase in the proportion of the total workforce of early retirements (excluding ill-health) from 0% last year to 0.25% this year means we have not met either our own target of 0.2% or the upper quartile benchmark of 0.14%. |
| 15 | Employees retiring on the grounds of ill health as a percentage of the total workforce. | 0.30% | 0.13% | A consistently excellent performance throughout the year keeping early ill-health retirements as low as 0.13% of the total workforce means we are exceeding our local target of 0.30% and are just inside the upper quartile benchmark of 0.14%. |
| 16(a) | The percentage of local authority employees with a disability. | 2.00% | 1.43% | Our recruitment procedures are designed to ensure (and have recently been reviewed to further guarantee this) that anyone recruited into the Council is recruited against criteria that takes full account of diversity issues and using methods that have been carefully designed to ensure that any unlawful or bad practice bias is eradicated. In addition, our current buildings are not user friendly to people with physical disabilities and although this would not affect any decisions we make in terms of the recruitment process, it may deter people from applying. |

| | | | | |
|--------|--|------------|------------|--|
| | | | | This issue is currently being considered via a paper to Cabinet on DDA access issues (short term) and long term will be addressed by the re-build arising from the office project. |
| 157 | Types of interaction delivered electronically. | 70.00 % | 82.49 % | There is confidence that with the ongoing implementation of our CRM system for all customer-facing processes our performance against this indicator will continue to rise. IT Services have performed well in terms of moving us on corporately in preparation of e-government in all areas. |
| 62 | The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority. | 0.00% | 1.32% | Whilst the Government has set a target of 4.00%, the general level of unfit properties in the Salisbury district is below the national average. This is not a priority area of work for the council as the general housing market tends to deal with bringing properties back up to a good standard. |
| 64 | The number of private sector vacant dwellings that are returned to occupation or demolished during 2004/05 as a direct result of action by the local authority. | 5.00 | 66.00 | The positive increase on the number of private sector dwellings that are returned into occupation or demolished as a direct result of action by us has come from the council extending it's Private Sector Leased scheme which has enabled more properties to be returned to occupation. |
| 75(b) | The level of satisfaction of black and minority ethnic local authority tenants with opportunities provided for participation in management and decision making in relation to housing services provided by their landlord. | 63.00 % | 75.00 % | Continued high standards aspirations and applications combined with continued investment in our housing stock has been key to delivering these great results. A Stock Option Appraisal is currently being undertaken aiming to secure further improvements through the possible pursuit of a stock transfer. |
| 183(a) | Average length of stay in bed & breakfast accommodation of households including dependent children or a pregnant woman who are unintentionally homeless and in priority need. | 6.00 weeks | 1.57 weeks | Increasing the number of private sector leased properties, the provision of more temporary housing and encouraging private rental where appropriate has resulted in there being a significant downturn un B&B usage. |
| 184(a) | LA homes, which were non-decent at the beginning of the year. | 0.00% | 2.42% | This year's outturn of 2.42% for the proportion of local authority homes that were non-decent is a marked improvement on the 11% last year and outperforms the upper quartile's target of 20%. Continued high |

| | | | | |
|--------|---|-----------|-----------|--|
| | | | | standards aspirations and applications combined with continued investment in our housing stock has been key to delivering these great results. A Stock Option Appraisal is currently being undertaken aiming to secure further improvements through the possible pursuit of a stock transfer. |
| 184(b) | Change in the proportion of non-decent homes in the year. | 0.00% | 0.41% | Our inability to make the rate of percentage change in proportion of non-decent homes is predominantly due to our exceptional standards for BVPI 184.1. |
| 76(a) | The number of benefit claimants visited per 1,000 caseload. | 37.00 | 169.20 | Definition of a visit is changing especially as Intervention visits have replaced Verification visits and the visit could be conducted as a postal or telephone 'visit', and therefore logged differently. Six key areas support this performance: a stable, highly motivated workforce; regular training; resource flexibility of both staff and finance; corporate support from Management Team and Members; regular process reviews; and realistic targets. |
| 76(b) | The number of fraud investigators employed per 1,000 caseload. | 0.75 | 0.52 | The figure is based on 3.00 investigators on average for the year. |
| 76(d) | The number of prosecutions and sanctions per 1,000 caseload. | 1.00 | 3.64 | Six key areas support this performance: a stable, highly motivated workforce; regular training; resource flexibility of both staff and finance; corporate support from Management Team and Members; regular process reviews; and realistic targets. |
| 78(b) | Average time for processing notifications of changes of circumstances. | 7.00 days | 8.58 days | The definition of a 'change of circumstances' has changed this year, leading to more changes of circumstances needing to be processed. The changes have also entailed changes of working practices and a large amount of training for assessors, taking them away from their desks more frequently. Continually looking at ways of improving the processing speed. |
| 79(b) | The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year. | 59.00 % | 49.49 % | This is affected by the number of challenges to overpayments brought by claimants and their ability to pay the standard rate. |
| 199 | Cleanliness of relevant land and highways. | 30.00 % | 26.00 % | An improvement from 28.00% last year to just 26.00% this year in the proportion of relevant land and highways assessed as having |

| | | | | |
|--------|--|---------|---------|---|
| | | | | combined deposits of litter and detritus that fall below an acceptable level is ahead of our local target of 30.00%. |
| 82(a) | Percentage of the total tonnage of household waste arisings, which have been recycled. | 20% | 17.34 % | A small decrease in the percentage of the total tonnage of household waste arising which have been recycled from 17.40% last year to 17.38% this year, has had little impact on our ability to sit amongst the upper quartile of 14.00%, but it doesn't meet our own target of 20.00%. A major review on recycling is planned for the coming year. |
| 82(b) | Percentage of household waste arisings sent for composting. | 2.00% | 1.22% | A big uplift from nothing last year to 1.22% this year was achieved through the introduction of the kerbside compostable waste collection scheme. However, it does not meet the local target of 2.00% or the upper quartile benchmark of 2.20%. |
| 109(a) | Percentage of major planning applications determined within 13 weeks. | 60.00 % | 76.00 % | A major increase in the proportion of all planning applications determined within their target times has come about through planned, sustained action and monitoring toward improvement over the past year. This greatly improved performance has been recognised by increased Planning Delivery Grant. |
| 109(b) | Percentage of minor planning applications determined within 8 weeks. | 59.00 % | 71.00 % | This improvement has come about through a re-structure of the department involving improved working practices, increased staff training and cover and more robust performance management reporting. |
| 109(c) | Percentage of other planning applications determined within 8 weeks. | 74.00 % | 89.00 % | This improvement has come about through more robust performance management reporting, an increase in staff numbers, staff training for planning qualifications (which has the added benefit of keeping the whole department up to date with the latest thinking), and improved working practices. |
| 179 | Percentage of land searches carried out in 10 working days. | 90% | 61.6% | The Legal & Property Services unit has undergone a significant restructure involving an intensive programme of multi skilling individual team members to provide two key personnel on local searches and an internal pool to supplement them during the busy summer months. They are also anticipating significant benefits presented through operational process review planned for August/September 2005. |

| | | | | |
|--------|---|---------|---------|--|
| 204 | Percentage of appeals allowed against an authority's decision to refuse planning application. | 40.00 % | 21.00 % | We have improved on last year and exceeded our local target of 25%, which we aspire to. |
| 126(a) | Domestic burglaries per 1,000 households. | 7.51 | 5.71 | This reduction has been caused by targeting the few local offenders who commit a large number of burglaries in the area; focusing on drug rehabilitation; prevention strategies, particularly for repeat victims; using the media as a deterrent tool; sharing cross-border intelligence; targeting handlers and disposal sites for stolen property; and encouraging property marking. |
| 128(a) | Vehicle crimes per 1,000 population. | 6.81 | 7.51 | Priority actions include continuing to target beauty spot thefts; targeting, arrest & disruption of Prolific & other Priority Offenders engaged in vehicle crime and handlers of stolen property; deployment of mobile CCTV and Automated Number Plate Recognition; targeted crime prevention info; and working with Parking Ambassadors. |
| 504 | Affordable homes generated through planning applications. | 117.00 | 74.00 | Though performance for this indicator is still behind target, as a result of negotiation with a number of developers, an increased number of planning applications for affordable homes are now going through the system. The 05/06 figure is expected to be aligned to the 3-year target. |

Appendix 5 d)
Summary of Salisbury District Council's "Top 20" Performance Indicators

| Performance Indicator | 2003/04 Actual | 2004/05 Actual | Top 25% Target | Actions for Achievement |
|---|-----------------------|-----------------------|-----------------------|--|
| Percentage of major planning applications determined in 13 weeks (Government target 60%) | 57.40% | 76.00% | 63.50% | A major increase in the proportion of all planning applications determined within their target times has come about through planned, sustained action and monitoring toward improvement over the past year. This greatly improved performance has been recognised by increased Planning Delivery Grant. |
| Percentage of minor planning applications determined in 8 weeks (Government target 65%) | 44.17% | 71.00% | 71.00% | A major increase in the proportion of all planning applications determined within their target times has come about through planned, sustained action and monitoring toward improvement over the past year. This greatly improved performance has been recognised by increased Planning Delivery Grant. |
| Percentage of all other planning applications determined in 8 weeks (Government target 80%) | 70.58% | 89.00% | 86.00% | A major increase in the proportion of all planning applications determined within their target times has come about through planned, sustained action and monitoring toward improvement over the past year. This greatly improved performance has been recognised by increased Planning Delivery Grant. |
| Average number of working days lost due to sickness absence | 8.51 days | 9.59 days | 8.93 days | Five Rivers leisure centre staff transferred end of last year and were therefore, included in final headcount calculations. However, the contractor gave no sickness absence figures to the council so this resulted in a beneficial effect on end of year absence figures for 2003/04. This year distinctly, absence recording for Five Rivers has been undertaken and the 2004/05 figures, therefore, reflect the correct position. This combined with increasing implementation of the sickness absence policy introduced in August 2003 has resulted in more accurate sickness absence records |

| Performance Indicator | 2003/04 Actual | 2004/05 Actual | Top 25% Target | Actions for Achievement |
|--|----------------|----------------|----------------|---|
| | | | | being maintained this year. A considerable number of workshops have been delivered to managers with more planned designed to take the message in respect of absence direct to employees. Further workshops are planned targeting the units with the poorest attendance record. |
| Percentage of Land Searches carried out within 10 working days | 51.00% | 61.60% | 100.00% | The Legal & Property Services unit has undergone a significant restructure involving an intensive programme to multi-skill individual team members, to provide two key personnel on local searches and an internal pool to supplement them during the busy summer months. They are also anticipating significant benefits presented through operational process review planned for August/September 2005. |
| Average length of stay in bed and breakfast (weeks) | 16.87 weeks | 1.57 weeks | 1.18 weeks | Increasing the number of private sector leased properties, the provision of more temporary housing and encouraging private rental where appropriate has resulted in there being a significant downturn un B&B usage. This approach is to be continued. |
| Car Park Income | £4.223m | £4.416m | | This surplus may not necessarily be sustainable as it is to some extent the result of the delayed introduction of the Wilton and Britford Park & Ride sites. The position in 2005/06 is likely to be different, with the new sites adding to operational costs. |
| Park and Ride passenger journeys | 189,000 | 204,712 | Local | Continued operation and marketing of quality service. Open new sites. |
| Affordable homes generated through planning applications | 91.00 | 74.00 | Local | Though performance for this indicator is still behind target, as a result of negotiation with a number of developers, an increased number of planning applications for affordable homes are now going through the system. The 05/06 figure is expected to be aligned to the 3-year target. |
| Tenant satisfaction with repairs service | 96.58% | 97.02% | | Maintain current performance. |

