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# Report

Report subject: **Corporate Plan**

Report to: Cabinet

Date: 7 June 2006

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## 1.0 Purpose of report

1.1 The council is required each year to publish a Corporate Plan and a Best Value Performance Plan. The draft Corporate Plan is attached at Appendix A and the draft Best Value Performance Plan is detailed under Agenda Item 12.

## 2.0 Background

2.1 The draft Corporate Plan for the three year period 2006 – 2008, has been prepared in response to criticism by Cabinet and Scrutiny Panels that the previous plan was too lengthy and complicated and should be abbreviated and written in plain English.

2.2 The council currently includes the statutory requirement for a Best Value Performance Plan within the Corporate Plan. However, much of the format and content of the BVPP is prescribed and it became clear that its inclusion in the Corporate Plan would work against the objective of a short and simple plan. It is therefore shown as a separate draft under Agenda Item 12, albeit with explicit links between the documents.

## 3.0 Recommendations

3.1 Members are asked to amend / approve the documents at Appendix A (Corporate Plan) and Agenda Item 12 (Best Value Performance Plan) and refer them to Full Council for approval.



Awarded in:  
Housing Services  
Waste and Recycling Services



p1 front cover

**Salisbury District Council  
Corporate Plan 2006-2008**

**spread pp2-3 – Inside front cover and Contents**

**SALISBURY DISTRICT COUNCIL**

**CORPORATE PLAN 2006-07**

**Note to designer:** insert publication blurb, PURN and contact details, including web address as: **[www.salisbury.gov.uk/corporate-plan](http://www.salisbury.gov.uk/corporate-plan)**

The Best Value Performance Plan (BVPP), containing additional and more detailed performance statistics and all the statutory Best Value Performance Indicators, is published as a separate supplementary document. It should be read in conjunction with this corporate plan to gain a full statistical and analytical picture of the district, past, present and future, including our targets for the year ahead.

The BVPP is available in all our offices and the district's libraries and on our website **[www.salisbury.gov.uk](http://www.salisbury.gov.uk)** Alternatively, you can request a copy from the Performance Manager by telephoning 01722 336272.

## spread pp2-3 – Inside front cover and Contents

### CONTENTS

	Page
• Introduction	xx
• Contextual statement – look back before we look forward	xx
• The way the council works	xx
• Commitment to equal opportunity	xx
• Vision, core values and priorities	xx
• Local performance measures	xx
• <u>Our political priorities:</u>	
1. Creating more affordable housing	xx
2. Maintaining council housing to a high standard	xx
3. Reducing household waste and improving recycling	xx
4. Making the district safer and reducing the fear of crime	xx
5. Reducing traffic congestion and improving public transport	xx
6. Improving services for our customers	xx
7. Protecting and enhancing the built environment	xx
• <u>Our Organisational themes:</u>	
1. Meeting the financial challenge	xx
Looking ahead: building an efficient future	xx
2. Improving the performance of the council	xx
3. Partnership working and community engagement	xx
4. Building the capacity of the organisation	xx

## **spread pp4-5 – Introduction and contextual statement**

### **Introduction**

The corporate plan sets out the council's intentions, direction and focus for the next 3 years. It is updated every year. It explains:

- how the council works,
- what our plans and priorities are, and
- what we intend to achieve over the next three years.

The plan is the basis upon which we deliver our services to the residents of south Wiltshire. It sets out our ambitions and the context in which we work, including the issues that are important to local people. It also helps us to communicate our progress towards delivering our goals and to explain how we measure if we're getting our services right.

### **Highlights of this year's plan**

Some of the highlights of the corporate plan for 2006-8 include:

- construction of our new, centralised offices at Bourne Hill;
- completion of our Customer Contact Centre;
- building hundreds of affordable homes;
- determining the future ownership of our council homes;
- completing the Park and Ride strategy for Salisbury;
- implementing the new planning system; and
- bringing in new waste collection arrangements to boost recycling.

More details of all these projects are set out in subsequent chapters.

### **How is this plan used?**

Our staff, managers, the Cabinet and all the councillors use this plan to ensure we meet the targets we set ourselves. It provides us with overall guidance when we are planning the essential services we carry out for the community; all of the council's services and activities aim to meet one or more of the pledges set out in the political priorities. The plan is also used to set the objectives of every service unit and member of staff. And we align the council's budget closely to the plan, so that resources are matched to key aims.

We also use it to help those we work with in partnership understand the complexities of our business.

### **How can I find out more?**

The plan is reviewed annually and is complemented by more detailed plans and strategies for all areas of our work. To read these additional documents and to find all our performance statistics, including the statutory Best Value Performance Indicators, visit our website [www.salisbury.gov.uk](http://www.salisbury.gov.uk)

## spread pp4-5 – Introduction and contextual statement

### Contextual statement – looking back before we look forward

To put our future plans in context, we need to reflect on our progress to date. During the past year we have:

- invested £3m in improving our council-owned houses;
- started a consultation process with our tenants on the future of their homes;
- secured £8.5m of government funding for affordable housing;
- implemented a Housing Anti Social Behaviour Strategy;
- launched our Community and Drug Strategy;
- provided 22 additional mini recycling centres;
- increased the recycling of garden waste by 30%;
- opened the Wilton and Britford park and ride sites;
- installed our Intelligent Transport System (including Real Time Passenger Information for bus passengers);
- secured £500,000 through the Planning Delivery Grant process;
- submitted a planning application for new centralised council offices;
- introduced new software and a new telephone system to establish our Customer Contact Centre;
- completed our programme of making services electronically accessible in compliance with targets set by ODPM;
- established an Audit Committee with an independent Chair to oversee our corporate governance;
- reduced sickness absence among council staff; and
- introduced new policies on remote working and home working.

Wherever possible, we seek formal external assessment of the way in which we deliver services. Last year these included:

- interim review of our Comprehensive Performance Assessment status based on the way we use resources, originally classified as “Good”: the interim assessment awarded us 3 stars out of a possible 4;
- the awarding of a Plain English Crystal Mark for the housing application process;
- renewal of our Charter Mark for waste collection and recycling services;
- achievement of Safer Parking awards for Wilton and Britford park and ride sites;
- renewal of our Investors in People accreditation.

More information on our achievements and performance over 2005/06 can be obtained on our website [www.salisbury.gov.uk](http://www.salisbury.gov.uk)

## **spread pp6-7 – The way the council works - politically**

### **The way the council works - politically**

Salisbury District Council is made up of 55 councillors who are elected every four years. A full Council meeting with all councillors is held around every six weeks. The full Council is responsible for deciding the policy framework and agreeing the budget.

In addition to this the Council appoints a Leader and nine other councillors who form the Cabinet. Other committees are also appointed to deal with matters such as planning and licensing applications, and scrutiny panels are established to monitor the work of the Cabinet.

