

Taunton Deane Borough Council

Executive – 4 February 2016

Draft Corporate Strategy 2016-2020

This matter is the responsibility of Cllr John Williams, The Leader of the Council

Report Author: Paul Harding, Corporate Strategy and Performance Officer

1 Purpose of the Report

- 1.1 The purpose of the report is to invite comment and seek support for the adoption of the attached draft Corporate Strategy 2016-20 as it makes its way to full Council.
- 1.2 The Strategy has been developed with input from members and outlines our strategic direction for the next four years (from 1 April 2016), setting out our vision, priorities, values and principles. It will guide our planning and allocation of resources as we establish detailed corporate and operational plans each year.

2 Recommendations

- 2.1 That the Executive recommends the adoption of the draft Corporate Strategy to full Council; with or without amendment.

3 Risk Assessment

Risk Matrix

Description	Likelihood	Impact	Overall
The Council fails to articulate its priorities leading to missed opportunities and a mismatch between resources and required outcomes.	Possible (4)	Major (4)	High (16)
<i>The mitigation is an agreed Corporate Strategy, supported by Corporate, service and individual plans.</i>	Rare (1)	Major (4)	Low (4)

4 Background and Full details of the Report

- 4.1 The draft Corporate Strategy 2016-2020 is attached at Appendix A.
- 4.2 This revised Strategy provides a clear direction for the organisation to follow; with four key priority areas where the Council will concentrate its efforts and resources between April 2016 and March 2020.

4.3 The key elements of the Strategy are:-

- refreshed high-level Corporate Priorities for the Council,
- design principles for our organisation,
- refreshed vision and
- clarity on the role and purpose of the Council.

4.4 This Strategy will lead to a more resourceful and responsive organisation that delivers outcomes to our communities in the most efficient and effective way and continues to play a key role in shaping Taunton Deane.

4.5 The Corporate Strategy is not intended to capture everything that the Council does nor does it include the detail of our work and projects. That is the role of the Corporate, Operational and Individual Plans which will flow from the Corporate Strategy.

4.6 The Corporate Strategy is the key part of the 'Golden Thread' which sets corporate objectives from which key actions flow.

4.7 The illustration below shows the 'Golden Thread' and where the Corporate Strategy fits within this:



4.8 **Development of the Strategy**

- 4.9 The Strategy is the product of a series of member workshops which took place over the summer, which were organised along broad geographical lines, based upon electoral wards. Approximately 70% of TDBC members attended these workshops.
- 4.10 These workshops were informal events which sought to identify and capture:
- priority ward issues;
 - priority district-wide issues (irrespective of which public body currently has responsibility for these issues);
 - the role and purpose of the Councils;
 - the vision for the authorities.
- 4.11 On 7 September a ‘wash-up’ session was held. The purpose of the session was to feed back to Members the messages which officers thought they had heard in the workshops, to check their understanding was correct and to provide a further opportunity for Members to shape this area of work.
- 4.12 Following the wash-up session refinements were made to the emerging messages. These were shared with all Members.
- 4.13 Using the refined output, following the ‘wash-up’ sessions, an initial draft of the Corporate Strategy was prepared. This was shared with the Executive, JMT and Tier 4 managers.
- 4.14 Since then the document has been enhanced (largely presentationally), although the key messages remain unchanged.
- 4.15 A draft was provided to JPAG at their meeting of 14 December 2015.

5 Links to Corporate Aims / Priorities

- 5.1 The Strategy outlines our strategic direction for the next four years, setting out our vision, priorities, values and principles. It will guide our planning and allocation of resources as we establish detailed corporate and operational plans each year.

6 Finance / Resource Implications

- 6.1 The Strategy contains *Key Theme 3 – Our Place* which, among other aims, seeks to ensure our high streets are clean and attractive places to visit and also to ensure our environment remains attractive through increased street cleaning and grass cutting

7 Legal Implications

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

8 Environmental Impact Implications

- 8.1 A key risk is that the Council fails to articulate its priorities leading to missed opportunities and a mismatch between resources and required outcomes. This is mitigated by an agreed Corporate Strategy, supported by corporate, service and individual plans as well as a robust system of performance management and transparency.

9 Safeguarding and/or Community Safety Implications

- 9.1 The design principles within the Strategy make clear that wherever possible, we should work with partners in our locality to collectively commission locally important services using our combined resources and avoiding duplication.

10 Equality and Diversity Implications

- 10.1 The Council commitment to equalities and diversity is reflected in the Council's Core Values and Principles which are set out within page 4 of the Strategy.

11 Social Value Implications

- 11.1 There are no direct social value implications although future procurement and commissioning of services as part of making the Council a more modern and efficient organisation will build in additional social value where appropriate.