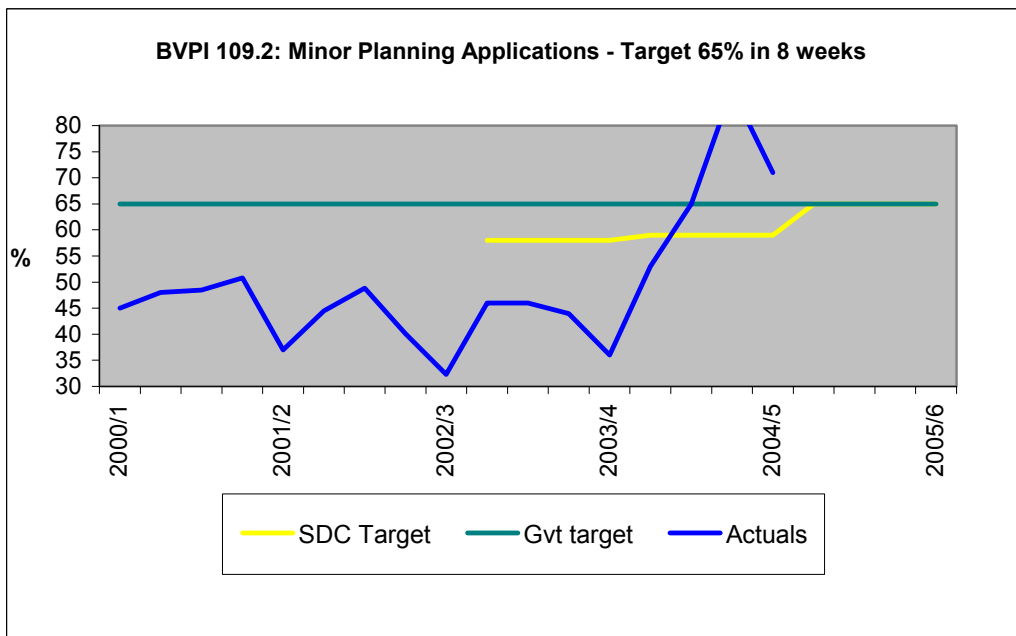
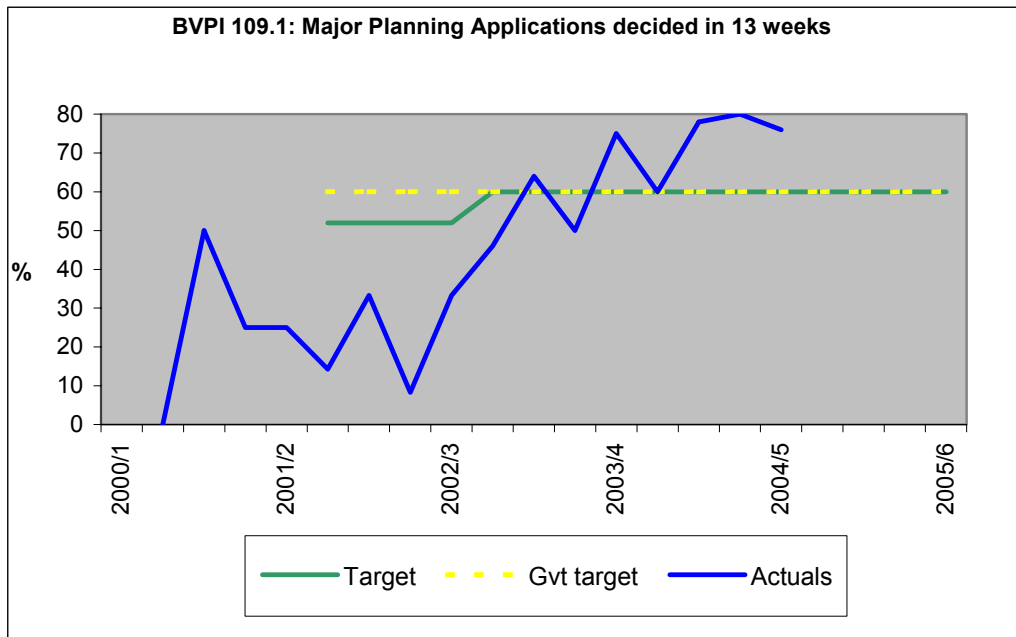
| Performance Indicator | 2003/04 Actual | 2004/05 Actual | Top 25% Target | Actions for Achievement |
|--|-----------------------|-----------------------|-----------------------|--|
| Rent arrears of current tenants as a percentage of rent roll | 1.91% | 1.89% | 1.40% | Improvements have been made in the amount of rent collected from tenants. The difference in arrears levels between current and former tenants is narrowing. |
| Decisions on homelessness applications made and notified in 33 days | 91.00% | 97.00% | Local | Major improvements have been achieved through a change in working practices within Strategic Housing Services. Primarily, changes made to the way in which the team deals with a person seeking housing advice. Through training and development, the team provides an options and solution orientated approach to service rather than a delay and defer process. Having removed the backlog of homeless households, the team is now in a strong position to sustain this performance through being able to more effectively manage vacant properties in both the public and private sector. |
| Average re-letting time for Council dwellings | 26 days | 26 days | Local | Close day to day monitoring of the void process keeps check of void turnaround times. |
| Urgent housing repairs completed within Government time limits | 97.67% | 98.00% | Local | Maintain current performance to remain in top 25% districts. |
| Average time for processing new Housing Benefit and Council Tax Benefit Claims | 30 days | 27.81 days | 31 days | Enhanced performance enabling the Council to achieve upper quartile status has come about through a stable, highly motivated workforce; regular training; resource flexibility; support from Management Team and Members and regular process reviews. |
| Percentage of undisputed invoices paid within 30 days | 94.78% | 95.00% | 96.74% | Improved processes. New software. Reminders sent to budget holders. |
| Recycling (percentage of household waste recycled) | 17.40% | 17.38% | 16.86% | Major review planned. |
| Missed refuse collections (per 100,000 collections) | 14.44 | 12.10 | Local | Continue to improve procedures and maintain performance. |
| Percentage of Council Tax collected | 98.12% | 98.20% | 98.50% | Enhanced performance enabling the Council to achieve upper quartile status has come about through a stable, highly motivated workforce; regular training; resource flexibility; support from Management Team and |

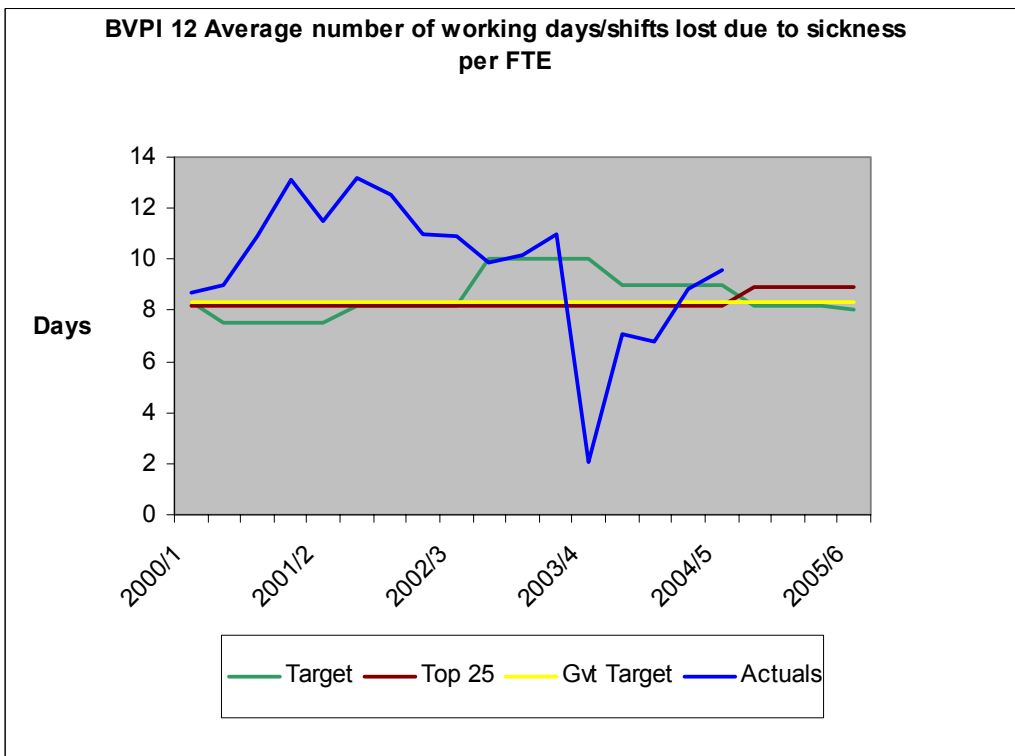
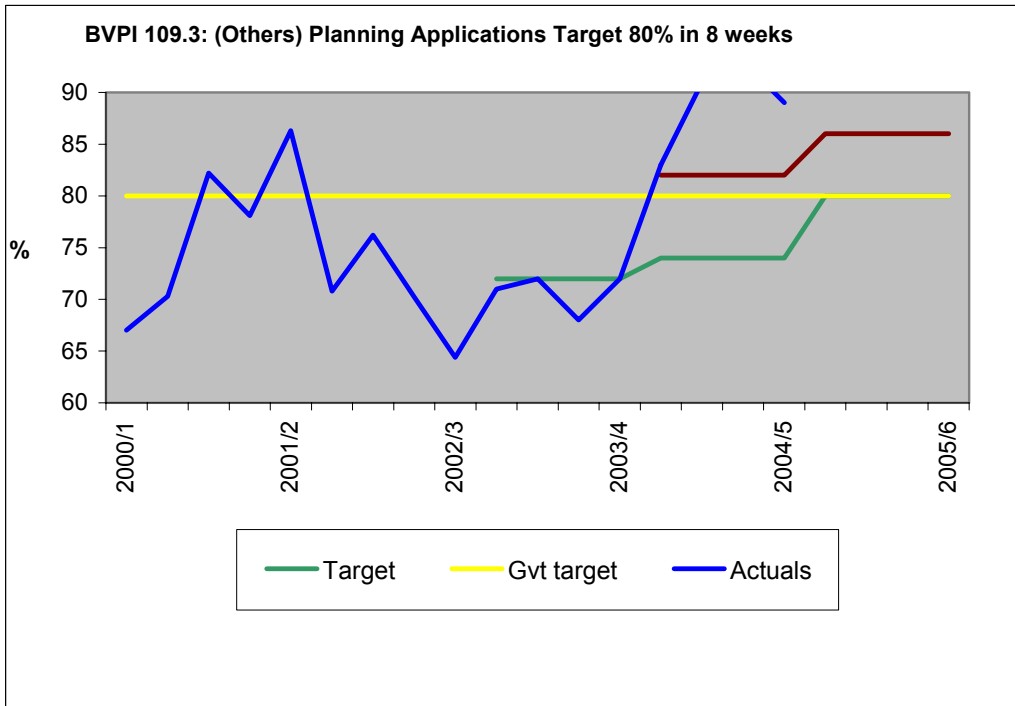
| Performance Indicator | 2003/04 Actual | 2004/05 Actual | Top 25% Target | Actions for Achievement |
|---|-----------------------|-----------------------|-----------------------|--|
| | | | | Members and regular process reviews. |
| Tenant satisfaction with overall service provided by the landlord | 83.56% | 84.00% | N/A | A lot more consultation with tenants is planned for June and November this year with hopefully another satisfaction survey planned for September/ October to identify further areas for improvement and confirm our current strengths. A Stock Option Appraisal is currently being undertaken aiming to secure further improvements through the possible pursuit of a stock transfer. This will involve 18 months of ongoing consultation until it goes to ballot in October 2007. |

