

REPORT OF THE DIRECTORS
TO THE EXECUTIVE
2 SEPTEMBER 2005

Corporate Governance Report First Quarter (April, May, June) 2005/06

1.0 Introduction and Report Summary

1.1 To consider issues referred to the Executive from the detailed consideration of the Directors' Corporate Governance Report by the Strategic Management Group.

1.2 The Contact Officer for this report is Tim Sadler, Strategic Director (01235) 540360.

2.0 Recommendations

The Executive is recommended to:

(a) *Note the Directors' Group Corporate Governance Report*

3.0 Relationship with the Council's Vision, Strategies and Policies

This report

(a) relates primarily to the Vision Statement.

(b) relates to the Best Value Performance Plan, and

(c) Complies with Corporate Planning Timetable.

4.0 Background and Supporting Information

4.1 The Directors' "Corporate Governance Report" for the first quarter looks at the key areas of:-

- Key issues
- CPA Improvement Action Plan monitoring
 - Corporate
 - Housing
 - Open Spaces
 - Implementing Electronic Government (IEG)
- Best Value Performance Indicators
- Local Performance Indicators linked to priorities for improvement
- Financial Information
- Key staffing data

4.2 Key Issues

This has been updated in line with Service Plans and the budget and has also been aligned with the Service and Personal Plans of the Assistant Directors.

4.3 CPA Improvement Action Plans

These have been reviewed and updated.

4.4 Best Value Performance Indicators

A full report including first quarter performance with updated national quartiles is attached.

4.5 Local Performance Indicators

These are being updated in the light of the budget and the redefining of the Council's priorities around:

- Helping to facilitate the provision of affordable housing
- Creating cleaner, greener, safer and healthier community and environment
- Improving and modernising access to our services

4.6 Financial Issues

The financial report is attached. This suggest that the Council is heading for modest underspend.

4.7 Staffing Issues

Compared to the last quarter average sickness has reduced. This may be due to the time of year as generally sickness is at it's peak in Q4 and reduces in the summer months. However, some Service Areas retain their high levels of sickness, including Finance and Planning which have actually more sickness per FTE on average than last quarter, and EH which remains at a similar levels to last quarter. Service Areas which have reduced their average sickness include Contact Services and Housing and Community Safety.

In respect of turnover we had a good start to the year in Quarter 1. If the turnover in that period continued throughout the year the turnover rate at the year end would be 7% compared with the target of 17%. However, this is unlikely and we have already seen a slight increase in July. Nevertheless this is a good start to achieving or bettering our target this year.

4.8 Risk Management

A major review was carried out in June. No significant changes.

4.8.1 General

Previously only the headlines and issues of concern have been reproduced in the report to the Executive. To assist in the communication of performance, progress and areas for improvement to staff, members, stakeholders and the public the Executive is asked to consider the publication of the whole report in future.

DIRECTORS GROUP

Background Papers: Corporate Governance Report of the Directors Group

CORPORATE GOVERNANCE – KEY ISSUES AND PROJECTS REPORT

1st Quarter 2005-06

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
HELP FACILITATE THE PROVISION OF AFFORDABLE HOUSING	TDV	TS/PS	Improve the data held and its collation by the Council to support planning policies and negotiation of affordable housing at new developments	Housing needs survey refreshed for Local Plan Enquiry. Agreed in principle to joint Housing Needs Assessment for Oxon.	Agree steps for routine refresh of information Sept. 05
	TDV	TS/RH	Focus on and prioritise the Local Plan process to prevent delays	Has been prioritised in Planning Strategy team	IEP completed September 05
	TDV	TS/RH	Complete Supplementary Planning Guidance on the provision of affordable housing	Draft published	Inspector's Report Jan 06
	MDV	TS/PS	Introduce local performance indicators to track the performance in respect of housing provision.	List agreed between Planning and Housing and being built into service plans.	First publication Oct 05

