

Corporate Plan 2008 – 2011

2010 3rd Revision

INTRODUCTION

This plan describes the way that we will all work together to serve the population of Spelthorne. It sets out our vision for the future of the Borough and the objectives that we want to achieve over the 3 year lifetime of the Plan

The plan helps to make sure that we take a systematic approach to:

- Defining our priorities
- Achieving a sustainable financial future
- Delivering or commissioning high quality services
- Using our resources in the best way possible

When considering the targets in this plan it is important to remember that they may well change over time to reflect external forces. For example, this Plan was written before the world recession and downturn in the housing market. In these circumstances it would be inappropriate to stick rigidly to the existing targets when there is no chance of our achieving them due to circumstances beyond our control.

We will, therefore, update this plan annually and revise targets as necessary.

It should also be noted that we try to set challenging targets for ourselves and we would not expect to fully achieve every one of them. We believe this to be a better approach than our setting simple, easy-to-achieve targets that could be met every time.

This plan is constructed in a modular fashion so that individual elements of it can be revised and updated over the lifetime of the Council. This version is the 2010 revision, showing progress during 2009.

AIMS & OBJECTIVES

Our Mission

This defines what we are here for.

Spelthorne Borough Council's mission is

"Making Spelthorne a Better Place"

Together with other organisations on Spelthorne Together (previously known as the Local Spelthorne Partnership), we have agreed our vision for Spelthorne as:

"To Make Spelthorne a Safe, Healthy, Inclusive, Prosperous and Sustainable Community"

The Spelthorne Community Plan states that to achieve this vision requires action in five key areas. Spelthorne Borough Council commits to the totality of the Community Plan – but we focus on areas where we can make a difference.

Our Values

As an organisation Spelthorne Borough Council is committed to the values below which define the way in which we act and deliver services.

Operate with integrity, honesty and transparency, listen closely and communicate openly, strive for quality, value for money and excellence in all we do, provide equality of opportunity for all and treat our customers and staff with courtesy and fairness.

Our Aims

The Spelthorne Community Plan contains a list of activities required to achieve the overall aims. We are committed to playing our part in achieving them, but believe that we need to focus our priorities in order to use our resources most effectively.

In determining our priorities we have taken into consideration the needs of the area, the views of our residents, elected members' concerns as well as nationally-set priorities.

There are also a number of external influences that have an effect on what we do and how we do it for example government policy and funding, the financial situation

Our Priorities

As a local authority we do many things, a number of which are statutory requirements. We will always fulfil our legal duties. However, at a time of increasingly restricted resources it is necessary to be very clear as to what our organisation's priorities are. This does not mean that we will not undertake any other work, but it does mean where there are competing demands we are clear as to which we will commit our time and resources.

For 2010/11 six priorities have been chosen and these are listed below as follows:

1. A Safer Spelthorne

(Links to the Safer Stronger theme of the Spelthorne Community Plan)

Continues to be a high priority for residents. Spelthorne has the highest rate of crime in Surrey, although this is in the county with the lowest rate in England and Wales. For the period 2009 /11 four priorities have been identified as follows:

- Reduce crime
- Reduce anti-social behaviour
- Reduce re-offending
- Improve confidence and provide greater reassurance

An annual strategic assessment is undertaken to identify current crime levels, patterns and trends; priorities could change in the light of this.

2. Supporting Younger People

(Links to the Children and Young People's theme of the Spelthorne Community Plan)

Perceived by local residents as affecting and affected by many aspects of everyday life. People are keen to engage young people in a positive way to help them develop their lives and citizenship.

Over the period of this plan we aim to:

- Increase the level of satisfaction of young people living in Spelthorne
- Increase the number of hours/week young people spend in healthy activities
- Increase the satisfaction of the general population with the facilities available for younger people

3. A Cleaner and Greener Environment

(Links to the Housing, Infrastructure and Environment theme of the Spelthorne Community Plan)

Important at both a local and national level. Locally, contaminated land and air quality are significant issues given the previous land uses in the area and busy roads. Street scene issues – cleanliness, graffiti, etc - are important to local people. Residents are keen to recycle more, and the Council has to meet its statutory recycling target. We are conscious of our Carbon Footprint and are keen to reduce it as a contribution to combating the effects of climate change. Over the period of this plan we aim to:

- Improve local bio-diversity
- Encourage the early adoption of the Local Development Framework to help deliver the social, economic and environmental need of the Borough
- Use the Home Energy Conservation Act provisions to tackle fuel poverty issues, helping individuals improve the energy efficiency of their homes
- Boost our recycling rate to meet our statutory target
- Improve satisfaction with street scene issues
- Reduce our carbon footprint
- Risk assess currently identified possible contaminated land sites

4. Supporting Housing Needs

(Links to the Health & Well Being and Housing, Infrastructure & Environment themes of the Spelthorne Community Plan)

Analysis done to inform our Housing Strategy shows a serious shortage of affordable houses in the Borough. This has resulted in a high level of hidden homelessness where two or three generations of a family are still living together because of the inability to find suitable accommodation. We also wish to give applicants on our housing register greater choice in accessing social housing.

Over the period of this plan we aim to:

- Encourage the construction of sustainable new homes – particularly affordable homes that meet family needs
- Introduce and develop a choice-based lettings scheme
- Increase the number of households prevented from becoming homeless
- Encourage regeneration schemes to improve the quality of housing in the Borough and to achieve integrated sustainable communities

5. Help for Older People in Need

(Links to the Health & Well Being theme of the Spelthorne Community Plan)

Recent opinion research with residents shows that help for older people (particularly the frailer older person) would now be a priority. We recognise the need and moral responsibility to enable people to lead independent lives. In particular we would look to help older people live in their own homes for as long as possible, whilst making provision for those less able to look after themselves.

Over the period of this plan we aim to:

- Supply meals on wheels to those that need it every day
- Provide a personal alarm service and telecare facilities to those in need
- Increase the provision of extra care housing in the Borough

- Facilitate the provision of day care activities to the frailer, older people in greatest need
- Ensure we have a concessionary fares scheme that is affordable and attractive to users

6. Economic Development

(Links to the Economic Development theme of the Spelthorne Community Plan)

Compared to national and regional indicators Spelthorne is doing well, although compared to the rest of Surrey the picture is not quite as good.

May 2010 unemployment figures (claimant count) showed that at **2.6%** Spelthorne had the highest rate in Surrey above the County average of **2.1%** but below the South East region average of **2.8%** and well below the national average of **3.9%**. Similarly Spelthorne has the lowest percentage of residents educated to degree level of all the Boroughs in Surrey. These figures have consistently been the case for some time now. Our aim is to take full advantage of Spelthorne's geographical advantages (close to major transport links) to improve our economic situation. Over the period of this plan we aim to:

- Undertake initiatives to improve our unemployment rate
- Complete in partnership with Surrey County Council area regeneration schemes in Ashford, Shepperton and Sunbury Cross
- Work with our partners to more effectively promote the Borough of Spelthorne as a place to visit and do business, particularly emphasising its key asset the River Thames running through the borough. Increased visitor numbers will bring economic benefits.
- Make best use of Spelthorne's natural geographical advantages (close to London and major transport links) to improve our economic competitiveness and promote Spelthorne as a place to visit
- Working with our partners and with the Spelthorne Business Forum we will help improve awareness of employers as to support and training assistance available to them
- Undertake initiatives that improve the employability of Spelthorne's workforce

Integral to all 6 priorities

Running through all 6 Priorities and of paramount importance to the future of Spelthorne is the need for a sustainable financial future and value for money services.

As an ambitious authority our level of performance, both direct and in relation to others, is important to us. Equally we know that we must continually improve and do more with fewer resources. In common with all public sector bodies our financial position is becoming increasingly challenging such that we will have to reduce our operating costs to live within our projected budgets. Procurement, project and risk management are important to us achieving what we want.

Customer satisfaction with our services is a high priority as is effective service delivery.

