

Corporate Plan 2025-2028

Local
Economy



People



Homes



Sustainable
Environment



Exeter
City Council



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Introduction

We are very proud to introduce our Corporate Plan for 2025 to 2028 which sets out the key priorities that we will focus on over the next four years.

With the publication of the government's White Paper on Devolution and Local Government Reorganisation in December 2024, we have made clear our intention to work with councils across Devon and the wider region to prepare a case for a unitary authority for Exeter and a Mayoral Strategic Authority for the counties of Devon and Cornwall and the Isles of Scilly.

Exeter City Council and its partners have an important role to play in improving the lives and wellbeing of people who live in, visit and work in Exeter.

Whilst we believe devolution and local government reorganisation offers an exciting, once in a generation opportunity for the city, we also need to keep focused on the day job of delivering the best public services for residents, business and visitors.

This plan has been developed in partnership with our residents and partners in the city and sets out the key priorities that we will focus on over the next four years.

Each key area has a delivery plan outlining specific, measurable and achievable metrics that will track progress against priorities and our intended outcomes.

Extensive consultation has taken place with our residents to ensure that our identified priorities match those of our residents and communities as well as those who visit or work in Exeter.

After carefully considering the feedback we received, our new Corporate Plan will prioritise delivery in four key areas - Local Economy, Homes, People and Environment.

Delivering these key priorities - in collaboration with our partners and stakeholders in the city - will contribute to the future success of both Exeter and the wider area and will contribute to meet the ambitious aspirations set out in the Exeter Vision 2040.

Delivery of the plan will be carefully monitored against the key metrics we have set out to ensure it is successful in meeting the needs of our residents, communities, and businesses.

Despite the continued tough economic climate that all councils must operate in, there's a huge opportunity for Exeter to expand and grow sustainably in the years ahead. Our new Local Plan - the Exeter Plan - sets out how we plan to do this.

Exeter continues to be a fantastic place to live with a great quality of life with a thriving city centre, we are fast-growing destination city, a city of culture and heritage, with a high-performing economy that makes us the economic powerhouse of Devon.

Our new Corporate Plan will help to ensure that the city continues to fulfil its potential and to boost quality of life for all.

Cllr Phil Bialyk,
Leader

Bindu Arjoon,
Chief Executive



Exeter Vision 2040

We play a leading and significant role in delivering the aspirations of the Exeter Vision, and our four key priorities - Local Economy, Homes, People and Sustainable Environment - align with the aspirations of the Exeter Vision.

The Exeter Vision 2040 was adopted in December 2019. It highlights transformational change and sustainable growth to be delivered in collaboration with our stakeholders and partners.

It spells out the social, economic and environmental outcomes that the city, its stakeholders and communities aspire to.

The Vision's mission statement is:

“By the time they are an adult, a child born in Exeter today will live in a city that is inclusive, healthy and sustainable - a city where the opportunities and benefits of prosperity are shared and all citizens are able to participate fully in the city’s economic, social, cultural and civic life.”

The 7 areas of focus of the Exeter Vision 2040 are:

- Innovative and analytical city
- Healthy and inclusive
- The most active city in the UK
- Accessible world-class education
- Liveable and connected
- A leading sustainable city
- City of culture

The services provided to Exeter’s residents and communities make an important contribution to the Vision. But it can only be delivered by working collaboratively with our partners.

Key to this is the Exeter Partnership, made up of representatives from leading public and private sector organisations from within the City of Exeter and the wider region.

The Partnership focuses on key areas including culture, climate, housing, the city centre, and health, with an emphasis on collaboration and innovation to achieve meaningful outcomes for Exeter. It actively supports other key stakeholders in achieving their goals, whenever those priorities align with Exeter’s Vision, fostering collaboration for the benefit of the entire city and the greater region.



The Exeter Partnership:

- Royal Devon University Healthcare
- NHS Foundation Trust
- Exeter College
- University of Exeter
- Network Rail
- GWR
- Exeter City Council
- Devon County Council
- Met Office
- Exeter City Community Trust
- Exeter Chiefs
- Exeter Cathedral
- Exeter Chamber of Commerce

- Colab
- Sport England
- InExeter
- Devon and Cornwall Police
- Police and Crime Commissioner
- Homes England
- Devon Community Foundation
- Oxygen House
- Jobcentre Plus
- Focus Training
- Live West
- Arts Council England
- Earl of Devon
- Steve Race MP
- David Reed MP



Delivering our four Strategic Priorities

Identifying four strategic priorities - Local Economy, People, Homes and Sustainable Environment - enables us to focus on and invest in issues that are most important to our residents and communities and reflect our political priorities. The priorities were identified by councillors following extensive feedback from their work with residents, business and partners in the city as well as formal consultation with residents.

