

Douglas



Douglas Borough Council



Douglas: Our Town, Our Future
CORPORATE PLAN 2017 - 2021

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Introduction



This corporate plan sets out our priorities, objectives, responsibilities and aspirations for the next four years. Importantly it is a document that articulates the Council's commitment to the people whom it serves: ratepayers, residents, businesses, visitors and investors. The plan is

founded on six pillars:

- Desirable place to live, work and visit;
- A place with improving infrastructure;
- Position Douglas to succeed in the global economy;
- Sense of community;
- Environmental stewardship;
- Good governance and financial sustainability.

They define what we propose to do to ensure that Douglas is a town where people will want to live, work, visit and, crucially, invest. And what steps we will take to be 'match-fit' to respond to a changing economic outlook.

Despite relentless financial challenges to deliver more for less and global economic uncertainty Douglas remains ambitious. Indeed, ambition combined with innovation have long shaped the Council's approach to service delivery and this latest corporate plan reflects those enduring qualities that have shaped Douglas Borough Council since 1896.

The Council may be ambitious, but it is also realistic and mindful that more and more demands will be placed on local authorities as government strives to balance its budgets. This requires a cultural shift and a sober analysis of our performance to date. This corporate plan is, therefore, born out of the recognition that the Council must remain committed to fiscal discipline and be more entrepreneurial, not only connecting and partnering with existing businesses but also actively seeking to attract new enterprises and investors if it is to secure a resilient economic future for the capital of the Isle of Man.

This is the Council's third corporate plan. Its second, for the period 2012-2016, recorded noticeable achievements and successes, principal among which were:

- New premises for the Henry Bloom Noble Library resulting in more than £100,000 in savings;
- The £2 million refurbishment of Douglas Borough Crematorium and Cemetery;
- Establishing a recycling facility at Ballacottier Service Centre;
- Assuming the management of Drumgold Street and Chester Street car parks;
- Achieving six Green Flags in 2016 in recognition of the quality of the Council's open spaces;
- Formation of Douglas Town Centre Management to drive regeneration and investment and revitalise Douglas's retail and leisure experience;
- Progressing a five-year LED street lamp conversion programme across the Borough to deliver savings estimated at around £157,000 per year;
- Reinstating an apprenticeship programme, providing six apprentices with on-the-job training.

Similarly, at the conclusion of this corporate plan, I am confident there will be more successes achieved on which to build for the next four years.

This document is the outcome of business plans submitted from across the Council's functions and I am grateful to Members and officers for their contributions, not only for their input but also for their commitment and vision. This collective effort articulates the guiding principles that will shape how we transform and deliver our services over the next four years. I am confident it will also provide our customers with the reassurance that Douglas Borough Council has the unshakeable determination, ambition and highly motivated workforce to engage positively with all sectors of the community to create brighter prospects for **our town, our future.**

Council Leader Councillor David Christian MBE JP

Our Vision

Working towards creating and maintaining an aspirational, dynamic Douglas that is responsive to the needs of its communities and sympathetic to its unique heritage and environment, and is committed to a brighter prospect for our town, our future.

Principles

In striving to meet its objectives, and in addition to statutory requirements, the Council will act in accordance with the following principles:



Openness

The Council will act openly and transparently throughout the conduct of its business and will not fail to disclose information except when disclosure may not be in the ratepayer's interest, and even then only for such length of time as may be wholly necessary.



Integrity

The Council will be balanced, straightforward and complete in all its dealings; it will conduct its business fairly and will be impartial to any other party's race, age, religion, gender, sexual orientation or disability.







Accountability

The Council will maintain a clear structure of accountability for actions taken by it or on its behalf, and will follow a clear structure of delegation of powers as set out in the Council's Constitution.

