

EssexWorks

Corporate Plan 2008 - 2011

Delivering the best quality of life in Britain

May 2008



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Leader's statement



This is the first EssexWorks Corporate Plan. It affirms our vision for Essex – to deliver the best quality of life in Britain.

As a County and as a Council, we have much of which to be proud. Essex has an economy worth around £24 billion, bigger than 136 countries; our County contains some of England's most beautiful countryside and coastlines whilst also being right on London's doorstep; our staff are among the best in local government, and with 37, 000 of them, ours is one of the largest Councils in the world.

Such attributes give us a foundation on which to deliver the best quality of life in Britain. That is why we developed EssexWorks. We listened to our residents, our staff and our partners and based on a huge consultation exercise we have articulated our top ten priorities for Essex. Based on these, this document sets out the most important things we will do to improve Essex and the lives of our residents over the next three years.

The EssexWorks Corporate Plan does not detail everything we do. Instead it provides the headlines – the key workstreams that will enable us to deliver our vision. The Corporate Plan makes explicit our commitment to deliver first-class services to our children and young people. It shows we want to improve our residents' access to services; as part of this we are working hard to safeguard Essex Post Offices – vital community resources threatened with closure. It demonstrates our commitment to engaging communities in determining their own futures. We are working to strengthen the scrutiny of public decisions – those made by the Council itself and by other local public services. We recognise that to improve quality of life in Essex – through regeneration projects and small-scale initiatives – can only be achieved through working together with our public, private and voluntary partners. We have negotiated a new Local Area Agreement for Essex, bringing local public services together around a set of common targets for the benefit of all citizens – and highlighted in this Corporate Plan. We are also working to strengthen our groundbreaking partnerships with councils in Brentwood and Braintree amongst others. And we are committed to these new ways of working which will help us deliver the best possible value for money for our citizens.

I am extremely proud of Essex – both living in, and representing, my County. I recognise that Essex faces both challenges and opportunities – rapid growth, an ageing population, skills shortages and an overloaded transport infrastructure. I am confident that by delivering this Corporate Plan we will leave a legacy that will help Essex meet these challenges and make the most of its opportunities. I therefore commend to you the first EssexWorks Corporate Plan.

Cllr Lord Hanningfield,
Leader of the Council

Chief Executive's foreword



The County Council's vision is to deliver the best quality of life in Britain. Vital to this is providing excellent services to secure the future of our County.

We are determined to keep improving our performance and will continue to work efficiently and innovatively to maximise the value and quality of the services we provide. The Council's elected Members have articulated their vision and we must now focus our attention on its successful delivery.

Our staff work in challenging circumstances and our services face severe pressures. Our population is increasing rapidly - particularly in the elderly and vulnerable groups. We also want to protect the environment. With local authority spending growth capped at 1%, it is clear we face further challenges to the affordability and delivery of services.

Despite the scale of this financial challenge, we remain absolutely committed both to ensuring we deliver value for money and that, within these parameters, we deliver the best possible services. We want to see best in class performance in our Schools, Children and Families directorate – our most important improvement agenda within EssexWorks. I am confident that our staff and managers have what it takes to deliver EssexWorks. Last year we opened up our organisation to 'peer review' by a group of local government experts. This panel found that our "staff and elected members demonstrate pride in the County and a strong commitment to local people." We are now working to implement the recommendations made by the peer review team and other inspectorates. I am determined to make Essex County Council the best in the country. An important measure of our progress towards this goal will be our performance at Corporate Assessment and Joint Area Review in September.

I passionately believe that we can achieve the Council's vision, but I recognise that this will require clear priority setting, robust performance management and strong, productive partnerships. Our success in delivering the EssexWorks Corporate Plan will depend most of all on our number one priority: putting the customer first. I hope all staff will embrace this goal and let it guide everything we do together. Only in this way can we make the County Council's vision a reality.

I hope you will enjoy reading the EssexWorks Corporate Plan.

Joanna Killian,
Chief Executive

The EssexWorks Corporate Plan

The EssexWorks Corporate Plan outlines the ten key priorities that we will deliver over the next three years.

Based on extensive consultation and opinion research this plan covers the outcomes that we will deliver directly through County Council services, and the commitments and targets that we have agreed to deliver with our partners as part of Essex’s second Local Area Agreement.

It also highlights the nine pledges we have made to the people of Essex for 2008/09. Meeting these annual commitments will be a step towards achieving the longer-term ambitions outlined in the Corporate Plan.

Our priorities will be delivered through the three EssexWorks delivery programmes:

- Our People
- Our Economy
- Our World

Our over-arching priority “putting the customer first” applies to everything we do as an organisation.

Under each priority we indicate why it is important for Essex. We also outline the outcomes we are delivering, or plan to deliver, to achieve it. In each case we specify the Cabinet Members and Corporate Leadership Team members who are responsible for delivery.

