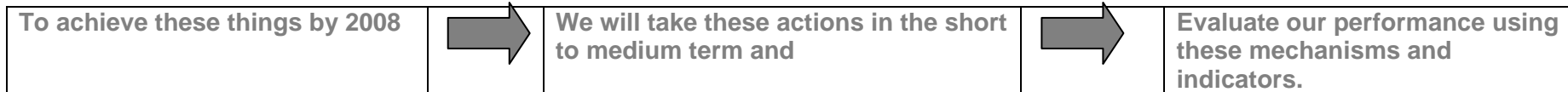


## CORPORATE DELIVERY PLAN 2004-08



### CORPORATE DELIVERY PLAN 2004-08.

Stroud District Council's Corporate Delivery Plan reflects the priorities established by the Council, local people and the Local Strategic Partnership and implementation is the responsibility of the Cabinet and Strategic Team. The document is at the heart of the Council's performance management framework (see Figure 1 below) and is designed to deliver the Council's Vision, aims and priorities (also listed below). Resources to deliver this plan have been identified within the Medium Term Financial Plan and progress will be reviewed regularly and inform the Council's policy planning and resource allocation cycle, service plans and performance management systems.

### THE COUNCIL'S VISION, AIMS & PRIORITIES

#### Vision

To make Stroud District a better place to live, work and visit for everyone

#### Corporate Aims

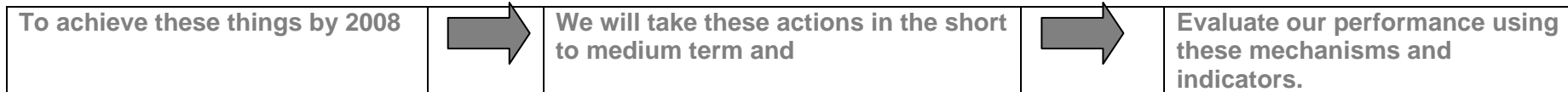
1. To prevent and reduce crime and disorder
2. To maintain and improve the community's health
3. To create and expand recreational and cultural opportunities
4. To help those in particular need
5. To protect and improve the environment
6. To help build economic prosperity
7. To improve continuously the Council's performance by providing best value services

(1-6 are in order of importance, as defined by Stroud District Residents Survey, 2001)

#### Key Priorities

The Council has 5 priorities, which reflect the concerns of local people and these provide a focus for council investment, in terms of budget proposals, policy development and partnership. The five are:

## CORPORATE DELIVERY PLAN 2004-08



**Community safety:** Delivering the community safety strategy as a Beacon Council with our partners

**Regeneration:** Working in partnership to realise wealth creation, rural and market town regeneration and economic prosperity

**Citizen First:** Delivering improved services, using opportunities identified in the Citizen First strategy to improve 'customer focus' and use electronic service delivery in partnership with others

**Environment:** With particular emphasis on the District's green spaces through a new strategy

**Housing:** With a focus on affordable and decent housing to meet local needs

The Council will achieve these priorities through:

- Improved service delivery
- Partnership
- Innovation

In addition the Council is committed to continually investing in its capacity to deliver its priorities, with particular emphasis on:

**Community Leadership:** To work within the strategic framework of a community strategy and Local Strategic Partnership to ensure the Council's key priorities are delivered in conjunction with partners

**People:** To develop Council members and staff so they can contribute effectively to the Council's objectives and business requirements.

**Processes:** To ensure that appropriate resources and systems are in place to meet the Council's priorities for service delivery.