Top 20 Performance Indicator Graphs

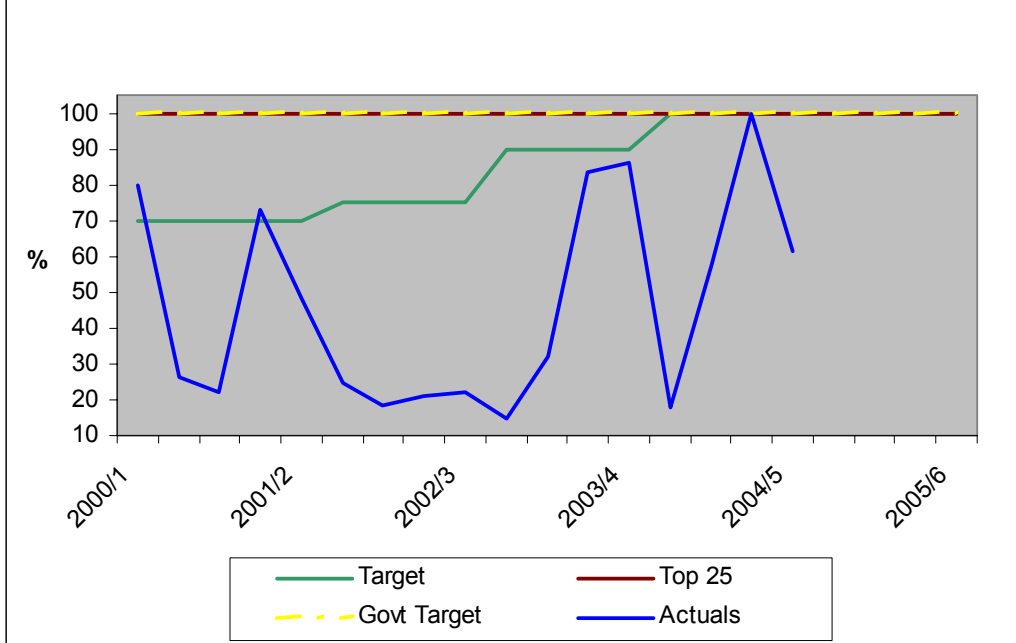
The Council has selected a "Top 20" list of key Performance Indicators from a combination of statutory (Best Value Performance Indicators) and local performance indicators. These "Top 20" indicators are the ones that most closely match its political and organisational priorities and as such are more closely monitored. The selection will be reviewed annually so they remain current and take account of alterations to the strategic aims of the Council.

The performance of these indicators is depicted graphically in tables below.

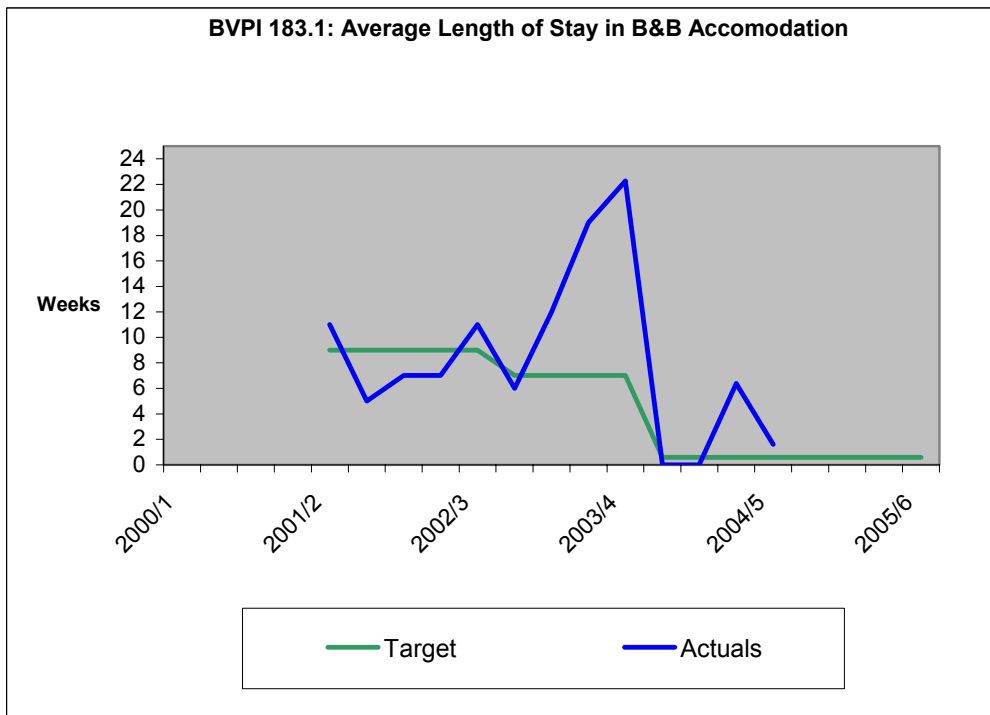


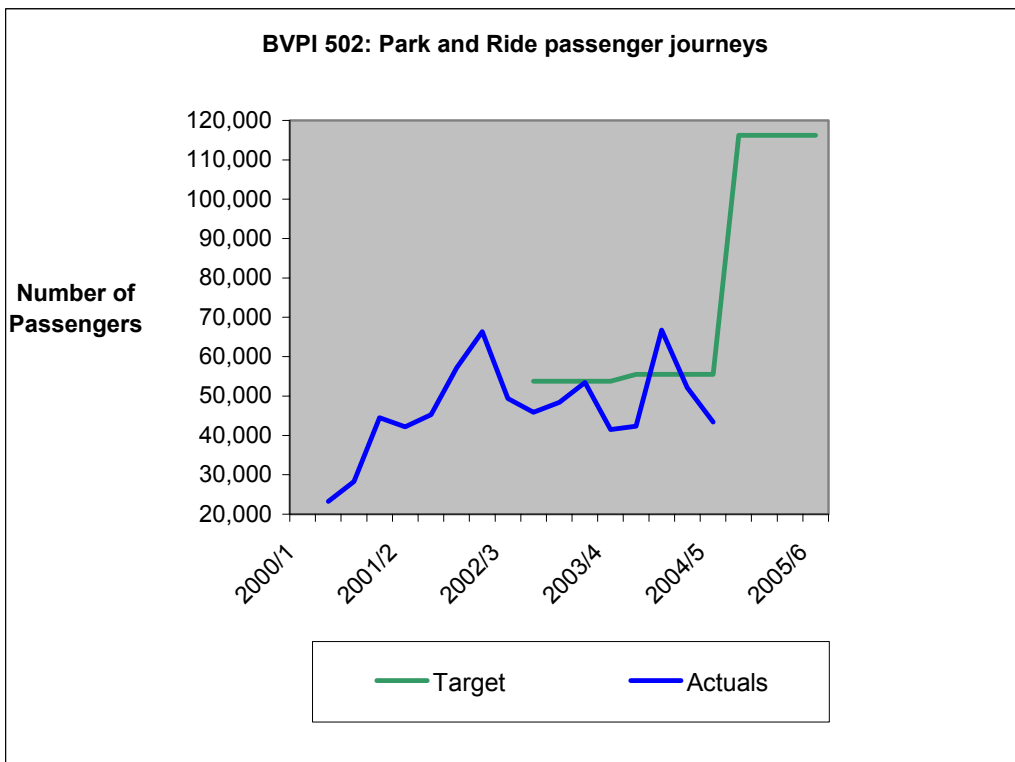
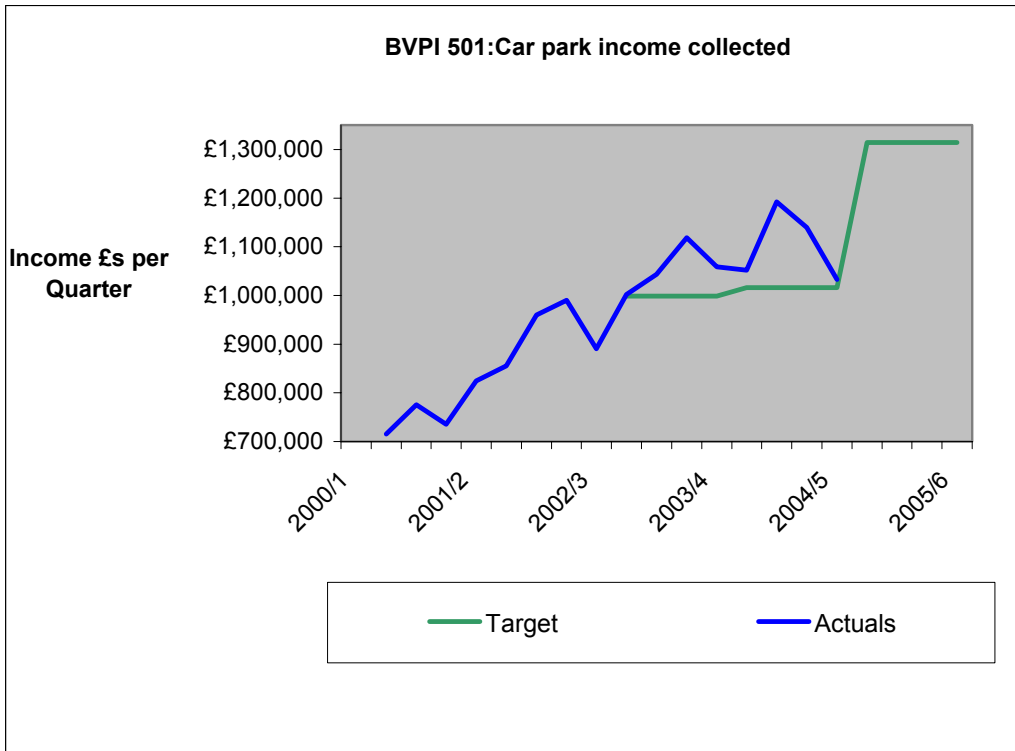