Essex County Council Cabinet Members by portfolio

<p>Cllr Lord Hanningfield</p>  <p>Leader</p>	<p>Cllr Peter Martin</p>  <p>Deputy Leader</p>	<p>Cllr Tracey Chapman</p>  <p>Chief Whip, and Environment and Waste</p>	<p>Cllr Sarah Candy</p>  <p>Finance and Change Management</p>	<p>Cllr David Finch</p>  <p>Adults, Health and Community Well-being</p>
<p>Cllr Stephen Castle</p>  <p>Economic Development, Regeneration and the 2012 Games</p>	<p>Cllr Norman Hume</p>  <p>Highways and Transportation</p>	<p>Cllr Simon Walsh</p>  <p>Families</p>	<p>Cllr Jeremy Lucas</p>  <p>Heritage, Culture and the Arts</p>	<p>Cllr John Jowers</p>  <p>Localism and Planning</p>

Essex County Council Corporate Leadership Team

<p>Joanna Killian</p>  <p>Chief Executive</p>	<p>Nick Bell</p>  <p>Executive Director Finance</p>	<p>Richard Puleston</p>  <p>Assistant Chief Executive Policy, Community Planning and Regeneration</p>
<p>Jenny Owen</p>  <p>Executive Director Adults, Health and Community Well-being</p>	<p>Graham Tombs</p>  <p>Executive Director Schools, Children and Families</p>	<p>Robert Overall</p>  <p>Executive Director Environment, Sustainability and Highways</p>
<p>Peter Kelsbie</p>  <p>Acting Executive Director Commercial Property and Infrastructure</p>	<p>Richard Waterhouse</p>  <p>Executive Director Information Systems, Performance and Programmes</p>	<p>Keir Lynch</p>  <p>Director Human Resources and Customer Excellence</p>

In preparing this plan we have kept information brief and focused on our top priorities. The Council, our staff, our partnerships and our suppliers are all linked in their work to support the delivery of these priorities. However, the Council provides many services that are not explicitly mentioned in this document. Information on our plans for our full range of services can be found in our service strategies and directorate and unit plans, all of which flow from our Corporate Plan.

We will continue to communicate our progress in delivering on these priorities in a number of ways to our residents and partners. Our website is constantly updated with news of improvements to services, and our EssexWorks magazine is delivered to every household in Essex. In addition, we will publish an annual summary of performance.

We will continue to update our Corporate Plan every year to maintain our focus on delivering the EssexWorks vision.

Our pledges

Every year, as part of the EssexWorks programme, we will make nine pledges to the Essex public, one against each priority in each delivery programme.

In 2008/09, we commit to:

- Make Essex the safest place to live in England within 5 years.
- Deliver 12 congestion-busting schemes across the County.
- Introduce radical initiatives to ensure diverse, high quality secondary schools in every area of the County.
- Increase tenfold the number of Adult Social Care users who, through Personal Budgets, have greater choice and control over their care.
- Increase recycling of waste to over 40% in 2008, in partnership with District and Borough Councils.
- Promote an Essex 'Year of Culture' to increase tourism and inward investment.
- Plant an additional 250,000 trees to support the ecology of Essex.
- Support young people in Essex to fulfil their sporting potential.
- Keep next year's Council Tax increase below the level of inflation.

Our values

Our values help to define the kind of organisation Essex County Council wants to be.

Each of our Values is supported by a number of words which illustrate how this value can be demonstrated and together these reflect the ways our staff aspire to work and behave; with each other and with our customers.

Our Values are:

Passionate - about achieving results

Responsive - to customers' needs

Inspirational - and bold in thinking and solutions

Supportive - of others' input and perspective, working as one

Motivating - others and trusting them to deliver

Our approach to equality and diversity

We believe all Essex citizens have the right to be treated fairly. But this does not mean they should all be treated the same.

Essex is better for its many diverse communities. Our County's history and the opportunities it enjoys today reflect the interplay of divergent ideas, different perspectives and disparate worldviews. We are committed to strengthening our communities. We want to lead, champion causes and provide services in a way that is sensitive to, and supportive of, different histories, narratives and cultures.

In part this means making our communities more inclusive and freeing them from unlawful discrimination. It means removing barriers that limit access to employment, services or participation in public life. It also means assessing our processes and services to ensure they are appropriate to our residents' values, circumstances and lifestyles. We are currently engaged in a programme of Equality Impact Assessments to do this.

At a more fundamental level this means promoting freedom and choice. By giving people the freedom to choose the services they receive, we can help ensure that all residents are treated as individuals with their own needs, circumstances and a unique understanding of their place in the world.

Our commitment to freedom and choice, to diversity and equality, runs through all our EssexWorks priorities. By delivering on these priorities we will improve the quality of life for all those living and working in Essex.

Our approach to value for money

Delivering value for money is one of our ten EssexWorks priorities. This highlights the importance we place on delivering cost-effective high quality services.

Our deep commitment to managing public money effectively means value for money principles are embedded in the delivery of all our services. But we also realise that regularly reviewing the design of services and the way they are delivered offers scope for securing better value for money. We do not assume the status quo is the most effective way of achieving good value for the taxpayer. Personalised budgets for those in receipt of social care and the introduction of radio frequency identification technology in libraries are just two examples of the way we have transformed services with a view to delivering better value for money.

