

Corporate Plan

Summary of progress

Position at: April 2005

Corporate Plan 2005-2010	Lead resp	Progress Overall assessment	Progress Against principles, objectives and critical tasks (refer to Corporate Plan)	CPA improvement plan actions
PRINCIPLES "getting the job done"				
1 Focus on priorities	Cllr Julian Bower Ian Gallin / Paul Mountford	Good progress has been made. A new Corporate Plan has been produced and launched. This is directly linked to service and resource planning. Action is being taken to fully embed the Corporate Plan so that it drives the work of the Council.	1.1 Saying what we intend to do and doing it	Produce a medium term corporate plan
2 Planned approach	Cllr Tony Phillips Ian Gallin / Paul Mountford	Further improvements to the performance management approach have been made. This includes: enhanced service plans linked to achieving the Corporate Plan, the introduction of Big Wednesday, and improved performance monitoring reports. New Customer Response Standards have also been introduced.	2.1 Services have strategies and improvement plans: All services have service plans and number of key Council strategies are now in place. These include the Human Resources Strategy, the Medium Term Financial Plan, the Procurement Strategy and a range of supporting service strategies 2.2.Monitoring: Quarterly performance monitoring now takes place with the emphasis on taking action to address key performance indicators which are not on target. 2.3 Quality standards: Customer Response Standards and a Style Guide have been introduced.	Further develop performance management approach
3 Strong community leadership	Cllr Julian Bower Peter Woodcock / Richard Rogers	The West Wiltshire LSP has been established to promote the social, economic and environmental wellbeing of the area. The LSP has produced a new West Wiltshire Community Strategy "a place to be proud of". This was launched in February 2005. Work is proceeding to develop an action plan and effective performance monitoring for the	3.1 Effective West Wiltshire LSP 3.2 Efficient and effective partnership network 3.3 Implementing community strategy 3.4 Developing Member role in providing	Develop an effective LSP Produce and deliver a community strategy for

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		LSP. A detailed programme of work has been developed to take forward a range of community leadership projects.	leadership 3.5 Supporting work of local community organisations and Community Area Partnerships	West Wiltshire
4 Efficient and effective service delivery	Cllr Roy White All	A number of key changes have been made to improve Council services. They include: <ul style="list-style-type: none"> The successful appointment of a new Chief Executive The organisation has been restructured to focus on the priorities of the Council Poorly performing services have been supported and many issues have now been addressed. Performance is improving but there is still some way to go. The Customer First project is starting to have an impact on service delivery. This major project will make significant long term changes to the culture and way the organisation works. A new CRM system has now been purchased jointly with other Wiltshire Councils. This will be implemented progressively during 2005-06. 	4.1 Understand the need for services we provide: The Corporate Plan provides this understanding and is based on extensive consultation and needs analysis, the aspirations of Members, and the requirements of government. 4.2 Focus on priorities: Service plans focus on improvements to deliver corporate plan priorities 4.3 Culture of continuous improvement; Best value has been mainstreamed through service and resource planning. 4.4 Services are efficient and value for money: The annual efficiency statement details efficiency gains being made by the Council. Work is proceeding to develop a five year efficiency plan for the Council. This is being done jointly with other Councils in Wiltshire through the Wiltshire Improvement Partnership. 4.5 Minimise environmental impact and integrate sustainability: Considerable work has been undertaken improve sustainable work practices including: introduction of low energy motion activated lighting, participation in Virgin Bus scheme to reduce staff car use, guidelines for Leisure Centres to promote good house-keeping on energy/waste, promotion of Fairtrade products, and increasing awareness of sustainability issues via Corridors	Better project management techniques to deliver objectives Improve services in line with priorities
5 Sound financial management	Cllr Roy White Ian Jamieson /	Considerable progress has been made, particularly in developing the councils	5.1 Balancing financial resources	Raise awareness and

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	Steve Harding / Tracey Gay	approaches to procurement and corporate risk management.	<p>5.2 Quality financial management systems</p> <p>5.3 Risk management: A new Risk Management Strategy has been produced. Risk assessment is now carried out as part of service and resource planning and this will generate the risk register for the Council. Further work will be undertaken to embed risk management in the organisation.</p> <p>5.4 Value for money financial and performance indicators</p> <p>5.5 Procurement principles: A draft Procurement Strategy has been produced and a Procurement Group has been set up. An IDeA Health check of procurement will take place in May 2005.</p>	<p>further develop approach to procurement</p> <p>Roll out corporate risk management approach</p>
6 Valued and supported staff	Cllr Tony Phillips Sharon Larkin / Lisa Hayes	<p>Considerable progress has been made.</p> <p>A new Human Resources Strategy 2005-2010 has been adopted. This addresses all the issues listed in the next column.</p> <p>The Council retained its Investor In People status</p> <p>The Corporate Training Plan is now directly linked to the Corporate Plan priorities. Work is underway to deliver a new Management Development Programme in 2005.</p> <p>A revised sickness absence management policy and associated training has been launched</p> <p>Work to produce a Workforce Plan (Sept)</p>	<p>6.1 Workforce planning: Integrated into the service and resource planning process</p> <p>6.2 Communicating with staff</p> <p>6.3 Employer of choice: Introduced a number of new benefits including a buying and selling leave policy</p> <p>6.4 Pay review: A recruitment, retention and reward workshop was held in March 2005 to agree a way forward and action plan. Further work is being progressed in this area.</p> <p>6.5 Improvements to working environment</p> <p>6.6 Developing staff / Members to deliver the Corporate Plan</p> <p>6.7 Flexible working, organisational and personal devt: A range of flexible working policies are now in place and widely used. This includes a new</p>	Develop an HR Strategy