For each priority we have set out the intended outcomes. In the appendix, we have included how we will measure performance (strategic outcome measures) and how we will measure success (service delivery measures).





Local Economy

We will build on Exeter's thriving economy by attracting new businesses and continued investment in our city by collaborating with national, regional and local businesses and partners.

We will work together on regeneration and growth activities designed to attract new businesses and continued investment in our public spaces, culture, heritage and tourism industries.



Intended Outcomes:

- A thriving, diverse and resilient city which can adapt to changing conditions.
- An increase in independent shops and a low level of empty shops.
- A vibrant cultural and tourism offer.
- A safe and thriving night-time economy.

To achieve this our strategic efforts will focus on partnership work to deliver a City Centre Strategy and support regeneration and investment across the city.

We will focus on building capacity and capability to work at national and regional levels to encourage growth, regeneration and inward investment.





People

We will encourage residents and community groups, to be healthier and more active, promote inclusion and community cohesion and efforts to ensure people feel safe and welcome.

Intended Outcomes

- Health inequalities will reduce.
- Communities will be more resilient.
- More residents, including those from our priority neighbourhoods and communities, will be participating in leisure and cultural events and activities.
- A safe and thriving city with great things to see and do for everyone.

To achieve this our strategic efforts will focus on partnership work alongside our priority neighbourhoods and communities. We will work to ensure the provision of sustainable cultural, leisure and enrichment opportunities. We will secure and expand the work of the Sport England Place Partnership and Wellbeing Exeter, and we will address anti-social behaviour through the Exeter Community Safety Partnership.





Homes

We will expand our own council housing. We will do all we can to tackle homelessness, and we will engage communities, the city's key partners and developers in delivering the homes which Exeter needs, whilst protecting our valuable green spaces.



Intended Outcomes

- Better quality, energy efficient and more affordable homes to buy or rent.
- New housing developments that are well integrated into existing communities.
- Fewer people will be homeless or in temporary housing.
- The number of people on the social housing waiting list will reduce.

To achieve this our strategic efforts will focus on working in partnership to deliver the Exeter Plan and Liveable Exeter sites. We will secure investment for building more social housing and reduce rough sleeping and the number of people in temporary accommodation, enabling more people to find sustainable housing.





Sustainable Environment

We will reduce our own carbon emissions and work with the city's key partners, businesses, communities and residents to take action to mitigate and adapt to the impacts of climate change.



Intended Outcomes

- A city taking action to mitigate and adapt to the impacts of climate change.
- A Net Zero Carbon City.
- Well-maintained parks, open spaces and biodiversity across the city.

To achieve this our strategic efforts will focus on working in partnership to reduce carbon emissions, by supporting the delivery of District Heat Networks, securing affordable clean and secure energy for the city and bringing forward an Electric Vehicle Strategy for the city.





A Well-Run Council

We will operate a well-run council, delivering efficient and effective, value for money public services that meet the needs of residents, business, visitors and other stakeholders.



Intended Outcomes

- A balanced budget achieved by focusing on priorities, efficient delivery of services and sustainable income generation.
- Effective investment and maintenance programmes for the assets that underpin our business.
- Delivery of cost effective and accessible customer focused services enabling more people to self-serve when and how they want with a face-to-face offering for those residents who need it.
- Staff and members who feel valued, supported and equipped to achieve the best they can for residents and stakeholders.
- Open and transparent decision-making.

To achieve this, we will work within our Code of Corporate Governance, to ensure good practice in financial services, governance and staff and Members health and wellbeing.

We will actively communicate and engage with residents and communities and seek their views on projects and initiatives in line with our Consultation Charter.

Equality and diversity will be a priority to ensure we meet our legal duties and promote inclusion in all that we do.



Appendix:
Strategic Outcome
& Service Delivery
Measures

Strategic Outcome Measures

We will measure performance by monitoring:

- City Growth Data.
- Total spend on Culture and Heritage.
- Vacant Shops rate.
- Publication of City Centre Strategy.

Priority: Local Economy

Service Delivery Measures

We will define success by:

- Improvements in street cleansing, reducing litter and removing graffiti.
- Excellent food hygiene and safety ratings for food, beverage and hospitality outlets publishing results and promoting good practice.
 - Effective licencing of night-time and hospitality economy to maximum safety and enjoyment for all.
 - Well-regulated and successful street trading and markets.
 - Ensuring events and celebrations in the city are well-run and safe through our work on the Safety Advisory Group.
- Safe, accessible and sustainable licenced taxi services across the city.

