

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE: 4<sup>th</sup> APRIL 2007

**Report of Scrutiny and Performance Manager  
(This matter is the responsibility of Executive Councillor Joanna Lewin-Harris)**

### Corporate Strategy 2007-10

#### **Executive Summary**

This report presents the draft Corporate Strategy 2007-2010, providing direction for the Council and setting our objectives and desired outcomes for the next three years. The Executive is requested to approve the report, for adoption by Full Council.

#### **1. Purpose of Report**

- 1.1 To seek the Executive's consideration of the draft Corporate Strategy 2007-10 (Appendix A and B)

#### **2. Background**

- 2.1 The Corporate Strategy is the Council's principal policy document. It establishes the outcomes that we want to achieve in the community and provides an important lead for budget setting and service planning activities.
- 2.2 We have modelled the Corporate Strategy 2007-10 on last year's Strategy, which was formulated after extensive consultation with the community, senior management and the Executive. This document also received high praise from the Audit Commission inspectors. In refreshing the Strategy, we have considered recent community consultation, seeking views and preferences on future priorities and budget-setting choices. We have also considered feedback from the Audit Commission, Central government guidance and the 'Local Futures' area audit.
- 2.3 The Corporate Strategy has been challenged and scrutinised during its development through the following means:
  - 2.3.1 Review Board 'Developing the Corporate Strategy' report (7<sup>th</sup> Sept 06)
  - 2.3.2 Corporate Management Team (11<sup>th</sup> September 06)
  - 2.3.3 Consultation with relevant managers and officers (ongoing)
  - 2.3.4 Informal CMT / Executive Meeting (9<sup>th</sup> March 07)

- 2.3.5 Review Board 'Draft Corporate Strategy' report (22<sup>nd</sup> March 07)
- 2.4 The key areas of change to the Corporate Strategy, resulting from the aforementioned consultation, feedback, challenge and scrutiny are:
- 2.4.1 A new objective on promoting sustainability
  - 2.4.2 A new objective on developing the Cultural offer of the borough
  - 2.4.3 A new objective on promoting healthy activities to the wider community
  - 2.4.4 An increased focus on tackling deprivation (Objective 4)
  - 2.4.5 An increased focus on reducing antisocial behaviour and the fear of crime (Objective 10 and 11)
  - 2.4.6 A greater emphasis on the future of partnership working, with specific mention of ISiS and Team Somerset
- 2.5 The Corporate Strategy 2007-10 is outcome-focussed and aligned closely to delivering our stated priorities. It provides a framework for future decisions over budget and resource allocation and reflects national recommended best practise in its design.
- 2.6 After Executive approval, the Corporate Strategy will be printed in the same format as last year and distributed to managers and councillors/

### **3. Resource Implications**

- 3.1 The aims and objectives of the Corporate Strategy provide an important lead-in to budget setting and service planning activity. Increasingly, local authorities will be challenged to demonstrate a clear link between priorities and resource allocation.

### **4. Impact on Corporate Priorities**

- 4.1 The Corporate Strategy establishes the priorities of the Council.

### **5. Recommendation**

- 5.1 The Executive is recommended to approve the Corporate Strategy for adoption by Full Council.

### **Contacts:**

Simon Lewis  
Scrutiny and Performance Manager  
[s.lewis@tauntondeane.gov.uk](mailto:s.lewis@tauntondeane.gov.uk)

01823 356397

**TAUNTON DEANE BOROUGH  
COUNCIL**

**CORPORATE STRATEGY**

**2007-2010**

# **CORPORATE STRATEGY 2007-10**

## **CONTENTS**

	<b>Page</b>
<b>FOREWORD</b>	<b>X</b>
<b>PURPOSE OF THE CORPORATE STRATEGY</b>	<b>X</b>
<b>VISION, BUSINESS PRINCIPLES AND CORE VALUES</b>	<b>X</b>
<b>CORPORATE AIMS AND OBJECTIVES</b>	<b>X – X</b>
<b>KEY ACTIVITIES</b>	<b>X - X</b>
<b>ECONOMY</b>	<b>X – X</b>
<b>TRANSPORT</b>	<b>X - X</b>
<b>CRIME</b>	<b>X - X</b>
<b>HEALTHY LIVING</b>	<b>X - X</b>
<b>ENVIRONMENT</b>	<b>X - X</b>
<b>DELIVERY</b>	<b>X - X</b>
<b>PORTFOLIO HOLDERS AND DIRECTORS</b>	<b>X</b>
<b>CONTRIBUTING TO WIDER PRIORITIES AND STRATEGIES</b>	<b>X - X</b>
<b>HOW WE DELIVER THE CORPORATE STRATEGY</b>	<b>X</b>
<b>HOW ISiS WILL HELP US DELIVER OUR CORPORATE PRIORITIES</b>	<b>X</b>
<b>TEAM SOMERSET – PROVIDING EXCELLENT SERVICES FOR CUSTOMERS IN THE FUTURE</b>	<b>X</b>
<b>PERFORMANCE MANAGEMENT OF CORPORATE STRATEGY</b>	<b>X</b>

## **CORPORATE STRATEGY 2007-10 FOREWORD**

Welcome to our new Corporate Strategy for 2007-10.

In September 2004, Taunton Deane Borough Council was rated an 'excellent' authority by the Audit Commission. Last year they assessed us on our use of resources and value for money and we were again judged as high performing, retaining our place amongst the very best councils in the country. Although proud of this recognition, we are not resting on our laurels. We need to ensure that we remain in touch and responsive to the changing needs and pressures we face as a community into the future.

In this Corporate Strategy we set out clearly what kind of organisation we want to be and introduce a range of measurable ambitions to improve local quality of life and make a positive difference in our communities.