With the second Local Area Agreement in place and a new portfolio encompassing both Finance and Change Management, we are committed to extracting better value for money from partnership working and securing greater efficiencies across the public sector in Essex.

Our objectives as an authority, and in partnership with others, are to:

- integrate value for money considerations into decision making, planning and reporting;
- improve our understanding of the relationship between cost, efficiency, performance and user satisfaction;
- remove inefficient processes and working practices;
- achieve greater efficiency (thereby reinvesting savings in front line services); and
- continue to increase visibility, understanding and consistency of our approach.

Our approach to performance management

For each of our performance measures, we have set ourselves challenging but realistic targets for the next three years.

High-performing organisations recognise the need constantly to improve processes and develop a stronger performance culture. The performance measures outlined under each Corporate Plan priority provide detail on how we define success in achieving the outcomes set out in this plan.

With our partners, we will monitor our performance and review progress in meeting each year's targets, taking action where it is needed to ensure that we deliver what

we have promised. Strengthened scrutiny arrangements will play a key role in this. Our approach is underpinned by a commitment to making the best use of high quality information to support our decision making.

Since April 2008 performance against a set of national indicators aligning with central government delivery priorities is measured at Local Strategic Partnership level. We have used some of these national indicators to help monitor performance in our Corporate Plan.

Our internal performance culture is also being strengthened. EssexWorks and the EssexWorks Corporate Plan set out clear priorities and targets which are expanded on in directorate and team plans. Individuals, through their ‘my performance’ contracts, work to deliver our organisation’s priorities.

Every Essex County Council manager has had the opportunity to undertake a bespoke suite of ‘New Perspectives’ training, covering such topics as EssexWorks, teambuilding, people management and the role of the Essex manager. This commitment ensures our management cadre have the skills to manage – whether this means dealing with and remedying poor performance or rigorously managing unauthorised absence and staff sickness.

Our approach to risk management

The priorities set out in this plan provide the starting point for our risk management framework.

Our approach to risk management enables us to manage council resources effectively, maximising opportunities and identifying threats to achieving our priorities. Our risk management framework is built around proactive monitoring and discussion of threats and opportunities. This approach gives us the best chance of successfully delivering our EssexWorks priorities and allows us to:

- have increased confidence in achieving our objectives;
- constrain threats facing the Council to acceptable levels;
- take informed decisions, exploiting opportunities and ensuring that we get the right balance between reward and risk; and
- improve our partnership working arrangements and corporate governance.

Our approach to learning and development

Ensuring that our priorities are delivered means ensuring our staff have the right skills and knowledge.

A continuity of focus runs from our EssexWorks priorities, through directorate and unit plans, to individual objectives expressed in 'my performance' contracts. 'My performance' allows managers to identify progress against objectives, assess learning and development requirements and support team members throughout their development. In this way we ensure that all learning and development supports the EssexWorks vision.

We recognise the important role training and developmental opportunities play in recruiting and retaining staff. In a complex environment, expertise and professional qualifications are often critical to delivering the effective services our residents rightly demand.

We are committed to ensuring individuals have the opportunity to expand their skills – while a degree of staff turnover is a sign of a healthy organisation, we would never want to see staff leave Essex County Council because they felt we were unable to match their learning and development aspirations.

To date over 1,000 Essex managers have been offered places on the 'New Perspectives' Management Development Programme – building the capacity of our organisation to manage effectively.

We also recognise the importance of strong leadership and have established our own Leadership Academy – a tailor-made senior development programme, provided in partnership with the University of Cambridge's Judge Business School and the Office for Public Management. To help support the successful delivery of EssexWorks, at least 90 of the Council's officers that are already, or have the potential to become senior managers, will participate in the Leadership Academy between May 2008 and December 2009.

EssexWorks

The priority

Putting the customer first

Why it's important

By basing EssexWorks on our citizens' priorities, we will ensure we focus on the things that are most important to them.

Source: EssexWorks

What we will deliver

Improved customer experience



It is not enough that Essex residents are satisfied with the council as a whole. We want to ensure that we deliver the highest quality customer service.

Outcome: Increased satisfaction ratings amongst customers with the service they have received from Essex County Council (LI 2)

Our targets: targets to be set in November 2008 once baseline is established



Engaged and empowered communities



We want to engage with local residents and empower them to make a difference in their own lives and communities. We will develop measures to assess our progress in achieving this.

Outcome: Increased percentage of residents who feel they can influence decisions (NI4)

LAA Our targets: 08-09: 33% 09-10: 36% 10-11: 40%

Outcome: Improved access to services (LI 10) – performance indicator in development

LAA Our targets: targets to be set once the measure is defined and agreed



Greater overall satisfaction with Essex



Our vision is to deliver the best quality of life in Britain, providing excellent services and securing the future of our County.

Outcome: Increased percentage of residents satisfied with their local area (NI 5)

LAA Our targets: 08-09: 79% 09-10: 80% 10-11: 82%

Outcome: Increased percentage of residents satisfied with the Council (LI 1)

Our targets: 08-09: 52% 09-10: 56% 10-11: 60%



Our People

The priority

Increasing educational achievement and skills

Why it's important

More than one third of adults do not hold the equivalent of a basic school-leaving qualification.

