

# REPORT

**Councillor Kevin Wren, Leader of the Council**

## **DRAFT CORPORATE PLAN**

### **1. Purpose of Report**

To seek Cabinet views on the draft Corporate Plan.

### **2. Background**

- 2.1 Cabinet will recall that in 2003 the Council's first annual Corporate Plan was produced. The aim of which was to provide in one document the Council's overarching plan, as well as meet the statutory requirement to produce a Best Value Performance Plan.
- 2.2 The plan has proved a useful tool in providing a high level overview of the communicating Council, priorities and enabling monitoring of progress.

### **3. Producing the draft Corporate Plan for 2004/05**

- 3.1 The attached draft Corporate Plan has been updated for 2004/05 and incorporates the Council's Improvement Plan following CPA.
- 3.2 Following comments from Cabinet the document will be updated, proof read and designed in loose leaf format (for inserting in the folders produced last year) for final consideration at Cabinet on 23 June '04 and for recommendation to Full Council on 28 June '04.
- 3.3 Copies of the Corporate Plan will then be circulated to all councilors and senior officers and a summary leaflet version provided for all staff.

### **4. Recommendation**

Cabinet are invited to provide feedback on the draft Corporate Plan.

### **5. Implications**

Financial	: Contained within the Plan.
Legal	: None
Personnel	: Contained within the Plan.
Community Safety	: This forms one of the political priorities of the Council.
Environmental	: Contained within the Plan.
Core Values	: The Plan supports all the core values.
Wards Affected	: All



**SALISBURY DISTRICT COUNCIL**

# **CORPORATE PLAN**

**2004 / 2005**

**SECOND DRAFT**

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## Chapter 1

### **Introduction by the Leader of the Council**

#### **Better services and better value**

*Leader to update – following receipt of final CPA report.*

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 six 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

In the introduction, the Leader of the Council emphasised the importance of working in partnership to improve the wellbeing of the district. The over-arching partnership with which the Council works is the South Wiltshire Strategic Alliance.

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

- Churches Together.
- Council for Voluntary Service.
- Environment Agency.
- Learning and Skills Council (Wiltshire and Swindon).
- Salisbury College.
- Salisbury Community Health Council.
- Salisbury District Council.
- Salisbury Health Care NHS Trust.

- South Wiltshire Action Against Poverty.
- South Wiltshire Economic Partnership.
- South Wiltshire Primary Care Trust.
- Wiltshire Constabulary.
- Wiltshire County Council.
- 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 10 priorities:

- Reduce crime and promote community safety, targeting areas of high crime and social deprivation.
- Reduce incidence of coronary heart disease and cancer, concentrating in areas where health inequality is most marked.
- Reduce levels of waste disposal.
- Reduce carbon dioxide emissions.
- Promote sustainable land management and farming.
- Promote independent living for vulnerable people.
- Improve access to public services for isolated communities.
- Improve the quality of skills within the employment market.
- Seek recognition of the district as a European centre for business, technology and tourism.
- Increase civic participation of young people.

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 and 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 three 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 citizens 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:

- The results of a postal survey undertaken with the Electoral Registration Canvass have been used to develop themes and tasks for our new Community Plans.
- In November 2003 a workshop facilitated by MORI helped the Council examine its services, budgets and council tax requirements.
- The statutory Best Value Surveys have provided detailed information on satisfaction with the Council, its key services and quality of life issues in the District. The results will be used to review our priorities, measure ourselves against other Councils and develop our services.
- Focus groups, face to face interviews, postal and web based surveys were used to assess views on existing contact arrangements with customers and to develop our Customer Contact Centre.
- Surveys carried out by the Durrington Swimming and Fitness Centre showed a large increase in regular use and high levels of customer satisfaction.
- People's Voice surveys have supported the development of our new Community Plans, Customer Contact Centre, and Housing Strategy.
- A survey of businesses on the Churchfields Industrial Estate, focusing particularly on property needs and issues arising from their location, has resulted in the provision of an options appraisal for the estate being included within the Council's Economic Development Strategy.

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 have been identified in the Consultation Strategy and are built into our work programme for the coming year.

Consultation between independent and community groups and the District Council and other public bodies is supported by the Wiltshire Compact. The Compact aims to improve the quality of life for people in Wiltshire by improving joint working arrangements and developing mutual understanding between statutory, community and voluntary sectors.

A code of practice to support the Compact on communication and consultation will be developed to provide guidance. Through the Compact partners are committed to:

- Allowing sufficient time for effective consultation and communication.
- Using methods to suit the target audience.
- Making good use of the voluntary and community sector's links to different groups.
- Co-ordinating consultation to prevent duplication.
- Making information as accessible as possible, including using simple language.
- Being clear about what can and cannot be changed.
- Providing relevant and well-publicised feedback.
- Evaluating any communication and consultation, and learning lessons.

## **Community Development and Planning**

The Community Development Policy – Building Strong Communities outlines the Council's commitment and approach ***to encouraging participation in decision making though consultation and 'hands on' support, so that local people have 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.

The SWSA developed some of the country's first community plans in 2000 following extensive consultation. Chapter 4 outlines progress towards meeting the community planning targets and Chapter 5 outlines the approach to producing the second generation of community plans.

### **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 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 licencing matters), the Community Planning Toolkit and bi-annual Parish, Town, District and county liaison meetings.

### **Looking Forward**

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

In summary the document:

- Recognised that continuing change is a given.
- Described five key drivers of change.
- Emphasised our political priorities.
- Outlined our shared objectives with the South Wiltshire Alliance.
- Described the transformation opportunities new technology offers.
- Highlighted the challenging financial outlook – the need to do more with less.
- Emphasised the increasing importance of performance management.

The national context in which we operate remains largely as we described it last year with a continued emphasis on partnership working, tight control on spending and continued high priority for government on health, education, crime and transport. Comprehensive Performance Assessment has impacted heavily on local government and constraints on investment in public housing affecting our ability to provide sufficient affordable homes to meet need as well as restricting our ability to invest in the quality of our own housing stock.

Emerging national issues which are likely to affect our long term vision for the organisation include the Gershon review on procurement, which implies less local choice and more collaborative procurement and service provision arrangements with other councils. In addition second generation Public Service Agreements and Local Area Agreements which may offer districts more opportunity to resource agreed priorities from Government funding and the Balance of Funding Review which might pose a threat or an opportunity as Government grapples with how to finance local government spending in the future.

Amidst all the change we are working through, there are some constants set out in our ambition to be nationally recognised for the quality of our services, working in partnership with others and engaging the community and in the core values that shape our behaviour set out on page ??? of this document.

We foresee the organisation developing in the context of a district which is itself changing. The predictions we foresaw in last year's document remain very relevant:

- Development which will alter the character of the northern part of the district is now underway.
- The first sod will have been turned on the second Park and Ride site before this Plan is formally adopted.
- Discussions continue on the future of the City Centre and how the Cathedral, the Market Square / Guildhall and Central Car Park might figure in a renaissance of the City.
- South Wiltshire Economic Partnership's vision for the economic prosperity of the district is beginning to impact at the regional level.
- Second generation Community Plans will be published in July hopefully acting as a catalyst for local community development across the parishes and towns that make up the district.
- Waste Management policies are leading to greater recycling opportunities for people.

Internally steps taken in the last year have, as predicted, moved us on towards the vision we set out. The plan arising from the October 2002 Peer Review put us in good stead for the CPA Inspection in January 2004. The Improvement Plan arising from that inspection will provide the cornerstone for our future development in the next three years. This Corporate Plan, incorporating our rolling five year vision will be subject to annual review.

Simply stated, our vision for the organisation envisages:

- Customer needs being met by a strong Customer Services Team with the skills and knowledge to meet 80% of customers' needs first time.
- Local customer points in Mere, Tisbury, Amesbury, Wilton and Downton based in existing County or District Council-owned buildings.

- A centralised office at Bourne Hill, housing the majority of Council staff.
- A reduced directly employed workforce due to more efficient business processes being employed; the formation of a Leisure Trust to manage the facilities and the transfer of some services common across the County into a new organisation designed to deliver better quality services more efficiently and effectively.
- Higher public satisfaction rates for our priority services and overall satisfaction with the Council increasing compared to the national trend.
- Top quartile performance in all of our top twenty Performance Indicators by 2005 with no services performing in the bottom quartile.
- A “Good” CPA category in 2004 with an “Excellent” rating by 2007.
- A streamlined Senior Management structure delivering better quality services.
- Community Planning becoming even more ingrained in the organisation with the Council contributing to a Partnership Manager post to permanently support the Alliance.
- Sharper systems in place to support managers – the Aggresso financial system introduced in April 2004 being just one example.
- The national e government target of 100% services on line by the end of 2005 being met.
- Stronger procurement processes leading to better value for money.
- A culture within the Council which values:
  - Delivering services to the highest standard possible.
  - An outwardly focused organisation.
  - Continuing development of people within the Council.
  - Consistency, fairness, decisiveness, diversity and openness.
  - Flexibility, adaptability and responsiveness in the way we look to do things differently.
  - A “can do” atmosphere.

## **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 2004/05. Achieving those political priorities will require supporting work on four organisational themes which taken together form the 'Integrated Change Programme'.

### **Improving Customer Services**

Customer care and communication is at the heart of modern local government. Peoples' expectations from service organisations are growing. 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 aim is to be able to answer over 80% of all enquiries to the Council at the first point of contact.

Our focus in the coming year will be on progressing centralised offices to the design stage (including submitting a planning application) and reviewing how we provide services so that they can be more efficient, effective and convenient to customers. In order to achieve this we will be developing supporting technologies and investing in a training and development programme for our customer contact 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 PRC stock.

Due to our substantial investment in the last few years we are in a position where our stock currently meets the Decent Homes Standard, some 6 years ahead of the Government target.

Our current programme is aimed at continuing to meet the governments 'Decent Homes Standard'. However, we are advised that tenants expectations might exceed the Decent Homes Standard and, as part of a Stock Options Appraisal, we are consulting tenants on defining the 'Salisbury Standard'.

Our focus in the coming year will be on completing a comprehensive Stock Option Appraisal so that councillors can determine a long-term programme to improve the stock and maintain the Decent Homes Standard.

## **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 housing remains a challenging and complex process. Although house and land prices are beginning to moderate, 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. Adequate provision of affordable housing through partnerships with housing associations is considered essential in sustaining local communities and maintaining a local work force.

It is therefore necessary for us to make the best of all our resources including our own housing, available landholdings, capital resources and partnerships to deliver more affordable housing.

Our focus in the coming year will be to:

- Continue to deliver on the outcomes from the Scrutiny Review, including providing 350 new affordable houses by March 2006.
- Identify and where possible secure additional resources for the procurement of affordable housing.
- Publish the Supplementary Planning Guidance.
- Develop our approach to making better use of empty properties.
- Improve conditions of the worst private sector housing.
- Review our Strategic Partnering in order to ensure that our partners can deliver the maximum amount of affordable housing.

## **Improving Waste Management**

The Council is responsible for the collection of household waste which is disposed of to a landfill site (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 16% of waste through kerb-side collection and 41 recycling centres.

We have recently reviewed our 'Waste Minimisation Strategy' and aim to increase the amount of waste diverted to 20% by 2004/05 and 31% by 2010, through increased public education, community involvement and recycling.

Our focus in the coming year will be to introduce new kerbside collection schemes for glass, cans, paper, textiles and garden waste in some areas, enhancing the remaining kerbside collection of paper and cardboard, improving the network of recycling centres and how they are serviced and participating in the county wide 'Home Composting Initiative'.

## **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 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 5 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/Harnham Relief Road and improvements to the A36. The target is to reduce predicted traffic growth in the City from a projected 21% between 1999 and 2011 to 10%. By 2001 (the latest available figures), traffic volumes in the city centre had actually fallen by 3%.

Our focus in the coming year will be the construction of the Wilton and Britford park and ride sites and the completion of the Intelligent Transport System.

## **Improving Community Safety**

Being safe contributes enormously to peoples' quality of life. Although Wiltshire is the second 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. Whilst encouraging appropriate tolerance. We will also tackle crime itself and anti-social behaviour, as well as continuing to introduce performance targets that measure the impact our work is having on community safety. A Young Peoples' Strategy will be developed and this will include diversionary activities for young people.

The findings of a scrutiny review on improving the Council's contribution to tackling anti social behaviour will support this work. A partnership funded Anti-Social Behaviour Reduction Officer will begin work in South Wiltshire in April 2004 and a key focus for the council will be to support and work with this officer to tackle the problems that have been identified.

During 2004/2005 the council will be required to work with the other key partner agencies to develop a 3<sup>rd</sup> Crime and Disorder Audit and produce a 3<sup>rd</sup> Community Safety Strategy to be in place for April 2005.

## **Integrated Change 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 Change 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.

## Chapter 4

# Our Achievements

## Service Improvements

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

### Improved Customer Services

- Customer Services programme plan and budget agreed for the next two years.
- Human Resource Plan for Customer Services integration including unit structure, job descriptions, grades and appointment procedures out for staff consultation.
- Customer Charter published setting out the standards of customer service that people can expect.
- Joint planning with Wiltshire County Council to pilot a customer information point in Salisbury library.
- Improved communication to the public through the local media.
- New approach and format to The Citizen, designed to improve its readership within the community.
- Community consulted on the Council's longer term budget plans.
- Customer surveys for general satisfaction of Council services and specific satisfaction surveys for Housing, Planning, and Benefits.
- Joint planning with WCC to provide an integrated public office in Amesbury.
- Architects appointed to produce a development strategy for new centralised Council Offices based at the existing Bourne Hill site.
- Suitability of City Hall (as a venue for Full Council meetings) and Churchfields Depot (for temporary or permanent use for appropriate services) reviewed.
- Partnership project with West Dorset District Council completed, funded by the Government Invest-to-Save Programme to E-enable planning and licensing services.
- £2m Local Government On-line programme completed as part of the Wiltshire and Swindon E-government Partnership. Projects included a joint A-Z of public services, development of the Wiltshire and Swindon Intelligence Network and joint procurement of a corporate Content Management system.
- Government approved *Implementing Electronic Government Statement* resulting in an allocation of £550,000 to implement E-government over the next two years.
- Re-launch of the Council's website focused around customer needs and transactions.
- Launch of secure online and telephone system for service payments.
- Upgrading and improvement to the southwilts.com community website.
- 50% of Salisbury District Council services capable of being e-enabled now online.

### Maintained Council Housing

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

- 129 properties have been fully electrically rewired.



- 2863 properties received improvements to loft insulation.
- 53 properties had their cavity walls filled.
- 333 properties had their kitchens replaced and modernised.
- 376 properties had their bathrooms replaced and modernised.
- 296 properties had their external doors replaced.
- 40 properties were fitted with replacement UPVC double glazing.
- 79 properties had full replacement central heating installed.
- 106 properties had their roofs renewed.
- Commencement of a stock option appraisal.
- Achieved “average” rating from GOSW for the Housing Revenue Account Business Plan.
- Highest ever tenant satisfaction with overall service (85%).

### **Delivered More Affordable Housing**

- Through the planning process, provided 118 new affordable homes throughout the district.
- Ceased using B. & B. and moved all households into their own accommodation.
- Supported the appointment of a county-wide Rural Housing Officer.
- Secured funding through the Wiltshire Teenage Pregnancy Unit to support Young Mothers.
- Opened a Young Mothers Project.
- Opened three shared houses for single people.
- Launched the Backup Service to help people secure housing in the private sector.
- Increased our portfolio of leased properties from 120 to 150 properties.
- Published a Homelessness Strategy.
- Published a Private Sector Housing Strategy.

### **Improved Waste Management**

- Statutory consultee on the Wiltshire and Swindon Waste Local Plan.
- Working with the Wiltshire Waste Partnership to introduce waste minimisation, re-use and recycling initiatives.
- Introduced kerbside bags to 4,000 households for improving the collection of paper and cardboard for recycling.
- Commenced a new contract for improving the removal of abandoned vehicles and compliance with End of Life Vehicles (ELV) requirements.
- Adopted a comprehensive Salisbury District Council Strategy for Waste Minimisation Re-use and Recycling.
- Progressive introduction of cleaner fuelled vehicles undertaking Council business.
- Improved regulation of trade waste producers.

### **Improved Transportation**

- Took on responsibility for on street parking control and increased parking capacity, whilst reducing congestion through control of illegal parking.
- Development and roll-out of Intelligent Transport System for Salisbury.
- Planning approval gained for Wilton and Downton Road Park and Ride sites and land acquired.
- Improvements to bus stop infrastructure.

- Enhancement of city centre streets.
- On-going roll-out of residents' parking schemes.

### **Improved Community Safety**

- Establishing Alcohol Exclusion Zones in Amesbury and Salisbury City Centre.
- Adoption of 'toolkit' providing guidance to parishes and towns on implementing alcohol exclusion zones.
- Production of policies and procedures for tackling anti-social behaviour.
- Distribution of £140k of Home Office funds on community safety projects across South Wiltshire tackling domestic violence, drug & alcohol misuse, youth issues, problems on Bemerton Heath and the Friary, anti-social behaviour and diversity.
- Appointment of Community Safety Partnership Task Group Co-ordinator.
- Appointment of Community Safety Partnership Anti-Social Behaviour Reduction Officer.
- Introduction of Police Community Support Officers in targeted areas of the district.
- Joint production of Anti-Social Behaviour Toolkit for Wiltshire and training held for practitioners in South Wiltshire.
- Improved multi-agency working by using prevention, intervention and enforcement measures to tackle anti-social behaviour.
- Pilot for south-west in Community Safety Partnership Self-Assessment procedure.
- Completion of Anti-Social Behaviour Scrutiny Review.
- Enhanced press profile through use of Community Safety Partnership Press Officer.
- Continued support for rural Community Safety Partnerships linked to the South Wiltshire Strategic Alliance – funding provided for youth projects and distraction burglary projects.

### **Meeting the Financial Challenge**

- Band D Council Tax in lowest 25% of District Councils.
- Increased income from fees and charges by £190k using benchmarking and market knowledge.
- Realised £160k of savings with minimal impact on frontline services.
- Generated over £5m in capital receipts in the year.
- Revised Medium Term Financial Strategy to reflect financing of priorities.
- Commenced detailed action plan for corporate governance.
- Remained Debt Free going into new prudential system to take advantage of transitional arrangements.
- Facilitated public consultation exercise on the budget setting for 2004/05.
- Scrutiny involvement in budget setting process.
- Identified invest to save and invest to improve resources.
- Early closure of accounts ahead of legislative requirement.

