

**1. WORKING WITH PARTNERS TO HELP FACILITATE THE PROVISION OF AFFORDABLE HOUSING****Improvement Plan**

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Comment / Progress</b>	<b>Timescale</b>	<b>Responsible Officer</b>
1.1	Provide 75 units of affordable rented housing	This is an ongoing programme throughout the year to deliver affordable rented housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan policies on affordable housing	21 units completed to 30/9/06, estimated completions by year end 70 The Council's programme for 2006-08 is currently estimated to produce 250 units over the next two years. The Council can expect much of this programme to be completed during the second year. This is because the Housing Corporation bid round for Social Housing Grant covers these two years and no Registered Social Landlord was willing to commence development until that programme was finalised in late 2005. Accordingly this quarter's performance reflects the lull as activity gears up.	Measured at year end	Paul staines
1.2	Provide 25 units of Shared ownership and other intermediate housing	This is an ongoing programme throughout the year to deliver affordable shared ownership and other low cost home ownership housing primarily as part of new build housing developments throughout the district in accordance with the Council's Local Plan policies on affordable housing	As above	Measured at year end	Ian Mead
1.3	Investigate alternative means of funding affordable housing	Expression of Interest (Eoi) for Private Finance Initiative submitted March 2006  Eoi result will be announced August 2006	Still Awaiting outcome of EOI	Still awaiting outcome of EOI from DCLG  Outline business case March 2007	Tim Sadler

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
1.4	Carry out a Best Value Review of affordable housing with a specific focus on value for money.	Carry out a scoping review to conclude what aspects of the service will be fully reviewed including benchmarking.  Carry out a review based upon the corporate template  Report to Executive	Initial meetings planned for end of July to begin scoping Project.  Planned for November – January-completed and choice based lettings selected for review.  Benchmarking group established Dec 2006  Now planned March 07	August 2006   Nov-Jan 2007  March 2007	Anthony Tyrer and Robert Woodside
1.5	Carry out a review of the Council's Choice Based Lettings scheme.	Carry out stakeholder and user consultation  Report to Strategic review committee	Completed June 2006  Report presented to SRC January 2007 ? COMPLETED	June 2006  January 2007	Lyn Scaplehorn
1.6	Develop a Medium Term consultation programme for housing services	Draw up a profile on the different interest groups in housing together with an approach to consulting with them tailored to maximise take up.	Initial work underway, draft report not likely until April 2007. Delayed by other pressures and only recent formation of communications team	March 2007	Paul Staines and Nikki Malin
1.7	Improve the Council's approach to tackling Domestic Violence in the area as measured by BVPI 225.	BVPI 225 has ten measures of a Council's approach to tackling DV. The Housing Inspector found that the Council met only 6 out of 10 of these as at April 2006. The Council aims to have achieved 8 out of 10 with action plans for the final 2 by April 2007	Budget Bid for outreach work submitted  Budget bid to develop a sanctuary scheme submitted	Ongoing throughout 2006-7	Paul Staines and Dot Morrison
1.8	Commission research into the need for Supported housing	Budgetary approval given  Specify, and then commission report	Capital Form 2 budget bid withdrawn. This task will need to be completed internally . Officers expect capacity will be available in the summer.	July 2007	Paul Staines