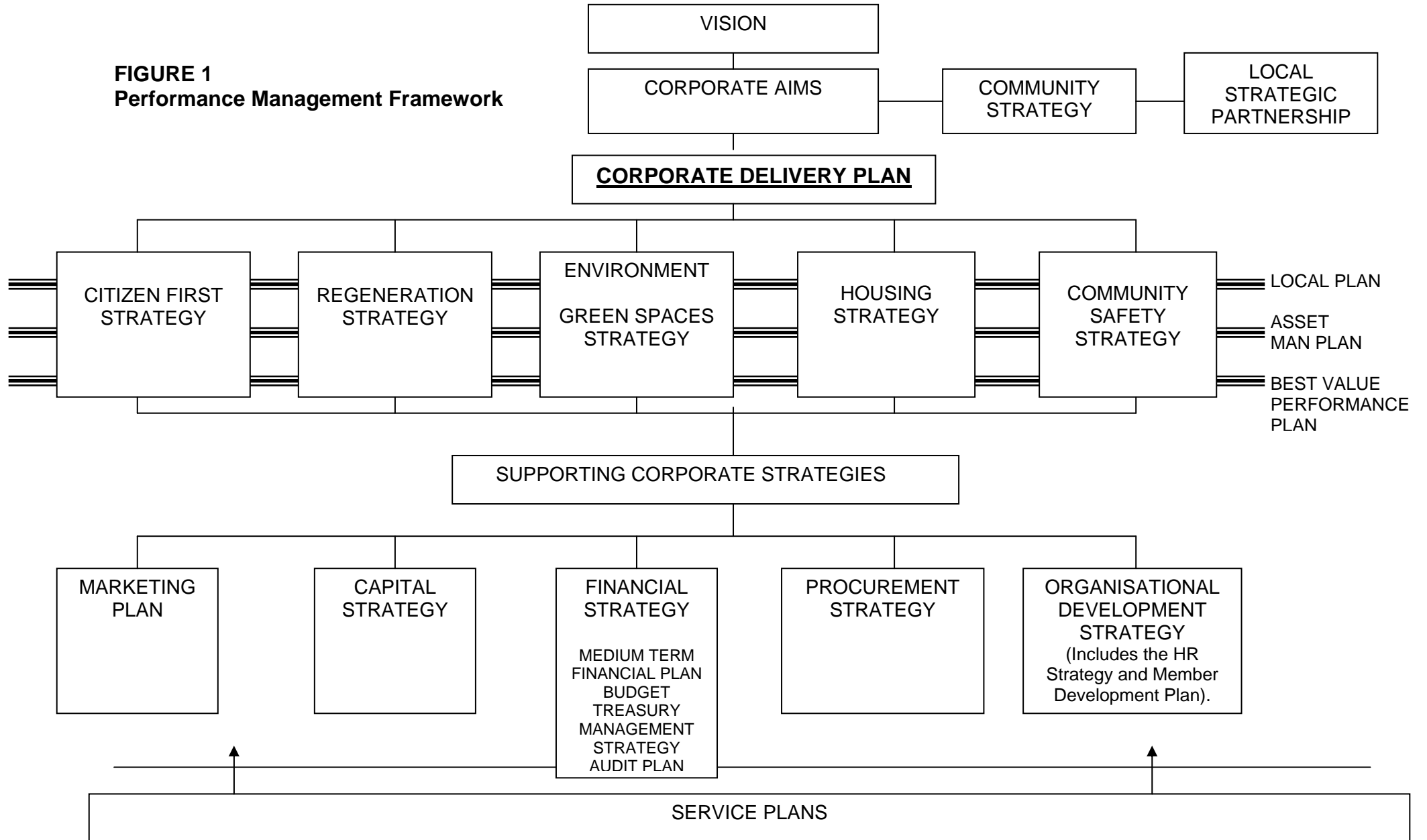
### LOCAL STRATEGIC PARTNERSHIP (LSP)

The LSP's priorities are Affordable Housing, Rural Transport and Creating Wealth. The Regeneration, Housing and Community Leadership sections of the Corporate Delivery Plan set out how the Council will contribute to the achievement of the LSP's priorities.