### **Improved Performance**

- Completed Best Value Review of Street Services.
- 43% of published performance indicators in upper quartile compared to 39% last year.
- 73% of published performance indicators improving on last year.
- 7 of the Council's priority indicators in upper quartile compared to 3 last year.

- 11 of the Council's priority indicators either met their target or were within upper quartile.
- 13 of the Council's priority indicators improving on last year.

### **Partnership Working and Community Engagement**

85% of the targets included in the districts first Community Plans 2000-2003 have now been achieved. A summary by key theme is listed below.

#### **Traffic and Transport**

- Real-time passenger information at bus stops on the Key Bus Network coming on line.
- Concessionary fares extended to men aged 60 and over.
- 30 and 40 mph speed limits installed in villages.
- Walking Buses established at Christ the King Primary School (Amesbury), Downton, Morgan's Vale, Winterslow & Woodfalls Primary Schools.
- Beehive Park and Ride keeps 400 cars a day out of the city centre.
- Pedestrian access enhanced in Fisherton Street & New Canal, Salisbury.
- Permanent tourist coach parking facility established in city.
- Bus priority scheme set up in Castle Road.
- 170 long stay parking spaces been converted to short stay following the opening of the Beehive Park & Ride.
- Cycle route to Salisbury District Hospital constructed.
- Walking map to encourage residents to walk for health purposes has been published.

Targets not achieved:

- It has not been possible to improve bus services due to driver shortages in the area. However, Wilts & Dorset is now under new ownership and working with the Joint Transportation Team to improve services.
- The planning application for a pedestrian crossing over Minster Street in Wilton was withdrawn.
- The Salisbury Share-a-Lift-to-Work scheme is no longer in operation.

#### **Health & Welfare**

- 10% more older people now supported in their own homes, rather than having to move to a care home.
- Funding continued for the Salisbury District Carers Network.
- 78% of patients now receive hospital treatment within 6-months, an improvement of 6%.
- 98% of breast cancer referrals are seen within two weeks.
- Death rate from stroke and coronary heart disease for people under 75 years has been reduced by 4.5%.
- Death rate from cancer for people under 75 years has been reduced by 5.2%.
- 81.4% of women are screened for cervical cancer.
- Teenage pregnancy rates have dropped by 5.2%.
- The South Wiltshire Credit Union was launched in 2002.
- Doorstep Walks are in place for Salisbury, Tisbury and Amesbury.
- £750,000 of lottery funding achieved for a 'Healthy Living Centre' in the Mere & Tisbury Areas.

Targets not achieved:

- Immunisation rates for two year olds are currently 93.5% (target was 95%).

### **Crime**

- A 'life line' service has been set up for victims of domestic violence.
- 'Bobby on a bike' and newsletter about crime in Wilton.
- Warning signs erected at vehicle crime hotspots in Mere and Tisbury areas.
- £20,000 received from the Home Office for CCTV in Wilton matched by £1,000 each from 20 businesses.
- 5 Community Support Officers appointed.
- In Amesbury 20 cameras installed in homes of elderly and vulnerable people who have been repeat victims of burglary.
- Drinking banned in four designed areas in Amesbury to address crime and disorder caused by people gather to drink in open spaces.

Targets not achieved:

- The number of drug-related crime incidents increased by 7% between 2001 and 2002, in line with national trends.
- It has not been possible to increase the number of police officers on the beat.

### **Rural Life & Vibrant City**

- Enhancements carried out in Amesbury town centre.
- Local Plan policy now requires all major housing developments to provide a minimum 25% of affordable housing.
- A new business park (Solstice Park) is due to be built outside Amesbury over the next 10 years.
- Developer contributions of approximately £400,000 per year are collected to fund new or improved outdoor recreation in association with new residential development.
- An A-Z guide of council services was jointly published between the District and County Councils.
- Additional mini-recycling centres have been provided in Quidhampton, Netherhampton, Kilmington, East Knoyle, Chilmark and Wyle. Sites in Maiden Bradley and Zeals are to follow.
- Policies for the conversion and re-use of redundant buildings for local employment use are not in the Local Plan.
- Downton Leisure Centre receive an annual grant of £22,000 from Salisbury District Council.
- Rural businesses are supported through the Rural Regeneration Partnership, Wiltshire Foodlinks and Rural Business Club.
- A Salisbury city centre 'Access Guide for People with Mobility Problems' was published.
- New community facilities have opened in Barford St. Martin.
- A new library has been opened in Downton.
- A Tourist Information Centre has been established in the Mere library, enabling an extension of opening hours and creating a 'one-stop-shop'.
- The tourism internet site ([www.visitsalisbury.com](http://www.visitsalisbury.com)) is recording an average 10,000 sessions and 45,000 page views per month.

Targets not achieved:

- In February 2002, 25% of people of working age in employment had an NVQ level 4 qualification or higher (target was 30%).
- Funding for 'The Workout' mobile employment, training and advisory service was discontinued due to lack of tangible outcomes.

### **Young People**

- A panel of young people called 'Tomorrow's Voice' was established in February 2000 to provide information about young people's needs and priorities across Wiltshire.
- Junior Good Citizen has been established.
- The Local Plan contains a policy which ensures that all new housing developments include youth facilities.
- All schools comply with Government limits on infant class sizes i.e. there are no classes over 30 unless there are exceptional circumstances.
- A Foyer scheme providing accommodation, training and employment for young people was opened.
- A Youth Summer Leisure Credits Scheme, where young people work in the community to earn credits for outings and activities, is in operation in the Mere & Tisbury areas.
- Young people in the Tisbury area can borrow a moped for six months to help them get to work or college under the Moped Access Project

Targets not achieved:

- Funding for the Graduates into Business scheme led by Salisbury Learning Partnership was unavailable after 2000/01.
- The target for 80% of children to reach national standards for reading, writing and arithmetic has not been reached.

The second generation of Community Plans will be completed in July 2004. The preparation of the plans has included a variety of consultation methods including:

- |                                       |                                   |
|---------------------------------------|-----------------------------------|
| • Community Questionnaire             | • Peoples Voice Panel             |
| • Working Group Meetings              | • Parish Councils                 |
| • Village Design Statements           | • Community / Parish & Town Plans |
| • District & County Councillors       | • Specific surveys e.g. housing   |
| • Local Community Safety Partnerships | • Community Groups                |
| • Resident Associations               |                                   |

The purpose of the Community Questionnaire was to provide residents with the opportunity to identify priorities for their area.

Approximately 49,000 households received the questionnaire and a respectable 37.44% were returned.

The number of questionnaires returned by area is as follows:

Amesbury	4,164	City	6,413	Downton	3,534
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Mere	1,025	Tisbury	1,390	Wilton	1,818
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### **Summary of Results by Community Planning Area**

- Looking after the roads is the top priority for five of the six areas with City being the exception.
- Houses local people can afford features within the top six priorities for each area with again the exception of City.
- Cleanliness of roads, streets & open spaces falls within the top six priorities for four of the areas with the exclusion of Mere & Tisbury.
- Looking after the environment is a top priority for Mere, Tisbury, Wilton and Downton but does not rank within the top six for Amesbury or the City areas.
- Reducing crime was the top priority in 1999 for Mere and has slipped down the table to fourth position in 2003 and this might be attributed to the successful Community Safety Partnership in the area.
- Looking after roads was and remains the top priority for Tisbury and is the top ranked issue across all community areas, we do see an improvement in reducing crime for the area with this priority moving from second to fifth place.
- Wilton rates protecting local facilities higher than any other area and we can assume has seen an improvement in vandalism and anti-social behaviour which was voted top priority in 1999 and now ranks ninth.
- We can suppose that activities and facilities for teenagers has improved in Amesbury with the priority moving from third position in 1999 to sixth in 2003 however, they give greater priority to this issue than any other area.
- In Downton we can see that vandalism and anti-social behaviour remains second highest priority for the area and roads have moved from third to top; Downton also ranks looking after the environment higher than any other area.
- We can presume that traffic congestion has improved in the City area with this priority moving from top to third position with the top spot being replaced by vandalism and anti-social behaviour the second highest priority across the district.

Analysing the results on a district wide basis provides the following priorities:

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

The results of the Community Questionnaire and other consultation methods have been used to inform the Community Plans.

The plans will be based around the ten themes identified by the Wiltshire Strategic Board and by differing in look, style and content will, it is hoped, gain ownership by the communities themselves.

Councillors at all levels, SWSA, the Peoples Voice Panel and the South Wiltshire Action Against Poverty were consulted on the draft plans published in April 2004. This provided a 'reality check' to plans regarding their achievability, supported ownership at all levels and worked towards making the plans SMART (Specific, Measurable, Achievable, Realistic and Timely).

Final plans shall be circulated in June 2004 and targets shall be available for inclusion in the Corporate Plan 2005/06.

## **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 2003/04 include:

- **Staff Training** – The Council improved its system for staff appraisals and retained its Investors In People Award. Equalities training was provided for all staff.
- **Councillor Training** – Induction training for new councillors was introduced, together with an annual system of appraising councillor training needs.
- **Recruitment and Retention of Staff** – Training offered to managers on recruitment and selection of staff. Employee induction training has been significantly improved. A staff opinion survey has been undertaken. Savings of around £70k per annum have been identified through a revised approach to the use of agency staff.
- **Reducing Sickness Absence** – A new procedure for managing sickness absence has been implemented, new reporting and monitoring arrangements have been introduced to reduce sickness absence. Average days lost per employee reduced from 11.6 days in 2002/03 to 8.53 days in 2003/04.
- **Personnel Policies** – 16 new or improved policies were introduced. Examples include Sickness Absence Management, Stress in the Workplace and Grievance Procedure.
- **Project Management** – Managers have been trained in project management skills to ensure that resource implications are properly understood and made available and to inform the consideration of the Council's overall capacity.
- **Corporate Capacity** – Integrated Change Management and Performance Monitoring systems have been introduced to measure, prioritise and monitor progress on projects and tasks undertaken by the Council. The objective is to ensure that the Council's priorities make satisfactory progress whilst ensuring that the organisation does not become overstretched.

## **Achieving External Accreditation**

*To be completed following receipt of final CPA report.*

## Improvements through Best Value

Our approach to Best Value has developed significantly since the Council first approved in 1999 a weighted programme of 77 Best Value reviews covering all services over a five year period. The weightings were based on how critical the services were and how far they were from the ideals of Best Value. The programme was later revised and individual reviews have been amalgamated into larger, more strategic, cross-cutting reviews.

Best Value reviews are conducted and considered by:

- A Project Management Team to set the objectives, monitor progress and sign off the final report, consisting of Member(s), Policy Director, Community/Customer Representative(s), Union Representative(s), "Critical Friend", relevant officers.
- A Working Group of relevant officers and the "Critical Friend" to undertake key tasks.
- The Scrutiny Panel.
- The Cabinet.

### Best Value Results 1999-2004

Year	Title of Review	Services Included	Best Value Inspection Rating
1999/00	Housing Repairs	-	2* / Unlikely to improve.
1999/00	Pest Control	-	No inspection carried out
2000/01	Car Parking	-	2* / Promising prospects for improvement
2000/01	Development Control	Planning	1* / Promising prospects for improvement
2000/01	Elections and Electoral Registration	-	No inspection carried out
2000/02	Environmental Stewardship	Environmental issues within the Council	No inspection carried out
2000/01	Conservation	Planning Conservation	No inspection carried out
2000/01	Housing Benefits	-	No inspection carried out
2001/02	Community safety	This was a joint review between all the Wiltshire districts the County Council and the Police	2* / Promising prospects for improvement
2001/02	Leisure and sports facilities	Guildhall, City Hall, Tisbury, Durrington and Salisbury sports centres, Parks and grass cutting including nature conservation, Cemeteries and Crematorium	2* / Promising prospects for improvement
2001/02	Customer care and communication	Receptions, Hours and methods of	No inspection carried out



		operation, Marketing and Communication Services, Communications and consultation strategies, Publications, Signage	
2002/03	Corporate Support Services	Financial, IT, Personnel and Payroll, Legal and Property, Best Value, Democratic services	No inspection carried out
2002/03	Services for Older and Vulnerable People	Housing adaptations, Housing Control Centre, Sheltered Housing and Wardens, Shopmobility	No inspection carried out
2003/04	Street Services	Parks and open spaces, tree management, street cleaning, household waste collection, recycling, public conveniences, dog fouling, abandoned vehicles, street furniture, public art, road safety, community safety, CCTV	To be completed in 2004/05
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	To be completed in 2004/05

For 2004/05 the Council had planned to undertake Best Value Reviews of:

- Services to Households – covering Council Tax and benefits, environmental health personal services and building control personal services.
- Services to Businesses – covering Business rates and grants, Economic Development, Environmental Health Business Services, Building Control, Tourism Services.
- Community Services – covering forward planning, nature conservation, community development, social inclusion, transportation.

However, following our CPA review in 2003/4 it has been decided not to undertake these reviews but to revise the Best Value Review programme.

This revised programme will be based on our CPA assessment and will concentrate reviews for future years on those areas identified as being “areas for improvement”. This approach has been discussed and agreed with our external auditor.

An outline of the Audit and Inspection of Salisbury District Council is included as Appendix 2a).

A summary of each Best Value Review is set out in Appendix 1b)–1n) together with progress on implementation. Where the reviews have been inspected a summary of the Inspector’s Report is also included.

## Improvements through Scrutiny

One of the key roles of our four Scrutiny Panels is reviewing key policies and making recommendations on improvement.

The process for conducting scrutiny reviews is based on each panel:

- Developing an annual work programme for validation by the Overview and Scrutiny Co-ordinating Committee.
- Producing a 'Project Initiation Document'.
- Setting up a working group of councillors.
- Undertaking visits to best practice authorities, interviewing expert witnesses, holding discussion forums and research.
- Producing a final report with recommendations for the panel.
- Recommending findings to Cabinet/Full Council.

### Scrutiny Review Work Programme 2003-04

Scrutiny Panel	Topic
Community and Housing	<ul style="list-style-type: none"> <li>• Improving the Council's Contribution to Tackling anti-social behaviour.</li> <li>• Housing Stock Option Appraisal.</li> <li>• Best Value Review of Balanced Housing Markets and Decent Homes.</li> <li>• Best Value Review of Services to Older and Vulnerable people.</li> </ul>
Environment and Transport	<ul style="list-style-type: none"> <li>• Best Value Review of Street Services.</li> <li>• Review of Salisbury Transport Plan.</li> <li>• Monitoring of the implementation of the Strategy for Waste Minimisation, Re-use and Recycling.</li> <li>• Review of Sustainability/Environmental issues of the Council.</li> <li>• Review of Green Energy.</li> </ul>
Planning and Economic Development	<ul style="list-style-type: none"> <li>• Scrutiny Review of the efficacy (in meeting the scheme objectives) of the Council's 'R2' policy.</li> <li>• Scrutiny Review of the Council's buildings sustainability policy and practise; methods of ensuring that sustainability/green building design and construction is encouraged/enforced.</li> <li>• Scrutiny Review of the Council's planning enforcement policy and practice.</li> <li>• Scrutiny Review of the 'fit' between the New Planning Framework and the needs of the Business Community.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• IT Provision to Members.</li> <li>• Medium/Long Term Financial Strategy.</li> <li>• Top-slicing and Fees and Charges.</li> <li>• Indemnities for Members.</li> </ul>

The Council is in the process of conducting a review of its scrutiny role. The review is focusing on the following questions:

- Is the scrutiny function working effectively, is it focusing on the right issues?
- Are members, staff and stakeholders fully engaged?
- Does the current structure help or hinder effective scrutiny?
- Are adequate resources available?
- Has the organisation fully embraced the new role?
- Is the relationship between Scrutiny and Cabinet working effectively?
- Can we incorporate any lessons from emerging best practice?

The review has drawn its evidence from:

- Peer Review, CPA and District Audit reviews.
- Emerging best practice.
- Consultation with the Scrutiny Chairs.
- Members' workshops facilitated by the consultant Julia Wright.
- A review of the first 2 years

## **Key Areas for Further Improvement**

The council has achieved improvements in each of its priorities. However, it is not complacent and further work needs to be done if continued progress is to be achieved:

### **Improving Customer Services**

- Development of ICT Strategy for meeting e-government targets.
- Communication with the public.
- Customer access – investment in information management and disabled access.
- Better feedback to the community at large and to our key partners.

### **Delivering More Affordable Housing**

- Increasing the numbers of affordable housing.

### **Improving Waste Management**

- Sustainable waste management, focused on minimising and reducing waste as well as recycling.

### **Improving Transportation**

- Traffic congestion – opening planned park and ride sites.
- Access to rural transport.

### **Building the Capacity of the Organisation**

- Continuing to develop scrutiny role with Members and more involved in performance management.
- Enhancing project management skills across more staff.
- Embedding risk management, building on work to date.

### **Meeting the Financial Challenge**

- Continuing to develop a more robust longer-term financial strategy.
- Maintaining reduced rent arrears (BVPI 66.2).

### **Improving the Performance of the Council**

- Embedding performance management, including personal and team target improvements.
- Speed of processing minor planning applications (BVPI 109b).
- Speed of processing other planning applications (BVPI 109c).
- Consistent turnaround performance of land searches (BVPI 179).

## **Chapter 5**

### **Our Future Plans**

#### **Integrated Change Programme**

This chapter represents our '*Integrated Change Programme*' for 2004/05.

##### **Improving Customer Services**

We will over the next year:

- Transfer customer service staff in Amesbury from Redworth House to the Amesbury Public Library.
- Implement a review of cash handling facilities at public offices.
- Complete the first phase reviews of customer service processes.
- Implement a Customer Relationship Management system and associated telephony upgrades.
- Appoint Customer Services staff to new posts.
- Develop training programme for Customer Services staff and those supporting front line staff.
- Set out proposals for a district-wide strategy for public service access points.
- Agree in principle funding arrangements for the construction of new offices.
- Seek agreement from all interested parties on detailed plans for the new offices and submit plans for Planning Permission.
- Set out for consultation with our staff revised Green Travel Plan proposals that result from office centralisation proposals.
- Commence review of document handling, control, storage, retrieval and disposal.
- Review internal information management needs to support Customer Services staff, e-Government initiatives, statutory requirements (DPA 98/FoIA) and improve internal efficiency.
- Develop a Internet Marketing Plan.
- Rationalise and integrate Council sponsored internet sites into corporate programme.
- Complete integration of Land and Property Gazetteer.
- Implement a corporate electronic forms system to e-enable service applications.
- Establish and publish authentication/identification and security protocols.
- Publish generic e-mail addresses.
- Implement a corporate e-mail alert system for internal and regular external users of web based services.
- Introduce an ongoing customer feedback scheme.
- Review our approach to social inclusion/diversity.

