

Individual Decisions

The attached reports will be taken as
Individual Portfolio Member Decisions on:

31 July 2008

Ref:	Title	Portfolio Member	Page No.
ID1659	Appointment of Representatives on Outside Bodies	Graham Jones	3-6
ID1287	Chief Executive's Directorate Plan	Anthony Stansfeld	7-39

Individual Decision

Title of Report:	Representation on Outside Bodies – SEERA and St Bartholomew’s School Foundation		
Report to be considered by:	Individual Decision	on:	31st July 2008
Forward Plan Ref:	ID 1659		

Council Plans:	CPO7 - Safer and Stronger Communities
The proposals contained in this report will help to achieve the above Council Plan Themes and Outcomes by: Having Council representation on the South East England Regional Assembly (SEERA) and the St Bartholomew’s School Foundation.	

Purpose of Report:	To consider nominations to SEERA and St Bartholomew’s School Foundation.
Recommended Action:	To agree the Council’s representation on SEERA and St Bartholomew’s School Foundation.
Reason for decision to be taken:	St Bartholomew’s School Foundation: The body have requested that a new appointment be made. SEERA: The current representative has requested that a new appointment be made.
List of other options considered:	None
Key background documentation:	None

Portfolio Member:	Leader of Council – Councillor Graham Jones
Tel:	(01235) 762744
E-mail	gjones@westberks.gov.uk
Address:	

Contact Officer Details

Name:	Lee McQuade
Job Title:	Beacon Project Officer
Tel. No.:	(01635) 519685

E-mail	lmcquade@westberks.gov.uk
Address:	

Implications

- Policy:** The proposal outlined in this report is not in contradiction to any of the Council's existing policies, including those outlined in the Council Plan.
- Financial:** The payment of travelling and subsistence claims.

Supporting Information

1. Background on SEERA

- 1.1 The South East England Regional Assembly represents the views of councils and communities in the South East. The Assembly comprises 112 members - 74 councillors from the region's local authorities plus representatives from the business, voluntary and environmental sectors. The Assembly has a strategic role, setting priorities for the region in six key work areas: regional planning, regional housing, regional transport, advocacy, alignment and accountability.
- 1.2 The body require one Member plus one substitute to remain on the body for 2 years.
- 1.3 There are approximately three meeting per annum, held at venues across the South East.
- 1.4 The current representatives are Councillors Keith Chopping and Alan Law (substitute).
- 1.5 Councillors Alan Law, Royce Longton and Gabrielle McGarvey have expressed an interest in this position.

2. Background on the St Bartholomew's School Foundation

- 2.1 The Foundation manages an endowment, the income from which is applied to enhancing the education of the School's students.
- 2.2 The body require one Trustee to remain on the Foundation for the life of Council.
- 2.3 There are approximately three meetings per annum, held at St Bartholomew's School.
- 2.4 Currently 5 representatives sit on the Foundation: Councillors Ieuan Tuck and Billy Drummond, Mrs Caroline Suggett, Mr S Billcliffe and Mr Ceinwen Lally.
- 2.5 Councillor Dave Goff has expressed an interest in this position.

Appendices

None

Consultation Responses

Members:

Leader of Council:	No comments
Overview & Scrutiny Commission Chairman:	No comments
Policy Development Commission Chairman:	No comments

Ward Members: No comments

Opposition Spokesperson: No comments

Local Stakeholders: No comments

Officers Consulted: Moira Fraser, Katharine Sheehan, Robin Steel

Trade Union: No comments

Is this item subject to call-in.	Yes: X	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval		<input type="checkbox"/>
Delays in implementation could have serious financial implications for the Council		<input type="checkbox"/>
Delays in implementation could compromise the Council's position		<input type="checkbox"/>
Considered or reviewed by OSC or associated Task Groups within preceding 6 months		<input type="checkbox"/>
Item is Urgent Key Decision		<input type="checkbox"/>

Individual Decision

Title of Report:	Chief Executive's Directorate Plan 2008/09 – 2010/11		
Report to be considered by:	Individual Decision	on:	31st July 2008
Forward Plan Ref:	ID1287		

