

Christchurch and East Dorset Partnership CORPORATE PLAN 2012- 2016

Foreword



We are at a critical point in time where local Councils have an important part to play in helping the country emerge successfully from difficult economic times.

We need to be innovative in our ideas and approach, especially with regard to our economic development activities as a means of promoting overall prosperity thriving communities and housing to meet the needs of the future. I believe that our Corporate Plan will help us respond positively to these challenges in the coming years.

Councillor Ray Nottage

Leader, Christchurch Borough Council

At a time when many Councils are under pressure to deliver less, I am excited by the fact that together Christchurch and East Dorset are aiming to sustain services and where possible deliver more for their communities.

Our joint Corporate Plan is ambitious and reveals the sensible conclusion that we can deliver more by working jointly than by working in isolation. We share the same aims but at the same time will ensure that our plans where necessary also reflect local distinctiveness in the way that we deliver our services that are so highly valued by our communities.

Councillor Spencer Flower

Leader, East Dorset District Council



Introduction

Christchurch and East Dorset are councils which are individually well regarded. Both understand that working in partnership to deliver common aims gives both of them greater capacity and resilience in delivering the services that are important to local people.

Over the life of this plan our staff will be challenged to work differently and I am confident that they will respond positively to make the Partnership a success.

David McIntosh

Chief Executive, Christchurch Borough Council and East Dorset District Council

COMMUNITY

Why this is important

Our aim is to use the greater freedoms handed down from central government to help our communities thrive and prosper; this means creating the conditions where communities are supportive of each other and have the confidence and skills to manage some local services for themselves. We will continue to work hard with our partners to keep crime at low levels and play our part in delivering new arrangements for the provision of public health services.

During the plan period we will:

C1	Provide communities with opportunities to take greater involvement in running public services
C2	Improve opportunities for young people to live healthy and successful lives
C3	Work with partners to ensure crime levels in 2016 do not exceed 2011 levels
C4	Improve life chances for vulnerable people
C5	Deliver improvements for health and wellbeing across the Christchurch and East Dorset communities

You will know we have achieved our objectives because you will see:

An increase in the number of people involved in volunteering as measured by the Residents' Survey

An increase in numbers of young people involved in work-based training opportunities with the councils compared with 2012

An increase in the percentage of people who feel safe walking after dark as measured by the Residents' Survey

Crime levels at the end of the plan period do not exceed those recorded in 2011

Service Level Agreements in place for all community grants over three years in duration or greater than £2000 pa in value

The production of an adopted Health and Wellbeing Strategy and Action Plan by 2013

An increase in the percentage of people using green space for exercise/health reasons

A reduction in the proportion of adults classified as overweight or obese

ECONOMY

Why this is important

It is vital that the response to the challenging economic times we face is a positive and optimistic one. Although local Councils have a limited impact on the global economy, at a local level we do have a role in encouraging enterprise and helping to establish the conditions which promote growth and prosperity. We will lobby hard at a regional and national level and invest our own resources wherever possible to maintain and improve the viability of our town centres.

During the plan period we will:

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| EC 1 | Create conditions for existing and new businesses to thrive |
| EC 2 | Encourage thriving and welcoming town centres and a strong rural economy |

You will know that we have achieved our objectives because you will see:

An adopted Core Strategy which includes allocation of employment sites sufficient to meet evidenced need

An increase in overall employment and specifically in the care, aerospace and tourism sectors during the plan period from a baseline established during 2012

Superfast broadband is available across 90% of the East Dorset District Council and Christchurch Borough Council area by 2016

An increase in overall gross business rateable value by the end of the plan period

ENVIRONMENT

Why this is important

Our important features such as Harbour, Heathland, rivers and beaches, Areas of Outstanding Natural Beauty and other designated sites play a fundamental role in enhancing the quality of life of our local communities and a wider setting that attracts businesses. We all have a responsibility to ensure that the decisions we make today do not have an adverse effect on future generations. We will also lead by example in our own internal environmental performance.

During the plan period we will:

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| ENV 1 | Minimise waste to landfill and optimise recycling |
| ENV 2 | Manage the conflicts between developing the built environment and protecting the natural environment |
| ENV 3 | Ensure that the principles of sustainability are embedded in the conduct of the Councils' business |

You will know that we have achieved our objectives because you will see:

A reduction in waste arisings per head of population by 0.5% pa

A recycling and composting rate of 60% achieved by 2016

The Core Strategy, Heathland Development Plan document and Community Infrastructure Levy will have been adopted during the Corporate Plan period

A reduction in Council business mileage during the plan period

A net reduction in energy and water use by the Councils during the plan period

A reduction in waste to landfill from Council buildings during the plan period

HOUSING

Why this is important

Enabling the provision of appropriate housing according to need has been a priority in the whole of Dorset for a considerable amount of time. Housing is not just an end in itself; it is important in supporting a thriving mixed community, housing employees who will drive our economy in the future, catering for the needs of an ageing population and protecting the quality of life for vulnerable people.

During the plan period we will:

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| H1 | Enable provision of housing appropriate to meet all needs |
| H2 | Promote sustainable housing development |
| H3 | Facilitate innovative approaches to housing need |

You will know that we have achieved our objectives because you will see:

Affordable rented housing increased as a proportion of new housing delivered

A joint housing allocations policy and procedure introduced by 2013

An adopted Local Development Framework which reflects the need to supply housing in support of the economy

Urban design codes completed by 2016

The number of 16 and 17 year olds in bed and breakfast accommodation declining over the plan period

A reduction in the number of people in fuel poverty

A reduction in the number of statutory homelessness cases over the Plan period

PERFORMANCE

Why this is important

Never before has the public sector been under so much pressure to reduce expenditure and become even more efficient in the procurement and delivery of services. Our partnership working is a key element in delivering the efficiencies demanded by nationally prescribed austerity measures. Our Corporate Plan aims to deliver on these targets and maintain and improve the quality of services.

During the Plan period we will:

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| PER 1 | Maximise Partnership activities which maintain services and increase efficiency |
| PER 2 | Ensure Council resources are used efficiently and effectively |
| PER 3 | Promote a positive reputation with residents, customers and businesses |

You will know that we have achieved our objectives because you will see:

The required savings targets delivered over the life of the Corporate Plan

A reduction in sickness absence rates for staff

The programme for Capital expenditure is achieved without the Councils having to borrow money

Customer satisfaction levels are maintained at 2011 levels based on a Place Survey in 2015

That we can demonstrate value for money and the External Auditor is satisfied that our accounts are in order each year.

The shared service timetable is completed by 2016