##### **Maintaining our Housing Stock**

We will over the next year:

- Allocate resources to complete an annual improvement programme.
- Prioritise works on continuing to meet the Decent Homes Standard.
- Continue with the programme to meet tenants priorities of new kitchens, bathrooms and external doors.

- Complete the Stock Option Appraisal, including consultation with tenants.
- Implement the Tenants Compact.
- Produce an Anti Social Behaviour Policy.
- Submit a 'fit for purpose' Housing Revenue Account Business Plan to GOSW.

### **Delivering More Affordable Housing**

We will over the next year:

- Continue implementing the recommendations of the Scrutiny Review.
- Target a new interest free loan facility to help bring back into use empty properties.
- Complete the Best Value Review of Balanced Housing Markets and Decent Homes.
- Evaluate the benefit of a partnership with Assetrust to deliver affordable homes.
- Evaluate the benefits of introducing choice based lettings.
- Review the Registered Social Landlord Strategic Partnership.
- Raise the profile of the council's role in enabling affordable housing with the public and the Regional Housing Board.

### **Improving Waste Management**

We will over the next year:

- Introduce new kerbside collection schemes for glass, cans, paper, textiles and garden waste in some areas.
- Improve the servicing of recycling centres and develop additional community recycling sites.
- Increase the percentage of waste recycled to around 20%.
- 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.
- Implement a new dedicated trade waste bag/label scheme to improve management of the service.

### **Improving Transportation**

We will over the next two years:

- Continue to implement the Salisbury Transportation Plan.
- Open two new park and ride sites for commuters entering Salisbury from the West and South.
- Be well advanced with proposals for the development of the remaining two park and ride sites (a total of five sites).
- 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.

## **Improving Community Safety**

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

- Continue to tackle anti social behaviour and in particular implement the recommendations from the Scrutiny Review.
- 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.
- Role out section 17 training both within the council to officers and to Parish Councils and Elected Members.
- Further tackle drug and alcohol misuse.
- Further tackle domestic violence.
- Continue work on Bemerton Heath and the Friary.
- Continue street work, diversionary activities, citizenship and safer schools initiatives with young people.
- Participate in the 3<sup>rd</sup> Crime and Disorder Audit and contribute to the production of the 3<sup>rd</sup> Community Safety Strategy for South Wiltshire.
- Continue to enhance the profile of the Community Safety Partnership through the local media and ensure regular reporting to Elected Members and their communities.
- Develop Young Peoples Strategy.

## **Meeting the Financial Challenge**

- Undertake Corporate Efficiency Review.
- Implement Invest to Save/Invest to Improve Protocol.
- Agree in principle funding arrangements for the construction of new offices.
- Complete and implement a review of cash handling facilities at public offices.
- Develop and implement phase 2 of the Financial Management System.
- Recruit an External Funding Advisor.
- Adopt a policy to strengthen key controls and audit/monitor operation of financial systems.
- Implement CIPFA/SOLACE Governance Arrangements.
- Produce integrated performance and financial monitoring reports on a quarterly basis.
- Adopt treasury management arrangements in line with CIPFA code.
- Introduce prudential indicators.
- Embed risk management processes.
- Introduce outcome based targets into voluntary sector agreements.
- Produce updated Capital Strategy and Asset Management Plan.
- Evaluate outcome of public consultation on the budget.
- Introduce new income collection system.
- Embed procurement strategy and practices.
- Introduce system to monitor efficiency savings.
- Extend arrangements for monitoring reallocation of budgets to support political priorities to other types of resources.



## **Improving the Performance of the Council**

We will over the next year:

- Produce a quarterly monitoring report for Cabinet, Scrutiny Panels and Management Team.
- Approve an “Invest to Improve Performance” initiative with a Capital allocation and policy criteria for assessing proposals under the scheme.
- Investigate the feasibility of developing a programme to independently review service areas where potential performance improvements are considered possible.
- Increase performance so that 50% of our top 20 performance indicators meet national top 25% by April 2005.
- Review targets for existing published indicators to fully reflect political/organisational priorities and core values.
- Develop further local indicators to fully reflect political/organisational priorities and core values.
- Review the corporate Best Value Review programme in the light of the published CPA report and review of Scrutiny function.

## **Partnership Working and Community Engagement**

We will over the next year:

- Publish the second phase community area plans.
- Develop a three year plan to deliver and monitor SWSA's high level targets and community area plans.
- Evaluate community planning in each of the six community areas.
- Maintain and develop SWSA website.
- Support current groups and partnerships to develop work programmes that meet SWSA priorities and community area plans.
- Continue publicity campaign to ensure communities are kept informed on community area plan progress.
- Maintain and strengthen links with Councillors to develop their role in community planning.
- Map partnerships working in South Wiltshire and establish working relations to bring community area plans to fruition.
- Develop and implement co-ordinated approach to consulting and involving hard to reach groups for SWSA partners.
- Restructure SWSA to strengthen the partnership and minimise or remove the weaknesses identified in the partnership self assessment review.

## **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 2004/05:

- **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.

- **Complaints** – We will further improve our complaints procedure by systematically analysing the underlying trends generating complaints and revising our services accordingly.
- **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.
- **Scrutiny Panels** – We will review the Scrutiny function and implement new procedures and practices to further improve this vital function.
- **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.
- **Customer Contact Centre** – We will implement phase 1 of the Contact Centre which, in addition to providing a better service to the public, will also generate considerable efficiency savings.
- **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 8 days. We will also seek a better understanding of stress in the workplace and reduce this as a factor in sickness absence.
- **Personnel Policies** – New or revised policies will be implemented on:
  - Work Life Balance.
  - Annual Leave.
  - Market Forces Supplements.
  - Honorarium Payments.
  - Capability.
  - Relocation.
  - New Employee Support.
  - Working Time Arrangements.
  - Electronic Communication.
  - Provision of References.
  - Harassment and Appeal Procedures.

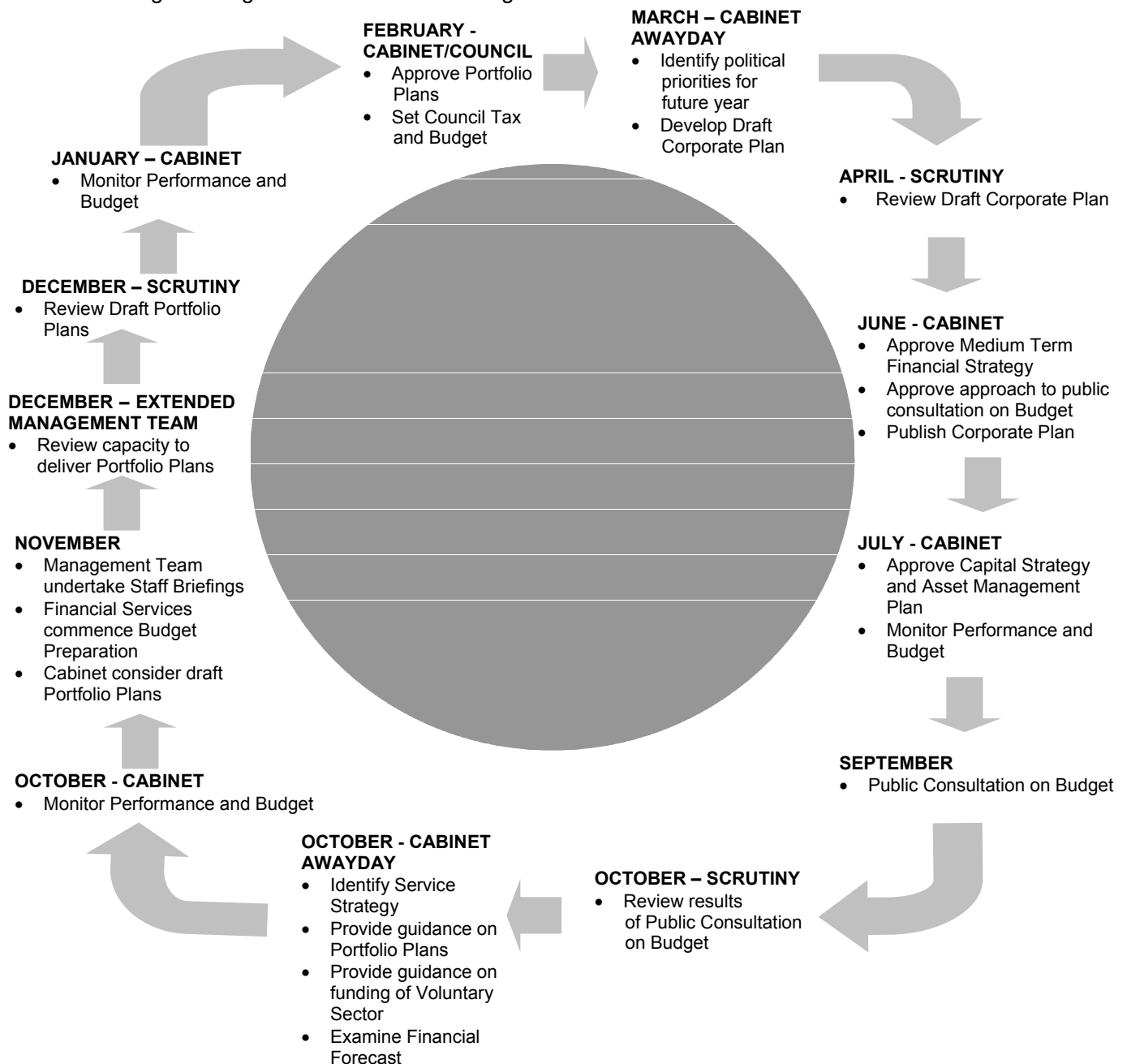
## Chapter 6

### 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

'Our Future Plans' summarises the '10 Themes' in the Integrated Change Programme. We recognise that these '10 Themes' will only be achieved through corporate working both internally and, for some themes, with partner organisations. Each of the '10 Themes' is supported by a cross cutting multi-disciplinary board. These boards have produced a 'Project Plan' which summarises the key objectives and anticipated outcomes.

Some of the '10 Themes' are interdependent and unless they are viewed holistically, we may not achieve our ambition. A 'trouble shooting' group has therefore been set up to consider interdependent impacts. This group's work will enable potential difficulties to be flagged up and possible solutions to be offered for Cabinet consideration.

In addition to the Integrated Change Programme, there are four Portfolio Plans covering Community and Housing, Planning and Economic Development, Resources and Transport and Environment. Each plan identifies key service specific activity for the year ahead. Copies of the Portfolio Plans are included at Appendix 3a)-3d).

Each individual project supporting the '10 Themes' is managed under a corporate project management framework. The framework requires each project to have a plan setting out the following information:

- 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?

Each project will have a *Project Sponsor* who is responsible for ensuring the project is meeting its objectives and monitors progress against budget and time and a *Project Manager* responsible for the delivery of the project.

At the completion of each project a 'post project review' is undertaken to capture learning and improvements that can be made.

## Risk Management

Implementing the 'Integrated Change Programme' and indeed carrying out any work requires 'Risk Management'. This requires the identification of significant risks, the consequences assessed and the most effective method of controlling and monitoring the risk established.

Our aim is to integrate '*Risk Management*' into the culture of the Council. We will identify:

- Strategic and major operational risks in each annual Portfolio Plan.
- Risks in each of the '*Themes of the Integrated Change Programme*'.
- Risks in each individual project areas.
- Operational risks within each Service Unit.

The Council has developed a standard format and guidance for use in the identification of risks, their classification and evaluation. Any risks will be classified according to the following categories:

- Political.
- Reputation.
- Economic/Financial.
- Environmental & Sustainability.
- Impact on People.
- Organisational capacity.

The risk will be assessed as to its likelihood and impact. Both impact and likelihood can be assessed as high, medium or low.

For risks that exceed the Council's risk threshold a risk management response will be developed. Depending on the risk a number of responses are employed:

- **Tolerate**, the Council may decide to accept and monitor the risk at the present time. This may be necessary for some risks that arise from external events.
- **Transfer**, the Council may decide to pass the risk on to another party. For example contractual terms may be agreed to ensure that the risk is not borne by the Council or insurance may be appropriate for protection against financial loss.
- **Terminate**, the risk may be such that the Council could decide to end the activity or to modify it in such a way as to end the risk.
- **Treat**, the Council may take actions or employ strategies to reduce the risk to the Council.

Project Risk Registers and the current status of risks will be reviewed as part of agreed monitoring procedures. Corporate risks identified within Portfolio Plans will be reviewed and amended as part of the overall quarterly monitoring reports.

## Performance Management

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. Our approach is based on:

- Senior managers and Councillors championing high performance.
- Learning from other organisations and within the Council about how to make improvements.

- Setting clear priorities for the Council as a whole and within each Cabinet Portfolio Plan.
- Helping people to understand that what we do has to change for improvement to happen.
- Involving staff and allowing people to take responsibility for driving improvement.
- Measuring what matters – we have identified our 'Top 20' Performance Indicators that support our political priorities and developed a computerised system that enables monitoring.

Appendix 4 contains:

- a) Summary of all Statutory and Local Performance Indicators.
- b) Explanation of Performance Indicator Variances.
- c) Summary of Salisbury District Council's Top 20 Performance Indicator Action Plans.

## Procurement

The Council recognises the importance of good procurement techniques in securing value for money and effective services. To this end it has established a Procurement Steering Group membership of which includes a Policy Director and a Member of Cabinet.

The Group has identified a series of challenges in securing good procurement. These are:

- The need to secure sustainable purchasing.
- Fragmented purchasing arrangements with common goods and services bought by individual business units.
- Frequently purchased items not properly market tested.
- Examples of modern procurement, e.g. partnering contracts, exist but are not widely disseminated.

The Group has taken action to rectify these weaknesses. It has:

- Secured single contracts for common items such as electricity, paper, stationery and mobile phones, whilst at the same time ensuring sustainability. For example, all our electricity is from "green" sources and paper and stationery supplies are of recycled (or recyclable) material.
- Agreed to use the services of the Group as a reference point for major procurement to help disseminate best practice and encourage greater consistency.

During 2003/4 the following have been achieved:

- |   |                   |
|---|-------------------|
| • New print room photocopier            | saving £12,000 pa |
| • New contract for agency staff         | saving £36,800 pa |
| • Least cost routing of telephone lines | saving £20,000 pa |

During 2005/6 the Group intends to evaluate and improve procurement in the following areas:

- |                                 |                         |
|---------------------------------|-------------------------|
| • Standard advertising contract | Target saving £5,000 pa |
| • Washroom facilities           | Target saving £7,000 pa |

- Reduced use of computer priorities      Target saving £10,000 pa
- Reduced use of water coolers      Target saving £10,000 pa

Other areas for improvement in 2005/6 are:

- Implementation of the National Procurement Framework
- Enabling e-procurement
- Implementing framework agreements for frequently purchased goods.

## Chapter 7

# Resource Investment

## Providing the Building Blocks

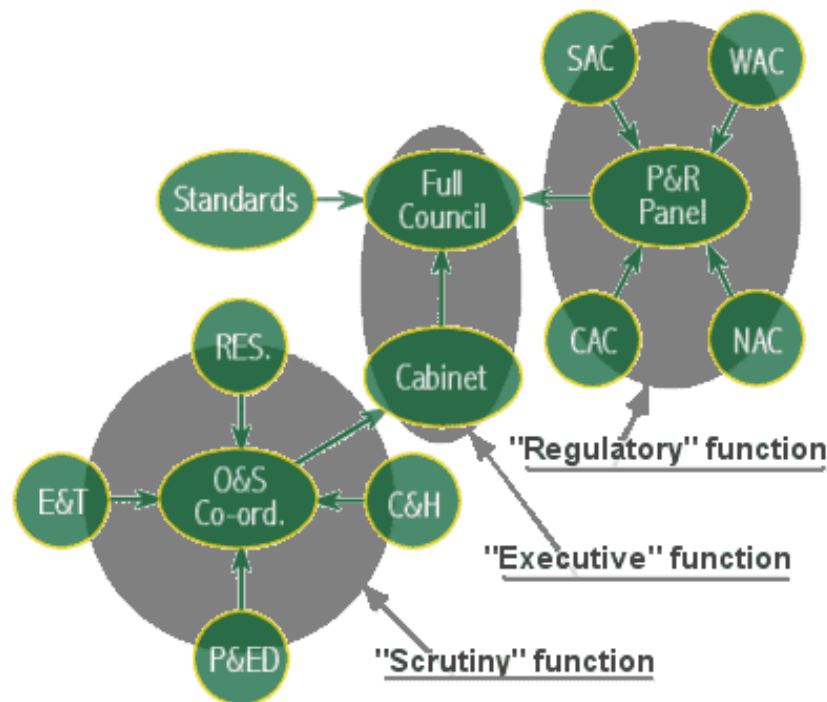
This plan has set out what we want to achieve and how we intend getting there. The final ingredient needed to achieve our ambition is resources; both people and money.

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 "Away 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.

A high degree of local choice has allowed the Overview and Scrutiny Panels to adopt a variety of forms. For example, one panel chose to appoint smaller sub-panels to do the bulk of work of gathering evidence and producing a report.

Towards the end of the 2002-03 members began a review into the scrutiny process and began to make initial recommendations for its continuing improvement and development. Despite the weaknesses identified both locally and nationally there is now a growing acceptance of the approach and a greater understanding of the potential of scrutiny.

Two scrutiny reviews – Affordable Housing and Waste Management – are both recognised as excellent examples of the way in which the broader membership of the Council can invest its time and energy to really influence policy development. Scrutiny has also been successful in supporting the Best Value Review process. Call in has been invoked on three occasions with mixed impacts on Cabinet decisions.

### **Councillor Training, Development and Support**

To support councillors in their increasingly complex roles requires sound training, development and support. Our broad approach continues to include:

- The provision of an induction programme.
- Regular training events throughout the year.
- Access to appropriate external training courses and conferences.
- The provision of home laptops/PCs, mobile phones, stationary and support as necessary.
- Councillor facilities such as a Member Room.

A Members training and development policy, strategy and plan has been developed and actions and initiatives will be undertaken in accordance with these provisions.