Purpose of Report:	To set out for approval the Chief Executive's Directorate Plan for 2008/09 – 2010/11.
Recommended Action:	To approve the attached plan noting that the performance report for 2007/08 will be completed later in the year.
Reason for decision to be taken:	To provide a coherent framework for the completion of Service Plans within the Directorate consistent with the expectations of the Council Plan.
List of other options considered:	None.
Key background documentation:	Council Plan 2007/09 – 2010/11 Council Plan Refresh 2008/09

Portfolio Member:	Councillor Anthony Stansfeld
Tel. No.:	01488 658238
E-mail Address:	astansfeld@westberks.gov.uk

Contact Officer Details	
Name:	Nick Carter
Job Title:	Chief Executive
Tel. No.:	01635 519101
E-mail Address:	ncarter@westberks.gov.uk

Supporting Information

1. Background

- 1.1 Directorate Plans seek to create a “bridge” between the Council Plan and Service Plans. They aim to highlight those objectives and associated targets in the Council Plan which need to be delivered by the Directorate whilst at the same time highlighting those management issues which need to be addressed by the Directorate as a whole.
- 1.2 All of these targets are then reflected in each of the eight Service Plans for the Directorate.
- 1.3 The Directorate Plan has been written as a self standing document and is attached as Appendix A.

Appendices

A – Directorate Plan 2008/09- 2010/11

Implications

Policy:	The Directorate Plan is in line with existing Council policy.
Financial:	The proposals within the Plan will be met within existing agreed budgets.
Personnel:	None.
Legal:	None.
Environmental:	None.
Equalities:	None. The Plan seeks to ensure the Council's equalities agenda is taken forward.
Partnering:	None.
Property:	None.
Risk Management:	There are set out within the Service Plans that support the Directorate Plan.
Community Safety:	These are set out within the report.

Consultation Responses

Members:

Leader of Council:	No comments received
Overview & Scrutiny Commission Chairman:	No comments received
Policy Development Commission Chairman:	No comments received

Ward Members: No comments received

Opposition Spokesperson: No comments received

Local Stakeholders:

Officers Consulted: Heads of Service in Chief Executive Directorate

Trade Union: n/a

Is this item subject to call-in.	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval	<input type="checkbox"/>	
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>	
Delays in implementation could compromise the Council's position	<input type="checkbox"/>	
Considered or reviewed by OSC or associated Task Groups within preceding 6 months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	



Chief Executive's Directorate Plan

2008/9 - 2010/11

"Delivering the Council Plan"

Document Ref:		Date Created:	
Version:	7	Date Modified:	
Revision due			
Author:	Nick Carter	Sign & Date:	
Chief Executive	West Berkshire Council	Sign & Date:	

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Chief Executive's Directorate Plan 2008/9 – 2010/11

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4. Aims and objectives
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7. Staying on track

