

TAUNTON DEANE BOROUGH COUNCIL

Executive

25th August 2004

Review of Taunton Deane Borough Council's Corporate Strategy 2004-2007

Report of the Corporate Business Development Manager

This matter is the responsibility of Executive Councillor Williams (Leader of the Council)

Executive Summary

The Corporate Strategy must be reviewed in August of each year to inform the content of Heads of Service and Team Plans and to coincide with the budget setting process.

Purpose of the Report

The purpose of this report is to present the outcome of a review of the Corporate Strategy 2004-2007 and to roll it on to include 2007/8.

Background

Our Corporate Strategy for 2004-2007 was published on 30th June together with our Performance Plan 2004-2005.

Workshops to review the content of the Corporate Strategy ETCHED Action Plans were held in July with the Senior Management Team and then jointly with the Executive and Corporate Management Team. The Review Board scrutinised the ETCHED Action Plans on 5th August. Throughout the process the wording has been sharpened, Objectives set and Outcomes determined for each year to 2007/8. ETCHED Action Plans can be found in Appendix A.

Resource Implications

The Corporate Strategy will determine resource allocation across the Council through the Medium Term Financial Plan and service budgets.

Effect on Corporate Priorities

The review of the Corporate Strategy has confirmed that delivering the Vision for Taunton (Economy) remains the highest priority, followed by working with partners to tackle transport issues (Transport), tackling anti-social behaviour (Crime), and housing (Health).

Recommendations

Executive is recommended to agree the revised Corporate Strategy ETCHED Action Plans and to recommend them to Council on 12th October 2004.

Background papers

Corporate Strategy 2004-2007 and Performance Plan 2004-2005

Contact Officer

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APPENDIX A

ECONOMY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Very High	Develop the planning framework to enable the Vision for Taunton to be achieved	Ec1	We will agree and adopt an Urban Design Framework and Urban Extension Study	All Area Action Plans will be complete We will develop a programme for introducing Supplementary Planning Guidance for development sites	We will adopt the Core Strategy We will adopt the Town Centre Area Action Plan		Planning Policy & Transportation	Ralph Willoughby-Foster	Debate on Inner Relief Road could delay progress	Local Development Framework Local Transport Plan Taunton Transport Strategy Review
Very High	Develop key sites to bring about the Vision for Taunton	Ec2	Work will begin on key sites in the town centre and on our Local Plan sites The state aid, planning, finance and legal issues relating to relocation of the livestock market at J 26 will be resolved.	The livestock and stall markets will be relocated to free up their current sites for development We will have vacant possession of the vacated livestock market site	Redevelopment of the former livestock market site will commence	Redevelopment of the former livestock market site will be completed to high design standards and an application made for a design award	Economic Development Property & Tourism	Mark Green	Planning permission at new site State aid issues Funding Investor and Developer interest	Asset Management Plan Capital Strategy
Very High	Ensure that the social benefits of the Vision for Taunton are realised for the wider community	Ec3		With our partners we will assess the anticipated benefits of the Vision for training, skills and employment	The social benefits will be incorporated into the second Taunton Deane Community Strategy		Economic Development Property and Tourism	Mark Green		LSP and Community Strategy

ECONOMY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Very High	Publicise and promote the Vision for Taunton, and Taunton Deane Borough, locally, regionally, nationally and internationally	Ec4	<p>We will seek expressions of interest for relocation to Taunton (Lyons Review)</p> <p>We will develop closer joint working with South West tourism, Visit Britain and other key agencies, through joint promotional material, our website and a new tourism strategy</p>	<p>A marketing and promotion strategy for Taunton will be agreed with our key partners (SCC and RDA)</p>	<p>We will work with others to continue to raise the profile of Taunton town and the Borough</p>	<p>We will see the relocation of Government Departments to Taunton</p>	Economic Development Property and Tourism	Mark Green	Limited funding contributions from partners	Tourism Strategy
High	To encourage businesses to start up and grow in Taunton Deane	EC5	<p>We will carry out a detailed assessment of business land and premises and a survey of business requirements</p> <p>We will work with Taunton Town Centre Partnership to establish a Business Improvement District (BID)</p>	<p>We will identify land and funding mechanisms</p> <p>An application for the BID will be made</p>	<p>The BID will be implemented</p>	<p>There will be an adequate supply of serviced land for businesses</p> <p>Town Centre enhancements will be achieved as a result of the BID</p>	Economic Development, Property & Tourism	Mark Green	Funding	Economic Development Strategy Town Centre Partnership BID Partnership