Source: Leitch Review of Skills

What we will deliver

Better schools



Education is an important element in helping people to achieve their potential, make a positive contribution and overcome disadvantage. We want to see all Essex schools provide high quality education.



Outcome: Reduced number of schools in special measures (NI 89a)

Our targets: 07-08 (AY): 0 08-09 (AY): 0 09-10 (AY): 0

School choice for parents



We want parents to be able to choose the schools they feel will offer the best opportunities for their children.



Outcome: Increased percentage of parents receiving first or second school choice (LI 3)

Our targets: 07-08 (AY): 96% 08-09 (AY): 97% 09-10 (AY): 98%

Better school attendance



Truancy decreases the likelihood of a child fulfilling their potential at school. We want every pupil to have the chance to be the best they can be.



Outcome: Reduced rates of persistent absence in our secondary schools (NI 87a)

LAA Our targets: 07-08 (AY): 6.7% 08-09 (AY): 6.1% 09-10 (AY): 5.5%

Outcome: Reduced rates of persistent absence in our primary schools (NI 87b)

LAA Our targets: 07-08 (AY): 1.5% 08-09 (AY): 1.5% 09-10 (AY): 1.45%

A narrower gap between the lowest achieving pupils and their peers



We want to reduce the disparity between the best and worst performing pupils by raising the educational attainment of those who currently achieve the least.



Outcome: Increased percentage of children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) (NI 101)

LAA Our targets: 07-08 (AY): 6.78% 08-09 (AY): 17.3% 09-10 (AY): 18.0%

Outcome: Increased percentage of children in care reaching level 4 in English at Key Stage 2 (NI 99)

LAA Our targets: 07-08 (AY): 58.0% 08-09 (AY): 59.3% 09-10 (AY): 60.0%

Outcome: Increased percentage of children in care reaching level 4 in Maths at Key Stage 2 (NI 100)

LAA Our targets: 07-08 (AY): 50.0% 08-09 (AY): 61.1% 09-10 (AY): 62.0%

Our People

Improved attainment and skills for all ages



Having the right education and skills can have a massive impact on an individual's life chances. We want to see all Essex schoolchildren achieve their potential.



Outcome: Increased percentage of children achieving well at the Early Years Stage (NI72)

LAA Our targets: 07-08 (AY): 46.0% 08-09 (AY): 48.5% 09-10 (AY): 50.0%

Outcome: Increased percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2 (Threshold) (NI 73)

LAA Our targets: 07-08 (AY): 74.0% 08-09 (AY): 80.0% 09-10 (AY): 80.5%

Outcome: Increased percentage of pupils achieving level 5 or above in both English and Maths at Key Stage 3 (Threshold) (NI 74)

LAA Our targets: 07-08 (AY): 72.0% 08-09 (AY): 78.0% 09-10 (AY): 78.5%

Outcome: Increased percentage of pupils achieving 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) (NI 75)

LAA Our targets: 07-08 (AY): 50.9% 08-09 (AY): 53.4% 09-10 (AY): 53.9%

Outcome: Fewer schools where less than 30% achieve 5 or more A*-C grades at GCSE or equivalent including GCSEs in English and Maths (Floor) (NI 78)

LAA Our targets: 08-09 (AY): 13 09-10 (AY): 8 10-11 (AY): 0

Outcome: Increased percentage of pupils achieving level 5 or above in Science at Key Stage 3 (NI 83)

LAA Our targets: 07-08 (AY): 78.0% 08-09 (AY): 82.0% 09-10 (AY): 82.5%

Outcome: Increased percentage of pupils who progress by 2 levels in English between Key Stage 1 and Key Stage 2 (NI 93)

LAA Our targets: 07-08 (AY): 88.3% 08-09 (AY): 90.0% 09-10 (AY): 90.5%

Outcome: Increased percentage of pupils who progress by 2 levels in Maths between Key Stage 1 and Key Stage 2 (NI 94)

LAA Our targets: 07-08 (AY): 83.0% 08-09 (AY): 88.0% 09-10 (AY): 88.5%

Outcome: Increased percentage of pupils who progress by 2 levels in English between Key Stage 2 and Key Stage 3 (NI 95)

LAA Our targets: 07-08 (AY): 30.0% 08-09 (AY): 38.0% 09-10 (AY): 38.5%

Outcome: Increased percentage of pupils who progress by 2 levels in Maths between Key Stage 2 and Key Stage 3 (NI 96)

LAA Our targets: 07-08 (AY): 62.0% 08-09 (AY): 72.0% 09-10 (AY): 72.5%

Outcome: Increased percentage of pupils who progress by 2 levels in English between Key Stage 3 and Key Stage 4 (NI 97)

LAA Our targets: 07-08 (AY): 57.0% 08-09 (AY): 62.9% 09-10 (AY): 63.4%

Outcome: Increased percentage of pupils who progress by 2 levels in Maths between Key Stage 3 and Key Stage 4 (NI 98)

LAA Our targets: 07-08 (AY): 31.0% 08-09 (AY): 32.9% 09-10 (AY): 33.4%

Outcome: Increased percentage of young people who achieve a Level 2 qualification by the age of 19 (NI 79)

LAA Our targets: 08-09 (AY): 73.0% 09-10 (AY): 76.0% 10-11 (AY): 80.0%

Outcome: Fewer 16-18 year olds not in education, training or employment (NEET) (NI 117)

LAA Our targets: 08-09: 5.4% 09-10: 5.3% 10-11: 5.0%



We acknowledge that education doesn't stop at 18 or 19. We want to see people of all ages gaining new skills and qualifications that will help them liberate their potential.