Appendices

Appendix A – Delivering the Council Plan 2008/09

Appendix B – Trends in Directorate Budgets 2007/08 – 2008/09

Appendix C – Trends in Directorate Staffing Levels 2007/08 – 2008/09

1. Introduction

- 1.1 The Council's management structure is arranged around four Directorates each of which includes a varied number of service units. Each Directorate is led by a Corporate Director (or in the case of this Directorate, the Chief Executive) and each service unit is led by a Head of Service.
- 1.2 The Council's objectives are set out in its Council Plan. The current Council Plan covers the period 2007 – 2011 and includes a set of improvement targets based around 16 outcomes. These improvement targets are generally delivered through cross Directorate Programme Groups sometimes supported by Officer/Member Task Groups. In some cases the improvement targets are linked more directly to the work of a Service Directorate. Where this is the case the targets are usually delivered by the relevant Directorate Management Team.
- 1.3 The Council's performance management framework identifies Service Plans as the primary tools for ensuring that the objectives and targets within the Council Plan are actually owned and delivered by the relevant Service Unit. A service plan is produced by each Service Unit with the aim of bringing together the strategic requirements placed on the service as reflected in the Council Plan along with specific management issues facing the service. The role of the Directorate Plan is to provide a link between the Council Plan and the various Service Plans highlighting common issues that need to be taken forward by all of the services within the Directorate, whether they are derived directly from the Council Plan or are a product of legislative change or other pressures.
- 1.4 The Directorate Plan covers the same period as the Council Plan and along with the Council Plan is refreshed annually.
- 1.5 The remainder of the Directorate Plan is arranged around the following chapters;
- *Background* – describes the Chief Executive's Directorate its primary functions and responsibilities and the management structure that supports it;
 - *Our achievements in 2007/08* – highlights where the Directorate has achieved its objectives and targets and where further effort is required;
 - *Aims and objectives* – sets out the aims and objectives of the Directorate within the context of the Council Plan;
 - *New challenges and key management issues for the Directorate* – an overview of the management issues facing the Directorate over the coming three years;
 - *Action plan* - a summary of the key actions that the Directorate will undertake over the next three years along with a list of the targets associated with them;
 - *Staying on track* – a short chapter outlining how the Plan will be monitored and reviewed.

2. Background

2.1 The Chief Executive's Directorate encompasses eight Service Units along with the Chief Executive's Office. During 2007/8 a new Special Projects Unit was created which now forms part of the Chief Executive's Directorate. At the same time line management responsibility for Customer Services was transferred to the Children and Young Peoples Directorate. Unlike the other three Council Directorates, the Chief Executive's Directorate has not been created around a particular themed area of activity. If there is a theme then it is that the Directorate encompasses the Council's central services. These services are either providing support to other Council services and schools, or alternatively they are supporting corporate management activity. In a small number of cases e.g. the registration service within the Legal and Electoral Unit a service is being provided directly to the local community. The following Service Units now form part of the Chief Executive's Directorate:

- *Benefits and Exchequer* – whose primary responsibilities are the collection of Council Tax and National Non Domestic Rates; the administration of Housing and Council Tax Benefits; and the provision of Payroll and Exchequer Services for the Council;
- *Finance* – which is responsible for all financial management functions including medium term financial planning, budget preparation and management, treasury management and internal audit. The latter also includes risk management and health and safety.
- *Human Resources* – provides a range of human resource and organisational development functions to the Council and schools including policy development , recruitment, research and information, industrial relations, training and development, and occupational health;
- *ICT* – provides a range of ICT functions to the Council and schools including applications development and support, software development, ICT operations, telephony and printing and graphics.
- *Legal and Electoral Services* – includes the provision of legal advice and support, electoral registration, land charges and the registration of births, marriages and deaths;
- *Policy and Communications* – includes a wide range functions notably committee administration, member services, central policy development, diversity and equalities, community planning, Scrutiny, consultation , performance management, public relations the Joint Community Safety Team, the management of complaints and appeals, and the General Office;
- *Property* – provides a range of services including project management, corporate and schools maintenance, estates and asset management, and facilities management;
- *Special Projects* - is a new unit created at the end of 2007 to assist in the management of an increasing number of large capital projects. These are primarily concerned with the rebuilding of schools and large scale regeneration projects;

2.2 Further information on each of the Directorate's Service Units can be found within each of the respective Service Plans at www.westberks.gov.uk/ (to be advised)

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

3. Our achievements in 2007/08

3.1 This section will be completed in May / June 2008.

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4. Aims and Objectives

- 4.1 The Council Plan and new Sustainable Community Strategy set out a shared Vision for West Berkshire namely;

'To ensure that people in West Berkshire are able to enjoy a high quality of life by having equal access to services, a safe and healthy environment to live in and prosperity through a range of meaningful job opportunities.

- 4.2 The Council Plan (2008-2011) is built on five Council objectives in support this community Vision namely;

1. Maintaining economic prosperity, whilst at the same time retaining an attractive environment.
2. Helping everyone to lead an independent and healthy life.
3. Supporting children, young people and their families to lead better lives.
4. Listening to, and supporting local communities to make their area a better place to live and work.
5. Becoming a more efficient and effective Council.

