

East Devon District Draft Corporate Strategy to 2011 (work in progress)

Vision

Outstanding and sustainable quality of life for everyone in East Devon
Working with you to make life better in East Devon

Values

Courage: to lead
Wisdom: to listen
Passionate: about people, places and performance
Champions: of challenge

Insert here similar info to current Corp Strat including facts and figures about our District, how we have reached agreement with customers and partners on our priorities, underpinning policy framework.

Affordable homes

Position now:

Our Housing Strategy outlines how we will achieve significant increases in the supply of affordable homes. Our target for this financial year is that we will work with our partners to build 48 affordable homes, but we want to get to a position where we are able to offer much more than this.

We manage our existing council homes and RSL homes effectively and efficiently through an annual HRA budget of £12.6million and net General Fund of £14million. We prevent homelessness and offer a range of housing advice to help people secure suitable housing. We make sure that vulnerable people and those who need support to live independently receive appropriate housing related support services.

Where we want to get to:

Our aim is to achieve a significant rise in the number of affordable homes across the district with a substantial rise in the amount of land available for building affordable housing. At the same time, we must continue to prevent homelessness, offer a range of housing advice to people who need help and support vulnerable and other people to live independently.

How will we do this?

Lead

Radically review the supplementary planning guidance relating to Affordable Housing to help us reach much higher targets through innovative solutions to overcome current hurdles to delivery.	KH
Build 208 affordable homes in 2008/09 and 1,160 in the first phase of Cranbrook (2,900 homes) and deliver 100 affordable homes a year in the rest of the district.	KH
Work closely with developers, land owners and other partners to ensure we achieve a target of 40% affordable homes in new developments through 'planning obligation arrangements.	KH
The Local Development Framework outlines how we will work closely with the community to fully consult and engage residents in the benefits of further development and regeneration. We will use the consultation process for the Local Development Framework to allocate more land in villages and towns for affordable housing.	KH
Work with Town and Parish councils to identify sites that can be used for building affordable homes and complete at least one town based and one rural housing scheme a year.	KH
Pursue the use of alternative building design and different types of building materials whilst maintaining high standards of sustainable housing and energy conservation.	KH
Maximise the use of existing buildings through redevelopment, letting schemes, empty homes work, and conversion, for instance of redundant farm buildings.	PJ

Explore innovative ways of creating affordable housing, for instance lobbying Government for councils to have a greater say on the density of house building on land, introducing cross subsidisation, reviewing policies to facilitate development and reinvestigating the scheme to let flats above shops for accommodation.	
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What does success look like?

A range of affordable housing to meet housing needs across the District
Delivery of a minimum of x new affordable homes a year

Key milestones (including dates for achievement)

Annual count of new affordable homes completed (an annual report)

Details of Cranbrook specific completions and new homes on-site

Number of properties in the affordable housing development programme

Details of rural housing schemes

Some measure of whether we are achieving our 40% planning requirement

Empty homes, regeneration, conversion gains

Progress on new SPG for affordable housing

Some measure of whether we are releasing more land

Thriving economy

Position now:

This priority is all about encouraging and facilitating the provision of good jobs, development to support new business and facilities in our communities.

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 and passing loop to increase frequency of links to London Waterloo. There is a Steering Board and a Delivery 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. This is great news for East Devon as these developments will bring a significant growth in higher paid, skilled jobs, particularly in knowledge based industries.

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 Marshes.

Where we want to get to:

A thriving economy is about good jobs, economic growth and revitalising communities to improve their local facilities and services for our residents now as well as for future generations. We will deliver economic growth throughout the District, particularly in the West of the District, 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 need to make sure that through the planning process, economic development benefits are balanced with environmental impacts, and there is sufficient land for business to expand. This is a particular concern in our rural areas where much of the District is covered by AONB policies that cause tensions between landscape and social and economic considerations.

How will we do this?**Economic growth in the West of the District**

	Lead
Demonstrate courage and leadership in the place-shaping of this area.	KH
Develop the Local Area Agreement with Devon County Council and the South West Regional Development Agency for delivery of sites.	KH
Work with East Devon Business Forum to respond to needs of East Devon's business community, employment and land provision.	KH
Ensure the provision of sustainable forms of transport, walking, cycling and buses.	KH
Deliver a new railway station at Cranbrook with public transport provision to all major development sites.	KH
Gain Regional Fund Allocation for motorway junction x improvement.	KH
Develop a strategically important business park (Sky Park) providing business accommodation and knowledge based jobs.	KH
Gain an equity share in the new Science Park with links to the University of Exeter and the Met Office on a 25 hectare campus.	KH
Use opportunities provided by the Local Authority Business Growth Incentive Scheme to reinvest in economic development initiatives.	DP
Review current local plan policy for Areas of Outstanding Natural Beauty and rural areas in the preparation of the new Local Development Framework.	

