

Corporate Priority Delivery Plans

In addition to the Corporate Strategy for 2010, we have produced separate **Corporate Priority Delivery Plans** which provide more details on the key strategic objectives and selected service projects which will contribute to the achievement of the Corporate Strategy.

The Corporate Strategy has three Priorities and there is a **Corporate Priority Delivery Plan** for each priority and its intended outcomes.

The three Priorities are:

- Thriving communities
- An outstanding environment
- Excellent services for our customers

Progress in achieving the key strategic objectives and selected service projects in the three **Corporate Priority Delivery Plans** will be monitored by councillors every quarter (April-June 2010, July-September 2010, October-December 2010 and January-March 2011.)

Corporate Priority Delivery Plan for Priority 1: Thriving communities

Outcome 1a: Make more affordable homes available for our residents.

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Housing, Planning and Legal objective:				
Complete at least 100 new affordable homes including at least three rural based housing schemes.	Jan 2010	March 2011	J Golding	£1,200,000 capital £4,500,000 External Funding Housing Enabling Officer
Economy and Development objectives:				
Produce the Local Development Framework (LDF), with the finalisation of the Core Strategy by the end of 2010 for subsequent submission to the Secretary of State in 2011.	2010	2012	M Dickins	£124,000 revenue Planning Policy Team
Conclude land deal with Tesco Stores Limited at Seaton to ensure the wider regeneration site is raised to a level ready for new development to commence in 2011. This represents a significant financial investment in the site and will require the fill material to be transported by sea to minimise the disruption to the community.	Autumn 2010	2011	D Best	£1,955,000 Capital Significant External Funding Corporate Director & Estates Team

Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Planning projects:				
The delivery of one gypsy and traveller site in the District for permanent occupation of up to nine pitches and one transit site	Jan 2009	Dec 2011	K Little	£8,500 External Funding Head of Planning & Countryside & Head of Environmental

				Health
Successfully project manage schemes for the delivery of affordable homes on Council owned land through the Virtual Housing Team.	2009	Ongoing	K Little	Planning & Housing Teams Council owned land
Economy and Development projects:				
Deliver first 300 affordable housing units within the first phase of Cranbrook (1,000 dwellings).	2011	2013	F Morey	£16,000,000 External Funding Delivery Team
Have a 15 year investment plan (Single Conversation) agreed by the Homes and Communities Agency which will provide a mechanism for working out funding and or potential private investment in an area.	Jan 2010	Dec 2010	K Hassan	External Funding Corporate Director

**Outcome 1b:
Maintain residents' high satisfaction with their area and home as places to live**

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Whole council objectives:				
Successfully implement the Delivery Plans of this Corporate Strategy so that nine out of ten people are satisfied with East Devon as a place to live.	Sept 2010	June 2011	M Williams	Teams across the Council
Successfully implement the Delivery Plans of this Corporate Strategy so that nine out of ten people are satisfied with their home as a place to live.	Sept 2010	June 2011	M Williams	Teams across the Council

Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Housing projects:				
Increase satisfaction amongst council tenants in Honiton. Target action in areas to improve tenant satisfaction identified in the STATUS survey.	April 2010	Sept 2011	S Bewes	£10,000 Revenue Housing Team
Implement the Devon Home Choice regional Choice Based Lettings scheme and ensure that we match the right people with the right home.	January 2010	Ongoing	D Boobier	
Improve the quality of housing management and proactive working using Systems Thinking	April 2010	Ongoing	J Golding	

principles to combat tenancy problems as they arise.				
Environmental Health projects:				
Invest in a loan scheme to provide alternative assistance through partners for elderly and vulnerable home owners to carry out repairs to their properties and to remain in their own homes.	April 2010	Ongoing	M Spencer	£170,000 Capital
Implement action plan in the Empty Homes Strategy to maximise use of existing private sector housing resources.	Jan 2010	March 2012	M Spencer	£50,000 Capital

**Outcome 1c:
Delivery of strategic employment sites in the West of the District**

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Economy and Development objectives:				
Commence site infrastructure on first phase of Science Park in 2010 and begin construction on first building in 2011.	2010	2011	F Morey	£250,000 Revenue Growth Point Team External Funding
Skypark to have progressed to building works on site by 2011.	Ongoing	2011	F Morey	External Funding Growth Point Team
Flybe Academy to open before the end of 2011 with the creation of 15 new jobs in Phase 1 and 45 new jobs in Phase 2.	Ongoing	2011	F Morey	£24,000,000 External Funding Growth Point Team
Construction of the Junction 29 improvements in 2011 and new pedestrian and cyclist bridge over the M5 at junction 29 by 2011.	Ongoing	2011	F Morey	External Funding Growth Point Team
Works commence on the construction of Clyst Honiton Bypass in 2010.	Ongoing	2010	F Morey	£4,500,000 External Funding Growth Point Team
Provide a new railway station at Cranbrook in 2011 with public transport provision to all major	Ongoing	2011	F Morey	Growth Point Team

