

East Devon District Council

Corporate Strategy

2009



Our Vision:

'Outstanding and sustainable quality of life for everyone in East Devon'

Our Values:

Courage: to lead

Wisdom: to listen

Passion: for people, places and performance

Champions: of improvement and challenge

To achieve our vision, we'll work towards seven priorities:

1. Affordable homes
2. Thriving economy
3. Safe, clean and green environment
4. Recycling
5. Children and young people
6. Excellent service for our customers
7. An inspirational Council

The big picture

A beautiful and rural District

In East Devon we have a dispersed and mainly rural population. The rural nature of the District is emphasised by the low population density of 1.5 per hectare (the England and Wales average is 3.4). All parts of the District have Town and Parish Councils which number 67 in total. A high proportion of the District is covered by Areas of Outstanding Natural Beauty and the World Heritage Coast.

Our towns

The District has seven larger towns which are the coastal resorts of Exmouth (Devon's largest town – population 36,016), Budleigh Salterton, Sidmouth and Seaton and the inland communities of Honiton, Ottery St Mary, and Axminster. There are numerous villages and hamlets.

Public satisfaction

The national General User Satisfaction Survey of autumn 2006 revealed that the vast majority of residents are satisfied with Devon as a place to live. 82% of residents are satisfied with Devon as a place to live, and within the county, the residents of East Devon are among the most satisfied at 85%.

Our population

The District's population currently stands at 132,300: 63,200 men and 69,100 women, with a small black and ethnic minority population of 0.7% (just under 880 people described their ethnic group as non-white in the 2001 census, with Chinese being the single largest grouping at 169). The 2001 census also confirmed that Devon was the fastest growing county in England between 1991 and 2001, with the largest predicted growth over the next 15 years being in the 65-69 year old age band. Here in East Devon, we already have the third highest proportion of people of retirement age in the whole country (Office for National Statistics), which has an impact on health, mobility, household composition, and isolation and has implications for the way we need to plan for the future delivery of our services.

Wages and work

Our average household earnings and income are low but house prices are high. We have an economy with a high degree of part-time and seasonal work. In 2004, the Joseph Rowntree Foundation identified East Devon as the eighth least affordable district to live in England. There are 62,830 houses in the District, of which 4,302 are rented homes still owned by the Council. We are now developing the new community of Cranbrook and regenerating others.

In short

We live in a rural environment in a beautiful part of the world. Most of our residents are very happy with their quality of life but there are things we need to tackle that would benefit the District, and they are included in the priorities of our Corporate Strategy.

How did we develop our Corporate Strategy?

The process of agreeing our Corporate Strategy each year has evolved during this decade and has involved consultation with local people, Parish and Town Councils, our partners, councillors and staff and reference to national and regional priorities, the East Devon Community Plan and inspection reports. During 2007 the process of developing our priorities and how we would achieve our aspirations revolved around an exercise to develop a vision for the new Council that was elected in May 2007 for the next four years, known as Vision 2011. In developing our Corporate Strategy during the summer of 2007, our councillors and partners considered:

- A wide range of evidence, including the Audit Commission's Annual Audit and Inspection Letter, performance information, finance and use of resources and the findings of the General User Satisfaction Survey.
- The findings of consultation with the public, town and parish councils and young people on the key issues facing the Council.
- Proposals for improving the Council's services from our Heads of Service and Directors.

During 2008/09 the Corporate Strategy was reviewed and updated to take account of fresh challenges, particularly the global economic downturn, in readiness for 2009/10.

What are the other key plans and strategies which underpin the Corporate Strategy?

We have identified the ten key plans and strategies which support the Corporate Strategy. These are:

- Corporate Business Plan
- Cultural Strategy
- Customer Service Strategy
- Economic Development Strategy
- Housing Strategy
- Local Plan/Local Development Framework
- Local Transport Strategy
- Financial Strategy
- Waste Strategy
- Workforce Plan



Priority one: Affordable homes

Long term vision

We want to deliver a significant increase in the number of affordable homes across the district with a substantial rise in the amount of land made available for building affordable housing. We will aim to prevent homelessness wherever possible and otherwise ensure that accommodation is made available for those who do become homeless. We want to make sure that existing and new affordable homes are of a good quality and well managed, involving tenants in decisions affecting their homes.