BVPI 179: % of Land Searches carried out within 10 working days

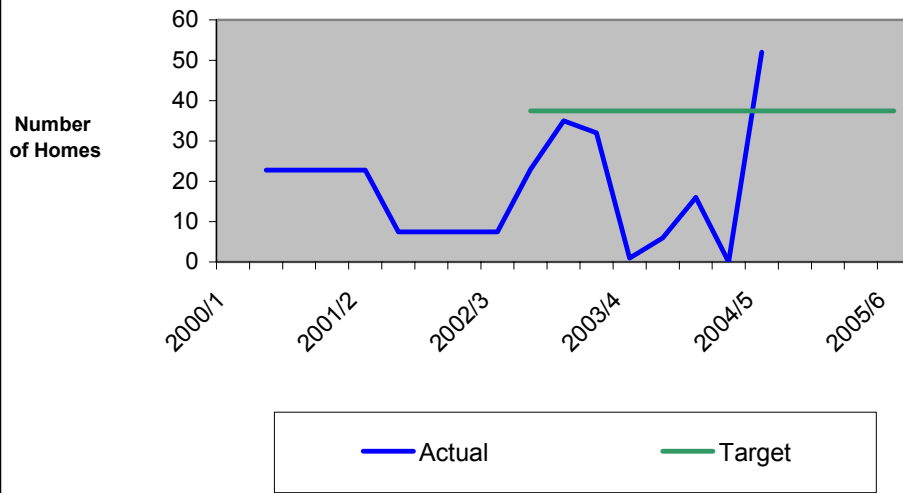


BVPI 183.1: Average Length of Stay in B&B Accommodation

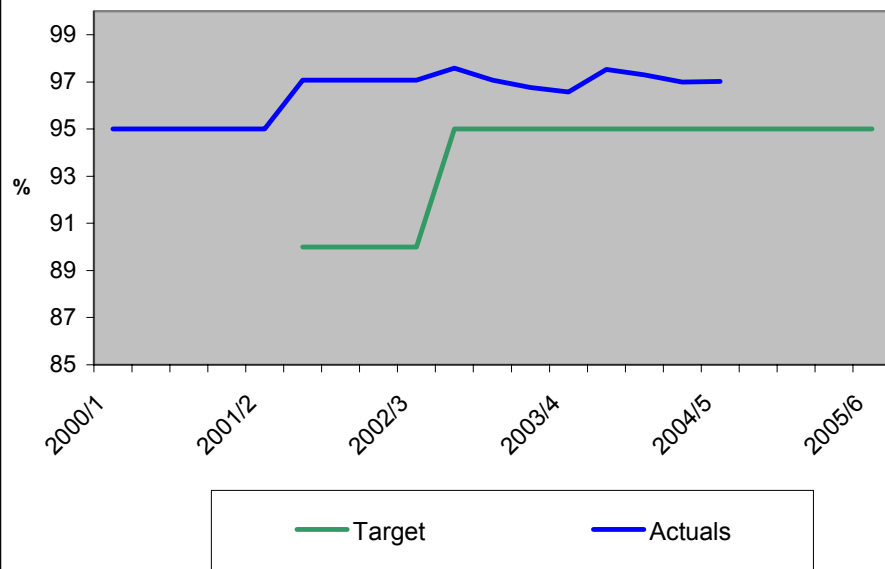


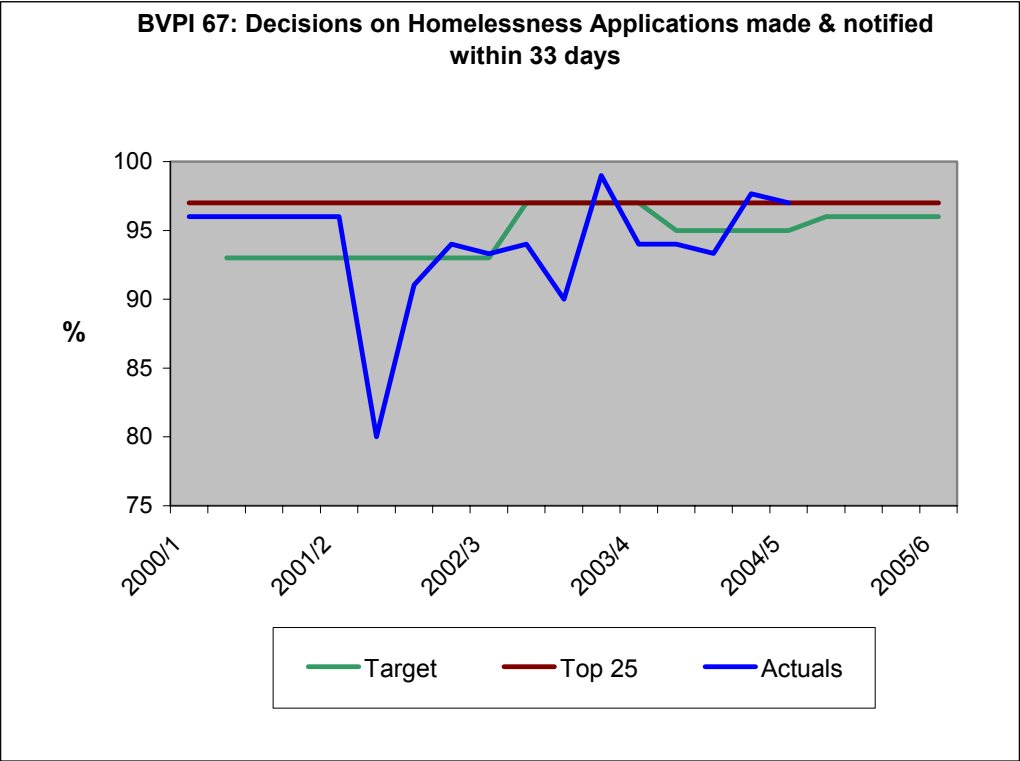
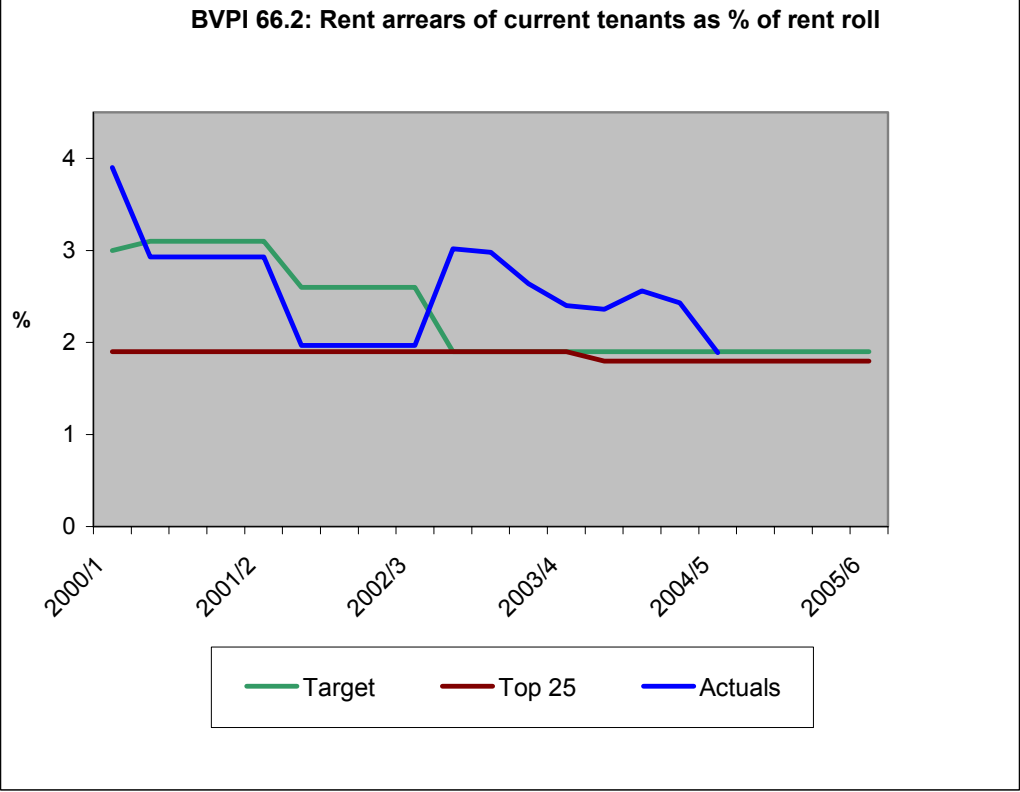


BVPI 504: Number of affordable homes provided from planning applications and from Registered Social Landlords (RSL's)