From each of these five objectives the Council has identified sixteen specific outcomes which provide the foundation to the Council Plan. Attached to each of these Outcomes are a series of targets for each of the four years of the Council Plan. Appendix A highlights the specific role of the Directorate in delivering each of these outcomes. Whether it be directly or indirectly.

- 4.3 Three of these Outcomes have been identified as priorities for the Council over the same period, and will therefore be given priority for any new resources that become available. They are:

- (1) Safer Communities
reducing crime and antisocial behaviour
- (2) A Cleaner and Greener West Berkshire
Making our district a better place to live
- (3) Successful Schools
improving primary school performance levels

- 4.4 Given the Directorate's wide ranging role three objectives have been identified which will underpin the Directorate's activities over the coming three years.

- (1) Working with Elected Members and senior officers to provide effective corporate management and leadership of the Authority.
- (2) To ensure delivery of the Sustainable Community Strategy and Council Plan both singly in collaboration with other Council Service Units, and through out partners.
- (3) To ensure that the Council and local schools receive effective support services which are responsive, reflect customer's needs and that demonstrate value for money.

5. New Challenges and Key Management Issues for the Directorate

5.1 The Council Plan sets the direction for the Council as a whole and the previous chapter highlighted the role the Directorate will play in delivering that Plan.

5.2 Given that much of what the Directorate does relates to the provision of Support Services it is not always easy to see how the Directorate will be contributing to the delivery of the Plan. In many instances the Directorate will be supporting other Services in helping them meet the outcomes and targets set out in the Plan. Where the outcomes are more internally focused then the Directorate's corporate management responsibilities often mean that it has a more direct involvement.

This chapter highlights what are seen to be some of the key issues that the Directorate faces either in delivering the Council Plan or in meeting its three key objectives.

5.3 The Government's Agenda

5.3.1 The Local Government and Public Involvement in Health Act 2007 brings with it a raft of proposals that will have an impact on the Directorate. Although electoral issues from a significant part of the new Act it is the proposals concerning Local Area Agreements and Community Strategies that have the greatest significance. The Policy and Communication Unit will play a major role in taking this work forward. This will be accompanied by the introduction of a new national performance framework the Comprehensive Area Assessment (CAA), and the introduction of a new set of National Performance Indicators.

5.3.2 The Act also brings with it an enhanced scrutiny role for local authorities, changes to the way in which conduct issues are managed – which will also increase the workload locally, and the development of Local Involvement Networks (LINKS).

5.3.3 The Sub National Review (SNR) is set to bring with it an enhanced role for local authorities with regard to economic development – a role that will need to be taken forward both at a sub national (Berkshire wide) and local level which will again have ramifications for the workload within the Directorate.

5.3.4 There are also a range of other less high profile legislative changes that will have an impact on the work of the Directorate. These are particularly relevant in the Finance and Benefits & Exchequer Service Units.

5.4 Performance Management

5.4.1 The Directorate has a well developed Performance Management Framework based on an annual service planning cycle. Some 200 indicators and improvement targets are included within these Plans. Performance is managed continuously and reported through the Executive on a quarterly basis through the Yellow Book. The whole process has now been automated through the Triangle Performance Management System.

5.4.2 The Council has adapted a Quality Assessment Framework which ensures that each service across the Council adopts a consistent approach to performance management. A detailed assessment was undertaken during 2006/07 and the key findings were built into Directorate Service Plan for 2007/08. The two key findings for the Directorate were:

- The need to agree and publish clear service standards so that customers knew what to expect.
- To improve communications within the Directorate notably the involvement of all staff in the preparation of the Annual Service Plan.

5.4.3 Both activities have been built into the annual Service Planning Cycle and service standards are now included within the Service Plans for 2008/09

Key targets for 2008/09 in relation to performance management

Good progress has been made but there is a need to:

1. Review the current suite of performance indicators used in Service Plans given the new National Indicator set.
2. Ensure that all support services have their service standards signed off corporately during the 2008 calendar year if they have not done so already.
3. Finalise the new LAA, prepare for the new CAA and ensure that mechanisms are in place to collect the new National Indicator set.
4. Ensure that effective arrangements are put in place to manage the new Use of Resources strand within the CAA.
5. Complete a review of voluntary sector provision.
6. Ensure HR policies and procedures are available on the intranet.

