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Teignbridge District Council

ten year 2016 - 2025 strategy



a message

from the Group Leaders and Managing Director

With its diverse mix of coast, countryside, seaside resorts, market towns, villages and moorland, Teignbridge is a great place to be and this is summed up in our Vision:

“Making Teignbridge a healthy and desirable place where people want to live, work and visit”

We know funding from government will decrease but we also know local government and public services remain vital to communities in helping them shape their own futures.

We know there will be challenges ahead and tough decisions to be made, but there are also exciting opportunities to make Teignbridge an even more healthy

and desirable place for current and future generations.

The next 10 years will see us become more enterprising; a time when working together with residents, businesses, our partners, the voluntary sector and communities will never be so important.

We have a positive, clear direction for Teignbridge and a good track record of implementing change and development. See www.teignbridge.gov.uk/councilstrategy for more information.

This strategy, shaped through listening to you and your needs, sets the tone for how we will contribute to civic life and ensure public services focus on ‘place and person’ while remaining accountable, fair and value for money.

At the heart of this document is a series of overarching projects – the Teignbridge Ten – that guide our activities, where we focus our resources and how we shape services to withstand future technological, economic and social changes and deliver real progress for the district. These projects will help us to continue championing the district, our people, environment, business and heritage while meeting its rapidly changing needs.

This plan and our Vision will underpin everything we do: working for Teignbridge and creating a sustainable model of local public services that everyone can be proud of.

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why a 10 year strategy?

With public services facing continual change and ever increasing challenges, there is a greater need for us to have a clear picture of where we are now, and to keep looking ahead to how we will provide services in the future.

These challenges include:

- Less money from the government
- Major changes in how councils raise money
- More people living here, including more older people
- Residents demanding more
- Fast pace of change in technology and communications
- Local, national, and global economic, environmental and social issues

As a district council we will have a clear set of priorities that focus our resources where they are most needed, and will bring the greatest benefit to the communities we serve. We will make sure that everything we do is sustainable and flexible so that we can withstand future change and challenges. To do this we will need to work together with our partners and communities and explore new ways of delivering services together.

A ten year strategy will provide a clear direction for Teignbridge and will shape our council and working environment. It will help us to improve our use of resources and achieve our Vision and outcomes.

It is about making Teignbridge a healthy and desirable place where people want to live, work and visit.

