



*Keeping Kennet Special*

**Service Delivery Plan**

**2006 to 2009**

**PR, Policy & Community Planning**

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1	Corporate Vision and Priorities .....	3
1.1	20 Year Vision .....	3
1.2	Key Priorities .....	3
2	Service Purpose.....	3
3	Service Functions.....	4
4	Organisational Context .....	4
5	Statement on Consultation & Communications .....	4
5.1	PR Targets .....	5
5.2	Service Information availability & Updates.....	5
5.3	Customer consultations.....	5
6	Benchmarking Statement.....	5
7	Key Risk Management Issues .....	6
8	Service Costs .....	6
9	Efficiency Savings .....	6
10	Contracts.....	7
11	Asset Reviews.....	7
11.1	Property.....	7
11.2	IT/Communications Hardware.....	7
11.3	IT Software .....	8
12	Service Area Structure.....	8
13	Key New Tasks and Service Developments for 2006 to 2009 .....	8
14	Possible Capital Schemes/Purchases for next 5 years .....	8
15	Key Training Requirements for Tasks .....	9
16	Additional IT Developments for Tasks .....	9
17	Performance Management .....	10
18	Statement on Community Safety - Section 17 Reduction of Crime & Disorder.....	10
19	Equalities Action Plan .....	10
20	Sustainability Action Plan.....	12
21	Service Action Plans .....	13

## 1 Corporate Vision and Priorities

### 1.1 20 Year Vision

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

### 1.2 Key Priorities

The Council's 4 key priorities:

- Community Leadership
- Developing Strong, Safe & Healthy Communities
- Stewardship of the Environment
- Improving Council services

## 2 Service Purpose

Service Area	Purpose
Corporate Policy	To provide corporate policy guidance and advice to the Council including the review of the Council's corporate strategy. Develop and maintain the corporate strategy system.
Community Development	To assist in the implementation of the community planning process by organising consultation exercises and supporting focus groups. To support the Community Area Planning Partnerships through networking, liaising and developing links between public private and voluntary organisations. To prepare Community Area Strategies and action plans and to develop a Kennet Community Strategy. To build the capacity of the Partnerships to act as delivery agents for a range of local initiatives arising from the Community Plans.
Best Value	To provide guidance and advice to the Council, its Committees and its Departments, and to lead and co-ordinate the Council's approach to compliance with the Best Value regime. To produce the annual Best Value Performance Plan and Performance Summary in line with statutory guidance.
Consultation & Communication	To develop and maintain a corporate consultation process, establishing a standing body for consultation and also create a co-ordination mechanism for consultations on Kennet (in line with our IEG statement) and a standard database to ensure effective communication with internal and external stakeholders. To develop questionnaire design and analysis software.  To co-ordinate, programme and develop our citizen's panels Peoples Voice and Tomorrows Voice.
Performance Management	To collate, monitor and advice on the Performance Indicators and Best Value Action Plans in use around the authority and to further develop the effectiveness of our approach to performance management. To implement and maintain a new Performance Management System and process in line with the IEG Statement.
Corporate Identity	To co-ordinate the corporate logo and branding of the council.
Corporate	To take a lead role in the council's approach to CPA and to provide guidance and

Performance Assessment	advice on the implications to Kennet.
PR	To proactively respond to external communications including enquiries from the press and public and others and to issue press releases. To keep stakeholders up to date with Kennet policies and activities via our communications medium.
Corporate Services	To provide full support to the Chief Executive, Leader and Chairman of the Council.
Complaints Procedure	To be responsible for the corporate complaints procedure.