Over the period of this plan we aim to:

- Manage our finances through a rolling budget that takes account of the various outside pressures on us
- Undertake business improvement reviews and implement recommendations in order to reduce our operating costs
- Actively review the use of our assets

- Improve the use of all of our resources through:
 - ◆ Closely managing our finances on a short/medium/long term basis
 - ◆ Managing risk actively
 - ◆ Improving our project management
 - ◆ Increasing customer satisfaction
 - ◆ Improving performance management to ensure effective service delivery
 - ◆ Improving the value for money that we provide
 - ◆ Increasing the value of efficiency savings from our procurement operations
 - ◆ Seek out opportunities to deliver services more efficiently, effectively and with greater resilience by working in partnership with other bodies
 - ◆ Managing all staff in a respectful and professional way
 - ◆ Ensuring staff know what is expected of them

Our Priorities, objectives and corporate targets are shown on the following pages 8 -16 and are supported by improvement plans for each service area - all showing our short to medium term objectives and how they relate to this overall plan. These are underpinned by the need for Value for Money services, which are also set out below in the same format (Page 17). The Corporate Plan constitutes our Improvement Plan as required under the previous Comprehensive Performance Assessment (CPA).

In addition, two national external assessments are covered at page 21. One is the One Place Organisation Assessment (OPOA) and the other the 2008 Place Survey. The Coalition Government has dropped the OPOA and is not going ahead with the proposed 2010 Place Survey.