The position now and key challenges we face

Our Housing Strategy outlines how we will achieve significant increases in the supply of affordable homes. Our target for this financial year is to identify the sites for the delivery of at least 200 affordable homes and deliver at least one rural based housing scheme. Until recently we were anticipating that the new community at Cranbrook would deliver much of our affordable housing needs but this major development has been slowed by the downturn in the housing market. If there is a significant delay in progress, we will need to pursue other approaches to delivering affordable housing.

We aim to manage our existing council homes effectively and efficiently through an annual Housing Revenue Account budget of £14.5 million. We seek to prevent homelessness and offer a range of housing advice to support vulnerable people, help people secure suitable housing, and promote independent living.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Significant increases in the supply of affordable homes.</p>	<p>Radically review the Supplementary Planning Guidance and other policies relating to affordable housing to help us deliver higher numbers of affordable homes.</p>	<p>Identification of the sites for the delivery of at least 200 affordable homes each year across the District from 2009 to 2012 with an aspiration to deliver up to 300 a year from 2012 to 2015.</p>
	<p>Make sure the Local Development Framework helps us substantially increase provision of affordable homes.</p>	<p>Achieve a target of 40% affordable homes in all relevant new developments. (We will test increasing the affordable housing target to 60% as part of the LDF process and introducing lower thresholds.)</p>
	<p>Use the consultation process outlined in the Local Development Framework to consult and engage residents in the benefits of further development and regeneration.</p>	<p>Community supported planning applications which meet community aspirations and plans.</p>
	<p>Work with Parish councils to identify sites that can be used for building affordable homes.</p>	<p>Deliver at least one rural based housing scheme in 2009/10, rising to three schemes a year by 2010/11.</p>
	<p>Through the Private Sector Housing Renewal and Empty Homes Strategies maximize the use of existing unused or underused properties or empty homes.</p>	<p>Return 24 vacant properties back to use in the rented sector in 2009/10 rising by 20% year on year.</p>

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Significant increases in the supply of affordable homes.</p>	<p>Explore innovative ways of creating affordable housing, for instance introducing cross subsidisation, reviewing policies to facilitate development and reinvestigating the scheme to let flats above shops for accommodation.</p>	<p>Provide 5 'living over the shops' schemes over 3 years through the Private Sector Housing Renewal Strategy. (The Council will actively pursue housing schemes which represent a departure from planning policy where they provide a high proportion of affordable housing where an identified need is proven.)</p>
	<p>Reduce the levels of homelessness against the main causes (family and friends exclusions, loss of private rented sector tenancies and relationship breakdowns).</p>	<p>Reduce the number of homeless acceptances in temporary accommodation by 50% from 200 to 100 by March 2010.</p>
<p>b. Improvements in the management of the Council's housing stock.</p>	<p>Implement the Housing Strategy Housing Revenue Account Business Plan and Improvement Plan.</p>	<p>Maintain high levels of tenant satisfaction.</p>
	<p>Implement the recommendations from the Audit Commission inspection of housing management services.</p>	<p>100% implementation of the Housing Inspection recommendations by March 2010.</p>
	<p>Examine and import good practice from elsewhere in the housing sector.</p>	<p>Improve performance indicator scores to top 25% by 2009.</p>
	<p>Meet our target response times on housing repair requests for council housing.</p>	<p>97% of council housing urgent repairs completed in time during 2009/10 and 98% by 2010/11.</p>



Priority two: Thriving economy

Long term vision

A thriving economy is about jobs, economic growth and revitalising communities to improve their local facilities and services for our residents now as well as for future generations. At the West End, i.e. the Growth Area, we are working closely with the South West Regional Development Agency (SWRDA), Devon County Council and Exeter City Council to create the conditions for a strong and growing economy, and ensure maximum opportunities are available for everyone to contribute to and benefit from it. We want East Devon to realise its full potential as a major sub-regional partner.

We will deliver economic growth throughout the District, particularly in the West End, and regeneration, particularly in Seaton and Exmouth. We are working with these two communities to agree a vision for them which highlights their unique selling points as gateway centres to the Jurassic Coast.

We want successful sustainable communities with local provision of employment being made appropriately at coastal and market towns and in rural communities.