In developing our Corporate Strategy, we have consulted residents and listened carefully to their views about local priorities. We have also taken account of statistical trends in the area and the requirements of the Government and other national bodies. Our Corporate Strategy does not attempt to cover everything that we do, or intend to do, as a local authority. However the priorities and ambitions established in this document will provide the main foundation for future choices about local services and the setting of budgets. We will publish results in our Annual Report, produced in late June each year.

This year we will embark on our Improving Services in Somerset (ISiS) partnership with IBM, Somerset County Council and potentially the Avon and Somerset Police. This partnership will modernise and reduce the cost of many of our services as well as improve access to and delivery of customer-facing services and deliver longer term benefits, such as economic development in the borough.

Team Somerset is the other exciting partnership we are developing. This is a collaborative partnership between all the Somerset District Councils to offer strong and accountable leadership across the County, excellent service quality and value for money and to give communities a greater say in services provided. Team Somerset is expected to be delivered within existing resources and to achieve annual efficiency savings across the County of £22m from 2012.

We recognise that our ambitions are challenging and that we cannot achieve them alone. We will work closely with local residents and partner agencies to ensure success.

Our staff and elected members are committed to delivering this Strategy and we commend it to you.

***Signed Cllr Williams & P James***

## **PURPOSE OF THE CORPORATE STRATEGY**

Our Corporate Strategy is intended for our staff, councillors, residents and partners. It has three main aims:

- To establish the Council's overall Vision and priorities for the area and how we will deliver these
- To give a clear lead for service planning activities and budget setting decisions
- To guide our dealings with partners and the community.

## **VISION, BUSINESS PRINCIPLES AND CORE VALUES**

### **OUR VISION**

Our Vision is:

**To be a high performing Council, working in partnership to create a good quality of life for all Taunton Deane residents.**

### **OUR BUSINESS PRINCIPLES**

We have established four essential principles to support our Vision and help make it happen:

**Excellent services** – ensuring the delivery of accessible, high quality services that provide good value for money.

**Customer driven** – putting the needs of individual customers at the heart of all that we do.

**Local focus** – making a positive difference to quality of life in communities across Taunton Deane

**A dynamic organisation** – innovative, forward-looking and focused on results

### **CORE VALUES**

We have developed a set of Core Values with our staff and Councillors. These reflect our fundamental beliefs as an organisation and will guide how we deal with our staff, customers and partners. Our Core Values are:

**Integrity** – we will be honest, do what is right and stick to it.

**Fairness** – we will consistently treat everyone equally, respecting their individual needs and abilities

**Respect** – we will always show respect for everyone

**Trust** – we will show trust and confidence in our staff and members



## **CORPORATE AIMS AND OBJECTIVES AND KEY ACTIVITIES**

**PLEASE REFER TO AIMS AND OBJECTIVES (ATTACHED AS APPENDIX B)**

## **PORTFOLIO HOLDERS AND DIRECTORS**

### **Portfolios**

Leader of the Council  
Leisure, Arts and Culture  
Economic Development, Property and Tourism  
Planning Policy and Transportation  
Community Leadership  
Environmental Services  
Corporate Resources  
Housing Services  
Communications

### **Councillor**

Councillor John Williams  
Councillor John Clark  
Councillor Norman Cavill  
Councillor Cliff Bishop  
Councillor Joanna Lewin-Harris  
Councillor Dorothea Bradley  
Councillor Terry Hall  
Councillor Mark Edwards  
Councillor Gwyneth Leighton

### **Directors – Service Block Responsibility**

#### **Service Block**

Environment and Leisure  
Development  
Policy and Performance / Corporate Services  
Housing

#### **Director**

Brendan Cleere  
Joy Wishlade  
Kevin Toller  
Shirlene Adam

#### **Directors – Area Responsibility**

Taunton and Area  
Wiveliscombe and Quantocks  
Blackdown and Levels  
Wellington and Area

#### **Director**

Brendan Cleere  
Joy Wishlade  
Kevin Toller  
Shirlene Adam

## Contributing to Wider Priorities and Strategies

Corporate Priority	LSP (Four LSP Priorities)				LAA	Community Strategy	National Shared Priorities					Other Key Strategies	
	Safer Communities	Stronger Economy / Deprivation	Sharing Information	Reducing Inequalities			Safer and Stronger Communities	Quality of life for the vulnerable	Transport needs	Healthier Communities	Economic Vitality		Local Environment
<b>ECONOMY</b> (Objectives 1 to 5)		✓		✓	✓	✓					✓		A, B, C, D, E, F, G, T, Y
<b>TRANSPORT</b> (Objectives 6 to 7)						✓			✓				A, D, E, F, G, H, I, J, K, T, Y
<b>CRIME</b> (Objectives 8 to 11)	✓				✓	✓	✓	✓		✓			L, M, N, T, Y
<b>HEALTHY LIVING</b> (Objectives 12 to 14)		✓		✓	✓	✓		✓		✓			E, F, G, O, P, Q, T, Y
<b>ENVIRONMENT</b> (Objectives 15 to 17)						✓						✓	R, S, T, Y
<b>DELIVERY</b> (Objectives 18 to 20)			✓	✓					✓				T, U, V, W, X, Y, Z, AA