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Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	MDV	TS/PS	Strengthen the housing services input into the development team approach	Pick up good practise across South East.	Team training & Development Sept 05
	MDV	TS	Integrate the aims for the provision of affordable housing with planning policies and budget provision	Housing Strategy achieved "Fit for purpose"	SMG September 05
	MDV	TS/PS	Provide an outline business case to re-model hostel accommodation in time for budget process 2006/07	Director/Portfolio holder briefed	SMG September 05
	MDV	TS/PS	Review Hostel allocation policy Sept 05	Approval by executive July 05.	Implement
	MDV	TS/PS	Put forward proposal re BVPI 176 domestic violence grant in time for budget 2006/07		Report to SMG September 05

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Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
CREATE A CLEANER, SAFER AND HEALTHIER ENVIRONMENT	TDV	TS/RH	Implement an action plan agreed with the Government Office for the South East (GOSE) for housing delivery	On target	Next review meeting with GOSE
	TDV	SB/DS	Achieve Recycling Rate of 25% from existing green box and bring schemes	Rate is up on 2004/05 but waste arising up too. Cleanaway capacity constraint being addressed.	½ yearly Service Area Report Oct. 05
	TDV	SB/DS	Improve the Recycling Rate by an additional 2% from the introduction of a pilot composting scheme	Scheme collections commenced w/c 15 th August 05.	½ yearly Service Area Report Oct. 05
	TDV	TS/RH	Achieve the milestones in the Local Development Scheme 2005-08	Local Plan inquiry commenced 16 th May. Closure programmed for 15 th Sept 05	Receipt of Inspector's report Dec.05/Jan06 Pre-production & evidence gathering for the LDF "statement of Community Involvement", "Core Strategy" and "Dev. Control Policy" documents

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Programme	Lead Member	Lead Officers	Comment	Milestones	Sept-Dec 05 Next Milestone
	TDV	TS/RH	Improve planning performance against national Best Value Performance Indicators and ensure all are out of bottom ¼ and on target	Re-structure of Admin Support agreed. Investigated route to improved backfill where experiencing high staff turnover. Investigating voicemail. Reviewing Scheme of Delegation	Check progress of BVPI's
	MDV	TS/PS	Hold a "mainstreaming Community Safety event" which ensures that all parts of the council are aware of the contribution they can make.	Event held June 05	CLOSE
	MDV	TS/PS	Introduce a twice a year update on Community Safety for staff/members/partners on community safety issues		First edition October 05
	JH	TS/NG	Improve Leisure, Culture and Recreational Facilities by the conclusion of agreements in respect of the future use of: <ul style="list-style-type: none"> • Tugwell Fields • Stockham Park • Mably Way 	Tugwell Field – Discussions continue with County Council & Wantage Silver Band. Stockham Park – Options for play facility are being pursued Mably Way – Negotiations continue with Grove Parish Council. Potential for agreement has been identified and is likely to	Sept 05

Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	TDV	SB/DS	Improve our waste management services following the recent Best Value Review – implementation of Action Plan	BVR Improvement Plan being drafted. Scrutiny Committee have been consulted.	Due for October Executive and Scrutiny cycle.
	JP	TS/RH	Provide an effective contribution which protects the interests of the Vale in the development of the regional spatial strategies for the South East and South West	Vale comments on the South East Plan: Draft for Public Consultation (Jan.05) agreed by Council & forwarded in time to meet SEERA deadline.	Provide a response to consultation on strategy options for Central Oxon. Sub-region Sept/Oct 05
	JP	TS/RH	As above	Regional Spatial Strategy for the South West: Vale comments on Swindon sub-regional study delivered at Joint Member and Officer Steering Group meetings Mar/Apr 2005	Respond to formal consultation on draft Regional Spatial Strategy Spring 06
	JH	TS/NG	Develop a Parks and Open Spaces Strategy which includes playground provision	Brief for consultant has been drafted and is being consulted upon.	Finalise brief by end Sept & engage consultant
Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	JH	TS/NG	Carry out review to enable Council as planning authority to optimise contributions	Brief for consultant has been drafted. This is	Finalise brief by end Sept &