How will we do this?**Regeneration of Exmouth and Seaton**

	Lead
Leadership and courage in the place-shaping of these two areas and appoint officers to project manage regeneration in both towns.	KH
Use our assets to stimulate regeneration.	KH

Encourage and bring forward redevelopment opportunities identified in the Local Plan.	KH
Liaise with Exmouth Town Management to address the current and future needs of the town.	KH
Work with Exmouth Town Council and Devon County Council to produce an agreed vision for Exmouth as part of the Local Development Framework. This should address the long term needs of housing, employment, transport, social and community infrastructure for the town.	
Work with our partners to deliver a Jurassic Coast and Visitor Centre at Exmouth and Seaton.	KH
Secure lottery funding for the development of Axe Estuary Wetlands project.	KH

What does success look like?

East Devon realises its full potential as a major regional centre, providing a range of jobs and a self-sufficient new urban community where people will have the ability to live close to the majority of new jobs provided. It is envisaged that 5331 office jobs and 2210 industrial jobs will be created over a ten year period from 2009/10 - 2020.

Successful sustainable communities with the right amenities delivered at the right time.

People choose to live in East Devon as it is an exemplar of a sustainable community.

The carbon footprint of East Devon residents continues to reduce.

Key milestones (including dates for achievement)

Appoint Project Managers for Seaton and Exmouth by x

Delivery of Jurassic Coast Visitor Centres at Exmouth and Seaton by x

Cranbrook has a railway station by x

X new jobs by 2012

Safe, clean and green environment

Position now:

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, 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, green flags for two of our nature reserves, a weekly column in local newspapers and great promotion work with our schoolchildren.

We have very low levels of crime in comparison with the rest of the country making East Devon the x safest place 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 Housing.

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.

Where we want to get to:

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

How will we do this?

Lead

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.	KH
Produce a low and zero Carbon Strategy for the West of the District. Explain this better.	KH
Work with partners to address climate change challenges and to produce a carbon management plan for the Council.	KH
Manage the Axe Estuary Wetlands project to create 250 acres of nature reserve, providing a wealth of wetland wildlife in new areas of grazing marsh, reedbed, saltmarsh and lagoons.	KH

Support the development of the Wessex Way cycle route terminus and other cycle ways.	KH
Develop a local litter campaign linked to the Local Public Service Agreement with Devon CC, Teignbridge DC and Exeter CC.	KH
Support development of world renowned Visitor Centres at Exmouth and Seaton.	KH
Adopt the new Cleaner Neighbourhood powers 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.	PJ
Explore wider use of licensing powers to support this priority.	DL
To monitor for any threat to key community facilities and either support their sustainability, or plan for alternatives.	PJ
To 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.	PJ
To provide a country park within Cranbrook and to ensure that major redevelopment schemes provide high standards of landscaping and open spaces.	KH
Move to mobile working and remote access working where it makes business sense.	DL

What does success look like?

People feel that the Council is working to make the area cleaner and greener

People feel that the Council is working to make the area safer

People feel that they can be influential in the way developments are managed to avoid losing what is special about individual communities

Key milestones (including dates for achievement)

A Carbon Strategy for the West of the District by x date

A Carbon Management Plan for EDDC for 2008/09

Axe Estuary nature reserve open to the public by x

A joint litter campaign focused on Exmouth by October 2007

Actions in tackling anti-social behaviour

Mobile working pilot by 2009

Recycling

Position now:

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 not easily been able to respond to the need to increase recycling and reduce landfill due to being bound into an existing collection contract until last year. As a result, we have the lowest rate of recycling and composting within Devon; we were below the average rate of recycling and composting for all district councils in England in 2005/06 and we are in the lowest 25% of sparsely populated district councils for recycling and composting in 2006/07.

The new contract has options to increase the number of properties covered by the scheme and 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.

Where we want to get to:

Win the hearts and minds of the public to really get them on board with us in 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.

How will we do this?