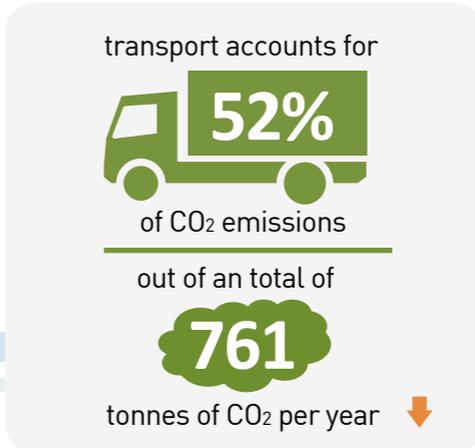
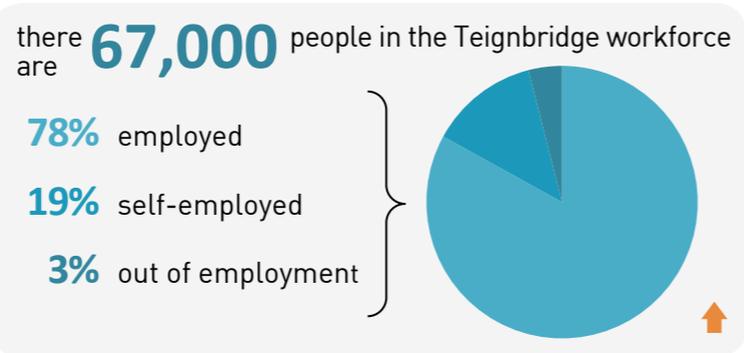
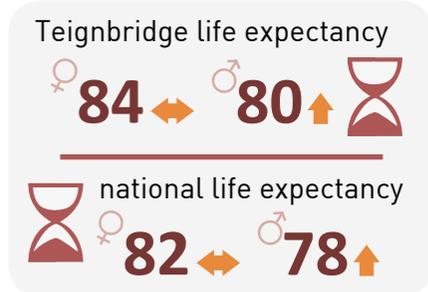
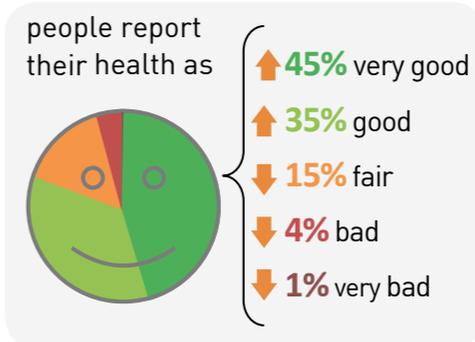
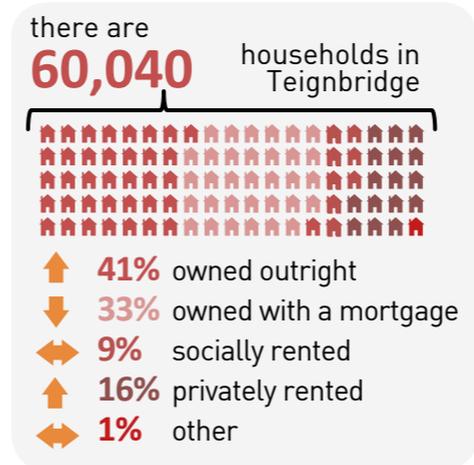
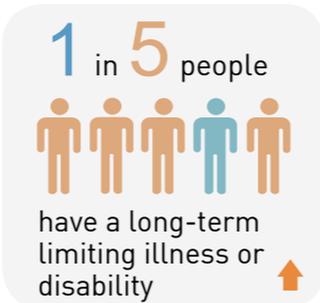
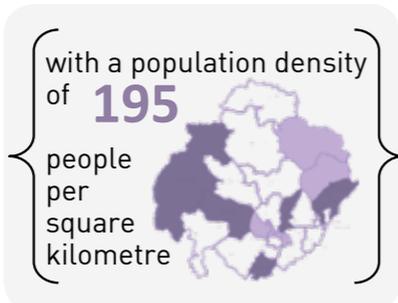
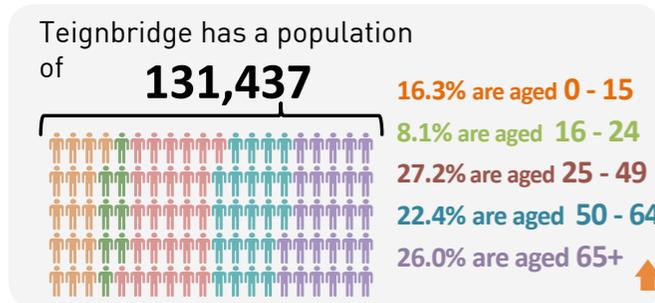
Everything we do should contribute to the council's priorities via a 'golden thread' so that all our effort and resources are linked into the delivery of the strategy.

We will monitor how we are doing at least once a year and may refresh parts of the strategy if necessary. After four years we will revisit and review the strategy. This will help us make sure we are still on track and consider new ideas and developments.

“Making Teignbridge a healthy and desirable place where people want to live, work and visit.”

where we are today

Our role as a district council is to provide a clearly defined range of services that meet the needs of our customers, to be a community leader working with others and using our powers to act on residents' concerns and in the best interests of Teignbridge.



6 Figures and percentages given are the most recent data available. Arrows indicate whether values have risen or fallen since previous recording.

Data source information at www.teignbridge.gov.uk/councilstrategy.

finance – where we are now and likely future changes



2016/17 Budget

Our three-year medium-term financial plan has been updated for 2016/17 to 2018/19

As a council

We are debt-free with no long-term borrowing planned (although some short-term loans for major economic development may be needed)

We have adequate levels of reserves

We carry out annual service reviews to consider best practice, alternative working methods, and identify further savings where possible

income

Revenue Budget (day-to-day)
£67,089,000

Council tax 11%

Grants income 54%

New homes bonus 6%

Other income & recharges 4%

Property income 4%

Rates baseline funding 6%

Revenue support grant 2%

Sales, fees & charges 13%

Capital Budget (long-term)
£7,213,000

Capital receipts 17%

Community infrastructure levy 12%

External contribution (S106) 3%

Grants 38%

Revenue contribution 30%

expenditure

Capital Budget (long-term)
£7,213,000

Economy & infrastructure 30%

Environment & health 24%

Housing 25%

Leisure, open spaces, & resorts 17%

Support & management services 3%

Waste, recycling, & cleansing 1%

Revenue Budget (day-to-day)
£67,089,000

Contribution to capital 3%

Financing items 3%

Economy & infrastructure 9%

Environment & health 2%

Housing 3%

Leisure, open spaces, & resorts 8%

Revenues & benefits 56%

Support & management services 6%

Waste, recycling, & cleansing 10%



We will

- Consider 'invest to save' proposals e.g. income generating assets
- Maintain reserves at a level that takes into account current and future risks
- Set an annual balanced budget
- Review economic and financial trends that may impact on the Council