12 Partnership Implications

- 12.1 The design principles within the Strategy make clear that wherever possible, we should work with partners in our locality to collectively commission locally important services using our combined resources and avoiding duplication.

13 Health and Wellbeing Implications

- 13.1 The draft Strategy includes the particular aim of working with others to support the wellbeing of an older population. Additionally, to support thriving and resilient communities through the creation of greater employment opportunities as well as the increased supply of a range of additional housing types.

14 Asset Management Implications

- 14.1 The draft Strategy makes reference to the specific aim to make better use of our land and property assets; transferring or selling where it makes sense to do so – being more commercial.

15 Consultation Implications

- 15.1 As described in part 4.9 of this report all Members were invited to contribute to the creation of this Strategy.

- 15.2 At the request of JPAG, an external online consultation exercise was undertaken from 4 January 2016. This was promoted via the Council's website, messages to the Council's Twitter and Facebook social media followers and direct emails to a number of representatives of faith groups, charity & voluntary sector organisations as well as the business community.
- 15.3 At the point of drafting this report (22 January 2016) there had been a limited response which is not statistically robust as the basis to draw any real conclusions. However, there were some comments and observations made which are shown below for consideration.
- *what is the point of electronic parking signs with all the money spent on park and ride with money better spent resurfacing and remarking all the parking areas in town as they are appalling layouts way marking is part of county's remit who are understaffed to cope with the new legal definitions due in near future more grass cutting is not required allowing the verges to grow reduces speed and encourages wildlife, reducing the floral displays would be better.*
 - *Recycling small business office waste similar to household would make small businesses less begrudging of business rates and would be a an enterprising initiative*
 - *One point of contact is great if they are clever enough to be responsive to each situation rather than standard customer service responses so only commit to it if it can be guaranteed*
 - *Whilst car parking is an issue that regularly comes up and electronic signage may help, the environment and offer within the town centre is probably of more importance. Even with electronic signage people will head for their 'favourite' car park - hence a half mile queue in the centre of Bath over the Christmas period! It just seems an expensive way forward especially when the car parks need so much work.*
 - *No mention of devolution within Key Theme 4.*
- 15.4 The Strategy was also shared with members of the Tenant Services Management Board at their meeting held on 25 January 2016. No amendments were recommended.

16 Scrutiny Comments / Recommendation(s)

- 16.1 The draft Strategy was consider by the Corporate Scrutiny Committee at their meeting held on 21 January 2016.
- 16.2 The committee recommended adoption of the Strategy although made a number of comments and observations for the Executive to consider.

- 16.3 A suggestion was made that on page 3 of the Strategy - '*Our Role and Purpose*' - an additional role should be included which says '*Nuturing and promoting the vital work carried out by the voluntary sector*'.
- 16.4 On page 4 of the Strategy there was a suggestion that 'Accountability' should feature within our core values and behaviours.
- 16.5 On Page 6 – Key Theme 1 – within bullet 'c', there was a suggestion that the words 'and vulnerable' should be added after the word '*older*'.
- 16.6 Again on page 6, there was a suggestion that *Young People* should be referenced.
- 16.7 There was a suggestion that paragraph d) on page 7 be expanded to include reference to towns other than Taunton; Wiveliscombe and Wellington in particular.
- 16.8 Turning to page 8, it was recommended that reference to *Wellington Railway Station* within paragraph a) be removed.
- 16.9 Further on page 8, there were suggestions that there should be reference to the wider environment and environmental sustainability. To partly address this there was a further suggestion to revise the wording of paragraph e) so that it reads '*Ensuring our environment remains attractive, in particular increased street cleaning and grass cutting*'.
- 16.10 A point was raised in relation to the description used for Key Theme 4 on page 9 as to what was a '*modern council*' and whether this term was needed or relevant.
- 16.11 Staying with page 9, there was a suggestion that reference be made within paragraph b) to '*reinvesting and getting a better return on our assets*'.
- 16.12 A typographical error was noticed within paragraph d) on page 9 – an orphan '*to*'.

Democratic Path:

- **Scrutiny Yes**
- **Executive – Yes**
- **Full Council – Yes**

Reporting Frequency : Once only

List of Appendices (delete if not applicable)

Appendix A	Draft Corporate Strategy
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Contact Officers

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Taunton Deane Borough Council
Corporate Strategy 2016 - 20

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 Strategy for 2016-20.

The Strategy outlines our strategic direction for the next four years, setting out our vision, priorities, values and principles. It will guide our planning and allocation of resources as we establish detailed corporate and operational plans each year.