Lead

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.	KH
A six month pilot scheme of fortnightly landfill waste collections and weekly recycling and kitchen waste collections in Axminster, Seaton and Beer.starting in February 2008.. Following the pilot, potentially roll out expanded recycling scheme to the rest of the District over a 4-5 year period.	KH
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.	KH
Improve the availability of recycling facilities at the Council's buildings and other public halls within the District.	KH
Lobby Government, businesses and manufacturers to reduce retail packaging and carrier bags, possibly through the introduction of a local tax.	KH

Review the Waste Strategy and implement best practice in order to become a top 20 performing Council for recycling across the UK.	KH
A planning obligation for the new community at Cranbrook will require funding towards a recycling facility in the west of the District.	KH

What does success look like?

Increase the % of households who participate in the recycling scheme from x to y%
 50% rate of recycling and composting by 2010.
 60% rate of recycling and composting by 2013.
 Our rate of recycling and composting is among the best in Devon by 2013. Check with Mark Reilly on 50% and 60%.
 A top 20 performing Council for recycling across the UK by x date

Young people

Position now:

In the last year we have started to develop 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 and events such as BIAS.

We continue to develop these links, and work closely with Devon County Council who 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.

Where we want to get to:

EDDC wants to continue to engage with young people and children recognising that they are in fact a minority in East Devon. The four areas where we feel we can focus this engagement 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

How will we do this?

How will we do this?	Lead
Involve young people, including the more disenfranchised ones, in decisions that affect them through both informal and formal consultation and the Youth Panel (Scene and Heard).	PJ
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.	DL
Introduce Youth Awards to recognise contributions to the local community.	PJ

Deliver lottery funded play initiatives.	PJ
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.	PJ
Continue to improve our links with local schools and engage with the services flowing from the development of Children's Centres.	PJ
Development of East Devon Unlimited which is an internet communications service for young people designed by young people.	DL
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'.	DL
'Grow our own apprentices' to break down skills barriers and make council service careers more accessible to young people.	DL

What does success look like?

Young people feel well informed about how to get involved in local decision making.
Young people satisfied with opportunities for participation in local decision making.
Young people feel that they can influence decisions affecting their local area.

Key milestones (dates for achievement)

Set up a Youth Panel (Scene and Heard) by X date
East Devon Unlimited is recognised as a 'must click' by young people in the District
Offer two apprenticeships by x date
Deliver x schemes by y date

Our customers

Position now:

We have come a long way over recent years, and have in place a good policy framework. This has led to major improvements in our website, the introduction of a Customer Service Centre, specific training on the customer service standards we expect, and more emphasis on consulting and involving our customers in setting priorities and organising our services. But, we know we can get better, and certainly the results of the last General Survey in 2006 show us that improve the way in which we keep people informed on things that they have said are important to them.

Where we want to get to:

Increase the number of residents who understand what we do and are satisfied with what we do.
Develop easy to access services, making best use of new technology, which are right first time and which delight our customers.
A more strategic approach to communication based on our priorities.

Integrate people with different needs in our communities through a better approach to equality and diversity.

How will we do this?

Lead

Introduce a corporate 'systems thinking' approach to delivering services which truly puts customers at the heart of the way we work.	DL
Get the basics right by making sure that standards for response times and follow-up to contact by customers and councillors are met.	DL
Deliver a more focused approach to Communications as set out in our Corporate Communications Plan.	DL
Review accessibility of our services and explore 'hubs', one stop shops and e-education with Devon County and other potential partners.	DL
Review our branding and design guidelines.	DL
Benchmark with best practice in communication and consultation, including promoting internet use.	DL
Explore delivery of service through Town and Parish Councils and the Third Sector and the provision of funds for this.	MW
Develop 'Chartermark' approach in more services to involve customers in designing services and develop a clear consultation plan.	DL
Achieve Level 2 of the Local Government Equalities Standard by 2008 and ensure that our key services are regularly assessed for the equality impact.	PJ
Extend our approach to tenant participation as recommended by the Housing Inspection.	PJ

What does success look like?

Services are delivered in such a way that they delight our customers.
 We regularly communicate using a variety of different mediums including email and the internet.
 We can demonstrate our service delivery standards through clear benchmarks.
 People feel well-informed about the standard of service they should expect from the Council.
 People feel well-informed about what the Council is doing to tackle anti-social behaviour in their local area.
 People feel well-informed about how to get involved in local decision making.
 People are satisfied with opportunities for participation in local decision making.

Key milestones (dates for achievement)

Embed the 'systems thinking' approach in our service delivery by December 2009.
 Equality impact assess key service areas by xxx
 Visit other district councils to benchmark communications best practice by December 2007
 Improved results in our 2009 general survey on how well informed residents feel.