The position now and key challenges we face

The challenges in delivering a thriving economy are greater at a time of recession and put increased urgency on those growth measures that the Council is still confident it will take forward in the next few years. With the virtual collapse of the residential property market and much of the development industry in survival mode, the viability and progress of major projects will be challenging, particularly on projects where significant infrastructure is required to open up land. The Council is aware of this very short term impact and has signalled a willingness to consider the expansion of existing employment sites to address the short term needs of businesses for land and property. A significant drop in land values may challenge the viability of projects and increase the importance of the public sector in delivering regeneration.

We have spent a number of years negotiating with regional and local agencies to bring about successful large scale developments in the West of the District: a new Science Park, 'Skypark' Business Park, the intermodal-rail freight facility and distribution centre, the expansion of Exeter Airport and transport infrastructure which will include a new railway station on the Exeter to Waterloo line, passing loops to increase

frequency of links to London Waterloo. There is a Steering Board and a New Growth Point Team in place and we have signed up to the 'partnership for growth' with Government which identifies the West of the District as a New Growth Point. Over £8 million of funding has been secured from Government for the Growth Area. This is great news for East Devon as these developments will bring a growth in higher paid, skilled jobs, particularly in knowledge based industries. To achieve these benefits we still have to contend with other challenges such as making sure that the costly and complicated infrastructure to support the developments such as motorway junctions, roads, water and electricity, are delivered on time during the economic turndown. Significant regional funding has been secured to assist the delivery of key transport infrastructure and we expect significant progress to be made with the new Science Park in the next two years.

The East Devon Local Plan identifies redevelopment opportunities for Exmouth such as Elizabeth Hall, the Seafront, London Inn and the Estuary. The Council is working with our partners to bring forward proposals for attracting private sector investment and to deliver a Gateway Visitor Centre for Exmouth. The Council as land owner is working with developers to bring about private sector investment in Seaton to deliver a Gateway Visitor Centre and major expansion of Seaton Wetland Nature Reserve. Despite the economic turndown, we intend moving forward with the regeneration of Exmouth and Seaton.

Regulation is an important part of the context in which businesses operate. It provides the platform for fair competition, giving reassurance to consumers and firms wishing to do business. As such, regulation can be a key enabler to increased economic activity.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Economic growth in the West of the District.</p>	<p>Ensure the provision of sustainable forms of transport, walking, cycling and buses.</p>	<p>Transport Strategy for the new employment sites in the West of the District is delivered</p>
	<p>Delivery of employment growth in accordance with the Growth Point Delivery Plan.</p>	<p>Outline planning application for Science Park deposited by June 2009; Commence building first phase of Science Park by April 2010; 13,000 jobs created in the Growth Point during the period 2011 to 2020.</p>
	<p>Facilitate delivery of a new railway station at Cranbrook with public transport provision to all major development sites.</p>	<p>Cranbrook has a railway station in 2010.</p>
	<p>Resolution of the way forward for delivering the Phase 2 access solution to the M5 junction 29/A30 improvements.</p>	<p>By 2011: Regional Fund allocation of £12 million secured; Regional Infrastructure Funding by the SWRDA secured; Major Scheme bid approved for access and design. Section 274 Agreement signed by Devon County Council. Land in the ownership of DCC.</p>
	<p>Support development of a strategically important business park (Sky Park) providing business accommodation and knowledge based jobs.</p>	<p>The first building is built on site by 2011.</p>