ECONOMY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To target resources to areas of greatest need in the Borough	EC6		We will work with our partners to put in place a strategy for Taunton East and North Taunton to include support for business start ups			Economic Development, Property & Tourism	Mark Green	Funding	Economic Development Partnership LSP and Community Strategy

TRANSPORT										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To ensure the strategic transport investment necessary to fulfil Taunton's role as a PUA	T1	<p>The Government decision on the A358/A303 will inform our future plans</p> <p>We will influence the content of the LTP2 to enable the Vision for Taunton Town Centre regeneration to be implemented</p>	<p>We will lobby the SRA and relevant Train Operating Companies to maintain Taunton's role as an important strategic location on the West of England Mainline</p>			Planning Policy & Transportation	Ralph Willoughby-Foster	<p>Government decision influenced through local campaigning</p> <p>Government funding and policy decisions</p>	<p>SWARMMS</p> <p>Local Transport Plan</p> <p>Structure Plan</p> <p>Local Development Framework</p>

TRANSPORT										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To reduce traffic congestion in Taunton	T2	<p>We will integrate our Transport, Land Use and Economic Development strategies through the Local Development Framework</p> <p>We will lobby others to improve the cycle and pedestrian networks as envisaged in the Local Transport Plan</p> <p>We will work with SCC and Bus Operators to establish a Bus Users Surgery to see improvements in services</p> <p>We will sign up to the Congestion Protocol</p>	<p>The North West Taunton Package will be complete (bridge over Silk Mills will be open, Park and Ride constructed, and bus lanes and bus gate in place)</p> <p>We will review our car parking strategy to ensure the outcomes are in line with our transport objectives</p> <p>We will lobby to see the completion of the Ruishton link on the Wessex Sustrans route</p> <p>We will deliver actions in the Congestion Protocol</p>			<p>Planning Policy & Transportation</p>	<p>Ralph Willoughby Foster</p>	<p>Government Funding</p> <p>SCC funding and SCC decisions relating to priorities for investment</p>	<p>Community Strategy and LSP</p> <p>Local Transport Plan and Taunton Transport Strategy Review</p> <p>North West Taunton Transport Package SWARMMS</p>

TRANSPORT										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To improve the choice and availability of transport options, particularly for rural and disadvantaged people	T3	We will commence a review of our role in community transport partnerships and initiatives	<p>We will complete a review of our role in community transport partnerships and initiatives</p> <p>We will work with local communities within the Community Planning and Local Development Framework processes in order to identify issues</p>			Planning Policy and Transportation	Ralph Willoughby Foster	Accessing Funds	Somerset Community Transport Network

CRIME										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To identify, measure and reduce anti-social behaviour in our communities	C1	We will pilot a targeted programme of diversionary activities	We will evaluate, review and amend programmes to include all groups at risk of offending			Leisure, Arts & Culture	Karen Dyson	Government Funding	Green spaces Strategy Crime and Disorder Strategy Tone Leisure Business Plan
			Four Neighbourhood/Parish Wardens will be transferred to Police Community Support Officers	We will work with partners to investigate the possibility of extending the geographical area(s) that PCSO's cover We will seek, where necessary, to find funding to employ additional PCSO's			Community Leadership	Deb Davley	Funding	Crime and Disorder Strategy
			A protocol for implementing Acceptable Behaviour Contracts (ABC's) and Anti Social Behaviour Orders (ASBO's) will be in place	Through the Crime and Disorder Reduction Partnership we will employ an officer to focus on tackling Anti Social Behaviour,	ABCs and ASBOs will be used to assist in the reduction of anti-social behaviour		Community Leadership	Deb Davley		Crime and Disorder Strategy
			We will secure funding and purchase a relocatable CCTV system package	Priority criteria will determine the deployment of the unit	The system will be used at identified problem areas in the Borough		Community Leadership	Deb Davley		Crime and Disorder Strategy