### **Cabinet**

The Cabinet allocates funding to services and priorities and adopts or amends new strategies and policies. Cabinet decisions must follow the overall policy framework and budget agreed by the full Council.

The work of the Cabinet is divided into four themed areas called portfolios, all of which are overseen by the Leader and Deputy Leader. A portfolio holder and a deputy portfolio holder are assigned to each area. The portfolios are:

- Resources,
- Community and Housing,
- Environment and Transport, and
- Planning and Economic Development.

### **Overview and scrutiny panels**

The Council appoints four overview and scrutiny panels, based on the four Cabinet portfolios.

The panels examine key issues, and make recommendations to the Cabinet or full Council. They appoint working groups to undertake in-depth reviews, which can include interviewing local people and witnesses, and undertaking extensive public consultation. These reviews lead to reports and recommendations to improve the council's policies and services.

The overview and scrutiny panels also monitor the decisions that the Cabinet takes. If any of the panels consider that a decision made by the Cabinet should not have been made, then they can "call in" that decision before it is implemented, for further review and investigation. It may then recommend that the Cabinet reconsider the decision.

### **Regulatory committees**

The council has established four area committees to reflect people's sense of belonging to their local area. Full Council has delegated some decision-making powers to these area committees, including the determination of

## **spread pp6-7 – The way the council works – politically**

planning applications (whether to accept them), allocation of local grants and participation in community planning initiatives.

District, parish, town and county councillors attend the area committee meetings. Members of the public are encouraged to contribute at Public Question Time.

The Planning and Regulatory Panel deals with any matters that an area committee is unable to resolve, such as issues with a district-wide impact. It also makes decisions on certain types of appeals and some electoral issues.

A separate Licensing Committee, made up of Councillors from each of the area committees, determine applications for alcohol and entertainment licenses.

### **Internal regulation**

Internal regulation of the council is overseen by the Standards Committee, which deals with ethical issues and probity matters, and the Audit Committee, which deals with financial management.

### **Role of councillors**

The main role of a councillor is to represent their ward. As well as taking part in the committee system, each councillor helps individual constituents in their dealings with the council by explaining our processes and putting local people in contact with the appropriate council officers.

Councillors also develop networks with local organisations and encourage community participation. They have an important role as community leaders by having seats on local community bodies, local partnerships and local management boards. They reflect local priorities in council decision-making and campaign on local issues to improve the quality of life for people in their area.

#### **Instructions for designer:**

- 1. Diagram of political structure – to be inserted**
- 2. Ten thumbnail photographs of Cabinet members – to be inserted**



## **spread pp8-9 – The way the council works – officers – and Commitment to Equal Opportunity**

### **The way the council works - employees**

All of the council's services and activities aim to meet one or more of the pledges set out in our the political priorities (see pages xx to xx). To deliver these, the Chief Executive and two policy directors form the council's Management Team.

Each policy director coordinates a number of the council's priorities and oversees the work of a number of its service units. Each of the 14 service units is led by a service unit head who is responsible for the operational success and strategic development of that service area.

Some service projects and many corporate projects cross the boundaries between service units and such areas of work are answerable to Project Boards where appropriate.

**Instruction for designer: Insert figure showing Management Team structure and responsibilities, including division of service units**

## **spread pp8-9 – The way the council works – officers – and Commitment to Equal Opportunity**

### **Commitment to Equal Opportunities**

The council commitment to equality is reflected in two of its core values, “Fairness and equal opportunity for all” and “Meeting local needs especially those of disadvantaged groups and individuals”.

During the last year the council published, consulted on and approved a revised Comprehensive Equalities Policy incorporating our Race Equality Scheme. As part of the action plan we have:

- established a corporate framework to undertake equality impact assessments that are subject to external scrutiny and audit;
- completed initial equality impact assessments on all services;
- worked jointly with the South Wiltshire Strategic Alliance Diversity Sub-Group on a study of Black and Minority Ethnic experiences of public services;
- achieved Level 2 of the Equality Standard for Local Government;
- achieved 69% compliance with the Race Equality Standard;
- incorporated equality assessments into all new policies, strategies, plans and best value reviews;
- increased awareness amongst staff through the roll-out of online equalities training models; and
- begun to develop specialist staff training programmes for those officers who regularly come into direct contact with customers.

Over the next year we will:

- publish our equalities action plan (incorporating Race Equality and Disabled Equality);
- publish the initial equality impact assessments and invite comments on them from appropriate groups and organisations;
- revise our policies in the light of feedback and experience; and
- target an increase in the Equality Standard to Level 3 and remain in the upper 25% of district councils for equalities performance indicators.

## Vision, core values and priorities

The council needs to deliver services to agreed standards and priorities to reflect public opinion. We try to state these clearly in a set of principles, our core values, vision and political priorities.

During 2005/06 we reviewed these principles to ensure they remained relevant.

This review made particular reference to the emerging Community Plans and the consequent Community Strategy, which is part of the council's ongoing work in our Local Strategic Partnership, the South Wiltshire Strategic Alliance.

The 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 have remained constant throughout the last eight 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.

### Vision

In association with our Local Strategic Partnership, the South Wiltshire Strategic Alliance, we have developed the following vision for Salisbury and south Wiltshire:

*A place where a rich heritage, vibrant cultural life and magnificent environment is supported by:*

- *a thriving economy*
- *lively, diverse and safe communities providing equal opportunities for all; and*
- *strong public agencies and voluntary bodies co-operating in the delivery of practical support for those in need*

### Core values

The following core values help shape the way we behave, work and deliver services:

- Excellent service;
- A thriving local economy;
- Fairness and equal opportunity for all;
- Communicating, especially listening and responding;
- Being open and honest, continually trying to improve and learn;
- Meeting local needs especially those of disadvantaged groups and individuals;
- Working together with other public, private and voluntary sector organisations to develop a better, more sustainable district; and
- Achieving practical results and giving excellent value for money through well-motivated employees who enjoy working for a progressive employer.

## **spread pp10-11 – Vision, core values and priorities**

The administration has identified seven political priorities and four organisational themes that need to be managed if we are to meet our vision and ambition, and ensure a process of continuous improvement. These issues form the eleven key themes which are at the heart of our **Integrated Improvement Programme**. The political priorities and organisational themes, like the core values, have been revisited and refocused for 2006/7.

### **Political priorities**

- Creating more affordable housing;
- Maintaining council housing to a high standard;
- Reducing household waste and improving recycling;
- Making the district safer and reducing the fear of crime;
- Reducing traffic congestion in Salisbury and improving public transport;
- Improving services for our customers; and
- Protecting and enhancing the build environment.