A Member skills and knowledge matrix has been identified and includes the following areas of skills/knowledge development:

- |                           |                        |
|---------------------------|------------------------|
| - Advocacy                | - Managing Information |
| - Assertiveness           | - Managing workload    |
| - Change Management       | - Media                |
| - Communications          | - Meetings             |
| - Community engagement    | - Organisational       |
| - Councillor role         | - Policy               |
| - Creativity              | - Priorities           |
| - Finance                 | - Problem solving      |
| - Interpersonal           | - Public speaking      |
| - IT                      | - Stress               |
| - Learning & Development  | - Writing              |
| - Management & Leadership |                        |

Relationships between councillors and between councillors and staff are highly constructive. Cross party working is the norm. Chairs of Scrutiny are held by opposition councillors. Area Committees which are not politically proportionate continue to be a resounding success.

Similarly, relationships between councillors and staff continue to be very positive. At an informal level councillors have access to relevant staff to deal with constituency issues. Councillors are regularly involved with officers on corporate working groups and senior managers are in regular contact on

politically contentious issues with opposition members benefiting from officer briefings as well as leading members of the Cabinet. The Council's Constitution does set out a councillor/officer protocol but informal relationships have been more important in determining the way the Council operates.

In the last year councillors have been developing their role as community leaders, through community planning. We now have some impressive examples of the way councillors can apply community planning and development processes to provide leadership in their wards and area committees are now getting more regularly involved in the production and monitoring of the second phase of community plans.

## **Investing in Staff**

- The main ways in which we plan to invest in employees during the coming year are outlined in chapter 5 (Future Plans).
- Our aim is to achieve a workforce which is motivated, clear about priorities, have the right tools for the job, possess the right skills, knowledge and experience and are customer focused and enjoy providing a high quality service to the public.
- Our range of 'people policies' are designed to achieve these aims.
- In particular, we continue to seek to achieve an organisational culture which enables the Council's values to be lived by its employees and its priorities met.

## **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 2004/05:

### **Essential**

- Transportation and car parks.
- Forward planning.
- Waste collection and recycling.
- Housing enablement.
- Democracy.
- Housing management.
- Housing benefits.
- Environmental health.
- Council tax and NNDR.
- Development control and enforcement.
- Marketing, PR and communication.
- Community Safety.

### **Very Important**

- Finance.
- Personnel and training.
- Building control.
- Abandoned vehicles.
- Community development and planning (including partnership working).
- Tourism.
- Shopmobility.
- Land charges.
- Sheltered housing.
- Corporate Management.
- Office support.

### **Important**

- CCTV.
- District sports centres (5 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**

- Conservation.
- 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

This approach to budgeting has led to a significant shift in the financial resources that support our priorities. The following summarises investment and shifts in resources:

#### Improved Customer Services

- Investing £634k in hardware/software/business process re-engineering and training over three years.

#### Improving our Housing Stock

- The Council will determine its future funding of this priority at the conclusion of the Stock Option Appraisal Process.

#### Delivering More Affordable Housing

- The Council expects to invest over £3m of its own resources over the next three years.

#### Improving Waste Management

- In partnership with Wilts County Council the Council will invest over a million pounds in recycling over the next three years.

#### Improving Transportation

- Salisbury District Council in partnership with Wiltshire County Council will be investing £5.7m of Government funding in 2004/04 for this priority.

The Council's overall financial position is contained within Appendix 5:

- a) Summary of the Medium Term Financial Strategy 2004/05.
- b) Income Budget for 2004/05.
- c) Spending Budget for 2004/05.
- d) Portfolio Budgets 2004/05.
- e) Explanation of Budget Variances.
- f) Summary of Capital Programme.

## **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 functions are fair and open.

The action plan outlines development in three key areas:

- Service provision.
- Local democracy and consultation.
- Employment.

A working group has been established to implement and monitor progress against the action plan.

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”. The Council considers that it has achieved level 2 during 2003/04 and aims for Level 3 in 2004/5.
- Best Value Performance Indicator 2(b) covers “the duty to promote race equality”. The indicator is expressed as a percentage against a list of actions. The Council considers it has attained a score of 53% in 2003/4.

During 2003/4 the Council has:

- Undertaken equalities training for its staff.
- Published a commitment statement on diversity in partnership with Salisbury Community Action and South Wilts NHS.
- Identified services which have an impact on ethnic minority or hard to reach groups.

## **Investing in Information and Assets**

The Council is responsible for receiving and managing vast quantities of information much of which is personal and/or sensitive. We have to ensure that the rights of individuals are maintained through the appropriate use of the Data Protection Act. Furthermore we want to be an open and honest Council, which allows accessibility to all of our public documents via the Publication Scheme and the Information Catalogue.

We have invested in:

- A Corporate Information Manager to manage the strategic and tactical issues flowing from the Data Protection and Freedom of Information Acts, including Information Security, Records Management and the Business Continuity Plan.
- Online access to Council minutes and agendas.
- Access to plans and documents relating to Planning Applications.

The Council is about to embark on a review of how it manages, stores, records, retrieves and disposes of all of its corporate information, with a view to making most information available electronically.

The Council is also responsible for land and buildings both for operational purposes and for investment purposes. We are investing resources into ensuring the assets are still relevant, fit for purpose and well maintained. This is managed through the Council's Asset Management Plan, which is reviewed annually to ensure a strategic fit with the Council's political priorities and financial strategies.

## **Chapter 8**

### **Conclusion**

This Corporate Plan, brings together in one strategic document, our vision, ambition, values, achievements and future plans. We want it to be a working document.

It is aimed at councillors, staff and partners. It will assist new councillors, staff and partners in understanding the Council's work in the coming year. It will also enable councillors and managers to monitor progress, drive improvement and make best use of resources.

Finally, we hope that it helps to create a sense of pride in the wide range of work that is undertaken on behalf of the communities of Salisbury and South Wiltshire.

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 SDC will be in 5 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 5 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 Alliance 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, Comprehensive Performance Assessment, 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 Corporate Performance Assessment 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 SDC 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. SWEP'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 Alliance'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 twelve PSA targets and SDC 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 WCC 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 South Wiltshire Alliance 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 SDC has significantly reduced:
  - The Leisure Trust employs former SDC 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 focussed 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 SDC 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 P Is. 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 Alliance 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 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 2003/4 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**

### **Best Value and Scrutiny**

- a) Audit and Inspection of Salisbury District Council.
- b) Housing Repairs Best Value Review Summary.
- c) Pest Control Best Value Review Summary.
- d) Car Parking Best Value Review Summary.
- e) Development Control Best Value Review Summary.
- f) Elections and Electoral Registration Best Value Review Summary.
- g) Environmental Stewardship Best Value Review Summary.
- h) Conservation Services Best Value Review Summary.
- i) Housing Benefits Best Value Review Summary.
- j) Community Safety Best Value Review Summary.
- k) Leisure and Sports Facilities Best Value Review Summary.
- l) Customer Care and Communication Best Value Review Summary.
- m) Corporate Support Services Best Value Review Summary.
- n) Services to Older and Vulnerable People Best Value Review Summary.
- o) Scrutiny Review of Waste Management and Recycling Summary.
- p) Scrutiny Review of Creating More Affordable Homes in South Wiltshire Summary.
- q) Scrutiny Review of Tackling Anti Social Behaviour Summary.
- r) Street Services Best Value Review Summary.
- s) Balanced Housing Markets & Decent Homes Best Value Review Summary.

## **Appendix 2 a)**

### **Audit and Inspection of Salisbury District Council**

In previous years, as part of the Government's Best Value regime, the Council was both inspected and audited by the Audit Commission.

Two main areas of work were undertaken:

- Best Value Inspectors examined a selection of our Best Value Reviews.
- Auditors reviewed the way in which we undertook Best Value Reviews to ensure that we satisfied statutory requirements as well as providing continuously improving services that met the needs and aspirations of the community. Specifically their work included auditing this Corporate Plan for compliance with statutory requirements as well as our performance against the performance indicators set by government.

The last Audit Report issued an unqualified report on the Council's 2003/04 Best Value Performance Plan and concluded that:

- the BVPP was compliant with the key elements required by the statutory guidance.
- the Authority has met the inclusion criteria, although there was one omitted performance indicator for 2002/03.
- two reservations were reported to the Audit Commission concerning published performance indicators due to system failures, which is the same number as last year.
- 3 significant errors in published performance indicators were identified, which is one less than last year.

The Report went on to make a number of recommendations to improve the system for collecting and collating performance indicators which the Council has accepted.

For 2004/05 the Inspection and Audit regime will change. If the results of the Council's CPA assessment place it in the good or excellent categories then the amount of audit and inspection it receives will be reduced. If SDC is placed in any of the other categories then the amount will stay the same or even increase.

The Government is currently reviewing the statutory requirements for auditing this Corporate Plan – currently only the Best Value Performance Indicators and the contracts statement (see Appendix 4a) are thought likely to be subject to statutory audit.



## **Appendix 2 b)**

### **Housing Repairs Best Value Review – Summary**

#### **1. Scope**

The review covered day to day responsive repairs with a budget of around £2m. Around 20,000 repairs are undertaken each year by a mix of external contractors and an in-house workforce.

#### **2. Consultation**

- Our consultations have shown that there are high levels of satisfaction with the Repairs Service.
- Both the Tenants' Survey and the "challenge" exercise demonstrated a strong preference for the Council's own workforce.
- There is a need to find a definitive measure of jobs completed on time, and a need to monitor jobs in progress to try and improve completion times.
- In view of the volume of repairs notifications being made via the phone, there is a need to investigate the use of telephone technology to improve efficiency.
- Attention needs to be given to improving the appointment system.

#### **3. Alternatives Considered**

The results of the consultation showed a big preference for the Council's Direct Labour Force. However, they carry out less than a third of the overall total of jobbing repairs and it was decided to continue with a mix of private contractors and the DLO with an emphasis on expanding the DLO where appropriate to meet tenant aspirations.

#### **4. Improvement Plan**

- Introduce Freephone Telephone Service.
- Expand DLO.
- Improve response times.
- Implement "Homewatch Scheme".
- Improve appointments system.
- Make environmental improvements.
- Make technological improvements.

All the improvements have been implemented.

#### **5. Best Value Inspectors Report**

The inspectors found that the Council provided a 'Good' two-star service to its tenants which was unlikely to improve significantly.

The inspectors said they believe that the Council provides a good service because:

- Tenants receive a prompt and good quality response when reporting emergency and urgent repairs. The repairs service deals with requests efficiently and effectively and completes over 97% of them within target times.

- 96% of tenants are satisfied with the repairs carried out in their homes.
- The cost of providing the service is comparatively low and productivity is high, especially for repairs inspectors. Staff are committed to providing a good service and maintaining the homes.
- Housing staff and the Council's contractors have a good knowledge of the housing stock and the staffing structure helps provide a customer-focused service.
- Homes are in a good condition and the Council balances the need for works between responding to problems and planning and programming work for the future.

However, the inspectors found that certain areas required further attention:

- The Department completes only 68% of category C repairs (5-day) and 62% of category D (20-day) repairs within target times.
- The Council has not fully involved tenants in setting standards for the service or monitoring performance in delivery.
- Access to the service to report non-urgent repairs is via a freephone answering service which is not favoured by tenants. They frequently bypass it in favour of direct contact with repairs staff.
- The Council relies on inconsistent and informal arrangements to ensure its staff and contractors deliver the service, and it has weak systems in place to monitor performance. This does not provide the Council with satisfactory means to ensure the consistent quality of the service or to rectify things when they have gone wrong.
- The Council has not assessed the cost effectiveness of some of its actions such as:
  - the expansion of the direct labour organisation (DLO);
  - the high number of site inspections;
  - its approach to recharging tenants for damage done; and
  - the low quality of some materials purchased.

Consequently, the Council cannot demonstrate that it is obtaining value for money.

## **Appendix 2 c)**

### **Pest Control Best Value Review – Summary**

#### **1. Scope of the Review**

The review examined the aims, objectives and operation of the Council's Pest Control Service including:

- The overall policy on the range of pests treated, standard of service and level and extent of charges made for certain aspects of the service.
- The management of the function and direct services provided by Environmental Health Services.
- The day to day pest treatment and advisory service provided by the Council's contractor, Rokill Ltd.

#### **2. Consultation**

- Through the Peoples' Voice.
- Ongoing customer satisfaction survey.

(The results indicated very high satisfaction rates – generally 85%-95% and above).

#### **3. Alternatives Considered**

- The extent to which the Council provides a pest control service and the overall policy on the range of pests treated.
- The standard of service and level and extent of fees and charges for the service.
- The method of providing the service by in-house provision and/or external contractor.

#### **4. Conclusions**

- The method of providing the service by Environmental Health Services and a private contractor working together provided best value.
- The Council should review its policies on the treatment of certain pests and the fees and charges for the services.
- Satisfaction with the service was very high.

#### **5. Improvement Plan**

- The Council should review its policy on the treatment of wasps and cluster flies. - completed April 2002
- The Council should review the service it provides to business premises. - completed April 2002
- The Council should review its charging policy, particularly in respect of the treatment of cluster flies, wasps and fleas. - completed April 2002

- The Council and Rokill should investigate the possibility of a morning or afternoon visit being offered by Rokill.
  - Consideration should be given to enhancing the operation of the service by the Council and Rokill exchanging all service information electronically.
  - The Council and Rokill should review the type of fuel used in vehicles used on the service to minimise environmental pollution.
- reviewed but not pursued due to financial and operational implications
  - under investigation
  - Rokill have tested several LPG vehicles and are still trying to find one suitable for their use.

## **Appendix 2 d)**

### **Car Parking Best Value Review – Summary**

#### **1. Scope of the Review**

The aims, objectives and operation of the Council's Car Parking Service including:

- Park and Ride.
- Off Street Car Parks.
- On Street Car Parking.
- Residents Parking.
- Enforcement, Administration and Management.

#### **2. Consultation**

- Through the Peoples' Voice.
- General Household survey.
- Surveys of Residents and Users.
- Community surveys.

#### **3. Alternatives Considered**

- In-house provision of the services.
- External contractor – for all or parts of the services.

#### **4. Conclusions**

- That the in-house service should be continued.
- That our performance compared well with others.
- That car parking was central to the achievement of the Council's integrated Local Transport Plan.

#### **5. Improvement Plan**

- Extra CCTV cameras.
- Variable message signs (car park guidance system).
- More car parks to receive "secure car park" status (on-going).
- Improved parking for the disabled (on-going).
- Improvements to and extension of residents' parking scheme (on-going).

#### **6. Best Value Inspectors' Report**

The car parking service provided by Salisbury District Council is a "Good" two stars service and will probably improve further.

The inspectors said:

- Car parks are clean, tidy and well maintained and residents and tourists enjoy good service from the 'parking ambassadors'.
- The Council is very clear on the environmental, economic and social benefits of providing good car parking and its' policies reflect this.

- There is corporate commitment to one of the key aspects of this policy, namely park and ride.
- Salisbury's already good parking service is well set to improve even more.
- Resources have been allocated to improvements via the Local Transport Plan and the Council's recent experience in introducing park and ride and decriminalised parking enforcement, coupled with clear corporate direction and commitment, demonstrate a clear track record and suggest a clear intention to achieve improvement.

The inspection report highlights a number of key strengths:

- Service aims are consistent with corporate aims and the Local Transport Plan.
- Local performance indicators suggest that the service compares well with other councils.
- Recent major changes have enabled the service to widen its role from one of primarily earning revenue to one of contributing positively to corporate transportation, financial and customer care aims.

However, inspectors also identified weaknesses:

- The Council's own best value review was reactive. It has been overshadowed by national and regional initiatives driving improvement and so its full potential has not been achieved.

To help the service improve, inspectors made a number of recommendations, including:

- Implement specific procedures for the recovery of debt.
- Develop a detailed plan for the introduction of future park and ride schemes.
- Produce an information and marketing strategy for park and ride to promote the use of existing and future park and ride facilities.
- Enhance services for users in rural communities by examining the benefits of working with parish councils to address parking issues beyond the city.

The Council accepted the recommendations and has already implemented the first three and works closely with parish councils on parking issues.

## **Appendix 2 e)**

### **Development Control Best Value Review – Summary**

#### **1. Scope**

The aims, objectives and operation of the Council's development Control Service including:

- Pre-application advice/discussion
- Receipt and Registration
- Consultation and publicity of applications
- Application processing (negotiation and adding value)
- Delegated and committee decision-making
- Despatch and notification of decisions
- Appeal administration and appeal processing

#### **2. Consultation**

- Through the People's Voice
- The General Household Survey
- Customer satisfaction surveys
- Parish and Town Council survey
- Focus groups of Members and Users

The results generally indicated very high satisfaction rates often 75%-90%.

#### **3. Alternatives Considered**

- In-house provision of the services
- External contractor – for all or parts of the services
- Joint commissioning

#### **4. Conclusions**

- In-house provision currently provides best value as external market is limited. Market scanning continues to identify opportunities.
- Consultancy should be bought in as required to supplement in-house expertise
- Performance should be improved and costs reduced
- Satisfaction with the quality of current service is high

#### **5. Best Value Inspector's Report**

An investigation of the Review document by the Audit Commission in 2001 resulted in the service being judged as a 'Fair' one star service with promising prospects for improvement.

In the summer of 2003, the Audit Commission revisited the service to check on progress. A further inspection was carried out by the Office of the Deputy Prime Minister (ODPM) in March 2004. Both inspectors were broadly impressed by progress on the Improvement Plan arising from the original inspection, and with the quality outcomes and community engagement arising from the service.

Both, however, identified the one remaining challenge facing the service was to meet the target set by Central Government contained within the national Best Value Performance Indicator (BVPI) 109. There are 3 targets within BVPI 109, which are set out below (current actual performance of the Council in brackets)

**BVPI 109 (a) – Major Applications**

Target 60% of applications determined within 13 weeks (48%)

**BVPI 109 (b) – Minor Applications**

Target 65% of applications determined within 8 weeks (42%)

**BVPI 109 (c) – Other Applications**

Target 80% of applications determined within 8 weeks (69%)

Both reports recognised the efforts already made to meet the target, eg a high quality performance monitoring system and restructuring of staff. However, both reports argued that further change would be needed, with the ODPM inspector pointing out that caseloads per planning officer at SDC were a good deal higher than in comparable authorities.

The Council has therefore drawn up a new Improvement Plan to meet the challenge presented by BVPI 109.

## **6. Improvement Plan**

Elements of the Improvement Plan include:

- An increase in decisions delegated to officers from 80% to around 90%
- Appointment of 2 extra planning officers to counter the caseload problem identified by the ODPM
- Streamlined publicity arrangements for 'Fastrack' applications
- Streamlined consultation arrangements with Parish Councils
- Streamlined arrangements for legal agreements attached to planning applications.
- External scrutiny of the business process by consultants (SERCO) to identify and remove barriers to improved performance.

