

People and Performance Corporate Plan 2007-2011

The Corporate Plan sets out the Council's ambition for the four years from 2007 to 2011. It sets out our Key Priorities and, together with its family of supporting documents, shows how we will resource them and how we will manage the organisation to secure their achievement whilst maintaining continuous improvements in service levels and ensuring value for money.

It also shows how we will support the Borough's Community Strategy and respond appropriately to national and regional priorities.

Councillor Keith Mann - Chairman, Strategy & Resources Committee

Councillor Christine Long - Chairman, Social Committee

Councillor Clive Woodbridge - Chairman, Leisure Committee

Councillor Jean Smith - Chairman, Environment Committee

Frances Rutter – Chief Executive

Section 1: Introduction

What does the Corporate Plan do?

This Corporate Plan sets out the Council's ambition and Key Priorities, its Core Values supporting the overall theme of People and Performance, how these fit into the local and national context and how they are achieved and measured. The Plan itself concentrates on the main principles, but to be effective it needs to be supported by a number of more detailed strategies and action plans. These are referred to in Section 3.

How did we come up with this Plan?

The Corporate Plan reflects:

- The needs and aspirations of our residents as evidenced through regular surveys and customer feedback
- The vision and priorities contained within the Community Strategy
- Government targets and priorities
- The priorities and aspirations of local government nationally.

It also looks to future generations as well as the present one. (This context is set out in more detail in Annex 1).

Why do we need a Corporate Plan?

The Council delivers a whole range of services, some statutory and some discretionary, and all of those services contribute to the quality of life of our residents. The fact that a service is not specifically mentioned in our Key Priorities does not mean that we value it any the less – the purpose of the Key Priorities is to indicate where we think change is needed and where the Council needs to concentrate its efforts over the next four years in order to secure particular improvement.

How will it work?

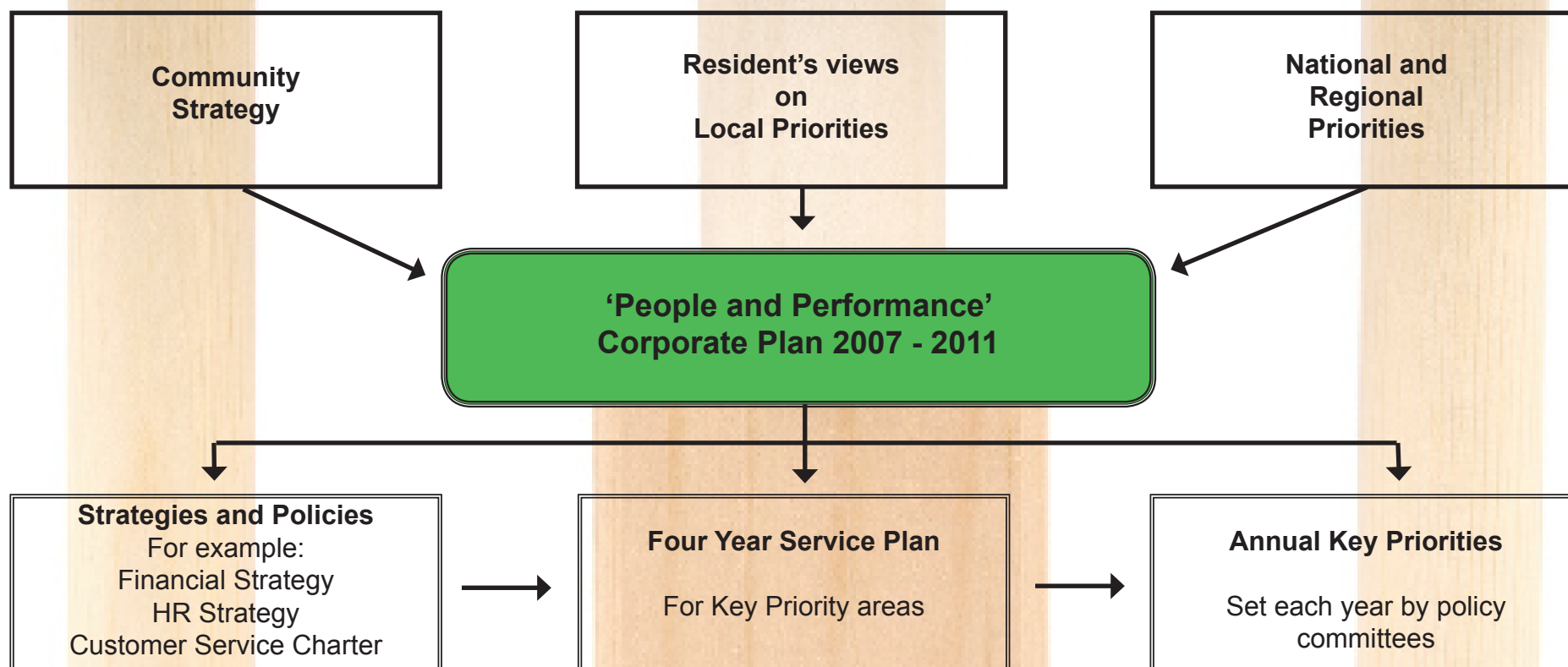
The resources required to deliver these high level priorities are set out in:

- The Four Year Financial Strategy
- The Human Resources Strategy
- The Information Strategy.