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
1.9	Review the Council's discretionary grants policy and work to secure improvements in the use of equity loans	<p>Look at the issue of demand for the Council's discretionary grants and examine whether budget is sufficient as part of the budget process</p> <p>Review councils that have successfully established equity loan schemes and report to Executive on way to develop the Vale's scheme.</p>	<p>A review of grants policy is needed to take into account the Housing Act 2004 (Housing Health and Safety Rating System).</p> <p>Discussions have taken place for a consortium based equity release scheme, but progress has stalled. Housing Forum suggested that whilst a nice idea it is unlikely to work as people do not want to use up equity in their homes</p>	<p>Feb 2007</p> <p>Nov 2007</p>	Ian Forster
1.10	Work with parish councils to develop rural housing on exception sites	<p>Carry out three rural needs surveys</p> <p>Develop 2 affordable housing schemes</p>	Limited progress due to vacancy of Rural Enabler Post employed by ORCC.	Ongoing throughout 2006-7	Ian Mead
1.11	Carry out a comprehensive revision of the housing strategy by spring 2007.	<p>Production of summary of last years strategy and progress</p> <p>Staff and stakeholder written consultation leading to production of an issues paper</p> <p>Full consultation event</p> <p>Draft strategy produced to tie in with Council's service and budget planning process</p>	<p>Summary produced and sent to all stakeholders.</p> <p>Sent to all stakeholders</p> <p>Event held 11<sup>th</sup> Oct 06</p> <p>Draft distributed to officers Sept.06</p> <p>Final draft submitted to portfolio holder. On target – to SRC March 07</p>	<p>July 2006</p> <p>July 2006</p> <p>Sept 2006</p> <p>Oct-Nov 2006</p> <p>Feb 2007</p>	Paul Staines
1.12	Complete Supplementary Planning Guidance on the provision of affordable housing	The Supplementary Planning Guidance gives more detail to developers as to the Council's requirements for affordable housing. Its introduction has had to wait until the adoption of the Council's Local plan that was completed in June 2006.	<p>Responses received to draft to be considered by members</p> <p>Adoption of final Supplementary Planning Guidance ACHIEVED COMPLETED</p>	<p>June 2006</p> <p>July 2006</p>	Katie Barrett

**2. CREATING A CLEANER, GREENER, SAFER AND HEALTHIER COMMUNITY AND ENVIRONMENT****Improvement Plan**

	<b>Action for Improvement</b>	<b>Milestones</b>	<b>Comment / Progress</b>	<b>Timescale</b>	<b>Responsible Officer</b>
2.1	Devise a series of themed Action Plans to improve service delivery in partnership with Vale stakeholders	Confirm approach and methodology Review existing corporate and service commitments  Draft Action Plans   Hold Partner Challenge events Finalise action Plans	Achieved Achieved for Environmental Cleanliness Greener and Safer and Healthier Plans Action Plans ; achieved December for Healthier Timetable for Action Plans to Senior Management Team 21/7/06  Achieved for ECAP; Green AP; Safer AP; Healthier AP Medium Term Objectives agreed Done for ECAP,GAP,HAP, SAP. Set out in Budget Proposal	Spring 2006 Summer 2006  Summer 2006  Autumn 2006  Dec. 2006 Dec. 2006 February 2006	David Stevens, Paul Staines, Rodger Hood, Mike Mackay
	<b>CLEANER</b>				
2.2	Reduce litter and detritus in public spaces in the Vale and improve upon customer satisfaction scores in line with agreed county-wide (Local Area Agreement) targets	Vale Voice Panel consultation on Waste services including street cleansing  Publish the consultation report and response	Achieved  Liaison Environmental Health & Corporate Communications. July see also item 2.4 below  Cleanaway Service Improvement Plan will deliver improvement	Spring 2006  Summer 2006  Autumn 2006	David Stevens   Mike Mackay
2.3	Take effective enforcement action to combat environmental crime including fly tipping, dog fouling, litter, graffiti and fly posting	Adopt a Local Environmental Quality (LEQ) enforcement strategy  Introduce Fixed Penalty Notices for selected environmental crimes	LEQ draft Enforcement strategy to Exec. 07/07 & Council 19/07 Public consultation completed 31/10; approved by Executive 05/01/07  On target	Summer 2006	David Stevens