We are committed to putting this Strategy into action and making a difference for local people and business.



Penny James
Chief Executive

We know that the next four years will continue to be challenging, but our level of ambition has remained undiminished. We recognise we will have to fundamentally transform the way we think and the way services are delivered to respond successfully to these challenges.

However, we are in a good position to make sure the Council is fit for the future and can continue to play a major role in delivering economic growth and prosperity for our communities, ensure outcomes important to our communities are delivered and to fight for the best interests of Taunton Deane at a regional and national level.

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

Our ambition is to make Taunton Deane an even better place in which to live, work, learn and enjoy.

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

The Purpose of this Strategy

This Strategy provides a clear direction for the organisation to follow; with four key priority areas where the Council will concentrate its efforts and resources between April 2016 and March 2020.

Our activities will be based on a clear set of values and principles and are dependent upon working together – residents, partners, business, voluntary sector, our colleagues across the public sector and all levels of politicians and public servants in Taunton, the County of Somerset and London.

This Strategy will lead to a more resourceful and responsive organisation that delivers outcomes to our communities in the most efficient and effective way and continues to play a key role in shaping Taunton Deane.

This Strategy will provide direction for our Corporate Plan. The Corporate Plan will describe the actions we will take each year in order to achieve our aspirations and sets out how we will monitor and measure our progress.

The Plan will be refreshed annually to take account of any local or national changes.

The Corporate Plan in turn will influence team plans as well as individual plans to ensure very service and every person within the organisation is pulling in the same direction and understand the role they play in achieving the priority outcomes for our communities.



Our Role and Purpose

The Council exists to to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible services for its residents.

The Council has various roles to play in order to achieve positive outcomes for our communities:

a Enabling -

for example, working with others such as developers and housing associations to increase the supply of affordable homes within the district;

b Championing / Lobbying –

speaking up for Taunton Deane at County, regional and national level;

c Public Safety –

protecting the public through our statutory roles in relation to health & Safety, dangerous structures, noise nuisance, food safety, air and water quality;

d Supporting –

our communities and in particular keeping rural communities alive;

e Promoting –

Taunton Deane as great place in which to live and work as well as to visit;

f Challenging –

the performance and plans of other public service providers (e.g. Police, County Council, NHS);

g Taking Strategic View –

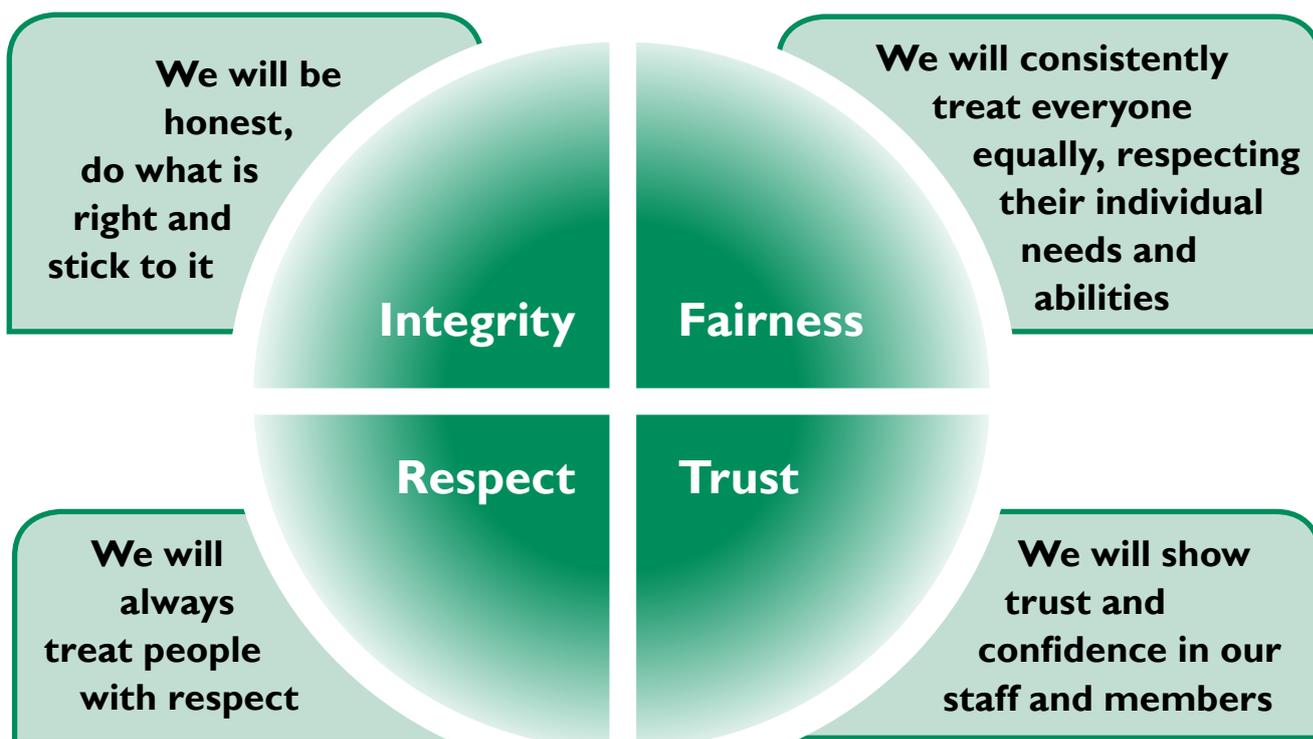
taking a district wide view of the needs of all of the communities within Taunton Deane and designing service provision around this.