CRIME										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
			A Licensing Committee will be established to manage statutory liquor licensing reforms	The Licensing Committee will review licences where anti-social behaviour has been deemed to exist			Environmental Services	Jim Hunter		Crime and Disorder Strategy
High	To use our influence in all that we do to reduce crime and disorder	C2	We will prepare a statutory Section 17 Crime and Disorder Action Plan with input from all our services	50% of our services will demonstrate that they take crime and disorder into account in service delivery	100% of our services will demonstrate that they take crime and disorder into account in service delivery	Our services are seen as playing a major contribution to reducing crime and disorder in the Borough	Community Leadership	Deb Davley		Section 17 Crime & Disorder Act 1998

HEALTH										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To meet the housing needs of those who are most disadvantaged	H1	<p>A programme of 393 new build social housing units over 3 years is rolled out.</p> <p>A strategic housing and planning policy protocol is established to meet longer term social housing targets</p> <p>A Homeless prevention programme is developed with other agencies and targets for delivery set</p> <p>Targets for reducing homelessness, particularly for use of B&B for families, and average length of stay in B&B for others are met</p>	<p>The programme of 393 new build social housing units over 3 years continues</p> <p>Targets for Homeless prevention and temporary accommodation are met</p>	<p>The target of 393 new build social housing units is met</p> <p>Revised house building targets are set following a repeat Housing Needs survey in 2005/06</p> <p>Targets for Homeless prevention and temporary accommodation are met</p>	<p>Revised new build social housing unit targets are met</p> <p>Targets for Homeless prevention and temporary accommodation are met</p>	Housing Services	Malcolm Western	<p>Negotiating 106 agreements with developers</p> <p>Funding</p> <p>Availability of accommodation</p>	<p>Housing Strategy</p> <p>Homeless Strategy</p>

HEALTH										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	To support the health needs of vulnerable people through advice, grants and loans on home energy, maintenance and independent living	H2	A Home Improvement Agency is established following a successful bid for ODPM funds, and targets are set for delivery A campaign has been launched to eradicate fuel poverty in Taunton Deane by 2011	HIA targets are met Revised targets have been set following a repeat Private Sector Stock Condition Survey 100 people will be brought out of fuel poverty	Further HIA targets are met A further 200 people will be brought out of fuel poverty	Further HIA targets are met A further 250 people will be brought out of fuel poverty	Housing Services	Malcolm Western	Funding	Housing Strategy
Medium	To contribute to the physical and mental health and well-being of our residents in partnership with other key organisations	H3		Partnership plans will be in place to achieve the Government target of 50% of the population being reasonably active by 2020 We will increase the current levels of physical activity within the Borough to 32%	We will increase the current levels of physical activity within the Borough to 34%	We will increase the current levels of physical activity within the Borough to 36%	Leisure, Arts & Culture	Karen Dyson	Partnership working	Public Health Network Greenspaces Strategy Somerset Activity & Sports Partnership Tone Leisure Business Plan

ENVIRONMENT										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Medium	Manage a clean and safe environment	En1	By promoting our litter hotline and our Crisp and Clean Policy we will reduce the evidence of antisocial behaviour through schemes such as removal of abandoned vehicles and graffiti There will be Borough-wide access to kerbside recycling	We will meet the public service agreement target of 34% of households recycling their waste We will review our current methods of service delivery in order to achieve greater improvements in delivering a clean and safe environment	New contractual arrangements will be in place for waste collection services		Environmental Services	Bruce Carpenter	Funding User take-up	Somerset Waste Partnership

ENVIRONMENT										
Medium	Protect and enhance the quality of our physical environment	En2	We have agreed a Norton Fitzwarren flood alleviation scheme which meets Planning Inspectorate requirements	The flood alleviation scheme will have been agreed with developers	The flood alleviation scheme will be complete		Planning Policy & Transportation	Andrew Wilcox	Developer contributions	River Parret Catchment Plan
			We will adopt and be delivering our Greenspaces Strategy and Action Plan for the Borough, including Park	We will deliver our Greenspaces Action Plan, including achieving Green Flag Award status for a public open space and improving facility provision on 3 other public open spaces	We will deliver our Greenspaces Action Plan, including achieving Green Flag Award status for a public open space and improving facility provision on 3 more public open spaces	We will deliver our Greenspaces Action Plan, including achieving Green Flag Award status for a public open space and improving facility provision on 3 more public open spaces	Leisure, Arts & Culture	Karen Dyson	Developer contributions and capital budget	Local Plan/ Local Development Framework Parks Management Plans