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
2.4	Improve customer satisfaction with Waste Collection service	Implement improved contractor arrangements and action plan  Public consultation via BVPI 90 survey	In progress; Scrutiny Committee input @ July and Sept. 06 meetings Cleanaway service Improvement Plan agreed in October On target	Spring - Summer 2006  Autumn 2006	David Stevens Mike Mackay w.e.f Aug 06
	<b>GREENER</b>				
2.5	Review sustainable waste strategy in line with the emerging Oxfordshire Joint Municipal Waste Strategy	Support joint work programme for the Oxfordshire Waste Partnership (OWP) Publish revised Sustainable Waste Strategy	In progress; framework report to Executive 4 <sup>th</sup> August; OWP strategy and draft vale strategy to 1 <sup>st</sup> Sept Executive Oxfordshire joint municipal Waste Strategy published Sept.  Submitted to Strategic Review Committee and now approved.	Winter 2006  January 2007	David Stevens Mike Mackay w.e.f. Sept. 06  Mike Mackay
2.6	Achieve a combined Recycling and Composting rate of 29% in 2006-07	Complete the expansion of opt – in wheeled bins for garden waste & cardboard to 8000 properties	On target	Autumn 2006	David Stevens Mike Mackay w.e.f. Sept.06
2.7	Achieve increased recycling of non biodegradable waste in line with agreed county – wide (LAA) targets	Publish revised Recycling Plan 2006-09  Implement a programme of promotional measures	On target  On target	Autumn 2006  Winter 2006 - 2008	David Stevens Mike Mackay w.e.f. sept. 06
	<b>SAFER</b>				
2.8	Implement the Vale Community Safety Strategy 2005-08	Achieve strategy targets	Quarterly progress reports to Crime and Disorder Reduction Partnership (CDRP) – latest demonstrates targets achieved.	2005-2008	Paul Staines
2.9	Improve workplace safety in Council – regulated businesses	Adoption of Health & Safety Executive (HSE) revised guidelines  Achieve resultant inspection and compliance programme for 2006-07	On target  May miss spring 2007 target due to staff shortage. Will review at year end.	Summer 2006  Spring 2007	David Stevens

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
2.10	Improve enforcement arrangements for Environmental Health regulatory services for Licensing, Food safety, Health & safety at work, Private Sector Housing	Consult upon draft enforcement policies  Publish following consultation	Consultation programme commenced July – October 2006: policies finalised December 2006  Revised enforcement policy approved.	Summer 2006  Autumn 2006	David Stevens
2.11	Health and Housing Safety Rating System	Adoption and implementation of Department for Communities and Local Government guidelines	Changes to Council's scheme of delegation completed	Autumn 2006	Paul Staines
	HEALTHIER				
2.12	Address air quality problems in parts of Abingdon	Declare and Air Quality Management Area (AQMA) Consult upon an Air quality Action Plan (AQAP) Implement an AQAP	Achieved July 2006 following PRAC 22/6/06 Preparatory work commenced; public consultation due to commence June 2007: on target	Summer 2006  Summer 2006  2006-2009	Patrick Legge
2.13	Provide a Skate Park in Abingdon.	Complete design stage in consultation with youth groups  Construction and completion of Skate Park	Achieved  Delayed due to initial quotes being significantly over budget  WREN funding now confirmed. Project to start in April 07	June 2006  September 2006 revised to April 07	Mike Mackay
2.14	Improve Leisure, Culture and Recreational Facilities	Conclusion of agreements for future use of: Tugwell fields  Stockham Park  Mably Way	Proposal agreed by County; planning application awaited. Agreement to Lease being drafted Complete  No progress, tied to overall planning situation at Grove Airfield development.	March 2007  Feb 2007  Unknown	Mike Mackay

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
2.15	Provide an effective contribution which protects the interests of the Vale to the development of the regional spatial strategies for the South East and South West	Comments on consultation draft by Executive made to regional bodies  Give evidence to Examination in Public	Achieved  Vale has given evidence at the EIP into the south East Plan. Further evidence to be given at the sub regional sessions in Feb 2007; also at the Swindon session of the EIP into the South west Regional Spatial Strategy	Summer 2006  Feb/March 2007	Rodger Hood
2.16	Develop a Parks and Open Spaces Strategy which includes playground provision	Complete Planning Policy Guidance 17 (PPG) 17 led assessment of parks & open spaces Consultation with Parishes Citizens Panel consultation	Audit complete. Presentation to Councillors 28 Feb followed by Parish consultation.	Winter 2007/08	Mike Mackay
2.17	Optimise contributions from new developments towards leisure, culture and recreation	PPG 17 survey results and Parks & Open Spaces Strategy to feed in to developer negotiations	Awaiting production of strategy to optimise developer contributions but in the interim negotiations with developers are proceeding with appropriate input from Leisure service.	see 2.16 above  Winter 2006	Rodger Hood
2.18	Carry out review of children's and young people's services and integrate with Children's and Young Peoples Plan	Consult on the draft Youth Strategy  Publish  Implement Strategy	Consultation completed in September 2006; Recommended strategy approved by Executive in November 2006 Officer group set up (in December 2006) to plan, implement & review strategy.	By September 2006  December 2006 2007-2009	Toby Warren