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			from new developments towards leisure, culture and recreation	being consulted upon.	engage consultant
	TDV	SB/DS	Street Cleansing - Investigate ways which will incentivise our contractors to higher performance	Raised at Scrutiny presentation in July.	Scrutiny Committee Report Oct 05
	TW	SB/DS	Publish an enforcement policy and implement associated procedures for "environmental crime"	Adoption of policy of presumption towards prosecution for fly tipping offences.	Draft Plan by October 05
	TDV	SB	Improve our waste services following the recent Best Value Review	As above	Review of Best Value Review Action Plan as part of ½year Service Report
	MDV	SB	Ensure that a seamless range of Assisted Travel Services are researched and communicated to residents	Continuing to promote the alternative schemes to bus tokens, but otherwise complete.	Completed CLOSED
	JH	TS/AM	Provide a Skate Park in Abingdon.	Initial consultation being planned on long list of sites. Identify preferred site.	Consultation completion Oct 05
	JH	TAS/DQ	Adopt a Child Protection Policy	Prepare Child Protection Policy – Consulted Benchmarking and Oxfordshire Authorities for examples of Best Practice on the 10th June and NG on Leisure issues. Next milestone is to prepare draft for September SMG. Aligning this work with	

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Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	JH	TS/NG	Carry out review of children's and young people's services and integrate with Children's and Young Peoples Plan	County Council approach to development of the plan is progressing.	Draft Children & Young People's Plan produced by County Oct. 05
	TDV	SB	Future use of Old Gaol	Receive feasibility report	Report to Executive
IMPROVE AND MODERNISE ACCESS TO SERVICES	RS	TS/HB	Complete the integration of Environmental Health back office processes into the local services points and customer contact centre	First 3 processes completed	Complete next 6 October 05
	MDV	SB	Investigate the improvement of revenues and benefits services by integrating business process re-engineering, workflow and customer contact centre (now incorporated into Vale- South Oxon District Council financial Shared Service project)	Appoint temp to lead on shared service bid. Submit bid Procurement decision	Sept 05 Nov 05 Feb 06
	RS	TS/HB	Implement a programme to develop Customer Focus	Programme being developed alongside Customer Contact Strategy	SMG September 05
Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	RS	TS/HB	Continue roll out of call centre approach to services with high volume telephone contacts		Identify which area next October 05

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	RS	TS/HB	Introduce Service Standards progressively across all service areas	Environmental Health ready to publish	Where next? October 05
	RS	TS/HB	Complete and implement a Customer Contact Strategy	In draft form	Executive November 05
	RS	TS/HB	Investigate the potential for sharing Customer Contact Centre with other authorities	Initial talks with County Council & adjoining authorities	Decide options SMG November 05
	TDV	TS/RH	Implement public access to planning applications and link to planning portal to enable planning applications to be made on-line via the national portal	System selected. Connection to Planning Portal made. Beginning to receive applications on line.	Go live Phase 1 September 05
	JH	TS	View of residents on ease of access – views of marginalised groups	Awaiting support from newly appointed Communications Officer	Nov. 05
	TDV	TS	IEG – 2004-05 programme including: E-Planning Applications Procurement/e-procurement	In progress	Review by IEG Board
BUILD OUR CAPACITY THROUGH MANAGERIAL & ORGANISATIONAL DEVELOPMENT	JP	BMCA	Design and implement an organisational development programme	The first phase of the plan is to deal with the recent selection procedure for Assistant Directors. Intensive work has begun on this and will be completed in September.	Proposals for new structure October 05
Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	JM	TB	Publish and implement our Pay and Workforce Strategy	Working Group established to develop People Strategy and Pay & Workforce Strategy	Prepare draft

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MEDIUM TERM FINANCIAL PLAN			Service Prioritisation Plans approved in the budget	achievements & transfer of saved budgets to Contingency	Report
	JH	TS/NG	Re-align Community & Partnership Grants	Grant Policy revised. Approved by Council July 05	Review Partnership Grants Sept. 05
	JH	TS/NG	Replace Abingdon Open Air Pool with water feature	Proposal from pool campaigners received July 05	Executive September 05
	JM	TS/NG	Replace grant to Tourism Information Centres with Tourist Information points	Tourist Information Points running	Electronic information points available
Programme	Lead Member	Lead Officers	Comment	Milestones	Next Milestone
	JH	TS/NG	Transfer Halls managed by Council to Non Profit Distributing Organisation	Project Plan has been devised and implementation commenced. Advert for expressions of interest is about to be published.	Shortlisting
	JH	TS/NG	Reduce administration costs to developmental activities	Implemented	CLOSED
	TDV	TS/RH	Increase Car Park income by redistributing staff parking	Monitoring impact	Decide to continue Oct. 05