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|--|---|--|--|---|---|----------------|--|
| | | | | | | Cabinet Member | Officer |
| Supporting Younger People | Level of satisfaction of young people living in Spelthorne as measured by survey | 10% increase (on 2005 figure) by 2008 | 3% increase achieved. Given the trend of reduced satisfaction levels within local government this target will be re-considered. | 12% increase (on 2005 figure) by 2011 An overall increase on the 2005 figure of 4% by 2011 is now considered more realistic | Surrey County Council Children's & Young Persons strategy. Spelthorne Borough Council Youth Strategy and Play Strategy | Younger People | Assistant Chief Executive (LB) |
| Supporting Younger People | Increase the number of hours/ week young people spend in healthy activities - *(changed to reflect Sport England's measure of participation) | 2.5% increase (on 2005 figure) by 2008 | 37% of young people do 30 minutes of sport or physical activity at least five times a week*. | 5% increase (on 2005 figure) by 2011 | Spelthorne Borough Council Youth Strategy and Play Strategy | Younger People | Assistant Chief Executive (LB) |
| A Cleaner and Greener Environment | Percentage of refuse recycled or composted | 33% by 2009 | 33.71% for 2008-09. | 40% by 2011 | Waste strategy Alternate weekly collection of refuse and recyclables and expanded garden waste service | Environment | Head of Sustainability and Leisure (SM) |
| A Cleaner and Greener Environment | Volume of residual waste produced per head of population | 1% reduction compared to 2006/07 figures | 29% reduction achieved. | 2% reduction compared to 2006/07 figures Given progress achieved so far | Waste strategy | Environment | Head of Sustainability and Leisure Services (SM) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|--|---------------------------------|--|--|---|---------------------------------------|----------------|---|
| | | | | | | Cabinet Member | Officer |
| | | | | <i>it is considered that a more ambitious target could now be set of a 5% reduction</i> | | | |
| A Cleaner and Greener Environment | Action to combat climate change | Introduce a Climate Change Strategy by 2008 | SBC is contributing to the Surrey Climate Change Strategy. A Spelthorne Sustainable Development Strategy has been written which incorporates climate change measures. | Meet the short term targets specified in the Climate Change Strategy | Climate Change Strategy | Environment | Head of Sustainability and Leisure (SM) |
| A Cleaner and Greener Environment | Improved local biodiversity | Introduce a Biodiversity Action plan by 2008 | Biodiversity Action plan 08-11 completed. | Meet the short term targets specified in the Biodiversity Action plan | Biodiversity Action plan | Environment | Head of Sustainability and Leisure (SM) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|--|--|--|--|---|--|----------------|--|
| | | | | | | Cabinet Member | Officer |
| A Cleaner and Greener Environment | Improving the way we deal with contaminated land | Completion of a revised prioritisation programme for potentially contaminated land sites; Improving accessibility to environmental information via the Council's website by 2009 | Work for the revised prioritisation of site is ongoing. Work on the website is ongoing. | Publication of a new Contaminated Land Inspection Strategy by 2011 | Environment Health Service Plan | Environment | Head of Environmental Health and Building Control (LO'N) |
| A Cleaner and Greener Environment | Street Scene | Achieve a score of 20% in the current Best Value Indicator 199 by 2009 | Achieved a score of 17% in the current National Indicator 195 (was 199). | Achieve a score of 19% in the current Best Value Indicator 199 by 2010 <i>Given that we have already achieved this target we should set a more ambitious one for 2011 of maintaining a score of 17%</i> | Direct Services Business Plan | Environment | Head of Street Scene (JT) |
| A Cleaner and Greener Environment | Increasing our understanding of air quality issues in the Borough. | Commission detailed air quality modelling for Spelthorne to project levels of nitrogen dioxide and particulate matter for 2010; | Work in progress. Funding has been carried forward for this project. | To review air quality in Spelthorne to establish whether the whole Borough should continue to be designated an Air | Publication of a progress report in 2008; Commissioning an Updating and Screening Assessment Report for publication in | Environment | Head of Environmental Health and Building Control (LO'N) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|---------------------------------|---|---|--|---|--|----------------------|--|
| | | | | | | Cabinet Member | Officer |
| | | Use such data to undertake a more accurate assessment of the effect of Heathrow on local air quality. | | Quality Management Area (AQMA) by 2011 | 2009. | | |
| Supporting Housing Needs | To increase the number of homes in the Borough which meet the decent homes standard | Produce progress report on likely achievement of 2010 target by 2009 | The programme is being monitored. <i>The Stanwell New Start scheme will have a significant effect on this target once it is underway.</i> | To increase the number of decent homes in Spelthorne from the current level of 60.5% to the national target of 70% by 2010. | Spelthorne's Housing Action Plan 2007-09. Provision of a 'decent homes grant' targeted at those on low incomes; Provision of an equity release scheme. | Planning and Housing | Head of Environmental Health and Building Control (LO'N) |
| Supporting Housing Needs | Encourage the construction of new homes – particularly affordable homes | 332 new homes by 2009 of which 133 are affordable housing | The total number of new homes for 2008/09 was 187, made up of 130 private and 57 affordable homes. <i>Planning permission has been granted for a number of significant schemes but,</i> | 498 new homes by 2011 of which 199 are affordable housing | Housing Strategy Local Plan Policy Local Development Framework | Planning and Housing | Head of Planning and Housing Strategy (HM) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|---------------------------------|-------------------------|--|---|--|---------------------------------------|----------------------|--|
| | | | | | | Cabinet Member | Officer |
| | | | <i>due to the economic downturn work has not yet started e.g. Bridge Street, Ashford Hospital, Crooked Billet</i> | | | | |
| Supporting Housing Needs | Preventing homelessness | 10% increase in the number of households prevented from being homeless by 2009 (achieve a figure of 3.18 per thousand households compared to 2006/07 figure of 2.89) | 137 cases of households prevented from being made homeless in 2008-09 (3.56 per thousand households) | 20% increase in the number of households prevented from being homeless by 2011 (achieve a figure of 3.47 per thousand households compared to 2006/07 figure of 2.89) | Homelessness Strategy | Planning and Housing | Head of Housing Options and Independent Living (DA/KS) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|---------------------------------|--|--|---|---|--|----------------------|--|
| | | | | | | Cabinet Member | Officer |
| Supporting Housing Needs | Choice Based Lettings | Introduce a Choice Based Lettings scheme with Elmbridge and Runnymede Councils by Autumn 2008 | Choice Based Lettings scheme with Elmbridge and Runnymede Councils to be fully operational by the end of 2009. | Fully implemented Choice Based Lettings scheme with agreed cross-boundary allocations by 2011 | Choice Based Lettings project plan | Planning and Housing | Head of Housing Options and Independent Living (DA/KS) |
| Supporting Housing Needs | Reduce the number of households in temporary accommodation by half by 2010 | No more than 86 households in temporary accommodation by mid 2009 (2007 figure 115 households) | 8 households in temporary accommodation (May 2009) | No more than 58 households in temporary accommodation by 2010 (2007 figure 115 households) <i>Given that this target has already been achieved a more stretching target of maintaining the number of households at 2009 levels is set</i> | Housing Strategy Homelessness Strategy | Planning and Housing | Head of Housing Options and Independent Living (DA/KS) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|-----------------------------|--|---|---|---|--|----------------------|---------------------------------|
| | | | | | | Cabinet Member | Officer |
| Economic Development | Increase visitor numbers to the Borough | Improve visitor numbers [we have not agreed targets yet] | This is really a target for the next 3 years | | Creating a Visit Spelthorne Website – target November 2010 | Economic Development | Assistant Chief Executive (TC) |
| Economic Development | Promoting Spelthorne Business Forum as a key networking opportunity for Spelthorne businesses providing a chance to network with other businesses discuss with the Council issues impact on local businesses and share best practice | a) Increase membership by at least 10% each year b) Target audience of 60 businesses per meeting | Substantial increase in membership | To have 500 businesses in the Business Forum | New governance arrangements put in place | Economic Development | Assistant Chief Executive (BH) |
| Economic Development | Baseline the needs of local businesses and identify how the Council and its partners can provide relevant support | Undertake a local economic assessment of the area and also facilitate a working group of the SBF as a soundboard for local business | | To complete assessment by end of 2010/11 | Link to Economic Development of Spelthorne Together | Economic Development | Assistant Chief Executive (BTH) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|--------------------------------------|--|---|---|---|--|-------------------------------|--------------------------------|
| | | | | | | Cabinet Member | Officer |
| | | needs | | | | | |
| Economic Development | Complete Area regeneration Projects | Complete area regeneration projects by end of 2010-11 | Now called area investment programmes and running in Sunbury Cross, Shepperton and Ashford. Consultation has been undertaken with local stakeholders and proposals agreed- on track to deliver in calendar year 2010 | Review of success of area regeneration projects in 2011 | Action Plans for each area being developed | Economic Development | Deputy Chief Executive (NL) |
| Help for Older People in Need | More people enabled to live independently in their own homes | To build 40 extra care housing units (in partnership with others) by 2008 | 39 extra care housing units to be built on Benwell site by November 2010. | To build 80 extra care housing units (in partnership with others) by 2011 | Project plans for Benwell and Stanwell sites | Health and Independent Living | Assistant Chief Executive (LB) |
| Help for Older People in Need | More people enabled to live independently in their own homes | To introduce new service of falls detectors by 2009 | 25 falls detectors installed during 08-09 | To introduce 2 new services e.g. smoke detector monitors by | Service Plan | Health and Independent Living | Assistant Chief Executive (LB) |

