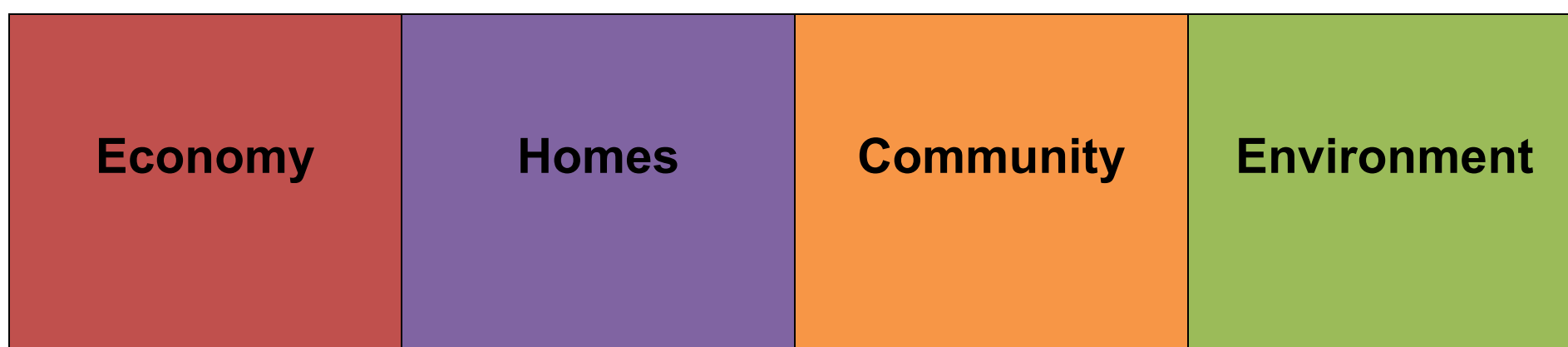


Our Corporate Plan 2016 to 2020

Our Vision: Your council, your future



Our priorities:



<p>We will focus on:</p> <p>Bringing new businesses into the District</p> <p>Encouraging business growth and development</p> <p>Improving and regenerating our town centres</p> <p>Growing the tourism sector</p>	<p>We will focus on:</p> <p>Building more council houses</p> <p>Facilitating the housing growth that Mid Devon needs, including affordable homes</p> <p>Planning and enhancing the built environment</p>	<p>We will focus on:</p> <p>Working with local communities to encourage them to support themselves</p> <p>Working with town and parish councils</p> <p>Promoting physical activity, health and wellbeing</p>	<p>We will focus on:</p> <p>Increasing recycling and reducing the amount of waste</p> <p>Reducing our carbon footprint</p> <p>Protecting the natural environment</p>
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Overarching priorities:

- Efficiencies and value for money
- Digital transformation
- Staff and Member development

Priority 1: Economy

Over the next four years we will:

Aim 1 - Attract new businesses to the District

- Focus on particular sectors and their supply chains e.g. agriculture, food and drink offer, leisure and tourism, professional scientific and technical, etc.
- Actively market and promote the employment sites within our Local Plan by improving the marketing of Mid Devon as a place for business

Aim 2 - Focus on business retention and growth of existing businesses

- Work with education providers to ensure that skills training matches the needs of businesses and creates jobs through apprenticeships
- Lobby Devon County Council and others for faster Broadband
- Work with the business groups in the area to improve local economic vitality

Aim 3 - Improve and regenerate our town centres with the aim of increasing footfall, dwell-time and spend in our town centres

- Improve the Tiverton Pannier Market and support other local markets in the District
- Focus on projects that will regenerate and increase footfall in our town centres
- Focus on projects in town centres that will enable heritage and/or the Arts and economy to work together

Aim 4 - Grow the tourism sector

- Increase the number of people visiting, staying and spending money in the District
- Improve the marketing of Mid Devon as a visitor destination

Other

- Act as a champion to improve local rail services
- Work in partnership with the Heart of the South West Local Enterprise Partnership, Devon County Council and Exeter, East Devon and Teignbridge on projects that will support and grow the local economy
- Be proactive in bringing funding into the District to support economy projects
- Be more entrepreneurial and commercial as a council

Our priority activities for 19-20	Service Area	Responsible Officer
Greater Exeter Strategic Plan (revised timescale as agreed between all parties)	Forward Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Adopt the Local Plan and Community Infrastructure Levy	Forward Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Progress the Tiverton EUE Area B masterplan	Growth, Economy & Delivery	Jenny Clifford, Head of Planning, Economy & Regeneration
Progress the East Cullompton Masterplan and vision for the garden village	Growth, Economy & Delivery	Jenny Clifford, Head of Planning, Economy & Regeneration
Development of a broadband funding package	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Increase the number of (rateable) businesses in the District	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Scope and develop a project to provide business incubator space	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Scope a potential first phase of Tiverton Town Centre regeneration improvements (moving from masterplanning to delivery)	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Progress Economic Strategy year 1 action plan	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Establish Business Champions Group	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Business Awards	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Cullompton Historic England Bid (Heritage Action Zone)	Growth, Economy &	Adrian Welsh, Group Manager – Growth, Economy