Outcome: Increased proportion of the population aged 19-59/64 qualified to at least Level 2 or higher (NI 163)

LAA Our target: A 6% point increase in the period 2006-2011 (awaiting DIUS data)

Outcome: Increased proportion of the population aged 19-59/64 qualified to at least Level 3 or higher (NI 164)

LAA Our target: A 3% point increase in the period 2006-2011 (awaiting DIUS data)

Outcome: Increased proportion of the population aged 19-59/64 qualified to at least Level 4 or higher (NI 165)

LAA Our target: A 1% point increase in the period 2006-2011 (awaiting DIUS data)

Our People

The priority

Promoting health and leisure

Why it's important

The provision of activities for teenagers is seen by our residents as the single biggest area for improvement in Essex.

Source: Test the County, Summer 2007

What we will deliver

Reduced health inequalities



Although Essex communities generally enjoy good health, there are marked inequalities - the disparity in life expectancy between some communities can be as great as 18 years. We want to reduce this disparity by improving health in those communities with the greatest health challenges.



Outcome: Lower mortality rate (per 100,000) in Essex's least healthy areas (NI 120)

LAA Our targets: 08-09: 1151.15 09-10: 1129.51 10-11: 1108.28

Reduced smoking



Active and passive smoking is unhealthy and reduces life expectancy. We will reduce the numbers of smokers in Essex to improve public health.



Outcome: More people aged 16+ who quit smoking per 100,000 (NI 123)

LAA Our targets: 08-09: 840 09-10: 850 10-11: 859

Reduced obesity



Obesity is a major contributor to health problems. Early intervention through the promotion of healthy eating and regular exercise in schools can reduce health risks.



Outcome: Reduced percentage of primary school children in Year 6 who are obese (NI 56)

LAA Our targets: 08-09: 15.3% 09-10: 15% 10-11: 14.7%

Young people achieving their sporting potential



The 2012 Games is a celebration of sporting achievement. As well as our efforts to encourage physical activity for all, we want to liberate the sporting potential of our elite athletes.



Outcome: More athletes supported each year through the grant aid scheme (LI37)

Our targets: 08-09: 70 09-10: 70 10-11: 70

Our People

Active citizenship through more volunteering and participation in sport and the arts



Our communities are stronger when people engage. We want to see active citizenship, community responsibility, and greater participation in the full gamut of social, cultural and sporting activity.

Outcome: Increased percentage of adults participating in regular volunteering (NI 6)
LAA Our targets: targets to be set in early 2009 following a baseline survey



Outcome: Increased percentage of adults participating in, and engagement with, the arts (NI 11)*

LAA Our targets: targets to be set in November 2008 following a baseline survey



Outcome: Increased percentage of adults participating in sport & active recreation (NI8)*

LAA Our targets: 08-09: 21.5% 09-10: 22.9% 10-11: 24.2%

Outcome: More children and young people participating in high-quality PE and sport (NI 57)

LAA Our targets: targets to be set for 09-10 and 10-11 once the indicator has been fully defined by the government



Greater use of libraries



Libraries are an important focal point of local communities. We will promote libraries to inform people of, and provide access to, local public services.

Outcome: A higher percentage of adults using public libraries (NI9)*

Our targets: targets to be set in November 2008 following a baseline survey



* Outturns for each financial year will be reported in the following November. For example, 2008-09 outturns will be reported in November 2009.

Our People

The priority

Supporting vulnerable people

Why it's important

Almost a third of Essex residents feel that decent care services for older people are an important factor in making Essex a good place to live.

Source: Test the County, Summer 2007

"Delivering best in class performance in our Schools, Children and Families directorate is our most important improvement agenda within EssexWorks."

Source: Joanna Killian, Chief Executive

What we will deliver

Better support for looked after children



Our childhood experiences shape our later lives. We want to ensure that all Essex's most vulnerable children receive the best possible care and support.

Outcome: More initial children's care assessments carried out in 7 working days (NI59)

LAA Our targets: 08-09: 75% 09-10: 80% 10-11: 90%

Outcome: More core assessments completed within 35 working days (NI 60)

LAA Our targets: 08-09: 75% 09-10: 80% 10-11: 90%

Outcome: More looked after children receiving timely medical and dental checks (LI 6)

Our targets: 08-09: 85% 09-10: 90% 10-11: 95%



Improved assistance for our vulnerable young people



Improving our services for young people is a key priority for the organisation. Young people deserve the best chances in life. We want to help young people avoid the pitfalls that might prevent them living up to their potential.