**CORPORATE DELIVERY PLAN 2004-08**





**FIGURE 1  
Performance Management Framework**



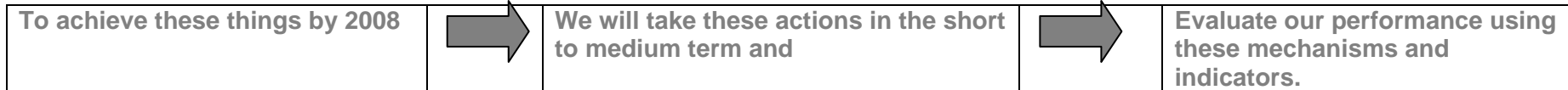
## CORPORATE DELIVERY PLAN 2004-08

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### COMMUNITY LEADERSHIP

<p>To work within the strategic framework of a community strategy and Local Strategic Partnership to ensure the Council's key priorities are delivered in conjunction with partners</p>		<p><b>Local Strategic Partnership</b></p> <ul style="list-style-type: none"> <li>❑ Support the Local Strategic Partnership, to deliver quality of life improvements and work on affordable housing, rural transport and creating wealth.</li> </ul> <p><b>Working with the County Council</b></p> <ul style="list-style-type: none"> <li>❑ Be an active partner in developing the Gloucestershire Public Service Agreement 2 (2005/06).</li> <li>❑ Apply second homes income to common LSP and Council priorities (June 04).</li> </ul> <p><b>Strong and influential Voice</b></p> <ul style="list-style-type: none"> <li>❑ Implement the corporate marketing plan.</li> <li>❑ Lobby for broadband coverage for the whole District by December 2006.</li> </ul>		<p><b>Evaluation Mechanisms</b></p> <ul style="list-style-type: none"> <li>❑ Annual review of Community Strategy and LSP operation (December).</li> <li>❑ Annual review of Corporate Marketing Plan Impact (May).</li> <li>❑ Regularly review the effectiveness of the main delivery partnerships.</li> </ul> <p><b>Headline Indicators</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of citizens satisfied with the overall service provided by the authority. (BVPI 3)</li> <li>❑ Amount of external funding secured by key priority.</li> <li>❑ Percentage of PSA2 targets which link to Council / LSP priorities.</li> <li>❑ Broadband coverage (Target: 100%)</li> </ul>
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**CORPORATE DELIVERY PLAN 2004-08**



**ENVIRONMENT**

<p>To protect and improve the environment, with particular emphasis on the District's green spaces.</p>	<p><b>Green and Public Spaces</b></p> <ul style="list-style-type: none"> <li>❑ Implement the Green Spaces Strategy 2004-08.</li> <li>❑ Develop and implement a 'public spaces / street scene action plan by March 05.</li> <li>❑ Introduce new fast track abandoned vehicle system (vehicles removed within 24 hours) by Dec 2005.</li> <li>❑ Deliver year on year improvements in street cleaning performance.</li> <li>❑ Deliver £550k of investment into public conveniences over the next 4 yrs.</li> </ul> <p><b>Refuse and Recycling</b></p> <ul style="list-style-type: none"> <li>❑ Work in partnership to deliver the Gloucestershire Joint Municipal Waste Strategy.</li> <li>❑ Introduce kerbside collection of old dry batteries by December 04.</li> </ul> <p><b>Climate Change</b></p> <ul style="list-style-type: none"> <li>❑ Improve flood and water management through EU LIFE bid (by Dec 04)</li> <li>❑ Year on year improve energy efficiency of the Council's housing and private sector housing stock.</li> <li>❑ Produce (by Dec 05) and implement an action plan for further improving energy efficiency locally and increasing the use of renewable energy.</li> </ul>	<p><b>Evaluation Mechanisms</b></p> <ul style="list-style-type: none"> <li>❑ Annual review of Green Spaces Strategy.</li> <li>❑ Annual performance review of refuse and recycling contract.</li> <li>❑ Annual Eco-Management and Audit Scheme Assessment.</li> </ul> <p><b>Headline Indicators</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of residents satisfied with the quality/ experience of public and green space (Including BVPI's 89 and 199).</li> <li>❑ Percentage of residents satisfied with Public Conveniences.</li> <li>❑ Kilograms of waste collected per head of population (BVPI 84).</li> <li>❑ Percentage of household waste recycled or composted (BVPI 82a&amp;b).</li> <li>❑ Percentage of respondents expressing satisfaction with waste collection and recycling facilities (BVPI 90a&amp;b).</li> <li>❑ Average SAP rating of properties in local authority management (BVPI 184).</li> <li>❑ Average SAP rating of the private sector housing stock.</li> </ul>
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### REGENERATION

<p>Working in partnership to realise wealth creation, rural and market town regeneration and economic prosperity.</p>	<p><b>Community Well-being</b></p> <ul style="list-style-type: none"> <li>❑ Implement Regeneration and Culture Strategy 2004-08 and supporting action plans.</li> <li>❑ Support local communities wishing to produce parish and town plans (Target: 6 plans per annum).</li> <li>❑ Invest at least £400k in the development of village halls and community buildings in the period 2004-08.</li> <li>❑ Produce a 'pockets of deprivation' map for the district (by June 2004). Develop a 3-year Community Cohesion and Well-being action plan (by March 2005)</li> </ul> <p><b>Business Support</b></p> <ul style="list-style-type: none"> <li>❑ Establish new local development framework (by March 2007).</li> <li>❑ Upper quartile performance (i.e. top 25% nationally) in planning by Dec 2006.</li> <li>❑ Develop fast track service for major business investment projects by Sept 2005 (including web based business support portal)</li> <li>❑ Play an active part in the regeneration of Sharpness Docks, Cotswold Canals and Lister-Petter site.</li> <li>❑ Deliver Business Expo 2006 with the LSP Creating Wealth Syndicate Group.</li> </ul>	<p><b>Evaluation Mechanisms</b></p> <ul style="list-style-type: none"> <li>❑ Business Consultation Meetings (3 times p.a.).</li> <li>❑ Local Company and business support organisation survey.</li> <li>❑ Market Town Vitality Index.</li> <li>❑ Annual Community Safety / Well-being survey.</li> </ul> <p><b>Headline Indicators.</b></p> <ul style="list-style-type: none"> <li>❑ Market Town Vitality Index Scores.</li> <li>❑ Percentage of people who feel that they belong to their neighbourhood / community.</li> <li>❑ Local concentration of deprivation.</li> <li>❑ Satisfaction with business support provided by Council / others.</li> <li>❑ Score against a checklist of planning best practice (BVPI 112).</li> <li>❑ Percentage of applicants satisfied with the service received (BVPI 111).</li> <li>❑ Percentage of applications determined within 13 weeks (major), and 8 weeks (minor and others) (BVPI 109).</li> </ul>
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**CORPORATE DELIVERY PLAN 2004-08**