Many of the improvements identified will commence in May 2004, with performance at or above BVPI 109 levels being reached or sustained within 6 months.



## **Appendix 2 f)**

# **Elections and Electoral Registration Best Value Review – Summary**

### **1. Scope**

- Introduction of the Representation Act 2000 including rolling registration, electoral pilots and postal voting on demand.
- Measures to increase registration and turnout.
- The provision of the services, especially contractual issues.

### **2. Consultation**

Consultation was undertaken through:

- The People's Voice.
- Surveys of candidates.
- Staff focus groups, surveys and training evaluations.
- Feedback from electors.

### **3. Alternatives Considered**

- In-house service.
- External Contractor.
- Joint Provision.

### **4. Conclusions**

- In-house provision of core functions mandatory or best provider.
- Additional resources required to meet new statutory requirements.
- Scope for savings exist by:
  - lengthening supply contracts.
  - changes to use of casual and temporary staffing.
  - introducing measures to reduce transport costs.

### **5. Improvement Plan**

#### **Electoral Registration:**

- Better liaison with the Military –  
Changes in address are notified by the Military and Electoral Registration is promoted through the Service's Official Guides.
- Further cross-authority working especially with the Revenues and Benefits and Housing Service Units –  
Commenced December 2002. Further improvements will be introduced with the introduction of the Customer Contact Centre.
- Improvements to canvasser training/Introduction of performance related pay –  
These improvements were introduced in 2001. As a result of the changes forms returned by canvassers increased from 25% in 2000 to 48% in 2003.
- Experiments with an additional stage of the canvass –

This service improvement was reviewed in 2003 following the introduction of the “opt out” Regulations. This review resulted in an experiment to reduce the canvass to two stages: an initial all postal canvass followed by a final stage based on postal and targeted personal canvassing. The experiment resulted in an approximate 3% reduction in canvass forms received and a 21% reduction in canvassing costs.

- Attainment of Crystal Mark –  
To be pursued as part of the implementation of the Customer Care and Communications Review).
- Introduction of a welcome pack for new residents –  
In early stages of development. Progress dependent on the new customer contact arrangements.
- Longer supply contract for printing Electoral Registration Forms –  
It has not been possible to negotiate longer contracts due to uncertainty about future legal changes.

#### **Elections:**

- Introduction of combined pollcards and absent vote applications –  
Introduced for the General/County Council Elections in 2001. At the District and Parish Council Elections in 2003 postal ballot papers were sent to approximately 10% of the electorate.
- Attracting Candidates/Improving Information Supplied to Candidates –  
An awareness seminar was held for prospective candidates before the 2003 District Elections and a pack was provided with details of electoral procedures, the new warding arrangements and information about the Council. Both the Seminar and pack were well received.
- Access survey of polling stations –  
A survey of polling stations where access difficulties had been notified was undertaken and additional ramps were provided for the District and Parish Elections held in 2003.
- Electoral pilot –  
The Council decided not to pursue an Electoral Pilot for the 2003 District and Parish Elections).
- Review to ensure maximum recharges of election costs –  
This has not been progressed as changes are awaited following a review by the Electoral Commission.

The review was highlighted for best practice in a report published by the Electoral Commission in 2002.

## **Appendix 2 g)**

# **Environmental Stewardship Best Value Review – Summary**

### **1. Scope**

The aims, objectives and operation of the Council's Environmental Stewardship function including:

- Identification of key areas for improvement and recommendations for action.
- Co-ordination and integration of ES into all council activity.
- Provision of professional advice to Members, managers and other staff.
- Evaluation and monitoring of environmental performance.
- Increase awareness and understanding of ES.
- Encourage and stimulate good practice.

### **2. Consultation**

- Through the Peoples' Voice.
- Service Users Survey.
- Environmental Sustainability Awareness Workshops.
- Environmental Sustainability Action Planning Workshops.
- Focus groups of Members and Users.

100% of those responded that the Council had been successful in setting clearly understood aims and that service units were clear about implementing them while 90% responded that they believed that the Council had been successful in raising awareness of environmental issues internally.

### **3. Alternatives Considered**

- In-house provision of the services.
- External contractor – for all or parts of the services.

### **4. Conclusions**

- In-house provision considered to be the only practical means of ensuring that this corporate management responsibility is complied with.
- Consultancy be bought in as required to supplement in-house expertise.
- Performance will continue to improve.
- Satisfaction with the quality of current service is high.

### **5. Improvement Plan**

- Introduce a 5 year Environmental Sustainability Action Plan (adopted Nov 2001).
- Develop an energy and water policy with consumption reduction targets (Draft approved).
- Establish an energy savings fund to collect and recycle savings from environmental initiatives (April 2003).

- Develop a new recycling plan to meet Waste 2000 and EU Landfill Directive targets (produced Mar 2003).
- Reduce CO<sub>2</sub> emissions from the Council vehicle fleet (8.28% reduction November 2003).
- Enhance staff awareness of ES (Environmental Champions Scheme Initiated September 2003).
- Initiate the development of an Environmental Management System (postponed owing to lack of finances).
- Consult regularly with the Service Unit Heads to assist them to implement ES (ongoing).
- Publicise the Council's ES achievements (ongoing).
- Assess the Council's ES performance against leading organisations to further the Council's take up of good practice (ongoing).

## **Appendix 2 h)**

### **Conservation Services Best Value Review – Summary**

#### **1. Scope**

The aims, objectives and operation of the Council's Conservation Service within the Planning function including:

- Conservation (listed buildings and conservation areas).
- Environmental enhancement in Salisbury City Centre.
- Historic building and conservation enhancement grants.
- Historic parks and gardens.
- Ancient monuments.
- Urban design.
- Trees and hedgerows.

#### **2. Consultation**

- The Peoples' Voice.
- The General Household Survey.
- Members Focus Group.
- Customer survey.
- Parish and Town Council survey.
- Grant Recipients Survey.
- Surveys of "connected" SDC service units.

#### **3. Alternatives Considered**

- In-house provision.
- Other Local Authorities.
- Private sector.
- Voluntary sector.
- Partnership with external provider.

#### **4. Conclusions**

- In-house provision preferred for core service.
- Use contractors for specific tasks.
- Work of Salisbury Conservation Area Advisory Panel commended.
- Too much "red tape".
- Council not strict enough with developers.
- Lack of detailed guidance on conservation area developments.
- Not enough enforcement action against unauthorised works.

#### **5. Improvement Plan**

- Undertake a "buildings at risk" survey to identify those in greatest need.
- Target grants at buildings at risk.
- Means test grant aid.
- Consolidate various grants schemes.
- More use of legal powers to help preserve listed buildings.

- Tree preservation order survey to better identify all listed trees.
- More tree enforcement and prosecution.
- Extend work of Salisbury Conservation Area Advisory Panel across District.
- More design guides for conservation areas.

## **Appendix 2 i)**

### **Housing Benefits Best Value Review – Summary**

#### **1. Scope**

The aims, objectives and operation of the Council's Benefits Service in all its manifestations including the payment (and recovery where necessary) of:

- Rent Allowances in respect of private sector accommodation rents.
- Rent rebates in respect of local authority housing.
- Council Tax benefit.

#### **2. Consultation**

- Statutory customer survey.
- Councillors survey.
- Peoples' Voice and General Household surveys.
- Staff survey.
- Personal callers survey.
- Voluntary sector survey.
- Landlords/RSL's survey.

#### **3. Alternatives Considered**

- In-house provision.
- Joint venture or outsource to private sector.
- Joint commissioning.

#### **4. Conclusions**

- General high levels of customer satisfaction with the service.
- Need to improve turnaround times for processing applications.
- Better communication, information and feedback required.
- Improved liaison with Professional and Voluntary Agencies needed.
- Improved point of contact with personal callers needed.

#### **5. Improvement Plan**

- This has now been fully implemented.

## **Appendix 2 j)**

### **Community Safety Best Value Review – Summary**

#### **1. Scope**

- County-wide joint review involving Police, County Council and all district councils.
- Crime and disorder and community safety.
- Quality of life protected from the criminal and anti-social behaviour of others.
- “Section 17” community safety requirements.
- Examine workings of Community Safety Partnerships.
- Examine the staffing arrangements, structures, and aims and objectives.
- Review existing strategies.
- Examine the success of initiatives both locally and nationally for best practice.
- Examine and review national and local priorities.

#### **2. Consultation**

- Relevant agencies and partnerships.
- Council Chief Executives.
- Staff.
- Public – through Peoples’ Voice.
- Business community.
- Parish/Town Councils.

#### **3. Alternatives considered**

- Limited scope for alternative procurement options.
- Partnership working favoured and promoted.
- Out-sourcing not practical.

#### **4. Conclusions**

- Good partnership working.
- CCTV very good.
- More joined-up working required e.g. better links to LSP.
- Better data collection required.
- More work on “Section 17” needed.

#### **5. Improvement Plan**

Update on issues identified as requiring improvement made during 2003/2004:

- Community safety has an enhanced press profile through the use of the Community Safety Partnership Press Officer. This continues to remain a high priority.
- Extensive work has begun to tackle anti-social behaviour including - improved multi-agency working by using prevention, intervention and enforcement measures, the completion of an Anti-Social Behaviour Scrutiny Review, joint production of an Anti-Social Behaviour Toolkit for Wiltshire and training held



for practitioners, work to tackle alcohol related behaviour, the production of policies and procedures for tackling anti-social behaviour and the introduction of Police Community Support Officers.

- Closer links have been developed with the South Wiltshire Strategic Alliance.
- Partnership Data Analysts have been employed to improve data collection.
- Section 17 training is being developed for Council Officers, Elected Members and Parish Councils.
- A racial incident reporting scheme will be introduced from April 2004.
- Community Safety Partnership structures were reviewed.
- Performance management is continually being improved.
- More proactive work is taking place within task groups and community safety initiatives have been increased and improved – Home Office funding has contributed to this.

## **6. Inspectors Report**

Overall the inspectors assessed the councils and the police as providing a “Good” two star service that has promising prospects for improvement. They said “Crime rates in Wiltshire remain among the lowest in England and Wales, despite recent increases. There are a wide range of initiatives aimed at reducing crime and anti-social behaviour. However, there is too little evaluation of initiatives and the results are not well publicised. More priority should be given to reducing fear of crime”.

In particular for Salisbury District Council their report stated that they found the following strengths:

- Priorities, objectives and commitments for community safety are clearly linked and are appropriate to local needs.
- There is a clear and concise 2002-05 Community Safety Strategy, with objectives to reduce crime and the fear of crime.
- There is good partnership working.
- There has been use of acceptable behaviour contracts and a court injunction.
- There are effective initiatives specifically targeted at local needs and a high quality CCTV surveillance system.
- The best value review has raised awareness of community safety initiatives.
- The improvement plan has the potential to deliver some improvements and work is progressing to convert the Community Safety Strategy into action.
- Performance monitoring systems for planned improvements are in place.

However, the inspectors also found the following areas for improvement:

- The Community Safety Officer post is currently vacant.
- Communication lines and responsibilities within the new community safety partnership arrangements are not clear.
- There has been no “Section 17” review of Council services and there is little evidence of community safety objectives in service plans.
- Arrangements for reporting racial incidents are unsatisfactory.
- Measurement of the impact of community safety initiatives, including CCTV, is sparse.
- The Best Value review only partially achieved its objectives, was narrow and lacked innovation.

- The review was not sufficiently challenging and the Council learned little from consultation and comparison work.
- Few of the items in the improvement plan have clear measurable targets and the cost of planned improvements is not clear.

## **Appendix 2 k)**

# **Leisure and Sports Facilities Best Value Review – Summary**

### **1. Scope**

To consider the efficiency and effectiveness of facilities in delivering Best Value to the community and meeting the Council's social and political objectives.

The review covered facilities either directly or indirectly managed (through Management Contracts) by the Council including:

- Salisbury Leisure Centre and Swimming Pool.
- Tisbury and District Sports Centre.
- Durrington Swimming and Fitness Centre.
- Sports Development.
- City Hall.
- Guildhall.
- Parks and Open Spaces.
- Crematorium.
- Art and Entertainment Facilities.

### **2. Consultation**

- Through the Peoples' Voice.
- User opinion provided for the E.F.Q.M. assessment for each of the facilities.
- Customer Forum meetings.
- Community consultation in the preparation of the six area plans.
- The Youth Forum.
- Detailed Customer feedback surveys held at each of the facilities.
- Results of consultation undertaken during the preparation of the Sport and Recreation Policy and Strategy.
- Interviews with managers, staff and key stakeholders.
- Draft report was circulated to all councillors, Trade Unions, Joint Managing Body Committees, Private Sector partners, voluntary sector partners and staff.

### **3. Alternatives Considered**

- In-house provision of the services.
- External contractor – for all or parts of the services.
- Non-profit Distributing Organisation.
- Joint commissioning.

### **4. Conclusions**

- That the Council provides good or high levels of provision. All facilities are well managed with strong levels of commitment from managers and staff. All facilities have a strong sense of community support from users and customers they service.

- That the Council places a high importance on culture and recreation with a higher investment than many other similar Councils. However, satisfaction levels amongst residents for sport and leisure facilities and the theatre and concert halls is not consistently high.
- That greater clarity of aims and objectives and direction was needed which has been addressed in the report.
- Greater responsibility and accountability could be given to the facility managers to achieve targets set by the Council.

## **5. Improvement Plan For 2004/05**

- A review of Planning Obligation contributions and SDC grants to ensure an alignment between strategic need and financial support.
- Further analysis of the financial and service implications of a Non Profit Distributing Organisation will be undertaken to enable Members to make a final decision regarding the future delivery of Leisure Services
- Further reductions in the overhead costs of the buildings and/or increase their value to their local communities with a focus more towards community and health provision
- A further review of the opening hours of the two joint use leisure centres will be undertaken.
- Linked to the Council's political priorities to 'Improve Customer Services', Internet access points will be installed at both Tisbury Sports Centre and Durrington Swimming and Fitness Centre.
- Continued Development of the long-term sustainability of the City Hall with plans being put forward for consideration to refurbish the main auditorium and meeting rooms to enable it to become the democratic suite for the Council.
- Continued development of long-term sustainability of the Guildhall with a consultation exercise to consider proposals for future use of the building once the Magistrates Courts depart.
- Improve visual appearance and quality of tangible aspects of facilities.
- Consideration being given to the creation of budgets that reflect the whole life costs of the facility to allow managers to plan and invest to meet changing needs and circumstances via an emerging strategy on Invest to Save protocol

## **6. Best Value Inspectors Report**

The service was assessed as providing a “Good” two star service that has promising prospects for improvement.

The inspectors highlighted a number of strengths:

- The Council's core values are set out clearly in the BVR and the Strategy for Sport and Recreation 2002-06 and the Arts Policy are clearly linked to these.
- There is a shared councillor and senior officer commitment to the core values and they are fully understood by staff at all levels of the service, contractors and partner organisations. These directly underpin the delivery of the service.
- There are imaginative programmes of sports activity, sports development and arts development work achieved through a range of methods, including partnerships with a wide range of local organisations.
- The service contributes to wider agendas, such as health improvement and sustainable development.
- Customers are generally satisfied with the service, particularly in relation to parks and open spaces and sports development programmes.

However, there were also some aspects highlighted that required improvement:

- Customer satisfaction levels at sport and leisure facilities need improving.
- There are some areas of customer concern that have not been fully identified or addressed, particularly in relation to parks and open spaces.
- There is a high level of subsidy. The Council has not demonstrated that these subsidies provide value for money, particularly since they are not matched by consistently high customer satisfaction levels.
- There is limited progress in developing a Cultural Strategy.

The inspectors believed that the service has promising prospects for improvement because:

- The services have consulted with users and generally made appropriate responses to their concerns and it has strengthened the customer forums as an outcome of the BVR.
- The key themes of the SCIP are consistent with the conclusions of the review and they provide a basis for service managers' personal action plans.
- Appropriate resources have been identified to implement the SCIP.
- The new performance management system will provide a systematic process for improvement.
- The Council has a track record of ability to improve in response to challenge.

However:

- The Council has not addressed a range of what, for the most part, are comparatively minor customer concerns.
- The Council needs to better understand the views of non-users, to help define future needs and the direction of the service.
- Marketing and promotion is variable and uncoordinated.
- There is a considerable variability in the effectiveness of comparison between the different areas of the service and in the performance measurement of the sports and arts development programmes.

To help the service improve, inspectors made a number of recommendations, including:

- Identify clearly customer concerns throughout the service and address these.
- Research systematically the needs and requirement of non-users and use this to help consider what changes need to be made to the service to make the facilities more attractive to a wider customer base.
- Prioritise the options for action in the SCIP, to make it easier to focus on implementing the improvements which will make a real difference for customers and to measure success in achieving these planned improvements.
- Identify whether the service provides good value for money by:
  - reviewing the levels of subsidy for the service, including comparisons with other councils and service providers.
  - Undertaking an options appraisal for the provision of services by the private sector, partnerships and NPDO's.
  - reviewing the methods of benchmarking used.
- Ensure a more focused approach to the Council's cultural field by:
  - undertaking a BVR of cultural services.

- develop a co-ordinated approach to the production of marketing material, to develop opportunities for strong branding of the Council's services.
- carry out performance measurement of the sports and arts development programmes to determine whether social inclusion objectives are being met.
- Ensure that appropriate acknowledgement is made of staff success in securing external awards.

## **Appendix 2 I)**

### **Customer Care and Communication Best Value Review – Summary**

#### **1. Scope**

- Ensure Salisbury District Council provides timely, relevant and consistent information in the way customers want it.
- Meet the identified information, access and consultation needs of customers including hard to reach groups.
- Provide Salisbury District Council with a corporate customer care strategy and implementation plan that meets these needs.
- Improve the quality and range of information provided by the Council.
- Improve access to this information.

#### **2. Consultation**

- Staff.
- Partner organisations.
- Community representatives.
- Best practice authorities.
- Members.
- Unions.
- Local business community.

#### **3. Alternatives Considered**

- In-house provision of services.
- Out-sourcing various elements of services to external contractors.
- Partnership working with other bodies.
- Joint commissioning.