DELIVERY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	Deliver services in line with our corporate priorities	D1	50% of service reviews will be carried out Resources will be reallocated to ensure priority services are funded	All service reviews will be completed	Priority and non-priority services are delivered against budget and performance criteria	A sustainable, and affordable medium term financial plan will be in place	Corporate Resources	Shirlene Adam		Medium Term Financial Plan Asset Management Plan Capital Strategy
High	Effectively manage and improve our performance	D2	100% of Heads and Team Plans will be prepared We will develop our Scrutiny function in performance management and determine a monitoring and review process for our performance management framework	We will deliver 100% of our Heads and Team plans 100% of staff will effectively participate in PREDS and 100% of training plans will be in place We will complete an evaluation exercise for PREDS We will developed our suite of performance indicators	We will monitor and review each level of our performance management framework	We will monitor and review each level of our performance management framework	Community Leadership Corporate Resources	Brendan Cleere Kevin Toller		Performance Management Framework

DELIVERY										
Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	Work in partnership to deliver shared priorities	D3	The LSP will have a core and associate membership structure and agreed its top priorities	<p>The Community Strategy will have informed our Corporate Strategy, Heads and Team plans</p> <p>We will have in place a revised structure for awarding grants and for service level agreements with other organisations</p>	<p>The LSP will have prepared their second Community Strategy</p> <p>We will demonstrate measurable benefits for all the partnerships we are involved with</p>	We will demonstrate service delivery through key partnerships	Community Leadership	Alison Templeton		<p>Community Strategy</p> <p>Voluntary Sector</p>
High	Meet our minimum statutory requirements	D4	We will have identified mandatory service requirements and established the level at which services will be provided	<p>Our Heads and Team plans will detail our service delivery in mandatory and non-mandatory areas</p> <p>We will establish a corporate approach to delivering sustainability in all our services</p>	<p>We will be demonstrating cost effective delivery of our statutory requirements</p> <p>50% of our services demonstrate that they deliver their services against sustainability criteria</p>	<p>100% of our services demonstrate that they are delivering their services against sustainability criteria</p>	All	CMT		

DELIVERY

Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
High	Develop, motivate and empower our staff to reach their full potential	D5	<p>We are an Investors in People organisation and are implementing our IIP Action Plan</p> <p>We will have developed a Healthy Workplace Strategy and Action Plan</p> <p>We will have completed our People Management Strategy and agreed our Action Plan</p>	<p>We will have achieved improved levels of staff satisfaction (identified through our second staff satisfaction survey)</p> <p>Sickness absence will be reduced</p> <p>Individual staff performance will increase</p>	Investment in our staff contributes to increased levels of satisfaction amongst our customers		Corporate Resources	Kevin Toller		

DELIVERY

Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Medium	Respond to customers' needs and promote equality of opportunity in all that we do	D6	<p>We will achieve Level 1 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We will review our consultation and complaints procedures and be using these to inform improvements to service delivery and customer satisfaction</p>	<p>We will achieve Level 2 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We have an annual corporate consultation plan in place</p>	<p>We will achieve Level 3 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We will be working with other organisations to carry out consultation and meet customers' needs</p>	<p>We will achieve Level 4 of the Equality Standard for Local Government and actions will be embedded in Heads, Team plans and PREDS</p> <p>We will be putting plans in place to achieve Level 5 in 2008/09</p>	Community Leadership	Brendan Cleere		Equality Policy

DELIVERY

Priority	Objective	Ref	2004/5 Outcome	2005/6 Outcome	2006/7 Outcome	2007/8 Outcome	Executive Portfolio	Lead Officer	Potential Constraints	Links
Medium	Improve access to Council information and services	D7	<p>We will adopt and be delivering a Corporate Communications Strategy</p> <p>60% of phone calls are dealt with at first point of contact</p> <p>We will complete a strategic review of access to services, including the use of main reception at the Deane House</p>	<p>Communications and customer focus are embedded in our Heads and Team plans</p> <p>80% of phone calls are dealt with at first point of contact</p> <p>We have consistency of information across all access channels</p>	We will meet our e-government targets		Corporate Resources	Kevin Toller Brendan Cleere	Funding	E-government strategy