### **Organisational themes**

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

**Instruction for designer: add design element box near to the core values, with the following words:  
"We are committed to living up to these principles in everything that we do and in all decisions we make"**

## **spread pp12-13 – Local performance measures montage**

### **Local performance measures**

On this page you can see how we measure our success against these political priorities and judge for yourself how well we have achieved them over the last year. All figures are for the financial year 2005/6.

**Note to designer:** This double-page spread should be laid out as a collage of tables with accompanying photographs of affordable housing, housing maintenance, household waste and recycling, crime and safety, and customer service.

<b>Proportion of unfit private sector dwellings made fit or demolished</b>		<b>Number of private sector vacant dwellings returned to occupation or demolished</b>	
<b>Target</b>	0%	<b>Target</b>	5
<b>Actual</b>	0.78%	<b>Actual</b>	107
This is behind the government and upper quartile target of 4%. But the general level of unfit properties in the Salisbury area is below the national average.		Twenty-seven private sector dwellings were either returned into occupation or demolished as a direct result of action by us during January-March 2006. The total of 107 is ahead of target and an improvement on the previous year.	
<b>Average length of stay in bed and breakfast accommodation of homeless households that include children or a pregnant woman</b>			
<b>Target</b>	6 weeks		
<b>Actual</b>	3.07 weeks		
A significant rise during Quarter 4 to 5.6 weeks has brought the average length of stay in bed and breakfast accommodation for the year up to 3.07 weeks. This is still better than our own target of 6 weeks but is outside the standard of the top 25% of councils.			

<b>Percentage of urgent repairs completed within government time limits</b>		<b>Proportion of expenditure on emergency and urgent repairs to council houses compared with non-urgent repairs</b>	
<b>Target</b>	98%	<b>Target</b>	35%
<b>Actual</b>	97.19%	<b>Actual</b>	16.55%
The completion of 97.19% of urgent repairs within government time limits is just outside our target of 98% and just below our performance over 2005/6.		We continue to outperform the recommended target of 35%, ensuring we deal with housing repairs efficiently. The expectation is to spend as little as possible on emergency repairs, as they ought to be dealt with before they become an emergency.	
<b>Tenants' satisfaction with the repairs service</b>			
<b>Target</b>	95%		
<b>Actual</b>	96.99%		
Tenants' satisfaction with the repairs service remains ahead of the target set at 95% and is close to the 97.02% satisfaction rate achieved in 2004/5.			

## spread pp12-13 – Local performance measures montage

<b>Kilograms of household waste collected per head</b>	<b>Collections missed per 100,000 collections of household waste</b>
<b>Target</b> 375kgs	<b>Target</b> 15
<b>Actual</b> 390.75kgs	<b>Actual</b> 11.61
There was a decrease from 397kgs in Quarter 3 (October–December 2005) to 360kgs in Quarter 4 (January–March 2006). This decrease fell within the target set at 375kgs. The year-end result of 390.75kgs was outside of target but an improvement on last year.	We continue to outperform our own target of 15 and have improved on the 2004/5 result of 12.1.
<b>Percentage of households in the local authority's area served by a kerbside collection of recyclables</b>	<b>Score against an Environmental Health and Trading Standards best practice checklist</b>
<b>Target</b> 98%	<b>Target</b> 86%
<b>Actual</b> 98%	<b>Actual</b> 86%
No change to report to the 98% since 2002; this remains on target.	Our achievement of 86% against this checklist is in line with our own target, but just outside than the top 25% of councils.

<b>Domestic burglaries per year, per 1,000 households</b>	<b>Violent crime per year, per 1,000 population in the local authority area</b>
<b>Target</b> 5.48	<b>Target</b> 9.59
<b>Actual</b> 4.76	<b>Actual</b> 12
This year's result shows a 16.5% improvement on last year. This is largely due to significant targeting of the few local offenders that are responsible for a large number of burglaries in the area.	The result shows a 20% fall in performance compared to the previous year largely due to increases in Public Order and Anti-Social Behaviour offences related to alcohol.
<b>Number of vehicle crimes per year, per 1,000 population</b>	<b>Percentage of recommended actions against domestic violence taken by the council</b>
<b>Target</b> 7.20	<b>Target</b> 58%
<b>Actual</b> 5.73	<b>Actual</b> 63%
A 23.6% decrease in vehicle crime compared to the previous year largely due to the apprehension of a single vehicle offender in the Tisbury area.	Recommended actions taken have increased from 45% last year to 63% due to the provision of multi-agency domestic violence training.

<b>Average time taken to process new housing benefit claims</b>	<b>Percentage of major planning applications determined within 13 weeks</b>
<b>Target</b> 30 days	<b>Target</b> 60%
<b>Actual</b> 29 days	<b>Actual</b> 70.59%
Though we have taken longer on average to process claims this year than last, our result remains ahead of both the Government and our own targets. We are also within the top 25% of councils for this indicator.	This exceeds our own and government targets, and brings us within the top 25% of councils. We have changed our process to conduct more in-depth preliminary enquiries, which can save time at the planning application stage.
<b>Percentage of minor planning applications determined within 8 weeks</b>	<b>% Of Other Planning Applications determined within 8 weeks</b>
<b>Target</b> 65%	<b>Target</b> 80%
<b>Actual</b> 85.82%	<b>Actual</b> 90.69%
Ahead of the previous year, and well ahead of our own and the national target, this firmly places us within the top 25% of councils.	Well ahead of our own and the national target and within the top 25% of councils.

## **spread pp14-15 – Political priority one – creating more affordable housing**

### **Political priority 1 - Creating more affordable housing**

#### **Context**

There is a serious shortage of affordable homes in Salisbury and south Wiltshire. High property prices, in combination with a district average salary that is lower than the national average, continue to make the problem worse. But the council is helping hundreds of people find new affordable homes to rent or buy in south Wiltshire.

Getting on the property ladder is very difficult for first time buyers, young families, and key workers like teachers, nurses, police, fire officers and local people who work to support the local economy. As the local planning and housing authority, we are determined to do everything we can to help.

Using our planning powers, we will secure between 25% and 40% of new homes for affordable homes on all new large housing developments. Since 2003, we have built 242 affordable homes, and we plan to build 560 more during 2006-2010. We are also helping more people buy their own homes through our Do It Yourself Home Ownership scheme.

#### **Aspirations**

- A detailed analysis of housing needs in the district.
- A sustained reduction in homelessness.
- More older and vulnerable people living independently.
- More owner-occupiers and landlords living in improved housing conditions.
- Increased provision of affordable homes.