| Priority | Objective | Interim Target | Progress 2009 | 3 Year Target | Supporting Actions and Key Strategies | Lead Person | |
|--------------------------------------|---|--|---|--|---|-------------------------------|--|
| | | | | | | Cabinet Member | Officer |
| | | | | 2011 | | | |
| Help for Older People in Need | To develop and maintain an improved Home Improvement Agency (HIA) service in partnership with other key stakeholders. | Produce progress report by 2009 on likely achievement of 2011 target | Discussions with A2Dominion and Supporting People (funders) are ongoing. | Provision of an HIA in Spelthorne that meets the supporting people specifications by 2011 | Spelthorne's Housing Action Plan 2007-09. Provision of grant funding to support the current HIA service provided by A2 Housing Group. | Health and Independent Living | Head of Environmental Health and Building Control (LO'N) |
| Help for Older People in Need | Concessionary fares scheme that is affordable and attractive to users | Introduce new concessionary fares scheme by April 2008 | New concessionary fares scheme introduced in April 2008 | Monitor implementation of the concessionary fares scheme and report on possible changes in 2010. | Legislative requirements Project plan | Health and Independent Living | Assistant Chief Executive (TC) |

NB: A Safer Spelthorne aims are taken from the Spelthorne Safer, Stronger Partnership. An Annual Partnership Plan is published which identifies priority areas and specifies an Action Plan for each priority. Please see link http://www.spelthorne.gov.uk/community_learning/communitysafety/sssp.htm

Running through all six Priorities is the need for Value for Money Services

| | | | | | | | |
|---------------------------------|--|---|---|--|---|--------------------|--------------------------------|
| Value for Money Services | Achieve cashable efficiency gains | 3% year on year cashable efficiency gains | 3% year on year cashable efficiency gains is ongoing | 3% year on year cashable efficiency gains | Business Improvement Programme Procurement Strategy | Corporate Services | Assistant Chief Executive (TC) |
| Value for Money Services | Achieve high scores in the Audit Commission. Use of Resources judgement | Achieve level of at least 3 in the new (CAA based) Use of Resources Judgement | Achieved level 2; Use of Resources Judgement under new criteria | This measure withdrawn by Coalition Government | Use of Resources Action Plan | Corporate Services | Assistant Chief Executive (TC) |
| Value for Money Services | Implement Business Improvement Programme (BIP) now called Transformation Programme | Undertake series of BIP reviews as scheduled | Some BIP reviews completed, some ongoing, but the savings of £1.1 million has significantly exceeded the £500k target. We have also established an in-house review team. | Achieve targeted savings | Business Improvement Programme | Corporate Services | Chief Executive |

