

HEREFORDSHIRE COUNCIL

DELIVERY PLAN 2015/16

The following pages provide an overview of the priorities for each of the directorates, describing what each aims to achieve over the coming year, along with an outline of the key actions that will be undertaken to achieve these goals. The document also describes how success against the aims and actions will be measured.

Progress against the priorities as described in the corporate plan will be reported on a quarterly basis and published in a transparent and open manner. Where there are challenges, these will be described and any necessary changes to the actions will also be reported and published.

ADULTS WELLBEING

DIRECTORATE PRIORITIES 2015/16

<p>Corporate Plan Priorities</p> <ul style="list-style-type: none"> • Enable Residents to be independent and lead fulfilling lives • Create and maintain a successful economy <ul style="list-style-type: none"> – Encourage individuals, communities and organisations do more for themselves and for their local area. – Good quality housing to meet everyone’s needs. – People are physically and mentally healthy and stay safe for longer. – Increased equality of opportunity and access to reduce inequality in health and wellbeing outcomes. – Public services are prioritised to support those in need of services to maintain their independence of stay safe. – People are active in their communities and look out for the more vulnerable so they can live more independently. <p>Key Outcomes</p> <ul style="list-style-type: none"> • More vulnerable people living safely, independently and remaining healthy (HC.01). • The proportion of people who use services and carers who find it easy to find information about support (HC.02). • Build homes for all tenures (HC.09). • Value for money will increase (HC.03). 		
What we want to achieve	Key actions	How success will be measured:
<p>Wellbeing, Prevention and Demand Management – improve the wellbeing of our population, strengthen our community resilience and promote choice and independence for all residents</p>	<p>Refresh the Health & Wellbeing Strategy and implement the delivery plan, including:</p> <ul style="list-style-type: none"> • Mental Health and Well Being Strategy; • Older People Housing Strategy and Pathway; • Delivery of the Assist Programme (reduction in smoking prevalence programme in secondary schools); • Community Co-ordination Strategy; • Lifestyle and behavioural change strategy; and • Build supportive and resilient communities by using the Wellbeing Innovation Fund. 	<ul style="list-style-type: none"> • H&WB Strategy published. • Measurable improvements in Health outcomes evidenced through the JSNA, PH, NHS and ASC Outcomes framework.
	<p>Design and Commission Integrated Children’s</p>	<ul style="list-style-type: none"> • Provider in place and new contract.

	<p>Health Pathways:</p> <ul style="list-style-type: none"> • Develop and implement a pathway for Health Visitor, School Nursing and Children’s Centres. 	
	<p>Develop and implement a refreshed Adult Social Care strategy and Customer Journey that is compliant with the Care Act:</p> <ul style="list-style-type: none"> • Refresh the Community Care Policy; • Implement a new operating model for adult social care operations; and • Review options for support planning and brokerage externally. 	<ul style="list-style-type: none"> • Improved timeliness of assessment. • ASCOF 3A - Overall satisfaction of people who use services with their care and support.
	<p>Implement the Care Act and new duties on wellbeing, to include the following areas:</p> <ul style="list-style-type: none"> • Information Advice and Guidance; • Safeguarding; • Carers; • Care Market; and • Personal budgets. 	<ul style="list-style-type: none"> • Percentage of clients undertaking self-assessment. • Number of carer assessments increased. • Number of clients signposted. • Percentage of clients progressing to referral. • Number of people on direct payments. • ASCOF 3D – The proportion of people who use services and carers who find it easy to find information about support.
	<p>Refresh the Carers Strategy.</p>	<ul style="list-style-type: none"> • Percentage of carers receiving services.
	<p>Develop and implement a range of housing pathways:</p> <ul style="list-style-type: none"> • Implement the Older Persons Housing Pathway; • Complete pathways for other specialist need housing; and • Refresh approach to housing solutions and homelessness. 	<ul style="list-style-type: none"> • Implement Pathway Action Plan to establish and launch integrated Information, Advice and Guidance self-assessment tools for Older People by end 2015/16.
	<p>Deliver a range of affordable housing:</p> <ul style="list-style-type: none"> • Work with developers to deliver affordable housing in rural areas and within Hereford 	<ul style="list-style-type: none"> • Increase affordable housing by 200 units.