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**CITIZEN FIRST**

<p>Delivering improved services, by improving 'customer focus' and using electronic service delivery in partnership with others</p>		<p><b>Implementing Electronic Government</b></p> <ul style="list-style-type: none"> <li>❑ Deliver the Council's approach to the Citizen First concept through the Implementing Electronic Government Statement. 3.</li> <li>❑ Achieve 'on line' access to Council services by Dec 2005.</li> </ul> <p><b>'One stop shops' and customer focus</b></p> <ul style="list-style-type: none"> <li>❑ Increase number of 'one stop shops' with town and parish councils (April 2004 base of 4).</li> <li>❑ Operate new Ebley Mill contact centre by March 2005.</li> <li>❑ Improve customer access to countywide services by playing an active part in the Gloucestershire Electronic Partnership.</li> </ul>		<p><b>Evaluation Mechanisms</b></p> <ul style="list-style-type: none"> <li>❑ Annual Implementing Electronic Government Statement review.</li> <li>❑ Annual review of website by SOCITM.</li> </ul> <p><b>Headline Indicators</b></p> <ul style="list-style-type: none"> <li>❑ Percentage of interactions with public, which are capable of electronic service delivery (BVPI 157).</li> <li>❑ User / resident satisfaction with one stop shops and other facilities.</li> <li>❑ Percentage of authority buildings with facilities for people with disabilities (BVPI 156).</li> </ul>
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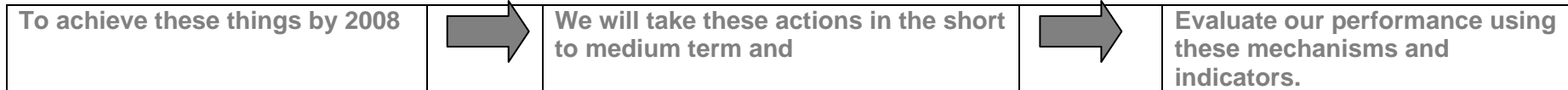
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### COMMUNITY SAFETY

Delivering the community safety strategy as a Beacon Council with our partners.		<p><b>Crime and Disorder Partnership</b></p> <ul style="list-style-type: none"> <li>❑ Implement the current Crime and Disorder Partnership Strategy 2002-05.</li> <li>❑ Lead the production of a new 3-year Crime and Disorder Reduction Strategy for 2005-08.</li> </ul> <p><b>Community Well-being</b></p> <ul style="list-style-type: none"> <li>❑ Appoint an anti-social behaviour order co-ordinator by December 2004.</li> <li>❑ Extend neighbourhood warden service to provide district wide coverage by March 2008.</li> </ul>		<p><b>Evaluation Mechanisms</b></p> <ul style="list-style-type: none"> <li>❑ Annual review of the Crime and Disorder Partnership Strategy.</li> </ul> <p><b>Headline Indicators</b></p> <ul style="list-style-type: none"> <li>❑ Direction of travel for the main recordable crime indicators</li> <li>❑ Percentage of respondents who feel that their life is limited by fear of crime.</li> <li>❑ Percentage of respondents who feel safe outside in day / night.</li> </ul>
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**CORPORATE DELIVERY PLAN 2004-08**