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Our Core Values and Principles

At the heart of this strategy is a set of core values and principles that express the beliefs of the Council and will underpin the actions of the Council over the next four years.

Our values inform our behaviours



Our Design Principles

Our principles inform our decision making

The following key principles will guide our approach to service delivery and the structure of the Council over the next four years:

- a Taunton Deane will remain as a separate democratic Council;
- b The Council's role will be to help deliver outcomes and will use a wide range of service delivery options and providers to achieve this;
- c The Council will embrace the principles of a Social Enterprise - acting commercially to deliver surplus to reinvest in the delivery of our priority outcomes and services;
- d We will solely focus on agreed priority outcomes and be customer centric/focused;

Our Design Principles - continued

- e We will minimise governance (internal bureaucracy /'red tape') whilst protecting the principles of transparency, probity, good leadership and management;
- f Our customer access arrangements will maximise self-service;
- g We will provide a transparent, open and accessible performance management system that enables effective and timely information to members, staff and customers
- h All services should offer value for money and be business-like in their approach;
- i Wherever possible, we should work with partners in our locality to collectively commission locally important services using our combined resources and avoiding duplication;
- j Councillors should be supported to be active advocates, champions and lobbyists to challenge partners on issues that affect their wards or wider areas;
- k We will develop an organisation where work is an activity and not a place. The Council will go to the community rather than require the customer to physically come to it;
- l We will recruit, retrain, redeploy, and reward our people to ensure we have the right skills, attitudes and behaviours needed to deliver our ambitions;
- m We will deliver a 'case management' approach to dealing with customers that see's one point of contact take responsibility for customer's issues to the point of resolution. This negates the need for the customer to know how the system operates, which tier of government is responsible and who does what within the Council;
- n We will provide a growth and development function that delivers growth, inward investment and economic, social and cultural prosperity. The function must return a net increase in resources to the Council;
- o We will provide a mechanism, in the absence of a 3rd tier of local government in the Taunton urban area, to have conversations and take decisions on locality issues;
- p We will provide a Housing function that delivers value for money, customer focussed services to our tenants and others living on our estates;
- q We will provide an ability to trade and specifically to deliver housing outside of the Housing Revenue Account and maximise the return on our own assets and investments the Councils seek to make.

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Key Theme 1

People

Why is this important?

Taunton Deane is growing and has an increasingly older population. These changes require greater housing and employment provision as well as services which support the needs of an older population.



The key issues we aim to influence and improve:

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

- b 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;

- c Work with others to support the wellbeing of an older population;

- d 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.

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:

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

- b 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;

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

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

- e Identify suitable affordable employment sites, particularly in rural areas;

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

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

- h Support business start-ups and expansion within the Deane.

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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:

-
- a 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.

 - b Improve wayfinding 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;

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

 - d Ensure our high streets are clean and attractive places to visit;

 - e Ensuring our environment remains attractive through increased street cleaning and grass cutting;

 - f Work with partners and the community to tackle speeding in the Deane;

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

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:

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

- b Make better use of our land and property assets; transferring or selling assets where it makes sense to do so – being more commercial;

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

- d Improve access to service information and the ability to for customers and members to self-serve through delivering an improved Council website.

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

For more information contact

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English

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Bengali

অপনি যদি এই দলিলপত্র অন্য কোন ভাষায় অনুবাদ করে চান, বা ব্রেল, বড়ো ছাপার অক্ষর, অডিও-টেপ বা সিডিতে চান, তাহলে আমাদের টেলিফোন করুন এই নম্বরে 01823 356356 বা অথবা ই-মেল করুন enquiries@tauntondeane.gov.uk

Chinese

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或電郵 enquiries@tauntondeane.gov.uk

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

Portuguese

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Polish

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