	city.	
	Promote and deliver effective housing solutions including the prevention of homelessness.	<ul style="list-style-type: none"> • Reduce numbers of Rough Sleepers. • Reduce Temporary accommodation (except for use in emergency). • Bed & Breakfast usage.
	Development of Home Improvement Agency service to support prevention.	<ul style="list-style-type: none"> • Number of major adaptations completed. • Reduction on number of people on the accessible housing register.
	Transform services and pathways through Technology: <ul style="list-style-type: none"> • To grow the Telecare and Telehealth offer; • Implement a range of web-based self-care and information, advice and guidance opportunities (e-market, community hubs); • To explore and roll out mobile working for our workforce and Pop Up Adults and Wellbeing clinics; and • To review and develop our case management system (Frameworki) and plan for its succession. 	<ul style="list-style-type: none"> • Percentage of clients supported by Assistive technology. • Number of assessments undertaken. • Reduction in waiting lists. • Take up of technology (e.g. hits on IAG website). • Number of pop-up clinics held.
Integration – working more closely with our partner agencies to improve clients experience of care services	Expand our range of co-commissioning activities with Health to offer a more joined up service to clients, to include:	<ul style="list-style-type: none"> • ASCOF 1G – LD client living at home or with family. • ASCOF 2A – rate of permanent admissions to residential and nursing. • ASCOF 1C – Proportion of people using social care services who receive self-directed support, and those receiving Direct Payments.
	Implement the Better Care Fund.	<ul style="list-style-type: none"> • ASCOF 2C – Delayed Transfers of Care. • Non-elective admissions aged 65+ per 1000 population.

		<ul style="list-style-type: none"> • Permanent admissions to residential and nursing homes. • ASCOF 2B - Older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. • Customer Satisfaction/User Survey. • Reduction in falls related admissions.
	Implement an improved transitions pathway and be compliant with both the Care Act and Children's & Families Act	
	Develop Commissioning Plans for: <ul style="list-style-type: none"> • Obesity; • Physical Activity; • Public Mental Wellbeing; and • Support Planning including peer support planning. 	<ul style="list-style-type: none"> • Commissioning of pathways which are financially sustainable.
Commissioning – ensuring that all services procured are based on needs data and can demonstrate value for money	Promote Co-production, engagement and co-working with communities, service users and carers: <ul style="list-style-type: none"> • Continuation of Adult Social Care discussion about future strategy. 	<ul style="list-style-type: none"> • Produce an annual 'Making it Real Board' report. • Produce the Local Account.
	Complete market testing and re-commission the following contracts: <ul style="list-style-type: none"> • Sexual Health; • Substance Misuse Services; • Carers Health & Wellbeing Services (Carers Breaks); • Day Opportunities; and • Block contracts up for renewal. 	<ul style="list-style-type: none"> • Reduce the Alcohol attributable admissions DSR per 100,000 (NI39). • Reduce rates of syphilis and HIV. • Increase the percentage of carers taking short breaks. • Increase the number of residents accessing day opportunities.
	To work with service users and providers to increase market resilience, to promote a diverse market and improve access and choice of	<ul style="list-style-type: none"> • ASCOF -1C – Proportion of people using social care who receive self-directed support, and those receiving direct payments.