**HOUSING**

<p>Focus on affordable and decent housing to meet local needs.</p>	<p><b>Decent Homes</b></p> <ul style="list-style-type: none"> <li>❑ Implement programme to achieve Decent Homes Standard by 2010.</li> <li>❑ Spend £1.2m p.a. on improving standards in the private housing stock.</li> <li>❑ Contribute positively to the review of the current countywide ‘Supporting People’ strategy by taking the lead on Domestic Violence and Homeless Families.</li> </ul> <p><b>Affordable Homes</b></p> <ul style="list-style-type: none"> <li>❑ Deliver year on year increase in the number of new affordable housing units. (Base of 49 in 2003/04).</li> <li>❑ Work with the Affordable Housing Syndicate of the LSP to deliver innovative approaches to affordable housing.</li> <li>❑ Year on year bring more empty homes back into use.</li> </ul>	<p><b>Evaluation Mechanism</b></p> <ul style="list-style-type: none"> <li>❑ Annual review of Housing Strategy and HRA Business Plan.</li> <li>❑ Annual review of Private Sector Housing renewal policy and action plan.</li> </ul> <p><b>Headline Indicators</b></p> <ul style="list-style-type: none"> <li>❑ Percentage change in the number of non-decent LA Homes (BVPI 184).</li> <li>❑ Proportion of the private housing stock, which is unfit, and the percentage of unfit private sector dwellings made fit or demolished (BVPI 62).</li> <li>❑ Percentage reduction in the current annual requirement of 300 affordable units per year (through partnership working, planning gain, bringing empty properties back into use etc).</li> </ul>
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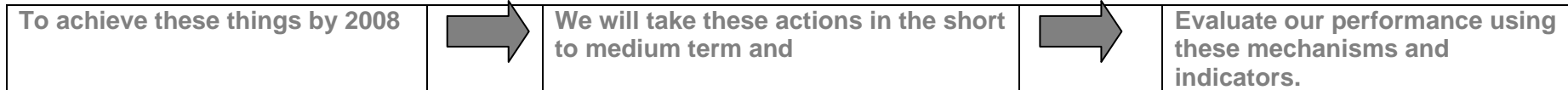
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### PEOPLE

<p>To develop Council members and staff so they can contribute effectively to the Council's objectives and business requirements.</p>		<p><b>Building capacity to deliver</b></p> <ul style="list-style-type: none"> <li>❑ Implement the Human Resources Strategy 2004-07.</li> <li>❑ Introduce a new Member Training and Development regime for 2004/05.</li> <li>❑ Improve our ability to learn from and use good practice.</li> </ul>		<p><b>Evaluation Mechanisms</b></p> <ul style="list-style-type: none"> <li>❑ Annual Investors in People assessment.</li> <li>❑ Staff survey.</li> <li>❑ Annual review of Equality Scheme and Standard.</li> <li>❑ Trade Union consultation.</li> </ul> <p><b>Headline Indicators</b></p> <ul style="list-style-type: none"> <li>❑ Staff turnover (%)</li> <li>❑ Staff sickness absence levels (days)</li> <li>❑ Staff survey results</li> <li>❑ Equality Standard for Local Government – Level Achieved (BVPI2a).</li> <li>❑ Overall CPA rating.</li> </ul>
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**CORPORATE DELIVERY PLAN 2004-08**



**PROCESSES**

<p>To ensure that appropriate resources and systems are in place to meet the Council's priorities for service delivery.</p>		<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>❑ Implement Risk Management Strategy and action plan.</li> </ul> <p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>❑ Establish (by December 2004) and implement new corporate project management system.</li> </ul> <p><b>Procurement</b></p> <ul style="list-style-type: none"> <li>❑ Implement procurement strategy and action plan, including taking an active role in the Gloucestershire Procurement Partnership.</li> </ul> <p><b>Best Value</b></p> <ul style="list-style-type: none"> <li>❑ Review Best Value Review Programme, with a focus on Housing during 2004/05/06.</li> <li>❑ Reach top quartile performance in Housing Benefit / Council Tax by Dec 2006.</li> <li>❑ Reach top quartile performance for rent collection by Dec 2006.</li> <li>❑ Fully implement the performance management framework.</li> </ul>	<p><b>Evaluation Mechanisms</b></p> <ul style="list-style-type: none"> <li>❑ Audit Commission Reports (including Annual Audit Letter and CPA)</li> <li>❑ Annual review of Risk Management with professional advisers.</li> <li>❑ Annual review of procurement with IDeA.</li> </ul> <p><b>Headline Indicators</b></p> <ul style="list-style-type: none"> <li>❑ Auditor Score Judgment and performance management score for the CPA.</li> <li>❑ 'E' and local procurement levels reached.</li> <li>❑ Progress toward achieving upper quartile performance for Housing Benefit (BVPI's 78a – 80 (vi)a).</li> <li>❑ Percentage of rent collected (BVPI 66a)</li> </ul>
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