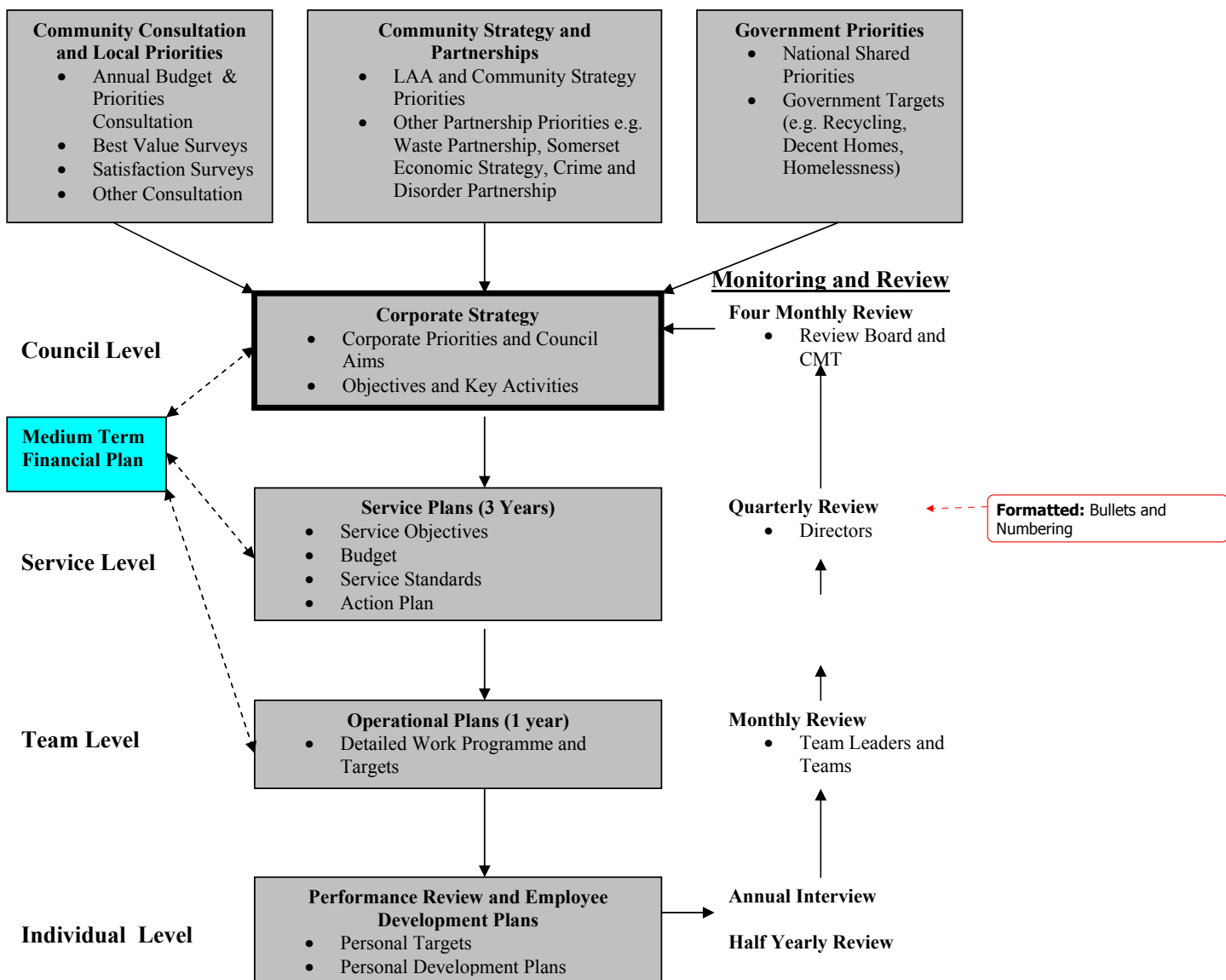
## **Key to 'Other Key Strategies' that link to Corporate Strategy Objectives**

- A. The Vision for Taunton
- B. Economic Development and Tourism Strategy
- C. Somerset Economic Strategy
- D. Town Centre Area Action Plan
- E. Regional Spatial Strategy
- F. Taunton Deane Local Development Framework
- G. Taunton Deane Local Plan
- H. Local Transport Plan 2
- I. Atkins Car Park Strategy
- J. Traffic Congestion Protocol
- K. Taunton Deane Travel Plan
- L. Somerset Crime Reduction and Drug Strategy 2005-2008
- M. Taunton Deane Crime and Disorder Reduction Audit 2004
- N. Taunton Deane Licensing Policy
- O. Housing Strategy
- P. Planning Out Homelessness Strategy
- Q. ARK Housing Needs Report
- R. Somerset Waste Strategy
- S. Green Spaces Strategy
- T. ISIS partnership contract (to be developed)
- U. Risk Management Strategy
- V. Customer Access Strategy
- W. Medium Term Financial Strategy
- X. Race Equality Scheme
- Y. Team Somerset Business Case
- Z. Procurement Strategy
- AA. Communications Strategy

## How we deliver the Corporate Strategy

The Corporate Strategy is established through annual priorities consultation, consideration of government and local priorities and the community strategy. The Corporate Strategy then informs service planning, the Medium Term Financial Plan, budget setting and service delivery (through Service Plans, operational plans and staff appraisals.) The link from community consultation right through to staff delivery is often referred to as 'The Golden Thread.' The whole process has a feed-back cycle built in to ensure effective performance management and delivery. This is illustrated below:

### Managing performance at each level of the organisation



## **How ISiS will help us deliver our Corporate Priorities**

In March 2006, our council, along with Somerset County Council appointed IBM as the Preferred Bidder to join us in setting up a unique Joint Venture Partnership called ISiS.

ISiS (Improving Services in Somerset) will be based in Taunton and will deliver a range of support and customer services, currently provided in-house. This will enable the delivery of efficiency savings for both councils and allow better investment in front line services.

One of the key aims of the Partnership is to significantly improve the way in which the public can access and receive council services. It also aims to create an improved working environment and more sustainable employment position for the future for staff, as IBM has committed to employ all staff who move into the Partnership.

The Joint Venture Partnership contract is worth in the region of £400 million over 10 years and is the first of its type in the South West. ISiS will revolutionise both Authorities, bringing knowledge and expertise from IBM and modernizing and reducing the cost of many of our services. We anticipate that negotiations will be concluded and the contract signed by the end of June 2007.