**3. IMPROVING AND MODERNISING ACCESS TO OUR SERVICES**

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
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	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
3.1	Implementation of customer contact strategy.  Strategy to include equality and diversity issues Benchmarking and best practice – be aware of	Decision on service provider  Completion of multi-channel contact centre     Approval and implementation of payments strategy  Review of strategy  Appoint an Equalities Officer    Update the corporate equalities plan  Produce and implement an action plan	Report to August Executive recommended proceed with in-house solution. Roll out programme put before SMG on 27.10.06. Received portfolio holder endorsement. Business process re-engineering commenced in Building Control. Awaiting decision on capital bid in respect of customer relationship management software in February 2007. The decision on this capital bid will affect whether the existing software is upgrade or replaced, and so until made the outputs from the BPR work will not be fed into the contact centre.  Presently being developed, will be potentially affected by the outcome of the 07/08 budget.  In post Feb 2007  Structure approved in September 2006, effective 01.11.06. Recruitment in hand, interviewing in February 2007. From 01.11.06 being undertaken by Organisational Change Team. Now included within draft OD Programme. Main actions to occur when Equalities Officer in place. Currently reviewing the Race Equalities Scheme and associated actions incorporated with the BVPI.	Aug 2006  April 2007    March 2007   October 2006 March 2007  November 2006 onwards	Helen Bishop



	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
3.2	Promote Awareness of customer focus throughout the organisation implementation plan to be drafted	<p>Action plan to be agreed and implemented</p> <p>Agreement of corporate service standards and protocols</p> <p>Review of comments and complaints procedure</p> <p>Promote awareness and train staff</p>	<p>From 01.11.06 being undertaken by Organisational Change Team. Now part of the Customer Focus programme in the draft OD Programme, presently involving the senior management team and ascertaining their input. Action plan to come from this process.</p>	<p>From March 2007</p> <p>From June 2007</p> <p>June 2007</p> <p>June 2007</p>	Helen Bishop
3.3	Develop and publish service standards	<p>Identify areas where service standards are required</p> <p>Consult on service standards</p> <p>Develop and publish</p>	<p>From 01.11.06 being undertaken by Organisational Change Team. In progress.</p> <p>Now part of the Customer Focus and Communications programmes in the draft OD Programme.</p>	<p>By end Jan 2007</p> <p>June 2007</p> <p>October 2007</p>	Helen Bishop

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
3.4	Update web site to improve accessibility and usability	<p>Review of vale website</p> <p>Implement changes</p> <p>React to initial customer feedback</p> <p>Return Tridion Content Management System to staff users</p> <p>Content improvement plan to be developed and implemented</p> <p>Functional developments (forms/content) as part of customer contact strategy</p>	<p>Completed June 2006</p> <p>Achieved – website updated</p> <p>Navigation further updated (extra task not planned for)</p> <p>Originally due September 2006. Knock on effect of above and supplier and technical difficulties mean delay until Feb 2007</p> <p>Business process work started Feb 2007. To be implemented on web site March 2007 onwards.</p>	<p>October 2006</p> <p>Feb 2007</p> <p>Feb – June 2007</p>	<p>Ann Sadler</p> <p>Nikki Malin</p>
3.5	Deliver a challenging programme of Best Value Reviews of Council services	Agree programme and deliver reviews	<p>Programme agreed by Executive for period 2006-2008</p> <p>Three reviews currently in progress:</p> <ul style="list-style-type: none"> <li>• White Horse Leisure and Tennis Centre delayed to June 2007 by need to take specialist advice</li> <li>• Vale Community Strategy and other partnership arrangements</li> <li>• Housing Services – Value for Money</li> </ul>	<p>March 2006</p> <p>May 2006</p> <p>Report January 2007</p> <p>Report March 2007</p> <p>Report March 2007</p>	Robert Woodside

