

You are requested to attend a meeting of the Executive to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 20 April 2017 at 18:15.

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## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Executive held on 8 March 2017 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests  
To receive declarations of Disclosable Pecuniary Interests or personal or prejudicial interests, in accordance with the Code of Conduct, in relation to items on the agenda. Such interests need to be declared even if they have already been recorded in the Register of Interests. The personal interests of Councillors who are County Councillors, Town or Parish Councillors will automatically be recorded in the minutes.
- 5 Taunton Deane Borough Council Corporate Plan 2017/2018. Report of the Corporate Strategy and Performance Officer (attached).  
Reporting Officer: Richard Doyle
- 6 Executive Forward Plan - details of forthcoming items to be considered by the Executive and the opportunity for Members to suggest further items (attached)

Bruce Lang  
Assistant Chief Executive

07 August 2018

Members of the public are welcome to attend the meeting and listen to the discussions.

There is time set aside at the beginning of most meetings to allow the public to ask questions.

Speaking under “Public Question Time” is limited to 4 minutes per person in an overall period of 15 minutes. The Committee Administrator will keep a close watch on the time and the Chairman will be responsible for ensuring the time permitted does not overrun. The speaker will be allowed to address the Committee once only and will not be allowed to participate further in any debate.

Except at meetings of Full Council, where public participation will be restricted to Public Question Time only, if a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors begin to debate the item.

This is more usual at meetings of the Council’s Planning Committee and details of the “rules” which apply at these meetings can be found in the leaflet “Having Your Say on Planning Applications”. A copy can be obtained free of charge from the Planning Reception Desk at The Deane House or by contacting the telephone number or e-mail address below.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

These arrangements do not apply to exempt (confidential) items on the agenda where any members of the press or public present will be asked to leave the Committee Room.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: [www.tauntondeane.gov.uk](http://www.tauntondeane.gov.uk)



The meeting rooms at both the Brittons Ash Community Centre and West Monkton Primary School are on the ground floor and are fully accessible. Toilet facilities, with wheelchair access, are available.

Lift access to the Council Chamber on the first floor of Shire Hall, is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are available through the door to the right hand side of the dais.



An induction loop operates at Shire Hall to enhance sound for anyone wearing a hearing aid or using a transmitter.

**For further information about the meeting, please contact Democratic Services on 01823 219736 or email [r.bryant@tauntondeane.gov.uk](mailto:r.bryant@tauntondeane.gov.uk)**

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**Executive Members:-**

Councillor J Warmington	(Community Leadership)
Councillor A Sully	(Corporate Resources)
Councillor M Edwards	(Economic Development, Asset Management, Arts and Culture, Tourism and Communications (Deputy Leader))
Councillor P Berry	(Environmental Services & Climate Change)
Councillor T Beale	(Housing Services)
Councillor J Williams - Leader of the Council	(Leader of the Council )
Councillor R Parrish	(Planning Policy and Transportation)
Councillor V Stock-Williams	(Sports, Parks and Leisure)

## **Executive – 8 March 2017**

Present: Councillor Williams (Chairman)  
Councillors Beale, Mrs Herbert, Parrish and Mrs Warmington

Officers: Tim Child (Asset Manager), Jan Errington (Project Manager – Housing)  
and Richard Bryant (Democratic Services Manager)

(The meeting commenced at 6.15 pm.)

### **11. Apologies**

Councillors Berry, Edwards and Habgood.

### **12. Minutes**

The minutes of the meeting of the Executive held on 9 February 2017, copies of which had been circulated, were taken as read and were signed.

### **13. Declarations of Interest**

Councillor Mrs Warmington declared a personal interest as a Member of Bishops Lydeard and Cothelstone Parish Council.

### **14. Supported Housing Property Options**

Considered report previously circulated, which set out the findings from a review of the Council's Sheltered and extra care properties and the development of a new aspirational property Standard, providing information on stock performance and condition.

A range of factors had led the Council to undertake a review of its supported housing stock and services, such as emerging needs and consumer expectations relating to demands for more flexible properties which could continue to be a suitable home for older tenants - who were likely to live longer with increasing frailty, poorer health and disabilities.

Over the next 20 years the over 65 population of Taunton Deane was set to increase by over 27%. It was therefore anticipated that the health, care and support needs of the older population would also increase and Sheltered and extra care housing would be in demand.

The external landscape was changing with the advent of the Care Act enabling better informed customers, greater choice and empowerment in relation to their care and support. As such, many landlords were developing higher end products with mixed tenure which were attractive to older customers who could afford to choose.

Uncertainties around emerging Welfare Reform meant that the Council needed to be aware of potential income loss. Under the new funding regime from April 2019, the Council did not know for certain whether Sheltered and extra care housing would

continue to enjoy the protection for the additional cost within its service charges for providing intensive housing management and that older people would not be penalised for under-occupying.

All of these factors would influence the housing choices customers would make in the future with a trend towards better standards and more flexible accommodation to meet longer term needs. It was therefore more important than ever that Taunton Deane planned to make its Sheltered and extra care provision future ready.

Reported that in 2015 the Council had undertaken a review of supported housing in response to the changing environment and the need to make sure the right service and suitable accommodation was being provided in the future. The aims of the review were to:-

- Achieve and maintain a high level of tenant satisfaction;
- Provide housing that was attractive to older people to want to move in;
- Meet the local demand for people over 60; and
- Support people to maintain their independence and social networks of family and friends.

Therefore as part of the overall Supported Housing Review, a supported housing property options review was initiated to establish how the Council could invest in its properties over the next 30 years to ensure the properties met the needs of older people and were in good condition.

A range of activities had helped to build the property review and enable decisions on future investment in the stock including the result of work commissioned from Savills.

The review considered:-

- Future demand for the properties;
- Condition through Savills' Stock Condition Survey;
- Development of a new Supported Housing Property Standard;
- Appraisal of properties against the Standard;
- Stock performance (through Savills' analysis);
- Investment required to meet the Standard;
- How works should be prioritised over the 30 year Housing Revenue Account (HRA) Business Plan;
- Smarter Solutions; and
- Options Appraisal of the five lowest performing schemes.