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			least match all costs arising from additional fraud officer	performance to ensure cost neutral appointment	covering costs Dec. 05
	JM	SB/AM	Continue to seek to increase investment income through sound commercial property investment	Exchange of contracts on Canterbury investment opportunity has occurred	Further investment opportunities being sought
IMPROVE BOTH INTERNAL AND EXTERNAL COMMUNICATION	TW	TAS	Review both internal and external communication strategies	Appointed	Officer in post Oct 05
	TW	TAS	Develop and implement action plans	When officer in post.	Oct 05

CPA CORPORATE HIGH LEVEL IMPROVEMENT PLAN

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 30th June 2005
1.1	JP / TAS	Refine and simplify vision, aims, and objectives	Review vision	Nov 04	Work commenced. Now time tabled for Oct. 05
			Identify Community Strategy themes for Council to lead on.	Nov 04	Agreed by VSP Sep 04. Completed.
			Produce a Corporate Plan linked to priorities(TS)	Feb 05	Draft Corporate Plan completed.
			Link priorities into the Integrated Service and Financial Planning process	Feb 05	Reflected in 05/06 budget – influencing service planning and will underpin budget 06/07. Specific links to priorities are identified in individual Service Plans.
			Identify Management Values		Management Values approved by PRAC March 05. Completed.
			Build understanding & commitment	Oct 05	
1.2	JP / TS	Identify resources to support and facilitate the remaining strands in the Community Strategy led by other partners	Other partners volunteer		Leads identified.
			Partners propose structure and work programme		Some evidence of leads being taken.
			ISFP Process	Feb 05	Will feed into ISFP 06/07.
1.3	JP / TAS	Implementation of Communication Strategy	Ensure approved Consultation and Communication Strategies, in which feedback requirements are explicit, are delivered.	From Nov 04	Communications Officer Recruitment in progress

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	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT 30 th June 2005
			Structure and Staffing of Communications & Consultations posts needs to be determined.	Nov 04	As above.
			Appointment of Communications officer(s).	Nov 04	As above.
2.1	JP/TAS	Improve internal leadership through alignment of Portfolios and service areas and the working of Executive and Directors	Portfolios linked to service areas.	Completed May 04	Completed
			SMG created to provide focus on medium to long term issues.	Completed May 04	Completed
			Re-consider management structure post leisure trust	Completed Oct 04	Interim Structure in place. Interim Director commenced. Review of structure in progress.
2.2	JP/TAS	Review working of & resourcing the Policy Overview and Scrutiny Committees	Review of constitution and decision making arrangements	Completed Apr 04	Completed.
			Introduction of Strategic Review Committee (SRC)	Sep 04	Completed

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 30th June 2005
			Review working of SRC/Scrutiny	Sep 05	Reviewed by Audit Commission Nov 2004. Final Report rec'd Feb 2005. Scrutiny Cttee explicitly identify packages of work & resources which includes time & skills of Scrutiny Cttee members.
			Need to conclude Audit Commission report Action Plan	Oct 05	Action Plan to be reported to Council.
			Resourcing of SRC and Scrutiny Committees to be addressed through ISFP.	Feb 05	SRC model established in 2004 is less well developed. Will be exploring how work of this committee can more explicitly support the agenda of the council and what support it in turn requires.
2.3	JP/TAS	Priorities for planned service improvements need to be clear	Executive to assign priority order to planned service improvements.	Feb 05	Reviewed in detail at SMG. Reflected in BVPP & Service Plans. To be reflected in Corporate Plan.
			Cut off on priorities needs to be realistic to allow time both to develop skills and to address strategic issues	Feb 05	As above.
3.1	Awaiting restructure	An effective change management process needs to be embedded	Ensure an appropriate level of Project management is utilised for all projects.	Sep 05	In progress. Monthly monitoring process for projects.
			Ensure Risk Management methodology is fully applied.	Sep 05	Risk Registers complete. Review of most risk registers completed in May/June 05..