#### **Key actions**

- A detailed analysis of housing needs in the district. We will publish the local housing need and market assessment, move to an informed choice-based system for letting housing, publish the revised Housing Strategy, and hold Home Ownership events in Amesbury and Salisbury.
- A sustained reduction in homelessness. We will revise and publish our Homelessness Strategy, secure provision for direct access crisis centre, continue to work with Alabaré to ensure interim solutions are in place for rough sleepers, and implement the recommendations of the Bannan report.
- More older and vulnerable people living independently. We will publish our Older Persons Housing Strategy, continue to implement the recommendations from the Scrutiny Review of the changes in sheltered housing services, and will develop an Independent Living Centre show house.
- More owner-occupiers and private sector tenants living in improved housing conditions. We will undertake a private sector housing stock condition survey, draw up and implement proposals for spending the £660,000 additional capital allocation, and implement the Private Sector Housing Renewal Strategy Action Plan.

## **spread pp14-15 – Political priority one – creating more affordable housing**

- Increased provision of affordable homes. We will ensure delivery of the National Affordable Housing Programme for the Salisbury Housing Market Area of £7.1m (269 homes) for 2006–08. We will also continue to allocate capital resources to the Do It Yourself Shared Ownership scheme, and maximise the funding for HomeBuy through increased promotion of the scheme. In addition we will review the success of the Supplementary Planning Guidance for Affordable Housing.

### **Measuring our success**

We can measure how well we are doing by looking at how many households apply for housing, what we have done to create suitable places for them to live, and how many were successful housed.

### **Areas for additional investment**

- Additional funding to support re-modelled single person homelessness services.
- Capital investment includes Private Sector Renewal £660,000 (external government allocation) and DIYSO programme £500,000

#### **Instruction for designer: create a box with these stats:**

1547 households applied to the housing register during 2005/06.

172 households were accepted as homeless by the council during 2005/06.

115 households were prevented from becoming homeless during 2005/06.

84 properties were brought back into use/made fit during 2005/06.

242 affordable homes delivered between 2003 – 2006.



## spread pp16-17 – Political priority two – Maintaining council housing to a high standard

### Political priority 2 - Maintaining council housing to a high standard

#### Context

Salisbury District Council owns over 5,000 homes and we are committed to providing every one of our tenants with decent living conditions. We take our role as landlord seriously, providing our tenants with good homes, friendly service and help and advice.

We have:

- invested around £3 million each year in improving our housing stock;
- previously invested over £25 million to give all council houses double glazing and central heating;
- prioritised investment in providing new kitchens, bathrooms and external doors to many of our council houses in line with tenant wishes.

Our housing management unit has also been awarded a Charter Mark in 2004 and 2005 for excellent customer services, as well as achieving the highest available score in an independent Audit Commission inspection in 2005.

#### Key actions

- Delivering our planned maintenance programme, so that our tenants continue to have warmer, less drafty and more comfortable homes, and where required new bathrooms and kitchens.
- Keeping our housing repairs team available seven days a week, 24 hours a day for emergencies.
- *Housing stock transfer*  
In 2005 the council's Cabinet made the decision to consult tenants for their views on whether their homes should be transferred to a newly set up housing association.

The decision was made following a study which showed that maintaining our houses to the standard desired by tenants (the Salisbury Standard) could only be achieved by transferring our homes to a housing association. Primarily, this is because housing associations receive more generous subsidies than those available to the council. The housing stock requires £38.6m of funding over 5 years and £262.2m over 30 years to achieve the desired standards, and only half of that investment will be available if the council retains the stock.

Our key action for this year is to explain to tenants the future facing them, and to enable them to make an informed choice on the future management of their home. If the ballot planned for October 2006 is positive, we will then be preparing a detailed implementation plan.

## **spread pp16-17 – Political priority two – Maintaining council housing at a high standard**

### **Aspirations**

- To meet the Decent Homes Standard by 2010.
- To have a sustainable asset management plan over a 20-year period for the housing stock.
- To meet tenant expectations as expressed in the Salisbury Standard.
- To continue to provide a good quality of service and remain in the top 25% of councils in the country on the relevant Best Value Performance Indicators.

### **Measuring our success**

- Make quarterly assessments of our housing stock condition against the Decent Homes Standard.
- Measure our quality of service against the relevant Best Value Performance Indicators.
- Achievement of external recognition such as the Charter Mark.

## **spread pp18-19 – Political priority three – Reducing household waste**

### **Political priority 3 - Reducing household waste and improving recycling**

#### **Context**

Of all our front line services, waste management is the one that every household benefits from. Over the last 12 months we have improved this service by:

- increasing garden waste collection for recycling by 30% and dry recyclables by 14%;
- increasing the number of mini recycling centres across the district from 42 to 63;
- increasing the range of materials that can be recycled at a majority of the existing sites;
- starting a new service to recycle soil and other organic materials from road sweepings; and
- increasing the percentage of household waste recycled to over 20%;
- introduction a new improved collection service for bulky household items.

#### **Key actions**

- Introduce new fortnightly collection scheme for household waste, collecting recyclable materials and disposal waste on alternate weeks, which is due to begin in April 2007.
- Increase participation rates for existing kerbside recycling schemes through improved publicity and public awareness, in conjunction with the Wiltshire Waste Partnership.
- Implement a trial scheme for collecting glass bottles for recycling from restaurants and public houses.
- Continue to establish new mini recycling centres, particularly in rural areas, and expand the range of materials that can be recycled at all sites.
- Work with the Waste and Resources Action Programme (WRAP) and Wiltshire Wildlife Trust to promote home composting and establish accurate means of measuring waste reduction.
- Prepare a new service specification for the collection and disposal of abandoned vehicles and undertake tendering exercise in preparation for the expiry of current the contract in April 2007.
- Implement new street care enforcement procedures so that our streets are cleaner and safer
- Develop and implement a street care strategy including the review of our street cleansing regime.

#### **Aspirations**

- Divert 30% of household waste for recycling or composting by 2010, to meet government targets.
- Improve opportunities for recycling for households in rural areas.

### **spread pp18-19 – Political priority three – Reducing household waste**

- Reduce the amount of household waste created, through increasing the number of households that compost their own green kitchen and garden waste.
- Speed up the removal of abandoned vehicles.
- Improve the district's street scene and reduce the number of occurrences of local environmental offences, such as fly-tipping.

#### **Measuring our success**

- Measuring against Best Value Performance Indicators (BVPIs) including public satisfaction surveys, the number of complaints received regarding standards of street cleanliness, and the number of local environmental offences reported and detected.
- Measuring the number of mini recycling centres within the district and number of rural households within a mile of a local facility.
- Measuring the number of home compost units bought by South Wiltshire residents through WRAP / Wiltshire Wildlife Trust scheme.
- Achieving the renewal of our Chart Mark for the refuse service.
- Scoring our achievements against best practice in Environmental Health and Trading Standards.