We monitor short term progress against these aims with a basket of key indicators which will be reported quarterly or annually as appropriate to Portfolio Holders and other elected members through the Overview and Scrutiny Committee. These indicators are reported in a clear and simple fashion and include:

A Safer Spelthorne

- NI 15 - Serious Violent Crime Rate
- NI 16 - Serious Acquisition Crime Rate
- NI 17 - Perceptions of anti-social behaviour*
- NI 20 - Assault with Injury Crime Rate
- NI 32 - Repeat Incidents of Domestic Violence

Activities for Younger People

- YP 001 - Numbers of young people using leisure centres
- YP 002 - Number of arts events for young people at our facilities
- YP 003 - Attendance at arts events for young people

A Cleaner Environment

- NI 185 - Reduced Carbon dioxide from Local Authority operations
- NI 191 - Residual household waste per household
- NI 192 - Recycling and waste collection rates
- NI 195 & 196 - Indicators of street cleanliness
- NI 197 - Improved local biodiversity

Decent Housing

- NI 154 - Net additional homes provided
- NI 155 – Number of affordable homes delivered
- NI 180 – Number of changes of circumstances – Housing benefit
- NI 181 - Time taken to process housing benefit/council tax

Help for Older People in Need

- IL 001 - Number in receipt of meals on wheels
- IL 002 - Total number of SPAN clients
- IL 003 - Number of extra care housing units in Borough
- IL 004 - Percentage of frail, older persons using services as a proportion of total use