Strategic Outcome Measures

We will measure performance by monitoring:

- Health inequalities data from Public Health Devon.
- Activity levels amongst adults in priority neighbourhoods as reported in the Local Active Live Survey
- Exeter as a safe place to live, evidenced in the annual LGA Residents Survey.
- Exeter as a welcoming, inclusive city, evidenced in the annual LGA Residents Survey.
- Annual report on outputs from the Sport England Place Partnership.
- Quarterly performance reports from Wellbeing Exeter.
- Annual report on the delivery of the Community Safety Partnership Action Plan.

Service Delivery Measures

We will define success by:

- More people reporting that they are feeling safe in the city during the day and at night, particularly those from priority neighbourhoods and communities.
- More inactive people in our priority neighbourhoods becoming active.
- Year on year increase in residents taking up Exeter Leisure membership and use of leisure centres.
- Greater understanding about the impacts of ward grants on inclusion and community cohesion.
- More people using the Green Circle for leisure and active travel with increases in use by people in priority neighbourhoods and communities.

**Priority:
People**

Strategic Outcome Measures

We will measure performance by monitoring:

- Milestones towards the Exeter Plan target of delivering 5,500 additional new homes by 2041.
- Milestones towards delivering the affordable housing targets on brownfield sites.
- Agreements with Homes England and the County Combined authority on the Devon and Torbay Strategic Housing Pipeline.

Priority: Homes

Service Delivery Measures

We will define success by:

- The successful delivery of Liveable Exeter sites.
- Reductions in the number of people in temporary accommodation Increases in the number of social housing units.
- Improvements in tenant satisfaction rates.
- Retrofitting our council houses to reduce carbon emissions and energy bills.
- Effective monitoring of Houses in Multiple Occupation aimed at improving the quality of homes.
- Improving access to disabled facilities and warm home grants for those in greatest need.
- Improvements in the planning application system and process.
- Improvements in the building regulations system and process.
- Increases in the number of affordable homes given planning permission.
- Reductions in the number of people living in fuel poverty.

Strategic Outcome Measures

We will measure performance by monitoring:

- Increase in renewable energy sources available for the city.
- Year on year reductions on greenhouse gas emissions for the city.
- Milestones towards the delivery of a new District Heat Network in the city.
- Adoption of an electric vehicle strategy for the city.

Priority: Sustainable Environment

Service Delivery Measures

We will define success by:

- Reduced carbon emissions from council buildings and services.
- More Energy efficient council homes.
- Increased use of renewal energy.
- Decarbonisation of Leisure facilities.
- New Materials Reclamation Facility with reduced emissions.
- Increases in recycling rates.
- Rolling out of food waste collection city-wide.

Strategic Outcome Measures

We will measure performance by monitoring:

- Key Performance Indicators set out in Directorate and service business plans.
- Income and expenditure plans and taking early action to understand and mitigate variances.
- The partnership register to ensure partnerships achieve shared ambitions, use innovative delivery models and unlock investment.
- Asset maintenance programme to improve value for money income potential and to maximise their longevity.
- Staff wellbeing through regular staff surveys to ensure our health and wellbeing offer is meeting their needs.

Service Delivery Measures

We will define success by:

- Successful management and mitigation of risks set out in the Corporate Risk Register.
- Financial Statements and Value for Money reports published with an unqualified opinion from External Auditors.
- Collection of the money owed to the council and payments to creditors undertaken in line with good practise including ensuring invoices are paid within 30 days.
- Recovery of overpaid Housing Benefits; sundry debt collection; council tax and business rates collection achieving best quartile performance against comparator councils.

Priority:
**A Well-Run
Council**

Strategic Outcome Measures

We will measure performance by monitoring:

- Staff and Member training and development plans to develop the capability of our Members and staff to ensure they are highly motivated, value driven, well trained, supported with agile working practices and technologies.
- Incidents and policy and procedure on health and safety at work to ensure all staff are aware of its significance for their roles and responsibilities.
- Implementation of our Data Strategy to manage and secure data and information and ensure that we are open and transparent and diligent in how we care for resident data.
- The delivery of the Strata Services Solutions Ltd* Business Plan to ensure effective and efficient management and modernisation of our information, communications and technology assets.

*Strata Services Solutions Ltd is a council-owned company providing information technology and digital transformation services

Service Delivery Measures

We will define success by:

- Elections delivered in accordance with legislation and without legal challenge.
- Council and committee papers published five clear days before meetings.
- Positive staff recruitment and retention rates and best quartile sickness absence performance.
- Reports on emergencies and disruptive incidents demonstrating our capability and resilience in our responses.

Priority:
A Well-Run Council

Reviewing and updating this plan

We will review this plan and report on progress on an annual basis. We will also publish regular reports setting out progress delivering the priorities and action, including the supporting actions in our strategies and service plans.

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