Different changes and challenges to our budget are expected in the future:

- Likely reduction in Revenue Support Grant to £0 by 2020
- Increase in service costs due to more homes, but likely reduction in new homes bonus

When planning our budget, these and other factors are taken into consideration

where we want to be

“We want our communities to play an active and meaningful role in developing and influencing their local life experiences, services and opportunities.”

Our Vision

**Making
Teignbridge a
healthy and desirable
place where people
want to live, work
and visit**

Outcomes

The council has taken a forward look at what the area needs, assessing a wide range of facts and evidence, consulting the public and stakeholders and involving councillors across all parties. We expect major financial, technological, economic and social changes to happen over the next ten years, although of course nobody can predict them all with certainty. To meet these challenges we will need to evolve and adapt and work closely with our partners, businesses, the Local Enterprise Partnership, and voluntary and community groups and Town and Parish Councils. We want to improve the local economy, for the community's wellbeing, and for our environment. To achieve this we will work to continually improve how we do business as a council.

We want our economy to be a growing and increasingly well connected one where new businesses are set up, and others can expand or move into the area. This will help to create more and higher paid jobs and encourage our increasingly well trained and skilled young people to stay and work in the district.

We want Teignbridge to be a leader in the fight against climate change, with growth in active, sustainable transport choices, more green energy and recycling and reductions in air and water pollution. Our communities will be cleaner and greener, with new high quality neighbourhoods. This will create places where people wish to live and work, while ensuring our most important heritage, landscapes and wildlife are protected.

We want our people to have access to quality housing they can afford in a range of tenures, enabling older residents to stay in their own homes if they wish. Poverty, deprivation and homelessness will be reduced, together with the crime and disorder that occasionally mars our communities.

We will encourage healthier living, providing activities, facilities and open spaces for leisure and activities alongside the other infrastructure needed for balanced and liveable places. We want our communities to play an active and meaningful role in developing and influencing their local life experiences, services and opportunities.

Objectives

From our research and consultation we consider that the strategy's key objectives are:

- More affordable housing
- Reducing carbon emissions
- Job creation
- Sustainable travel options
- Community-led planning
- Encouraging our young people to stay
- Keeping our district clean, green and safe

These have been selected for many reasons.

We need to continue to keep our district clean, green and safe to make sure it is a desirable place to live and work in and visit. Reducing our carbon emissions will help reduce the impacts of climate change and requires us all at work, and at home, to use renewable energy, take advantage of sustainable travel options, to recycle more and reduce our waste. The council's Local Plan guides development in the district while community-led planning enables

communities to shape their own futures. To create more jobs, new businesses are needed, together with more investment in business, business growth and training opportunities.

Our workforce is ageing along with our population and there is an exodus of young people to places with better-paid jobs. We want to stem this flow to ensure the future economic viability of our district by providing more job opportunities and affordable housing. The need for more affordable housing to buy and rent is essential in reducing homelessness.

And finally, the council's finances are going to be increasingly 'home grown' and tied in with our local economic fortunes and ability to raise our own incomes. Unless we promote economic success, we will not be able to fund all the services local people need.



how we will get there

At the heart of our strategy are the Teignbridge Ten super projects.

These are ten connected areas of work, which will each have a widespread impact on the economy, community wellbeing and the environment. The Teignbridge Ten will be the focus of our work over the next ten years. They have been designed to have a high impact on, and bring major benefits to, the seven key objectives. Individually, each will make a significant difference to the area, but working together, they have the potential to bring multiple and combined benefits greater than their individual benefits.