#### **4. Conclusions**

- Public support a single contact point for services.
- Public support longer opening hours.
- Citizen newspaper well received by the public.
- Corporate brand required.
- Better signage required both to and within Salisbury District Council offices.
- Improved reception areas required.
- Need for targets for responses to public.
- More opportunities to make appointments with officers required.
- Need for a corporate Communications Strategy.
- More help required for minority groups when accessing Salisbury District Council services.
- Greater community focus required.

#### **5. Improvement Plan**

- Develop Consultation Strategy (approved).

- Corporate branding – appoint “gatekeeper” and control/monitor all publications (completed April 2004).
- Establish strong corporate guidelines for publications (completed April 2004).
- Appoint a Customer Care Manager and an “E-government” officer (completed).
- Develop a Media Relations Strategy (completed in 2002. Being revised and due for completion June 2004).
- Improved opening hours (following integration of customer services).
- Improve signage of offices (Initial improvements made; further changes held pending a review of corporate identity).
- Review reception areas (receptions revamped Spring 2003).
- Increase range of service information and delivery at key Customer Service points.
- Develop Customer Services telephone facilities delivering a range of service information.
- Develop joint working with WCC through the Salisbury library project.
- Develop disabled access action plan (due 2003/04).
- Appoint access “champion” (champion appointed in Development Services 2002/03).
- Provide Public Offices Working Group with information on new offices (data made available).
- Improve electronic access to services (ongoing – on-line Planning “portal” completed April 2003; Further public access terminals installed in 2003/04).
- Improve website and web access (new website launched January 2004, web development and transactional pages ongoing).
- More “one-stop” information centres to be developed throughout the district (Mere open, Amesbury planned).
- Develop Communications Strategy (in process – due June 2004).



## **Appendix 2 m)**

# **Corporate Support Services Best Value Review – Summary**

### **1. Scope**

- Examine the functions of the corporate support services.
- Review their aims and objectives.
- Examine the balance between corporate and service support.
- Establish an improvement programme that identifies and balances corporate needs with service demands.
- Provide the strategic framework within which staff are able to establish measures that will lead to improvement both with the support services and in service provision to the public.

### **2. Consultation**

- Staff.
- Other service units within the Council.
- Unions.
- Partner organisations.

### **3. Alternatives Considered**

- Out-sourcing services whole or in-part or in combination with other services.
- Joint provision with other bodies and organisations.
- In-house provision.
- Establishing trusts.

### **4. Conclusions**

- Council services provide good or high levels of performance.
- Support services have strong levels of commitment from managers and staff.
- Cultural shift is required by both Support Service providers and receivers of Support Services. Support Services see themselves more as custodians and enforcers of corporate policy than supporting service providers in finding effective solutions to their business needs within the spirit of corporate policies.
- In particular there was a need to:
  - improve responsiveness.
  - improve reliability.
  - provide greater clarity as to respective roles and responsibilities.
  - be more mutually supportive.
  - build trust.
  - improve efficiency and effectiveness of services.

### **5. Improvement Plan**

- Develop service level agreements:
  - Legal Services and I.T. Services to be effective from 2004/05 (deferred to 2005/06)

- Personnel and Financial Services to be effective from 2005/06.
- Others 2006/07.
- Each Unit to develop its own cultural change programmes to improve customer satisfaction (ongoing).
- Develop one Integrated Change Programme which identifies levels of corporate support (completed).
- Annual review of resource requirements against agreed Corporate Plan (completed).
- Develop and implement centralised back office (office project now forms part of main corporate plan).
- Independent review of Print and Design Services to assess current and potential capacity, opportunities for providing services to outside non-profit making organisations and recommend appropriate business strategy and organisation to achieve (completed).
- Undertake a rolling programme of customer surveys based upon the standard format and incorporate actions within individual service SCIP's (to be undertaken as part of corporate satisfaction surveys).
- Develop a Corporate Performance Management Framework and action plan to support staff to develop a performance orientated culture (completed).
- Corporately set targets for improvement for the following key functions:
  - rate of return on investment property (target set).
  - reduce sickness absence (target set).
  - improve employment diversity (target set).
  - improve appropriateness of operational buildings (target set).
  - improve rate of return on property portfolio (target set).
  - review print and design service (target set).

## **Appendix 2 n)**

# **Services to Older and Vulnerable People Best Value Review – Summary**

### **1. Scope**

The review examined the aims, objectives and operation of the Council's Services to Older People including:

- Sheltered Housing Services.
- Community alarm Centre.
- Lifeline Service.
- Community Wardening Service.
- Floating Support Services.
- Adaptations to properties for people with disabilities.
- Modernisation of Council properties.
- Shopmobility.

### **2. Consultation**

A variety of methods were used including:

- 6 Focus groups.
- Telephone survey.
- Results from other satisfaction surveys.

### **3. Alternatives Considered**

- In-house provision for the respective services.
- Contracting out.
- Creation of Charitable Trust (Shopmobility).
- Cessation of the service.

### **4. Conclusions**

- Sheltered housing services retained and improved with existing financial resources.
- Community Alarm Centre and Lifeline Service retained subject to improvement and business growth to reduce operational deficit over a 3-year period.
- Community Wardening Service retained subject to business growth.
- Floating Support Services retained.
- Adaptations to properties for people with disabilities – proposal to contract out subject to negotiations with Anchor Staying Put.
- Modernisation of Council properties to remain at current levels of expenditure.
- Shopmobility retain service but to consider ways of increasing income.

## 5. Improvement Plan

1.	The Head of Strategic Housing Services should act as a champion for services to the elderly and vulnerable to co-ordinate, publicise and market services.	Actioned.
2.	Establish an internal forum to engage and inform staff in the process of continuous improvement.	Actioned and ongoing
3.	Reduce costs of sheltered housing schemes, notably by warden sharing.	Work commenced
4.	Negotiate enhanced role for schemes with partners, subject to increased funding.	Work commenced
5.	Review merger of CAC with CCTV to reduce costs for both. If not feasible partner should be identified to outsource service.	Work commenced
6.	Lifeline service should be marketed vigorously if external funding can be obtained through Supporting People. If funding not available consideration should be given to curtailing or ceasing the service.	Work commenced
7.	Community wardening service should either be expanded to provide district wide service with external funding from partners, or abandoned.	To be Actioned
8.	Floating support regime needs to be district wide and funded externally or scaled back to match internal resources.	To be Actioned
9.	The Council should negotiate transfer of DFG administration for Council tenants to Anchor Staying Put.	To be Actioned
10.	Shopmobility charges should be increased substantially offset by use of the Wisecard scheme.	To be Actioned
11.	In general, charges for services should be at the average levels identified by benchmarking.	To be Actioned

## **Appendix 2 o)**

# **Scrutiny Review of Waste Minimisation and Recycling – Summary**

### **1. Aims of the Review**

- Review the Council's draft Waste Strategy and consult on it.
- Develop a sound and workable strategy to reduce the volume of waste going to landfill.

### **2. Review Description**

- Current service provision of recycling.
- Examine best practice throughout the country.
- Examine education and promotion / publicity.
- Fly tipping.

### **3. Consultation**

- Wiltshire County Council.
- Hills.
- Salisbury Commercial Services.
- Environmental Groups.
- South Wessex Waste Minimisation Group.
- Government Offices.
- Local business community.

### **4. Alternatives Considered**

- Options to minimise, re-use and recycle waste including: Home composting, community based minimisation and re-use schemes, extended bring sites and various kerbside collection methods.
- The range of materials that can be successfully targeted for minimisation, re-use and recycling.

### **5. Conclusions**

- Requirement to improve existing services to meet government targets.
- Promotion and education needs improvement.
- There is scope to improve performance of existing schemes.
- Continue support for Wiltshire Waste Partnership.
- Draft strategy revised to commence kerbside collection earlier.

### **6. Improvement Plan**

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Implement kerbside recycling collection in urban areas from 2003 onwards.</li></ul> | <ul style="list-style-type: none"><li>- new kerbside collection schemes for glass, cans, paper, textiles and garden waste to be introduced in 2004.</li></ul> |
|---|---|

- More rural mini recycling centres from 2003 onwards.
- Consider:
  - returnable kerbside bags.
  - increase mini recycling centres.
  - new vehicle to service recycling centres.
  - recover recyclable material from fly tipped waste (green waste mainly).
  - actively promote home composting.
  - public awareness campaign.
  - closer working with environmental groups to facilitate more central government funding.
  - request greater flexibility in the operation of the Wiltshire waste disposal contract to encourage the development of local initiatives.
  - work with local businesses to reduce waste.
- six new recycling centres have been provided.
- kerbside bags for recycling paper and cardboard have been provided to 4,000 households.
- six new recycling centres have been provided.
- to be introduced in 2004/2005.
- under investigation.
- SDC is participating in an ongoing campaign with Wiltshire Waste Partnership and the Waste Reduction Action Programme (WRAP).
- SDC is participating in an ongoing campaign through the Wiltshire Waste Partnership.
- participating in Countywide schemes through the Wiltshire Waste Partnership. Still to be implemented locally.
- action taken through the Wiltshire Waste Partnership in 2003.
- implementing new collection arrangements to improve trade waste management.

## **Appendix 2 p)**

# **Scrutiny Review – Creating More Affordable Homes in South Wiltshire – Summary**

### **1. Aims of Review**

- Evaluate tools used to collect housing needs information e.g. Housing Needs Survey and housing waiting list and test robustness of analysis and if it is informing the development programme.
- Test whether the current priority need groups reflect those identified above.
- Assess the effectiveness of current planning policies e.g. securing a minimum of 25% affordable housing, exception sites, accommodation over shops, re-use of redundant farm buildings and through the use of S106 agreements.
- Assess how housing can contribute to regeneration of market towns and Salisbury City Centre.
- Evaluate the benefits of the current Registered Social Landlord partnership.
- Identify whether there is a role for the private sector and if so to define that role, e.g. the provision of market rent accommodation and low cost market housing.
- Identify the contribution that the voluntary sector makes to housing and could more be done.
- Consider how a re-investment trust may act as a catalyst to rural affordable housing.
- Evaluate how effective partnership working in a corporate context – internal and external.
- Consider whether the Council is maximising the use of social housing grant.
- Identify whether the Council is able to make better use of its land and asset holdings for providing affordable housing.

### **2. Review Description**

The Working Group set out its agenda to deliver the objectives of the scoping paper by:

Convening roundtable discussions with:

- The Council's Registered Social Landlord Partners, the Housing Corporation and Housing Needs Consultant, Richard Fordham.
- Private Sector Developers.
- Countryside Agency, South West Regional Development Agency and Government Office for the South West.

Visits to:

- London Borough of Islington.
- Test Valley Borough Council.
- Stroud District Council.

Collating a range of documents associated with the current issues of delivering more affordable housing.

Important links that contributed to the review:

- LGA Circular 218/02, Submission to Inquiry into Affordable Housing.
- LGA Circular 207/02, Key Workers and Affordable Housing.
- DTLR, Delivering Affordable Housing through Planning Policy.
- The House Builders Federation, Building a Crisis – Housing Under-Supply in England.
- Joseph Rowntree Foundation, Britain's Housing in 2002 – More shortages and Homelessness.

### 3. Conclusions

- Visits to other authorities revealed that we do as much if not more than some of the best performing Councils. For example we:
  - have a preferred RSL Partnership.
  - invest substantial resources into new social housing.
  - operate a Private Sector Leasing Initiative.
  - recognise our strategic housing function.
  - have effective partnerships with the voluntary sector.
- Feedback from the round table discussion was extremely positive and welcomed the Council's approach. Many of the people involved would welcome the opportunity to continue such dialogue on a regular basis.

### 4. Improvement Plan

1) Deliver 350 new affordable homes including: rural housing, bringing back into use empty properties and housing with support.	88 new homes will be delivered in 2003/04.
2) Enable 50 tenants to transfer to smaller properties releasing a larger home to be re-let to a family.	New policy approved. (Contained in Housing Allocations Policy). A marketing campaign is being planned for 2004/05.
3) To improve the balance of smaller homes negotiate with developers to build "for sale " 100 one and two bedroom properties.	Ongoing process.
4) Make the provision of affordable housing a clear corporate commitment that should not be sacrificed for other planning gain.	Presentations have been made to all Area Committees, Cabinet and Council.
5) To seek continuous improvement through effective partnerships with both the public and private sector.	Ongoing process. Best Value Preview of Balanced Housing Markets and Decent Homes will help develop this.



6) Introduce detailed Supplementary Planning Guidance setting out the Council's requirements for the provision of affordable housing, both rented, shared ownership and market housing.	Draft SPG published – formal consultation to commence in early 2004.
7) In support of one of the Council's five key objectives, to agree an internal methodology for members and officers that allows planning gain to be prioritised to ensure maximum opportunities for securing affordable housing.	This is linked to the above.
8) Influence private developers to build a more balanced mix of homes including more 1 and 2 bedroom properties.	This is an ongoing process and will be engaging in negotiations as the larger sites begin to come through the planning process.
9) Identify which of the Council's surplus land holdings could be used to facilitate additional new social housing.	Surplus landholdings have been identified. Work is now in progress to identify planning constraints.
10) To consider whether it would be advantageous to transfer such land at a nominal value in order to facilitate a non-grant funded scheme.	This is linked to the above but has already been exercised as part of the principle agreement relating to the redevelopment of Stratford Road Social Club.
11) Progress discussions with Signpost Housing Association on developing a "special purpose funding vehicle to facilitate additional affordable housing.	There have been no further discussions with Signpost on this particular model. However there have been initial discussions with Affordable Housing UK and Asset Trust who are organisations looking to develop affordable rented housing without any subsidy.
12) Review the Council's cash incentive scheme, comparing with schemes operated by other Authorities, and re-launch to encourage more people to move thus releasing more larger properties for letting.	See 2 above.
13) Respond creatively to potential rural exception sites through establishing a rural Housing working group with the objectives of: Encouraging country landowners to develop/refurbish accommodation for the provision of affordable housing	Not progressed as yet. Work will commence early in 2004.

<p>Support the county-wide Rural Housing Enable post to work with Parish Councils to deliver rural schemes;          Develop a local methodology for undertaking rural housing needs surveys based on good practice being developed by the Countryside Agency;          Ensure housing has a voice in initiatives such as the Coastal and Market town.</p>	
<p>14) Participate in the national discussion concerning debt-free authorities and lobbying government on the potential implications.</p>	<p>Conference held in October 2003.</p>
<p>15) Continue to pursue other initiatives that deliver on a smaller scale such as Private Sector Leasing, Keyworker, Self-build, Sustainable construction.</p>	<p>We have continued to develop the Private Sector leasing scheme. Sarsen Housing Association is preparing to bid for the additional reasons made available by Government for Keyworkers.</p>

## **Appendix 2 q)**

# **Scrutiny Review – Tackling Anti Social Behaviour – Summary**

### **1. Aims of the Review**

- To review what is meant by anti-social behaviour, decide on a definition and review what legislation exists in the area.
- To examine the causes of anti-social behaviour.
- To pinpoint the current extent of anti-social behaviour in Salisbury District and identify any hotspots.
- To examine the Council's current response to tackling anti-social behaviour.
- To look at research around the public view of anti-social behaviour.
- To consider good practice in this field.
- To develop a local strategy to tackle anti-social behaviour.

### **2. Review Description**

The Working group met on a number of occasions and took part in activities as follows:

- 2 members visited the London Borough of Islington to hear about Pro-Social Behaviour and the various 'behaviour contracts' operated by the Borough.
- The working group heard from the Police Divisional Licensing Officer and the District Council's Licensing Officer about the new Licensing Bill and licensing problems and alcohol related issues.
- The working group heard from the Wiltshire Police about how the Police deal with and respond to incidents of anti-social behaviour.
- The working group heard from Wiltshire County Council Youth Development Services about how their staff work with young people to endeavour to ensure that they do not get involved in anti-social behaviour.
- The working group heard from Shaftesbury Housing Association about their plans to deal with anti-social behaviour on the estates that they manage.
- 2 members and 2 officers visited Southampton City Council to find out how they as a council deal with anti-social behaviour.
- The working group took part in a 'brainstorming session' to identify and prioritise the main issues of concern with regards to anti-social behaviour.

### **3. Conclusions**

The working group identified 7 issues as priorities worthy of further work as part of the District Council's response to tackling anti-social behaviour for consideration by the Community and Housing Overview and Scrutiny Committee and Cabinet.

### **4. Recommendations/Improvement Plan**

**Aim** – to ensure that the Council has an adequate funding source (to cover legal fees) from existing budgets for Anti-Social Behaviour Orders and Acceptable Behaviour Contracts.

**Aim** – to provide dedicated staff to deal with Anti-Social Behaviour, in terms of prevention, intervention, enforcement and rehabilitation.

**Update** – a Partnership Anti-Social Behaviour Reduction Officer will start in April 2004 funded from Home Office money.

**Aim** – to adopt a protocol for the implementation of Anti-Social Behaviour Orders and working practices for tackling anti-social behaviour.

**Update** – a multi-agency protocol has been developed and after consultation will be adopted in April 2004.

**Aim** – to encourage residents to report crime and anti-social behaviour.

**Update** – work will commence in April 2004 on a leaflet for residents providing information on how to report different types of anti-social behaviour.

**Aim** – to implement Parental Contracts as another measure to tackle anti-social behaviour.

**Target** – from April 2004.

**Aim** – to continue to develop specific projects to engage with young people and ensure that they are diverted from anti-social behaviour.

**Target** – from April 2004.

**Aim** – to attempt to tackle alcohol related anti-social behaviour.

**Update** – Alcohol Exclusion Zones have been introduced in Amesbury and Salisbury. Other work will take place from April 2004.

## **Appendix 2 r)**

### **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**

- Devise a Communication Strategy.
- Review standards of cleaning across the District.
- Develop an Enforcement Strategy.
- Cease refuse collection from back doors and long drives.
- Review commercial waste collection standards.
- Improve fly-tipping removal.

## **Appendix 2 s)**

# **Balanced Housing Markets & Decent Homes Best Value Review – Summary**

### **1. Scope of the Review**

The review aims to assess the contribution of the local authority to providing affordable homes in an area of high affordable housing demand, high house prices and below average wages. Included within this will be an assessment of the Council's ability to meet the Decent Homes standard.

In particular the review covers:

- 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 and influencing the housing market in the district.
- The impact of the local authority on the affordable private rented sector.
- The provision of housing advice and other activities aimed at prevention of homelessness.
- The contribution housing makes to the overall quality of life of the communities of the district.

### **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 to be considered**

The review is now scheduled to be completed in May 2004 and therefore the alternatives, conclusion and improvement plan will be reported in the 2005/06 Plan.