	<p>services:</p> <ul style="list-style-type: none"> • Personalisation; • Virtual Personal Assistant pool; • Autism, LD etc. Partnership Boards; • Coordinate Provider Forums; and • Facilitate 3 market development days. 	
	<p>Redesign and implement stronger contract management and quality assurance function:</p> <ul style="list-style-type: none"> • To deliver a supportive quality compliance framework with care providers in Herefordshire, ensuring strong and equitable contract management; using both hard and soft intelligence, sharing good practice between providers and involving providers to improve the standards of care; and • Implementation and embedding of electronic monitoring system (EMS) by Home Care Providers. 	<ul style="list-style-type: none"> • To improve the percentage of compliant providers. • Percentage of service users with EMS installed.
<p>Operations quality, efficiency and Statutory duty delivery</p>	<p>Embed visible and credible leadership and management across our directorate:</p> <ul style="list-style-type: none"> • Embed new structures; • Improve visible leadership; • Succession and continuity plans in place; • Implement new performance management and supervision guidance; • Senior and middle management coaching in place; and • Team delivery plans and audit assurance framework monitored on a quarterly basis. 	<ul style="list-style-type: none"> • Audit Supervision Policy implementation on a quarterly basis. • Senior Management posts recruited. • Improvements in staff survey feedback. • Directorate targets and outcomes achieved.
	<p>Deliver a range of initiatives to support and develop our workforce:</p> <ul style="list-style-type: none"> • Implement the Supervision policy; 	<ul style="list-style-type: none"> • Percentage of cases audited as good/excellent • Improvement staff survey. • Reduction in staff sickness.

	<ul style="list-style-type: none"> • Roll out Quality Assurance Framework to monitor and improve the quality of our social work; and • Monitoring and evaluating employee opinions. 	<ul style="list-style-type: none"> • Improvements in retention of staff.
	<p>Strengthen our Health Protection arrangements:</p> <ul style="list-style-type: none"> • Compliance with Health Protection local authority duties; and • Deliver the local authority Public Health statutory duties. 	<ul style="list-style-type: none"> • Quarterly Health Protection Committee meetings. • Quarterly West Mercia LHRP. • Quarterly reports to the Health and Wellbeing Board.
	<p>Implement Making Safeguarding Personal.</p>	<ul style="list-style-type: none"> • Percentage of safeguarding assessments completed in 28 days. • Percentage of safeguarding cases where client feels safer as a result of the safeguarding intervention. • Percentage of cases where safeguarding decision is made within 2 days.
	<p>Deliver a sustainable financial position, and achieve savings targets:</p> <ul style="list-style-type: none"> • Continue to monitor our financial position so that we can meet the reduced budget position. 	<ul style="list-style-type: none"> • On or under budget for 2015/16. • Dynamic budget management in place. • Devolved budgets in place.
	<p>Improve data quality and record management to enable evidenced based commissioning and provide outcome focussed performance management:</p> <ul style="list-style-type: none"> • Regular audit of case records; • Additional training for all staff; and • Include as core objective in all staff PDP's delivery of good data quality. 	<ul style="list-style-type: none"> • Quarterly performance reviews. • Individual performance reviews. • Spotlight on performance quarterly in each team.

CHILDREN'S WELLBEING

DIRECTORATE PRIORITIES 2015/16

<p>Corporate Plan Priorities</p> <ul style="list-style-type: none"> • Enable Residents to be independent and lead fulfilling lives <ul style="list-style-type: none"> – Protecting children and giving them a great start in life. – Access to excellent education and learning opportunities at all levels. – Outcomes for children and young people improve. – Increased equality of opportunity and access to reduce inequality in health and wellbeing outcomes. – Public services are prioritised to support those in need of services to maintain their independence of stay safe. – People are active in their communities and look out for the more vulnerable so they can live more independently <p>Key Outcomes</p> <ul style="list-style-type: none"> • Proportion of pupils attaining 5 GCSE's A-C including English and Maths (Top quartile nationally by 2016) (HC.04). • The attainment gap at age 16 between free school meal pupils and their peers (Top quartile nationally by 2016) (HC.05). • Improve Ofsted rating of Safeguarding Children to be good by 2016 (HC.06). • Value for money will increase (HC.03). 		
What we want to achieve	Key actions	How success will be measured:
<p>Education Outcomes Improve the educational attainment and progress so that Herefordshire is in the top quartile in 2016/17.</p> <p>This includes Looked After Children and other vulnerable groups particularly in relation to progress gaps compared to their peers.</p>	<ul style="list-style-type: none"> • Continue developing the school to school support carried out in partnership with the Herefordshire School Improvement Partnership. • Continue developing the 'Closing the gap approach' so children/young people identified as vulnerable and/or who are not achieving are tracked. Where settings are not confident that the child/young person will meet the expected level at the next key stage, a multi-disciplinary plan is put in place and monitored. 	<ul style="list-style-type: none"> • An annual report on attainment and progress which includes analysis of all vulnerable groups and schools. • Percentage of pupils attending a school and or setting that is good and or outstanding: <ul style="list-style-type: none"> – Primary – 90% – Secondary – 95%
<p>Reduce the number of young people who are not in education, employment or training so we are in</p>	<ul style="list-style-type: none"> • Proactively monitor and evaluate the implementation of the Marches Skills plan 	<ul style="list-style-type: none"> • Percentage of young people not in employment education or training is less than