Outcome: A narrower gap in achievement levels between the lowest achieving 20% of children and the average at the Early Years Foundation Stage (NI 92)

LAA Our targets: 07-08 (AY): 31.9% 08-09 (AY): 31.0% 09-10 (AY): 30.0%

Outcome: A reduction in Essex's under 18 conception rate (NI 112)

LAA Our targets: 08-09: -20% 09-10: -30% 10-11: -45%

Outcome: Fewer first time entrants to the youth justice system aged 10 to 17 (NI 111)

LAA Our targets: targets to be set once data is available and national targets are defined



Yet for all the preventative work that can be done, some young people will require targeted services. We want to deliver best in class performance for these vulnerable youngsters.

Outcome: More stable placements for looked after children – a lower percentage of looked after children who have three or more placements in a year (NI 62)

Our targets: 08-09: 12% 09-10: 11% 10-11: 10%

Outcome: A lower percentage of children with long-term child protection plans (NI 64)

Our targets: 08-09: 4.5% 09-10: 4.0% 10-11: 3.7%

Outcome: A higher percentage of child protection reviews undertaken promptly (NI 66)

Our targets: 08-09: 96% 09-10: 97% 10-11: 98%

Outcome: A reduction in the number of 14-17 year olds in care (LI 38)

Our targets: 08-09: 421 09-10: 408 10-11: 396



Our People

Improved transitions for young adults with learning difficulties or additional needs



We want to encourage independence among adults. But we recognise that vulnerable young adults need support. We want to ensure that the transition to adult services is as seamless and supportive as it can be.

Outcome: Increased percentage of vulnerable young people who have a transition plan to support their movement from children's services to adult services (LI 9)

Our targets: 08-09: 90% 09-10: 95% 10-11: 98%



Improved help for those with mental health problems



We want to support those with mental health problems, helping them play a full part in society.

Outcome: A more effective child and adolescent mental health (CAMHS) service, achieving high scores in performance assessments (NI 51)

LAA Our targets: 08-09: 15/16 09-10: 15/16 10-11: 16/16



Outcome: Increased numbers of people with mental health problems helped into employment or education (LI 7)

LAA Our targets: 08-09: 152 – subsequent targets to be set in early 2009-10



More older people supported to live independently



We believe our citizens should have choice and control over their care. We will provide information on care and support services to support people in making informed choices. We want to redirect the focus of health and social care from critical and emergency care towards a preventative model based on early intervention and reablement.

Outcome: Increased numbers of citizens that benefit from self-directed support through Personal Budgets (LI 35)

Our targets: 08-09: 570 (One year target for EssexWorks pledge)

Outcome: More people over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently (LI 5)

LAA Our targets: targets to be set in February 2009 following a baseline survey

Outcome: Fewer emergency bed days per head of weighted population (NI 134)

LAA Our targets: 08-09: 0.41 09-10: 0.40 10-11: 0.39



More vulnerable people living independently and safely



We want to support vulnerable people to live independently. As part of our work on this, we will partner with district councils and housing providers to improve access to safe and affordable accommodation.

Outcome: Increased number of vulnerable people achieving independent living (NI 141)

LAA Our targets: 08-09: 74% 09-10: 77% 10-11: 80%

Outcome: A higher percentage of care leavers in suitable accommodation (NI 147)

Our targets: 08-09: 75% 09-10: 80% 10-11: 90%



Outcome: A higher percentage of young offenders in suitable accommodation (NI 46)

Our targets: 08-09: 95% 09-10: 95% 10-11: 95%

More carers supported



We recognise the remarkable contribution and sacrifice made by informal carers in supporting the independence of vulnerable people. We want to ensure they receive the help and support they need.

Outcome: More carers receiving a needs assessment or review and a specific carer's service, or advice and information (NI 135)

LAA Our targets: 08-09: 26% 09-10: 28% 10-11: 30%



Our Economy

The priority

Improving transport

Why it's important

Of the six issues that our citizens think most need improving in Essex, three - congestion, road repairs, and public transport - are transport related.

Source: Best Value General Satisfaction Survey, 2006

What we will deliver

A first class highways network in Essex



Citizens rightly expect roads to be in good condition. We want Essex's highways to be in the best condition possible.

Outcome: Reduced number of principal roads where maintenance should be considered (NI 168)

Our targets: 08-09: 4% 09-10: 4% 10-11: 4%



Reduced congestion in our County



Congestion costs us all time and money. We want to help Essex's citizens and businesses move around freely and to know how long their journeys will take.

Outcome: Performance indicator under development (LI 12)

LAA Our targets: targets to be set in November 2008



Stemmed growth of traffic on the school run



Driving children to school clogs up local roads, increases traffic outside schools, risks making the journey to school less safe for those who walk or cycle and deprives schoolchildren of exercise. We want to manage the number of cars on the school run.

Outcome: Growth in the percentage of children travelling to school by car halted (NI 198)

LAA Our targets: 08-09: 28.9% 09-10: 28.9% 10-11: 28.9%



Fewer people killed or seriously injured in road accidents



We want those who travel on Essex's roads to be safe.