Inspirational Council

Position now:

We have been continuously evolving to ensure that our services represent great value, that we are seen as 'an employer of choice' as well as a proactive partner in the wider local government arena. To this end, we have put in place a robust performance management framework, praised by the Audit Commission in its 2007 annual letter, backed up by many positive measures to support our staff and celebrate their successes.

We have also played a prominent part in many partnerships, including regional and national bodies, in agreeing the developments to the West of the District (the new community at Cranbrook, Skypark and the Science Park) and also with the Maritime and Coastguard Agency, Devon County Council and others on the Napoli incident.

In terms of whether we offer value for money, we have the x lowest council tax level in the country, coupled with good satisfaction levels with our services. However, the Audit Commission have challenged us to put in place a more robust approach to test more vigorously whether we offering value for money, and this is included in our plans.

Where we want to get to:

Build our capacity to deliver additional value by forming effective and purposeful partnerships with other agencies to provide better services and facilities for the people of East Devon.

Continue to develop clear best practice in performance, financial and staff management which is embedded and benchmarked against our peers.

Develop a corporate approach to procurement to produce greater efficiencies and an improved method for assessing value for money.

Exploit mobile and homeworking to their full potential.

Play a key strategic role in influencing at the national, regional and sub-regional level.

A meaningful Community Plan, developed with our partners, that helps us place-shape and achieve our priorities.

Develop a robust approach to Data Quality which meets the stringent Audit Commission standards.

How will we do this?

Great value

Lead

Develop formal partnerships with other local, county and regional bodies with clear outcomes and purpose linked to community needs.	MW
Develop a Value for Money Strategy which focuses our efforts in delivering greater value to the customer whilst recognising diverse needs.	DP
Speed up implementation of the Procurement Strategy, introduce an Invest to Save approach and achieve a balanced budget.	DP
Promote benefits take up so that more people get what they are entitled to.	DP
Review performance and purpose of our assets against a robust Asset Management Strategy.	DP
Enhanced role of the Audit and Governance Committee to monitor data	DP

quality in accordance with the Data Quality Policy.	
Raise awareness of the importance of high standards of member and officer conduct through the Standards Committee.	DL
Explore opportunities for shared services/joint commissioning and establish a clear business case.	DL
Explore mobile working options through a pilot scheme.	DL

Great employer

Lead

Introduce campaigns that build on the success of our well being strategy to deliver top quartile performance in managing attendance.	DL
Continue to engage staff and canvass their views and ideas through the Big ESS (suggestion scheme) and employee feedback surveys.	DL
Celebrate success and achievements of staff through the development of our star performer and Recognition Strategy.	DL
Deliver leadership training for all senior managers, and manager development training for all middle managers.	DL
Retain our corporate Investor in People award.	DL
Deliver effective workforce planning to ensure we have the right resources, at the right time to meet our ambitious plans.	DL
Aim to feature in the top 20 Best Councils Sunday Times Survey.	DL
Introduce 'branding' of employee communications.	DL
Deliver an improved Intranet, including an 'EDDC and me' section on the Intranet for all staff issues, many of which are currently issued by email.	DL
Expand our Staff Joint Forum to include a greater number of staff representatives to enhance staff engagement.	DL

Great partner

Lead

Be a lead council in paving the way for a more integrated approach to service delivery across Devon.	MW
Lead the partnership approach to an East Devon Community Plan to make sure it helps us achieve our customers' priorities.	PJ
Development of an ethos of partnership working across the Council based on our Partnership Strategy.	PJ
Put a Member development programme in place to build on the strengths and skills of our elected members .	DL
Enhanced scrutiny role to consider other agencies and their impact on our customers.	DL
Support poorer performing partners in their improvement plans.	MW

Our representatives on outside bodies share information from partnerships within the Council.	MW

What does success look like?

Our staff turnover remains under 8%.
 Our average days off sick compares favourably with the top performing councils.
 We are publicly acknowledged as a top 25 Council employer endorsing the effectiveness of our staff engagement strategies.
 Our off the job training days per employee reaches the top 25% of councils
 Provide Member training in key areas.
 Measurable, meaningful Community Plan
 An improved score of 3 out of 4 for the Data Quality Audit in 2007/08

Key milestones (dates for achievement)

Develop an agreed Value for Money Strategy by x
 Reduce sickness absenteeism to below 8.50 average days in 2007/08
 Produce a business case for joint working/or not with Devon County and other district councils by March 2008
 Ensure all Members have received Diversity training by March 2008
 Develop the intranet site to provide a section for employee information by March 2008