#### **Areas for additional investment**

- Additional facilities and services for the collection of recyclable cardboard and plastic bottles at bring sites or kerbside.
- Dedicated Streetcare Enforcement Officers for proactive and surveillance routines.
- Wireless CCTV for covert monitoring of fly-tipping and littering hotspots.

## **spread pp20-21 – Political priority four – Making the district safer**

### **Political priority 4 - Making the district safer and reducing the fear of crime**

#### **Context**

Our district is a safe place to live, with Wiltshire having one of the lowest levels of crime in the country. However, issues surrounding anti-social behaviour and the fear of crime continue to be of great concern to a lot of residents. We take these issues seriously and recognise that being and feeling safe contributes to people's quality of life.

As a member of the South Wiltshire Community Safety Partnership, the council works with the Wiltshire Police, Wiltshire County Council, Wiltshire Fire Brigade, Wiltshire Police Authority and the South Wiltshire Primary Care Trust in order to reduce crime, disorder and anti-social behaviour.

In April 2005 we adopted a new countywide Community Safety Strategy to reduce crime and combat drug misuse. This provides the framework for partner organisations to work together on a number of priorities, including tackling anti-social behaviour.

Over the last year work with these community safety partners has included:

- Tackling and reducing problems of anti-social behaviour within communities, working with community partners and local residents in particular in Harnham, Bemerton Heath and Durrington. Some areas have benefited from additional funding for activity by community volunteers, under the Sparkplugs scheme.
- Use of Anti-Social Behaviour Orders, Acceptable Behaviour Contracts and other powers to disperse and deal with intimidating groups and individuals.
- Continuation of the Alcohol Referral Programme for Offenders and Victims, a scheme whereby offenders are referred to the Salisbury Alcohol and Drug Advisory Service (ADAS) as part of their bail conditions, to try to reduce alcohol related re-offending.
- Working with partners in the retail sector, including City Centre Management, to tackle retail crime issues.
- Considerable financial support for projects aimed at young people in order to keep them safe and away from offending behaviour.
- Financial support for projects for older people in order to reduce the fear of crime and prevent elderly people from becoming the victims of distraction burglary.
- Beginning the roll out of the Neighbourhood Policing Team project, starting with the pilot in Bemerton Heath.
- Achieving a 10% reduction from baseline figures (2003/04), and getting well on the way towards achieving the 12.5% reduction in the British Crime Survey Comparator Crimes (important records of all crimes, by type, including those not reported to the police) by 2007/08.

## **spread pp20-21 – Political priority four – Making the district safer**

### **Key actions**

- We will continue to implement the 2005-2008 Community Safety Strategy and to combat drug and alcohol misuse.
- We will continue to work towards achieving the 12.5% reduction in the British Crime Survey Comparator Crimes by 2007/08.
- We will continue to roll out the Neighbourhood Policing Team initiative within the district.
- Working collaboratively with partners across the county under new funding arrangements, we will be helping to provide financial support for more projects for young people.
- We will continue to target the 15 most prolific and priority offenders within the district.
- We will continue to target higher crime neighbourhoods.
- We will begin to tackle the effects of domestic violence on young people.

### **Aspirations**

- Sustained reductions in crime.
- Residents feel safer in their local area and local communities are more pleasant places to live.
- Less anti-social behaviour and criminal damage

### **Measuring our success**

- Reduction of 12.5% in the British Crime Survey Comparator Crimes by 2007/08.
- Reductions in anti-social behaviour incidents reported to the Police
- Performance against crime related Best Value Performance Indicators.

### **Areas for additional investment**

- The Neighbourhood Policing Team project requires provision of 25% matched funding (from variety of sources) for Police Community Support Officers (equivalent to the provision of 10 officers).
- Consultation exercises as part of Neighbourhood Policing Team work may have implications in terms of the development of additional services, therefore requiring new resources.
- We will need to source ongoing funding for Partnership Anti-Social Behaviour Reduction Officer, beyond current Home Office funding to the end of March 2008.
- Longer-term investment in ongoing domestic violence education and awareness project for young people.
- Longer-term investment in additional accommodation for victims fleeing domestic violence.
- Longer-term investment in suitable accommodation for young people who are homeless as a result of offending and substance misuse behaviours, to enable the development of longer-term solutions to their anti-social behaviour.

## **spread pp22-23 – Political priority five – Reducing traffic congestion**

### **Political priority 5 - Reducing traffic congestion and improving public transport**

#### **Context**

The pressure of modern traffic on our medieval city has been an ongoing concern for many years.

Working with our partners we are implementing several schemes to improve traffic flow for car drivers, reduce congestion, improve information and routes for bus passengers and encourage more people to walk or cycle. Most people who work in Salisbury live within two miles of the city centre, and new safer cycling and walking routes will make it easier for them to leave the car at home, save money and get fitter.

In 2005 we introduced many new major transportation initiatives, including:

- two new park and ride sites at Wilton and Britford;
- a new Urban Traffic Control system in Salisbury, designed to make traffic flow more easily;
- Real Time Bus Passenger Information at bus stops across the district;
- measures for walkers and cyclists, such as additional cycle stands in the city centre, increased route signing and the opening of the Avon Valley Cycleway northern extension.

With more park and ride sites, less queuing at traffic lights (thanks to the Urban Traffic Control system), improvement to bus services and better routes for walkers and cyclists, congestion in the city will be reduced. Less congestion means less fumes, less frustration and cleaner air.

#### **Key actions**

- Review and roll forward the Salisbury Transportation Plan, which aims to improve conditions for all road users and pedestrians in and around Salisbury, and extend it to the remainder of Salisbury district.
- Review and continue to implement the Salisbury car parking strategy, covering the types and availability of car parking and the balance between city centre and remote car parks, to meet the needs of commuters, visitors and residents.
- Continue the process of implementing the Petersfinger park and ride service, to provide commuters and visitors coming from the south and south-east of Salisbury with a fast, frequent and stress-free journey into the city centre.

#### **Aspirations**

- More choice about travel modes and about where and how to park.
- A reduction in the growth of local traffic.
- Tackling air pollution.
- Improved bus services with up-to-date information.

## **spread pp22-23 – Political priority five – Reducing traffic congestion**

### **Measuring our success**

- An annual monitoring report is prepared on the performance of the Salisbury Transportation Plan. Key targets and indicators are included in chapter 15 of the Wiltshire Local Transport Plan 2006/07 – 2010/11.
- Feedback from parking customers.
- The outcome of parking appeals and feedback from the National Parking Adjudication Service.
- Achievement of external accreditation such as Safer Car Parking Awards.



## spread pp24-25 – Political priority six – Improving services for our customers

### Political priority 6 - Improving services for our customers

#### Context

Like any good business, the council is determined to put the needs of our customers first. We are working on major projects to ensure we offer you a high class, efficient, quick and informative service.