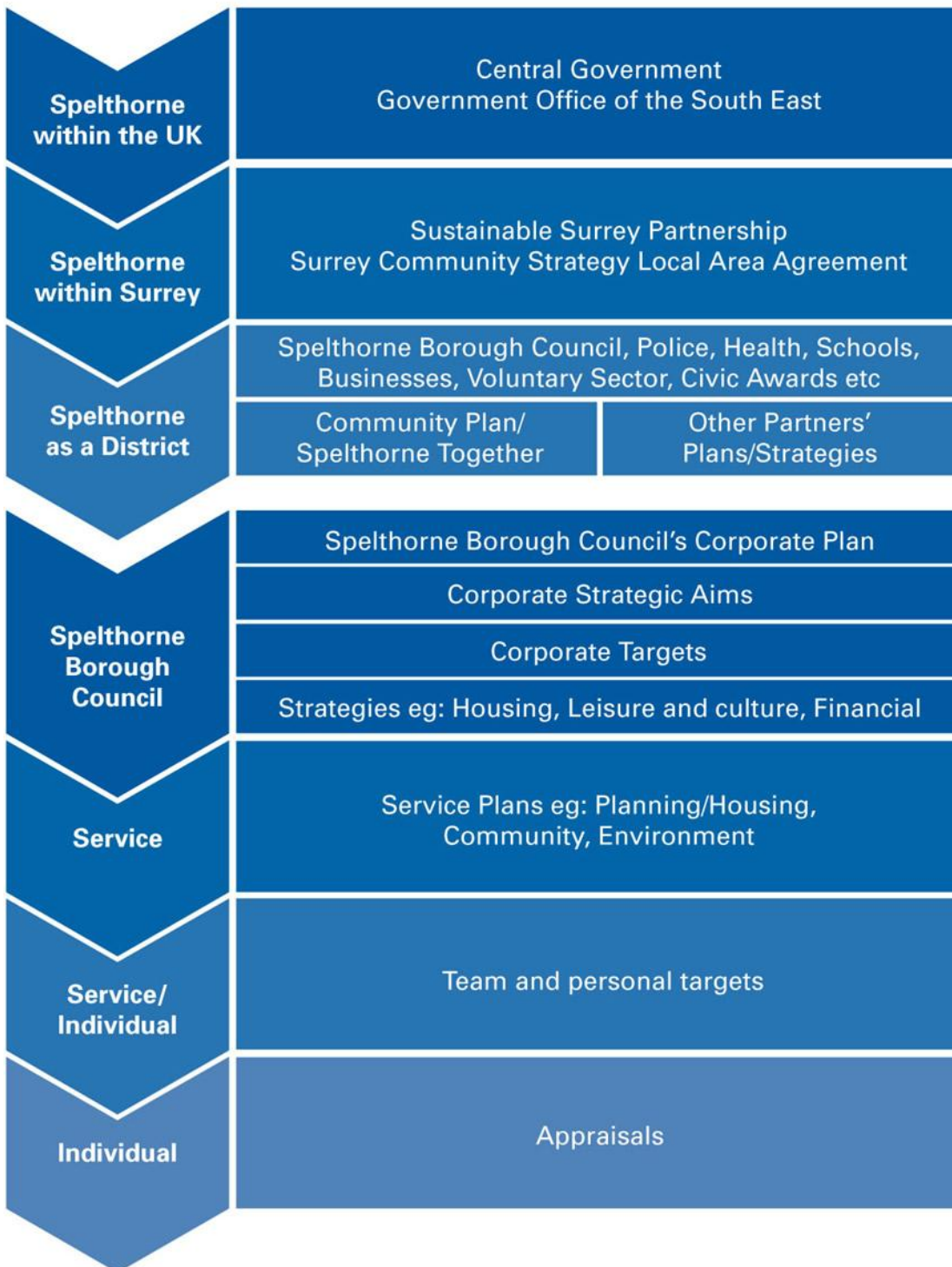
Value for Money Services

- VFM 1 - Level of savings achieved from Business Improvement programme
- VFM 2 - Score achieved in annual Use of Resources judgement
- Best Value Performance Indicators e.g.
 - NI 157 a,b,c - % of planning applications dealt with
 - VFM 8 - % of invoices paid on time
 - VFM 4 - Cost of waste collection
 - NI 179 – VFM – total net value of ongoing cash-releasing value for money gains

An annual report of performance against community Safety targets is produced and this is available at http://www.spelthorne.gov.uk/community_learning/communitysafety/sssp.htm

How it all fits together

Long term planning and performance management



EQUALITY AND DIVERSITY

Our Commitment

The Council is committed to ensuring equality of opportunity to its services, training and employment and that no one receives a poorer service because of their age, gender, disability, ethnic origin, family/marital status, sexual orientation or any other differences.

Our Standards

We are committed to ensuring everyone has equal access to our services, employment and training. We have adopted a set of standards to ensure that we are promoting equality and eliminating discrimination. We are committed to:

- Making sure our services are accessible so that everyone can benefit
- Ensuring that we consult and involve different communities in the design and planning of our services
- Tackling unfair discrimination in service delivery on the grounds of age, gender, disability, ethnic origin, family/marital status, sexual orientation or any other differences
- Improving our equality and diversity practice by ensuring that appropriate training is provided to staff every year
- Monitoring and reviewing our strategy and service usage so we know how we are making a difference and that we are meeting our objectives
- Ensuring that our employment practices do not discriminate against anyone directly/indirectly
- Publicising our progress to staff, members and communities to show how we have met our objectives
- Fulfilling our duties under relevant legislation, including the Race Relations (Amendment) Act 2000, Disability Discrimination Act 1995 and 2005 (amended), Sex Discrimination Act 1975 and Equal Pay Act 1970, Single Equality Act 2006 and other employment regulations (religion, sexuality and age).

We have reviewed our Race Equality Scheme and published our Disability Equality Scheme and Gender Equality Scheme in line with statutory requirements.

Equality and Diversity is not stated as a specific priority theme in this plan but is built into the way in which we deliver our priorities. We ensure that this is the case through an annual programme of impact assessment.

In 2007/08 we had improved to reach Level 2 of the Local Government Equality Standard.

In 2009 we were externally assessed and accredited with having reached Level 3 of the Local Government Equality Standard.