The outcomes we want	The ways in which we will achieve these	Success indicators
b. Regeneration of Exmouth and Seaton.	Lead the Seaton regeneration project.	Harepath Road in Seaton is an established employment site by 2011. 200 new jobs in the Seaton area by 2011.
	Secure lottery funding for the development of the expanded Wetland Nature Reserve project.	Delivery of the Seaton Wetland Nature Reserve by 2011
	Transform the visitor economy of Seaton to generate at least 200,000 additional visits a year	Deliver Gateway Visitor Centre and expanded Wetland Nature Reserve and Sustrans cycle hub funded and in place by 2011.
	Provide 400 new homes in Seaton	New homes delivered by 2013.
	Support Seaton youth projects such as an improved youth facility and sports fields with changing rooms at Harepath Road.	Improved youth facilities by 2010.
	Lead the regeneration programme for Exmouth and work with our partners at Devon County Council and Exmouth Town Council to successfully secure public and private sector investment in Exmouth.	Bring forward the implementation of key development sites identified in the Local Plan; securing investment in the town centre and sea front through management of the Council's assets.
	Work with developers to enable them to bring forward the redevelopment of the Royal Avenue site for the purpose of a supermarket, integrated public transport facility, new sport centre and swimming pool, and new library.	Creation of 2-300 new jobs to help reduce the 23% of people travelling from Exmouth to Exeter for work, improved shopping for the town centre and new amenities.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>b. Regeneration of Exmouth and Seaton.</p>	<p>Address the car parking provision shortfall in Exmouth Town Centre.</p>	<p>80 more car park spaces in the short term.</p>
	<p>Support the Jurassic Coast Visitor Centre project at Exmouth.</p>	<p>Delivery of Jurassic Coast Visitor Centre at Exmouth by 2011.</p>
	<p>Support the Strand Gardens enhancement scheme.</p>	<p>Work with DCC on the feasibility studies and design for a major enhancement scheme for the Strand area of the town centre.</p>
<p>c. Delivery of economic growth throughout the District.</p>	<p>Provision of employment elsewhere in the district through delivery of identified employment sites outside the west end of the district.</p>	<p>Develop an implementation plan for delivery of East Devon's employment sites identified in the Devon Employment Space Strategy including: Liverton Business park Phase 2; Honiton expansion of Heathpark estate; rural and market town workspace hubs.</p>
	<p>Work with planning colleagues and businesses to ensure a fair and consistent approach to planning regulation.</p>	<p>Submission of the Local Development Framework Core Strategy by Autumn 2009.</p>
	<p>Review current local plan policy for Areas of Outstanding Natural Beauty and rural areas in the preparation of the new Local Development Framework.</p>	
<p>Encourage and bring forward redevelopment opportunities identified in the Local Plan.</p>		



Priority three: Safe, green and clean environment

Long term vision

A rise in the proportion of people who feel that they live in a safe, clean and green environment.

The position now and key challenges we face

We are fortunate to live in an area of the world designated, for the most part, as an Area of Outstanding Natural Beauty. This priority is about how we protect and enhance our beautiful District's world class natural environment, in particular how we make sure it is a safe, clean and green part of the world to live in and visit.

Our Countryside Team has had great success in developing use and appreciation of our outstanding countryside and accessible coastal paths with initiatives such as the Coastal Festival, a weekly column in local newspapers and great promotion work with our schoolchildren. Our Grounds Maintenance Team has also received recognition through green flags for two of our gardens and Britain in Bloom awards for its work in numerous places throughout the District.

We have very low levels of crime in comparison with the rest of the country making East Devon one of the safest places to live in the UK. However, dealing with anti-social behaviour is a high priority according to our consultation findings, and, to support this priority we have adopted an Anti-Social Behaviour Statement and Policy in the Housing Service. This work also supports the Devon-wide priority of tackling behaviour that intimidates, hurts or offends people.

Our public surveys also show that satisfaction with clean streets is amongst the top 25% performing councils. We are pleased about these results but we know that the public want us to strive to get even better in these services which help enhance quality of life for all.

Our communities each have a special character and culture which we must not lose whilst making them sustainable for the future. We need to make sure that community facilities, especially village halls, remain viable. Our residents and our tenants must be involved in the way their homes and neighbourhoods are maintained or developed; we need to reduce the number of people who feel marginalised by their own communities.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. A safe environment.</p>	<p>Implement the new Cleaner Neighbourhood powers and continue to work in partnerships and develop further partnerships within and beyond the Council to more efficiently address anti-social behaviour, in addition to ensuring safe and clean air, water, food, premises, and land.</p>	<p>People feel that the Council is working to make the area safer.</p> <p>Effective community safety partnerships with the police and community groups.</p> <p>Action Plan to tackle anti-social behaviour is achieved.</p> <p>A 5% increase in the number of satisfied people with quality of life issues in the national survey.</p> <p>Complete seven Neighbourhood Assessments each year.</p>
	<p>Apply new housing standards in privately rented properties to ensure they are safe and have adequate facilities.</p>	<p>A reduction in the number of dwellings which have Category I hazards.</p>
	<p>Implement flood alleviation, coastal protection and land remediation schemes.</p>	<p>Delivery of the Capital Programme.</p>
	<p>Monitor for any threat to key community facilities and either support their sustainability, or plan for alternatives.</p>	<p>Support and promotion of the 'Best Kept Village' in Devon competition and support of village halls through the 'community fund'.</p>
	<p>Consult and engage residents, so we can understand what is special about the places they live, and the need for further maintenance, control, or development.</p>	<p>People feel that they can be influential in the way developments are managed to avoid losing what is special about individual communities.</p>