<p>the top quartile of performance nationally and those whose destination is not known across Herefordshire to less than 2% locally.</p>	<p>with particular reference to Herefordshire.</p> <ul style="list-style-type: none"> Review the experiences of young people and the impact of programmes to inform and develop practice on a monthly basis. Include evidence from public health lifestyles survey on those Not in Education Employment or Training. For those with learning difficulties and disabilities, the development of a wider range of support into employment through the work of the 16-25 Development Group. 	<p>5.5%.</p> <ul style="list-style-type: none"> Percentage of young people whose destination is not known is less than 2%.
<p>High quality, financially sustainable schools across Herefordshire.</p>	<ul style="list-style-type: none"> Develop long term proposals for school provision to include capital options. (Education Capital Investment Strategy to be agreed autumn 2015). Continue to review implications for revised national school funding formula in particular its relevance to the demographics of Herefordshire, including specialist provision. 	<ul style="list-style-type: none"> Via termly reports on the numbers placed in specialist provision. Per capita spend. No schools going in to deficit.
<p>Implementation of Children’s & Families Act/Children with Disabilities Implement the Children with Disabilities strategy that incorporates the delivery of the education, health & care plan.</p>	<ul style="list-style-type: none"> Implement personal budgets. Continue to improve the high quality ‘Local Offer’ of information, services/provision in collaboration families and providers in liaison with the development of information and advice guidance services with Adults Wellbeing. 	<ul style="list-style-type: none"> Statutory requirement met for Education Health and Social Care plans. All eligible young people offered personal budget – to be reported termly. Education health and care plans are produced to 20 week timescale.
<p>Redesign of a Children with Disabilities service that is fit for purpose and meets statutory requirements.</p>	<ul style="list-style-type: none"> Implementation of Children with Disabilities service redesign to ensure the appropriate targeting of services to meet the needs of the client group. 	<ul style="list-style-type: none"> Support more young people in to local services. A reduction in use of institutionalised care/spend. 16-18 cases being worked on by each social worker.

<p>Re-shaping integrated services for families Implement the families first (troubled families) programme across Herefordshire to target the most vulnerable families.</p>	<ul style="list-style-type: none"> • Improve data sharing, to provide greater understanding of needs to improve/commission services across the partnership. • Implement next 5 year programme and significantly increase in the number of families supported and evidence improvement. 	<ul style="list-style-type: none"> • Number of families turned around – to be advised as part of the phase 2 implementation (1,060 families over 5 year period).
<p>Develop and implement a whole systems framework to manage family pathways from early help to statutory intervention.</p>	<ul style="list-style-type: none"> • Continue to embed the new level of needs guidance. • Consult develop and agree the priorities/actions needed to manage the family pathways. • Market and community development to increase the effectiveness of universal services in dealing with family issues. • Review and develop Information Advice and Guidance so families can help themselves. • Ongoing review and evaluation of effectiveness of preventative/early intervention approach. • Establishment of Integrated Early Years Strategy. 	<ul style="list-style-type: none"> • Reduction in the number of families being referred to higher level of need services. • 16-18 cases being worked on by each social worker. • 70% of audits demonstrate that there is a consistent application of thresholds across agencies. • Improvement in Education and health outcomes at age 5 years.
<p>The delivery of a 16+ service that is fit for purpose and meets statutory requirements.</p>	<ul style="list-style-type: none"> • Establish scope of a transformed service including the potential to merge with complimentary services to provide an integrated model. • Implementation of an integrated youth support service to reduce duplication of service provision to young people; improving the quality and continuity of service provision. 	<ul style="list-style-type: none"> • A number of young people in appropriate housing, in employment education or training. • Number of Children accessing work experience and interview support provided by the businesses of Herefordshire.
<p>Placing looked after children locally wherever</p>	<ul style="list-style-type: none"> • Herefordshire Intensive Placement Support 	<ul style="list-style-type: none"> • Children will be placed in family based