#### 4. BUILDING OUR CAPACITY THROUGH MANAGERIAL & ORGANISATIONAL DEVELOPMENT

## Improvement Plan

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
4.1	Permanent structure to enable delivery of Organisational Development programme of work.	Draft structure agreed for consultation Consultation with staff and staff side representatives Implementation	Agreed in full  Organisational Change and Communications structure effective from 01.11.06 COMPLETED	September 2006  0.11.06	Helen Bishop
4.2	Design and implement organisational development programme	Assess where we are over the 6 themes of <ul style="list-style-type: none"> <li>o Community engagement</li> <li>o People management</li> <li>o Leadership</li> <li>o Partnership</li> <li>o Culture</li> <li>o Service improvement</li> </ul> Provide a vision for each theme where we could be, how it would be characterised.  Select which improvements we want to focus on, based on <ul style="list-style-type: none"> <li>o Stakeholder consultation</li> <li>o Community aspirations</li> <li>o Central government legislation and guidance</li> <li>o Local political pressures</li> <li>o Efficiencies and cost reduction opportunities</li> </ul> Prioritise actions, formulate and deliver the action plan.	Vision consulted and agreed with SMT and SMG as per the themes suggested by DCLG.  Achieved  Workshop sessions for Organisational Development team to be set up to complete the first draft of the OD Program  Solace selected as Organisational Development partner from Leadership Centre for Local Government  Draft OD Programme in place, with 6 developmental programmes proposed. Presently in consultation with Senior Management Team.	October 2006  October 2006  November 2006  November 2006  June 2007	Helen Bishop
4.3	Investors in People Award	Implementation of action plan Achieving the award	Re-assessment TOOK PLACE IN November 06 and IIP status awarded. COMPLETED	November 2006	Tim Barnett

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
4.4	Implement and review people strategy	Publicise strategy Develop action plan		Spring 2007	Tim Barnett
4.5	Review of council's appraisal Commitments/PDP scheme	Develop and agree schemes Training Guidance notes	COMPLETED	Summer 2006	Tim Barnett
4.6	Develop service plans so that they link the council's aims and priorities and cascade them into the council's appraisal scheme		Council's Aims and Objectives clarified in Budget Proposal. Request for draft service plans has now been issued. Programme and project management approach being agreed to ensure effective monitoring and reporting. OD agreeing process to ensure capturing all relevant actions within service plans.	December 2006	Helen Bishop
4.7	Management development	SMT development  Away days  Competency directory	Completed for Senior Management Team and Executive Rolled out to service areas where re-organisation has been completed Published and on the intranet as part of the implementation of the Commitments and PDP schemes.	July 06  October 2006  August 2006	Tim Sadler/Helen Bishop
4.8	Giving access to Human resources information to managers and employees	Implementing system Streamlining processes Training staff Self-serve made available to staff	COMPLETED	October 2006	Tim Barnett
4.9	Workforce development plan	Create a plan combining corporate and individual training needs		Spring 2007	Tim Barnett
4.10	Staff attitude survey	Design survey Undertake survey Collate results Agree a programme of actions to improve staff satisfaction / build in further dialogue with staff	Completed Action planning workshop set up 31.10.06 with a group comprised of a cross-section of the authority. Some quick wins identified already in situ, eg the Chief Executive's Blog.	Summer 2006  October 2006	Nikki Malin

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
4.11	Update the ICT strategy	Select ICT strategy consultant Consult with staff and members across the organisation  Produce strategy  Implement action plan	Achieved Achieved  Achieved.  In train.	September 2006 September 2006 onwards	Ann Sadler
4.12	Best practice, benchmarking and value for money	Join benchmarking club Input data and receive feedback Action Plan for improvements	Achieved for cashiering, data sent, report received.	September 2006	Helen Bishop
4.13	Review, integrate and implement our risk and project management and procurement processes	Update processes	Ongoing with the Deputy Director for Contracts and Procurement	Spring 2007	Ann Sadler/ DD Contracts & Procurement
4.14	Resolve Pay & Grading competency points and market premia	Decide detailed arrangements for competency points Review applicability of market premia	<ul style="list-style-type: none"> <li>Achieved. Report given to PRAC on 15<sup>th</sup> December. Affected staff advised that every grade (apart from Grade 1) ends on 4<sup>th</sup> point of scale although there is some scope for extra increments to reward project work. Effective straight away.</li> </ul> Market premia reviewed at PRAC on 22.06.06	Summer 2006	Tim Barnett
4.15	Produce new procurement strategy	Incorporate procurement health check actions from 2004 into new action plan  Implement action plan  Review our Standing Orders and Financial Regulations in light of Procurement Strategy	On target. Top level framework drafted, second tier policy documentation in preparation (will be substantially based on work already done by SODC). SRC considered and noted the Framework in January 2007.	Spring 2007	Mike Mackay