## **Appendix 3**

### **Portfolio Plans**

- a) Community and Housing Portfolio Plan 2004/05.
- b) Planning and Economic Development Portfolio Plan 2004/05.
- c) Resources Portfolio Plan 2004/05.
- d) Transport and Environment Portfolio Plan 2004/05.

## **Appendix 4**

### **Performance Information**

**Summary of all Statutory and Local Performance Indicators**

*Tony to update*



## **Appendix 4 b)**

### **Explanation of Performance Indicator Variances**

*Tony to update*

**Appendix 4 c)**

**Salisbury District Council's "Top 20" Performance Indicators**

*Tony to update*

## **Appendix 5**

### **Financial Information**

- a) Medium Term Financial Strategy.
- b) Salisbury District Council Income 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 5 a)**

# **Medium Term Financial Strategy**

### **Revised Medium Term Financial Strategy 2003/04 to 2007/08**

#### **1. Introduction and Background**

- 1.1 The Medium Term Financial Strategy is an invaluable way of giving Members the best information that is currently available and makes an essential contribution to the decision making process of the more strategic-minded authority. It supports the Council's Corporate Planning process which integrates political priorities and budget setting. The strategy will be reviewed and updated annually.
- 1.2 This strategy does not represent a committed budget but rather a framework within which decisions relating to future service provision can be made. At this stage, looking more than one year ahead, it is only possible to set estimated guidelines on expected future expenditure and income. However, the out-turn figures for 2002/03 were in line with the budget and provide a sound base for future years.
- 1.3 The strategy is influenced by both external and internal factors which impact upon and shape the Council's future options. Sections 3 and 4 outline these influences, whilst section 5 proposes a budget strategy and the report concludes with a forecast of our budgetary requirement for the next four years.

#### **2. External Factors**

##### **2.1 Central Government Grant**

On 15<sup>th</sup> July '02, the Chancellor of the Exchequer announced the conclusion of the 2002 Spending Review. The "Opportunity and Security for All" White Paper set out the Government's spending plans for 2003/04 – 2005/06. The accompanying "Public Services Agreements" White Paper set out the performance targets that authorities had to meet in exchange for investment (currently P.S.A's are only available to Unitary and County Councils).

Successive Spending Reviews have targeted resources at the Government's priorities, have matched these resources with reforms and have set ambitious targets for improvements.

The Government's long-term goal is to establish world-class public services through investment and reform to ensure that taxpayers receive real value for money. Strong and dependable public services are vital to extend opportunity, tackle social exclusion and improve people's quality of life. They also lay the foundations for a stronger and more productive economy.

##### **2.2 The Economy**

Key assumptions in the Budget were:

	<b>Forecast 2003/04</b>	<b>Forecast 2004/05</b>	<b>Forecast 2005/06</b>	<b>Forecast 2006/07</b>	<b>Forecast 2007/08</b>
GDP growth (%)	2 – 2.5	2 – 2.5	2 – 2.5	2 – 2.5	2 – 2.5
GDP deflator (%)	2.5	2.5	2.5	2.5	2.5
RPI inflation	2.5	2.5	2.5	2.5	2.5

There has been a change in methodology in the Local Government Settlement for 2003/04, after which there will be a moratorium on grant changes for the next two years.

The Government no longer uses the term Standard Spending Assessment (SSA). In its place, the Government uses the term "Formula Spending Share" (FSS). For 2003/04, the FSS has been set at £14.946m for Salisbury District Council.

The Government states the following about FSS:

- "Formula Spending totals are resource totals set in the spending reviews and which the Government then allocates to each service in each authority.
- However, they are not what the Government thinks needs to be spent on those services, only local Councils can decide that, in consultation with their taxpayers".

### 2.3 Assumptions Made for Strategy Period

In preparing the forecast for the period of this strategy the following assumptions have been made:

	<b>2003/2004</b>	<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>
Inflation	2.5%	2.5%	2.5%	2.5%	2.5%
Interest Rates	3.9%	3.75%	3.75%	3.75%	3.75%
Pay Award	3.5%	3%	3%	3%	3%
Council Tax Base Increase	1.0%	1.0%	1.0%	1.0%	1.0%
Pension Fund Contributions	232%	232%	232%	232%	232%
Increase in Government Grant	2%	0%	2%	2%	2%

### 2.4 Interest Rates

Interest rates are particularly important to the financial well being of the Council since they determine the receipts generated from the authority's

investment funds, which it is estimated in 2003/04 at just over £1m. It is very difficult to predict trends in interest rates and a wide variety of opinions exist on which way interest rates will move. At present however, long-term interest rates are still relatively low and although there is a possibility that international circumstances may change interest rate profiles, these are not possible to predict at this stage. As Members are aware, the Council currently has an ambitious Capital Programme, which will utilise significant capital resources over the period. This will obviously have an effect on the income received from investments, which has been built into forecast budgetary figures.

## 2.5 Inflation

In the last few years inflation has remained relatively stable. One of the first things the previous Labour Government did was to give responsibility for setting interest rates to the Bank of England with the clear directive of keeping inflation at 2.5% with a tolerance limit of +/- 1%. In calculating real term increases over the period of the Review, the Government has assumed a GDP deflator of 2.5% per annum. This is the Government's own assessment of the rate of inflation.

The current methodology has been used to inform this approach. However, the Chancellor has recently indicated that a change in methodology may be considered in line with the Euro Zone, which may lead to a lower inflation target.

For the purposes of this strategy, every attempt to contain inflation within current budgets will be made. In the past, inflation on such items as supplies and services has not been applied. However, it is considered appropriate to review this approach for next year's budget cycle.

## 2.6 Pay Awards

It is not felt necessary to make provision for large pay awards in the period of this strategy. However, Members will note that an increase of 3% was agreed from 1<sup>st</sup> April '02, followed by another increase of 1% from 1st October '02. For the year 2003/04, an increase of 3.5% has been agreed. Central Government has proposed that local pay negotiations and consequential pay settlements be introduced from next year.

## 2.7 Pension Costs

The Pension Fund is administered by Wiltshire County Council and is valued every three years. At the last valuation, Actuaries indicated that the Pension Fund deficit was £8.2m on 1<sup>st</sup> April '02.

On 14<sup>th</sup> February '01, the Policy and Resources Committee approved the Capital Programme for the years 2000/01 to 2003/04, including a phased contribution over three years to address the Pension Fund deficit as follows:

2001/02 £3.5m  
2002/03 £3.5m  
2003/04 £1.2m

The amounts and repayment dates of these three tranches were calculated to minimise loss of investment income and fit in with the other major components of the Capital Programme.

## 2.8 Council Tax Base

There are two measures of the taxable capacity of the Authority. The first, the Council Tax base used for grant distribution purposes, is based on the valuation list provided by the Valuation Officer, adjusted for discounts and exemptions.

The Government has announced that there will be a ten-yearly fixed statutory cycle of council tax revaluations in England. Work on the first revaluation should start in 2005, with council tax bills based on updated property values issued in 2007. Revaluation will not lead to any increase or decrease in the overall revenue raised from council tax.

The second measure is the council tax base for tax setting purposes. This is a calculation made by Officers which, instead of representing taxable capacity at a single point in time, is an estimate of the actual taxable capacity for the year. As well as taking into account estimated exemptions and discounts, this tax base also takes into account anticipated property revaluations, increase and decreases in property numbers, disabled (reduction) relief and non-collection. This Cabinet will determine the council tax base for tax-setting purposes later in the year. For 2004/05 a figure of £44,258 has been calculated and increases of 1% estimated for each of the other years included in this strategy.

## 2.9 Collection Fund Surpluses/Deficits

The Collection Fund is like a trust fund operated by the Council, into which all council tax, community charge and business rates are paid. Payments out of the fund are the demands from the Council and Preceptors and contributions to the national non-domestic rating pool.

Surpluses or deficits on the Council Tax Collection Fund at 31<sup>st</sup> March of each year are divided between Wiltshire County Council, Wiltshire Police Authority and Salisbury District Council in proportion to their demands on the Collection Fund. Surpluses on the Community Charge Collection Fund accrue solely to Salisbury District Council's General Fund. For 2003/04, total Collection Fund Deficits to the District Council (and thereby increasing the Council Tax) amounted to £72k.

Estimated surpluses and deficits on the Collection Fund must be determined by law on or before 15<sup>th</sup> January (15<sup>th</sup> February for Community Charge) prior to the commencement of the financial year in question.

## 2.10 Fees and Charges

The Council will collect some £7.7m in fees and charges this year. This strategy assumes that these will grow by 2.5% per annum overall. Given the charging policy in the Car Parks model and those fees set by statute such as planning fees the remaining will need to increase by 3.5%.

These increases will be targeted to areas where fee benchmarking has shown that current levels are below average and the market is likely to sustain the increase.

## 2.11 Legislative Changes

Central government frequently introduces regulations or legislation that impact on the Council, adding to expenditure commitments. The following key issues identified in the portfolio plans are likely to have a financial impact:

### Environment and Transport Portfolio

- Waste Electrical and Electrical Equipment Regulations – resulting in the necessity to separate at source and collect intact every item of waste that contains electrical/electronic components from TVs to musical birthday cards.
- Abandoned Vehicles – End of Vehicle Life Directive – resulting in the implementation of far more stringent environmental measures to contain, recover and treat the pollutants within vehicles and recover/recycle components/materials. This will require a significant investment by “disposal” contractors and possibly lead to fewer contractors being able to handle ELVs.
- Responsibility for Licenced Premises – resulting in the Licensing Bill 2003, coming into effect on 1<sup>st</sup> January 2004, will run parallel with the existing legislation until August 2004. All the records currently held by the Magistrates Clerks Office will have to be transferred to Salisbury District Council. From then the licensing functions will be the responsibility of Local Authorities. It is estimated that there will be approximately 1500 extra licences to consult upon and issue. These will include, every premises which hold any type of liquor licence, from a public house through to the smallest off-licence, late night cafes, cinemas and theatres. This will entail further staff, extra office accommodation and I.T. facilities.

### Housing and Community Portfolio

- Local Government Act 2003 – resulting in the national pooling of capital receipts from Right to Buy resulting in a significant decrease in capital funding available to the Council.
- Cessation of Local Authority Social Housing Grant – resulting in debt free authorities being unable to “recycle” the grant.
- Introduction of Regional Housing Boards with the responsibility for funding social housing. The impact of this on Salisbury is as yet unknown.
- Removal of rent rebates from the Housing Revenue Account and the expected move to negative housing subsidy (i.e. authority pays subsidy to government rather than receives it).
- Pursuance of housing stock option – which may impact on the Capital Programme.

### Resources Portfolio

- The introduction of a new system of prudential borrowing will allow local authorities the ability to borrow within their own resources and guidelines set out by government. This may appear attractive but would have a significant impact on revenue since the debt will need to be repaid. A separate report on prudential borrowing will be considered by Cabinet.



### 3. Internal Factors

#### 3.1 Vision, Ambition and Political Priorities

In association with our South Wiltshire Strategic Alliance (SWSA) partners Salisbury District Council has developed the following vision for the district:

“A safe and caring place, in which it is so 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”**.

Whilst the political priorities are:

- Improving Customer Service.
- Improving Transportation.
- Improving the Housing Stock.
- Creating More Affordable Housing.
- Improving Waste Management.
- Improving Community Safety.

The vision, ambition and priorities will steer the future direction of the Council. The aim of this strategy will be to ensure that financial resources follow agreed priorities.

#### 3.2 Public Consultation

The Council is committed to regular consultation on the budget and will use the results to help shape future budget decisions.

#### 3.3 Current Issues

The Cabinet will be aware that the following major projects that are currently underway may have a significant impact on the Council’s financial position:

- Setting up a leisure trust.
- Undertaking Stock Option Appraisal.
- Implementing the Office Project.
- Review of Waste Strategy.

### 4. Budget Strategy

#### 4.1 The principles for the period of this strategy are:

- To aim to maintain national upper quartile for lowest Council tax.
- To take into account movements in Central Government Funding and any shift of the burden between central and local taxation.
- To use reserves to meet contingency and one off items of expenditure, whilst ensuring reserves do not fall below Audit Commission/Local Government Act 2003 levels.
- To target expenditure to support political priorities, phasing service improvements in line with bringing forward compensating savings.

- To reduce non-essential services (see section 4.2) when projected budget gaps cannot be met by efficiency savings or increased income, or acceptable levels of Council Tax increases.
- To maximise income through increasing fees and charges for existing services in line with local comparators.
- To introduce charges for services that are currently free.
- To work in partnership to access external funding streams.
- To achieve efficiency savings through reviews of management arrangements and procurement initiatives.
- To introduce financial targets into service level agreements with the voluntary sector.
- To target long term savings through Best Value Reviews.
- To support schemes which “Invest To Save”.
- To aim for outturn of budget to be within a 1% tolerance of original gross budget.

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

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

The categories will be used to allocate resources, reduce resources and target actions for performance improvement when required.

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 the strategy period:

#### Essential

- Finance.
- Transportation and Car Parks.
- Forward Planning.
- Waste Collection and Recycling.
- Housing Enablement.
- Democracy.
- Housing Management.
- Housing Benefits.
- Environmental Health.
- Council Tax and NNDR.
- Development Control and Enforcement.
- Marketing, PR and Communication.
- Community Safety.

#### Very Important

- Personnel and Training.
- Building Control.
- Abandoned Vehicles.
- Community Development and Planning (including partnership working).
- Tourism.
- Shopmobility.
- Land Charges.
- Sheltered Housing.
- Corporate Management.
- Office Support.

#### Important

- CCTV.
- District Sports Centres (5 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

- Conservation.
- 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.

## **5. Forecast Budgetary Position**

### **5.1 General Fund**

5.1.1 This is the on-going expenditure on the services we deliver and is financed from four main sources:

- Government Grants (mainly RSG).
- The National Non-Domestic Rate.

- The Council Tax.
- Fees and Charges.

5.1.2 The table below sets out the estimated budget requirements and estimated resources available for the years of the strategy period. Projections for future years have been based on the 2003/04 approved budget. An increase of 1% in the Council Tax at Band D yields approximately £44,000.

#### Estimated Budget Requirement and Resources Available

Revenue Budget	2003/04	2004/05	2005/06	2006/07	2007/08
	£000s	£000s	£000s	£000s	£000s
Base Budget	10,934	11,265	11,719	12,190	12,551
Expenditure Inflation	448	470	494	521	551
Income Growth	(475)	(188)	(194)	(200)	(210)
Other Unavoidable Costs	420	160	178	40	40
Savings	(155)	(116)	(200)	(225)	(225)
Other Adjustments	8	0			
Service Priorities:	85			100	100
- Improving Customer Services		78			
- Affordable Housing			193	125	125
- Waste Management		11			
- Community Safety					
- Improving Housing Stock		39			
- Improving Transportation					
<b>TOTAL Resources Required</b>	<b>11,265</b>	<b>11,719</b>	<b>12,190</b>	<b>12,551</b>	<b>12,932</b>
Government Grants	6,890	6,890	7,028	7,168	7,312
Collection Fund Deficit	(43)	(72)	0	0	0
Council Tax	4,418	4,901	5,162	5,383	5,620
<b>TOTAL Funding</b>	<b>11,265</b>	<b>11,719</b>	<b>12,190</b>	<b>12,551</b>	<b>12,932</b>

5.1.3 The above table highlights that:

- Average Council Tax increases over the period equate to approximately 5% annual rises.
- Opportunities exist for service growth throughout the period but equal compensatory savings are also required.

<b>Reserves</b>					
Opening Position	2,073	1,800	1,600	1,500	1,450

Use (Available) as Investments in Non Recurring Item	273	200	100	50	50
<b>Predicted Level of Reserves</b>	<b>1,800</b>	<b>1,600</b>	<b>1,500</b>	<b>1,450</b>	<b>1,400</b>
<b>Guideline Level</b>	<b>1,300</b>	<b>1,325</b>	<b>1,350</b>	<b>1,375</b>	<b>1,400</b>

## 5.2 Housing Revenue Account

5.2.1 The Housing Revenue Account (HRA) is a separate account, maintained by law (Local Government and Housing Act, 1989), which records all transactions related to, or associated with the management of the Council's housing stock. At 31<sup>st</sup> March '03, Salisbury District Council owned 5,569 properties. Members might like to note that this Council is one of about 30 Local Authorities in the country to have debt-free status and still have control over its housing stock.

The main elements of income and expenditure in the HRA are as follows:

### Income

- Rents and charges such as heating and service charges.
- HRA subsidy.
- Interest receipts.

### Expenditure

- Repairs, management and maintenance costs.
- Contributions from revenue to capital expenditure.
- Rent rebates granted.

5.2.2 The introduction of the Local Government Act 2003 will result in rent rebates no longer being charged to the HRA. The impact of this is assumed to be neutral within the strategy as the Government has stated it's intention to grant transitional relief, the situation will be reviewed throughout the budget setting cycle and in future updates of this plan.

5.2.3 The HRA is a "ring-fenced" account. This means that no transfers can be made from or to the General Fund so that, for instance, Council Tax cannot be used to subsidise rent levels or rents used to subsidise the level of Council Tax.

5.2.4 The average weekly rent at April 2003 is £61.49 on a 52-week basis (excluding tenants' options). This is the first year in which rents have been calculated at individual property level in accordance with the rent restructuring methodology.

5.2.5 In view of the forthcoming "stock option appraisal" and the various changes on the horizon at national level, forecasts for future years are not yet available. However, early indications show that the HRA is under considerable pressure.

- The annual amount of capital expenditure financed by contributions from revenue is estimated to be £0.5m in 2003/04, and nil for subsequent years.
- Additional resources arising as a result of the “Major Repairs Allowance (MRA)” have been included. The MRA is an allowance designed to enable authorities to maintain the present condition of the housing stock. This is payable to every local authority that has an HRA.