<p>possible through the development of placement and support services, including the development of an integrated mental health pathway.</p>	<p>service delivers a reduction in the number of children in residential and out of county placements, and reduce the associated costs and deliver savings</p>	<p>settings in county to enable them to experience the best possible care and achieve their full potential.</p>
<p>Operational Improvement Ensure improvement in the timeliness and quality of practice within Safeguarding & Early Help.</p>	<ul style="list-style-type: none"> • Decision making on the same working day of the contact, through the recommendation of a Qualified Social Worker, and to achieve completion of assessments within timescale. • Decisions made within agreed timescales within the whole system; i.e. within the multi-agency safeguarding hub, the children in need teams and the looked after children teams. • Children receive the support and protection they need in a timely manner. 	<ul style="list-style-type: none"> • 95% of contacts and referrals received progressed within 24 hours. • CP visits completed within timescale. • LAC visits completed within timescale.
<p>Implement an overall workforce strategy that delivers a capable, stable, sustainable and affordable workforce in order to improve the quality and continuity of social care experienced by children and families.</p>	<p>Implement phase 2 of the workforce development strategy and 15/16 Workforce Training programme across Children's Wellbeing. To include:</p> <ul style="list-style-type: none"> • Recruitment and retention plans; • Workforce induction and development; • Leadership and engagement; • Working tools, equipment and environment; • Workload and case allocation; and • Supervision and performance management. 	<ul style="list-style-type: none"> • Increased average tenure (leavers and current interim and permanent staff). • Profile - % of established roles filled by interim staff (reduced to <30%). • Fewer than 5 permanent Social Worker leavers. • 16-18 cases being worked on by each social worker.

ECONOMY, COMMUNITIES & CORPORATE

DIRECTORATE PRIORITIES 2015/16

<p>Corporate Plan Priorities</p> <ul style="list-style-type: none"> • Create and maintain a successful economy <ul style="list-style-type: none"> – Encourage individuals, communities and organisations do more for themselves and for their local area. – Supports economic growth and connectivity (includes broadband, local infrastructure, transport and economic development). – Supports the improvement in quality of our natural and built environment. – Embraces new ways of responding to changing pressures (includes sustainable and more local water, fuel and food supplies). – Has vibrant town centres with shops, restaurants and leisure facilities that keep people spending locally. <p>Key Outcomes</p> <ul style="list-style-type: none"> • Improved road conditions (HC.07). • Increase median wages in the county faster than the West Midlands region (HC.08). • Build more homes for all tenures (HC.09). • Value for money will increase (HC.03). 		
What we want to achieve	Key actions	How success will be measured:
<p>Better maintenance of existing roads Major investment in the highway asset to deliver sustained improvement in road condition.</p>	<ul style="list-style-type: none"> • Continue to implement a programme of road condition improvements across the county through a targeted asset management strategy. • Deliver Public Realm Annual Plan 2015/16 with Balfour Beatty Living Places. 	<ul style="list-style-type: none"> • Improved road conditions. • Reduction in number of people killed and seriously injured in road traffic collisions in Herefordshire.
<p>Build new road infrastructure to support growth Complete the Hereford City Centre Link Road scheme which supports/enables regeneration of the urban village by providing access to development area that will eventually deliver 800 houses and 760 jobs. Develop South Wye Package which will include a new road link from the A49 – B4349 (1st phase of Western Relief Road) to support development of</p>	<ul style="list-style-type: none"> • Commence construction works in Spring 2015. • Secure planning permission for new road during 2015/16. • Prepare for CPO process. 	<ul style="list-style-type: none"> • Road complete and open in 2016. • Achievement of planning permission.

