

# **EAST DEVON DISTRICT COUNCIL**

## **Corporate Strategy**

**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:**

- Affordable homes
- Thriving economy
- Safe, clean and green environment
- Recycling
- Children and young people
- Excellent service for our customers

- 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 68 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 35,500), 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 129,800: 61,800 men and 68,000 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 62,120 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. This year the process of developing our priorities and how we will achieve our aspirations has 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 have 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

### **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

<b>Priority one: AFFORDABLE HOMES</b>		
<b>Long term vision:</b>		
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 our tenants in decisions affecting their homes.		
<b>The position now and key challenges we face:</b>		
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 30 affordable homes plus one rural housing scheme, but we want to get to a position where we are able to deliver much more than this.		
We aim to manage our existing council homes effectively and efficiently through an annual Housing Revenue Account budget of £12.6 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.		
<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
Significant increases in the supply of affordable homes.	Radically review the Supplementary Planning Guidance and other policies relating to affordable housing to help us deliver higher numbers of affordable housing.	Delivery of at least 200 affordable homes each year across the District from 2008 to 2011 with an aspiration to deliver up to 300 a year from 2011 to 2015.
	Make sure the Local Development Framework helps us substantially increase provision of affordable homes.	Achieve a target of 40% affordable homes in all relevant new developments, Cranbrook being the major one
	Use the consultation process outlined in the Local Development Framework to consult and engage residents in the benefits of further development and regeneration.	Unopposed planning applications which meet community aspirations and plans
	Work with Parish councils to identify sites that can be used for building	Complete at least one rural based

<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
Significant increases in the supply of affordable homes.	Through the Private Sector Housing Renewal and Empty Homes Strategies maximize the use of existing properties through conversion, reuse of redundant farm buildings, or bringing empty homes back into use.	Return 20 vacant properties a year back to use in the rented sector
	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.	Target to provide 6 additional homes a year through the Private Sector Housing Strategy.
Improvements in the management of the Council's housing stock	Implement the Housing Strategy Housing Revenue Account Business Plan and Improvement Plan.	Maintain high levels of tenant satisfaction
	Implementing the recommendations from the Audit Commission inspection of housing management services.	Improve performance indicator scores to top 25% by 2009
	Examine and import good practice from elsewhere in the housing sector.	100% implementation of the Housing Inspection recommendations by March 2010

**Priority two: THRIVING ECONOMY****Long term vision:**

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 work closely with Devon County 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 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 Area of Outstanding Natural Beauty policies that cause tensions between landscape and social and economic considerations.

We want successful sustainable communities with the right amenities delivered at the right time and we want East Devon to realise its full potential as a major sub-regional partner.

**The position now and key challenges we face:**

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, 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. 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.

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 Local Nature Reserve.

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
Economic growth in the West of the District	Ensure the provision of sustainable forms of transport, walking, cycling and buses.	Transport Strategy for the new employment sites in the West of the District is delivered
	Facilitate delivery of a new railway station at Cranbrook with public transport provision to all major development sites.	Cranbrook has a railway station by 2009
	Resolution of the way forward for delivering the Phase 2 access solution to the M5 junction 29/A30 improvements.	By 2011: Regional Fund allocation of £12 million secured Regional Infrastructure Funding committed by the South West Regional Development Agency Major Scheme bid approved for access and design.
	Support development of a strategically important business park (Sky Park) providing business accommodation and knowledge based jobs.	The first building is built on site by 2011
Regeneration of Exmouth and Seaton	Develop the Local Area Agreement with Devon County Council and the South West Regional Development Agency for delivery of employment sites.	Harepath Rd in Seaton is an established employment site by 2011  200 new jobs in the Seaton area by 2013

	Secure lottery funding for the development of the expanded Wetland Nature Reserve project.	Delivery of the Seaton Wetland Nature Reserve by 2011
<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
	Transform the visitor economy of Seaton to generate at least 200,000 additional visits a year	New and varied upmarket places for visitors to stay in Seaton  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 club and sports fields with changing rooms	Improved youth facilities by 2009
	Work with Exmouth Town Council to secure major private sector investment to improve the variety of shops in Exmouth Town Centre to target markets not currently catered for and provide a major convenience store.	A rich variety of shopping provision reflecting the best performing towns in the country
	Secure redevelopment of the key commercial sites in Exmouth identified in our Local Plan.	2-300 new jobs to help reduce the 23% of people travelling from Exmouth to Exeter for work.
	Address the car parking provision shortfall in Exmouth Town Centre.	80 more car park spaces in the short term
	Support the Jurassic Coast Visitor Centre projects at Exmouth and Seaton.	Delivery of Jurassic Coast Visitor Centres at Exmouth and Seaton by 2012

<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
Delivery of economic growth throughout the District	Use opportunities provided by the Local Authority Business Growth Incentive Scheme to reinvest in economic development initiatives in consultation with East Devon Business Forum.	Create 5,331 office jobs and 2,210 industrial jobs over a ten year period from 2009/10 - 2020
	Work with businesses to implement the Better Regulation Framework and ensure a fair and consistent approach to regulation.	
	Review current local plan policy for Areas of Outstanding Natural Beauty and rural areas in the preparation of the new Local Development Framework.	
	Encourage and bring forward redevelopment opportunities identified in the Local Plan.	