The Teignbridge Ten super projects will be:

- | | |
|--|--|
| ● A roof over our heads | to provide more, better and affordable homes |
| ● Clean scene | to keep the district clean |
| ● Going to town | to invest in town centres |
| ● Great places to live and work | to provide well designed quality neighbourhoods |
| ● Health at the heart | to improve health and wellbeing |
| ● Investing in prosperity | to create jobs and wealth |
| ● Moving up a gear | to improve travel options |
| ● Out and about and active | to provide opportunities for healthy active lifestyles |
| ● Strong communities | to liaise with, help and support our communities |
| ● Zero heroes | to reduce waste and carbon emissions |

the Teignbridge super projects

10



great places to live and work
to provide well designed, quality neighbourhoods



zero heroes
to reduce waste and carbon emissions



strong communities
to liaise with, help and support our communities



investing in prosperity
to create jobs and wealth



health at the heart
to improve health and wellbeing



out and about and active
to provide opportunities for healthy active lifestyles and leisure



clean scene
to keep the district clean



going to town
to invest in town centres



moving up a gear
to improve travel options



a roof over our heads
to provide more, better and affordable homes

a roof over our heads

Shelter is one of life's essentials, and as a council we have a long and proud history of providing affordable housing for our communities. We will continue to do so and expand our approach to deliver innovative solutions to meet the wide variety of affordable and market housing needs. We will maximise the effective use of housing, land and finance. We will use our powers and investment to ensure that existing housing is safe, secure and well managed. We will, where possible, prevent homelessness through assistance and advice.

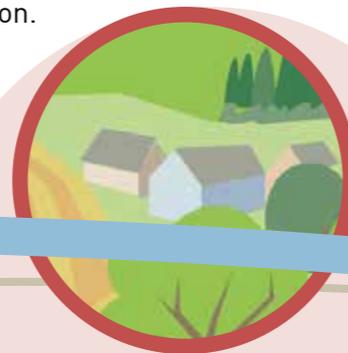
Actions

- Make sure our plans take full account of all housing needs including those of older people, vulnerable people, self build, traveller and rural housing
- Continue to deliver affordable housing, including through negotiations with market housing developers

- Evaluate options for developing affordable rented housing, including the viability of a housing company
- Improve housing conditions and reduce empty homes through a range of measures, including enforcement
- Prevent homelessness wherever possible

Outcomes

Provision of homes, particularly affordable homes, brings very significant health and wellbeing benefits to our communities, helps to retain young people in the area who may otherwise be unable to remain, and provides many local construction jobs. In addition, our actions will help towards reducing poverty and deprivation.



clean scene

This project will ensure our neighbourhoods, town centres, parks, open spaces and beaches are kept clean and meet the needs of residents. We will highlight relevant national environmental educational campaigns and develop local ones to tackle local issues. We will work with local community groups to organise clean-up and litter picking events. We will continue to monitor our own cleansing activities and we will use our Community Environment Officers to patrol hotspot problem areas and issue on-the-spot fines.

Actions

- Deliver cleansing services to meet the needs of residents
- Community Environment Wardens will patrol and issue fines in relation to litter, graffiti, fly tipping and dog fouling
- Monitor the effectiveness of our own cleansing activities

- Involve community groups in 'clean up' and litter picking events
- Improve the newly introduced recycling system to raise the district's recycling rate to above 60% and beyond
- Work with the Environment Agency, South West Water and town councils to improve bathing water quality
- Work with partners to meet air quality standards
- Review council policies on dog fouling and restricted access across Teignbridge's open spaces and beaches

Outcomes

A clean district that is attractive to our residents and visitors alike, creating great places to live. Improved air and bathing water quality that will help improve the health of our residents and visitors. Communities engaged in the environmental quality of their neighbourhoods and an increase in recycling in the district.



going to town

Town centres are the focal points in our main urban areas, providing key economic benefits, commercial and other services, and locations for people to meet and enjoy life. Even in an increasingly 'online' world, we think they will continue to be vital to our communities and we will use all of our powers to make them better, more modern and more attractive.

Actions

- Designing and delivering small and large scale regeneration and improvement schemes, including investing in and developing our own land
- Running and improving Newton Abbot's markets
- Regularly checking how our town centres are doing, listening to customers, businesses and investing in monitoring and research
- Working with, and supporting, continued town centre management

- Using our planning, food safety, licensing and other powers to bring about improvements and support business growth
- Improving accessibility and encouraging more town centre living
- Supporting proposals for quality evening cultural and leisure opportunities

Outcomes

By making these changes we will help to create new and expanded businesses leading to more jobs, improved local environment and increased access to essential shopping and other services. These new opportunities should also help bring more visitors to our towns.



great places to live and work

Our neighbourhoods provide the backdrop to our community life. By good design, provision of facilities and infrastructure and community involvement in our decisions, we can make sure that those places are high quality, providing great places to live, work and visit.