<p>the Hereford Enterprise Zone. This will eventually deliver 1,100 houses and 1,100 jobs.</p>		
<p>Revise and deliver transport strategy Review and deliver transport strategy to support access and economic growth and to support the Core Strategy and secure funding.</p>	<ul style="list-style-type: none"> • Develop new Local Transport Plan (LTP) 2016/17, and adopt by full council. 	<ul style="list-style-type: none"> • Adopted LTP. • Increased levels of cycling. • Improved average journey time per mile in Hereford City during the morning peak. • Improved local bus punctuality.
<p>Deliver waste strategy improvement to reduce cost and increase recycling, and reduce CO2 emissions through reduced energy consumption and associated carbon emissions</p>	<ul style="list-style-type: none"> • Commission, on schedule, a Joint Energy from Waste facility with Worcestershire County Council. • Promote the service to increase the capture of recycling and reduce residual waste. • Deliver energy efficiency and renewable schemes on an invest to save basis: <ul style="list-style-type: none"> ○ LED streetlight investment programme; ○ Solar PV investment programme; and ○ Building efficiency improvement programme. • Refresh and extend the council’s carbon management strategy. 	<ul style="list-style-type: none"> • Reduction in residual waste per household. • Maximise the % of household waste sent for reuse, recycling and composting. • Reduction in % of municipal waste going to landfill. • Reduction in CO2 emissions from Herefordshire Council operations. • Maximise income from renewable energy sources. • Minimise the council’s energy spend.
<p>The Marches (Hereford) Enterprise Zone We will manage the development of the Hereford Enterprise Zone in Rotherwas. Create employment and facilitate business expansion through provision of serviced employment land.</p>	<p>Manage the development of the Hereford Enterprise Zone including:</p> <ul style="list-style-type: none"> • The provision of serviced employment land to the market. • The promotion and sales of development plots. • The creation of a range of business support networks and activities. 	<ul style="list-style-type: none"> • 17 acres of land sold. • 180,000 sq. ft. of workspace under construction. • 150 job opportunities identified in investment commitments.
<p>Improve the skills/knowledge base within the county</p>	<ul style="list-style-type: none"> • Support development of a Herefordshire University, developing the business case and confirm site opportunities. 	<ul style="list-style-type: none"> • Sites being available to the University.
<p>Influence the increase in employment</p>	<ul style="list-style-type: none"> • Work with local businesses, partners and 	<ul style="list-style-type: none"> • Increase the % of the working population in

<p>throughout Herefordshire and increase in the average wage levels</p>	<p>agencies across Herefordshire and the West Midlands to increase employment.</p> <ul style="list-style-type: none"> • Work with local businesses, partners and agencies across Herefordshire and the West Midlands to increase the average wage levels. 	<p>employment.</p> <ul style="list-style-type: none"> • Increase earnings (workplace based) and narrow the gap between the county and the region.
<p>Local Development Framework Progress towards the preparation of an up to date and comprehensive planning policy framework for the county. The Framework will comply with the National Planning Policy Framework and enable housing and economic growth in Herefordshire whilst protecting its unique environment of Herefordshire.</p>	<ul style="list-style-type: none"> • Prepare plan for adoption of Core Strategy (by summer/autumn 2015). • Publication of Annual Monitoring Report (AMR) by end of 2015. • Draft Community Infrastructure Levy (CIL) Charging Schedule published for consultation summer 2015. 	<ul style="list-style-type: none"> • Adoption of Core Strategy. • During the period up to 2031, this will eventually enable the: <ul style="list-style-type: none"> – Development of 16,500 houses (600 in 2015/16) – Delivery of 148 hectares of employment land (37 hectares to be available during 2015/16) – Completion of a Hereford Transport Strategy, including a Hereford Relief Road. • Adoption of CIL.
<p>Broadband. Provide greater Broadband coverage and take up by residents and businesses, by the delivery of broadband infrastructure.</p>	<ul style="list-style-type: none"> • Oversee the roll-out of the fibre broadband network. • Raise awareness of the new broadband network to generate up take. • Seek additional funding for greater coverage and maximise coverage in deeply rural areas. • Operate a voucher scheme to invest in additional connectivity where need is demonstrated. • Operate the CREATE international programme to stimulate business support. • Operate the Digital Inclusion Programme that encourages greater use of broadband to enable access to services and facilities. 	<ul style="list-style-type: none"> • Increase the % of premises with the potential to access >2Mbps broadband across the county by end of 2016. • % of premises with the potential to access NGA broadband services by the end of 2016. • % of premises with the potential to access fibre broadband services by end of 2018.