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			home-working policy that has been piloted in Revenues and Benefits 6.8 Equality and fairness: Internal equalities monitoring is carried out regularly by HR	
7 Accessible decision making	Cllr Roy White Peter Woodcock / Simon Best / Richard Rogers	Some progress has been made in this area. However, it is recognised that further work is needed. A review of the overview and scrutiny role and arrangements is being progressed. Two Council Seminars have considered the issue. A new complaints system has been introduced. However, at present there is no corporate complaints monitoring or follow up in place. This needs to be progressed.	7.1 Involvement of public in Council meetings and decision making 7.2 Making Council business more accessible and easy to understand 7.3 Consultation before decision are made: The Council undertakes or uses existing consultation work to inform the majority of its decisions. 7.4 Raise voting awareness, especially amongst young: Considerable work has been undertaken jointly with Wiltshire County Council to increase the level voter registration amongst young people. LPSA1 target achieved.	Complaint management
8 Quality communications	Cllr Graham Payne Ian Gallin / Paul Mountford	Work is ongoing to improve external and internal communications. Progress has been made but further work is needed. Recent work has included: <ul style="list-style-type: none"> • Publication of guide to who we are – what we do 2004-05 • Publication of Council Tax and Performance Summary 2005-06 • Presentation of Corporate Plan to Community Area Seminars • Revision of West Wilts Matters distribution • Changes and improvements to Corridors • Partnership Matters newsletter introduced • Style Guide produced • Developing an approach to the Statement of Community Involvement (Local Development Framework) 	8.1 Increasing awareness of services provided 8.2 Restoring trust in the Council – keeping people informed about Council actions and improvements: More press releases about the work of the Council are now being issued. 8.3 Co-ordinated information campaigns: Work is underway to provide joint and co-ordinated communication on key projects such as the Vision for Trowbridge and the Five Towns Initiative. 8.4 Maximising IT opportunities to communicate: Work is proceeding to introduce Obtrees content management for the website.	Get our communication and consultation right Improved communication and clear messages to key partners of changes occurring (part of change management project)

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		Press monitoring has been introduced to assess the pick up rate of press releases and the press coverage achieved – positive, neutral or negative		
SPOTLIGHT AREAS				
Improving Development Control	Cllr Michael Mounde Tim Darsley	The Council is no longer a “planning standards” authority and has made good progress to improve its development control performance. Staffing and resources have been balanced to facilitate achievement of targets. On major applications performance is acceptable and above standard for the year. For minor and other applications performance is very good, exceeding standards and targets set.	<p>Obj 1 Improve performance to meet targets: Work is continuing on implementing long term improvement plan</p> <p>Obj 2 High quality planning decision based on up to day planning policy: Member training phase 1 completed. Phase 2 training will take place in the summer. A package of modifications to the scheme of delegation has been drafted. This will be considered by the CWG.</p> <p>Obj 3 Achieve high customer service standards: A process to undertake an annual planning customer satisfaction survey is now in place.</p> <p>Obj 4 Contribute to affordable housing, mkt town regeneration, sustainability, community safety: An affordable housing database is currently under development and will be piloted in April-May 2005.</p>	Improve services in line with priorities
Recycling more waste	Cllr Richard Wiltshire Peter Woodcock	<p>The Council has exceeded its recycling target for 2004-05 ahead of schedule. Work on developing the kerbside recycling scheme has continued with the roll out of the alternate weekly collection of green and grey bins in Trowbridge and Melksham. Work to extend the scheme to the other three towns will take place during 2005-06. All households in the five towns now have the black boxes for recycling non-compostable waste.</p> <p>Work is ongoing to assess the best way to</p>	<p>Obj 1 Hit recycling targets: This has been achieved in 2004-05.</p> <p>Obj 2 Increase awareness of waste and recycling issues: Work is ongoing to increase awareness using West Wilts Matters, support to the Wiltshire Waste Partnership campaigns, road shows, presentations, and attendance at events like the West Wilts Show.</p> <p>Obj 3 Customer satisfaction with recycling: It is anticipated satisfaction with recycling services</p>	Improve services in line with priorities