In the past year we have:

- Maintained and developed a dedicated customer services team in six district-wide locations, including flourishing council information offices in Amesbury and Mere.
- Established a peripatetic rural service to Downton, Tisbury and Wilton, for those who find it hard to access council services at our main offices.
- Prepared and begun implementation of a new Customer Access Strategy.
- Developed a new Passport to Improved Service feedback leaflet and an associated complaints form.
- Enhanced the content and services available on the council's website, which is now receiving a greatly increased number of visits.
- Progressed the development of a one-stop-shop customer contact centre for all council enquiries.
- Encouraged our customer service staff to achieve extra skills, for example learning sign language.
- Achieved planning permission for our new centralised offices

#### **Instruction to designer: make this text into a box element**

Did you know that, on average, the council receives a staggering 900,000 + telephone calls a year?

#### Key actions

- Begin to put into place and publicise a new, simpler to use list of contact centre numbers, in place of the current long list of direct dial telephone numbers to improve our effectiveness in dealing with telephone enquiries.
- Provide improved web-based access to services, including self-service and web-based forms for a range of services, beginning with requests for refuse, pest control and general enquiries.
- Ensure there is a robust ICT infrastructure, to improve the way in which customer information and queries are handled and stored, and to provide a reliable and consistent response.
- Extend contact centre hours to include Saturday mornings and until 7pm on one weekday evening.
- Ensure that customers have regular opportunities to give us feedback on our services, and to be consulted on proposals for service development.
- Continue to progress the development of a one-stop-shop customer contact centre for all council enquiries within our proposed new offices.

## **spread pp24-25 – Political priority six – Improving services for our customers**

### **Aspirations**

- Making it easier for customers to contact the council.
- Resolving up to 80% of queries and requests at the first point of contact.
- Providing access to services at a time and place to suit customer needs.
- Developing the range of services that are accessible online and via the council contact centre numbers.

### **Measuring our success**

- Resolution of 80% of queries and requests at the first point of contact by the Customer Service teams in Amesbury, Mere, Salisbury, and by enquiry to the telephone contact centre or to **thecouncil@salisbury.gov.uk**
- Improved access to services over the telephone and online, measured by the range of services available and their opening hours.
- Undertake quarterly reviews of customer feedback, using information gathered through the Passport to Improved Services procedure and other customer feedback.
- Opening our new centralised offices, and customer contact centre in 2008.

## **spread pp26-27 – Political priority seven – Protecting and enhancing the built environment**

### **Political priority 7 - Protecting and enhancing the built environment**

#### **Context**

Everyone has an interest in where they live and wants to be proud of where they live. We also want our towns and villages to be vibrant and thriving communities, now and in the future.

The council is working to help communities maintain and improve the places where they live and work, and to give local people greater choice and influence over the services the council is responsible for. To achieve this, we are developing parish, town and ward plans and using our four Area Committees to shape local decision-making about issues such as planning applications, as well as working in partnership with other local service providers.

We are planning for the prosperity and success of the whole district through the Local Development Framework, to secure suitable future developments and greater community involvement in planning. We have also recently produced a new design guide called Creating Places, which will help ensure all future developments, from extensions to large housing estates, are in keeping with the local environment.

#### **Key actions**

- Develop a long-term vision for Salisbury city centre, called the Salisbury Vision. It will be designed to meet the future challenges facing our medieval city, whilst doing everything possible to protect its uniqueness and character. The Vision will also provide a framework for co-ordinating and achieving sustainable regeneration of the city, looking at key sites that can make significant contributions to the life and economy of the city.
- Monitor and review the Creating Places design guide.
- Adhere to the Local Development Scheme in the delivery of the Local Development Framework.
- Continue to monitor performance.
- Continue to monitor and review the quality of outcomes through interaction with our stakeholders.

#### **Aspirations**

- A high quality local environment that balances the need for attractive, sustainable new development and vibrant communities with the conservation and enhancement of natural features and historic buildings and areas.
- A plan-making process that is sensitive to the needs of landowners and developers, but enables local people, organisations and parish councils to have their points of view heard and responded to positively.
- A development control process that responds to the need for speed, clarity and certainty, but that also ensures a voice for those most affected by development proposals.

## **spread pp26-27 – Political priority seven – Protecting and enhancing the built environment**

### **Measuring our success**

- Councillors' tour of inspection of completed developments
- Stakeholders' forum.
- Parish Council seminars.
- Salisbury District Design Forum.
- Performance management and adherence to government targets.
- Annual Monitoring Report on the Local Development Framework.
- The outcome of public examinations and appeals.
- Responses from the public and other stakeholders.

### **Areas for additional investment**

- Ensure a continuance of adequate staff resources to deliver required performance.
- Continuing development of electronic means of service delivery.
- Skills development and training.

**spread pp28-29 – Meeting the financial challenge and Looking ahead:  
building for an efficient future**

## Organisational themes

Our organisation themes are the four areas that council employees need to manage if we are to meet our vision and political priorities.

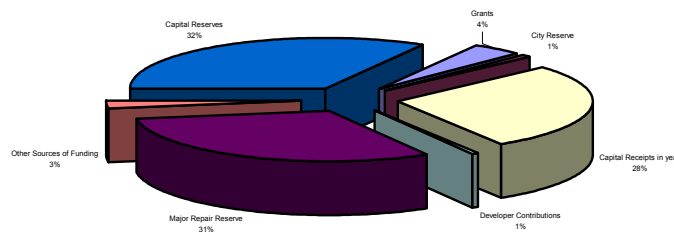
### Organisational theme 1 – Meeting the financial challenge

The main constraint on the council in meeting its ambitions is the amount of money available. The money used to fund the council is defined in two distinct ways:

- **Capital**

Money available for investment in land, buildings or other long term projects. Sources include the sale of assets, borrowing and grants.

#### Funding for Capital Programme 2006/7 – 2008/0



- The capital budget aims to support the investment requirements generated by the council's Integrated Improvement Programme and the bulk of investment is concentrated on the seven themes contained in the Programme.

- **Revenue**

Money available for day-to-day running of the council, including salaries and services. The council's revenue budget contains annual expenditure of around £61million. This figure is counterbalanced by around £48.5m in income, leaving a net total of £12.5m to be funded. This is paid for by:

Government Grants	£ 7.3m
Council Tax	<u>£ 5.2m</u>
	<u>£12.5m</u>

Like any other business, the council faces pressure from rising costs of fuel, insurance, salaries and pensions but also from new regulatory requirements introduced by government, such as alcohol licensing and concessionary bus fares.

These cost pressures outstrip the council's ability to raise income, if we are to maintain our ambition to remain amongst the councils charging the lowest council tax in the country.