development sites in the West End.				External Funding
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Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Economy and Development projects:				
Conclude the Regional Infrastructure Funding £22 million to enable Cranbrook to start in 2010.	Ongoing	March 2010	K Hassan	Growth Point Team £22,000,000 External Funding
Invest £100,000 and £4 million grant into a Combined, Heat and Power Plant (CHPP) at Cranbrook.	Ongoing	2013	F Morey	£100,000 Capital £4,000,000 External Funding Growth Point Team & Corporate Director

**Outcome 1d:
Regeneration of Exmouth and Seaton**

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Economy and Development objectives:				
Provide £1.83 million of funding towards the Seaton Interpretation Centre.	2010	2011	D Best	£1,830,000 Capital Corporate Director & Estates Team
Provide £80,000 towards improving youth facilities in Seaton and match funding of £45,000 to fund town manager post for three years.	2010	2012	D Best/N Harrison	£80,000 Capital £45,000 Revenue Economic Development & Estates

				Team
In Exmouth produce in 2010 a master plan for the town centre and development briefs for the strategic town centre sites, including the identification of a solution to the car parking shortfall in the town centre.	Ongoing	2010	K Hassan/ D Best/ N Harrison	£148,000 Capital Corporate Director, Economic Development & Estates Team
Support the Strand Gardens enhancement scheme through capital investment of £1million, providing a performance space and enhanced town square and setting for the memorial.	2010	2011	K Hassan	£1,000,000 Capital Corporate Director & Estates Team

**Outcome 1e:
Delivery of economic growth throughout the District**

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Economy and Development objectives:				
Work with land owners and developers in 2010 to bring forward in a timely manner the appropriate expansion of existing employment sites to address the short term difficulties caused by the recession.	Ongoing	Ongoing	N Harrison	Economic Development Manager
Project management and £800,000 towards the Honiton Arts and Community Centre.	Ongoing	Ongoing	B Kohl	£299,000 Capital £500,000 External Funding Property Team

Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Economy and Development project:				
Support the redevelopment of Axminster's Webster's Garage site for retail led development through estates role in relation to the Council's key land interest.	2010	Ongoing	D Best	Estates Team
Planning project:				
In the interim before the Core Strategy comes on stream, facilitate applications which will deliver new jobs, particularly those in the skills and higher income brackets, and, after the Core Strategy comes on stream, deliver the requirements of policy on employment land.	2009	Ongoing	S Belli	
Environmental Health project:				
Review our approach to regulation not only to embrace the guidance from the Local Better Regulation Office but also to determine what constructive help can be given to businesses during the economic downturn.	March 2010	April 2011	P Martin	
StreetScene project:				
Proactively prepare vacant industrial and shopping units to ensure a rapid re-letting to maximise potential usage for growing companies and outlets.	Work ongoing	March 2013	B Kohl	

Corporate Priority Delivery Plan for Priority 2: An outstanding environment

Outcome 2a: Outstanding environment

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Environmental Health objective:				
Maintain our statutory monitoring programmes and commitments for air quality control including declaration of Air Quality Management in Honiton.	March 2010	April 2011	A Ennis	Environmental Health Team
Planning objectives:				
In partnership with Devon County Council, deliver the Ottery St Mary footbridge and cycleway.	Jan 2009	April 2011	C Plowden	£201,000 Capital
Progression of the Axe Wetlands Project to deliver a regional scale nature reserve.	2008	June 2011	C Plowden	£170,000 Capital
Economy and Development objectives:				
Take account of the Green Fleet Review in order to update the Green Travel Plan with the target of reducing carbon dioxide emissions from transport by 45% by 2014.	2010	2010	D Berry	£22,500 External Funding (general funding) Carbon Management officer (part time)
Meet criteria for achieving Level 2 under NI 188 (adaptation to climate change) by undertaking a comprehensive risk based assessment of vulnerabilities to weather and climate. In its role as community leader, the council also needs to work with the Local Strategic Partnership (LSP) to identify major weather and climate vulnerabilities that affect the delivery of the LSP's objectives.	2010	2010	D Berry	£22,500 External Funding (general funding) Carbon Management officer (part time)
The provision of the Country's first volume housing zero carbon	2010	2012	F Morey	Growth Point Team &

