

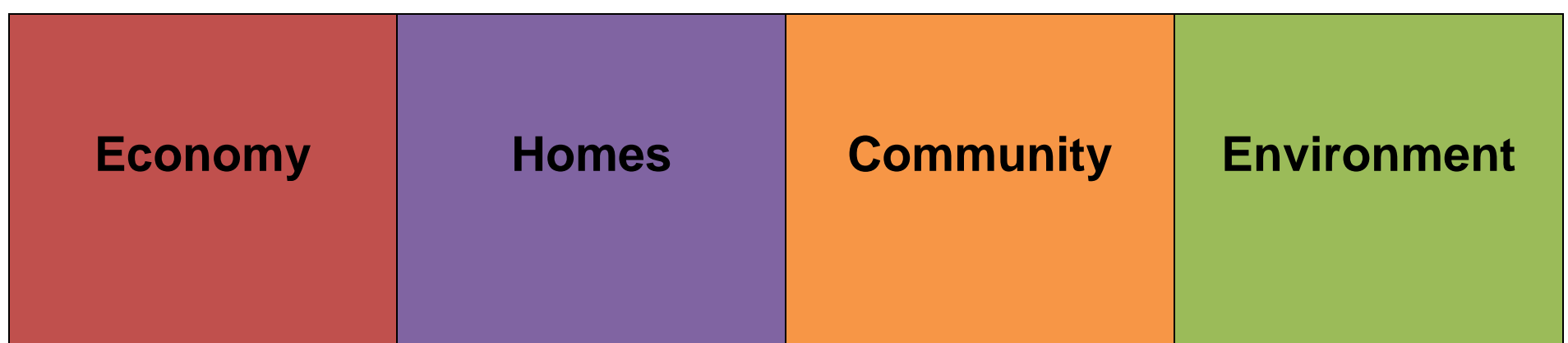
Our Corporate Plan 2016 to 2020



Our Vision: Your council, your future



Our priorities:



We will focus on:

Bringing new businesses into the District

Business development and growth

Improving and regenerating our town centres

Growing the tourism sector

We will focus on:

Building more council houses

Facilitating the housing growth that Mid Devon needs, including affordable homes

Planning and enhancing the built environment

We will focus on:

Working with local communities to encourage them to support themselves

Working with town and parish councils

Promoting physical activity, health and wellbeing

We will focus on:

Increasing recycling and reducing the amount of waste

Reducing our carbon footprint

Protecting the natural environment

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

<i>Our priority activities for 17/18</i>	<i>Lead Portfolio</i>	<i>Service Area</i>	<i>Responsible Officer</i>
Develop an Economic Strategy for Mid Devon	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Support the Local Plan examination	Planning and Economic Regeneration	Forward Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Adopt the Local Plan and Community Infrastructure Levy	Planning and Economic Regeneration	Forward Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Secure the delivery of the enabling A361 access junction to unlock Tiverton EUE	Planning and Economic Regeneration	Growth, Economy & Delivery	Jenny Clifford, Head of Planning, Economy & Regeneration
Consult on and adopt the Tiverton Town Centre Masterplan	Planning and Economic Regeneration	Growth, Economy & Delivery	Jenny Clifford, Head of Planning, Economy & Regeneration
Resubmit the Heritage Lottery Fund bid for the townscape heritage scheme for Cullompton	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Reduce the number of empty shops across the three market towns	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Increase the number of (rateable) businesses in the District.	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery

Scope and develop a project to provide business incubator space	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
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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

<i>Our priority activities for 17/18</i>	<i>Lead Portfolio</i>	<i>Service Area</i>	<i>Responsible Officer</i>
Agree a 10 year strategic Council Housing Supply	Housing and Property	Housing	Andrew Pritchard, Director of Operations
Bid submission for capacity funding for Culm Garden Village	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Cosy Devon Initiative (ECO scheme) Local Energy Advice Program (LEAP)	Community Well Being	Public Health	Simon Newcombe, Group Manager for Public Health & Regulation
Commence masterplanning for Culm Garden Village	Planning and Economic Regeneration	Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Infrastructure business case for Junction 28 to unlock housing delivery	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Bring Empty Homes back into use to maximise utilisation of housing stock	Housing and Property	Private Sector Housing	Simon Newcombe, Group Manager for Public Health & Regulation