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	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 30th June 2005
			National Procurement Strategy adopted and implemented.		In Progress. E.g. SPPO (strategic procurement partnership for Oxfordshire); Joint stationery tender; alternative service provision being actively explored ("Appendix F").
			IDEA procurement Healthcheck action plan approved	Oct 05	IDEA Healthcheck undertaken. Action Planning with IDEA to commence July 05.
3.2	Awaiting restructure	Sharing lessons learnt	Tie internal and external lessons learnt into performance management.	Feb 05	Council has engaged Interim Director to assist in development of this & other issues. Interim Director now commenced.
4.1	TAS	Ensure sufficient and appropriate staffing resources are available to deliver agreed priorities	Pay and Grading completed	Nov 04	"main" P&G completed. Consequential actions incl. competency criteria are scheduled until Oct 05. Turnover being monitored through corp gov reporting. 2002/03 19.07% 2003/04 15.99% 2004/05 15.41%
			Restructuring report.	Oct 04	Interim Structure in place. Interim Director in place and review of structure in progress.
4.2	Awaiting restructure	Management skills not developed	Management training being planned, programme established	Feb 05	Interim Director in place. Mgt Devt programme to follow.

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	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 30th June 2005
4.3	Awaiting restructure	Capacity of key staff needs to be appropriate	Capacity planning to be linked to ISFP and identified priorities	Feb 05	In progress via PWS. New Service Plan format (Nov 04) will help this.
5.1		Performance Management Culture needs to be embedded	CEO, Directors & Executive Members to take greater leadership in performance management through Corporate Governance process at SMG and Executive	Implemented	Process to facilitate this is Implemented. Guide to PM being produced. Review of appraisals has commenced. Contribution to SOLACE/ODPM performance workshops pilot has commenced.
5.2	Directors Group.	Use management information to manage	Cascade use of Corporate Governance information throughout the management of the Council.	Dec 04	In progress. Regular monitoring in place. Format agreed for Exec Member involvement in regular performance reviews. Commenced June 05. Performance Management IT Project – standard format for presenting data completed. Implemented in Corp Gov report 4th Qtr 2004/05. Evidence of data driving decisions. Improving BVPIs.

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT 30th June 2005
5.3	TS/ST/RW pending restructure	Best Value 4Cs need to be more consistently applied	Review approach to Best Value.	Dec 04	Report to Jan Exec approved review programme & approach. BVR of waste mgmt completed. Action Planning commenced. BVR of Revenues and Benefits. Joint review. Consultants were appointed Feb 05. Review commenced Mar 05. Reported to Exec June 05. Housing scheduled next; due to commence Jul 05.

HOUSING IMPROVEMENT ACTION PLAN

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
1. Paul Staines	Gaps in the Council's Data on some groups such as elderly, black, minority & elderly (BME)	Updated HNS Update House Condition Survey	Resources approved Brief drafted Providers sought Provider chosen Start Completion Starts Completed Review policy, objectives and targets	Dec 04 Dec 04 Dec 04 Jan 05 Jan 05 Mar 05 Oct 04 Jan 05 Feb 05	Bid completed Draft produced. Commissioned refreshed version of 2000 survey Taking advice of Audit Commission and Housing Inspectorate re methodology and time re Housing Market Assessments. Oxfordshire local authorities have agreed in principle to Joint Housing Market Assessment of central Oxfordshire. Refreshed assessment completed March 05 House Condition Survey (HCS) – Completed draft March 05
2. Paul Staines	Outdated housing needs and private sector stock condition surveys	Consider revising frequency surveys carried out	Cost benefit analysis on more up-to-date data.	Dec 04	No clear advice from Government Office of the South East (GOSE) or Housing Inspectorate on 'correct' frequency. Looking at what can be done to refresh between surveys.