### 5.3 Capital Programme

- 5.3.1 The Capital Programme is an intrinsic part of this strategy. As Members are aware, the existing Capital Programme was approved by the Council at the meeting on 5<sup>th</sup> February '03 and the Programme is monitored very closely with quarterly monitoring statements being produced for Members. Since the approval of the Capital Programme, the Government has closed the “loophole” whereby debt free authorities are able to “recycle Social Housing Grant” with effect from 1<sup>st</sup> April '03 – one year earlier than was anticipated in February.
- 5.3.2 Currently, right to buy (RTB) sales are higher than anticipated, running at a level of approximately £4m per annum. Assumptions need to be made about the future levels of these receipts and the link to the Housing Capital Programme, as any transitional relief given against pooling can only be reinvested in the wider housing function of the Council. There are detailed issues about the administration of the scheme which will have cashflow implications, these will be reviewed accordingly and updated in this plan.
- 5.3.3 The Major repairs allowance will therefore be the only method available to the Council of financing capital expenditure on our own housing stock.
- 5.3.4 The General fund capital programme will have the usable part of RTB sales and any other capital receipts available to finance capital expenditure.
- 5.3.5 The programme has some recurring general fund and housing ongoing annual items such as Building structural Maintenance and I.T. Infrastructure, the effectiveness of these programmes will be reviewed annually in the light of changing priorities and competing demands.
- 5.3.6 Investments in Capital will remain in line with the capital strategy and asset management plans, and take account of the Council's priorities and invest to save principles.
- 5.3.7 A full rescheduling of the Capital Programme and it's financing will be undertaken for Cabinet consideration in December.
- 5.3.8 The Single Capital Pot replaced the former complicated system by which individual government departments published guideline spending figures and, by use of a formula to deduct usable capital receipts, issued “Basic Credit Approvals (BCAs)” to each local authority each year. Salisbury District Council was one of approximately 100 local authorities which had not received any BCA

for many years due to high levels of capital receipts. The Council may wish to utilise its credit approvals in partnership with other local authorities in mutually beneficial capital projects, whilst preserving its debt free status.

5.3.9 In 2003/04, under the provisions of the "single capital pot", 95% was allocated on a regional basis in proportion to the needs-assessment. However, 5% was discretionary and was distributed in accordance to an assessment process in respect of the authority's "Capital Strategy", "Asset Management Plan (AMP)" and "Service Performance Plan" for each single pot service area – in this authority, only Housing applies. This arises as a result of one of the main aims of the single capital pot being to ensure that local authorities take a more strategic and flexible approach to the way in which they allocate capital resources.

5.3.10 Members will be pleased to note that both the Capital Strategy and the AMP were assessed to be in the "Good" category. As a result, neither document will need to be submitted for assessment, but they will be updated annually for Cabinet approval.

## 6. Conclusions

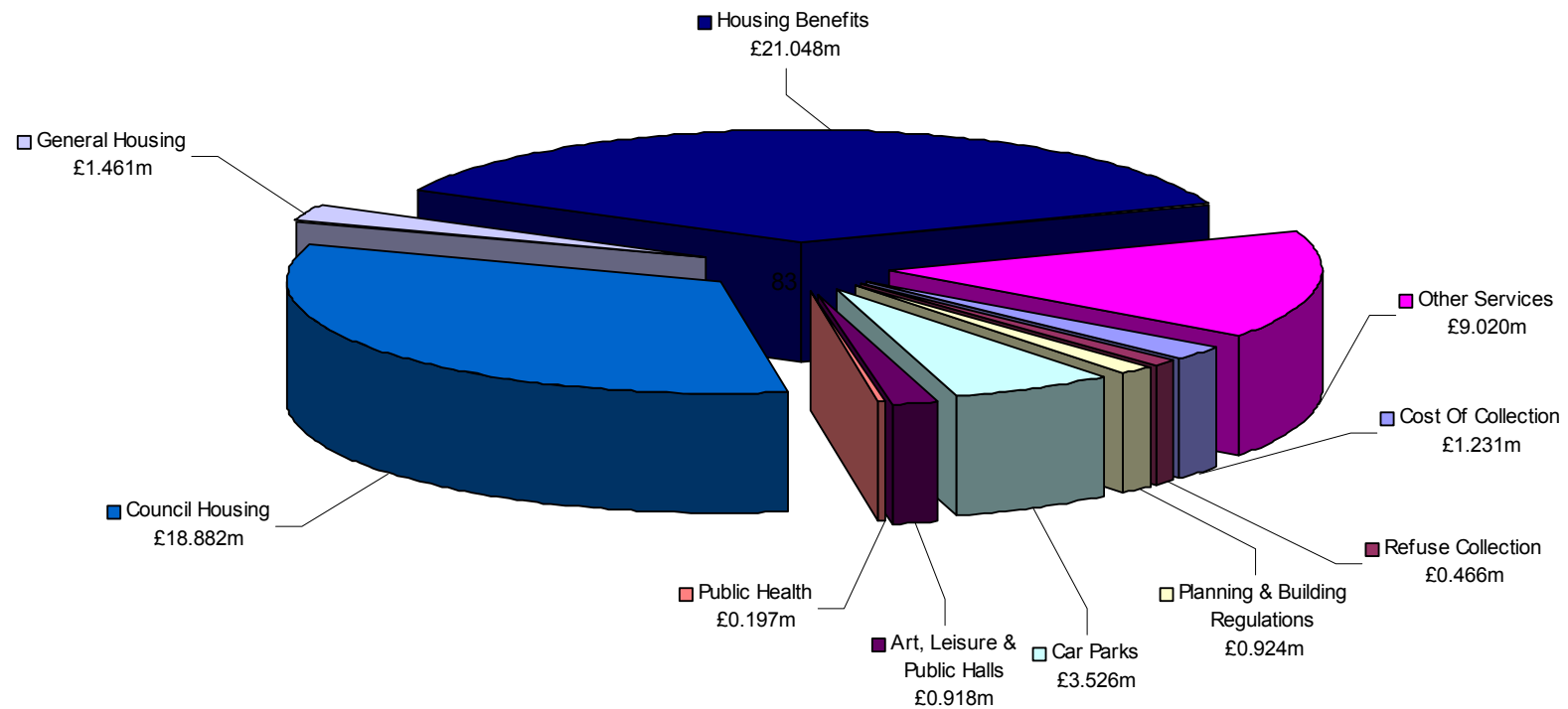
6.1 Central Government has been shifting the tax burden towards more local taxation. They assume increases in local taxation each year to maintain services, and the grants received from Government reflect this assumption. Salisbury District Council had a Council Tax increase of 2.5% in 2001/02, 7% in 2002/03 and 4.5% in 2003/04. Government spending plans assume a Council Tax rise of between 6% and 7% for 2004/05.

6.2 In the medium term, it is becoming increasingly difficult to maintain existing services and keep Council Tax increases to a minimum as evidenced by 2 indicators:

Government Formula Spending Share	£14.894m
Salisbury District Council Base Budget Requirements	£11.265m
Government Assumed Council Tax Income	£8.004m
Salisbury District Council Actual Council Tax Income	£4.418m

## Appendix 5 b)

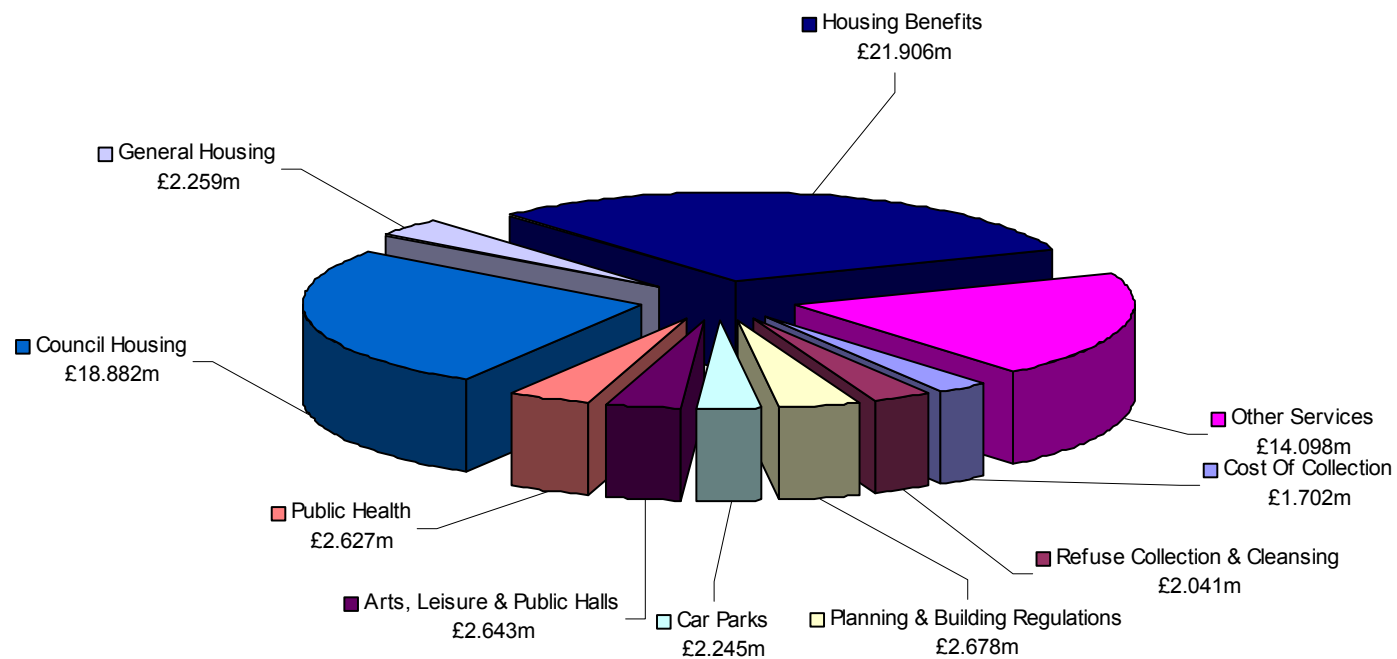
### Salisbury District Council Income Budget 2003/2004 Gross Income of £57.673 million





## Appendix 5 c)

### Salisbury District Council Spending Budget 2003/2004 Gross Expenditure of £71.081 million



Appendix 5 d)

**GENERAL FUND & HOUSING REVENUE ACCOUNT - SUBJECTIVE ANALYSIS 2004/2005**

DETAIL	Resources	Community & Housing	Planning & Economic Development	Environment & Transport	GENERAL FUND TOTAL	City Area	Housing Revenue Account	SALISBURY TOTAL
	£	£	£	£	£	£	£	£
<b><u>EMPLOYEES</u></b>								
Salaries & Wages	4,045,710	2,205,010	2,063,670	1,902,350	10,216,740	3,270	2,188,630	12,408,640
Other Expenses	503,190	39,320	36,030	33,850	612,390	3,910	41,800	658,100
	4,548,900	2,244,330	2,099,700	1,936,200	10,829,130	7,180	2,230,430	13,066,740
<b><u>PREMISES</u></b>								
Cleaning	73,200	70,300		66,330	209,830	12,690	73,000	295,520
Energy Costs	88,490	73,090		60,510	222,090	6,480	195,600	424,170
Insurances	144,070	17,520	1,260	11,800	174,650	2,710	136,790	314,150
Maintenance of Grounds	7,790	2,840		329,930	340,560	345,820	50,100	736,480
Non Domestic Rates	151,390	251,630		360,630	763,650	400	7,830	771,880
Rent	64,300	827,250	15,500	7,670	914,720	60	2,550	917,330
Repair & Maintenance of Buildings	117,780	180,850	6,300	115,470	420,400	48,560	2,773,590	3,242,550
Security	15,890	8,430	198,370	470	223,160	240	6,450	229,850
Water Charges	11,250	17,430		25,440	54,120	19,750	93,110	166,980
	674,160	1,449,340	221,430	978,250	3,323,180	436,710	3,339,020	7,098,910
<b><u>TRANSPORT</u></b>								
Car Allowances	41,210	54,590	79,340	57,800	232,940	0	67,520	300,460
Vehicle Costs Recharges	6,500	0	0	6,500	13,000	0	70,310	83,310
	47,710	54,590	79,340	64,300	245,940	0	137,830	383,770
<b><u>SUPPLIES &amp; SERVICES</u></b>								
Communications & Computing	700,540	51,630	89,260	46,520	887,950	170	73,730	961,850
Equipment & Materials	78,730	88,090	111,840	114,320	392,980	34,610	155,970	583,560
Grants & Subscriptions	56,830	606,580	121,270	82,580	867,260		15,660	882,920

Miscellaneous	82,110	81,780	328,630	39,050	531,570	890	54,700	587,160
Other Supplies & Services	607,140	435,510	33,990	765,520	1,842,160	6,260	105,810	1,954,230
Printing & Stationery	297,410	94,110	71,910	57,500	520,930		18,010	538,940
	1,822,760	1,357,700	756,900	1,105,490	5,042,850	41,930	423,880	5,508,660
<b><u>AGENCY &amp; CONTRACTED SERVICES</u></b>								
Agency Staff	39,340	63,000	1,500	2,370	106,210		0	106,210
Consultancy Fees	141,340	0	89,240	35,180	265,760			265,760
Payments To Contractor	218,930	72,580	0	3,264,160	3,555,670		10,500	3,566,170
	399,610	135,580	90,740	3,301,710	3,927,640	0	10,500	3,938,140
<b><u>SUPPORT SERVICE CHARGES</u></b>								
Salaries Recharge From Other Accounts	123,710	39,310	3,950	1,587,560	1,754,530	60,120	288,020	2,102,670
Salaries Recharge To Other Accounts	(333,110)	0	0	(2,218,610)	(2,551,720)			(2,551,720)
SLA Accountancy	276,590	109,045	25,180	56,350	467,165	3,580	31,465	502,210
SLA Audit	93,900	31,100	6,670	8,350	140,020	1,050	12,940	154,010
SLA Central Establishment Costs	40,630	16,420	29,210	21,380	107,640		35,210	142,850
SLA Committee Services	408,410				408,410			408,410
SLA Exchequer Services	74,210	38,955	11,330	27,620	152,115	6,780	42,095	200,990
SLA IT Services	509,700	212,905	309,960	206,920	1,239,485		251,575	1,491,060
SLA Legal	161,910	26,060	86,290	26,560	300,820		99,240	400,060
SLA Office Accommodation	270,510	85,180	143,740	107,120	606,550		79,960	686,510
SLA Payroll	16,430	15,695	8,040	8,150	48,315		8,525	56,840
SLA Personnel	102,500	95,870	49,120	49,610	297,100		51,960	349,060
SLA Revenues	110,230	86,200	5,240	36,240	237,910		37,630	275,540
	1,855,620	756,740	678,730	(82,750)	3,208,340	71,530	938,620	4,218,490
<b><u>CAPITAL FINANCING COSTS</u></b>								
Asset Rental	387,540	306,020	6,480	568,680	1,268,720		20,040	1,288,760
Depreciation	456,930	130,070	29,880	190,570	807,450		3,051,240	3,858,690
Financing Charges	0				0		375,850	375,850
Leasing Charges	11,350	2,200	2,840	26,500	42,890		691,350	734,240
	855,820	438,290	39,200	785,750	2,119,060	0	4,138,480	6,257,540
<b><u>OTHER</u></b>								
Central Contingency	388,500				388,500		5,988,150	6,376,650
Council Tax & Housing Benefits	956,340	20,955,520			21,911,860		280,230	22,192,090

Special Items	355,230	130,330	139,800	490,610	1,115,970		52,610	1,168,580
Superannuation Backfunding	179,860				179,860			179,860
	1,879,930	21,085,850	139,800	490,610	23,596,190	0	6,320,990	29,917,180
<b>GROSS COUNCIL EXPENDITURE</b>	<b>12,084,510</b>	<b>27,522,420</b>	<b>4,105,840</b>	<b>8,579,560</b>	<b>52,292,330</b>	<b>557,350</b>	<b>17,539,750</b>	<b>70,389,430</b>
<b><u>INCOME</u></b>								
Sales, fees, charges & Fines	(961,350)	(2,469,520)	(932,410)	(4,322,840)	(8,686,120)	(99,450)	(18,611,220)	(27,396,790)
Housing Benefits/HRA Subsidy		(21,543,440)			(21,543,440)		(79,650)	(21,623,090)
Interest Earned/Received	(729,470)	(8,020)			(737,490)	(18,970)	(159,430)	(915,890)
Other Income	(328,910)	(132,770)	(113,490)	(418,550)	(993,720)		(4,800)	(998,520)
Recharge of Accommodation	(690,630)				(690,630)			(690,630)
Recharge of Support Services	(4,130,020)				(4,130,020)			(4,130,020)
Recharge of Other Services	(4,046,610)	(89,540)	(51,820)	(20,080)	(4,208,050)		(150,410)	(4,358,460)
<b>TOTAL INCOME</b>	<b>(10,886,990)</b>	<b>(24,243,290)</b>	<b>(1,097,720)</b>	<b>(4,761,470)</b>	<b>(40,989,470)</b>	<b>(118,420)</b>	<b>(19,005,510)</b>	<b>(60,113,400)</b>
<b><u>MOVEMENT IN RESERVES</u></b>					0			
Transfer to Reserves - General Fund					(287,000)			(287,000)
Transfer to Reserves - HRA					0		1,465,760	1,465,760
Transfer to Reserves - City Area					0	82,980		82,980
<b>NET EXPENDITURE</b>	<b>1,197,520</b>	<b>3,279,130</b>	<b>3,008,120</b>	<b>3,818,090</b>	<b>11,015,860</b>	<b>521,910</b>	<b>0</b>	<b>11,537,770</b>

## Appendix 5 e)

### Summary of the Capital Programme

#### CAPITAL PROGRAMME

Summary	<i>Revised 2003/4</i>	<i>Estimate 2004/5</i>	<i>Estimate 2005/6</i>	<i>Estimate 2006/7</i>	<i>Estimate 2007/8</i>
	£	£	£	£	£
Resources Portfolio	2,714,770	2,492,000	1,495,000	845,000	845,000
Community and Housing Portfolio	971,820	2,234,000	1,550,000	987,000	425,000
Planning & Economic Development Portfolio	7,260	6,000	0	0	0
Environment & Transport Portfolio	655,570	365,900	25,000	25,000	25,000
<b>Total General Fund Capital Programme</b>	<b>4,349,420</b>	<b>5,097,900</b>	<b>3,070,000</b>	<b>1,857,000</b>	<b>1,295,000</b>
Total HRA - Non Repairs and Maintenance	254,730	375,000	225,000	225,000	225,000
Refurbishment & Modernisation of Council Houses	5,000,000	4,457,520	2,675,000	2,575,000	2,475,000
<b>Total Housing Revenue Account</b>	<b>5,254,730</b>	<b>4,832,520</b>	<b>2,900,000</b>	<b>2,800,000</b>	<b>2,700,000</b>
City Area	22,000	436,500	0	0	0
<b>Total City Area</b>	<b>22,000</b>	<b>436,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Overall Capital Programme</b>	<b>9,626,150</b>	<b>10,366,920</b>	<b>5,970,000</b>	<b>4,657,000</b>	<b>3,995,000</b>