**Stock Profile** - The Council's Sheltered housing stock included 980 dwellings comprising 586 flats and 394 bungalows. Almost 50% of the flats were 1<sup>st</sup> floor without lift access and therefore not suitable for elderly people with mobility needs.

**Stock Condition** - The properties were included in the Stock Condition Survey in early 2016. The total investment need of the Sheltered housing stock over the next 30 years was estimated at £26,300,000.

The average 30 year future investment need per unit for the Sheltered housing stock was estimated at £26,884 which was lower than the overall stock average of nearly

£33,000 per dwelling.

The survey had indicated that generally the Sheltered housing properties were in fair condition with evidence of past capital investment in key building components. The overall provision of general amenities was relatively basic and a majority of schemes would benefit from attention to address a number of issues which were detailed in the report.

**Financial Performance** -The average Net Present Value (NPV) of the 30 year operating cash flows for Sheltered stock was £14,267, which was 13% lower than the average for the whole stock. This was driven by low rents associated with supported housing stock, and in some cases high void levels. There were some strong performers - predominantly bungalows – but flats performed more poorly than bungalows financially in the majority of cases.

**Non-Financial Performance** - Each scheme had also been included in the non-financial / social sustainability analysis carried out for the whole stock. Low scores were driven by high levels of deprivation generally in the community, as well as low demand/ high turnover, low levels of resident satisfaction and, in some cases, high levels of complaints relating to noise and environmental issues.

Those schemes scoring lowest in the financial evaluation tended to be flatted schemes including Lyngford Road / Place, Broomfield House, Warwick Road / Slapes Close in North Taunton, and Moorland Place and Monmouth Road, South Road/ Tauntonfield Close at Halcon. The social sustainability evaluation mirrored this picture with Moorland Place and Lyngford Road / Place scoring lowest.

Further reported that the Council had the opportunity to improve the Sheltered housing stock profile in line with key aspects of the new Supported Housing Standard through stock rationalisation.

This meant re-designating identified ground floor properties that were more suited to older people as Sheltered accommodation and re-designating sheltered accommodation that was not fit for purpose or cost effective to remodel as general needs. To this end, a Stock Rationalisation Plan had been developed. Rationalisation would reduce the overall amount of investment required on approximately 62 of the most unsuitable Sheltered units.

Noted that the over-riding principle was that re-designation would be actioned at re-let which meant this was a long-term plan to rationalise the stock through voids over time.

To address poor financial and social performance of assets, reduce long term pressure on the Business Plan and free up financial capacity to invest in more sustainable existing stock, schemes had been identified for options appraisals based on:-

- Schemes which scored poorly against the new Standard and could not reasonably be bought up to standard. In many instances these were also schemes with a poor NPV; and

- Schemes where opportunities were thought to exist to expand and improve land use.

Five schemes had been selected using the above criteria all of which had some development potential. However, the values were relatively marginal and the appraisals showed negative land values resulting from high build costs and low rental / capital end values. No particular opportunities had been identified.

More central sites had some investment potential given their location and existence of an alternative rental market.

The Asset Management and Development Teams would progress work to identify opportunities existing now or in the future for all Sheltered and extra care stock which had appraisal scores lower than 50%, or, where other changes in the market indicated an options appraisal would be beneficial.

Reported that an aspirational Supported Housing Property Standard had been developed covering the key elements of internal, external and communal areas in relation to accessibility, condition, security, location and proximity to amenities.

Taunton Deane's aim was to achieve the aspirational Standard in the future in a way that was realistic, affordable and achievable for the Council. This would require a smart approach to the planned maintenance programme over the course of the 30 year Business Plan to mitigate financial impact.

Scheme appraisals had informed an indicative costing exercise to help the Council make decisions about which elements of the Standard it could afford to adopt and how and when this could be implemented. An estimated total indicative unfunded additional investment cost of £1,964,013 had been identified to bring existing supported housing stock up to the aspirational Standard. It was clear that prioritisation would be required as to how and when particular parts of the Standard could be achieved.

Noted that a number of Standard Workshops had been held in recent months where officers had agreed the need to work smarter in future to achieve the best results for Sheltered and extra care tenants. A range of detailed principles had been identified, details of which were submitted for the information of Members.

Agreement had also been reached as to the categories within the Standard which should be high, medium or low priority and which could not be addressed and would not be taken forward.

Works had also been identified that were already within the scope of the 30 year Capital Programme and other maintenance budgets along with works needed for statutory compliance with health and safety requirements and fire regulation.

Essential and priority elements within the Standard that were accounted for within the Capital Programme and items in existing budgets included the following:-

<ul style="list-style-type: none"> <li>• <b>Category in Standard</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Budget</b></li> </ul>
<ul style="list-style-type: none"> <li>• Wind and weather tight</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-planned maintenance programme (PPM) and capital programme</li> </ul>

<ul style="list-style-type: none"> <li>• Meeting Halls</li> </ul>	<ul style="list-style-type: none"> <li>• Existing budget to cover essential improvements for health and safety and DDA compliance and ongoing maintenance</li> </ul>
<ul style="list-style-type: none"> <li>• Scooter Storage</li> </ul>	<ul style="list-style-type: none"> <li>• Existing development budget for pilot scheme</li> </ul>
<ul style="list-style-type: none"> <li>• Kitchens</li> </ul>	<ul style="list-style-type: none"> <li>• Capital programme</li> </ul>
<ul style="list-style-type: none"> <li>• Bathrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Programme</li> </ul>
<ul style="list-style-type: none"> <li>• Health and safety regulatory statutory compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Programme</li> </ul>
<ul style="list-style-type: none"> <li>• Windows</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Programme</li> </ul>
<ul style="list-style-type: none"> <li>• Doors</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Programme</li> </ul>
<ul style="list-style-type: none"> <li>• Heating</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Programme</li> </ul>
<ul style="list-style-type: none"> <li>• Aids and adaptations</li> </ul>	<ul style="list-style-type: none"> <li>• Budgeted within HRA business plan</li> </ul>
<ul style="list-style-type: none"> <li>• Telecare</li> </ul>	<ul style="list-style-type: none"> <li>• Budgeted within HRA business plan</li> </ul>

The report went on to consider schemes identified as needing urgent improvement, particularly the extra care housing which provided homes for the most vulnerable tenants and elements of the Standard not prioritised for existing stock improvement.