housing development at Cranbrook as a demonstration of Cranbrook's status as a prototype eco-town.				Planning Team Significant External Funding
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Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Housing project:				
Upgrade two play areas at Park Close, Clyst Hydon, and Turner Close, Newton Poppleford.	April 2010	Ongoing	J Golding	£30,000 Revenue
StreetScene projects:				
Modernise and refurbish public conveniences to improve facilities for residents and visitors alike.	Work ongoing	March 2013	B Kohl	
Environmental Health projects:				
Take reasonable and proportionate action to investigate problems and enforce the law in respect of people who commit environmental crime and cause noise, pollution, fly tipping and dog fouling in particular.	March 2010	April 2012	A Ennis	
Through the Cosy Devon (previously Warm Zone) initiative work in partnership with energy providers and other agencies to improve energy efficiency of houses and reduce fuel poverty. – reduce by 5% the estimated number of 6,400 households in fuel poverty in East Devon.	March 2010	April 2011	M Spencer	

Outcome 2b:
A rise in recycling and composting and a fall in the disposal of other waste

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
StreetScene objectives:				
Successfully complete the roll out of the last two phases of new recycling and refuse collection arrangements during 2010/11.	Ongoing	December 2010	P Deakin	£1,009,000 Capital Recycling Budget & Refuse £3,550,100 Revenue
Increase the proportion of waste that is recycled so that the Council is amongst the top 25% performing councils in England in 2011/12.	Ongoing	March 2012	P Deakin	As above
Reduce the low amount of waste sent to landfill in the District so that we are amongst the 10 best performing councils in England.	Ongoing	Ongoing	P Deakin	As above

Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Housing project:				
Encourage tenants to recycle and reuse.	April 2010	Ongoing	J Golding	
StreetScene projects:				
Introduce a new home composting initiative following closure of WRAP scheme, jointly with other authorities in Devon.	Work ongoing	March 2011	P Deakin	Interim Waste & Recycling Manager
Construct a new depot at Greendale Barton and integrate refuse and recycling workforces.	Work ongoing	March 2011	P Deakin	
Deliver more recycling facilities and educational promotion at schools in East Devon, including secondary schools, building on the existing base of primary schools.	Work ongoing	Work ongoing	P Deakin	

Corporate Priority Delivery Plan for Priority 3: Excellent services for our customers

Outcome 3a: Efficiencies; financial and time-saving

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Whole council objective:				
Develop a council-wide mobile working IT framework involving investment in mobile working, the development of project plan, implementation of a pilot and roll out of solutions for each service.	April 2010	March 2011	C Powell	£100,000 Capital ICT team
Finance objective:				
Achieve a £75,000 cash saving target for 2010/11 through sensible procurement.	April 2010	March 2010	C Slater	Procurement Officer

Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Housing projects:				
Have less than 90 units of temporary accommodation in use.	April 2010	Ongoing	D Boobier	
Through decommissioning have less sheltered housing and separate the support charge from the rental charge for sheltered housing.	April 2010	1, 3 & 5 year plan (April 2011 for charge)	J Golding	
Review the Home Safeguard Business Plan in order to increase its business capability and maximise income.	April 2010	Ongoing	J Golding	
ICT project:				
Review all paper forms used by the Council, (including cheques), and develop a programme for systematically transforming (using Systems Thinking principles) all paper-based processes into electronic using the tools already in place e.g. SharePoint, InfoPath, and Lagan framework.	April 2010	March 2011	I Potbury	

**Outcome 3b:
Improved services through understanding our customers**

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Whole council objectives:				
Enable the website to become the channel that customers will prefer to use to contact the Council (as it is proven to be the cheapest channel and is open 24 hours a day) and develop a customer contact database so that the Council contacts people in the best way (email, text or telephone).	Jan 2010	March 2011	D Lyon	Deputy Chief Executive
Engage meaningfully with children and young people through initiatives such as Scene and Heard, Social Zest, Youth Press Officers, Junior Rangers, Masterpieces, play consultations, 11 million Takeover Day, political speed dating, and Switch (youth initiative in Housing).	Ongoing	Ongoing	P Jeffs	£4,500 Revenue Corporate Director, Democratic Services & Policy Team
Finance objective:				
Implement an effective campaign to increase take-up of Benefits in specifically targeted areas of the District.	October 2010	March 2011	S Davey/R Burnett	Revenues & Benefits Customer Service Team and Benefits Team
Environmental Health objective:				
Successfully implement phase 4 of the Neighbourhood Assessments in Axmouth, Broadhembury, Kilmington, Colaton Raleigh, Clyst St George and Stoke Canon in partnership with the Red Cross and the Police which will also promote the identification of fuel poverty and the need for additional energy efficiency measures.	May 2010	April 2011	A Ennis	Environmental Health Team