### 3 Service Functions

Service Function	Support to key priorities				Statutory/ Discretionary
	CL	SS HC	SE	IS	
Corporate Policy	2	2	2	2	Discretionary which is needed to inform statutory services
Community Development	2	2	2	2	Statutory
Best Value				2	Statutory
Consultation	2			2	Statutory and Discretionary which is needed to inform statutory services
Performance Management				2	Statutory
PR	2				Discretionary
Corporate Services	2				Discretionary
Complaints Procedure				2	Discretionary
Corporate Identity	2			2	Discretionary

Key: 0=low, 1=medium, 2=high

### 4 Organisational Context

Corporate Services & PR, Policy and Community Planning are two of the three services within the Chief Executives Group:

<b>GROUP</b>	Chief Executive
<b>SERVICES</b>	Corporate Services, Policy and Community Planning
<b>SECTIONS</b>	Corporate Services, Policy & Community Planning
<b>FUNCTIONS</b>	Corporate Policy, Community Planning Consultation, Community Partnership Administration, Best Value, Consultation Development, Performance Management, Corporate Services, PR

### 5 Statement on Consultation & Communications

This plan has been developed after communication with members of the service (through operational and TeamSwork meetings).

## 5.1 PR Targets

Section	2006/2007	2007/2008	2008/09
PR	160	170	170
Policy	12	12	14
Community Planning	12	12	14

## 5.2 Service Information availability & Updates

Item	2006/07	2007/08	2008/09
BVPP summary	April 2006	April 2007	April 2008
BVPP	30/06/06	30/06/07	30/06/08
PR video		Sept 2007	
Kennet News	6 per annum	6 per annum	6 per annum
Kennet Times	Twice per annum	Twice per annum	Twice per annum
Complaints leaflet	Sept 2006	Sept 2007	Sept 2008
2 Minute guides	Sept 2006	Sept 2007	Sept 2008

## 5.3 Customer consultations

The service consultation diary is:

Service area (or cc theme)	Contact	Customer group	Purpose of consultation	Method for consultation	Year/ month	Geographic area	Compliant with Statement of Community Involvement	Planned promotion
Communications Strategy	C Hasted	Kennet emps Citizens Panel	To measure effectiveness of communications	Questionnaire	Internal – Dec 2005 External – Mar 2006	Employees Kennet	n/a	Electronic Peoples Voice
Peoples Voice	C Hasted	Citizens Panel	Ongoing communication	Questionnaire	March & Sep each year	Kennet	n/a	Mailing
Tomorrows Voice	C Hasted	Citizens Panel	Ongoing communication	Questionnaire	July each Year	Kennet	n/a	Mailing
GOS – local	K Cook	Citizens Panel	Measure impact of improving services	Questionnaire	Sep each year (local)	Kennet	n/a	Peoples Voice
GOS – Statutory	K Cook	Kennet Residents	Statutory consultation	Questionnaire	Sept- Dec 2006	Kennet	n/a	Press Releases/statutory mailing
Kennet Community Strategy	K Cook	Kennet	Review of strategy	SCI	Sept 2006	Kennet	Yes	Peoples Voice/parish councils/area partnerships
Policy	K Cook	Customer Services Charter & satisfaction survey	Standards	Electronic Questionnaire	Sept 2006	Internal	n/a	E-mail

## 6 Benchmarking Statement

The service has taken part in the following benchmarking studies.

Service Area	Year	Actions in the past year and this year
Policy	2005/06	Daventry group – Policy section costs and services benchmarking

## 7 Key Risk Management Issues

The three key risks facing the service, with the mitigation actions/plans, are:

RISK	ACTION/PLAN	Deadline
Simultaneous loss of all staff	Management Team take up key statutory tasks – need to ensure awareness of statutory functions/deadlines	Ongoing
Written procedures	Media Relationship protocol Complaints procedure Performance Indicator Collection  Corporate Identity Community Planning Administration Procedures	Mar 2007 Mar 2006 Review in 2006/07 2006/07 2006/07
New Legislation changes	On going monitoring of the implications. Report to Management Team of effects on the policy unit	Ongoing