Corporate objectives

Douglas: our town our future



 Desirable place to live, work and visit	 A place with improving infrastructure	 Position Douglas to succeed in the global economy
<ul style="list-style-type: none">• A clean, green and safe place to live, work and visit• Supporting events to promote business, civic pride and enjoyment within the borough	<ul style="list-style-type: none">• Regenerating the built environment of Douglas, creating a vibrant, diverse economy, and supporting businesses to grow• Develop a reputation as a destination, and increase the range of tourism attractions• Explore opportunities to deliver services, where expansion leads to economies	<ul style="list-style-type: none">• Lead on economic issues and promote the Council's ability to partner, innovate and change• Invest in quality affordable housing to respond to the economic and community need• A Council where continuous learning and development prevail



Sense of community across the Borough

- Enabling and supporting community groups of all ages in local activities relating to heritage, culture and creativity
- Supporting elected Members in engaging with and leading the community they represent
- Engagement with the public at all levels within the organisation

Environmental stewardship

- Improve energy performance and increase the use of renewable energy throughout the borough, both in the delivery of Council services and within the environment we live
- Further develop the refuse, re-use and recycle waste approach for the borough
- Continue to maintain and improve a green and bio-diverse environment, providing accessible, open activity spaces and encouraging the use of sustainable transport, cycling and walking

Good Governance and Financial Sustainability

- Ensure that the role of elected Members, the Council and its Constitution are promoted together with the benefits and importance of a democratic society
- Engaging, collaborating and consulting with the public to improve Council services and to operate in an open and transparent way
- Embracing Performance Measurement to deliver ratepayers', financial and qualitative priorities

Department strategic objectives supporting the delivery of the Corporate objectives

Desirable place to live, work and visit

The Council will continue to focus on quality of life and promoting civic pride. It will ensure that Douglas is a place of choice to live, work and visit; inspire enterprise and invite wider engagement with all sectors of the community so that it may better understand and be responsive to the issues that matter to the people of Douglas.

Delivering good quality social housing, high standards of street cleansing, clean and green public spaces and employing CCTV technology to ensure a safe and secure environment will remain priorities.

To achieve these aims the Council recognises it cannot succeed in isolation. It will continue to promote partnership working with the public, private and third sectors to bring communities and neighbourhoods together to share knowledge and experience so that it may deliver services relevant in size and scope and create a dynamic, vibrant capital.

CE Recruit, retain, develop and motivate employees with the necessary skills and high levels of performance to deliver customer focused services, making the Council a stimulating and challenging place to work, and to become an employer of choice.

CE Improvement in the use of technology, information and data to better understand and deliver relevant, cost effective and efficient services to users of the Town; and delivery of street scene technology to better support the public and retail organisations.

E&R Maintain the Council's membership of the Douglas Community Partnership. Encourage and support the community in looking after the environment of Douglas and use enforcement powers when necessary.

E&R Manage and maintain Douglas' parks, gardens, play areas and open spaces to recognised high standards.

E&R Work with businesses and the Police to keep retail crime at a very low level.

E&R Continue to deliver high standards of street cleaning within Douglas in order to meet or exceed recognised standards.

E&R Expand recycling opportunities for both households and businesses throughout Douglas.

E&R Organise and support events that deliver footfall, vibrancy and community spirit in Douglas; and engage with charities, businesses, Government and community groups and use the Council's resources to support a wide range of events.

H&P Providing a good quality of life for residents and visitors by effective estate management and community engagement.

Find out more about...the Council Members

The Council currently comprises 18 Members elected for a four-year term ending in 2020, reducing to 12 Members from 2020 onwards. Each Ward of the Borough of Douglas – Athol, Derby, Hills, Murrays, St George's and Victoria – is represented by three councillors who also hold specific roles and responsibilities within the Council's committee framework.

Public meetings of the Council are held on the second Wednesday of every month (excluding September) at 2.30pm and provide an opportunity to observe the Council's democratic decision-making process.

To find out more, including how to contact your councillor, visit douglas.gov.im or scan this code with your smartphone.

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A place with improving infrastructure

The Council will remain committed to investing in town centre regeneration so that Douglas projects a thriving, open-for-business image that welcomes new enterprise and investment and provides residents, shoppers and visitors with a unique environment that reflects the capital's maritime and trading heritage.

The Council will continue its programme of investing in its assets, maintaining and growing its housing stock and developing leisure attractions that will enhance the visitor experience and promote the Isle of Man to a wider audience.