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		address recycling in the villages.	will increase in the next survey. Obj 4 Work in partnership to limit growth in waste: The Council continues to work in partnership with the Wiltshire Waste Partnership and others to reduce the production of waste. Obj 5 Council as an exemplar in waste management: Considerable work has been completed to minimise waste from the Council. This includes conducting a waste audit and introducing new blue bins to recycle 100% of paper waste.	
Meeting housing need	Cllr Virginia Fortesque Ian Gallin / Tim Darsley (PFI)	<p>Considerable work has been undertaken to address a range of housing issues.</p> <p>A PFI project manager was appointed in 2004 to take forward the affordable housing PFI. A draft outline business case has been produced and feedback has been received from ODPM. A number of outstanding issues, including set up costs, are currently being addressed. It is hoped the Council will submit its final business case at the end of July.</p> <p>In respect of homelessness the levels of homelessness and numbers in temporary accommodation have reduced and housing options to prevent homelessness have been increased. The use of B&B has been eliminated for all groups.</p>	<p>Obj 1 Understand housing needs: An affordable housing database is currently under development (see Improving Development Control – Obj 4). A new full housing needs survey will be carried out in 2005-06.</p> <p>Obj 2 Provide additional rented housing for people on low incomes: Work is progressing on the PFI project. Supplementary planning guidance on affordable housing has been produced and is due to go to Cabinet in April.</p> <p>Obj 3 Prevent homelessness: Major initiatives that have been introduced include a mediation service for young people, secondary school homelessness teaching module, introduction of choice based lettings (1 April 05), and the setting up of landlord and homeless forums. The review of all forms of temporary accommodation is continuing.</p> <p>Obj 4 Meet or exceed decent homes targets and maximise use of private stock: Research has been completed into empty homes. This will help inform strategy and policy development. The</p>	Improve services in line with priorities

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			empty homes strategy and the housing renewal strategy are in preparation and will be considered in June 2005.	
Better access to recreation	Cllr Ernie Clarke Peter Woodcock	<p>A Leisure and Recreational Needs Assessment is nearing completion (due April 2005). This will inform the development of a strategy and resource plan that will be considered in the autumn.</p> <p>Discussions are continuing to see if the PCT and DC Leisure are able to develop and deliver health exercise programmes for the area.</p> <p>The future of Southwick Country Park has been reviewed and subject to extensive consultation. A report will be considered by Cabinet in May 2005.</p>	<p>Obj 1 Understand and address leisure and recreational needs</p> <p>Obj 2 Increase number of people who are physically active</p> <p>Obj 3 Improve and maintain high customer satisfaction with sport / leisure facilities, parks and open spaces, and cultural activities</p>	Improve services in line with priorities
Improving our market towns	Cllr Michael Mounde Ian Gallin	<p>The Vision for Trowbridge project has made real progress with the development of proposals for the Waterside project. Other key development sites are also progressing well, with demolition started on St Stephen's Place.</p> <p>Under the Five Towns Initiative action plans for all towns are being developed, with a much greater focus on regenerating and improving our market towns. All action plans are now aligned to deliver key improvements highlighted in Community Area Plans.</p>	<p>Obj 1 Improve environmental quality and cleanliness</p> <p>Obj 2 Improve vitality of towns</p> <p>Obj 3 Sustainable communities, live and work locally</p> <p>Obj 4 Reduce anti-social behaviour in towns: A new strategy has been produced for reducing crime, anti-social behaviour and drug misuse in Wiltshire. It includes specific targets for reducing anti-social behaviour incidents.</p>	
Putting customers first	Cllr Roy While Tim Darsley	<p>Considerable progress has been made in this spotlight area. A multidisciplinary team which includes two Cabinet Members is leading the work in this area. The focus of work to date has been on:</p> <ul style="list-style-type: none"> Developing and introducing Corporate customer response standards Producing a new style guide to ensure 	<p>Obj 1 easy access to the Council recognising different needs: Continuing progress is being made to increase on-line services. The customer care strategy and resource plan has not yet been produced (revised deadline summer 2005)</p> <p>Obj 2 consistent and fair treatment for all: Corporate customer response standards are in</p>	<p>Improve services in line with priorities</p> <p>Develop and implement Making Contact BV review</p>

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		<p>consistency in written communications</p> <ul style="list-style-type: none"> Revising access arrangements to translation services Customer Relationship Management and the procurement of the Lagan system in partnership with all Wiltshire councils 	<p>place. Work is being progressed on specific departmental standards.</p> <p>Obj 3 Integrated organisation: Some corporate customer care training completed. Further training is being programmed. The Council is actively involved in the Wiltshire Customer First Partnership and its work – CRM, IT for County / District Members, website access for Parishes.</p> <p>Obj 4 Deal with most people at first point of contact: A review of customer contacts has been completed. Further work is needed on monitoring of customer response standards.</p>	improvement plan

Notes:

Progress against the performance indicators and targets is considered separately in the quarterly monitoring reports