The total indicative cost of capital investment in the Business Plan was as follows:-

<b>Total Indicative Costs</b>	<b>£</b>
High Priority items covered within HRA Business Plan	4,383,658
High priority items (not accounted for by the Business Plan)	391,059
Medium priority items (not accounted for by the Business Plan)	140,610
Low priority items	913,750

In terms of meeting the Standard, it was proposed that a common sense achievable approach would be:-

- Adoption of the full aspirational Standard for new build in as far as development finance was available and the site allowed with a minimum of meeting the high priority elements.
- Adoption of the priority elements of the Standard that could be achieved through the current Business Plan.
- Efficiencies to be sought and other ways in which Taunton Deane could achieve more of the Standard through annual review of the Capital Programme and Business Plan.
- To widen the refit of bathrooms with wet rooms to Sheltered housing at such time as the Council was able to fund this in the future.
- Additional works to bring properties up to the higher Supported Housing Standard would not be undertaken on properties that were identified for re-designation to general needs.



Further reported that there were a number of other measures required to ensure that Taunton Deane built on this work and used this opportunity to make the best use of resources to bring the Sheltered and extra care stock closer to the Supported Housing Standard. These 'next steps' included:-

- (1) Surveys would be undertaken where needed to firm up cost;
- (2) Supported Housing and Asset Management would refine the preliminary scheme matrix in relation to priorities within the Supported Housing Standard and Stock Rationalisation Plan;
- (3) Further investigation and possible full options appraisal of schemes scoring below 50% in the appraisal against the standard prior to any investment decisions being made.
- (4) The Capital Programme might need to be re-focused to take account of high priorities within existing budget. This would be the essential and high priority items together with exceptions agreed on a case by case basis;
- (5) Where costs were excessive and could not be contained within the Capital Programme without deprioritising other important works, agreement would be needed by key managers from Asset Management, Property Services and Housing Services;
- (6) Other workstreams within the HRA Business Plan would take forward work in optimising how the Council used the disabled facilities grant to adapt properties to meet tenants' needs with a view to making the best use of existing adapted properties and identifying the best properties suitable for future adaptation;
- (7) Other workstreams within the HRA Business Plan would explore the Sheltered housing lettings policy to consider whether the Council was able to facilitate access to ground floor accommodation where tenants' needs had changed in relation to their mobility and/or sight;
- (8) Further work is planned to consider how the standard was incorporated into the voids works procedures and lettable standard;
- (9) The Sheltered Rationalisation Plan would be actioned so that properties were re-let with the correct new designation;
- (10) It would be essential that Taunton Deane undertook an annual review of:-
  - Lettings and demand trends and the Stock Rationalisation Plan taking into account emerging reform of supported housing funding and welfare benefits;
  - Priorities for schemes and attributes within the Supported Housing Standard; and
  - The Capital Programme informed by the above; and
- (11) The Council would develop additional costings for priorities within the Standard to inform the next HRA Business Plan review.

It was proposed to draw up an action plan to take forward these 'next steps'.

**Resolved** that:-

- (a) The Council's new approach to smarter use of its stock to make it fit for purpose in the future for older people through stock rationalisation, and ensuring that suitable components used for sheltered and extra care housing were fitted in a way appropriate to the needs of vulnerable older people, be noted. This new approach was consistent with the Asset Strategy principles agreed through the Housing Revenue Account Business Plan Review in 2016; and
- (b) The Standard be approved as an aspirational Standard to be implemented as and when affordable, focusing on the attributes as prioritised.

15. **Executive Forward Plan**

Submitted for information the Forward Plan of the Executive over the next few months.

**Resolved** that the Forward Plan be noted.

(The meeting ended at 6.31 p.m.)

# Taunton Deane Borough Council

## Executive – 20 April 2017

### Taunton Deane Borough Council Corporate Plan 2017/2018

This matter is the responsibility of Councillor Richard Parrish, Member responsible for Corporate Services

Report Author: Richard Doyle, Corporate Strategy and Performance Officer

#### **1 Purpose of the Report**

- 1.1 The purpose of the report is to introduce the draft Corporate Plan for 2017/18 as it begins its path through the democratic process.

#### **2 Recommendations**

- 2.1 That Executive supports the adoption of the Corporate Plan for 2017/18.

#### **3 Background Information**

- 3.1 The Corporate Plan flows from our four year strategy which covers the period 1 April 2016 to 31 March 2020. The 2017/18 Corporate Plan will be the second year of this strategy.
- 3.2 The Plan describes the actions we will take during the year to ensure the Council's strategic objectives are achieved for the people and place of Taunton Deane and sets out how we will monitor and measure our progress.
- 3.3 The Corporate Plan does not cover everything that the Council does, but it focuses on a combination of those issues that matter most to local people and the unique challenges arising from the Borough's changing social, economic and environmental contexts.
- 3.4 The plan is a key component of our corporate planning and performance management framework. It links the strategic priorities of the Council directly to the activities of each individual employee as can be seen from the illustration below:



#### **4 Finance / Resource Implications**

The Plan contains *Key Theme 4 – An efficient and Modern Council* – which includes the aims to *Review how services are delivered, by whom and to what standard in order to best allocate our resources and Make better use of our land and property assets; transferring or selling assets where it makes sense to do so.*

#### **5 Legal Implications**

It is not a legal requirement to produce a Corporate plan; however, it is an essential business management tool and will provide a clear plan for officers and members to work within.

#### **6 Environmental Impact Implications**

The Plan contains *Key Theme 3 – Our Place* which seeks to keep Taunton Deane a place to be proud of and one which is well maintained and welcoming to residents, visitors and businesses alike.

#### **7 Safeguarding and/or Community Safety Implications**

There are no safeguarding or community safety issues

#### **8 Equality and Diversity Implications**

Members need to demonstrate that they have consciously thought about the three aims of the Public Sector Equality Duty as part of the decision making process.