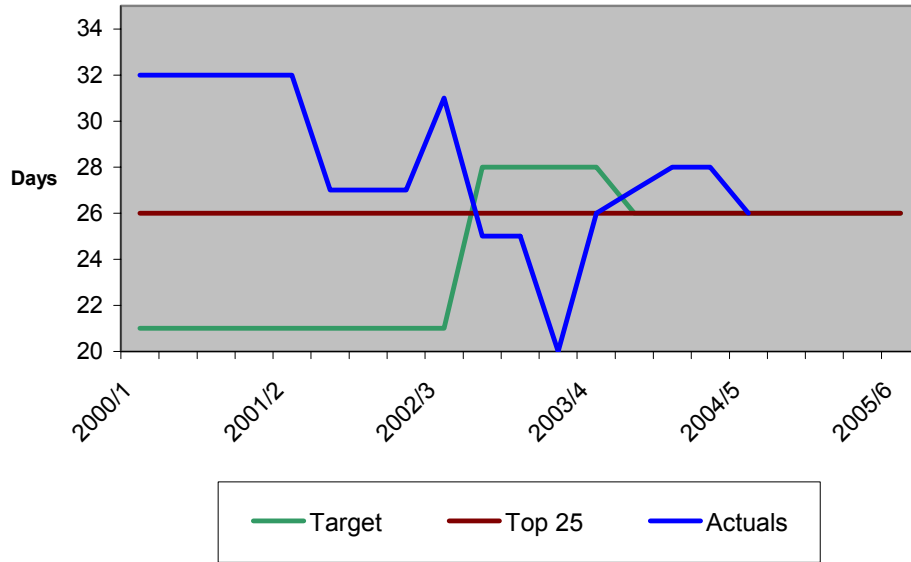


BVPI 507: Tenants satisfaction with repairs service

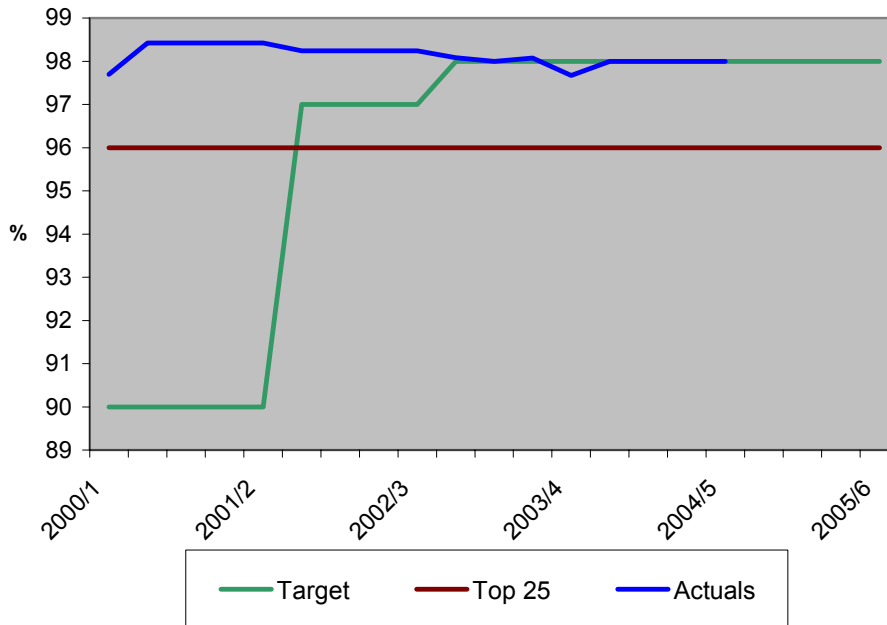


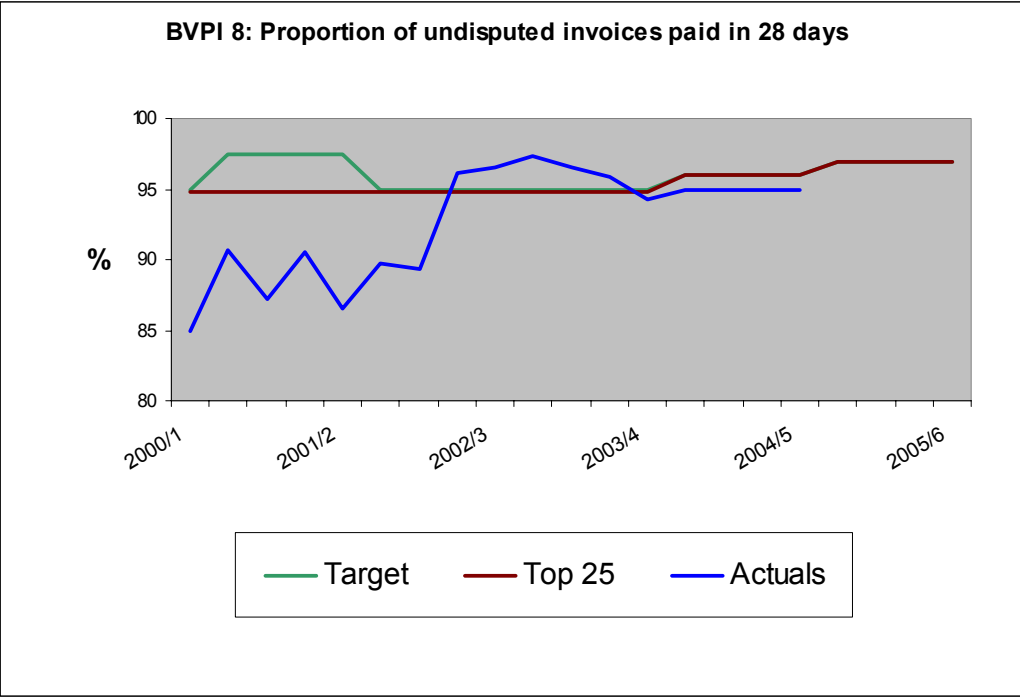
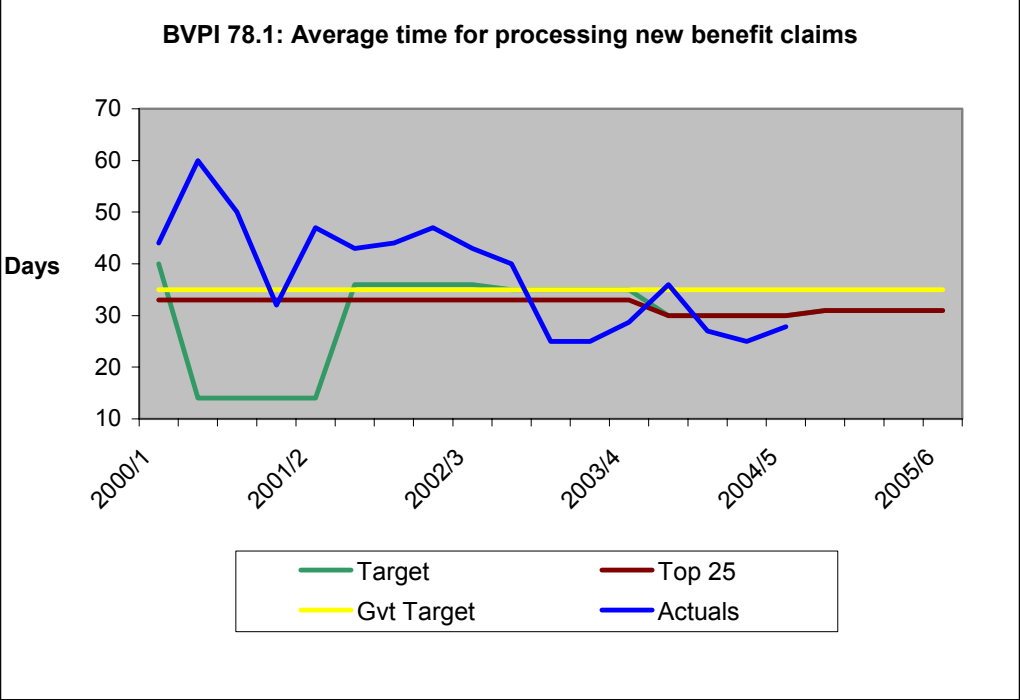


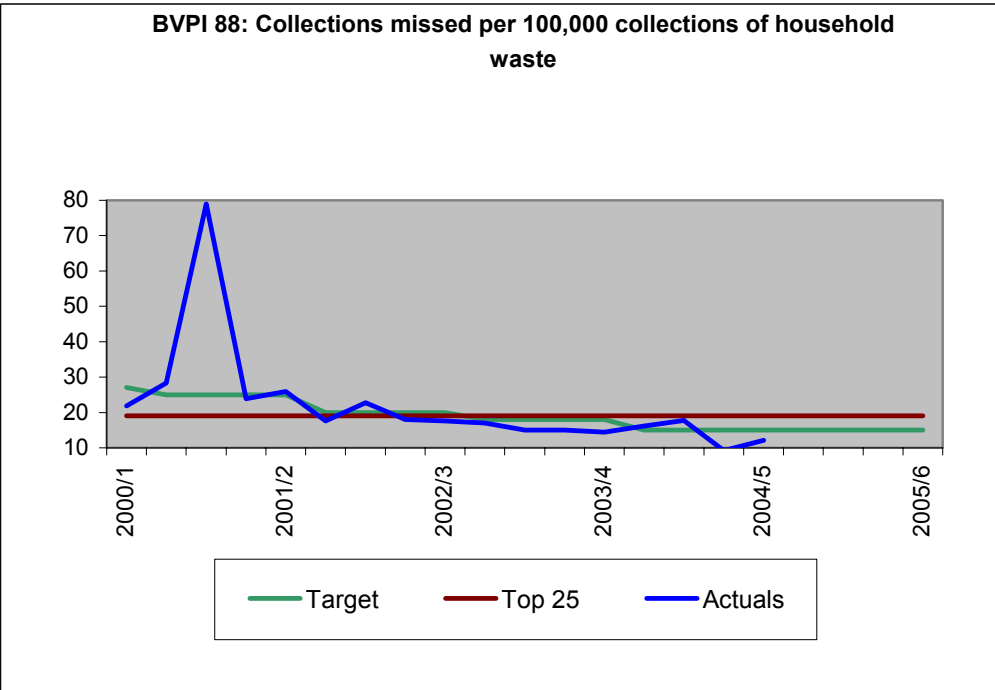
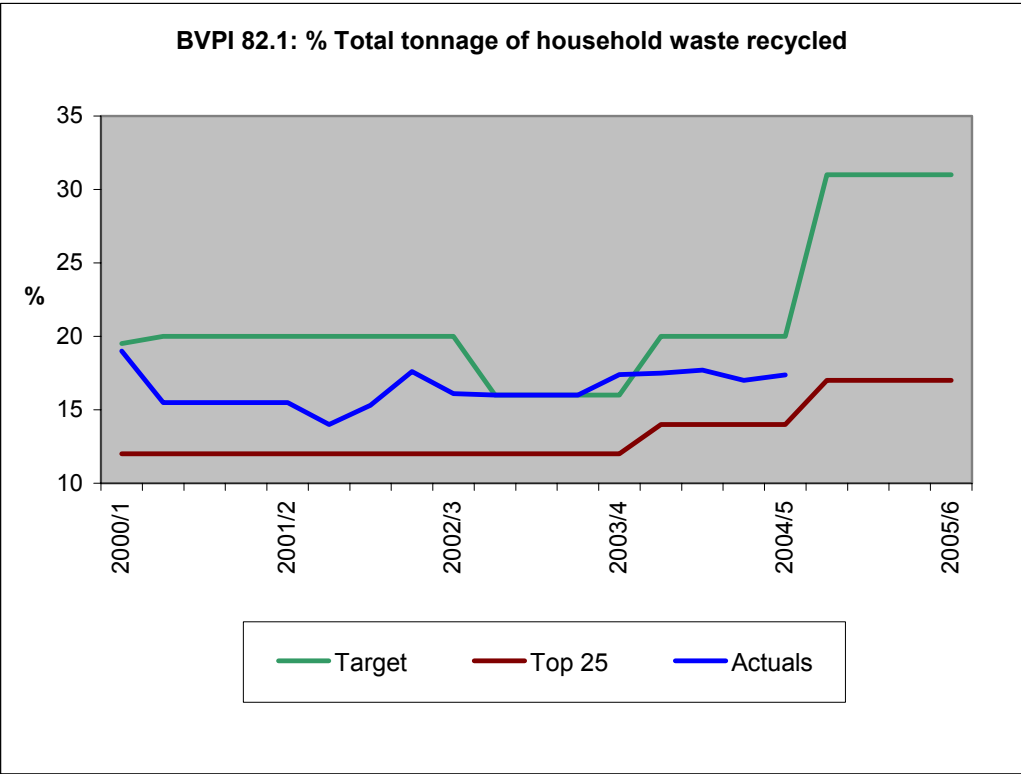
BVPI 68: Average re-let time for council dwellings