**Priority three: SAFE, CLEAN AND GREEN 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, green flags for two of our nature reserves, 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
A safe environment	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>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 General Survey</p>
	Apply new housing standards in privately rented properties to ensure they are safe and have adequate facilities.	A reduction in the number of dwellings which fail to meet the Housing Health and Rating System
	Implement flood alleviation, coastal protection and land remediation schemes.	Delivery of the Capital Programme
	Monitor for any threat to key community facilities and either support their sustainability, or plan for alternatives.	
	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.	People feel that they can be influential in the way developments are managed to avoid losing what is special about individual communities

The outcomes we want	The ways in which we will achieve these	Success indicators
A clean environment	Develop a local litter campaign linked to the Local Public Service Agreement with Devon County Council, Teignbridge District Council and Exeter City Council.	People feel that the Council is working to make the area cleaner  A joint litter campaign in Exmouth by October 2007
	Develop the REACT StreetScene Team to improve street cleaning across the District.	Achieve top 25% of all councils by 2011 in the national performance indicator for clean streets
	Robust enforcement through pro-active prosecution of those who pollute, litter and fly tip.	
	Work with the national group, Environmental Campaigns to develop future campaigns to keep East Devon beautiful.	
A green environment	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.	Implementation of a Sustainability Strategy for Cranbrook
	Pursue the use of alternative building design and different types of building materials whilst maintaining high standards of sustainable housing and energy conservation.	People feel that the Council is working to make the area greener
	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.	A Carbon Strategy by 2008 showing how we can achieve this % reduction

<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
A green environment	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.	Increase from 60 to 250 acres of Nature Reserve land
	Continue to maintain our parks and gardens to a high standard	Recognition through continued awards and high satisfaction ratings
	Support the development of the Wessex Way cycle route terminus and other cycle ways.	Deliver the cycle terminus by December 2009
	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 by 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 7150 households in fuel poverty in East Devon

<b>Priority four: RECYCLING</b>		
<b>Long term vision:</b>		
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.		
<b>The position now and key challenges we face:</b>		
<p>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.</p> <p>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.</p> <p>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. 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.</p>		
<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
A rise in recycling and composting and a fall in the disposal of other waste	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>30% rate of recycling and composting by 2010</p> <p>50% rate of recycling and composting by 2013</p>

The outcomes we want	The ways in which we will achieve these	Success indicators
<p>A rise in recycling and composting and a fall in the disposal of other waste</p>	<p>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 following cost-benefit analysis.</p>	<p>Our rate of recycling and composting is among the best in Devon and in the top 20 nationally by 2013</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>A top performing Council for recycling across the UK by 2013</p>
	<p>Improve the availability of recycling facilities at the Council's buildings and other public halls within the District.</p>	<p>An increase in the % of households who participate in the recycling scheme (set the baseline before March 2008 and % increase for the next 4 years)</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>KH to introduce baseline data and a measure for extra provision during 2008/09)</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>	
	<p>Planning design will require recycling facilities for each home.</p>	
	<p>Participation in the new Local Area Agreement will encourage an increase in recycling across Devon.</p>	
	<p>Introduction of waste and water minimisation schemes in new developments.</p>	<p>A full and effective role in the new Local Area Agreement</p>
		<p>100% of all new relevant developments have these schemes</p>

<b>Priority five: YOUNG PEOPLE</b>		
<b>Long term vision:</b>		
<p>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:</p> <ul style="list-style-type: none"> <li>• consulting with children and young people</li> <li>• rewarding and recognising the efforts and achievements of children and young people</li> <li>• providing services for young people</li> <li>• protecting children and young people.</li> </ul>		
<b>The position now and key challenges we face:</b>		
<p>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, events such as BIAS and the development of a vision for the Council.</p> <p>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.</p>		
<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
Consulting with children and young people	Continue to engage with children and young people in line with the Consultation Guide and encourage them to be involved in developing and evaluating consultation methods.	Young people feel well informed about how to get involved in local decision making
	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).	Young people satisfied with opportunities for participation in local decision making and their ability to raise their concerns
	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.	Young people feel that they can influence decisions affecting their local area

The outcomes we want	The ways in which we will achieve these	Success indicators
Consulting with children and young people		Set up a Youth Panel (Scene and Heard) by December 2007  100% of new skate parks involved young people in design and development
Rewarding and recognising the efforts and achievements of children and young people	Introduce Youth Awards to recognise contributions to the local community.	Recognition of young people in the local media
	Facilitate young people in challenging stereotypical media-led views about them.	
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 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.	
	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'.	Set the baseline for applications from school and college leavers and increase the % by 2010

<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
	'Grow our own apprentices' to break down skills barriers and make council service careers more accessible to young people.	Offer two apprenticeships in 2008
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.	