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
4.16	Streamline accounting processes to reduce workload whilst providing necessary information & controls (will be resolved through SSO)	i. New joint Agresso implementation ii. Formation of a new joint accountancy team iii. Updated processes	On track  Behind schedule due to recruitment difficulties re Vale Accountancy Manager post  Ongoing	April 2007  April 2006	William Jacobs
4.17	<b>Clarify aims and objectives for council</b>	Update Corporate Plan linked to objectives	Clarified Aims and Objectives included in Budget Proposal. Revised Corporate Plan expected mid 2007/8 following the May elections	June 06	Tim Sadler
4.18		Link objectives into the Integrated Service and Financial Planning process	Better linkages in commitments and service plans	Dec - Feb 06	
4.19		Ensure that core strategic documents describe aims and objectives in consistent manner	Will follow on from Budget	Feb 07	Tim Sadler
4.20		Examine role of partners in delivering aims and objectives and implement mechanism to monitor contribution	Review in progress – Expect to report in April 2007	Dec 06	Tim Sadler
4.21	<b>Improve management of performance</b>	Make links between aims and objectives and service plans more explicit <ul style="list-style-type: none"> <li>• Second pass 06/07</li> <li>• First pass 07/08</li> </ul>	Second pass of service plans post commitments exercise planned for November On target	Nov 06 Mar 07	JP/TS  DD / ADs
4.22		Carryout service Best Value Review of performance management to ensure Vale has sufficient capacity to deliver	Overtaken by agreement to form Organisational Development team. COMPLETED	Nov 06	Tim Sadler
4.23		Cascade Service Review Meetings down to third tier	In place in some areas – July 06 To check compliance -SMT December – NOT 100%. Will be reinforced at SMT	Dec. 06	Senior Management Team
4.24	<b>Approach to Value for Money VFM</b>	Approve VFM action plan	Draft in place – has been to SMT. Approach has been approved by the Executive  Steering Group formed and meeting on a regular basis	Sept. 06	
4.25		Have in place cost and quality position statement for environment, housing and cultural blocks	Council Core Data identified. Housing VFM statement drafted	Jan 07	

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
4.26		Review Housing Value For Money BVR and apply lessons learnt to other service users	BVR well underway. On target to report in April 2007	April 07	Robert Woodside

## 5. DELIVERING OUR SERVICES AND DEVELOPMENTS WHILE MAINTAINING OUR MEDIUM TERM FINANCIAL PLAN (MTFP)

### Improvement Plan

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
5.1	Content and Presentation of the Councils MTFP	Achievement of February 2006 Service Prioritisation Plans (SPPs)  Include a written explanation of the main themes and principles behind the plan	£529K (80%) achieved by September 2006	Early 2006  February 2007	Various - see SPPs  Steve Bishop
		Identify specifically how resources (money and staff) have been moved to support our corporate priorities  Assess whether zero based budgeting could be used to shift resources from a low priority service area to a higher priority service area	Executive published Strategic Service Review Dec. 06. Used to shape Budget Proposal.  Full Council-wide zero-based budgeting (ZBB) was rejected due to large resource requirement. The Strategic Service Review superseded a possible smaller scale ZBB pilot exercise (see 5.2 below).	February 2007  Autumn 2006	Steve Bishop/Tim Sadler  Steve Bishop