The three aims the authority **must** have due regard for:-

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

## **9 Social Value Implications**

There are no social value implications.

## **10 Partnership Implications**

There are no partnership implications.

## **11 Health and Wellbeing Implications**

The Plan contains *Key Theme 1 – People* which seeks to deliver greater housing and employment provision as well as services which support the needs of an older population and our most vulnerable residents.

## **12 Asset Management Implications**

The Plan contains Key Theme 4 – An efficient and Modern Council – which includes the aim to “Make better use of our land and property assets; transferring or selling assets where it makes sense to do so”.

## **13 Consultation Implications**

Early drafts of the plan have been shared with the Joint Management Team.

### **Democratic Path:**

- **Scrutiny – No**
- **Executive – Yes**
- **Full Council – Yes**

**Reporting Frequency: Annually**

### **List of Appendices**

Appendix A	Draft TDBC Corporate Plan 2017/18
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## Contact Officers

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**Taunton Deane Borough Council  
Corporate Plan 2017 - 18**

**People**



**Business & Enterprise**



**Our Place**

**An Efficient & Modern  
Council**

**“Working with our communities to keep Taunton Deane  
a great place in which to live, work, learn and enjoy”**





## Introduction



Cllr. John Williams  
Leader of the  
Council

### Welcome to Taunton Deane Borough Council's Corporate Plan for 2017-18.

Having agreed our Corporate Strategy for the next four years (2016-20) , setting out our vision, priorities, values and principles, we are committed to putting the Strategy into action and making a difference for local people and business.



Penny James  
Chief Executive

Our level of ambition remains undiminished despite the challenging financial circumstances in which we and other District Councils are operating and we will continue to work.

We will build upon our good relationships with partners and make sure public money continues to be spent well and to deliver projects that improve the quality of life of our residents.

The Corporate Plan identifies the key actions we will take during the year to ensure the Council's strategic objectives are achieved and should be read alongside, and in the context of, other key plans and strategies that guide the Council's business and the way it works, including in particular:

### **The Taunton Growth Prospectus**

- provides a clear economic vision for our County Town. Our vision is supported by key projects that will enable Taunton to achieve it's full economic growth potential.

### **The Housing Revenue Account Business Plan 2012-2042**

- TDBC is the only district council in Somerset still to own and manage its own housing stock. The Plan sets out the Council's overall aims and objectives for the housing service, as a landlord for approximately 6,000 homes.

### **The Core Strategy**

- TDBC is the local planning authority for the Borough. The Core Strategy sets out a vision for Taunton Deane and strategic objectives, spatial strategy and policies for meeting that vision. It also reflects the strategic objectives of the 'Sustainable Community Strategy' as well as national planning policy. The Plan specifies the locations and quantity of growth to be accommodated within the Borough up to 2028 and identifies strategic site allocations, including mixed-use urban extensions.

### **The Priority Areas Strategy**

- The PAS seeks to tackle disadvantage and deprivation in some of Taunton Deane's most deprived communities.

**Transformation** - Transforming the way we work to deliver an organisation centred on customers, services and communities

**“Working with our communities to keep Taunton Deane a great place in which to live, work, learn and enjoy”**

## Elected Members of the Borough Council - Portfolio Holders

**The Executive are responsible for decisions affecting the day-to-day running of the Council, linking the necessary action to implement the Council's policies. The Executive are the policy forming team for the Council.**



**Leader of the Council:  
Cllr John Williams**



**Deputy Leader: Cllr Mark Edwards**  
Areas Covered: Business Development, Asset Management and Communications.



**Cllr Jane Warmington**  
Areas Covered: Community Leadership.



**Cllr Richard Parrish**  
Areas Covered: Corporate Resources.



**Cllr Patrick Berry**  
Areas Covered: Environmental Services & Climate Change.



**Cllr Terry Beale**  
Areas Covered: Housing Services.



**Cllr Robert Habgood**  
Areas Covered: Planning Policy & Transportation.



**Cllr Catherine Herbert**  
Areas Covered: Sports, Parks & Leisure.

## Joint Management Team

**Taunton Deane Borough Council shares a Management Team with West Somerset Council.**

**The Joint Management Team works closely with the Council Leaders, elected Members and with our partners to deliver the corporate priorities for both Councils**



**Penny James**, Chief Executive for Taunton Deane Borough Council and West Somerset Council

The Chief Executive leads delivery of the corporate management and operational responsibilities of the Councils, and statutory obligations are Head of Paid Service, Returning Officer and Electoral Registration Officer.



**Shirlene Adam**, Director - Operations

The Director of Operations main role during 2017/18 will be to focus on the Transformation agenda and the potential creation of a new council.



**James Barrah**, Director - Housing & Communities

The Director of Housing and Communities is responsible for all of both Councils' assets with responsibility for a wide ranging property and development service including new build housing developments and housing enabling.



**Brendan Cleere**, Director - Growth & Development

The Director of Growth & Development has overall responsibility for planning, regeneration, delivery of community infrastructure, inward investment and economic development. Key priorities include the Hinkley Point nuclear new build.



**Bruce Lang**, Assistant Chief Executive & Monitoring Officer

The Assistant Chief Executive & Monitoring Officer is responsible for Elections.

## The Purpose of the Corporate Plan

The Corporate Plan for 2017/18 flows from our four-year Corporate Strategy, which covers the period 1st April 2016 through to 31st March 2020. We are now in the second year of the strategy.

The Plan describes the actions we will take during the year to ensure the Council's strategic objectives are achieved for the people and place of Taunton Deane and sets out how we will monitor and measure our progress.

The Corporate Plan does not cover everything that the Council does, but it focuses on a combination of those issues that matter most to local people and the unique challenges arising from the Borough's changing social, economic and environmental contexts.

## How do we use it?

The plan is a key component of our corporate planning and performance management framework. It links the strategic priorities of the Council directly to the activities of each individual employee as can be seen from the illustration below.