Underpinning all that it does to improve the town's infrastructure the Council will develop and extend CCTV coverage across the Borough to ensure the public feels confident, safe and secure in the capital at all times.



- CE** The use of technology to further improve efficiencies in operations across our internal and public facing functions
- CE** Commitment to improving the Town Centre security through the use of well managed CCTV monitoring and recording.
- CE** Improve access and the quality of Council public services through the implementation of simple to use, convenient digital services.

- E&R** Ensure a customer focussed and operationally efficient approach to off-street car parking to provide convenient, value for money and pleasant access to the Town Centre.
- E&R** Deliver a customer focussed Building Control Service that supports investment in the built environment; and review all planning applications that may impact on Douglas and submit the Council's views as required.
- E&R** Continue to deliver high quality public toilet provision in Douglas, identifying alternative sites for new facilities where needed.
- E&R** Provide visitor interpretation and facilities at all sites owned by the Council that are likely to assist in attracting or improving the experience of visitors to the Island.
- E&R** Deliver innovative solutions in seasonal and festive decorative lighting; including the development of the "Summerhill Glen Seasonal Illuminations" experience.

- H&P** Working in partnership with key stakeholders in respect of the Council's housing service, maximising opportunities for economies through review and shared services;
- H&P** Redeveloping and maintaining the Council's property portfolio to secure the long-term future of the properties and to sustain the quality of the built environment, including the historic Town Hall, depot facilities, car parks, and Library buildings, to support the operation of the Council's services, and a portfolio of commercially leased buildings.
- H&P** Provide, manage and maintain social and sheltered housing accommodation for tenants and their families, and work to ensure that those houses and apartments meet the Decent Homes Standard.

Find out more about...the Digital Council

The Council is embracing digital technology so we can deliver quality cost-effective services that people want in a preferred easy-to-use format and so we not only connect but also engage in dialogue with our customers.

In all that we do, acting digitally will always be at the forefront so that we provide you with a positive easy-to-use online experience and the widest choice of access to our services, our Members and our people.

To find out more visit douglas.gov.im and also check out our Facebook pages: 'Douglas Borough Council' and 'Douglas Town Centre Management'.



Position Douglas to succeed in the global economy

The Council recognises that to secure resilient and sustainable economic growth for Douglas it must be more innovative and entrepreneurial, partnering with the public, private and third sectors to strengthen the capital's and the Island's global standing. It will work to forge positive links beyond the confines of the Isle of Man and be receptive to new ideas, new partners and new commercial opportunities, mindful at all times that Douglas must present an outward-looking, prosperous and socially responsible image.



- CE** Develop and implement a range of management development programmes that build organisational capacity and management / leadership skills, including an apprenticeship programme for young people living on the Island.
- CE** Deliver a range of skills, knowledge and development programmes that support our business needs as an employer.
- CE** Delivering a web presence that defines the Town's history, opportunities, and online services.
- CE** Greater digital inclusion through web and mobile technology, moving away from traditional face-to-face business.

- E&R** Lead and participate in the physical regeneration of the Towns physical infrastructure, creating an environment attractive to investment.
- E&R** Deliver a Town Centre Management Service to engage with business and support the economic well-being of Douglas Town Centre.
- CE E&R** Engage with a range of partners to use the Council's resources and assets to support events that will attract visitors to Douglas.
- CE E&R** Explore commercial opportunities for income through new initiatives and private sector sponsorship.

- H&P** Invest in quality affordable housing to respond to the economic and community need.
- H&P** Improving the image and environment of Douglas as the Capital to make it an even better place to live, work, and visit.
- E&R**
- CE**

Find out more about...Social housing

Douglas is the largest housing authority in the Isle of Man with a housing stock of more than 2,300 properties: houses, bungalows, apartments and flats and sheltered housing complexes.

We are committed to investing in new housing and maintaining our existing stock in good order so we can provide a quality affordable housing service accessible to all our tenants, including the vulnerable and elderly. And to better understand and respond to the needs of our tenants our housing committee includes an independent member, to serve as the voice of our tenants, give them greater visibility and help to determine the shape and scope of our future housing policy.