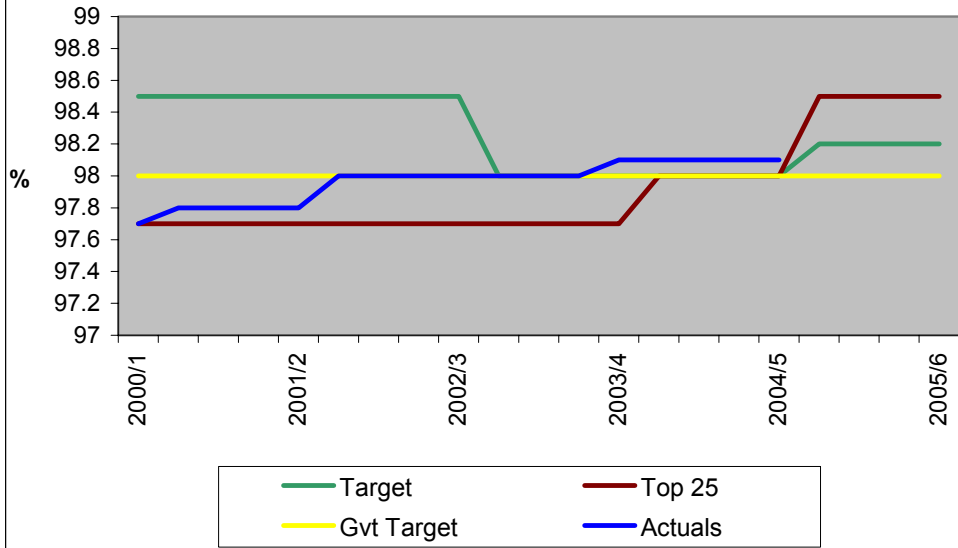
BVPI 72: Urgent repairs completed within Government time limits



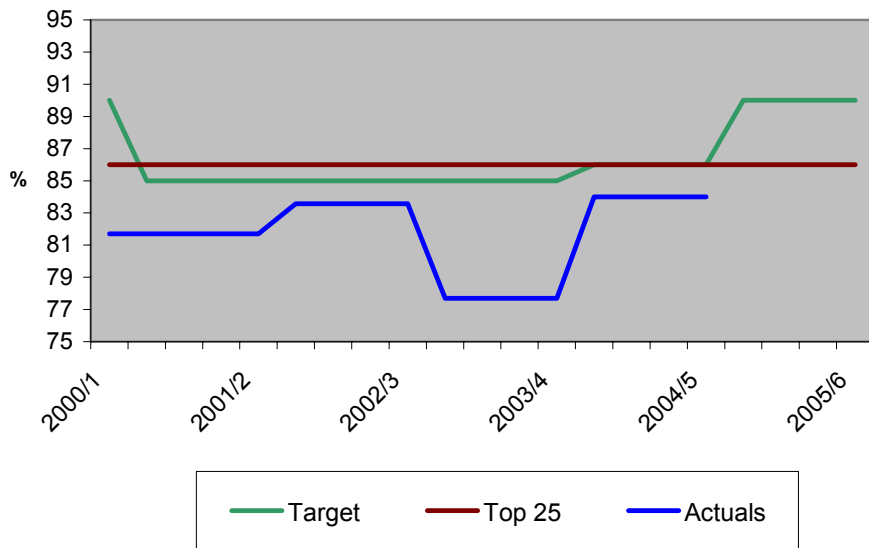




BVPI 9: Percentage of Council Tax collected



BVPI 74.1: Satisfaction of tenants with overall service provided



Strategic Indicator Suite 2005/06

These aim to more effectively support and measure the delivery of the council's ten community and organisational themes that comprise its Integrated Improvement Programme. The selection will be reviewed annually so they remain current and take account of alterations to the strategic aims of the Council.

Of our Strategic Suite of Indicators (Key) we aim to be meeting or exceeding 70% of our published targets and 75% reaching upper quartile status by 2006/07

| No. | Description | Organisational/Community Theme | Actual 04/05 | Target 05/06 |
|--------|--|------------------------------------|--------------|------------------|
| 78(a) | Speed of processing: Average time for processing new claims | Improving Customer Services | 84.00% | 86.00% |
| 109(a) | Percentage of planning applications determined in line with the Government's Development control targets to determine: 60% of major applications in 13 weeks | Improving Customer Services | 76.00% | 60.00% |
| 109(b) | Percentage of planning applications determined in line with the Government's development control targets to determine: 65% of minor applications in 8 weeks | Improving Customer Services | 71.00% | 65.00% |
| 109© | Percentage of planning applications determined in line with the Government's development control targets to determine: 80% of other applications in 8 weeks | Improving Customer Services | 89.00% | 80.00% |
| 563 | Percentage of service enquiries resolved at first point of contact | Improving Customer Services | NEW 05/06 | Baseline |
| 564 | Number of formal complaints per quarter | Improving Customer Services | NEW 05/06 | Baseline |
| 504 | Number of affordable homes provided by planning applications | Delivering More Affordable Housing | 74.00 | 350 over 3 years |
| 501 | Car Parking Income- total collected income compared to model target | Improving Transportation | £4.416m | £4.450m |
| 502 | Number of vehicles parked at Park and Ride sites by scheme users | Improving Transportation | NEW 05/06 | 207,738 |
| 68 | Average relet time for dwellings let in the previous financial year | Maintaining Our Housing Stock | 26 days | 26 days |
| 72 | The percentage of urgent repairs completed within Government time limits | Maintaining Our Housing Stock | 98.00% | 98.00% |
| 184(a) | The percentage of local authority homes which were non-decent at the beginning of the year | Maintaining Our Housing Stock | 2.42% | 0.00% |

| No. | Description | Organisational/Community Theme | Actual 04/05 | Target 05/06 |
|------------|---|--|---------------------|--|
| 82(a) | Percentage of the total tonnage of household waste arisings which have been recycled | Improving Waste Management | 17.34% | 31.00% |
| 88 | Number of collections missed per 100,000 collections of household waste | Improving Waste Management | 12.10 | 15.00 |
| 127(a) | Violent Crime per 1,000 Population | Improving Community Safety | 5.71 | 7.36 |
| 554 | Corporate Net Spend outturn to forecast | Meeting the Financial Challenge | NEW 05/06 | 1.00% of gross spend (approx £400K) |
| 555 | Corporate Capital Spend outturn to forecast | Meeting the Financial Challenge | NEW 05/06 | 10.00% of the Capital Programme |
| 442 | Percentage of annual efficiency targets achieved | Meeting the Financial Challenge | NEW 05/06 | 100.00% |
| 566 | Average combined District and Parish Council Tax in lower quartile nationally | Meeting the Financial Challenge | NEW 05/06 | Upper Quartile for performance, Bottom Quartile for cost |
| 565 | Percentage of residents surveyed finding it easy to access key local services, by Community Plan Area | Partnership Working and Community Engagement | NEW 05/06 | Baseline |
| 440 | Percentage of the council's Key BVPIs in upper quartile nationally | Improving the Performance of the Council | NEW 05/06 | 70.00% |
| 441 | Percentage of BVPIs improving on last year | Improving the Performance of the Council | NEW 05/06 | 66.00% |
| 567 | Percentage of BVPIs meeting/exceeding target | Improving the Performance of the Council | NEW 05/06 | 60.00% |
| 12 | The proportion of working days/shifts lost to sickness absence | Building the Capacity of the Organisation | 9.59 days | 8.5 days |
| 2(a) | Equality Standard for Local Government level | Building the Capacity of the Organisation | 1.00 | 2.00 |

Appendix 5 e)

Summary of Procurement Strategy

Summary of the Procurement Strategy

The Council approved its current Procurement Strategy in June 2002. The strategy sets out the Council's commitment to corporate procurement and obtaining best value for money through the use of:

- Preferred supplier agreements
- Joint procurement arrangements
- Rationalising supplier numbers
- Framework agreements
- Invoice consolidation and transaction reduction
- Promoting partnering arrangements
- Electronic ordering and payment arrangements
- Ensuring "green" procurement and procurement practices
- Using "workforce matters" to promote good employment practices
- Using project management techniques for major procurements
- Balancing cost and quality to ensure overall best value
- Introduction of procurement cards and "e-tendering"

Procurement

Procurement is overseen by the Improving the Performance of the Council Board which includes a Cabinet Member and Policy Director.

In 2004/5 the Council increased its capacity in this area through the appointment of a dedicated Procurement Manager.

Some examples of corporate procurement arrangements that have resulted in savings and/or efficiency improvements include:

- Mobile phones
- "Green" electricity
- "Green" stationery
- Combined county wide Best Value and Council Tax leaflet
- Photocopiers
- Paper
- Gas
- Washroom facilities
- Telephone routing
- Protective clothing
- Advertising
- Computer consumables
- Agency Staff

During 2005/06 the focus for corporate procurement will be:

- Revisions to the strategy to ensure compliance with the National Procurement Strategy and best practice.
- The introduction of e-ordering and purchasing in conjunction with the extended use of procurement cards.

- Further collaborative purchasing with other public sector bodies.
- Providing specialist guidance to major procurement exercises, including the office project.
- Further development of the use of procurement to attain efficiency improvements.

Workforce Matters

The Procurement Strategy contains the following guidance on “workforce matters”:

‘If out-sourcing an in-house function the Council will use its contractual power as employer to protect, as far as reasonably possible, the position of transferring employees rather than just relying solely on TUPE, the Acquired Rights Directive and “comparable pensions” guidance all as set out in the “Statement of Practice – Staff Transfers in the Public sector” issued by the Cabinet Office in Jan 2000’.

The new Code of Practice set out in Annex D of Circular 3/2003 issued by the ODPM is compatible with and adds to the above strategy.

Appendix 5 f)

Annual Efficiency Statement

(a) **Strategy for Securing Efficiency Gains**

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever-constrained resources.

This is recognised in our five year vision for the development of the Council that was set out in “Moving Us On – Controlling Our Future”, approved in June 2003. This vision acknowledged that continuing change is an accepted fact and describes five key drivers for change:

- Our Political priorities (see below).
- Our emphasis on partnership working.
- The transformational prospects of e government and its importance as we bring the new office project to fruition.
- The challenging financial outlook.
- The increasing importance of performance management.

The efficiency gains will be achieved through our Integrated Change Programme, based on the six political priorities, supported by work on four organisational themes.