## 8 Service Costs

	2004/05 Actual	2005/06 Budget	Reasons for variation
<b>Service Function: Policy</b>			
Direct costs	£ 274,499	£ 307,690	
Indirect costs	£ 261,772	£ 253,020	
Recharges	£ -230,280	£ -247,950	
Income	£ -143	£ -100	
Total net costs	£ 305,848	£ 312,660	
<b>Service Function: Corporate Services</b>			
Direct costs	£ 117,003	£116,470	
Indirect costs	£ 129,433	£ 138,790	
Recharges	£- 92,165	£- 99,990	
Income	£- 3	0	
Total net costs	£ 154,268	£ 155,270	

## 9 Efficiency Savings

Year	Category	Detail	Anticipated full year savings	Method of calculation	Account code/cost centre
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2005/06					
2006/07	EI	Withdrawing IDOX	£1,780	Cost	K0030 4250
2007/08					

## 10 Contracts

The service is responsible for the following contracts for which tenders are produced:

Contract	Date	Description
BVPP summary/Council tax leaflet	Annually Sept for production in March.	Contract let through a partnership with WCC and the other districts/town councils.
Peoples Voice	Agreement with WCC	Citizens Panel Partnership
BVPP	Annually in June	Printed in house
Kennet News	6 per annum	External print/production
Kennet Times	2 per annum	External print/production

## 11 Asset Reviews

The service has the following assets, which have been reviewed as follows:

### 11.1 Property

Asset	Still suits the needs?	Comments
Crown Centre Devizes	Yes	Space for Business Link and the Devizes Town Centre Manager
2b Waggon Yard office	Yes	Space for Business Link and the Marlborough Development Trust officer

### 11.2 IT/Communications Hardware

Asset	Replacement due (year)	Still suits the needs?	Comments
10pcs 3 lap tops		Yes	1 at Marlborough Could replace 2 pcs/lap tops with combined version
67% duplex		Yes	
Printer		Yes	Marlborough
Print through photocopier		Yes	
Printer		Yes	Tidworth

### 11.3 IT Software

Asset	Still suits the needs?	Comments
Consultation analysis software	Yes	SPSS in place
SNAP	Yes	

### 12 Service Area Structure

	Still suits the needs?	Comments
Team size	9	8.81 FTEs
Team composure	Yes	
Team skills	Yes	
Links to other teams/ service areas/ services/ groups	Yes	Links to all services

### 13 Key New Tasks and Service Developments for 2006 to 2009

Key Task 2006-2007	Corporate Strategy Reference	Comments	Revenue Costs/ savings
Review consultation process  To undertake the statutory General Opinion Survey	Community Leadership  Improving services	Review the Consultation Strategy & Guidance & ensure it is SCI compliant.  National BV indicators	Officer time  To be undertaken in house
Key Task 2007-2008	Corporate Strategy Reference	Comments	Revenue Costs/ savings
Budget/corporate priorities questionnaire software	Community Leadership	On line questionnaire	£2,000 per annum licence
Key Task 2008-2009	Corporate Strategy Reference	Comments	Revenue Costs/ savings

### 14 Possible Capital Schemes/Purchases for next 5 years

Year	Scheme/ Purchase	Benefit(s)	State of bid	Costs
06-07	None			
07-08	None			



08-09	None			
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State of bid: 1=concept, 2=bid made, 3=in 1<sup>st</sup> stage plan, 4=in 2<sup>nd</sup> stage plan

## 15 Key Training Requirements for Tasks

In order to provide the Service Functions and Key New Tasks the following areas of training, or skill lack, have to be addressed:

Function/New Task	Skill Area Required	Person/Post	Priority 1-3
Best Value/Performance Management/General policy initiatives	General training	Policy	2
Consultation	Hand held voting equipment	All	2

Priority 1 = service critical, 2=service desirable, 3=personal development

## 16 Additional IT Developments for Tasks

In order to provide the Service Functions and Key New Tasks the service has identified following software and/or hardware resources:

Function/New Task	IT Resource Required	Priority 1-3
Consultation	Consultation Software	1
CPA improvement	Partnership Mapping Software	1
Consultation	Hand held voting equipment	3
CPA improvement	Linking the PM system/strategies online system/action plans and service delivery plans	1
Pdf converter	To work with publisher	2
Result of district audit report, identified in our IEG Statement, part of CPA Imps. Improvements planned include:-	<ul style="list-style-type: none"> <li>• Linking Strategies Online &amp; the Performance management system</li> <li>• Improved reporting functions</li> <li>• Automatic calculation of the PIs</li> <li>• An online Service Delivery Plan linked to the above</li> <li>• Automated email reminders</li> <li>• Ability to store local management indicators</li> <li>• Consultation website compact &amp; SCI compliant</li> <li>• Kennet PR site</li> <li>• Hard to reach database</li> <li>• Quarterly profile for benefits PI</li> <li>• Year end actual – on line form and reporting for PIs.</li> <li>• Community website – marketing</li> <li>• Single business account development.</li> <li>• Develop community planning area on the website, including a KLSP website.</li> </ul>	1

	<ul style="list-style-type: none"> <li>• Staff satisfaction survey in conjunction with HR.</li> <li>• Scrutiny website</li> </ul>	
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Priority: 1=service critical, 2=service development, 3=service desirable

## 17 Performance Management

Performance Indicators		Actual 2003/04	Actual 2004/05	To Sept 2005	Target 2005/06	Target 2006/07	Target 2007/08	Top Quartile 2003/04	Bottom Quartile 2003/04
C001	Publication of the annual BVPP by 30 <sup>th</sup> June	Yes	Yes	Yes	Yes	Yes	Yes		
C002	% Minutes produced within 7 days	100%	97.37%	100%	100%	100%	100%		
C003	% produced accurately	100%	100%	100%	100%	100%	100%		
BV3	Overall satisfaction with the local authority	61%	N/A	N/A	N/A	70%	N/A	60%	49%
BV4	Satisfaction with complaints handling	32%	N/A	N/A	N/A	36%	N/A	36%	29%
C006	No of press releases	New	186	139	190	200	200		
C007	No of mentions in local media as a result of press releases		New	83	345	355	365		

## 18 Statement on Community Safety - Section 17 Reduction of Crime & Disorder

The service will undertake/review a section 17 audit of services which identify the contribution to reduction of crime and disorder and develop the action plan accordingly.

Action	Comment	Deadline
Publicity Releases	To ensure regular publicity releases which promote the work of the partnership	6 per annum
Ensure due consideration is given in the Kennet Community Strategy	Community Safety is one of the adopted themes of all four area plans and also the Kennet Community Strategy	Ongoing

## 19 Equalities Action Plan

The service area has contributed (and will continue to contribute) to the Service, Group and Council Equalities Strategies through the following activities.

Serial	Action	Owner	When	Resources	Measures of completion	Target	Status @ report
<b>Leadership and corporate commitment</b>							
1a	To ensure that the council's agreed local and national equality indicators are collected, published and monitored.	KC	Ongoing	Policy	Published in BVPP by 30 <sup>th</sup> June each year	Publish annually in the BVPP  4 Monitoring reports to MT per annum  3 Reports to Council & O&S	Ongoing
1b, 1c, 1d	Review annual service delivery plan to ensure completion of equality action plans and to ensure there is a system to monitor and review progress and targets	All	April – Sept each year	P&CP/PR	SDP adopted by the council	Adopted by Dec each year	Ongoing
<b>Consultation and community development and scrutiny</b>							
2a	Consultation with designated community groups						
	People's Voice	CH	Apr & Sept each year	LR & WCC	Results fed back to residents and reported on web	2 per annum	Ongoing
	Tomorrows Voice	CH	Mar each year	LR & WCC	Report received from WCC	1 per annum	Ongoing
	WCC Youth services to become engaged with the LSP's	CB/VP	Attend at least one area meeting per annum	CB & WCC	Implement a youth project in each community area	4 per annum	
2	To raise awareness about equality issues in key publications in order to address the importance of barriers	KC/DR	Ongoing from June 2002	Policy	Information on equality issues published in the BVPP  Promotion through press releases, Kennet News and new customer newspaper	Publish annually in the BVPP  2 articles per annum for Kennet News  1 article for each newspaper slot	Ongoing
3	To ensure that equality issues are addressed in consultation with Kennet's communities through the creation of the Wiltshire Compact and Diversity Code of Practise	KC	Dec 2003  2004/05	Policy	Compact completed  Code of Practise for diversity completed	Adopted by Dec 2003  Adopted by September 2005	Complete
<b>Community Development</b>							
4	To ensure Kennet News circulation list fully represents all hard to reach groups	DR/CH	Mar 2006	PR	List reviewed and updated	New list developed with review dates	Ongoing

