

East Hampshire District Council

corporate strategy

2014 - 2019

Improving
People's Lives

an overview

The strategy is written in six sections

Our **Mission** describes what the council is here to do; it could be tagged our purpose or objective. The mission is unlikely to change in the medium term and has been our mission for some years now.

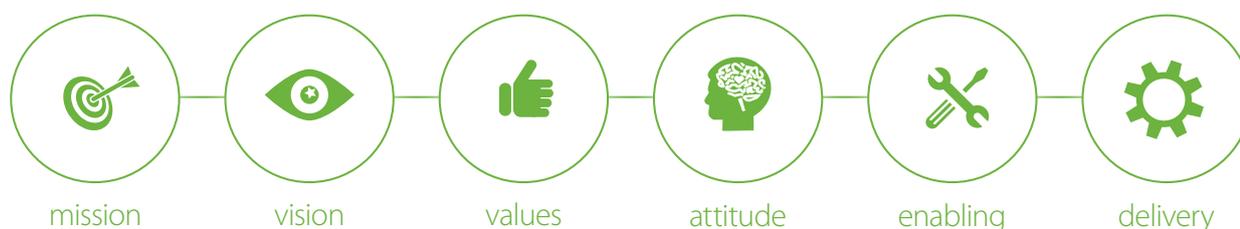
The **Vision** describes our aspirational future state. Inevitably, it includes a significant element of 'stretch targets'. It is written in the present tense as though it was 2019 and that our vision has been achieved. This attempts to paint a verbal picture of the aspiration.

Attitude defines the basic principles of attitude and behaviour in our council, for both officers and councillors. Like the mission, these are not expected to change in the medium term and have been adopted by the council for several years. They do not replace the generally accepted standards for the Code of Conduct which are more detailed. With the right attitude we can achieve anything we set out to do.

Values describe our corporate philosophy and strive to set us apart from other councils. Adherence to these values will ensure we will achieve our aspirations of excellence as defined by the vision.

Our vision for the future gives a clear view of what success will look like. The **Enablers** section describes what we need to have in place to achieve the vision by 2020. It can be seen as a first cut of the 'how to'.

Lastly, we must embrace a significant reconstruction of the manner in which the public sector delivers its services. So, in the final section we look at possible approaches for **alternative models of service delivery**.



our mission



To improve people's lives by providing excellent public services that represent good value for money and meet our communities' needs.

Our operational priorities that deliver this mission are

Financial Sustainability 

Economic  growth

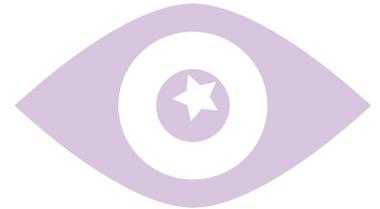
 Environmental Sustainability

Public Service **Excellence** 

Creativity & 

Innovation

the vision



It is **1st May 2019**. Just over five years since we finalised our strategy at the beginning of 2014. We can report the following successes...

EHDC is the most admired local authority in Britain.

Our council is **financially independent** of all government funding. Council tax has been held at 2013-14 levels throughout this period. We have developed new and sustainable revenue streams to fund essential services. A study is under way to assess the possibility of progressively reducing our requirement to levy any tax at all.

The key to our success has been our focus on **revolutionary change** through creativity and innovation. By focussing on the art of the possible, we have developed an approach to research and development that has enabled us to deliver new services in proactive and radically different ways that add value to our customers' lives.

An example is that we adopt new and innovative solutions for dealing with refuse. This will include maximising income from recycling and using residual waste to generate energy locally to feed in to the National Grid. As a result, refuse processing is now a profit generator and underpins our plans to remove Council Tax.

Council services are now seen in the same way that products are seen by the private commercial sector. **New Product Innovation** has become a core council activity, together with a programme of product development and product segmentation offering a menu of services at varying levels of service and varying costs to residents, giving customers choices to suit their budgets and requirements.

This is possible because of the new **freedoms for local councils** enacted in response to our political lobbying.

EHDC is an **innovative and entrepreneurial** Council, leading the way for public service in Britain. We have recruited and developed professional council officers with a range of skills, experience and

commercial acumen.

EHDC is not risk averse

and has a culture

that embraces and

implements new ideas.

The working environment has been transformed for officers and councillors into one of strong motivation. Staff are happy to give their time, effort and performance, in return for excitement and high levels of reward and recognition.

When making policy and investment decisions we acknowledge an equal and serious responsibility to safeguard and improve our residents' quality of life, cultural wealth and our natural

We are seen as the most business-like partner for the public, private and voluntary sectors and have a reputation as the **most business-friendly council in Britain**. This has helped to develop a buoyant and growing local economy. We have supported local businesses to ensure that local people of all ages are able to find employment and remain in East Hampshire.

We have revamped and modernised the old concepts of partnership working which remain vital models of service delivery. We have led the way in providing a single, simple interface for the public to access all public services, regardless of provider. As a result EHDC has established itself as a **national leader in partnership working** and will take on the management of shared services for other councils in return for a management fee.

We are robust **guardians of our 'natural capital'** providing leadership and inspiration to others in our ability to balance our responsibility to generate income, while reducing harmful emissions, protecting our local and global environment. Therefore it is a feature of our economic development strategy to promote and support a strong green economy within the district so as to maximise the opportunities afforded by this growing sector.

heritage. **Financial self-sufficiency** has been achieved using economic and non-economic calculus as a basis for investment cost benefit analysis. Preventing the degradation of our natural asset base holds equal value when determining investment and service level decisions. The rate of financial return is not our sole marker for success.