5.5 Financial Management

5.5.1 The Directorate has an excellent track record in respect of financial management. A revenue under spend of around £300K is expected for 2007/08 and there are no sufficient overruns or overspends in respect of the Capital Programme. The Directorate has continued to deliver a sufficient level of efficiency savings year on year through its three year Efficiency Programme and the savings contribution to the 2008/09 Revenue Budget was significantly well above that of other Directorates in relative terms.

5.5.2 The Finance Service has also concluded a major review of Support Service recharges during 2008/09 which has placed the Council's cost base on a much firmer footing.

- 5.5.3 The main financial task facing the Directorate over the coming 3 years is to address an overall savings target of just under £1 million. This is the Directorate's contribution to the Council wide Transformation and Efficiency Programme. Interestingly it corresponds to a similar level of savings to that achieved by the Directorate over the past three years.

A sound track record has been maintained, however key targets for 2008/09 in relation to financial management are:

1. Ensuring that the new value for money matrices are used to inform future financial planning
2. Delivering an ambitious Transformation and Efficiency Programme which will result in the need for the Directorate to deliver £300K of annual savings up to 2011/12
3. Reviewing capital management processes and the five year capital programme.
4. Enhancing the strategic management capacity within the Finance Service.
5. Improving external presentation of financial data.

5.6 Risk Management

- 5.6.1 Operational Risk registers are prepared annually by service units and included within their annual service plans. These registers and the associated risk action plans are then be reviewed quarterly. The Directorate also has Business Continuity Plans in place.
- 5.6.2 Whilst the framework is in place there is still a need to ensure risk management is fully embedded into the day to day operations of the Directorate. It is therefore proposed to utilise the functionality of the new Triangle performance management system to embed risk management in the ongoing management of the Directorate.
- 5.6.3 It is also proposed to both review and test the Council's Business Continuity Plans during the course of the current year.

Whilst a framework is in place greater ownership is required. During 2008/09 the focus will be on two key targets.

1. Utilising the Triangle PM tool to help embed risk management.
2. Reviewing and testing current Service BCPs.
3. Ensuring that a dedicated BCP resource is available to the whole Council.

5.7 Supporting out Staff

- 5.7.1 Our staff remain our most important resource and their salaries represent the majority of the Directorate's budget. Appendix C highlights a number of staff related statistics including changes in establishment levels over the past year, along with change in turnover rates and absence levels.
- 5.7.2 The figures reveal a small increase in the size of the establishment once transfers of staff have been taken into account. Turnover rates have increased and absence levels fallen over the past year.
- 5.7.3 The Council conducted a major Employee Attitude Survey during 2007 the results of which have now been published and a corporate action plan produced. This has been augmented by individual service action plans prepared by each Service Unit.
- 5.7.4 Training and Development remains a major priority for the Directorate and there is an expectation that current funding levels will as a minimum be maintained if not increased during the current financial year and beyond.
- 5.7.5 A number of management restructures have either been completed or are being completed notably in the Finance, Policy and Communication and Benefits and Exchequer Units to ensure that sufficient management capacity and capability exists over the life of this Plan. A major review of the Property Service will be undertaken once a new Head of Service has been appointed.

Key targets for 2008/09 in relation to managing our staff are therefore:

1. Implementing the action plans produced as a result of the Employee Attitude Survey.
2. Implementing the initial recommendations from the market supplement review.
3. Maintaining if not enhancing, our financial commitment to training and development.
4. Providing additional report writing training within Property Services and financial training within Policy & Communication.
5. Completing the management restructures in Policy and Communication and Benefits and Exchequer and commencing a major review of the Property Service once the new Head of Service has been appointed.
6. Reviewing workload management within the Environment Team in Legal Services.

- 5.7.6 The Action Plan in the following chapter also includes a number of actions that have been taken from the Council Plan.