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>b. A clean environment.</p>	<p>Develop the REACT StreetScene Team to improve street cleaning across the District.</p>	<p>Achieve top 25% of all councils by 2012 in the national indicators for clean streets (NI 195) and fly tipping (NI 196).</p>
	<p>Robust enforcement through pro-active prosecution of those who pollute, litter and fly tip.</p>	
	<p>Work with the national group, Environmental Campaigns, to develop future campaigns to keep East Devon beautiful.</p>	
<p>c. A green environment.</p>	<p>Make Cranbrook an exemplar of sustainable living by requiring all dwellings in the first phase to be a minimum of level 3 of the Code for Sustainable Homes and securing 16.7% of the energy needs of the new community from renewable source.</p>	<p>Implementation of a Sustainability Strategy for Cranbrook.</p>
	<p>Pursue the use of alternative building design and different types of building materials whilst maintaining high standards of sustainable housing and energy conservation.</p>	<p>People feel that the Council is working to make the area greener.</p>
	<p>Put plans in place for EDDC and East Devon as a whole, to tackle climate change and reduce our respective carbon footprints from the 1990 level by 60% by 2050.</p>	<p>A Carbon Strategy by 2008 showing how we can achieve this % reduction. Targets set and met for reductions in emissions as measured by NI 185 and NI 194 with effect from 2009/10.</p>
	<p>Manage the Axe Estuary Wetland Nature Reserve project to increase the size of the nature reserve, providing a wealth of wetland wildlife in new areas of grazing marsh, reedbed, saltmarsh and lagoons.</p>	<p>Increase from 60 to 250 acres of Nature Reserve land.</p>

The outcomes we want	The ways in which we will achieve these	Success indicators
c. A green environment.	Continue to maintain our parks and gardens to a high standard.	Recognition through continued awards and high satisfaction ratings.
	Support the development of the Stop Line Way cycle route terminus and other cycle ways.	Deliver the cycle terminus by April 2010 in consultation with the Steering Group.
	To provide a country park within Cranbrook and to ensure that major redevelopment schemes provide high standards of landscaping and open spaces.	Deliver the country park at the point where 1,500 homes are built (quarter 3 of 2011 the target).
	Move to mobile working and remote access working where it makes business sense.	Mobile working pilot in 2009.
	Declare a series of 'Warmzones' across the District and work in partnership with energy providers and other agencies to improve energy efficiency of houses and reduce fuel poverty.	Reduce by 5% a year the estimated number of 7,150 households in fuel poverty in East Devon.



Priority four: Recycling

Long term vision

Win the hearts and minds of the public to convince them of the benefits of working to reduce, reuse and recycle so that overall, we reduce the amount of waste, and of the waste we do produce, that we achieve a significant increase in the rate of recycling and composting in East Devon.

The position now and key challenges we face

We have a clear and agreed Waste Strategy, however, we are currently reviewing this to consider how we can reduce the total waste generated in the District in spite of a major new community to be built and to minimise waste to landfill. We will consider whether it is possible to achieve zero landfill.

We have been able to respond to the need to increase recycling and reduce landfill by commencing a new collection contract in 2006. As a result, we are moving from the lowest rate of recycling and composting within Devon to the top 10% nationally by 2013.