	<ul style="list-style-type: none"> • Support increased 2G coverage in not-spot in the county. 	
<p>Improve Residents Interaction To enable residents and businesses to access service in the most effective and cost efficient way.</p>	<ul style="list-style-type: none"> • Increased self-service options for customers via web and pay points, and self-issue for libraries. • Provide a range of services in the market towns and Hereford City operated by the local authority and different organisations. • Provide opportunity for customers to establish a personal on-line account for services such as Council Tax. 	<ul style="list-style-type: none"> • Increase the number of web and pay point transactions. • Progress co-location of services in the market towns and Hereford city. • Improve web satisfaction. • Implement Digital Strategy.
<p>Community Development. Support people to be active in their community by encouraging greater involvement in local decision making and service delivery.</p>	<ul style="list-style-type: none"> • Devolve services and transfer assets to local councils and voluntary sector organisations. • Aid establishment and operation of community and partnership libraries. • Provide development support for social enterprises, statutory partners and voluntary groups • Manage grant programmes and accessing external funding. • Support communities and neighbourhoods to increase self-reliance. • Promote community cohesion and address anti-social behaviour. 	<ul style="list-style-type: none"> • Maintain the level of people who feel safe in their local area. • Increase the amount of external funding secured. • Increase the % of parish and town councils part of the lengthsman scheme.
<p>Resources Make best use of the resources available to us.</p>	<ul style="list-style-type: none"> • Manage our finances effectively to secure value for money and deliver a balanced budget. 	<ul style="list-style-type: none"> • Spend within the council's overall budget. • Any Directorate overspend to be approved by Cabinet with a compensating underspend. • 98.5% of Council Tax and Business rates are collected. • For housing benefits, reduce the number of days taken to: <ul style="list-style-type: none"> – deal with new claims and changes of

		<p>circumstance;</p> <ul style="list-style-type: none"> - deal with new claims; and - deal with changes of circumstance.
<p>Improve capability, including use of technology; ensuring we have the skills, knowledge and tools to do the job well.</p>	<ul style="list-style-type: none"> • Technology improvements to simplify processes and enable shift to digital. • Define and implement new recruitment framework. • Review and refresh HR policies. • Develop performance and engagement culture and improved performance tools. • Deliver a leadership and management development programme including the review and refresh of mandatory training. • Develop employee health and wellbeing strategy and plan to improve employee physical and mental health. 	<ul style="list-style-type: none"> • Processes are streamlined and automated, reducing overhead costs. • Reduction in substantive posts being filled by agency workers, reducing overhead costs. • HR policies and procedures refreshed, communicated and easily accessible, ensuring consistency and reducing risk of error. • Improvement in employee engagement (measured through staff survey) from 33% and appraisal completion from 59% to 80%. • 100% mandatory training compliance for all staff with over four weeks' service. • Reduce sickness absence from 4%.
<p>Support the democratic governance of the Council</p>	<ul style="list-style-type: none"> • Manage elections 2015. • Induct new members. • Review constitution. 	<ul style="list-style-type: none"> • Elections held without successful challenge. • 100% of members complete mandatory training within agreed timescales. • Constitution reviewed and approved by Council by the end of May 2016.
<p>Further improve the utilisation and efficiency of property assets</p>	<ul style="list-style-type: none"> • Develop next stage of Accommodation Strategy. 	<ul style="list-style-type: none"> • Reduction in buildings and maintenance liabilities.