## Key Theme 1

## People

### Why is this important?

**Taunton Deane is growing and will have an increasing older population. These changes will require greater housing and employment provision as well as services which support the needs of an older population and our most vulnerable residents.**



### The key issues we aim to influence and improve:

#### Key Issue

Facilitate an increase in the availability of affordable homes and Council homes for local people – to both buy and to rent;

#### What we will do in 2017/18

- Facilitate the delivery of the affordable housing development pipeline to achieve the target of 200 new affordable homes completed during 2017/18 with at least 10% being new build council housing.

#### Key Issue

Work with partners in both the private and public sector to develop a range of additional housing types suitable in particular for single person households, young people in rural communities and elderly people;

#### What we will do in 2017/18

- Refocus Hinkley Housing Plan to get approval for and deliver a range of private sector housing projects to help mitigate impact of Hinkley workers on housing supply.
- Continue Somerset West Private Sector Housing Partnership (SWPSHP) focus on landlord accreditation enforcement, empty homes etc to ensure suitability and supply of private rented accommodation.
- Through close partnership working secure the delivery of new build affordable homes with at least 10% secured suitable for single persons households, rural housing and for elderly people during 2017/18.

## **Key Issue**

Work with others to support the wellbeing of an older population and our most vulnerable residents;

## **What we will do in 2017/18**

- Put in place appropriate support for housing tenants to transition across to Universal Credit from October 2016; liaising with Revenues and Benefits, Department for Work & Pensions, Citizens Advice Bureau etc.
- Continue working with 'Inspired to Achieve' project within the Housing Service to support unemployed tenants into sustainable employment.
- Support One Teams to continue working in our high demand communities.
- Deliver or enable health promotion work in the community targeted at vulnerable residents, such as disabled facilities grants, the Wellington Isolation event, Archie dementia awareness, flu jab clinics and legal high awareness raising at schools.
- Implement new local lottery to raise money for local and community sector organisations to offer additional support to vulnerable local residents.
- Increase the defibrillator network in Taunton Deane through grant funding to rural parish councils/community groups to improve community resilience."
- We will work with DWP to explore affordable and sustainable local support for Universal Credit for more vulnerable residents, where personal budgeting support and claims assistance may be required (subject to external funding).

### **Key Issue**

Facilitate the creation a broad range of high quality employment opportunities that recognises the different needs of rural and town communities in order to provide local people with more rewarding futures.

### **What we will do in 2017/18**

- Aim to adopt the Taunton Deane Site Allocations and Development Management Plan.
- Undertake a review of the Core Strategy (sets out a vision for Taunton Deane and strategic objectives, spatial strategy and policies for meeting that vision) and is an enabler to growth.

### Employment Site –

- Junction 25 Strategic Employment Site – Adopt Local Development Order (LDO) in place by Autumn 2017.

**“Working with our communities to keep Taunton Deane a great place in which to live, work, learn and enjoy”**



## Key Theme 2

## Business & Enterprise

### Why is this important?

**An increasing local working-age population and the desire to keep our town centres vibrant means that sustaining our local economy must be central to the Council's priorities and planning.**



### The key issues we aim to influence and improve:

#### Key Issue

Encourage inward investment and the promotion of the district as a place in which to visit and do business;

#### What we will do in 2017/18

- Work with and support Nuclear South West to deliver a sector focused campaign throughout the year.
- Work with and support into Somerset to deliver a targeted marketing campaign by December 2017.
- Work with Coast Communications to develop a marketing campaign to promote sector specific inward investment by December 2017.

#### Key Issue

Further develop the offering of the Deane in terms of social, leisure and culture in order to make the area an even more attractive proposition for investment;

#### What we will do in 2017/18

- Work with Arts Taunton to develop a cultural strategy for Taunton Deane to inform the emerging Somerset Cultural strategy by October 2017.
- Apply a strategic approach to the financial support provided to key arts and cultural organisations by May 2017.
- Deliver an events portal for events organisers to encourage additional events in the area by July 2017.



- Develop an annual programme of events in partnership with the Taunton Events Group by March 2018.

#### Coal Orchard (Phase 2)

- Secure detailed planning consent by 30th November 2017.
- Decommission St James St Pool by 31st December 2017.
- Evaluate in partnership with TTA the detailed investment case for the Brewhouse by summer 2017.

#### Firepool - Taunton Town Centre Regeneration

- Secure Outline Planning consent by Summer 2017.
- Assemble all necessary land (North site) by 31st March 2018.

#### **Key Issue**

Ensure the Council is perceived as being 'business friendly', ensuring rules are applied appropriately and are not excessive;

#### **What we will do in 2017/18**

- Deliver the Taunton Deane business conference to by 30th September 2017.
- Work with Key Taunton town centre businesses and organisations to create a refreshed approach to co-ordination of activity in the town centre by 31st March 2018.
- We will work with our new street and public toilet cleaning contractor to provide a seamless transition protecting the service within the town centre.

#### **Key Issue**

Promote the Taunton town centre and the existing 'gems' such as the Museum of Somerset and Castle Green;

#### **What we will do in 2017/18**

- Work with key visitor businesses and groups to develop a clear offer for day visitors to the area by March 2018.
- Develop a new approach to marketing the town centre by March 2018.

### **Key Issue**

Identify suitable affordable employment sites, particularly in rural areas;

### **What we will do in 2017/18**

- Will be considered as part of the review of the Core Strategy (sets out a vision for Taunton Deane and strategic objectives, spatial strategy and policies for meeting that vision) and is an enabler to growth.

### **Key Issue**

Push for the rollout of fibre broadband and better mobile phone signal coverage across the Deane;

### **What we will do in 2017/18**

- Provide financial contribution to support the implementation of the Connecting Devon and Somerset (CDS) phase 2 Superfast Broadband rollout by 30th March 2018.

### **Key Issue**

Continue to work with partners to remove barriers to jobs and housing growth by addressing infrastructure constraints and securing funding for that infrastructure.

### **What we will do in 2017/18**

- Commence work on the development of an Infrastructure Delivery Strategy.
- Refresh Taunton Growth Prospectus (relaunch early 2017).
- Use the new Garden Town's Programme funding to support the delivery of the infrastructure necessary to deliver sustainable new communities.