<b>Priority six: EXCELLENT SERVICE FOR OUR CUSTOMERS</b>		
<b>Long term vision:</b>		
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.		
<b>The position now and key challenges we face:</b>		
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.		
<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
Consistently satisfied customers.	Introduce innovative approaches to delivering services which truly put customers at the heart of the way we work.	Embed innovative approaches to service delivery by December 2010
	Get the basics right by making sure that customer standards for response times and follow up contact are met.	We are a top 25% council in the national general survey customer satisfaction measures
	Review our Communications Strategy to ensure more focused communication with customers about issues that they consider are most important.	Benchmark with best practice to drive improvements in the Communication Strategy and deliver a revised strategy by January 2008

<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
Consistently satisfied customers.	Review accessibility of our services and 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.	Customers and inspectors rate our services as accessible
	Exploit technology to make sure our services join up with other linked services and offer efficient solutions to improved customer service to our customers.	Achieve top 25% in the country in national targets for customer contact
	Explore the delivery and funding of services through Town and Parish Councils and the Third Sector.	
	Increase the number of service areas that involve customers in the design of service delivery.	Corporate Chartermark by 2011
	Ensure our services are designed and delivered to meet the diverse needs of all our customers.	Achieve Level 2 of the Local Government Equalities Standard by 2008 and ensure that our key services are regularly assessed in equality terms
	Implement the recommendations of the Housing Inspection to extend our approach to tenant participation.	Re-inspection results in a '2 star council' judgement

<b>Priority seven: INSPIRATIONAL COUNCIL</b>		
<b>Long term vision:</b>		
<p>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.</p> <p>As an inspirational Council we aim to feature in the top 20 Best Councils and to ensure we attract talent from all over the UK and be an 'employer of choice' in the local community.</p>		
<b>The position now and key challenges we face:</b>		
<p>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.</p> <p>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.</p>		
<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
Great value for our customers	Develop formal partnerships with other local, county and regional bodies with clear outcomes and purpose linked to community needs.	Implementation of the East Devon Sustainable Community Plan
	Develop a Value for Money Strategy which focuses our efforts in delivering greater value to the customer.	Inspectors rate our approach as effective
	Prioritise the implementation of a Procurement Strategy which will embrace key themes of 'invest to save' and achieving a balanced budget.	National efficiency targets met

The outcomes we want	The ways in which we will achieve these	Success indicators
Great value for our customers	Improve the accessibility and our promotion of benefits so that people claim what they are entitled to.	Increase in benefits take-up
	Review performance and purpose of our assets against a clear Asset Management Strategy.	Inspectors rate our approach and Strategy as effective  ICT systems enable a shift from reactive to planned maintenance of assets
	Develop and implement a robust and comprehensive ICT Strategy	An holistic approach to ICT based on the business needs of the Council
	Develop a robust approach to Data Quality to meet the stringent Audit Commission standards.	Data handled in line with our Strategy, and action plan completed to ensure Data Quality issues embedded
	Enhance the role of the Audit and Governance Committee to monitor data quality. This is vital to ensure accurate benchmarking so that value for money can be accurately assessed.	
A 'partner of choice'	Be a lead Council in paving the way for a more integrated approach to service delivery across Devon.	Inspectors rate us highly in partnership working
	Lead the Local Strategic Partnership approach to an East Devon Sustainable Community Plan to make sure it helps us achieve our customers' priorities.	

The outcomes we want	The ways in which we will achieve these	Success indicators
A 'partner of choice'	Embed the ethos of partnership working across the Council based on our Partnership Strategy.	
	Develop a Member development programme to build on the strengths and skills of our elected members.	100% of councillors have a development plan by April 2010
	Enhance the role of Scrutiny to consider other agencies and partnerships and their impact on our customers	Council rates the Scrutiny Committee as effective and useful on an annual basis
	Support poorer performing partners in their improvement plans.	
An 'employer of choice'	Continue to work towards the principles promoted by Investors in People.	Successful reassessment in 2008
	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 survey
	Increase staff satisfaction with the Council as an employer.	Be amongst the top 20 Best Councils in the annual Times competition
	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' in 2008 and 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

<b>The outcomes we want</b>	<b>The ways in which we will achieve these</b>	<b>Success indicators</b>
	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 Best Value Performance Indicator 12