	Delivery	& Delivery
Tiverton Town Centre Public realm improvements	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Explore opportunities for Town Centre Partnerships in Cullompton/Crediton	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Destination Website	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Town Centre Wifi	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Hydro Mills Project Tiverton Weir	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery

Strategic Risks to the Economy Priority

- Brexit and related impacts on trade, finance and economy
- Connectivity - failing to provide/secure the physical and digital networks needed for strategic growth
- Failing to plan for, and react to, the shrinking need for physical retail provisioning and the commensurate impact on our places
- Planning legislation driving unwanted outcomes eg. potential housing need targets linked to affordability (price suppression)

Priority 2: Homes

Over the next four years we will:

Aim 1 – Build more council houses

- Build 250 council houses

Aim 2 – Facilitate the housing growth that Mid Devon needs, including affordable housing

- Deliver 360 homes per annum as per the Strategic Housing Market Assessment
- Support opportunities to provide high quality affordable housing
- Promote significant growth east of Cullompton
- Work with developers to ensure that the sites in the Local Plan come forward for development
- Work with developers to ensure that the houses being built meet the needs of our population
- Continue to work with private sector landlords and other partners to bring empty homes back into use and improve housing standards

Aim 3 – Planning and enhancing the built environment

- Ensure that our special landscape assets are considered during the planning process so that we do not waste our valuable natural assets
- Ensure development works to enhance the character of the local environment
- Ensure good design and quality of new housing and associated environment together with necessary supporting infrastructure
- Ensure consideration is given to the public health impact of every development

Other

- Continue to manage our council homes efficiently
- Continue to work to prevent homelessness
- Consider the impact of an aging population and help elderly people retain their independence and remain in their own

Our priority activities for 19/20	Service Area	Responsible Officer
Develop a 10 year strategic approach to council housing supply	Housing and Property	Andrew Pritchard, Director of Operations
Submit funding bids to keep the Culm Garden Village project moving forward and on track	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Progress the East Cullompton Masterplan and vision for the garden village	Growth, Economy & Delivery	Jenny Clifford, Head of Planning, Economy & Regeneration
Convert Ivor Macey House to provide accommodation for those in the greatest housing need and procure a support service on a pilot basis to work from the property	Housing and Property	Claire Fry, Group Manager for Housing Services
Progress the Tiverton EUE Area B masterplan	Growth, Economy & Delivery	Jenny Clifford, Head of Planning, Economy & Regeneration
Complete Palmerston Park Project 26 Dwellings	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Corporate review of current asset expenditure on Renewables - FIT fund and evaluate potential of new investments	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Deliver MHCLG Housing Navigator project	Housing	Claire Fry, Group Manager for Housing Services
Housing First Project: use of 3 HRA properties to support rough sleepers funded by MHCLG Rough Sleeper Initiative monies (client support jointly procured with EDDC)	Housing	Claire Fry, Group Manager for Housing Services

Strategic Risks to the Homes Priority

- Brexit and related impacts on national economy and housing market
- National legislation around 'Right to Buy' or rental values impacting case for investment against our improvement programme and/or our ability to replace stock

- Garden Village failing to secure Ministerial support
- Universal Credit and impact on arrears
- Any national intervention taking decision-making away from local councils (e.g. commercialising 'processing' of apps)

Priority 3: Community

Over the next four years we will:

Aim 1 – Work with local communities to encourage them to support themselves

- Work with health partners and community groups to provide a stronger voice for health and wellbeing throughout the District
- Support local communities to retain and develop their local facilities and services

Aim 2 – Work with Town and Parish Councils

- Ensure that town and parish councils have access to the advice they need to carry out their functions legally and efficiently and are supported to take on County and District Council services where appropriate

Aim 3 – Promote physical activity, health and wellbeing

- Ensure the financial sustainability of our leisure centres
- Introduce “trim-trails” across the District
- Work with schools and community groups to encourage young people to participate in sport and other physical activity
- Actively promote the facilities that are available in our District for health and wellbeing such as walking (footpaths, open spaces and parks) and cycle paths
- Work with partners such as Devon County Council, the National Health Service and others on the public health agenda to address health inequalities
- Develop cultural, sport, leisure and heritage facilities with activities that benefit the entire District

Other

- Help people access our services digitally
- Embrace opportunities that devolution may bring
- Support our food businesses and outlets to achieve good food safety practices