Outcome: Reduced number of people killed or seriously injured in road traffic accidents (NI 47)

LAA Our targets 08-09: 799 09-10: 755 10-11: 712



Increased use of passenger transport



Taking the bus means fewer cars on our roads and a reduction in carbon emissions.

Outcome: Increased number of local bus passenger journeys originating in the authority area (NI 177)

Our targets: 08-09: 40.15m 09-10: 40.30m 10-11: 40.45m



Our Economy

The priority

Promoting sustainable economic growth

Why it's important

Over a fifth of our residents feel job prospects are important for residents, while 11% state that job prospects in Essex need improving.

Source: Test the County, Summer 2007

What we will deliver

More jobs, particularly those that are higher value added



A high employment rate is indicative of a strong economy. We want to see local people in work, enjoying the financial, social and personal benefits work brings. We particularly want to see more high value-added jobs created within Essex – enabling local people to work locally, thereby reducing the County's reliance on London's labour market.



Outcome: Increased average weekly earnings of employees in the area (NI 166)

LAA Our targets: 2009: £493.20 2010: £511.90 2011: £531.90

More new business start-ups



Essex's success is built on the entrepreneurialism of its people. We want to see more business start-ups that will hopefully grow into successful concerns.



Outcome: New business registrations (NI 171)

LAA Our targets: targets to be set in October 2008 (awaiting government data)

Greater inward investment and international trade



We live in a globalised economy. Capital and labour flow across national borders in ever-increasing volumes. Foreign direct investment is important to the future of Essex's economy. We want overseas investors to see Essex as an attractive place to do business, and we want their investment to create and safeguard local jobs. At the same time as welcoming foreign investment here, we want to support local companies export their products and services across the world.



Outcome: More jobs created and saved through foreign direct investment (LI 15)

LAA Our targets: 08-09: 389 09-10: 453 10-11: 518

Outcome: More companies helped to trade internationally (LI 17)

LAA Our targets: 08-09: 150 09-10: 300 10-11: 450

Our Economy

Growth in the tourism economy



With nightlife, shopping, historic attractions, unspoilt countryside and a beautiful coastline, Essex is a desirable tourist destination. We want to see more people visit Essex, and we want to see these visitors spend more time and money in our County.



Outcome: Increased value of Essex's tourism economy (LI 18)

Our targets: 08-09: £2.507bn 09-10: £2.557bn 10-11: £2.608bn

A better image for Essex



We know what Essex has to offer. We want others to look beyond the stereotypes and see Essex as the attractive destination for people and businesses that it really is.



Outcome: Improved image of Essex (LI 16) – performance indicator in development

Our targets: Targets to be set when measure is defined and agreed

An Olympic legacy for Essex



London 2012 offers a great opportunity – not only for London but also for Essex. We want to ensure the Olympic dividend benefits the people of Essex.



Outcome: An Olympic legacy for Essex (LI 19)

Our targets: 08-09: on track 09-10: on track 10-11: on track

Our Economy

The priority

Delivering value for money

Why it's important

It takes the average Essex resident 4 weeks of work to pay their annual council tax bill.

Source: Policy Team, Essex County Council

What we will deliver

Efficiency savings



We are operating in an increasingly challenging financial environment. Delivering value for money across the organisation is critical. What we save through smarter processes and improved procurement can be re-invested in front-line services.

Outcome: Better value for money – local indicator being finalised

Our targets: to reflect £200 million planned efficiency savings

Outcome: Increased savings from improved procurement (LI 20)

Our targets: 08-09: £10m 09-10: £15m 10-11: £15m



Cost-effective approach to managing capital projects and our property portfolio



Maintaining Council-owned property and delivering major infrastructure projects requires substantial investment. We want this work to be delivered on time and to budget.

Outcome: Well-delivered capital projects and a well-run property portfolio, delivered on time and to budget. (Includes i) waste infrastructure ii) secondary school re-building (Academy and Building Schools for the Future) iii) Primary Schools and iv) Early Years infrastructure.) (LI 24)

Our targets: 08-09: on track 09-10: on track 10-11: on track



Better use of property



We want to make sure we make the best use of our property – by co-locating services with other organisations, adopting more flexible working practices and reducing our property portfolio where required.

Outcome: Property floor-space reduced by 25% by 2014 (LI 23)

Our target: 08-09: 6% 09-10: 6% 10-11: 1%



Useable capital receipts



Money gained from selling unneeded assets will be invested to support services.

Outcome: Increased value of capital receipts per annum (LI 21)

Our targets: 08-09: £40m 09-10: £40m 10-11: £40m



Our World

The priority

Protecting the environment

Why it's important

Essex's environment - its countryside and coastline - are among the most important things in making the County a good place to live.

Source: Essex Tracker Survey, August 2007

What we will deliver

A smaller carbon footprint for Essex



Carbon emissions are a major contributor to climate change. We are uniquely placed to help reduce local CO₂ emissions by raising awareness and influencing local behaviours. But if we want our residents to reduce their carbon footprints we must lead by example.