The new contract has increased the number of properties covered by the scheme to 100% and has options to increase the types of materials which can be collected. We are also working closely with Devon County Council and SITA, our contractor, to find the most effective ways to stop putting waste into landfill and to sell the message that reduce, reuse and recycle are the best ways to save our environment. Although it is difficult and expensive to measure the number of households that participate in recycling, we expect to increase the proportion of households that do so through our new recycling arrangements. It is evident from the early stages of the new arrangements in the east of the District that the participation rate has increased to around 80%.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. A rise in recycling and composting and a fall in the disposal of other waste.</p>	<p>We have an ongoing education campaign which provides general waste reduction and recycling information and advice to increase participation in existing schemes. We will inform and advise the public about the new scheme through a series of road shows and open meetings and will work closely with the community as a whole.</p>	<p>30% rate of recycling and composting by 2010. 50% rate of recycling and composting by 2013.</p>
	<p>The new arrangements of fortnightly landfill waste collections and weekly recycling and kitchen waste collections in Axminster, Seaton and Beer to start in August 2008 then roll out expanded recycling scheme to the rest of the District over a 4-5 year period starting with the Sidmouth area in June 2009.</p>	<p>Our rate of recycling and composting is among the best in Devon and in the top 10% of councils nationally by 2013. A year on year reduction in landfill waste.</p>
	<p>Increase the range of recycling materials which can be collected to include such items as plastic bottles and food waste and consider collecting other recyclable materials such as cardboard.</p>	
	<p>Improve the availability of recycling facilities at the Council's buildings and other public halls within the District.</p>	
	<p>Lobby Government, businesses and manufacturers to reduce retail packaging and carrier bags, possibly through the introduction of a local tax or bag schemes with local communities.</p>	
	<p>Review the Waste Strategy and implement best practice in order to become a top performing Council for recycling across the UK.</p>	
<p>A planning obligation for all new housing will require funding towards a recycling facility in the west of the District.</p>		

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. A rise in recycling and composting and a fall in the disposal of other waste.</p>	<p>Planning design will require recycling facilities for each home.</p>	<p>Our rate of recycling and composting is among the best in Devon and in the top 10% of councils nationally by 2013.</p> <p>A year on year reduction in landfill waste.</p>
	<p>Participation in the new Local Area Agreement will encourage an increase in recycling across Devon.</p>	<p>A full and effective role in the new Local Area Agreement</p>
	<p>Introduction of waste and water minimisation schemes in new developments.</p>	<p>100% of all new relevant developments have these schemes</p>



Priority five: Young people

Long term vision

EDDC wants to continue to work with young people and children recognising that they are in fact a minority in East Devon. We wish to inspire young people to achieve their best and to tackle issues which concern them. The four areas we will concentrate on are:

- consulting with children and young people
- rewarding and recognising the efforts and achievements of children and young people
- providing services for young people
- protecting children and young people.

The position now and key challenges we face

In the last few years we have developed meaningful links with young people through the Youth Council, through meetings with our Communities Think Tank and by involving young people in design decisions for skate parks, the Thelma Hulbert Gallery, events such as BIAS and the development of a vision for the Council.

We continue to develop these links, and work closely with Devon County Council which has the main responsibility in this field of work, to make sure we continue to recognise the important role young people play in our community.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Consulting with children and young people.</p>	<p>Engage with children and young people in line with the new Community Engagement Policy and encourage them to be involved in developing and evaluating consultation methods.</p>	<p>Young people feel well informed about how to get involved in local decision making.</p> <p>Expand the 'Scene and Heard' Youth Panel by December 2009.</p>
	<p>Involve young people, including the more disenfranchised ones, in decisions that affect them through both informal and formal consultation and the 'Scene and Heard' Youth Panel.</p>	<p>Young people satisfied with opportunities for participation in local decision making and their ability to raise their concerns.</p>
	<p>Promote Local Democracy amongst young people through the Democratic Services Team arranging school visits to our offices and the Council Chamber, organising a range of activities and school visits during Local Democracy Week in October each year and facilitating political speed dating with councillors.</p>	<p>Young people feel that they can influence decisions affecting their local area</p> <p>100% of new skate parks involved young people in design and development.</p> <p>Involve children and young people in the 'participatory budgeting' exercises during 2009/11.</p>
<p>b. Rewarding and recognising the efforts and achievements of children and young people.</p>	<p>Introduce Youth Awards to recognise contributions to the local community.</p>	<p>Recognition of young people in the local media.</p>
	<p>Facilitate young people in challenging stereotypical media-led views about them.</p>	

The outcomes we want	The ways in which we will achieve these	Success indicators
c. Providing services for young people.	Arrange an 'open day' at the Council Offices for young people to discover more about our services and question members and officers.	Deliver an 11 million takeover day every year with effect from 2008.
	Deliver lottery funded play initiatives.	Deliver three schemes by April 2009.
	Develop places and initiatives specifically for the benefit of young people, in particular through the Countryside service, the Thelma Hulbert Gallery, Arts Development, our partnership with Leisure East Devon and the Primary Care Trust to encourage young people to become more active.	Increase by 5% the number of people, in particular young people, engaged with Leisure East Devon in active leisure.
	Further development of East Devon Unlimited which is an internet communications service for young people designed by young people.	East Devon Unlimited is recognised as a 'must click' website by young people in the District.
	Continue to provide work experience and placement opportunities, including for young people in care, feed into school curricula and participate in careers fairs establishing EDDC as an 'employer of choice'.	Increase the percentage of applications from school and college leavers by 2010.
	'Grow our own apprentices' to break down skills barriers and make council service careers more accessible to young people.	Offer three apprenticeships and run two recruitment fairs in 2008/10.
d. Protecting children and young people.	Continue to improve our links with local schools and engage with the services flowing from the development of Children's Centres.	