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

<i>Our priority activities for 17/18</i>	<i>Lead Portfolio</i>	<i>Service Area</i>	<i>Responsible Officer</i>
Complete the Exe Valley extension	Community Well Being	Leisure	Andy Busby, Group Manager for Corporate Property & Commercial
Develop a framework approach to play and open space within Mid Devon – 10yr mgmt. plan and design principles	Environment	Property	Andrew Pritchard, Director of Operations Andrew Jarrett, Director of Finance Assets & Resources
Actively support the South West Youth Games	Community Well Being	Leisure	Andrew Pritchard, Director of Operations
Monitor the food rating system and assist businesses in achieving the highest standards – scores on the doors targets	Community Well Being	Environmental Health	Simon Newcombe, Group Manager for Public Health & Regulation
Continue to work on digital inclusion and digital transformation projects to help people access our services digitally	Community Well Being	Customer First and IT	XX, Group Manager for Business Transformation
Deliver a divestment framework policy	Housing and Property	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Crediton & Cullompton Air Quality Action Plans renewal	Community Well Being	Environmental Health	Simon Newcombe, Group Manager for Public Health & Regulation
Refurbish Amory Park play area	Housing and Property	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

<i>Our priority activities for 17/18</i>	<i>Lead Portfolio</i>	<i>Service Area</i>	<i>Responsible Officer</i>
Resubmit Heritage Lottery Fund bid for Cullompton heritage townscape	Planning and Economic Regeneration	Growth, Economy & Delivery	Adrian Welsh, Group Manager – Growth, Economy & Delivery
Work with Cullompton Neighbourhood plan group towards country park	Planning and Economic Regeneration	Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Generate 10,000 customers on chargeable garden waste service	Environment	Waste & Recycling	Stuart Noyce, Group Manager for Open Space & Waste Services
Implement the recommendations from the Street Cleansing Service Review	Environment	Waste & Recycling	Stuart Noyce, Group Manager for Open Space & Waste Services
Open the waste transfer facility at Carlu Close	Environment	Waste & Recycling	Stuart Noyce, Group Manager for Open Space & Waste Services
Expand areas covered by the Trade Recycling Service (% covered by MDDC)	Environment	Waste & Recycling	Stuart Noyce, Group Manager for Open Space & Waste Services
Develop a framework approach to play and open space within Mid Devon – 10yr mgmt. plan and design principles	Environment	Property	Andrew Pritchard, Director of Operations Andrew Jarrett, Director of Finance Assets & Resources
Launch Energy Switching Scheme on MDDC website	Community Well Being	Public Health	Simon Newcombe, Group Manager for Public Health & Regulation
Reduce residual household waste to 420kg per unit	Environment	Waste & Recycling	Stuart Noyce, Group Manager for Open Space & Waste Services

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

<i>Our priority activities for 17/18</i>	<i>Lead Portfolio</i>	<i>Service Area</i>	<i>Responsible Officer</i>
Enable Premier Inn Development through to construction (incl amends to MDDC car park)	Housing and Property	Property	Andrew Jarrett, Director of Finance, Assets & Resources
Adoption of the Local Plan following examination	Planning and Economic Regeneration	Planning	Jenny Clifford, Head of Planning, Economy & Regeneration
Preparation for GDPR	Working Environment and Support Services	ICT & Customer First	Catherine Yandle, Group Manager for Performance , Governance & Data Security
Business Transformation Restructure and Business case	Working Environment and Support Services	Leadership Team	Jill May, Director of Corporate Affairs & Business Transformation
Reduce levels of sickness absence	Working Environment and Support Services	Leadership Team	Jill May, Director of Corporate Affairs & Business Transformation
Deliver a commercial return on assets	Housing and Property	Property	Andy Busby, Group Manager for Corporate Property & Commercial
Continue to update and improve corporate performance management to drive achievement of strategic objectives	Working Environment and Support Services	Performance	Catherine Yandle, Group Manager for Performance , Governance & Data Security

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