	Action for Improvement	Milestones	Comment / Progress	Timescale	Responsible Officer
5.2	Develop further the Strategic Service Review process (SSR)	<p>Involve a wider range of staff in the process</p> <p>Consult with all Members</p> <p>Directly link the outcomes from the SSR to the Integrated Service and Financial Planning (ISFP) system &amp; MTFP</p>	<p>Officer Strategic Service Review 07/08 completed by the Senior Management Team and given to political groups &amp; published to staff Feb. 06</p> <p>Staff briefing on initial budget proposal and position</p> <p>Completed</p> <p>The Strategic Service Review was used to generate Cost Reduction Ideas, shifting resources from lower priority services to higher priority services.</p>	<p>Oct 2006</p> <p>Oct 2006</p> <p>Autumn 2006</p>	<p>Tim Sadler</p> <p>Tim Sadler</p> <p>Steve Bishop</p>
5.3	Identify specific areas where we will look at alternative methods of procurement / joint working / sharper commercial focus	<p>Identify areas in the February 2007 Budget</p> <p>Relevant service plans to include this work as a development objective</p> <p>Newly appointed Deputy Director Procurement &amp; Contract Management (P&amp;CM) to assess scope for renegotiating current contracts &amp; delivering services in more cost-effective way</p> <p>Achievement of the 2.5% annual efficiency savings for 2005/06 - 2007/08, as detailed in the Annual Efficiency Statements (AES)</p>	<p>Specific services have been identified in the list of Cost Reduction Ideas which were circulated to Members and staff.</p> <p>On target. Intensive review of major Leisure and Waste Contracts underway – DCL, SOLL, JV Strong and Cleanaway (latter complete with agreed Service Improvement Plan in place).</p> <p>The 05/06 backward look Annual Efficiency Statement has been completed and demonstrates achievement of the required 2.5%.</p> <p>The 2006/07 forward look AES demonstrates the achievability of this years 2.5% target</p> <p>The 2006/07 backward look AES will need to demonstrate the achievement of 2.5% target</p>	<p>February 2007</p> <p>March 2007</p> <p>March 2007</p> <p>July 2006</p> <p>April 2006</p> <p>July 2007</p>	<p>Terry Stock</p> <p>Various</p> <p>Deputy Director P&amp;CM</p> <p>Steve Bishop</p> <p>Steve Bishop</p> <p>Steve Bishop</p>



**6. IMPROVING BOTH INTERNAL AND EXTERNAL COMMUNICATION****Improvement Plan**

	<b>Action</b>	<b>Milestones</b>	<b>Comment / Progress</b>	<b>Timescale</b>	<b>Responsible Officer</b>
6.1	Update communications strategy regarding Internal communications, branding, communications channels, managing the media	Production of the strategy Implementation of the action plan	Communications team structure agreed; Team in place from January 2007. Action plan being pulled together.	Spring 2007	Nikki Malin
6.2	Investigate participation in the IDEA reputations programme	Decide whether to participate in Reputations Programme  Production and delivery of Action plan	Executive agreed in August 06  In progress	October 2006	Nikki Malin
6.3	Update consultation strategy and action plan to include mechanisms for reaching vulnerable and hard to reach groups (affordable housing (AF p49) report)	Develop a medium term Consultation Plan (2006 – 2009)  Carry out wide scale consultation exercises to further develop our corporate aims during 2006  Develop a programme to consult on the development of service standards for all relevant areas of the Council and promote the standards once finalised.	Now Communications Team is in place, consultation programming now in hand.	Spring 2007	Nikki Malin

	Action	Milestones	Comment / Progress	Timescale	Responsible Officer
6.4	Consult, develop and implement procedures to ensure that we reach all citizens within our community	Appointment of an Equalities Officer  Updated corporate equalities plan  Production and implementation of an action plan	Structure agreed and recruitment in hand, interviews in February 2007.  Now Feb 07  Dependent on Equalities Officer being in place. Now part of the Equalities and Diversity, Customer Focus and Communications programmes in the draft OD Programme.  <b>Review of Race Equality Scheme</b>  Review will be completed by end March 07  Production of Disabilities Equalities Statement  Production of a Gender Equalities Statement  Accreditation at Level 3 of the Equalities Standard for Local Government	September 2006  01.11.06  March 2007 onwards  <b>End of Feb 2007</b>  Oct 2007  Oct 2007  Dec 2007	Helen Bishop
6.5	Devise a list of those hard to reach groups and a way of communicating with them	Production of list and protocol for maintaining it  Procedure for accessing hard to reach groups	Will form part of consultation programme	Spring 2007	Helen Bishop
6.6	Assess staff satisfaction with the Vale in terms of satisfaction, workload, reward and recognition, communications, training and management	Conduct baseline staff attitude survey  Collate feedback  Circulate results  Devise and implement action plans  Follow up survey	Achieved.  Achieved  Achieved  Action planning workshop held with cross-section of staff 31.10.06 Quick wins already being rolled out.	Summer 2006	Nikki Malin

	<b>Action</b>	<b>Milestones</b>	<b>Comment / Progress</b>	<b>Timescale</b>	<b>Responsible Officer</b>
6.7	Review the internal communications tools for the organisation	Reports needed  Test and check progress and understanding of the vision	Will be part of action planning following staff survey.	Spring 2007	Nikki Malin