Throughout, EHDC has remained a well-defined local council with an admired and trusted mutually beneficial relationship with the residents and businesses of East Hampshire. Our **focus on our customers** ensures that services are accessed in ways that reflect their preferences and needs which has resulted in improved customer satisfaction and experience as well as reducing our costs.

We have supported the delivery of the Spatial Vision for East Hampshire, which is now the **best place in Britain to live and enjoy life**. It is an excellent brand for partners to be associated with and for staff and local residents to be proud of. Taking our spatial vision for living, business and relaxing together with our radical approach to new services and products, East Hampshire is at the top of the list of preferred places to live and work.

attitude

The way in which our officers and councillors approach their work



**Fairness
and
integrity**

in all that we do

Responsibility

for our actions

**Respect
and
support**

for each other

our values



Our corporate philosophy

Customer focus

Putting the Customer at the centre of everything we do.
Never say NO to a customer

Cost effectiveness

Giving excellent value
for money

Innovation

Finding radically new and
better ways to meet the
needs of our customers

Environmental sustainability

Safeguarding the environment
for future generations

Entrepreneurship

Open to the consideration
of new and untried ideas as
innovators and embracing
constructively the opportunities
from being a fast follower

enablers



These are the tools that we will use to help us achieve our vision by 2020

Marketing strategy

Our approach to service delivery adopts the principles of marketing which are to assess the needs of the resident, business and visitor population using customer insight. To design and secure delivery of services to meet those needs.

Marketing is the way our whole organisation works and specifically how we deploy our resources to best effect to meet local needs. This approach will help us to ensure that our resources are focussed on the priorities of the community we serve. We will develop sustainable funding streams and make strategic investments to meet both our financial and environmental goals.

Our staff and councillors

We want our staff and councillors to share in these aspirations. This will require a new skill-set and mind-set. We will need effective organisational development to ensure our people develop, or are recruited with, the appropriate skills and competencies to deliver the ambitious programme of innovation and change we have planned and work within an enabling and effective structure.

Creativity and innovation

In the current economic climate we cannot rely on business as usual. It is only through fresh ideas and by doing things differently that we can meet the challenges we face.

Innovation will be at the heart of adding value to our services. By continually challenging the status quo, understanding customer insight and developing timely, imaginative and novel solutions.

We need to create the right conditions within our organisation to allow innovation and creativity to flourish. To be successful, we will need to ask questions, challenge one another, see possibilities, think differently and be willing to accept risks. Most of all we will need the passion to drive an idea to its conclusion.

we can meet the challenges we face through fresh ideas and by doing things differently

the key to success will be to unlock and harness the talent, energy and imagination of all our people

A key to success will be to unlock and harness the talent, energy and imagination of all our people. Innovation is not the domain of a small group of people - it is the responsibility of everyone.

An enabling political environment

The current legislative regime will constrain our plans for the future. Without significant change our innovation will be stifled and our ability to generate income limited.

We will lobby to achieve this change and to remove the numerous paradoxes of policy that have been introduced. We need central government to be innovative too and we look forward to a trusting and mature conversation with them to help us to deliver these results.

Technology

Our customer focussed approach will be supported by technology that will help us to deliver seamless public services together with our

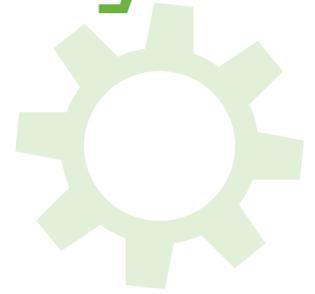
partners. Local access to services will be supported by online facilities making it easier for customers to conduct their business with local public services according to their preferences of both time and type of contact. We need to help customers secure the service they want without worrying about who delivers it by offering an online utility portal similar to 'Gov.uk'.

Mobile technology will allow our officers to deliver services more flexibly wherever they are, in the office, in the customer's home or anywhere on the move. This will improve access and speed of delivery.

making it easier for our customers to get the services they want, in the way that they want them

service delivery

Alternative models of service delivery



The status quo is not an option. We must take a hard look at what services need to be delivered and who is best placed to deliver them. A radical approach is required to deliver 'more for less'. This includes reviewing whether internal, external or mixed economy solutions are most appropriate.

This approach may include the more traditional outsourcing, shared service and partnership options which still have an important role, but may also include joint ventures, mutuals and social enterprises. New models must demonstrate they can deliver services for less.

Part of this picture is changing our relationship with the voluntary sector by moving away from grant funding to the commissioning of specific strategic outcomes that align with the Council's priorities and customer needs. Work has already started to prepare our voluntary sector partners for this approach.



Cllr Ferris Cowper, Leader



Gill Kneller, Executive Director

and 'Critical Friends'.

Adopted 7 February 2014



Social media

[www.facebook.com/
EastHampshireDistrictCouncil](http://www.facebook.com/EastHampshireDistrictCouncil)
www.twitter.com/EastHantsDC

Online

info@easthants.gov.uk
www.easthants.gov.uk

Phone

01730 266551

Post or in person

East Hampshire District Council
Penns Place, Petersfield,
Hampshire GU31 4EX