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RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
3. Paul Staines	Affordable housing is not an explicit aim	Update Council priorities against community strategy - Affordable Housing becomes explicit priority	Consider at Executive Reflect affordable housing as a priority in ISFP Reflected in budget	June 05	Affordable Housing now a priority of the Council.
4. Rodger Hood	Slow development of the Local Plan	Ensure sufficient resources to prevent slippage of local plan timetable Consider refocusing and increasing resources in development policy teams to give greater priority to the local plan/development plan. Improved project management	<ul style="list-style-type: none"> • Inquiry date for current local plan to 2011 fixed for May 2005 • Bid to Executive (November 2004) to use Planning Delivery Grant to provide additional resources for local plan inquiry 	May 05 Nov. 04	Portfolio holder agreed to retention of £50K of Planning Delivery Grant award as contingency sum to provide additional resources for the Local Plan inquiry should this prove necessary. Some use of consultants required during inquiry session dealing with affordable housing.
			<ul style="list-style-type: none"> • Adopt Local Plan to 2011 • Prepare Local Development Scheme (LDS) for submission to Secretary of State by 31st March 2005 LDS will specify Local 	Jul. 06 Jan. 05	Local Plan inquiry underway. Programmed for completion by 16 th Sep. Local Development Scheme (LDS) submitted to GOSE end of Feb 2005 and now agreed by GOSE

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				Development Framework (LDF) for preparation of future planning policy documents and will allocate resources, set out project management methods and timescales.		
RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1	
5. Rodger Hood		Ensure that service planning adequately reflects the desired compromise between timescales, quality and resources	<ul style="list-style-type: none"> Update Service Plan to reflect the Local Plan and LDS requirements 	April 05	First draft of Service Plan for 2005/06 prepared. Initial stages of new Local Development Framework (as set out in the LDS) included as core service objective with resource implications for 2005/06 spelt out. Service Plan agreed by Portfolio Holder, awaiting Executive approval.	
RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1	
6.		Consider reduction in scope of	<ul style="list-style-type: none"> Consultation on LDF to 			

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Rodger Hood		consultation to reduce pressure on staff resources and decision making processes to enable speedier progress	be determined through preparation of the Statement of Community Involvement as required by latest Planning Regulations - consultation on level of Community Involvement	Nov 05	Preparation of Statement of Community Involvement programmed for Sept/Oct 05
7. Katie Barrett	No Supplementary Planning Guidance (SPG) on affordable housing	Draft published for consultation Consider responses – publish revised draft, then final version when Local Plan to 2011 adopted	<ul style="list-style-type: none"> Revised draft to be published after inspector's report received 	May/June 2006	Action not required until May/June 2006
8. Katie Barrett	Currently behind Structure Plan targets for the delivery of affordable housing	Draft Structure Plan targets first published September 2003 Support draft targets at the examination in public (EIP) Defend draft targets in Local Plan at Local Plan Inquiry Implement draft affordable housing SPG and linkage to Social Housing grant.	<ul style="list-style-type: none"> Attending Structure Plan EIP affordable housing session Local Plan 2011 Inquiry programmed Seek maximum possible affordable housing provision through development control process using draft Local 	Oct. 04 May 05 (commencement) Oct. 04 onwards	Achieved Oct. 04 Affordable Housing Local Plan Inquiry round table session conducted on 7 th June 05. Now awaiting Inspector's report. Ongoing. Dev.Control staff negotiating with Developers as appropriate
Rodger Hood					

Rodger Hood/Katie Barrett		More explicit monitoring against current targets. From local PI to incorporate in service delivery statement and corporate governance report.	<ul style="list-style-type: none"> Plan Policy and draft SPG Full implementation of SPG including new targets upon adoption of Local Plan Establish local performance indicator for achievement of affordable housing 	Nov. 06 Jan 06	Target to be set following receipt of Inspector's report on Local Plan Inquiry which will determine affordable housing percentage target and development site size thresholds
9. Tim Sadler		Strengthen Housing Services input into the development control team approach to advise on the amount and type of affordable housing needed (see review below)	Report to Executive	Dec 04	Report received and approved at Jan 2005 Exec on new outline strategy and capacity to implement.
RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
10. Tim Sadler	No strategic response to loss of Local Authority Social Housing Grant (LASHG)	Strategic response to loss of LASHG in place -Report to Executive stating our position in time to feed into integrated service and financial plan	Report to Executive	Dec 04	As above
11. Tim Sadler	Limited mechanisms in place to maintain information base	Review enabling role as part of report to Executive on loss of LASHG.- Enabling role re-focused to provide relevant and up-to-date information to support bids, planning and	Report to Executive	Dec 04	As above