### **New Garden Communities**

#### Monkton Heathfield

WRR construction to start (May 2017)

#### Comeytrove/Trull/Staplegrove

We will continue to work with the developers and site promoters to overcome the viability challenges of the schemes.

### **Key Issue**

Support business start-ups and expansion within the Deane.

#### **What we will do in 2017/18**

- Work in partnership with Somerset County Council and the Local Enterprise Partnership to enable the delivery of Wiveliscombe Enterprise Centre by 31st March 2018.
- Work in partnership with Cosmic to support 40 businesses to develop their digital skills and expertise by 31st March 2018.
- Work with the Taunton Digital group to deliver their agreed action plan by 31st March 2018.
- Evaluate the council's approach to financial support for businesses and create new policy by 31st March 2018.

## Key Theme 3

## Our Place

### Why is this important?

**We want to keep Taunton Deane a place to be proud of and one which is well-maintained, welcoming to residents, visitors and businesses and is easy to get around.**



### The key issues we aim to influence and improve:

#### Key Issue

Work with, lobby and influence others to further improve the Deane's transport links including additional cycle paths, measures that tackle congestion as well as a new railway station for Wellington.

#### What we will do in 2017/18

- Taunton Town Centre Public Space improvements – to identify preferred options by end of 2017 and prepare to implement a trial by 2018.
- 20 year Transport Strategy for Taunton - Fully evidenced work complete by Spring 2017.
- Improve access to 4km of Public Rights of Way between the built up areas of north-east Taunton and Monkton Heathfield to Hestercombe Gardens and the Quantock Hills AONB.

#### Major Transport Schemes

- Junction 25 capacity improvements.
- Transport Infrastructure improvements for A358 – preferred route announced by Summer 2017.

#### Toneway Corridor

- Develop Outline Business Case for Toneway Corridor Improvements.

**Key Issue**

Work with others to improve way finding within the Deane through improved signage and support improved signage at the entry points from the motorway into the Deane which promotes the area as a place to visit;

**What we will do in 2017/18**

- Install additional pedestrian way finding system in Taunton by 30th June 2017.
- Lobby partners to improve signage packages at motorway entry points by 31st March 2018.

**Key Issue**

Make finding a car parking space in Taunton quicker and easier through the provision of electronic parking signs;

**What we will do in 2017/18**

- Install Variable Message Signage for car parking onto the highways network Taunton Town Centre by 31st December 2017.
- Provide pay on foot car parking systems for seven town centre car parks by 31st November 2017.

**Key Issue**

Ensuring our environment remains attractive including through street cleaning and grass cutting;

**What we will do in 2017/18**

- Conclude grounds maintenance review as part of the tenant and leaseholds satisfaction project in Housing and identify recommendations for improvement;
- Support community clean up days and litter picks in One Team areas, working with partners.
- We will hold our cleaning contractors to account should standards drop below that expected.
- We will prosecute those caught fly tipping waste and crackdown on commercial abuse of domestic waste collections.
- Help facilitate green infrastructure related grant application by working with local communities.
- Ensure that landscape proposals for the major development sites, approved at the planning stage, have been implemented as agreed.

- Help prepare the outline masterplan for the major extension at Monkton Heathfield in collaboration with the developers and local stakeholders to ensure green infrastructure (including paths /play areas) are co-ordinated and complementary.

### **Key Issue**

Work with others to introduce measures that reduce the risk of flooding within our communities.

### **What we will do in 2017/18**

#### Strategic Flood Alleviation Improvements

Upstream flood water storage scheme (Bradford On Tone)

- Phase 2 – Combined option assessment and preferred option by Autumn 2017
- Completion of Phase 2 Options Appraisals by end of 2017.

## Key Theme 4

### An Efficient & Modern Council

#### Why is this important?

**Like all Councils, we continue to be challenged by significant budget cuts and pressure on services. We need to continue to collaborate with a range of organisations to deliver and enable outcomes that are important to our communities and find new ways of working that ensure we continue to get the best possible value out of the funds available to us.**



#### The key issues we aim to influence and improve:

##### Key Issue

Review how services are delivered, by whom and to what standard in order to best allocate our resources;

#### What we will do in 2017/18

##### The Transformation Programme

The Transformation High Level Business Case approved by both TDBC and WSC in July and Sept 2016 respectively, details the ambition for change and explains what this will mean for our staff, our customers, our systems and processes, and our councillors

The Design Principles and New Operating Model that underpin our transformation approach reflect that the customer is at the heart of everything we do, be it public, colleague, councillor, business, potential investor etc. To achieve our transformation vision, we recognise we need to completely review what we do, how we do it and who will do it.

The desired outcome for our communities, our organisation, our members and staff can only be achieved by radical changes to how we operate to deliver services.

This programme of change is significant and will take 18-24 months to complete.

The key activities (which will be included within a detailed Programme Plan) planned for the next 12 months (2017-18) include:

- Finalising the organisational design and the staffing structure required to support the transformed delivery model. Appointing staff into the new structure.
- Developing and delivering an organisational development programme to deliver the people change fundamental to the successful delivery of the transformation outcome and benefits.

- Undertake service and business process reviews to ensure that our processes reflect the corporate design principles.
- Specify, procure and implement the core technology platform that is fundamental to achieve the required transformational change.
- Deliver key supporting technology solutions to enable the new ways of working.
- Refurbishment of Deane House and West Somerset House to provide fit-for-purpose offices and the opportunity to provide rental space.
- During 2017/18, should the Secretary of State approve a proposal to create a new council covering the existing TDBC and WSC areas then work will be undertaken in line with the relevant legislation to determine the governance arrangements of a new authority. If the Secretary of State does not agree to create a new council then the electoral review of the existing TDBC areas will be recommenced with the Boundary Commission to agree a new wording pattern in time for the 2019 local elections based on the agreed principle that the future size of the council will be 43.
- To ensure that proper and transparent procedures are in place to effectively manage and distribute the unparished area funds’.
- Seek approval for and deliver the Housing Revenue Account (HRA) programme of projects to transform and improve the service to our tenants.
- During the year 2016/17 the contract with Southwest One ended. This resulted in some services returning to Taunton Deane Borough Council and the implementation of systems to replace SAP. Throughout 2017/18 we will embed those systems and consider the optional way of delivering back office services in line with our design principles.