The six specified objectives for the ISiS programme are:

- To improve access to and delivery of customer-facing services
- To modernise, reduce the cost of and improve corporate, transactional and support services
- To help modernise and transform the overall workings of the councils
- To invest in new world class technologies to improve productivity
- To create an excellent working environment and sustainable employment for staff
- To generate economic development by a partner willing to invest in Somerset

The influence of ISiS on the Council will be enormous and will impact on all of our Corporate Objectives, especially around Economy and Delivery. ISiS will improve service quality and value for money, making key services more accessible for local residents and potentially elevating them to beacon status. The ISiS partnership should also bring significant economic regeneration to the County and especially Taunton.

## **Team Somerset – Providing Excellent Services for Customers in the Future**

Since early 2007, the five Somerset District Councils have been working together to respond to the “Strong and Prosperous Communities” Local Government White Paper. The White Paper clearly expects councils to work far more collaboratively, together and with other local partners. The message from central government is that maintaining the status quo is no longer an option.

Our joint response to this is an agreement between the District Councils to work together collaboratively under a new partnership arrangement called “Team Somerset”.

The Team Somerset proposal is for the six councils in Somerset (five Districts and the County Council) to work collaboratively in partnership. It will have one joint strategic leadership board and a number of county-wide service partnerships to jointly deliver our services across Somerset. This joined-up leadership will ensure we deliver the priority outcomes of the Community Strategy and Local Area Agreement across the County.

We believe that Team Somerset is the right solution for Taunton Deane residents. It will offer strong and accountable leadership across the County, excellent service quality and value for money, and will give communities a greater say, through improved locality working arrangements.

We expect Team Somerset to be delivered within existing local government resources across Somerset and achieve annual efficiency savings of £22 million from 2012, with savings of £8m within just two years. Half of these savings would come through ISiS expanding across the County. All of the District Councils will review the business case for ISiS and have signed the Framework Agreement to join in principle.

We have produced an outline business case for Team Somerset and the next steps are to develop the proposed service partnerships and Joint Strategic Leadership Board. Team Somerset will require a radical change in the way we currently work across the County and will impact on all service areas.

Team Somerset offers a viable and attractive alternative to the Council’s Unitary bid, avoiding the cost and disruption of wholesale structural reform, while maintaining a democratic voice for residents. The Outline Business Case for Team Somerset can be viewed through the following internet link:

<http://www.tauntondeane.gov.uk/tdbcsites/council/press/teamsomerset.asp>

## **Performance Management of the Corporate Strategy**

The Corporate Strategy is clearly very important in translating the priorities of the community and government into real objectives that can be delivered by the Council and its partners. We are confident that we have identified the correct areas of action that will result in tangible improvement in these priority areas.

The detail of how the twenty objectives will be delivered can be found in the Service Plans and corresponding Operational Plans. These actions, when completed effectively will result in measurable progress being made against the Corporate Strategy Objectives.

To ensure we make forward progress in achieving these objectives, and to provide assurance to Corporate Management Team, Managers and Councillors, the Corporate Strategy is monitored through the Performance Management System. This takes place through the following means:

1. Directors review Service Plans quarterly, and discuss progress regularly at Corporate Management Team and with relevant managers.
2. Progress against the Corporate Strategy Objectives will be reported every four months to a Corporate Business Group responsible for performance and the Review Board. These reports will include:
  - An executive summary of problem areas, detailing action required to address this
  - A Summary 'Dashboard' clearly showing progress through simple graphs and analysis of Key Activities and Performance Indicators
  - Progress against each of the 20 objectives, describing them as 'On Course', 'Off Course' or 'Action Pending', with details of actions taken, and problems or delays occurring.
  - Any areas where inadequate progress is being made against Objectives or Key Activities, and recommended actions to address this.
3. A four-monthly simplified performance summary to communicate to staff successes and current issues against our Corporate Strategy.

<b>AIM 1 Economy</b> Regenerating Taunton and strengthening the economy of the Borough	<b>AIM 2 Transport</b> Minimising the growth in traffic congestion	<b>AIM 3 Crime</b> Promoting safer communities and tackling anti-social behaviour	<b>AIM 4 Healthy Living</b> Promoting healthy and sustainable communities	<b>AIM 5 Environment</b> Safeguarding and enhancing the local environment	<b>AIM 6 Delivery</b> Delivering accessible, value for money services
<b>OUR CORPORATE OBJECTIVES (Principal Objectives shown in Bold and above the line)</b>					
<b>1. Stimulate the creation of 14,000 new jobs in the Borough between 2006 and 2026, (5% from the Creative Industries Sector). This includes 6,500 jobs at Firepool by 2010 through Project Taunton</b>	<b>6. Support the County Council as lead agency to limit the rate of growth of traffic congestion in Taunton (vehicle delay target of 2,414 vehicle hours by 2011)</b>	<b>8. To reduce overall crime in Taunton Deane by 15% by March 2008.</b>	<b>12. To enable the building of 985 units of affordable housing between April 2006 and March 2011</b>	<b>15. To increase to at least 75% the percentage of people who are satisfied with the cleanliness of their local environment by 2007.</b>	<b>18. To provide value for money services where overall satisfaction with the Council is in the top quartile nationally and council tax charges are in the lowest quartile when compared with other English districts</b>
<b>2. To encourage 30 new businesses to set up in Taunton Deane per year (5% from Creative Industries Sector)</b>		<b>9. To reduce the incidence of violent crime in Taunton Deane by 15% by 2008</b>			
<b>3. Develop the Cultural Offer of the Borough</b>	<b>7. Support the County Council as lead agency to reduce the proportion of journeys to work made in Taunton by Single Occupancy Vehicles</b>	<b>10. To reduce anti-social behaviour incidents by 15% from baseline figures by 2007/08</b>	<b>14. Promote healthy activities to meet the needs of the wider community, recognising the needs of different age groups</b>	<b>17. To actively promote sustainability in Taunton Deane with a focus on climate change, energy efficiency and renewable energy, to reduce our carbon footprint on the environment.</b>	<b>20. To ensure that 90% of service enquiries to the Council are resolved at the first point of contact by 2015.</b>
<b>4. Reduce deprivation in Taunton Deane, taking the four most deprived sub-areas out of the 25% national most deprived areas by 2020</b>		<b>11. To reduce the fear and perceptions of crime by 5% per year to 2009 from March 2007 baseline</b>			