5.8 Customer Management.

- 5.8.1 There are two main themes that will underpin the Directorate's approach to customer management over the coming year; the agreement of internal service standards; and improved communication both with out staff and our customers

Key targets for 2008/09 in relation to customer management are therefore;

1. To agree corporately service standards for the provision of internal support services (see Performance Management).
2. To improve communication both with staff and customers as appropriate.

5.9 Project Management

- 5.9.1 A corporate Project Management Methodology has been in place for sometime and a number of Directorate staff have been trained in its use. The system had been widely adapted within the ICT service, where it is overseen by the ICT Strategy Board. It now needs to be rolled out comprehensively across the Directorate in particular within the Property Service and Special Projects Units.

Key project management targets for 2008/09 are therefore:

1. Complete training of staff within Property and Special Projects Unit in relation to Project Management Methodology (PMM).
2. Ensure that PMM is used in respect of work undertaken by the Property and Special Project Service Units.

6. Action Plan

- 6.1 This chapter draws together the actions and targets from the Council Plan that need to be delivered by the Directorate in 2008/09 with the key management issues that need to be addressed over the same period. All of these actions will be reflected in the respective eight service plans that make up the Directorate.

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West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Theme	Action(s)	Target	Service Unit(s)
Thriving Town Centres	Various as outlined in Council Plan	See Council Plan	Policy & Communication Special Projects
Vibrant Villages	Various as outlined in Council Plan	See Council Plan	Policy & Communication
Safer and Stronger Communities	Various as outlined in Council Plan	See Council Plan	Policy & Communication
A Healthier Life	Various as outlined in Council Plan	See Council Plan	Policy & Communication
Successful Schools and Learning	Various as outlined in Council Plan	See Council Plan	Property Special Projects
Including Everyone	Various as outlined in Council Plan	See Council Plan	Human Resources Property
Value for Money	Various as outlined in Council Plan	See Council Plan	Finance Benefits & Exchequer
	VfM Matrices used to inform financial planning	July 2008	All Service Units
	Delivering transformation and efficiency programme (£300k savings annually)	September 2008	All Service Units (Benefits & Exchequer Lead)
	Review capital management processes	September 2008	Finance
	Enhance strategic management capacity within Finance Service	September 2008	Finance
	Improve external presentation of financial data	December 2008	Finance

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Theme	Action(s)	Target	Service Unit(s)
Effective People	Various – as outlined in the Council Plan	See Council Plan	Human Resources ICT Property
	Implementing service action plans from Employee Attitude Survey	March 2009	All Service Units
	Implementing initial recommendations from Market Supplement Review	August 2008	Human Resources ICT
	Training budget at or above 2007/08 level	June 2008	SMT
	Providing the following training: Report writing Financial management	March 2009 March 2009	Property Policy & Communication
	Completing management restructures as follows: Benefits & Exchequer Policy & Communication Property	June 2008 September 2008 March 2009	Benefits & Exchequer Policy & Communication Property
	Complete a review of workload management within the Legal Environment Team	October 2008	Legal & Electoral Services

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Theme	Action(s)	Target	Service Unit(s)
Putting Customers First	Reviewing external and internal communication processes in relation to customer management.	December 2008	All Service Units
Excellent Performance Management	Various – as outlined in the Council Plan.	See Council Plan	Policy & Communication
	Ensure current scale of indicators used in Service Plans include the national indicator set.	April 2008	All Service Units
	Ensure all support services have their service standards signed off corporately during the 2008 calendar year if they have not done so already.	September 2008	All Service Units with Support Services
	Finalise the new LAA, prepare for the new CAA and ensure that mechanisms are in place to collect the new National Indicator set.	June 2008 (LAA) Ongoing (CAA) May 2008 (NIS)	Policy & Communication
	Ensure effective arrangements in place to manage the Use of Resources (CAA).	July 2008	Finance
	Complete a review of voluntary sector provision.	August 2008	Policy & Communication
	Ensure all HR policies & procedures are available on the intranet.	July 2008	Human Resources

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Theme	Action(s)	Target	Service Unit(s)
Risk Management	Utilising the PM framework to embed risk management.	October 2008	All Service Units
	Reviewing and testing current BCPs	September 2008	All Service Units
	Ensure a dedicated BCP resource is available to the whole Council.	September 2008	ICT

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

7. Staying on Track

- 7.1 This Directorate Plan will be refreshed annually in tandem with the Council Plan. The actions and targets set out in Chapter 6 will be monitored quarterly through the Council's Performance Management Framework with an annual review being completed in May/June 2009.