Political Priorities:

Improving Customer Services:

Building a centralised office at Bourne Hill together with the development of a strong Customer Services Team and supported by a comprehensive customer relationship management system, will:

- Maximise the efficiency of our assets through the reduction of the number offices required and replacing inefficient offices with purpose built accommodation.
- Lead to increased public satisfaction in transactional services whilst reducing the number of staff involved in those transactions.
- Ensure increases in productive time for “back office” staff through business process re-engineering.
- Meet national e-government target of 100% services on line by the end of 2005.

Where possible we will seek to maximise our assets through joint use with other public sector providers, for example through the relocation of the County Council’s Registrar’s Department within the centralised offices.

Maintaining our Housing Stock

The transfer of our housing stock to a housing association will result in a higher standard of accommodation being provided at the same costs to our tenants. Should the tenants reject the proposed transfer, permanent revenue savings will have to be made from the HRA from 2006/07. The Council would strive to achieve as much of this through efficiency savings to reduce the impact on service delivery.

Delivering More Affordable Housing

Our work with Assettrust to deliver large scale affordable housing, the development of a Do It Yourself Shared Ownership (DIYSO) scheme and an improved registered social landlord partnership will deliver more housing units for less direct contributions.

Improving Transportation

There is the potential to use of City Centre Car Parks more efficiently as commuters transfer to new park and ride sites. The combination of bus routes serving these sites will lead to improvements in input/output ratios.

Improving Waste Management

We expect efficiency savings from the County-wide partnership with Hills Waste on the black box (recycling) scheme.

Improving Community Safety

Centralisation of our CCTV and emergency control centre will deliver enhanced services to residents and visitors at the same or lower costs.

Organisational Themes:

Improving the Performance of the C

- Introduction of a more rigorous approach to performance management based on improvements to our performance management system, support for managers and targeted peer reviews will drive performance improvements.
- Efficiency indicators and quality crosschecks will be built into our performance management framework.
- Best value reviews will be used to support the attainment of the efficiency target.

Partnership Working and Community Engagement

Through the Wiltshire Improvement Partnership and our Local Strategic Partnership (the South Wiltshire Strategic Alliance) we will actively seek opportunities to join up our services with other public sector providers. Areas already highlighted for possible joint provision include the creation of a Leisure Trust to manage both the County Council's and our own leisure facilities.

Building the Capacity of the Organisation

Capacity to achieve our ambitions was highlighted as an area for improvement in our CPA assessment. The work we are undertaking to increase our capacity will have a direct bearing on our achievement of our efficiency target through:

- Reducing expenditure on Agency Staff through internal arrangements
- Fully exploiting IT systems.
- Improving productive time through sickness management.

Meeting the Financial Challenge

- In line with our Medium Term Financial Strategy efficiency gains will be recycled into priority areas, wherever possible.
- We have applied a budget freeze to our low priority services in light of the CPA criticism that the Council fails to shift resources from low to high priority services, and in the knowledge that annually we recognise

- a £0.5m funding gap. Service Managers for “frozen services” will strive to maintain service levels with effective reductions in input costs.
- We have embraced the principles of the Gershon report and will actively seek to reduce costs by identifying suitable services where costs could be cut by joint procurement with other bodies.
 - New capital schemes will be subject to efficiency targets/measures.
 - Introduction of the CIPFA Financial Model will facilitate a self-assessment and aid improved financial management linked to service delivery by budget holders.
 - Continued use of the Invest to Save Programme introduced in 2003.
 - The Council has recently revised its Medium Term Financial Strategy. A key component of this strategy is to allow the use of prudential finance for invest to save schemes on a case by case basis.
 - The Council has set aside £750k of capital receipts as an invest to save initiative in order to internally finance leasing schemes which were previously financed via operating leases.
 - Where possible we will develop new business to increase income as we have done at CareConnect.
 - Ensure most productive use of assets in line with the Asset Management Plan.

We aim to maximise efficiency and are confident that this strategy will deliver our targets without impacting adversely our existing performance levels. Indeed we expect to build on our existing good performance and low council tax base (lower quartile for council tax nationally) as a platform to achieve an “excellent” CPA rating in 2007/8.

(b) Key Actions to be taken during the Year

Improving Customer Services

- Introduction of payments online.
- Establishment of Customer Care Centre at Amesbury Library to replace Redworth House.
- Reductions in storage costs through the increased use of electronic records.
- Better management of incoming telephone calls through the development of the Contact Centre.

Delivering More Affordable Housing

- Establishment of a DIYSO scheme

Improving Transportation

Introduction of combined bus routes and review of city centre car parks following the opening of the Wilton and Britford Park and Ride Sites.

Improving the Performance of the Council

- Further development of the Performance Management system including provision of indicators reflecting political priorities and efficiency.
- Increase performance so that 75% of our top 20 performance indicators meet national top 25% at no extra cost.

Building Organisational Capacity

- Improved management of Agency Staff within the Revenues and Benefits and Legal and Property Units.

- Rationalisation of working groups to increase productive time.

Meeting the Financial Challenge

- Move to payments by BACs system.
- Introduction of prudential indicators.
- Introduction of payments on line
- Containment of new licensing act costs into current budgets.
- Increase volume of work undertaken by print unit (fully utilising internal demand) without increases in staff.
- Introduction of new "invest to save" initiatives.
- Ensure savings through re-letting of contracts.

Efficiency gains set out in the 2004/05 backward look will contribute to the achievement of the 2005/06 target.

(c) Expected Efficiency Gains

| | Expected Annual Efficiency Gain | ...of which cashable |
|--|--|-----------------------------|
| | £000s | £000s |
| Culture and Sport | 0 | 0 |
| Environmental Services | | |
| Absorb new licensing act costs into current budgets (per 2005/2006 budget). | 25 | 25 |
| Local Transport | | |
| <i>Introduction of combined bus routes (Park and Ride) (not tendered as individual contracts.)</i> | 50 | 50 |
| | | |
| LA Social Housing | | |
| <i>Establishment of DIYSO Scheme.</i> | 20 | 20 |
| Other cross-cutting efficiencies not covered above: | | |
| Corporate Services | | |
| <i>New invest to save initiatives.</i> | 20 | 20 |
| Procurement | | |
| <i>Savings arising through renegotiations of contracts.</i> | 30 | 30 |
| Productive Time | | |
| <i>Reduction in use of agency staff in Revenues and Benefits and Legal and Property Services (per 2005/2006 budget).</i> | 37 | 37 |
| <i>Rationalisation of working groups.</i> | 10 | 0 |
| <i>Increase volume of print work undertaken through internalisation of work.</i> | 18 | 18 |
| Transactions | | |
| <i>Move to payments by BACs</i> | 5 | 0 |

| | | |
|---|-----|-----|
| <i>system (time saving on day a week).</i> | | |
| <i>Better management of incoming calls through the Contact Centre.</i> | 15 | 0 |
| <i>Increase volume of building control applications processed with no additional staff.</i> | 10 | 10 |
| <i>Introduction of payments on line.</i> | 5 | 0 |
| Miscellaneous Efficiencies | | |
| <i>New contact Centre at Amesbury library (Investment income from Redworth House sale.)</i> | 185 | 185 |
| <i>Reductions in paperwork through use of electronic records.</i> | 4 | 2 |
| TOTAL | 434 | 397 |
| TARGET | 432 | 216 |

Signed: _____
K C Wren, Leader of the Council

Date: _____

Signed: _____
R K Sheard, Chief Executive

Date: _____

Signed: _____
A Osborne, Chief Financial Officer

Date: _____

Appendix 6

Financial Information

- a) Medium Term Financial Strategy.
- b) Salisbury District Council Budget 2003/04.
- c) Salisbury District Council Spending Budget 2003/04.
- d) General Fund & Housing Revenue Account – Subjective Analysis 2004/05.
- e) Summary of the Capital Programme.

Appendix 6 a)

Medium Term Financial Strategy

Revised Medium Term Financial Strategy 2005/06#

1. Background

- 1.1. The Council's Corporate Plan contains a MTFS covering the period 2003/4 to 2007/8. The MTFS is a rolling programme and needs to be reviewed and extended annually. This report describes the changes proposed to the MTFS to cover the period 2004/5 - 2008/9.
- 1.2. The report is based on informal consultation with the Cabinet and reflects the Cabinet's views on changes to the Strategy. The changes are described as a set of principles which will be applied to the Corporate Planning process for 2005/6 onwards.
- 1.3. To put the issue in perspective, early indications show a net revenues deficit of around £0.5m for 2004/5 if the current MTFS is pursued.

Cabinet was consulted on the proposed changes set out below, within the context of the CPA view of the Council having strong ambitions but limited financial capacity to achieve them.

2. Proposed Changes

2.1. Cabinet therefore reviewed the MTFS under 3 separate headings:

- Reducing Ambition
- Raising Extra Income
- Working Differently

2.2. Reducing Ambition

- Park and Ride Sites
Given the heavy subsidy and substantial parking charges implied by the current policy to provide 5 park and ride sites, Cabinet wishes to retain the 3 sites to which we are committed but review the future of the London Road and Petersfinger sites.
- Low Priority Services
In light of the CPA criticism that the Council fails to shift resources from low to high priority services, and in the knowledge that annually we recognise a £0.5m funding gap, Cabinet intends to freeze a range of low priority services and grants.
- Affordable Housing
The increase in resources through Supplementary Planning Guidance and Asset Trust lead the Cabinet to the conclusion that no further Council resources should be dedicated to affordable housing beyond the £1m per annum for 3 years contained in the existing MTFS to end in 2006/07.