Our four year service plans for the Key Priorities indicate in more detail the improvements we will make to achieve our aims.

Our Key Service Priorities, which the Council adopt each year when setting the budget, will show how we intend to deliver against our priorities on an annual basis. These provide an easily accessible framework for managing the performance of the Council against its priorities and enabling Councillors to manage that performance through regular reports. In addition it enables us to account to residents through the Best Value Performance Plan and our Annual Report.

How do we know we are focusing on the right things?



Section 2: The People and Performance Plan

Our ambition is “to maintain and develop those **distinctive characteristics** that make living and working in Epsom and Ewell a matter of conscious choice and, **in conjunction with others**, provide **quality and innovative services** that are based on the identified **priorities of our residents**”

To realise that ambition, the Council provides a wide range of services and undertakes a much broader role as a voice for the community. All of those services are important to local residents and therefore to us, but the Key Priorities we have outlined below are the areas where we intend to focus resources to secure change.

Key Priorities

Cost effective recycling

Increasing the rate of recycling in the Borough in a cost-effective way

Championing health services improvements

Securing continuing and improved health services for local people

Promoting sustainability and tackling issues of climate change

Adopting local measures to increase sustainability and support the Climate Change agenda

Enhancing services for young people

Securing improved services and promoting their availability to young people

Enhancing the visual appearance of the local environment

Promoting a high standard in the visual appearance of the local environment (streets and open spaces)

Tackling anti-social behaviour

Tackling anti-social behaviour through effective education and enforcement (Note: this will include parking, planning and other issues and the action plans will not just focus on young people)

In addition, the Council will continue its commitment to securing additional affordable housing which is already set out fully in the Core Strategy of the Local Development Framework, one of the key supporting documents to this Corporate Plan.

'People and Performance' are at the heart of this Corporate Plan and everything that the Council does. They are represented throughout our Core Values. These values underpin everything we do. We actively incorporate them into every aspect of our work.

Core Values

PEOPLE

PERFORMANCE

Focusing on our customers

We will understand and exceed the expectations of our residents and other customers

We will manage performance effectively to increase public satisfaction

Improving continuously

Investing in employees

We will work to ensure that our employees are motivated, empowered and innovative people

We will ensure our services are relevant, cost effective and efficient

Providing value for money

Valuing diversity and equality

We will reflect the needs of all sections of our community in our services and policies

We will demonstrate this through our service delivery and contact with residents and partners

Performing with integrity, openness and honesty

Section 3: Implementation and Review

How will we do it?

The resources necessary to deliver the Corporate Plan fall broadly into the headings of Finance, Property, People and Information. Details of these are provided in:

- the Four Year Financial Strategy
- the Asset Management Plan
- the Human Resources Strategy and
- the Information Strategy.