## KEY ACTIVITIES

### AIM 1: Economy

#### Regenerating Taunton and strengthening the economy of the Borough

**Key Portfolio Holders: Councillor Norman Cavill and Dorothea Bradley**

**Lead Director: Joy Wislade**

The Council's major priority under Economy is to work in partnership to deliver Project Taunton, an exciting and long-term initiative to transform our County town into a key economic and cultural centre in the South West region. We recognise the importance of cultural and creative industries to the economy of the borough and will support the growth of this sector. We are also focussed on enabling local businesses to start up and grow in both rural and urban areas and to tackle areas of deprivation.

<p><b>Objective 1:</b>  <b>Stimulate the creation of 14,000 new jobs in the Borough between 2006 and 2026 (of which 5% will be within the Creative Industries Sector). This includes 6,500 office based and admin jobs at Firepool by 2010, (through Project Taunton) with pay rates on average 5-10% greater than existing average wages</b>  <b>Director: Joy Wislade</b></p>			
Key Activities	2007/08	2008/09	2009/10
Develop an Economic Development Strategy, based on an appraisal of the Borough's economy. To include a 3 year detailed action plan with outcomes addressing local economic issues (wages, employment, deprivation & skills etc)	✓ (Annual Review)	✓ (Annual Review)	✓ (Annual Review)
Relocate the Livestock Market to Junction 24, vacating the Firepool site for Project Taunton (Dec 2007). Secure a development partner for Firepool and commence development of the site by Spring 2008	✓	✓	✓
Kick start the Cultural Quarter of Project Taunton by redeveloping Castle Green, Coal Orchard and Goodland Gardens, to include providing a new site for the County Council library and records office (Start on site 2009)	✓	✓	✓
Provide an agreed framework of planning policies to successfully implement the Urban Design Framework and Project Taunton, through adopting the Town Centre Area Action Plan (December 08)	✓	✓	

<b>Objective 2: To encourage 30 additional businesses to set up in Taunton Deane per year (5% from the Creative Industries Sector) Director: Joy Wislade</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Secure a major business incubation centre for Taunton with facilities for up to 40 emerging micro and creative industries companies	✓		
Cross-working within the Council and with partners to purchase / develop land for a minimum of ten small business units and to develop a further two hectares of serviced land for business use through S106 agreements.	✓	✓	✓
Effectively work in partnership to promote new business start-ups, small business support and grant schemes to ensure that 250 businesses receive suitable advice, counselling and support in the Borough over the lifetime of this plan. Strive to meet our LAA stretch targets which could yield £1.3m for business support in the County if we are successful.	✓	✓	✓

<b>Objective 3: Develop the Cultural Offer of the Borough, by recognising and supporting the importance of cultural activities and creative industries to the economy of the borough Director: Joy Wislade</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Establish Taunton Deane as a Regional Centre of Excellence for Creative Industries, working closely with BOOST (the Creative Enterprise Resource Centre) and with a minimum 5% increase year on year for this sector. Produce an action plan to develop business activities in Tourism and Culture.	✓	✓	✓
Explore the feasibility of facilitating the development of Tone Mill, Wellington as a cultural and creative industry 'node'		✓	✓
Continue to work with the Creative Industries Development Agency (CIDA) and the Creative BOOST project, to support a minimum of 15 new creative industry businesses over the next three years	✓	✓	✓
Provide advice, funding and support to the	✓	✓	✓

Brewhouse Theatre to secure a 7.5% improvement in audience figures over the next three years			
--	--	--	--

<b>Objective 4:</b> <b>To reduce deprivation in the most deprived wards in Taunton Deane, with a specific focus on Halcon and Lyngford, taking the four most deprived sub-areas from these wards out of the 25% most deprived 'super output' areas in the country by 2020. (Based on national index of multiple deprivation rankings)</b> <b>Director: Joy Wishlade (Service); Brendan Cleere (Area)</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2008/10</b>
Work closely with the Project Taunton Delivery Team, Learning and Skills Council and SCAT to promote new work opportunities and training provision resulting from Project Taunton. This is aimed at improving skills levels, job readiness and employment levels in these wards	✓	✓	
Agree a local workforce arrangement with the Regional Development Agency for employing a percentage of local labour for all development. Deliver promotional events and workshops to engage the community and signpost training and work opportunities, grants and support.	✓	✓	✓
Council to work with Project Taunton delivery team, employers, community and partners to match people, skills, training and jobs	✓	✓	✓
Ensure that other benefits from Project Taunton are delivered that will benefit the Halcon and Lyngford wards, including better connectivity to the town centre, job opportunities and a new health centre on the Firepool site	✓	✓	✓
Promote confidence and business skills in young people through supporting the three year Young Enterprise South West project, delivered to schools in Taunton Deane's eight most deprived wards	✓	✓	✓

<b>Objective 5: Support the development of the rural economy through facilitating and supporting agricultural diversification projects, business activity and land development Director: Joy Wislade (Service); All Directors (Area)</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Facilitate and support ten rural agricultural diversification projects in the rural economy between 2006 and 2009	✓	✓	
Work with partners to develop two rural 'nodes' of business activity through diversification and promotion of creative and tourism business opportunities by 2009	✓	✓	
Facilitate the development of 20 hectares of employment land in Wellington and Wiveliscombe by 2009	✓	✓	
Drive forward the Wellington Food Town initiative to promote Wellington as a regional centre of excellence for food and drink and supporting local food and agricultural industries	✓	✓	✓

### **ECONOMY - Key Performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Economy' Aim. The key indicators will be reported to CMT and Members as part of a 'Dashboard' to help assess progress against the Corporate Strategy.