2.3. Raising Extra Income

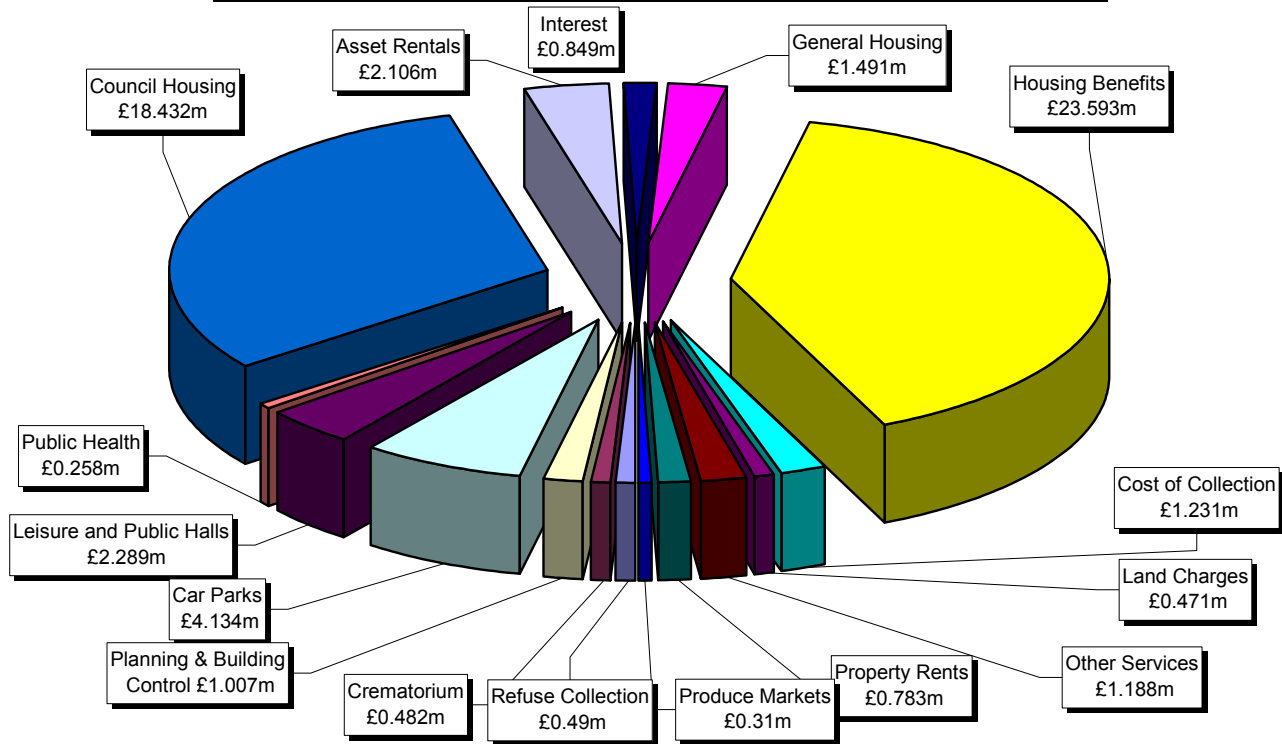
- Fees and Charges
The Cabinet remains committed to keeping Council Tax in the lowest national quartile, and takes the view that the policy of targeting fees and charges at “average” levels should change to targeting at the top quartile. This change is intended to generate additional funding to meet our ambitions.
- New Charges
Cabinet also takes the view that to raise additional funding, the Council should consider introducing charges for services which are currently delivered free.

2.4. Working Differently

- Borrow to Save
Cabinet recognises the pride the Council takes in its debt free status and the substantial investment opportunities it has provided. However, the benefits are rapidly dwindling. Although Cabinet, because of the revenue costs of repayment, would not be in favour of using the new powers of prudential borrowing simply to extend the Capital Programme, it also recognises that there may be occasions where direct borrowing would be more cost effective than alternative methods of finance. If such circumstances arise, Cabinet may be willing to consider each case for specific borrowing on its merits.
- Gershon
Cabinet wishes to embrace the principles of the recent Gershon Report and will actively seek to reduce its costs by identifying suitable services where costs could be cut by joint procurement with other bodies.

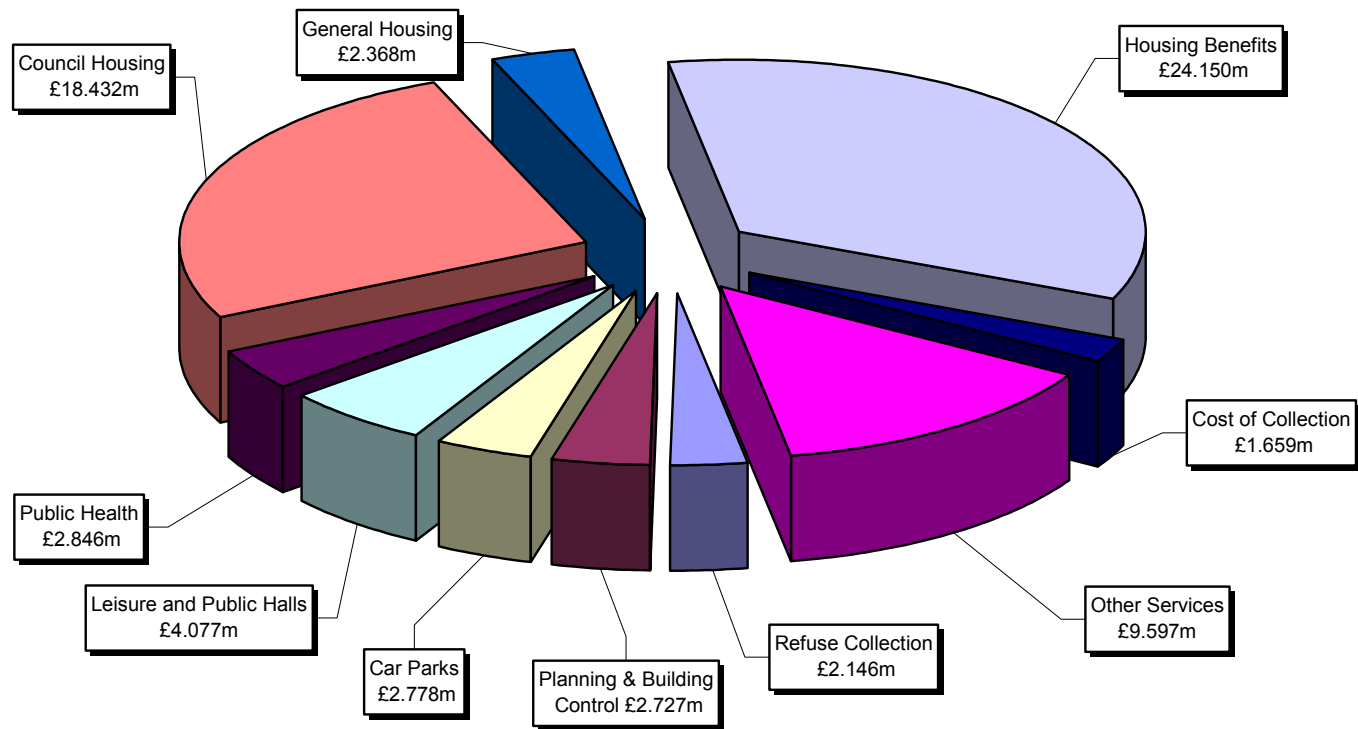
Appendix 6 b)

Salisbury District Council Gross Income 2004/2005 of £59.114 million



Appendix 6 c)

Salisbury District Council Gross Expenditure 2004/2005 of £70.780 million



Appendix 6 d)

General Fund & Housing Revenue Account - Subjective Analysis 2005/2006

| Detail | Resources | Community & Housing | Planning & Economic Development | Environment & Transport | General Fund Total | City Area | Housing Revenue Account | Salisbury Total |
|---|------------------|---------------------|---------------------------------|-------------------------|--------------------|----------------|-------------------------|-------------------|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| Employees | | | | | | | | |
| Direct Employee Expenses | 4,896,660 | 3,236,980 | 2,107,230 | 2,074,440 | 12,315,310 | 3,330 | 2,250,400 | 14,569,040 |
| Indirect Employee Expenses | 529,990 | 51,200 | 35,110 | 32,400 | 648,700 | 4,030 | 39,000 | 691,730 |
| | 5,426,650 | 3,288,180 | 2,142,340 | 2,106,840 | 12,964,010 | 7,360 | 2,289,400 | 15,260,770 |
| Premises | | | | | | | | |
| Repairs, Alterations and Maintenance of Buildings | 128,080 | 243,350 | 6,300 | 115,770 | 493,500 | 42,060 | 2,866,090 | 3,401,650 |
| Energy Costs | 88,490 | 191,490 | 0 | 62,700 | 342,680 | 6,160 | 187,600 | 536,440 |
| Rents | 54,000 | 827,250 | 15,500 | 19,270 | 916,020 | 60 | 2,550 | 918,630 |
| Rates | 151,390 | 252,150 | 0 | 380,130 | 783,670 | 440 | 7,830 | 791,940 |
| Water Services | 11,250 | 51,520 | 0 | 26,980 | 89,750 | 20,890 | 93,110 | 203,750 |
| Fixtures and Fittings | 15,890 | 8,950 | 204,000 | 470 | 229,310 | 250 | 6,450 | 236,010 |
| Cleaning and Domestic Supplies | 73,340 | 127,460 | 0 | 85,760 | 286,560 | 12,970 | 73,000 | 372,530 |
| Grounds Maintenance Costs | 7,790 | 2,840 | 0 | 383,990 | 394,620 | 364,240 | 50,100 | 808,960 |
| Premises Insurance | 144,070 | 20,520 | 1,260 | 23,050 | 188,900 | 2,210 | 145,790 | 336,900 |
| | 674,300 | 1,725,530 | 227,060 | 1,098,120 | 3,725,010 | 449,280 | 3,432,520 | 7,606,810 |

Appendix 6 e)
Summary of the Capital Programme

General Fund & Housing Revenue Account - Subjective Analysis 2005/2006

| Detail | Resources | Community & Housing | Planning & Economic Development | Environment & Transport | General Fund Total | City Area | Housing Revenue Account | Salisbury Total |
|---|------------------|---------------------|---------------------------------|-------------------------|--------------------|----------------|-------------------------|-------------------|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| Employees | | | | | | | | |
| Direct Employee Expenses | 4,896,660 | 3,236,980 | 2,107,230 | 2,074,440 | 12,315,310 | 3,330 | 2,250,400 | 14,569,040 |
| Indirect Employee Expenses | 529,990 | 51,200 | 35,110 | 32,400 | 648,700 | 4,030 | 39,000 | 691,730 |
| | 5,426,650 | 3,288,180 | 2,142,340 | 2,106,840 | 12,964,010 | 7,360 | 2,289,400 | 15,260,770 |
| Premises | | | | | | | | |
| Repairs, Alterations and Maintenance of Buildings | 128,080 | 243,350 | 6,300 | 115,770 | 493,500 | 42,060 | 2,866,090 | 3,401,650 |
| Energy Costs | 88,490 | 191,490 | 0 | 62,700 | 342,680 | 6,160 | 187,600 | 536,440 |
| Rents | 54,000 | 827,250 | 15,500 | 19,270 | 916,020 | 60 | 2,550 | 918,630 |
| Rates | 151,390 | 252,150 | 0 | 380,130 | 783,670 | 440 | 7,830 | 791,940 |
| Water Services | 11,250 | 51,520 | 0 | 26,980 | 89,750 | 20,890 | 93,110 | 203,750 |
| Fixtures and Fittings | 15,890 | 8,950 | 204,000 | 470 | 229,310 | 250 | 6,450 | 236,010 |
| Cleaning and Domestic Supplies | 73,340 | 127,460 | 0 | 85,760 | 286,560 | 12,970 | 73,000 | 372,530 |
| | | | | | | 364,24 | | |
| Grounds Maintenance Costs | 7,790 | 2,840 | 0 | 383,990 | 394,620 | 0 | 50,100 | 808,960 |
| Premises Insurance | 144,070 | 20,520 | 1,260 | 23,050 | 188,900 | 2,210 | 145,790 | 336,900 |
| | 674,300 | 1,725,530 | 227,060 | 1,098,120 | 3,725,010 | 449,280 | 3,432,520 | 7,606,810 |