**Key Issue**

Make better use of our land and property assets; investing in, transferring or selling assets where it makes sense to do so;

**What we will do in 2017/18**

- Approval of the detailed organisational design and implementation of the design commenced.
- Progress the transfer of the public conveniences to the Parish and Town Council.
- Development and implementation of the Council's 2017-2020 General Fund Asset Strategy and Asset Management Plan.
- Delivery of the Compliance Action Plan.

**The Accommodation Programme**

The Accommodation Programme is being delivered as part of the Transformation programme which will deliver new ways of working. This will include new office furniture and telephone systems, better IT enablement, agile and more SMART office style working. The programme will also deliver reductions in overall operating costs and have the potential to generate income through the renting of space to other organisations that will reduce overall costs and repayment periods.

**Deane House Accommodation**

Fully refurbish Deane House and create modern office facilities

**Moorland House**

New build of Location Offices based within the Halcon area to better enable service delivery and partnership working.

**Key Issue**

Support members to undertake their roles within their communities through improved access to information;

**What we will do in 2017/18**

- Continuing to hold 'Making a Difference' Workshops to support and prepare members to be actively engaged in shaping the transformation programme for the council going forward; reviewing the decision making processes (timetable of meetings, constitution etc) to provide members with additional capacity to focus on the community engagement element of their role.
- Member working groups (New Council and IT) will explore possibilities relating to digital agenda management.

## Key Issue

Improve access to service information and the ability for staff, customers and members to self-serve through efficient and modern ICT systems.

## What we will do in 2017/18

- In April 2017 we will go live with a new website to improve customer self-service and our aims for channel shift.

## ICT Strategy

- Implement the recently approved ICT Strategy to support Transformation for both Councils, in particular to move to a single ICT platform, and enabling "smart" working for staff.
- Procuring and commencing the implementation of the software to support the delivery of our transformation objectives and Corporate Design Principles.

## New Systems

- Make the move away from the SAP system and go live with new systems for Finance and Procurement, HR and Case Management.
- Go live with a new website for TDBC, enabling the public to access TDBC services via a revamped and up to date website, accessible through a variety of devices.
- Consider the implementation of the modern.gov system for producing electronic committee minutes and agendas.

## Service Delivery Models

- Monitoring of our 1 year contract with SCC for the management of Customer Services function and during that time working up detailed plans of how TDBC will run that service from 1st December 2018 in line with transformation vision and One Team strategies.
- Work with our new Payroll services provider and implement the changes necessary to comply with Government legislation on working with intermediaries and the requirement to make such payments subject to Income Tax and National Insurance deductions.
- We will go live with a new Finance, HR and Customer Relationship Management systems and develop their use throughout the year.

## Measuring our Progress

**Performance measures are set at a corporate, team and individual level within the Council in order that we can track progress, take remedial action where necessary and know when and whether the desired outcome has happened.**

We have established a 'basket' of corporate measures, which are summarised below, which will be reported to our Councillors and published on our website, which relate to our strategic aims.

### Key Theme 1 – People

- Homelessness - number of households making a homeless application.
- Number of households in Council provided temporary accommodation.
- Disabled Facilities Grants - Average time to complete DFG process once allocated by Somerset West Private Sector Housing Partnership.
- Disabled Facilities Grants - Average overall waiting time for high priority DFGs (once recommendation made by OT)
- Affordable Homes - Number of units delivered within the Borough
- Affordable Homes - Number of units suitable for single person households, rural housing or elderly persons
- Total net increase in the number of homes within the Borough.

### Key Theme 2 – Business & Enterprise

- Births of new enterprises (Business 'birth' rates as a % of business stock)
- Skill level within the workforce (NVQ Level 2, 3 & 4)
- Benefit claimant count as % of resident Taunton Deane population
- Employment Rate within the Borough.
- Unemployment Rate within the Borough
- Long term unemployed (more than 12 months)
- Youth unemployment (18-24 year olds)
- Wage levels within the Borough
- Business survival rate (5 year survival %)

### Key Theme 3 – Our Place

- Fly-Tipping; Number of reported incidents
  - Fly-Tipping - reported fly-tipping removed with 5 days of report
  - Number of Street Cleansing reports (overflowing litter bins, overflowing dog bins and general litter detritus).
  - Street Cleansing - % service requests actioned within 5 working days.
- 

### Key Theme 4 – An Efficient & Modern Council

- % MAJOR planning applications determined within 13 weeks (or within agreed extension of time) Majors' are defined as residential developments of 10 or more units, or retail/commercial developments of more than 1000 square metres of additional floor space
- % MINOR planning applications determined within 8 weeks. Minor's are defined as residential developments of less than 10 units, or retail/commercial developments of 1000 square metres or less of additional floor space.
- % of OTHER planning applications determined within 8 weeks – Other's are defined as applications for advertisement consent, changes of use, listed building and conservation area consents and all householder applications.
- Freedom of Information Requests - percentage processed within the statutory 20 working day deadline
- Staff Sickness Absence – Average number of days per full-time equivalent members of staff.
- Abandoned telephone call rate to main Council Switchboard number - as a % of total calls received.
- Corporate Complaints - Percentage of recorded complaints receiving a full response within 20 working days.
- Ombudsman -Number of complaints investigated by the Ombudsman requiring a remedy (excludes minor injustices)
- Invoice payment - % of undisputed invoices for commercial goods and services paid within 30days of receipt
- Average processing times for new Housing Benefit claims
- Average processing times for change in circumstances to Housing Benefit claims
- Environmental health requests completed within 60 days
- % Council Tax collected
- % Non-domestic Rates collected

- TDBC Housing rents - % Income collected as a percentage of rent owed
  - Housing Repairs & Maintenance Completion of repairs within priority target times: Urgent (Emergency)
  - Housing Repairs & Maintenance Completion of repairs within priority target times: Non Urgent
  - Timeliness of draft minutes of Committee meetings being provided to Committee chair.
-

## For more information contact

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 Taunton Deane Borough Council  
 The Deane House  
 Belvedere Road  
 Taunton TA1 1HE