#### **Objective 1:**

QoL 11 – The percentage of the working-age population that is in employment  
Baseline: 2003/04: 87%

Corporate Strategy – The number of new jobs created in the Creative Industries Sector in the Deane (Baseline to be established 2006/07)

HoS PI – Average income relative to regional average (Baseline: 97%)

#### **Objective 2:**

HoS PI 13a – New VAT registrations per 10,000 population in Taunton Deane  
Baseline: 2002: 30 per 10,000 population

HoS PI – Number of businesses assisted through business development grant  
Baseline: 2004/05: 19

HoS PI – Increase in 3 year business survival rate (Baseline: 2002: 71.5%)

Corporate Strategy – The number of new projects in the Creative Industries sector supported by the Council (Baseline: 2005/6: 2.0)

**Objective 3:**

Corporate Strategy - The proportion of the business stock operating in the Creative Industries sector in Taunton Deane (Baseline to be established 2006/07)

Corporate Strategy - The number of businesses based in Taunton Deane and operating within the Creative Industries Sector that have been supported through CIDA/Creative Boost (Baseline to be established 2006/07)

Taunton Deane - The number of new Creative Industries businesses supported through CIDA (Baseline to be established 2006/07)

The proportionate increase in visitors to performances and events at the Brewhouse Theatre (Baseline to be established 2006/07)

**Objective 4:**

QoL 15 – The reduction in the proportion of residents who are defined as living in the most deprived super output areas in the country (Baseline: 2004: 5%)  
(Baseline: Index of Multiple Deprivation national rankings: Halcon North (10.3%); Halcon West (15.2%); Lyngford North (15.2%); Lyngford West (24.1%))

**Objective 5:**

Corporate Strategy – The number of rural agricultural diversification projects supported by the Council (Baseline: 2005/06: 4)

## **AIM 2: Transport**

### **Minimising the growth in traffic congestion**

**Key Portfolio Holder: Councillor Cliff Bishop   Lead Director: Joy Wishlade**

Working in partnership with the County Council, we will ensure that strategic transport investment is made for the future prosperity of the Borough as part of Project Taunton. A major part of this is to reduce the rate of growth of traffic congestion in Taunton

<b>Objective 6: Support the County Council as lead agency, to limit the rate of growth of traffic congestion in Taunton (to limit vehicle delay hours at peak-time to 2,414 hours by 2011) Director: Joy Wishlade</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Implement the Taunton car park strategy to operate up to 7 new strategically placed multi-story car parks around the Taunton town centre	✓	✓	✓
Deliver the Congestion Reduction Strategy with SCC, implementing the agreed car park charging policies to ensure the success of the Park and Ride Schemes	✓	✓	✓
Promote the use of the Silk Mills Park and Ride Scheme	✓	✓	✓
Work closely with the County Council to identify a site for the Taunton East Park and Ride facility and to agree a clear timetable for delivery	✓	✓	✓
Optimise the location of homes, retail, business and leisure to minimise travel requirements, by implementing the actions in the Local Development Framework and Project Taunton	✓	✓	✓

<b>Objective 7: Support the County Council as lead agency, to reduce the proportion of journeys to work made in Taunton by Single Occupancy Vehicles (SOV) Director: Joy Wislade</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Deliver the actions in the Taunton Deane Borough Council Employee Travel Plan to achieve key targets including reducing the use of SOVs to 60% by March 2008	✓		
Work in partnership with SCC to encourage top ten employers to achieve a transport modal shift to reduce SOV by 2011 (to align to SCC target)	✓	✓	✓
Develop a S106 policy to ensure that significant new commercial premises or major extensions to existing premises have a S106 agreement requiring submission and implementation of a travel plan	✓	✓	✓
Promote and publicise alternative modes of transport to local residents and businesses through targeted road-shows, campaigns and other means	✓	✓	✓

### **TRANSPORT - Key Performance Indicators and Baselines**

The following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Transport' Aim. The key indicators will be reported to CMT and Members as part of a 'Dashboard' to help assess progress against the Corporate Strategy.

#### **Objective 6:**

Corporate Strategy – Vehicle delay on principal Taunton roads at peak hour (9am)  
(Baseline 2001: 1,093 hours; predicted rate without action: 2,847 vehicle hours 2011)

QoL 42 - The percentage of the resident population who travel to work by a) private motor vehicle; b) by public transport; c) on foot or cycle (*10 yearly census*)  
(Baseline 2001: (a) 54.6%, (b) 2.7% (c) 24.4%)

#### **Objective 7:**

Corporate Strategy - Journeys to work in Taunton in Single Occupancy Vehicles  
(Baseline to be established 2006/07)

Corporate Strategy - Journeys to work (TDBC) in single occupancy vehicles  
(Baseline: 2004: 74%)

### **AIM 3: Crime**

#### **Promoting safer communities and tackling anti-social behaviour**

**Key Portfolio Holder: Cllr Joanna Lewin-Harris Lead Director: Kevin Toller**

As a member of the Taunton Deane Crime and Disorder Partnership, we strive to reduce levels of crime, anti-social behaviour and the fear of crime in Taunton Deane. Although not the main agency for tackling crime, we make a key contribution and through close working with partners can have a considerable impact