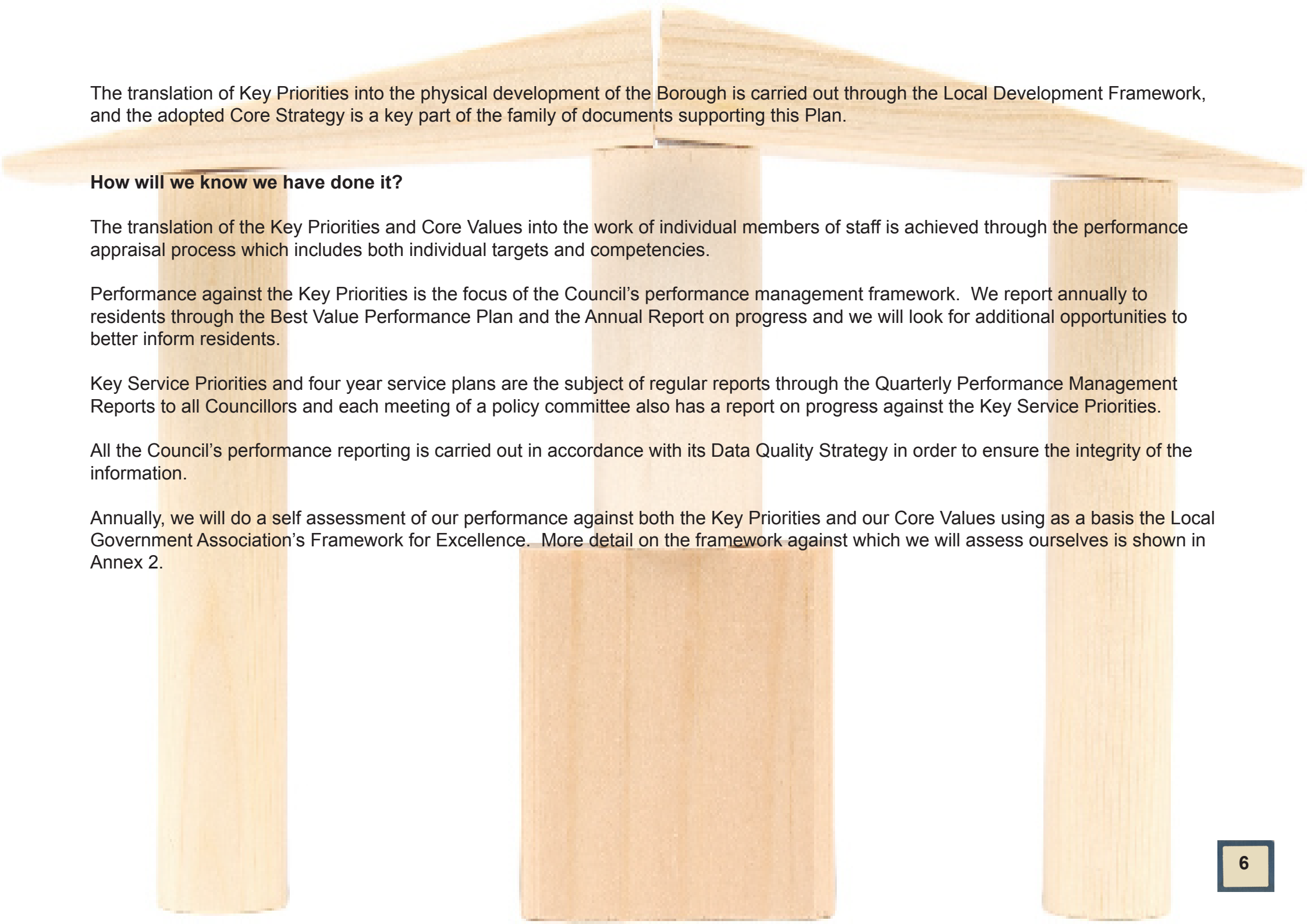
The implementation of the Key Priorities will be carried out through:

- the four year service plans developed for each of the Key Priorities
- the annual Key Service Priorities set by policy committees and
- the cost centre targets which form part of the annual Policy Book.

The links between the individual Core Values and supporting plans and strategies are shown on the following chart.

Core Values

Providing Value for Money	Consultation Strategy Communication Strategy Performance Management Framework Financial Strategy
Investing in Employees	HR Strategy
Focusing on our Customers	Customer Service Strategy
Improving Continuously	Consultation Strategy Communication Strategy Performance Management Framework IT Strategy
Valuing Diversity and Equality	Equalities Framework
Performing with Integrity, Openness and Honesty	Corporate Governance Framework



The translation of Key Priorities into the physical development of the Borough is carried out through the Local Development Framework, and the adopted Core Strategy is a key part of the family of documents supporting this Plan.

How will we know we have done it?

The translation of the Key Priorities and Core Values into the work of individual members of staff is achieved through the performance appraisal process which includes both individual targets and competencies.

Performance against the Key Priorities is the focus of the Council's performance management framework. We report annually to residents through the Best Value Performance Plan and the Annual Report on progress and we will look for additional opportunities to better inform residents.

Key Service Priorities and four year service plans are the subject of regular reports through the Quarterly Performance Management Reports to all Councillors and each meeting of a policy committee also has a report on progress against the Key Service Priorities.

All the Council's performance reporting is carried out in accordance with its Data Quality Strategy in order to ensure the integrity of the information.

Annually, we will do a self assessment of our performance against both the Key Priorities and our Core Values using as a basis the Local Government Association's Framework for Excellence. More detail on the framework against which we will assess ourselves is shown in Annex 2.

Translating the Plan into Action

WHY - Ambition

Our ambition is “to maintain and develop those **distinctive characteristics** that make living and working in Epsom and Ewell a matter of conscious choice and, **in conjunction with others**, provide **quality and innovative services** that are based on the identified **priorities of our residents**”.