We do this because we recognise that good quality, affordable social housing is essential to a person's wellbeing and because we believe housing should not be just about providing a space to live in; it should be about providing somewhere people can call 'home'. To find out more visit douglas.gov.im and search 'Housing'.



Sense of community

The Council will work towards enabling all sectors of the community to take part and take pride.

The Council will recognise and respond to its social responsibility obligations, engaging with the community in all its diversity and providing customers with a choice of how its services can be accessed.

To this end it will expand its online and social media offerings; broaden its wifi reach; deliver year-round community events through its Town Centre Management operation - independently and in partnership with sponsors and other agencies; support relevant island-wide charitable, heritage and cultural campaigns; encourage creativity and opportunities for individuals to reach their full potential and ensure its public buildings provide a welcoming, convenient and secure environment, accessible to all abilities.



- CE** Continued delivery of information relating to Council news and services through social media, web and localised technology portals including Wi-Fi hotspots and terminals.
- CE** Provide access to digital services (digital inclusion) through publicly available devices, internet provision, training, promotion and awareness.
- CE** Support the Members' Working Group on engaging with the public, to look at improved consultation / engagement strategies, such as regular Member surgeries; neighbourhood and resident forums; regular surveys and public consultation.
- CE** Improved participation by the public in Council business and meetings.
- CE** Engagement with the voluntary (third) sector

- E&R** Identify and support opportunities to encourage creative play.
- E&R** Promote Douglas Town Centre as a focus for the Island's community and a venue for events that highlight the cultural identity of the Isle of Man; and provide venues for hosting cultural events.
- E&R** Organise community events (e.g. Heritage Day, Carnival, Tower of Refuge Walk, Fireworks, Christmas Lights Switch-On, Community fun day).

- F** Provide payment options that are customer-focused and accessible to all.
- F** Provide a vibrant Library actively engaging with the public directly and through various media.

Find out more about...the Henry Bloom Noble Library

The Henry Bloom Noble Library is a service provided by the Council which recognises that libraries have a vital community and educational role to play that extends far beyond the lending of books.

Swift to embrace change, the Henry Bloom Noble Library is as much a place for awakening - reawakening - a love of the written word, be that through hard copy, e-books or e-magazines, as it is a centre for lifelong learning, accessing the internet and developing digital skills.

To find out more visit library.douglas.gov.im

SCAN ME






Environmental stewardship








The Council will embrace technology that reduces its energy consumption and will commit to making positive changes that will result in savings of benefit to its ratepayers.

It will progress its five-year LED street lamp conversion programme which, once completed, is set to achieve savings in excess of £150,000 a year. In tandem it will pursue a procurement policy that reduces vehicle and plant emissions, promote responsible waste management schemes to householders and commercial customers and engage with schools and the wider community in 'reduce, re-use, recycle' campaigns.

In support of its environmental objectives the Council will pursue a robust byelaws enforcement programme.



 Use of smart technology to
  reduce our overall energy use.

-  Provide a cost effective refuse and recycling collection service for both domestic and commercial customers.
-  Working with Government and other authorities, continue to pursue an all-Island Recycling Strategy.
-  Continue to organise educational open days and school visits promoting the importance of recycling and environmental sustainability.
-  Deliver a programme of low maintenance energy efficient public lighting improvements.
-  Continue to reduce vehicle emissions in line with the Council's vehicle and plant procurement policy.
-  Ensure that active travel is encouraged and facilitated as a component of all infrastructure projects undertaken by the Council; and actively engage with partners in the production of an Isle of Man Cycling Strategy and the development of a cycle network in Douglas.
-  Ensure all Council-run sites participate and engage in recycling.

Find out more about...Recycling, reusing, reducing

The Council has long been an ardent promoter of the importance of recycling, reusing and reducing. We encourage households to subscribe to our kerbside collection service, to take a responsible, environmentally aware approach to the disposal of their domestic waste and to take unwanted recyclable items to our bring bank facilities.

The more waste we can recycle, the less has to be transported to the energy from waste plant for disposal by incineration, a process that incurs charges on the Council, so impacts on the rate.