12. Tim Sadler	Worst quarter performance on Best Value Performance Indicators (BVPI's)	negotiations on individual sites Implement existing Service Development Plans for BVPI's for 62, 64, 183a (Vale Value Proposition (VVP) Re-consider position in respect of 183b	BVPI's monitored monthly Improve understanding of calculation and what indicator sensitive to. Review targets etc for BVPI 62 following HCS in Feb 05 Maintain work on empty homes Re-consider position in respect of hostels. Consider position re rent arrears and temp accommodation.	Done Feb 05 Dec 04 Feb 05 June 05	BV64- out of bottom quartile BV62- improvement takes us out of bottom quartile ODPM permit exclusion of exceptional cases. This has improved figures. Executive approved report on alterations to allocations policy to improve BVPI 183b
13. Katie Barrett 14. Rodger Hood/Katie Barrett Rodger Hood	Failing to deliver against the targets set in Structure Plan	Implement action plan for housing delivery and monitoring framework agreed with GOSE Defend the increase in the amount of housing land identified in the second deposit plan at the local plan inquiry	<ul style="list-style-type: none"> Action Plan first revision to be completed by November 2004 Review revised action plan with Government Office for South East, as required Local Plan Inquiry programmed to commence May 2005 	Summer 05 May 05	Vale sent updated action plan to GOSE 13.11.04. Vale meeting with GOSE on 12 th January 05. Agreed 31 st Jan 05 Local Plan Inquiry Housing Land Supply round table session conducted on 24 th May 05. Now awaiting Inspector's report.

OPEN SPACES ACTION PLAN

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
Rodger Hood	Slow to finalise Local Plan	Consider adjusting priorities or allocating more resources	Strengthen Local Plans team and speed up Local Plan	March 2005	See Housing Diagnostic Action Plan
David Stevens	Service Standards not well developed or communicated	Develop and publish service standards for key environmental services	Standards published	March 2005 Sept 05	<ul style="list-style-type: none"> Environmental Health (EH) Services all described on website EH Standards table under development, due Sept. 05
Steve Bishop	Little focus on wider sustainability issues	Consider the wider sustainability role sustainability should play in environmental issues	Resolve its future role	March 2005	Preliminary work commenced, currently under discussion with Councillor Ward/S Bishop
David Stevens	Street cleaning an area of dissatisfaction	Work with new contractors to direct resources at key areas	Improved satisfaction	March 2005	<ul style="list-style-type: none"> Continued progress in Fast Roads Service (A34) Contractor performance improved.
David Stevens	Longer term plans for refuse collection unclear	Develop and agree plans for refuse collection	Clearer plans and better services	June 2005	<ul style="list-style-type: none"> Continued participation in County-wide strategy through Member and other groups

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RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
					<ul style="list-style-type: none"> Adoption of joint service provision research as a service priority for 05/06 Contractor recommendations discussed by Scrutiny Committee
David Stevens	New contract does not provide incentives for improvements	Negotiate and agree incentives with contractor	Improved performance through clear incentives	June 2005	Some improvement identified through negotiations
David Stevens	No focus on enforcement	Develop and publish enforcement strategy for key areas	Reduced complaints through more effective enforcement	March 2005	<ul style="list-style-type: none"> Environment Warden post created Principle Environmental Health Officer (EHO) transferred to Environmental Protection team EH Public Spaces Programme constructed and in progress
Paul Staines	Community safety not embedded	The Council will consider the relative priority of community safety as part of its reflection on the actions contained within the Vale Community Strategy	New Community Safety Strategy drafted. New Strategy communicated internally	March 2005	<ul style="list-style-type: none"> Strategy adopted by Executive May 05. S17 Crime & Disorder Act seminar