Serial	Action	Owner	When	Resources	Measures of completion	Target	Status @ report
5 SI	Identify the base line position for key performance indicators reflecting social inclusion and set targets so that improvement can be measured	KC	2004/05	Policy	Published in BVPP for June 2005		complete
6 SI	Adopt the best practise example from Test Valley by drawing up a Communications Strategy for hard to reach groups and integrate into the overarching communications strategy	CH	2005/06	Policy	Plan approved and used. Links to Community Planning Strategies	Adopted by April 2006	
7	Ensure the Kennet Community Strategy gives due regard to equalities and diversity	KC	2005/06	Policy	Plan approved	Adopted by Sept 2005	complete
<b>Marketing and Public Image</b>							
8	Identify satisfaction levels of service users through the GOS	KC	Sept 2006	Policy	Survey complete	Increase in satisfaction for all levels from 2003 and/or top quartile	
9	To ensure that translation facilities (including Braille, large print and audiotapes) in respect of any key documents provided to the public will be offered to address the importance of barriers and accessibility	KC/DR	Ongoing	Policy /PR	Key documents include a statement about translation / large print/audio/audio	BVPP BVPP/ Council Tax summary Twice yearly Kennet newspaper 2 Minute Guides	Ongoing

## 20 Sustainability Action Plan

The service area has contributed (and will continue to contribute) to the Council's sustainability agenda through the following activities.

Serial	Action	Owner	When	Resources	Measures of completion	Target	Status @ report
	To review the sustainability checklist currently included in the overview and compete elements of the Council's Best Value Guidance Manual	CH	2007/08	Policy/ Sustainability teams	Checklist produced that can be used by an individual service area	Checklist by April 2006	
	To work with the County Council to ensure that the joint Public Service Agreement has been achieved by 2008	KC	2005 to 2008	Officer time		Quality of life and cross cutting indicators identified	
	To complete an internal, on-line database of contact	CH	2005/ 2006	IT/Policy team	Improved targeting of	By 2006	

Serial	Action	Owner	When	Resources	Measures of completion	Target	Status @ report
	groups and appropriate methods of contacting them				consultations		

## 21 Service Action Plans

Serial	Action	Owner	When	Resources	Measures of completion	Target	Status @ report
<b>Sustainable Development Inspection</b>							
	Carry out a mapping exercise of existing local partnerships and consider their role in delivering sustainable development, linking with the outcomes of the Wiltshire wide audit of partnerships	KC/VP/CB	2006/07	Audit Commission review/IT/software	Audit commission review complete.	Map produced, audited complete/review complete	20% (partnerships identified)
<b>Other</b>							
	To increase the level of match funding drawn in as a result of Kennet contribution to the LSPs to enable Kennet to reduce the level of core costs	VP/CB	2005 to 2008	Enable a long term reduction in Kennet contribution	Community Planning Partnerships more independent.	100% match by 2008 110% by 2009 120% by 2010	
	To increase awareness of Kennet's contribution to Community Planning	VP/CB	2005 to 2007	Community Planning partnerships	To draw up a protocol with the community planning partnerships to acknowledge Kennet as the funder	100% of all projects funded by Kennet to be acknowledged by the partnership via a press release	
	Roll out the Compact codes of practise	KC	2004 to 2006	Officer time, printing at £500, continued funding of VAK	Codes finalised and agreed by partners	Finalised by April 2005 Adopted by KDC by July 2005	complete