**Outcome 3c:
Consistently satisfied customers**

Key strategic objectives for 2010/13				
Key strategic objective	Start Date	End Date	Lead Officer	Resources
Whole council objectives:				
Use Systems Thinking, Customer Insight and Customer Service Excellence to improve customer service throughout the Council.	Ongoing	Ongoing	D Lyon	Deputy Chief Executive
Implement recommendations from the Joint Integration Committee and Rationalisation Panel whilst maintaining good employee relations and staff morale.	February 2010	March 2012	M Williams	Chief Executive
Embed improvements in equality and diversity to reach the 'Achieving' level of the Equalities Framework.	Ongoing	October 2010	P Jeffs/A Jones	Corporate Director & Equalities Officer
Undertake a successful round of 8 Participatory Budgeting engagement projects to design play and recreation facilities using Section 106 funds.	Jan 2010	March 2011	J Buckley/S Tallack/N Struthers-Frost	External Funding
Arts objective:				
Complete first phase of the expansion and redevelopment of the Thelma Hulbert Gallery with joint funding of £135,000, half of which was provided by the Arts Council.	Dec 2009	May 2010	A Blackwell	£33,000 Capital External Funding
Housing objective:				
Invest £82,000 in software to expand the Home Safeguard telecare service to allow independent living.	April 2010	Ongoing	J Golding	£80,000 Capital
Legal, Licensing and Democratic Services objective:				
Following achievement of the South West Member Development Charter, continue to develop effective councillors.	Ongoing	Ongoing	D Vernon	£7,000 Revenue

Selected service projects for 2010/13				
Selected service project	Start Date	End Date	Lead Officer	Resources
Whole council project:				
Fully implement the Systems Thinking programme for the whole council by the end of 2010.	Ongoing	Dec 2010	D Lyon	Deputy Chief Executive and Teams

				across the Council
Housing project:				
Continue to improve the Housing Service by: <ul style="list-style-type: none"> Reducing the average void times. Improving the appointment system for responsive repairs. Achieving all responsive repairs within target timescales. Providing more new tenants with the opportunity to choose fixtures and fittings (kitchen and bathroom and items left by outgoing tenant). 	April 2010	Ongoing	J Golding D Boobier } } } }J Golding } } } }	
Planning projects:				
Improve partnership working with Parish and Town Councils to re-engage with them and demonstrate the value of their contributing to the Planning Service. To investigate the possible use of Parish Boards for Parish and Town Councils led by Ward Members as fora for debate.	Jan 2009	April 2011	K Little	Teams across the Council
Closely integrate the Development Management and Building Control Services for the benefit of the customer through a one stop shop approach in line with the Killian Pretty Review proposals.	Feb 2009	April 2011	K Little	
Organisation Development projects:				
Engage with a wide range of customers through the Place Survey to assess their levels of satisfaction.	May 2010	July 2011	J Buckley	£4,400 Revenue
Engage with a cross section of stakeholders to inform the development of a new vision for the Council for 2011/15.	Sept 2010	May 2011	J Buckley	Funding & Engagement Officer
Carry out Domestic Violence Survey in EDDC and set up quarterly supervision meetings with contact officers.	April 2010	Oct 2010	K Jenkins/J Buckley	
Take further measures to ensure reduction of Council's absence rates, including: <ul style="list-style-type: none"> Delivering a specific intervention to tackle root causes of absence in Street Scene similar to Happy 	April 2010	April 2011	K Jenkins S Bolt/S McAuley	

Healthy Here week. <ul style="list-style-type: none"> • Developing a manager's guide for managing stress and depression. • Reviewing our contract with Occupational Health providers to ensure best service provision. 			S Bolt S Bolt	
Legal, Licensing and Democratic Services projects:				
Provide support and guidance to major projects and regeneration work.	Ongoing	Ongoing	R Pocock	Legal Team
Develop appropriate legal mechanisms to ensure propriety and governance in connection with the South Somerset partnership	Ongoing	Ongoing	R Pocock	Legal Team
ICT project:				
Develop an Information Management Strategy along best practice guidelines to consolidate our existing and new policies relating to information and create a governance structure for Information Management that makes best use of scarce resources and demonstrates a joined-up Council.	February 2010	March 2011	C Powell	
Finance project:				
Implement an electronic ordering and payment authorisation system.	July 2010	March 2011	S Davey/G Foord/L Gifford	