Priority six: Excellent service for our customers

Long term vision

Our ambition drives us to look for year on year improvements in how we deliver our services. Our vision is to provide quality and easily accessible services across all our service areas to ensure we are providing quality services how, when and where our customers would like them. Our aim is to develop better communication with our customers so we can keep them informed on service issues which they have said are important to them. To achieve this we need to win the hearts and minds of our staff in putting customers first.

The position now and key challenges we face

We have come a long way over recent years and have continued to demonstrate our commitment to excellent customer service. The introduction of the Customer Service Centre, an award winning website that helps us deliver services 24 hours a day, 7 days a week, Service Excellence training and Customer Standards which have all helped to facilitate a culture of 'customers first'. We have also placed more emphasis on consulting and involving our customers in setting priorities and in how we deliver services.

Despite these achievements, we need to improve further. The General Survey in 2006 shows us that we particularly need to improve the way we keep people informed about our progress on issues which they have highlighted as important to them.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Consistently satisfied customers.</p>	<p>Introduce innovative approaches to delivering services which truly put customers at the heart of the way we work.</p>	<p>Embed innovative approaches to service delivery by December 2010.</p>
	<p>Get the basics right by making sure that customer standards for response times and follow up contact are met.</p>	<p>We are a top 25% council in the national survey customer satisfaction measures.</p>
	<p>Review our Communications Strategy to ensure more focused communication with customers about issues that they consider are most important.</p>	<p>Complete implementation of the Communications Strategy by July 2009.</p>
	<p>Review accessibility of our services through ‘systems thinking’. Explore ‘hubs’ (a meeting place for mobile workers and local businesses in smaller communities with high speed internet access), one stop shops and e-education with Devon County and other potential partners.</p>	<p>Customers and inspectors rate our services as accessible.</p>
		<p>The Council’s website is fully transactional for all services</p>
	<p>Exploit technology to make sure our services join up with other linked services and offer efficient solutions to improved customer service to our customers.</p>	<p>Achieve top 25% in the country in national targets for customer contact in 2009/10</p>
	<p>Explore the delivery and funding of services through Town and Parish Councils and the Third Sector.</p>	
<p>Increase the number of service areas that involve customers in the design of service delivery.</p>	<p>Environmental Health to gain the Customer Service Excellence Award by 2008 and a Council-wide award to be gained by 2011.</p>	

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Consistently satisfied customers.</p>	<p>Ensure our services are designed and delivered to meet the diverse needs of all our customers.</p>	<p>Achieve Level 2 of the Local Government Equalities Standard by 2009/10 and ensure that our key services are regularly assessed in equality terms.</p>
	<p>Implement the recommendations of the Housing Inspection to extend our approach to tenant participation.</p>	<p>Re-inspection results in a '2 star council' judgement.</p>



Priority seven: Inspirational Council

Long term vision

Our vision is to be a publicly acknowledged inspirational Council with sound performance and people management frameworks. We aim to be first on the list of partner organisations who seek to develop partnership arrangements with ethical and motivational partners. We aim to be a Council which works cohesively with a number of partners to increase our capacity for the delivery of tangibly better services which represent great value for the people of East Devon.

As an inspirational Council we aim to feature in the top 25 'Best Councils to Work For' and to ensure we attract talent from all over the UK and be an 'employer of choice' in the local community.

The position now and key challenges we face

We have played a prominent part in many partnerships, including those with regional and national bodies, in agreeing the developments to the West of the District (the new community at Cranbrook, Skypark and the Science Park). Throughout the Napoli disaster, we established ourselves as a pivotal partner particularly with Devon County Council and the Maritime and Coastguard Agency. In many cases, we cannot deliver

services effectively without working with other bodies and other examples of successful partnerships are referred to throughout this document.