Email: [enquiries@tauntondeane.gov.uk](mailto:enquiries@tauntondeane.gov.uk)



### English

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### Bengali

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### Chinese

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### Hindi

अगर आप इस दस्तावेज़ का अनुवाद दूसरी भाषाओं या ब्रेल, बड़े अक्षरों वाली छपाई, ऑडियो टेप, या सीडी में चाहते हैं, तो कृपया हमें इस नंबर पर फ़ोन कीजिये 01823 356356 या यहाँ ईमेल कीजिये [enquiries@tauntondeane.gov.uk](mailto:enquiries@tauntondeane.gov.uk)

### Portuguese

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### Polish

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## **Executive Forward Plan**

**20/04/2017, Report:Corporate Plan 2017/2018**

Reporting Officers:Richard Doyle

**06/07/2017, Report:Regeneration of the Coal Orchard, Taunton – Capital Investment**

Reporting Officers:Ian Timms

**03/08/2017, Report:TDBC Financial Performance 2016/2017 - Outturn Report**

**03/08/2017, Report:Medium Term Financial Strategy 2018/ 2019**

**03/08/2017, Report:Q4 - Performance Report**

Reporting Officers:Richard Doyle

**03/08/2017, Report:Investment in The Collar Factory, Taunton.**

Reporting Officers:David Evans

Contains exempt information requiring private consideration: Yes

Exempt reason:The report is likely to contain confidential information.

**07/09/2017, Report:Proposed acquisition of land at Lisieux Way Business Park, Taunton**

Reporting Officers:Tom Gillham

Contains exempt information requiring private consideration: Yes

Exempt reason:The report is likely to contain confidential information relating to financial and business affairs.

**07/09/2017, Report:Cemetery and Crematorium - Supplementary Budget**

Reporting Officers:Chris Hall

**07/09/2017, Report:Business Rates - “Revaluation Relief”**

Reporting Officers:Dean Emery

**07/09/2017, Report:Proposed Repairs Notice - Premises in Wellington**

Reporting Officers:Tim Burton

Contains exempt information requiring private consideration: Yes

Exempt reason:The item is likely to include confidential information relating to financial and/or business affairs.

**09/11/2017, Report:Review of the Council Tax Support Scheme for 2018/19**

Reporting Officers:Heather Tiso

**29/11/2017, Report:Fees and Charges 2018/2019**

**29/11/2017, Report:Earmarked Reserves Review**

**29/11/2017, Report:2018/2019 Draft Budget Estimates Update**

**29/11/2017, Report:Somerset Waste Partnership Business Plan**

Reporting Officers:Chris Hall

**29/11/2017, Report:TDBC General Fund Asset Strategy**

**11/01/2018, Report:Crematorium Waiting Room Extension**

Reporting Officers:Chris Hall

**08/02/2018, Report:General Fund Revenue Budget 2018/ 2019**

**08/02/2018, Report:Housing Revenue Account Budget 2018/2019**

**08/02/2018, Report:Treasury Management Strategy 2018/**

**19/03/2018, Report:Transitioning to a New Council**

Reporting Officers:Penny James,Shirlene Adam

**05/07/2018, Report:Quarter 4 Performance Monitoring Report**

Reporting Officers:Richard Doyle

**05/07/2018, Report:Finance Outturn Report**

Reporting Officers:Paul Carter

**06/09/2018, Report:Taunton Transport Strategy**

Reporting Officers:Dan Webb

**06/09/2018, Report:Electric Vehicle Charging Points**

Reporting Officers:Chris Hall

**28/11/2018, Report:North Taunton Woolaway Project Proposal**

Reporting Officers:Jo Humble



## **Executive – 20 April 2017**

Present: Councillor Edwards (Vice-Chairman) (In the Chair)  
Councillors Berry, Habgood, Mrs Herbert, Parrish and Mrs Warmington

Officers: Paul Carter (Assistant Director – Corporate Services), Richard Doyle (Corporate Strategy and Performance Manager) and Andrew Randell (Democratic Services Officer)

Also present: Councillor Cavill

(The meeting commenced at 6.15 pm.)

### **16. Apologies**

The Chairman (Councillor Williams) and Councillor Beale.

### **17. Minutes**

The minutes of the meeting of the Executive held on 8 March 2017, copies of which had been circulated, were taken as read and were signed.

### **18. Taunton Deane Borough Council Corporate Plan 2017/2018**

Considered report previously circulated, which introduced Taunton Deane's draft Corporate Plan for 2017/2018, a copy of which was circulated to Members of the Executive.

The Corporate Plan flowed from the Council's four year strategy which covered the period 1 April 2016 to 31 March 2020. The 2017/2018 Corporate Plan would be the second year of this strategy.

The Plan described the actions which would be taken during the year to ensure the Council's strategic objectives were achieved for the people and place of Taunton Deane and set out how progress would be monitored and measured.

The Corporate Plan did not cover everything that the Council did, but it focussed on a combination of those issues that mattered most to local people and the unique challenges arising from Taunton Deane's changing social, economic and environmental contexts.

The plan was a key component of the Council's corporate planning and performance management framework. It linked the strategic priorities of the Council directly to the activities of each individual employee as can be seen from the illustration below:-



During the discussion of this matter, Members made the following suggestions/ comments:-

- A request was made for a clear statement of intent to be included within the Corporate Plan to support employees through the Transformation process;
- The dates set out in Key Theme 2 might have changed and therefore needed to be checked for accuracy;
- The start date for both the new Western Relief Road at Monkton Heathfield and the 20 year Transport Strategy for Taunton were also thought to have been changed and might need to be altered in the Corporate Plan; and
- It was requested that the contents of the Corporate Plan be fully re-assessed should the proposed new Council be formed.

**Resolved** that subject to any necessary amendments being made to the document in relation to the above comments, Full Council be recommended to adopt the Taunton Deane Borough Council Corporate Plan for 2017/2018.

#### 19. **Executive Forward Plan**

Submitted for information the Forward Plan of the Executive over the next few months.

**Resolved** that the Forward Plan be noted.

(The meeting ended at 6.37 p.m.)