We have therefore taken action to contain our expenditure within the limits of our income by making a series of efficiency savings:

**spread pp28-29 – Meeting the financial challenge and Looking ahead:  
building for an efficient future**

<b>TOTALS</b>				
	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>3 YEAR TOTAL</b>
	£K	£K	£K	£K
Non recurring savings	(380)	225	0	(155)
Staffing	(141)	(78)	(181)	(400)
Internal efficiencies	(734)	(145)	(135)	(1,014)
New sources of income	(222)	(20)	(20)	(262)
Cuts in service	0	(50)	0	(50)
Partnership and Procurement	0	(100)	(100)	(200)
Parish-district Costs	(100)	(150)	(150)	(400)
<b>TOTAL</b>	<b>(1,577)</b>	<b>(318)</b>	<b>(586)</b>	<b>(2,481)</b>

The actions outlined will have a minimal effect on the services provided to the public; indeed the seven political priorities contained in the Integrated Improvement Programme continue to be fully funded and considerable improvements are to be funded for waste management in particular.

You can find out more about the council's current finances, including the council tax leaflet which shows a summary of our spending plans, and the annual Medium Term Financial Statement, on our website [www.salisbury.gov.uk](http://www.salisbury.gov.uk)

**spread pp28-29 – Meeting the financial challenge and Looking ahead:  
building for an efficient future**

One of the ways we are aiming to meet the financial challenge is through the centralisation of our offices into a single location, which will enable us to make considerable efficiency savings.

**Looking ahead: building for an efficient future**

Salisbury District Council currently has seven satellite offices scattered across the city, in addition to its main offices in Bourne Hill. At the moment we receive approximately 160,000 visits a year to our various locations. By moving to a centralised location, our customers would be able to visit just one place to do all their council business. New offices would also be more accessible to both customers and staff and be compliant with the Disability Discrimination Act – our current offices are not meeting the requirements of this law.

Most of our current buildings are ageing and very costly to maintain and run. Moving to modern offices of the highest environmental specification would save the council in the region of £500,000 every year through improved efficiency, productivity and lower maintenance and energy costs. The sale of surplus buildings would also help to offset the one off cost of developing the new offices.

Salisbury District Council's plans to develop new and improved centralised offices have passed the first hurdle. The planning application has been approved by the council's Planning and Regulatory Committee, but it can still be subject to intervention from the Secretary of State. The Listed Building application must be referred to the Secretary of State for a final decision.

The plans to develop a modern, two to three storey office accommodation and much needed, extensive restoration of the Grade II\* listed Council House, were also supported by the following organisations: English Heritage; The Society for the Protection of Ancient Buildings; Salisbury Design Forum; Salisbury Conservation Advisory Panel; and the South West Design Review Panel.

Keep your eye on the council's website for more information as the project develops, especially a forthcoming up-to-date business case for centralised offices at Bourne Hill.

**Instruction to designer:** The above boxed text should be separated out in design from Meeting the Financial challenge. Also insert architect's impressions of the new offices.



## **spread pp30-31 – Improving the performance of the council**

### **Organisational theme 2 - Improving the performance of the council**

Since achieving a “Good” Comprehensive Performance Assessment rating in January 2004, the council has been developing new ways of thinking about, monitoring and achieving good performance. The CPA rating made us realise we needed to improve our understanding of the reasons why services were underperforming, and therefore should embed performance management into the culture of our organisation.

In January 2005 we appointed a dedicated Performance Improvement Manager. A new board, which includes several Cabinet members and a policy director, has been formed to oversee performance management.

One of the ways we measure our performance is using a series of national statistics called Best Value Performance Indicators (BVPIs), and our own local Performance Indicators (PIs). We have selected some of these BVPIs and local PIs to form our Strategic Indicators, which specifically monitor the delivery of our political priorities and internal themes.

Over the last year we have improved our performance even further:

- Eighty-nine percent of our Strategic Indicator BVPIs were in the upper quartile (top 25% of councils), and 71% of all Strategic Indicators have met or exceeded targets (subject to independent validation).
- Independent inspections from the Audit Commission show we are monitoring our performance correctly.
- A new Performance Management System has been implemented and extended to the monitoring of projects.
- Councillors continue to monitor and challenge performance through the role of scrutiny.
- Service managers have undertaken performance management training.
- We made a successful bid to lead Wiltshire in developing performance management of Local Strategic Partnerships (LSPs).
- The Project Management Framework was revised and integrated within the council’s performance management and financial planning arrangements.
- We revised our Procurement Strategy, which ensures goods and services we buy-in are the most cost effective.

## spread pp30-31 – Improving the performance of the council

During 2006/07 we aim to improve our performance further by:

- Aiming to meet or exceed 70% of our published targets for our Strategic Indicators, with 75% reaching upper quartile status (top 25%) by 2007/08.
- Delivering £1.086m worth of efficiency savings; this will enable us to improve the quality of local services while minimising the need for increases in local taxation.
- Continuing to build efficiency indicators, quality crosschecks and value for money indicators into our performance management framework.
- Leading Wiltshire in improving strategic partnership working through LSPs and enhancing their accountability to the community.
- Integrating the council's approach to risk management with our performance management arrangements.
- Seeking external challenge of our performance management framework and arrangements and put in place learning from a best practice authority.
- Undertaking the regular Best Value User Satisfaction Surveys, to seek views about life in the local area and to help us set the direction for improving the local area and council services.

This corporate plan contains a sample of our latest performance against targets to enable you to see just how well the council is performing. A fuller picture of council performance is contained within the annual Best Value Performance Plan (BVPP) – see page xx.

The principal audiences for the full version of the Performance Plan are staff, elected Councillors, groups and organisations with an interest in the council, and central government.

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

The BVPP is available from council offices, the district's libraries, and our website [www.salisbury.gov.uk/corporate-plan](http://www.salisbury.gov.uk/corporate-plan)

## **spread pp32-33 – Partnership working and community engagement**

### **Organisational theme 3 - Partnership working and community engagement**

We are working with our local communities and in partnership with other local and regional organisations to help make south Wiltshire a better place to live, work and visit.

All year round we work in close conjunction with Salisbury Tourism Partnership and Salisbury City Centre Management, to support events such as the annual St George's Day Festival and Salisbury Food and Drink Festival. We also support the South Wiltshire Economic Partnership and the Charter Market, farmers' markets and French markets in Salisbury.

Another way we engage with people and organisations across the district is through community grants. Last year we gave £155,000 to local organisations and projects, including the Citizens' Advice Bureau, Salisbury Community Transport Scheme and Wiltshire Race Equality Council. We also give advice and guidance to the voluntary and service community, provide training for community groups and support the development of local community plans.