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Appendix A – Delivering the Council Plan

Actions and targets for 2008 to be delivered by the Chief Executive

The following appendix sets out how the Directorate will be supporting delivery of the Council Plan in 2008/09.

Of the 16 outcomes in the Plan the Directorate will have a direct involvement in supporting nine.

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Thriving Town Centres

Project Sponsor: Nick Carter

Project Manager: David Appleton

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
9	A planning programme of redevelopment within Thatcham Town Centre to be agreed by 30 September 2008.	Policy & Communication (in part) Special Projects
11	Complete a project agreement for the Market Street Redevelopment in Newbury.	Special Projects
12	Commence construction of the Parkway development in Newbury.	Special Projects

Vibrant Villages

Project Sponsor: Nick Carter

Project Manager: Andy Day

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
33	In conjunction with local communities complete a further five new or refreshed Parish Plans.	Policy & Communication
34	Complete the extended village hall project in Pangbourne and the community pavilion in Stratfield Mortimer and identify further project opportunities in eligible villages.	Policy & Communication
35	Grant aid a minimum of eight projects to improve the social, economic or environmental wellbeing in villages.	Policy & Communications

A Healthier Life

Project Sponsor: Teresa Bell

Project Manager: Bev Searle

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
53	Reduce the number of young people drinking by 5% against the 2006 survey levels.	Policy & Communication
58	Achieve locally set targets for the number of people accessing drug treatment and being successfully retained.	Policy & Communication

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Safer and Stronger Communities

Project Sponsor: Nick Carter

Project Manager: Susan Powell

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
36	Reduce drug related crime by getting 55% of drug users including offenders into drug treatment.	Policy & Communication
37	Reduce repeat incidents of domestic violence to 7.3% of all incidents.	Policy & Communication
38	Ensure information is easily accessible to the public on progress with the priorities of their local Neighbourhood Action Group via the Safer Communities Bulletin.	Policy & Communication
40	Reduce the proportion of prolific and other priority offenders who re-offend by 15%	Policy & Communication
42	Ensure that an upgraded digitised CCTV Control Room is in operation in West Berkshire by 31 March 2009.	Policy & Communication
43	Distribute to all households an updated Anti Social Behaviour and Safer Communities Partnership Information booklet by 31 st October 2008.	Policy & Communication
44	To reduce business crime by 10%	Policy & Communication
46	Further extend the coverage of permanent monitored CCTV cameras to include areas in the east of the District and Lambourn.	Policy & Communication

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Successful Schools & Learning

Project Sponsor: Margaret Goldie

Project Manager: David Hogg

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
61	Remodel The Willows and Streatley Primary School by 31 March 2009.	Property
62	Remodel Thatcham Park CE Primary School by 31 March 2009.	Property
63	Commence construction of St Barts School by 31 March 2009.	Special Projects
66	Commence construction of Trinity Sports Hall by 31 March 2009.	Property
67	Commence construction of a new teaching block at Little Heath School by 31 March 2009.	Property
70	Establish/designate our seventh and eighth Children's Centres by 31 March 2009.	Property (in part)

Including Everyone

Project Sponsor: Teresa Bell

Project Manager: Karen Reeve

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
	Ensure our employment practices and customer services are in line with Level 3 of the Local Government Equality Standard.	Policy & Communication/HR
	Ensure that at least 60% of Council public buildings have public areas that are suitable for, and accessible to disabled people.	Property (in part)

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West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Value for Money