The Council has in place a robust performance management framework which ensures we deliver what we say we will deliver. This was praised by the Audit Commission in its 2007 annual letter. There is a continuing imperative for us to demonstrate good value for money in the way we deliver our services and we now need to develop a more rigorous framework for testing this.

The budget set for 2009/10 is based on reduced levels of income as a consequence of the global 'credit crunch'. In the short term the resulting deficits will be met from the Council's reserves. Such an approach, however, is not sustainable beyond the next financial year and during 2009/10 efforts will be devoted to developing a longer term strategy, including the generation of additional income.

Our efforts to help local people respond to the economic challenges will be based on no increase in the District Council Tax rate for 2009/10 and making it easier for them to claim the discounts, benefits, reliefs and reductions that they are entitled to.

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Great value for our customers.</p>	<p>Develop formal partnerships with other local, county and regional bodies with clear outcomes and purpose linked to community needs.</p>	<p>Implementation of the East Devon Sustainable Community Plan</p> <p>Inspectors rate our approach to Value for Money as effective.</p>
	<p>Use Procurement more effectively with Teignbridge DC.</p>	<p>National efficiency targets met.</p> <p>Income potential maximised by running all suitable services on a business model by 2010.</p> <p>Production of a 3 year rolling register of goods and services to be procured.</p>
	<p>Improve the accessibility and our promotion of benefits so that people claim what they are entitled to.</p>	<p>Increase in benefits take-up.</p>
	<p>Make it easier for people to contact us to deal with potential arrears by agreeing payment plans.</p>	<p>Maintain reasonable levels of payments by customers.</p>
	<p>Review performance and purpose of our assets against a clear Asset Management Strategy.</p>	<p>Inspectors rate our approach and Strategy as effective.</p> <p>ICT systems enable a shift from reactive to planned maintenance of assets</p>

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>a. Great value for our customers.</p>	<p>Develop a robust approach to Data Quality to meet the stringent Audit Commission standards.</p>	<p>Data handled in line with our Data Quality Strategy and action plan.</p>
	<p>Enhance the role of the Audit and Governance Committee to champion corporate governance and monitor data quality.</p>	<p>Inspectors judge that corporate governance is embedded. Good reports from Data Quality Audits.</p>
	<p>Engage local residents and community groups in taking decisions on spending priorities through 'participatory budgeting'.</p>	<p>'Participatory budgeting' exercises to be used for section 106 funds wherever possible during 2009/11.</p>
<p>b. A 'partner of choice'</p>	<p>Be a lead Council in paving the way for a more integrated approach to service delivery across Devon.</p>	<p>Inspectors rate us highly in partnership working.</p>
	<p>Lead the Local Strategic Partnership approach to an East Devon Sustainable Community Plan to make sure it helps us achieve our customers' priorities.</p>	
	<p>Embed the ethos of partnership working across the Council based on our Partnership Strategy.</p>	
	<p>Develop a Member development programme to build on the strengths and skills of our elected members.</p>	<p>100% of councillors have a personal development plan by April 2010.</p>
	<p>Enhance the role of Scrutiny to consider other agencies and partnerships and their impact on our customers.</p>	<p>Scrutiny Committee reviews its role and implements steps to achieve more effective scrutiny.</p>
	<p>Support poorer performing partners in their improvement plans.</p>	

The outcomes we want	The ways in which we will achieve these	Success indicators
c. An 'employer of choice'	Continue to work towards the principles promoted by Investors in People.	Successful reassessment in 2008/09.
	Continue to engage staff and canvass their views and ideas through the Big ESS (suggestion scheme) and employee feedback surveys and an expanded Staff Joint Forum.	Data collected through the 'Best Councils to Work For' survey.
	Increase staff satisfaction with the Council as an employer.	Be amongst the top 25 Best Councils in the annual Times league table in 2009.
	Delivery of leadership training for all senior and middle managers.	Programmes complete by end 2008. Improved rating of Leadership by employees in the 'Best Councils to Work For' survey in 2009.
	Improve communication with staff by delivering branded employee communications and an improved intranet including 'EDDC and me' section which will be an important communication tool.	Data collected through the Best Councils survey.
	Build on our Wellbeing Strategy by developing further work life balance policies and well being initiatives.	Reach the top 25% of councils for reduced sickness absence levels (using BVPI 12 or equivalent).