In response, we have invested in a recycling facility at our Ballacottier service centre because the more we can take out of the waste stream, the better.

To find out more and view our educational recycling videos, visit www.recyclenow.im

SCAN ME



Good Governance and Financial Sustainability

The Council will ensure openness, fairness, democracy and inclusiveness remain the cornerstones of its Constitution; commit to all Freedom of Information requirements; equip its people with the skills and information to act in the best interests of the ratepayers and the wider community; support the Standards Committee in its work to uphold the principles of conduct expected of its elected Members, officers and staff; scrutinise and ensure transparency and accountability of its financial and decision-making processes; and measure the effectiveness and value for money of its services, ensuring that investment in the future is founded on professional financial advice to safeguard the Council's long-term economic resilience.



CE Comply with the Council's Constitution, Standing Orders, Corporate Governance Principles and Codes of Conduct, and ensure a transparent and accountable decision-making process.

CE Commitment to openness of information and data relating to Council activities including Council decisions, financial information and statistical data.

CE Introduce the management framework for Freedom of Information, engage with the process creating an open and accessible portal for the public.

CE Keep the Constitution under regular review to keep pace with changing legislation and emerging best practice.

E&R Ensure local byelaws and regulations are reasonable, necessary and enforceable, based on the statutory principles of Good Governance and Suppression and Prevention of Nuisance.

F **E&R** **H&P** **CE** Service plans to be in place for all Services, and performance measured against them.

F Administer the Council's financial management responsibilities.

F Manage the Isle of Man Local Government Superannuation Scheme for all Isle of Man local authorities.

Find out about...Our partnership working

We may be the Island's largest local authority working to transform our town to make it a better place to live, work, visit and invest, but we cannot succeed alone. This is why we will always actively seek to work in partnership with central government, the business and third sectors and other local agencies on all matters affecting our town's future economic and social prospects, and to help to advance town centre regeneration.

It is also why we are signed up to the Douglas Community Partnership charter which pledges to create 'quality spaces for a proud and positive Douglas', and it is why our town centre management team are engaging with local businesses to improve the Douglas retail, leisure and visitor experience.

There is much to be gained from listening to our partners and the people of Douglas about what matters to them because everyone has a role to play in 'our town, our future'. To find out more visit www.douglas.gov.im. You can also follow **Douglas Town Centre Management** on Facebook.



Delivering for Douglas

Our corporate plan is a declaration of intent of how we will deliver for Douglas over the next four years, how we will work with our partners in government and in the private and third sectors and how we will listen and respond to the issues that matter to the people of Douglas. It is our carefully considered, strategic approach to serving our customers, our Members and our people as we face the challenge of adapting to new economic realities and delivering value for money in all that we do to support the capital of the Isle of Man to achieve new levels of success.

We are ambitious for the future, but recognise the value of learning from our past. Our agenda is bold, but realistic.

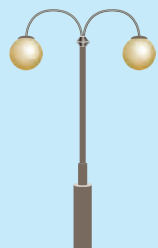
And that is how we have delivered and will continue to deliver for Douglas.



We won 6 Green Flag awards



Looking after Our Town:



We maintain
4,300

street lights, this year we will replace
900 lamps
with new high efficiency LEDs. We have the best lit streets on the Island and compare in quality to much larger UK towns.



We've invested in more CCTV for the town centre, helping to keep the community safe.

Our wardens monitored the borough and issued fixed penalties for bye-law offences such as dog fouling, dilapidated properties and fly-tipping.

1,850

Car park spaces provided to support the town's economy.

Infrastructure investment over the last 4 years:

Creation of a new public library for the town, improving this valued service but still saving £100,000 annually

£2.2 million in refurbishment of the Island's only crematorium

£5.2 million in new sheltered accommodation

Significant investment in the regeneration of our town centre



In the last year we entertained:

30,000

people through a number of community events, including the Douglas carnival, Christmas lights switch on, the fireworks display and community fun day.



1,000

children visited our library to take part in free, fun educational activity sessions.

In one year we will:

Host more than
300
visitors at recycle centre education days



Empty almost
700,000
wheelie bins

Recycle
665 tonnes
of kerbside waste