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RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
		and the implications for service areas and action plans			<p>held for Members and Senior Officers June 05</p> <ul style="list-style-type: none"> • First twice-yearly community safety briefing due October 05.
Nick Garnett	No needs analysis undertaken and no strategy for youth provision	Carry out needs analysis and develop and publish a youth strategy	Better awareness of and provision for the needs of youth	April 2005	With the advent of the need for a County-wide Children and Young People's Plan a revised timescale has yet to be determined due to the County work.
Nick Garnett	No playground strategy	Develop and publish a playground strategy	Improved playground provision and use through production of strategy	Sept. 2005	To be incorporated into Parks and Open Spaces Strategy work identified for the 2005/06 Service Plan. Timescale needs to be revised to marry with the Service Plan, April 2006.
David Quayle	No overall child protection policy	Develop and publish a child protection policy	Greater safety through preparation of policy	March 2005	Timescale will need revising

IEG ACTION PLAN

RESPONSIBLE OFFICER	WEAKNESSES IDENTIFIED	ACTION FOR IMPROVEMENT	MILESTONES	TIME-SCALE	PROGRESS AS AT QUARTER 1
Jeremy Beach	<p>BVPI 157 score of services delivered electronically</p> <p>a) is in middle quartile (national rankings)</p> <p>b) has fallen short of Council's target of 85% for end March 2005</p> <p>c) is projected to achieve 94% by end 2005 if all projects delivered on time.</p>	<p>Service areas to publish remaining content relating to "Provision of information" and "Provision of network links" – DONE</p> <p>Select e-forms and online payment technologies for public facing web site and implement relevant services online – STILL TO DO</p>	<p>BVPI 157 Score = 75%</p> <p>BVPI 157 Score = 100%</p>	<p>31st March 2005</p> <p>31st December 2005</p>	<p>BVPI 157 = 74.5%</p>
Jeremy Beach	<p>ODPM IEG Priority Outcomes.</p> <p>The Council's IEG4.5 statement shows the current and expected status of these outcomes: this is published on our web site.</p> <p>The following lines are listed as RED: Preparation and planning, to include projects that are being planned or being piloted. These are at greatest risk of not being undertaken or completed [does not include lines dependent upon other agencies or are not relevant to VVHDC]</p> <ul style="list-style-type: none"> • G4, G12 <p>This is an excellent improvement on the last report.</p>	<p>Each RED or AMBER line must have a responsible manager identified, and they should create an activity plan that will identify how the Outcome will be achieved by the end of December 2005 or end of March 2006, as appropriate.</p> <p>Careful monitoring of individual lines and overall situation is required in order to keep Council on track to completion.</p> <p>Non compliance with any</p>	<p>Completion of all "R" and then all "G" Outcomes.</p>	<p>All "R" Outcomes must be achieved by end December 2005.</p> <p>All "G" Outcomes must be achieved by end March 2006.</p>	<p>See IEG4.5 Statement on our web site.</p>

Jeremy Beach	<p>The following lines are listed as AMBER: Implementation Stage, roll-out of approved projects. These require careful monitoring to ensure that they are implemented to the proper quality and on time.</p> <ul style="list-style-type: none"> R5, R9, R10, R11, G10, G11, R13, G13, R16, G15, R18, G17, G18, R23, G19, G20, G22, R29, G25. 	<p>line must be approved by an explicit decision at Executive level.</p> <p>Sanctions may include poor CPA rating, mandatory consultants, and claw-back of IEG funding.</p>			
Jeremy Beach	<p>The following ODPM Priority Outcomes are reliant in part on the conclusion of the Revs & Bens review.</p> <p>R11, G15, R16 (related to CT and Housing Benefit)</p>	<p>Come to conclusion on review of Revenues and Benefits service provision.</p> <p>Identify project sponsor and create project activity plan.</p> <p>Assign resources.</p> <p>Follow activity plan.</p>	<p>Finalised activity plans</p> <p>Achievement of relevant outcomes</p>	<p>31st March 2005</p> <p>31st December 2005</p>	<p>Way forward finalised by SODC and VWHDC.</p> <p>These outcomes must be specified for inclusion in revised service provision.</p>