Actions

- Publish clear, strong design guidance to make sure that our new neighbourhoods and other developments are built to the highest standards of design, with great public spaces and landscaping
- Ensure that new neighbourhoods are real communities close to, or including, local jobs, facilities, sports and leisure opportunities, with high quality public open spaces
- Protect our most important landscapes and heritage, and support proposals which enhance them



- Work towards an overall improvement in the area's biodiversity by protecting the most important habitats and investing in new wildlife areas
- Support improvements to walking, cycling and public transport opportunities and other ways to reduce carbon emissions

Outcomes

By creating great places like this we can improve the wellbeing of the residents of new neighbourhoods (many of whom are locals) and help reduce opportunities for crime and anti social behaviour. Walkable places with access to jobs and other everyday needs are healthier to live in and also bring climate change benefits. Small scale employment opportunities will enable local entrepreneurs to set up new businesses supporting the local economy.

health at the heart

Improving the health and wellbeing of Teignbridge's communities lies at the heart of our service delivery. To achieve this we must work in partnership with other stakeholders who share this ambition, to design evidence-based services and support, and to pool resources and capacity in a co-ordinated manner. This will achieve the best possible outcome for the communities and the people in greatest need of our support.

Actions

- Deliver health interventions, educational and physical activity programmes to local communities most in need
- With others, we will target home improvement measures such as loans and grants for those in greatest need
- Deliver disabled facility grants to enable those with long term health and care needs to remain at home independently

- With others, deliver and support specialist and adapted housing to meet identified needs
- Design new developments to create places that are safe, inclusive, accessible to all and promote social interaction and a healthy, active lifestyle

Outcomes

We will aim to achieve healthier and more active communities with improved physical and mental health by working in partnership with others to reduce health inequalities between communities. By providing accessible, well maintained new parks and open spaces, and encouraging more walking and cycling, this will promote healthier living. Housing that meets the needs of older, disabled and vulnerable people along with grants for home improvements and adaptations will improve the health of older people and give them more independence in their own homes.



investing in prosperity



The council will do all it can to encourage new businesses to set up or move in, and existing businesses to grow, creating those new, better paid jobs that our area needs. This will be about good planning, encouragement, promoting the benefits of our area, working closely with partners and businesses and direct investment of council money.

Actions

- Promptly grant planning applications, licences and other regulatory decisions which help create and protect jobs wherever possible
- Invest our own money into new commercial and industrial estates and buildings
- Give commercial advice and support to entrepreneurs already in business or thinking of starting up
- Work with Greater Exeter councils to bring businesses into the area
- Work with local businesses to ensure that educators and trainers provide excellent, flexible and up to date courses which properly equip learners of all ages

- Ensure that our Local Plan and other service reviews continue to prioritise economic development
- Grasp all reasonable opportunities to improve the area's economic base, including making bids for funding service expansions and new projects
- Scrutinise the delivery of the 'Connecting Devon and Somerset' broadband programme and it's targets for coverage across Teignbridge by 2020

Outcomes

The outcomes will be a broad range of economic benefits, particularly continued growth in local jobs, business expansion and wealth creation. This should help to support health and wellbeing improvements in our population, ensuring that as many people as possible are equipped for their future occupations and do not need to leave the area for a job. This will also help reduce poverty and deprivation by providing training and employment opportunities. Less out-commuting should help to reduce our carbon emissions, as well.

moving up a gear

Working closely with our partners we will contribute to the design of key transport infrastructure to improve our strategic development plans and our funding bids. We will use the council's capital programme to invest in transport provision which boosts economic performance, healthy transport choices and sustainable access.

Actions

- Improving the A382 into Newton Abbot and a new avenue linking the A383 to Forches Cross
- Bus improvements and park and ride services to key employment and shopping centres
- Supporting the new railway station at Marsh Barton and continue investigations into Exminster and Kingskerswell stations and the improved use of the Heathfield railway line
- Encourage a cycling revolution with more dedicated cycle paths, safer on-road cycling and improved cycle parking, linking city, towns and countryside

- Exploring innovative schemes like electric vehicles, car clubs and community transport
- Ensuring new homes and jobs continue to provide cycling and walking options and support transport investment in future plans and developments

Outcomes

Job opportunities from new or expanded businesses will receive a boost both during the construction of new transport infrastructure and then improved access in the longer term. This will also improve sustainable access for Teignbridge residents to jobs and facilities in nearby cities. Improved cycling and walking provision will encourage greater physical activity and help to reduce air pollution and carbon emissions together with associated health benefits.



out and about and active



This will ensure that communities have access to leisure facilities and a range of open spaces that are safe, inclusive, multifunctional and encourage healthy lifestyles. We will make best use of external funding to improve our facilities and open spaces and we will help town and parish councils, community groups and sports clubs to improve their own facilities and open spaces. We will also enable communities and groups to take on responsibility for council leisure assets where this is to the benefit of local people.