Our priority activities for 19/20	Service Area	Responsible Officer
Continue to work on digital inclusion and digital transformation projects to help people access our services digitally till Sept 2020	Customer First and IT	Lisa Lewis, Group Manager for Business Transformation
Introduction of a trim-trail within the district - Crediton	Property/Public Health	Andy Busby, Group Manager for Corporate Property & Commercial and Simon Newcombe, Group Manager for Public Health & Regulatory Services
Refurbishment of strategic parks in line with 10 year strategy	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Increase number of participants in activities at our leisure centres	Leisure	Lee Chester/Corinne Parnall, Leisure Manager
Land drainage flooding defence schemes: Bampton and Hemyock	Property	Andy Busby, Group Manager for Corporate Property & Commercial

Strategic Risks to the Community Priority

- Brexit – national decisions made on digital infrastructure and any changes to state aid principles
- Leisure is a discretionary service, therefore budget context will place increased focus on its ability to adequately commercialise its product offering

Priority 4: Environment

Over the next four years we will:

Aim 1 – Increase recycling and reduce the amount of waste

- Provide a high standard waste and recycling service for the benefit of all households
- Reduce the amount of residual waste produced
- Work with businesses, especially pubs and restaurants, to encourage recycling to improve business efficiency and reduce commercial waste going to landfill
- Increase understanding of environmental sustainability and recycling initiatives through education and promotional activities

Aim 2 – Reduce our carbon footprint

- Seek new ways to improve our operational efficiency, reducing energy use and lowering our carbon footprint
- Continue to promote energy saving initiatives
- Continue to promote “green” initiatives which can be installed in homes and which can help to improve energy efficiency and sustainability

Aim 3 – Protect the natural environment

- Look after our heritage assets by managing designated conservation areas, protecting listed buildings and monuments, and preserving trees that are important
- Protect the natural environment and encourage biodiversity
- Prosecute dog fouling and littering to ensure the cleanliness and attractiveness of our public realm and open spaces for all residents
- Improve air quality through action planning

Our priority activities for 19-20	Service Area	Responsible Officer
Work with Cullompton Neighbourhood plan group towards country park (as part of Garden Village project)	Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Service redesign – Street Scene team embedded within Waste & Streetscene Group	Street Scene	Stuart Noyce, Group Manager for Open Space & Waste Services
Initiate Joint Fleet Supply & Maintenance Contract with Exeter CC	Street Scene	Stuart Noyce, Group Manager for Open Space & Waste Services
Implement New Refuse Service Changes	Street Scene	Stuart Noyce, Group Manager for Open Space & Waste Services
Ensure environmental performance of council owned facilities (Energy Assessment Phase 1 of Asset Management Plan)	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Determine planning application for Cullompton town centre relief road	Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Baseline the Council's own Carbon Footprint (MDDC operations) and bring forward an action plan to reduce this.	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Mid Devon Climate Declaration Commitment - establish a baseline for district-wide Carbon emissions	Corporate	External; work being led by DCC to baseline whole county emissions broken down by district

Strategic Risks to the Environment Priority

- Substantial changes to waste disposal costs (impacting on MDDC via partnership arrangements with DCC)
- Public appetite for waste reduction
- Public attitudes to acceptability of littering in public space

Priority 5: Corporate

Our priority activities for 19/20	Service Area	Responsible Officer
Evaluate the implementation and effects of GDPR	Leadership Team	Catherine Yandle, Group Manager for Performance , Governance & Data Security
Reduce levels of sickness absence	Leadership Team	Matthew Page, Group Manager for HR Services
Project Initiation: Paperless Project 2019-2021	Digital	Lisa Lewis, Group Manager for Business Transformation
Deliver a commercial return on assets of above 1% derived from our treasury performance.	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Scope the long-term needs for all depot-based activity and start exploring options for site acquisition	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Review ICT and telephony requirements; MS Enterprise, unified comms, and contact centre system	ICT	Alan Keates, Group Manager for ICT and GMS services, Infrastructure and Support
Explore DLO trading Company options	Building Services	Mark Baglow, Group Manager for Building Services
Evolve Project - skills, culture, values and behaviours	HR	Matthew Page, Group Manager for HR Services
Phoenix House- Space utilisation and rationalisation Project	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Lords Meadow Asset Condition Survey	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Culm Valley Sports Centre- Asset Condition Survey	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Life Cycle Asset Management (LCAM)	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Market Walk - Overview and future planning	Property	Andy Busby, Group Manager for Corporate Property & Commercial

Strategic Risks to the Corporate Priority

- Delays to Local Plan being adopted
- Further changes to legislation surrounding the holding of data and information
- Pay restraint and national impacts on resource cost