Outcome: Lower per capita CO₂ emissions in the LA area (NI 186)

LAA Our target: A reduction of 11.8% on current CO₂ levels by 2010-11

Outcome: Reduced CO₂ emissions (tonnes) from Essex County Council activity (LI 28)

Our targets: 08-09: 69,831t. 09-10: 67,387 t. 10-11: 65,029 t.

Improved towns and countryside



We want to preserve the character of our towns, villages and countryside in the face of development pressure. We want to keep our streets free of litter and graffiti, improve biodiversity and local ecology and promote good design in housing development.



Outcome: Increased proportion of sites where biodiversity is actively managed (NI 197)

LAA Our targets: 08-09: 27% 09-10: 37% 10-11: 47%

Outcome: Improved street and environmental cleanliness - a lower percentage of sites with unacceptable levels of litter (NI 195)

LAA Our targets: 08-09: 21% 09-10: 19% 10-11: 16%

and

Outcome: Improved street and environmental cleanliness - a lower percentage of sites with unacceptable levels of detritus (NI 195)

LAA Our targets: 08-09: 25% 09-10: 23% 10-11: 20%

Outcome: Improved design quality of housing and community developments (LI 26)

Our targets: targets to be set in March 2009 once a baseline is established



Our World

The priority

Reducing and recycling waste

Why it's important

On average, each Essex resident produces about half a tonne of waste in a year. Around one third of this is recycled or composted but we need to do more.

Source: Joint Municipal Waste Strategy for Essex 2007 to 2032

What we will deliver

Reducing the amount of household waste produced



Our patterns of consumption and waste production place a strain on our natural resources. The best way to reduce this environmental burden is to produce less waste. We therefore want to see a year-on-year reduction in the amount of black bag waste through increased recycling *and* a decrease in the overall waste volumes.



Outcome: Reduced levels of residual household waste per household (NI 191)

LAA Our targets: 08-09: 710kg 09-10: 685kg 10-11: 670kg

Increasing recycling and composting



We cannot change the fact that people produce waste, but we can change what we do with it. By recycling and composting we can reduce our impact on the Earth's resources. Recycling can save us money too. Central government tax on landfill is estimated to cost us over £14m in 2008-09 (nearly a third of the waste disposal budget) and is scheduled to escalate year-on-year.



Outcome: Increased percentage of household waste recycled and composted (NI 192)

LAA Our targets: 08-09: 40.25% 09-10: 41.25% 10-11: 43.00%

Our World

The priority

Making communities safer

Why it's important

50% of residents feel the level of crime is an important factor in making Essex a good place to live.

Source: Test the County, Summer 2007

What we will deliver

A lower overall crime rate



Essex is already a very safe County with a low overall crime rate. By continuing to reduce crime we aim to make Essex the safest County in England.

Outcome: Essex is ranked as the safest County in England within 5 years (LI 30)

Our targets: 08-09: Improved rank 09-10: Improved rank 10-11: Improved rank



A County that feels safer



We want our residents to feel safe in their homes and in their communities. Working with Essex police and other partners, we will tackle crime and antisocial behaviour, and make our communities safer for all residents.

Outcome: A lower percentage of residents perceive problems with anti-social behaviour (NI 17)

LAA Our targets: 08-09: 20.8% 09-10: 20.1% 10-11: 19.4%

Outcome: A higher proportion of residents feeling safe when outside after dark (LI 29)

LAA Our targets: 08-09: 46.9% 09-10: 48.8% 10-11: 50.8%



Fewer crimes with serious impacts on the victim



As well as reducing the number of crimes, we want to lessen the severity of crime in Essex. Reducing assaults will help reduce those crimes that do most harm.

Outcome: Reduction in the number of assaults that carry injury (NI 20)

LAA Our targets: 08-09: 7,759 09-10: 7,522 10-11: 7,366



Fewer incidents of domestic violence



Creating safe family environments is essential for children's development and the wellbeing of adults. We will work to protect those at most risk.

Outcome: Reduction in the number of repeat incidents of domestic violence (LI 36)

LAA Our targets: 08-09: 4,770 09-10: 4,621 10-11: 4,522



Reduced alcohol and substance misuse



Criminal actions are often fuelled by alcohol and substance misuse. By reducing the harm caused by alcohol we will improve public order, and by focusing on young people we can prevent more serious substance abuse - and crime - in later life.



Outcome: Increase in hospital admissions for alcohol related harm per 100,000 tempered (NI 39)

LAA

Our targets: 08-09: 1,237 09-10: 1,299 10-11: 1,337



Outcome: Reduced substance misuse by young people (NI 115)

LAA

Our targets: targets to be set in Autumn 2008 once data is available

Reduced underage sales



Underage sales can contribute to perceptions of antisocial behaviour and can present a significant danger both to communities and underage customers themselves.



Outcome: Reduced percentage of traders who sell to underage customers (LI 31)

Our targets: 08-09: 15% 09-10: 13.5% 10-11: 12%

The EssexWorks Corporate Plan is available online at www.essex.gov.uk/essexworks

For more information on the services provided by **Essex County Council** please visit our website at: www.essex.gov.uk

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The information contained in this leaflet can be translated, and/or made available in alternative formats on request.



INVESTOR IN PEOPLE