Project Sponsor: John Ashworth

Project Manager: Andy Walker

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
90	Develop a planned programme to transform the Council's operation in order to improve efficiency by June 2008 and then implement the in-year actions identified in the accompanying action plan.	Finance/Benefits & Exchequer
91	Ensure by 31 October 2008 that all of the Council's fees and charges are appropriately set.	Finance
92	Maintain the Audit Commission's Use of Resources Assessment at the current score of 3.	Finance (to co-ordinate)
93	Establish a register of risks associated with the operation of all partnerships to which the Council is a part	Finance
94	Identify those services that do not provide value for money and implement actions to address	Finance/Benefits & Exchequer (for Chief Executive Directorate only)

Effective People

Project Sponsor: Nick Carter

Project Manager: Rob O'Reilly

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
95	Deliver the actions agreed for 2008/09 in the Employee Attitude Survey Corporate Action Plan.	Human Resources
96	Develop a strategic framework for workforce planning by June 2008.	Human Resources
97	Introduce a new career progression scheme for Administrative Staff.	Human Resources
98	Establish a baseline for the number of employees with a disability working for the Council, then set, and work towards the achievement of, a target for an appropriate number of employees.	Human Resources
99	Establish a programme for the roll out of flexible working across the Council by September 2009	Human Resources/ICT/Property
101	Implement policies and procedures regarding part time employees to ensure that there is equality of access to learning opportunities by June 2008	Human Resources

West Berkshire Council Chief Executive's Directorate Plan 2008/09 – 2010/11

Excellent Performance Management

Project Sponsor: John Ashworth

Project Manager: Andy Day

2008/09 Targets		
	Key Activities for the Directorate from Council Plan	Relevant Service Plan
110	Publish relevant performance information on the Council's website to the people of West Berkshire.	Policy & Communication
111	Publish an annual Quality of Life Report	Policy & Communication
112	Ensure that all Council actions arising from Parish Plans are integrated into the Performance Management Framework.	Policy & Communication
113	Incorporate strategic performance data for the Environment and Children & Young People Directorates into the West Berkshire Performance System	Policy & Communication
115	Delivering the actions agreed in the CPA Corporate Assessment Action Plan	Policy & Communication (to co-ordinate)
116	Ensure that the value for money framework is established within the Performance Management Framework by 31 March 2009	Policy & Communication/Finance/Benefits & Exchequer

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Appendix B – Trends in Directorate Revenue Budget 2007/08 – 2008/09

Service Unit	Revenue Budget		
	2007/08	2008/09	% Change
Benefits & Exchequer	1,217,450	1,286,250	5.65
Finance	3,051,320	2,727,610	-10.6
Human Resources	1,331,750	1,303,690	-2.1
ICT	2,998,840	2,850,750	-4.9
Legal & Electoral Services	936,190	896,490	-4.2
Policy & Communication	3,295,970	3,209,170	-2.6
Property	1,442,360	1,367,470	-5.2
Special Projects	0	0	0
Chief Executive's Office	600,250	658,340	9.7
Directorate Total	14, 874,130	14,299,770	-3.9

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Appendix C – Trends in Directorate Staffing Levels 2007/08 – 2008/09

Service Unit	Establishment (FTE) March 31 2007	Turnover Rate 2006/07 (%)	Absence 2006/07 (no. of working days lost)	Establishment (FTE) March 31 2008	Turnover Rate 2007/08 (%)	Absence 2007/08 (no. of working days lost)
Benefits & Exchequer	76.08	5.19	597	78.69	9.03	584
Finance	61.52	14.55	482	63.63	10.94	368
Human Resources	31.20	21.43	157	28.51	32.96	142
ICT	53.22	8.33	314	52.22	12.77	268
Legal & Electoral Services	29.20	9.68	405	30.78	20.00	168
Policy & Communication	41.50	11.63	300	45.50	3.88	387
Property	36.00	3.33	322	36.00	21.54	222
Special Projects	0.00	0.00	0.00	2.00	0.00	0.00
Customer Services	44.53	14.29	399	n/a	n/a	n/a
Chief Executive's Office	0	0.00	14	2.54	28.57	1
Directorate Total	373.25	10.47	2990	339.87	13.66	2140