<b>Objective 8: To reduce overall crime in Taunton Deane by 15% by March 2008* Director: Kevin Toller</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Deliver Somerset Crime Reduction and Drug Strategy 2005-2008 by delivering objectives 8 and 9	✓		
Focus on reducing and preventing volume crimes (common assault, vehicle crime and criminal damage)	✓		

\* Target set by the Home Office

<b>Objective 9: To reduce the incidence of violent crime in Taunton Deane by 15% by 2008** Director: Kevin Toller</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Enforcement of new licensing laws to meet the four licensing objectives of public safety, prevention of nuisance, prevention of harm to children and prevention of crime and disorder	✓		
Delivery of night-time economy plan in partnership with the police. Key actions being the 'three strikes' initiative and the 'drink safe, be safe' campaign	✓		



<b>Objective 10:</b> <b>To reduce anti-social behaviour incidents by 15% from baseline figures by 2007/08**</b> <b>Director: Kevin Toller</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Move towards Neighbourhood Policing – work closely with PCSO's (increased provision from 2007), Local Action Teams and partners to provide a more co-ordinated and effective approach to tackling anti-social behaviour	✓	✓	✓
Devise and deliver a program of actions to tackle antisocial behaviour hotspots, identified through the database and partnership working	✓	✓	
Continue identifying and implementing youth diversionary activities and facilities, including sports and arts activities	✓	✓	✓
Provide training and support to the Antisocial Behaviour Officer to tackle antisocial behaviour through partnership work, youth provision and diversion work, ASBOs, the three strike policy and other means	✓	✓	✓

\*\* Targets agreed in the Somerset Crime Reduction and Drugs Strategy

<b>Objective 11:</b> <b>To reduce the fear and perception of crime by 5% per year to 2009 (from March 2007 baseline - to be established)***</b> <b>Director: Kevin Toller</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Implement the Somerset multi-agency action plan to reduce fear of crime	✓	✓	
Support and promote the increased security of residents' properties through the Handyman Scheme, the Bobby Van initiative and the payment of grants, to make safer vulnerable properties and repeat victims of burglary	✓	✓	✓

\*\*\* Mandatory LAA Target

## **CRIME - Key Performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Crime' Aim. The key indicators will be reported to CMT and Members as part of a 'Dashboard' to help assess progress against the Corporate Strategy.

### **Objective 8:**

Corporate Strategy – Overall number of crime incidents (basket of crimes)  
(Baseline: 2003/04: 5,245 incidents)

BV 126 – Domestic burglaries per 1,000 households (Baseline: 2004/05: 6.7)

BV 128 – Vehicle crimes per 1,000 population (Baseline: 2004/05: 10.8)

### **Objective 9:**

Corporate Strategy – Violent crime incidents (Baseline: 2003/04: 1,340 incidents)

BV 127a – Violent offences committed by a stranger per 1,000 population  
Baseline: 2004/05: 7.1

BV 127b - Violent offences committed in a public place per 1,000 population  
Baseline: 2004/05: 10.5

BV 127c - Violent offences committed in connection with licensed premises per 1,000 population (Baseline: 2004/05: 2.2)

BV 127d - Violent offences committed under the influence per 1,000 population  
Baseline: 2004/05: 2.7

LPI 49 – Percentage of inspections of licensed premises (Baseline: 2004/05: 100%)

### **Objective 10:**

Corporate Strategy – Antisocial behaviour incidents  
Baseline: 2003/04: – criminal – 1977 incidents

LPI 30 – Percentage of council tenants who have reported anti-social behaviour / neighbour nuisance in the past 12 months, satisfied with the service received  
Baseline: 2004/05: 64%

Corporate Strategy – The number of attendances of arts activities supported by the Council  
(Baseline to be established 2006/07)

**Objective 11:**

Corporate Strategy (and LAA) – The percentage of residents that fear crime (using the Somerset LAA fear of crime survey) (Baseline: 2004/3: 23%)

Corporate Strategy – The number of properties that have made use of housing grants, the Handyman Scheme and the Bobby Van to increase security on their properties (Baseline to be established 2006/07)

## **AIM 4 – Healthy Living**

### **Promoting healthy and sustainable communities**

**Key Portfolio Holders: Councillor Mark Edwards & John Clark**

**Lead Directors: Shirlene Adam and Brendan Cleere**

Under Healthy Living, our highest priority is to meet the requirements of those with greatest housing need. Housing is fundamental to the general health and well-being of our citizens and we have focussed on enabling more affordable housing and tackling homelessness in the Deane. Our other main priority is around promoting healthy activities for the community, ensuring we recognise the needs of different age groups

<b>Objective 12: To enable the building of 985 units of affordable housing between April 2006 and March 2011 Director: Shirlene Adam</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Planning Gain through Section 106 agreements – negotiations with developers to meet a targeted proportion of social housing and other subsidised housing, as outlined in the Local Plan	✓	✓	✓
Utilise council owned and other sites to develop social and other subsidised housing, as detailed in the Housing Strategy	✓	✓	✓
Deliver the Local Development Framework for all types of housing need, including low cost and social housing.	✓	✓	✓
Investigate new approaches to delivering intermediate housing to meet targets from the ARK report.	✓		

<b>Objective 13:</b> <b>To reduce the number of homeless households in temporary accommodation by 50% by 2010, with an emphasis on homelessness prevention</b> <b>Director: Shirlene Adam</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Prevention – Deliver the issues in the Planning Out Homelessness Strategy around preventing homelessness	✓	✓	✓
Supply - Deliver the issues in the Planning Out Homelessness Strategy around increasing housing supply for the homeless	✓	✓	✓
Support - Deliver the issues in the Planning Out Homelessness Strategy around improving support for the homeless	✓	✓	✓

<b>Objective 14:</b> <b>Promote healthy activities to meet the needs of the wider community, recognizing the needs of different age groups</b> <b>Director: Brendan Cleere</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Develop a state of the art Skate-Park in Taunton Deane, building it in 2007/08 and attracting a minimum of 5,000 visits in 2008/09, to increase annually	✓	✓	✓
Assess existing provision of Youth Facilities, identify gaps and make provision in priority areas, tying in to the Play Strategy	✓	✓	
Promote and support health activities for the elderly, such as the 'Prime' package from Tone Leisure (2007), and other initiatives (Flexercise, health walks etc)	✓	✓	✓

## **Healthy Living - Key Performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Healthy Living' Aim. The key indicators will be reported to CMT and Members as part of a 'Dashboard' to help assess progress against the Corporate Strategy.