Our dedicated Principal Arts Officer continues to support a range of local initiatives, particularly in the rural communities. Examples include the provision of arts performances and workshops through Rural Arts Wiltshire, youth arts activities through the Wiltshire Youth Arts Partnership, provision of Disability Arts opportunities and activities, developing arts activities that address social exclusion and providing support for local arts providers.

The council's sports and recreation strategy seeks to reflect the council's commitment to the development of sport, recreation and physical activity in the district. It is a community based plan that provides a framework that will encourage and create a broad range of quality opportunities in order to enable participation in sport and active recreation by the whole community, including visitors to the area.

Through our Consultation Strategy we are committed to hearing the voices of local residents and to feeding their ideas and issues into all the plans we make. New initiatives in the council's consultation work include online electronic surveying and the decision to work towards membership of the Market Research Society. In addition to local and district initiatives, we will also continue to participate in countywide consultation (People's Voice) during 2006.

Although we provide many services ourselves, we recognise that there are other public bodies and voluntary organisations which provide their own services to Salisbury and south Wiltshire residents. Many of these services are (or should be) mutually supportive and we feel it is important to co-ordinate our activities to deliver coherent services which match the aspirations of our residents.

The structure we have set up to help this process is as follows:

**South Wiltshire Strategic Alliance (SWSA)**

SWSA logo

Salisbury District Council is a committed member of the South Wiltshire Strategic Alliance – a partnership of public, voluntary and community sector organisations. These include The Army, Wiltshire Fire Brigade, the Environment Agency, Salisbury College, South Wiltshire Community Safety Partnership, South Wiltshire Primary Care Trust, Wiltshire County Council and Wiltshire Wildlife Trust.

## spread pp32-33 – Partnership working and community engagement

The South Wiltshire Strategic Alliance has adopted four strategic priorities for 2004-2009, identified by local residents:

- Affordable housing;
- Community safety;
- Access to services (including rural transport, better information about services and linking up existing services); and
- Alliance partners as exemplary organisations (healthy workforce, basic skills, 'green' employers, social inclusion and diversity).

Six community plans outlining the steps being taken to improve the quality of life for people in South Wiltshire were published by SWSA in 2005.

Each community plan covers the years 2004 to 2009 and has been based on extensive consultation with local people. A total of 18,000 people responded and their views have helped to determine the central issues that need to be addressed in each community. Each community area covers a part of the district: Stonehenge Area, Mere and District; Salisbury City; Nadder Valley, Southern Area, and Four Rivers Area (Wilton area).

Of the total 304 actions from the community plans, nearly 30% have already been achieved with another 50% already underway.

You can view the community plans in your local library or get more information by going to [www.salisbury.gov.uk/community-planning](http://www.salisbury.gov.uk/community-planning)

## Wiltshire Strategic Board

This system of Community Plans informing the work of public and voluntary bodies within our boundaries has been adopted by the other district councils in Wiltshire and WiSB has been established as an overarching organization to co-ordinate those activities which can be best delivered on a county wide basis. So, for example the Wiltshire Waste Partnership covers waste disposal and improved recycling for the whole county; the Customer First Board co-ordinates joint activity on customer services, including sharing services between organisations to cut costs.

WiSB is currently preparing a Local Area Agreement to clarify improvements to Wiltshire-wide services for the next 5 years.

**Instruction to designer:** Insert diagram showing flow of community inputs into strategies and plans of other organisations and the LDF

## **spread pp34-35 – Building the capacity**

### **Organisational theme 4 - Building the capacity of the organisation**

The council's Integrated Improvement Programme is ambitious; it contains more than 30 major projects, which we monitor through our performance management system. To complement the work we do on Meeting the Financial Challenge (see page xx), it is also important to ensure that our people have the right balance of skills and enough time available to deliver our priorities.

There are three main elements to the process: monitoring, training and efficiency.

#### **Monitoring**

In addition to tracking our performance, we use our performance monitoring system to analyse the work input to each of the 30 or more projects that make up the Integrated Improvement Programme. We can compare the input of resources required with the amount actually available for each project, and for all the projects in combination, and this enables us to identify in advance any shortfall in capacity.

This process helped us to spot a potential problem over 2006/07 and 2007/08, caused by the simultaneous running of two very large projects: the council's office centralisation and the proposed housing stock transfer. We have overcome the predicted shortfall in our capacity by temporarily boosting resources in the areas where the shortfall would have been greatest: Customer Services, Information Technology, Legal Services and People and Organisational Development.

#### **Training**

We know that training makes a significant contribution to having a successful organisation. Every year, each member of our staff is interviewed, and with their managers they identify the training and development they need to perform their work and to help them compete for promotion.

This process ensures we are training all our staff for both current skills and future development, and that the skills base of the council is continually updated. In this way we plan to continue our recent success in promoting internal staff to senior positions.

Our work on training has recently been recognised by the renewal of our Investors In People accreditation.

#### **Efficiency**

Our training procedures ensure our skills evolve with changes in the working environment, but we also recognise that some changes make areas of work less relevant or less time consuming. Those changes need to be identified and we need to take action to make sure we still have a close fit between the work required and the staffing resources available.

## spread pp34-35 – Building the capacity

The main areas of efficiency we are currently concentrating on include:

- **Sickness Absence.** New policies and procedures have been introduced that have reduced sickness absence by around 30%. Increased availability of staff has reduced costs and increased productivity.
- **Smarter Ways of Working.** New technology allows many of our employees to work away from the office. This reduces our costs on office accommodation and can increase productivity by up to 20%.
- **e-Government.** We have invested heavily in technology that permits residents to contact us electronically. We now offer many of our services online, including payments. Web and email communications are faster and cheaper than conventional forms of contact. We have seen use of our website grow to more than 2 million page views in 2005, and the figure continues to rise steadily.
- **Council offices project.** Our planned new offices, combined with our Customer Contact Centre, will allow us to work more efficiently. We have already identified staff savings of £300K that would be achieved as a result of this project, with further minimum efficiencies of £100K to be achieved over the next two years. Find out more about the offices project on page xx.

We use a system called Business Process Re-engineering (BPR) to map our processes and the time needed to run them efficiently. This process compares the “ideal” with the “actual”, and helps us identify efficiency savings. At the moment we mainly use BPR to spot savings we can make as a result of the council offices project, but we intend to extend it to analyse other areas to make that we capture all the potential efficiency savings that are available to us.

Overall, the action we have taken and our future proposals have much improved our ability to match our ambitions to our people resources.

For more information on any of the projects, plans and anything else that you have read about in this corporate plan, or to send us your comments, please visit our comprehensive website: **[www.salisbury.gov.uk](http://www.salisbury.gov.uk)**

**p36 Back cover**