Business Improvement Savings 2007/8 – 09/10

Costs and Savings summary for reviews completed to date/currently underway

| Review | Target Annual Savings £ | Total Costs £ | Cumulative Savings to 07/08 - 09/10 £ | Payback Years | Notes |
|----------------------------|----------------------------|------------------|--|---------------|---|
| Planning | 50,000 | 60,916 | 161,000 | 1.27 | <p>Note savings for 08-09 onwards reflecting increased pre-application rates (full year extra £12k)</p> <p>Possible shared service savings from 2010-11 (CIPFA/SDCT/DCLG project)</p> <p>Credit taken for Trade refuse receipt see below. Interest effect on receipt £16k.</p> <p>Head of Street Scene to confirm restructuring proposals once outcome of grounds maintenance contract tendering is known. Parks Supervisor post saved as result of resignation.</p> <p>Grounds maintenance contract has been awarded resulting in a £185k base saving.</p> |
| Finance | 26,400 | 90,452 | 89,200 | 2.48 | |
| Street Scene | | 19,000 | 288,200 | | |
| Environment Services | 38,000 | 76,562 | 112,387 | 1.70 | |
| Chief Executive's & E-Govt | 97,000 | 188,072 | 204,300 | 1.85 | |
| Directors' Secretariats | 16,700 | 0 | 16,867 | N/A | |
| Environmental Health | 49,900 | 25,333 | 90,000 | | |
| Human Resources | 10,300 | 3,000 | 9,000 | | |
| Community | 43,000 | 0 | 58,000 | | |
| Audit Services | 6,500 | 8,000 | 28,000 | | |
| Asset Management | 9,000 | 0 | 38,000 | | <p>Savings arising from 3 way partnership with Surrey Heath and Elmbridge, led by Spelthorne Land Charges and Committee Services restructuring</p> |
| Corporate Governance | 26,200 | 0 | 31,000 | | |
| Revenues | 16,800 | 0 | 12,700 | | |
| Total | 389,800 | 460,335 | 1,138,653 | | |

One off receipts

Direct Services- trade refuse

EXTERNAL COMMENTS

The One Place Organisational Assessment

The Council was disappointed with the Audit Commission One Place Organisational Assessment Report of the Council which it felt failed to sufficiently recognise the real improvements we had made for our residents or the range of challenging projects underway at the time of the assessment, which subsequent to the timing of the assessment were on track to deliver improvements, for example Stanwell Community Healthcentre, Mitchison Court or Choice Based Lettings.

Spelthorne Borough Council has always been aware of the need to improve, rise to new challenges and respond to expectations. We fully understand that there is always more we can do to improve, and to increase the range of activity that improves the quality of life for the Spelthorne community.

We were consequently frustrated that the level of feedback through the formal process, gave very little in the way of pointers as to how we could improve our performance in the future. We also found it extremely unsatisfactory that the rationale for our score was not clearly transparent.

We do not accept that we have delivered a significantly less rich mix of positive outcomes for the residents of the borough than other districts councils we are aware of who have been given a higher score.

The Managing Performance framework, as part of the broader Comprehensive Area Assessment regime has been dropped by the coalition Government

Place Survey

The first national Place Survey was undertaken in 2008, as a replacement to the previous Satisfaction Survey.

A copy of the full report on the findings for Spelthorne is available at http://www.spelthorne.gov.uk/your_council/consultation.htm/cou_past_projects/place_survey.htm

There is some concern that, in line with national trends, there has been a reduction in level of satisfaction with the Council and some of its services and a separate action plan is being produced to address this.

There is also concern that the percentage of residents who feel that they can influence decisions in their local area (NI4) is well below average. This is an issue that has been picked up by both the Surrey Strategic Partnership and the Local Spelthorne Partnership and we will be contributing to the work done by both these organisation to address this.

NB: The Coalition Government has recently announced the postponement of 2010 Place Survey while it considers the longer term future of the Survey.

ANNEX A

Priority Indicators

Annual report on key performance indicators 2009/10

This information is currently being updated

ANNEX B

STATEMENT ON CONTRACTS

Spelthorne Borough Council recognises that there is no conflict between good employment practices, value for money and quality of service. When letting contracts, we comply with best value requirements including the Code of Practice on Workforce Matters in Local Authority Service Contracts. While no contracts that were covered by this Code of Practice were let during the last twelve months, the Council will comply with the code as and when such contracts are let.