Actions

- Provide safe, clean, inviting and accessible facilities and open spaces that meet the needs of residents
- Work with community groups to develop improvement plans for outdoor spaces, play and sports facilities
- Provide appropriate play spaces, sport and facilities and green spaces with new developments

- Provide events and school activities that encourage use and understanding of our open space assets
- Provide a programme of conservation activity days to allow practical involvement in habitat and green space management
- Improve inclusivity and remove barriers to use of our indoor facilities and outdoor spaces and to participation in our events and activities
- Encourage healthy lifestyles and healthy eating
- Create neighbourhoods linked by footpaths and cycleways to encourage physical activities

Outcomes

Neighbourhoods that have clean, inviting, accessible and good quality facilities and local environments will encourage healthy active lifestyles. Communities that are engaged in the use and management of their own local green spaces and leisure facilities. They will be encouraged to work with the council to make improvements. All sectors of the community will have the opportunity to use leisure facilities and participate in events.

strong communities

This is about fostering a sense of belonging and wellbeing within communities, promoting good relationships between groups, and helping communities to become more self supporting and self sufficient.

The intention is to help places and groups of people to plan, develop and deliver their solutions. Examples could be the local maintenance of public spaces, taking on community shops, and holding community events, leading to increased community harmony.

Other opportunities could be the development of local energy projects, providing new community buildings, and initiating social enterprises, community groups of interest and youth opportunities. Planning for local emergency responses in times of bad weather and encouraging Neighbourhood Watch groups would help make neighbourhoods safer.

Actions

- Encourage councillors to help develop and deliver local ideas
- Help with community-led planning to shape the future
- Provide grant funding to support community activities and growth
- Assist community transport groups and the Community Voluntary Service (CVS) by giving grants
- Encourage networking between the voluntary, business and community sectors
- With others, we will help communities become more resilient, resourceful and sustainable to provide safer places to live
- Encourage greater participation in voter registration and voting in local and national elections

Outcomes

Communities that are desirable places to belong to, that plan their own futures and make good use of funding to improve their facilities and activities. They will be safer places with less crime and anti-social behaviour, and greener with greater use of renewable energy, more recycling and sustainable transport choices.



zero heroes

As a large organisation it is important we reduce our environmental impact. We will take a lead with our own waste management by re-using and re-cycling more, reducing our energy consumption, and encouraging working practices that reduce our environmental footprint. We will use our successes to encourage local people and businesses to move in the same direction.

Actions

- Monitor energy consumption from council buildings and estates and develop projects to further reduce our consumption and spend on utilities
- Use renewable energy and more energy efficient equipment in our buildings
- Reduce waste and recycle more from our own operations and buildings
- Use technology to reduce the miles travelled by our workforce

- Examine the potential for electric vehicles for the council
- Promote work on reducing our environmental impact to encourage others to do the same

Outcomes

As a community leader the Council should lead by example and reduce its organisational environmental impact. This will have a positive impact on our local environment, reduce our costs and provide leadership for our residents and businesses who are also improving their environmental impact.



what else we will do

To achieve the objectives in our strategy we will need to focus our efforts to:

- Make sure we spend money effectively on priorities and areas of need
- Increase our income
- Be customer focused
- Work in new and smarter ways, and together with our partners and others
- Make sure the council and community get the best use of our land and buildings
- Continuously improve efficiency
- Welcome innovation
- Deliver services fairly according to the Teignbridge Vision and Values – communicative, conscientious, purposeful and respected



how it all fits together

The overarching ten year council strategy will require strategies and action plans for each of the Teignbridge Ten super projects. These will then feed into each of our business plans.



for further information please visit
www.teignbridge.gov.uk/councilstrategy

If you would like this information in another format
please email info@teignbridge.gov.uk
or call 01626 361101