WHAT - Corporate Plan

The Corporate Plan sets out the council’s ambition, values and key priorities for the four years from 2007 to 2011. Many other services and activities make vital contributions to the quality of life of residents but the Key Priorities focus attention on the areas for significant change.



EEBC’s Key Priorities

- Cost effective recycling
- Enhancing the visual appearance of the local environment
- Tackling anti-social behaviour
- Championing health services improvements
- Enhancing services for young people
- Promoting sustainability and tackling issues of climate change

EEBC’s Core Values

People

- Focusing on our customers
- Investing in employees
- Valuing diversity and equality

Performance

- Improving continuously
- Providing value for money
- Performing with integrity, openness and honesty



HOW - Four year service plans, Key Service Priorities, Cost Centre Targets (Policy Book)

These show how all services contribute towards achievement of the ambition, priorities and values within the Corporate Plan.



MONITOR - Performance Appraisal Targets and Competencies

All staff are set targets through the performance appraisal process. These will link, through Key Service Priorities and Cost Centre targets to the Key Priorities in the Plan. Individual competencies also relate to the Core Values.

The Context of the Corporate Plan

Local Priorities

The Council regularly surveys its residents through 'Feedback', its Citizens' Panel. Some of these surveys feed into national performance indicators and others we use locally to develop our services. There is therefore a body of research evidence over many years indicating the things that local people think are most important and these are backed up by input from local councillors and staff from their contact with residents.

With regard to the Key Priorities set out in this Plan, the Council discussed draft priorities based on the available research and then tested these with focus groups drawn from a representative sample of the Borough's residents. As a result of these focus groups, some adjustments were made to the Key Priorities agreed as part of this Corporate Plan.

Community Strategy

The Community Strategy, developed by the Local Strategic Partnership which draws representatives from the public sector, business and voluntary groups, contains a vision to "improve the quality of life for those who live and work here by balancing environment, social and economic factors".

The key issues identified in the Strategy are:

- the lack of affordable housing and its impact on recruiting key and lower paid workers
- the need for better training for the workplace and to cope with life generally
- traffic congestion and poor public transport within the local area
- the need to protect our environment and prevent it being damaged
- problems of alcohol-related disorder and anti-social behaviour
- health needs, particularly the vulnerable groups
- the need for better facilities for young people
- the need for more appropriate services for black and minority ethnic groups.

These key issues are reflected in the Key Priorities and Core Values set out in this Corporate Plan.



National and Regional Context

The Government has established four principles of public service delivery which are to:

- Establish a national framework of standards and accountability
- Devolve more to local councils to encourage diversity and creativity
- Build local capacity to enable the delivery of flexibility
- Give more choice for customers.

Within the context of the national framework the Government prescribes specific performance targets for the Council (some of which have specific funding linked to them) and also manages the Council's performance through its inspection framework and Best Value Performance Indicators.

In addition, there are some statutory requirements which need to be incorporated such as the duty to have regard to community safety implications in all that the Council does. Our Key Priorities do reflect this statutory duty.

In the South East Region, the Government has identified three key issues of housing supply, affordability of housing and transport. The South East Plan provides specific targets, for example, in relation to housing numbers which then have to be adopted by the Council through its Local Development Framework.

Local Government Association

Epsom and Ewell, along with nearly all local authorities, is a member of the Local Government Association which is seeking to develop processes for self-regulation with the aim of reducing the amount of Government inspection and target-setting. Its recently adopted Framework for Excellence is referred to in Section 3 and we intend to use this as a basis for assessing our own performance and the effectiveness of this Corporate Plan.

Framework for Excellence

Democratic Leadership

- Representing the views of residents to other agencies
- Taking decisions in the long term interest of the community
- Holding other public services to account.

Making the Borough a place where people choose to live

- Enhancing the built and natural environment – especially the open spaces
- Improving the visual appearance of localities
- Tackling those whose actions spoil it for others
- Celebrating diversity.

Service Provision

- Providing high quality services relevant to the current and future needs of our residents
- Doing so cost effectively and efficiently.

Public Participation

- Informing, consulting and listening to residents
- Devolving services to local people.

Partnership

- Taking a leading role in the Local Strategic Partnership
- Working with others to provide more cost-effective services.

Improvement

- Innovating
- Learning from best practice elsewhere
- Using performance management to drive continuous improvement.



Ethical Standards

- Demonstrating high standards of conduct
- Being transparent in decision-making
- Managing public assets to balance current needs with those of future generations.

Resources

- Providing value for money
- Concentrating resources on front line services and minimising overheads
- Striking a balance between the interests of users and of Council Tax payers generally in setting fees and charges.

Employer

- Valuing staff
- Investing in staff development.