### **Objective 12:**

QoL 37 - Affordable dwellings completed (Number of, and as a percentage of all new housing completions (Baseline: 2004/05: 48; 10.7%)

BV 212 - Average time taken to re-let local authority housing  
Baseline: 2005/06: 16.4 days

### **Objective 13:**

Corporate Strategy - Homeless Households in temporary accommodation  
(Baseline: 30/6/05: 94)

BV 202 – The number of people sleeping rough on a single night within the area of the authority (Baseline: 2005/06: 4)

BV 203 – The percentage change in the average number of families placed in temporary accommodation (Baseline: 2004/05: -11.9%)

BV 213 – The number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.  
(Baseline: 2005/06: 4%)

BV 214 - Repeat Homelessness: Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years. (Baseline: 2005/06: 8%)

### **Objective 14:**

Corporate Strategy - The number of TDBC owned youth facilities provided on open spaces (includes MUGAs, shelters, kickabouts and others)  
(Baseline 2006/07: 15)

Corporate Strategy – The percentage of over 16's participating in moderate intensity activity 3 times a week for 30 minutes (Baseline 2006/07 21.3%)

Corporate Strategy – The number of elderly persons or people with health needs (e.g. obesity) that have benefited from Health Activities provided through the Council and Tone Leisure (Baseline to be established)

Corporate Strategy – The satisfaction with (a) sports and leisure facilities;  
(b) Parks and Open Spaces (Baseline: 2006/7: (a) 69%; (b) 85%)

## AIM 5 - Environment

### Safeguarding and Enhancing the local environment

**Key Portfolio Holders: Councillors Dorothea Bradley and John Clark**

**Lead Director: Brendan Cleere**

We aim to manage a clean and safe environment and we achieve this through our services and partnerships, most significantly the Somerset Waste Partnership. Residents and visitors alike value the high quality of the physical environment of the Borough and we will continue to protect and enhance it. We will also improve sustainability in Taunton Deane, using our influence to promote energy efficiency, tackle climate change and reduce the emission of greenhouse gases.

<b>Objective 15:</b> <b>To increase to at least 75% the percentage of people who are satisfied with the cleanliness of their local environment by 2007 and to 78% by 2009</b> <b>Director: Brendan Cleere</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Holistic management of the environment, linking highways, parks, open spaces, car parks, river and canal and other street scene areas. Achieve improved partnership and cross-service working	✓	✓	✓
Further improve cleanliness of the environment by targeting litter offenders through a publicised program of enforcement for littering - PCSOs to serve fixed penalty notices	✓	✓	✓
Improve methods and approach to street cleansing such as taking a responsive approach to tackling areas that need cleaning (rather than strictly following a rota)	✓	✓	✓

<b>Objective 16:</b> <b>To increase the percentage of household waste recycled to 45% by the end of 2008/09 and 47% by the end of 2009/10</b> <b>Director: Brendan Cleere</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Expanded delivery, promotion and enforcement of the recycling service, focussing on maintaining high levels of awareness, overcoming obstacles and enforcing compliance where necessary	✓	✓	✓
Expand the recycling service to include other	✓	✓	

types of waste, such as plastics and cardboard			
Let an integrated waste collection and recycling contract with the other Somerset Councils and create a single client body (Nov 07.) This new Waste Board should ensure we meet the 2020 European Landfill target of reducing biodegradable municipal waste landfilled, to 35% of that produced in 1995	✓	✓	✓

<b>Objective 17:</b> <b>To actively promote sustainability in Taunton Deane with a focus on climate change, energy efficiency and renewable energy, to reduce our carbon footprint on the environment.</b>			
<b>Director: Brendan Cleere</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Follow up our signing of the Nottingham Declaration on Climate Change by establishing a baseline of carbon emissions and carbon reduction targets. This will lead to developing a Climate Change Strategy to provide a joined-up approach to promoting sustainability, tackling climate change and reducing emissions	✓	✓	✓
Reduce carbon emissions by adopting the BREEAM excellence standards for commercial construction on all Council owned land. This will include construction on Firepool and other Project Taunton sites	✓	✓	✓
Ensure that new housing built through Housing Corporation funded schemes meet a minimum of level 3 of the Code for Sustainable Housing from 2007/08, with a view to increasing this level from 2008/09	✓	✓	✓
Meet the government target of improving energy efficiency by 30% on housing in Taunton Deane (1995-2010) through various housing initiatives	✓	✓	✓
Review our existing buildings to ensure they are 'green' (using renewable energy suppliers, water saving measures, waste separation and recycling, energy-saving lightbulbs etc)	✓	✓	



## **ENVIRONMENT – Key performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Environment' Aim. The key indicators will be reported to CMT and Members as part of a 'Dashboard' to help assess progress against the Corporate Strategy.

### **Objective 15:**

BV89 – Percentage of people satisfied with cleanliness standards of the local environment (Baseline: 2005/6: 73%)

BV 199.1 The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level (Baseline: 2005/06: 19.5%)

BV 199.2 - The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible (Baseline: 2005/06: 3.5%)

BV 199.3 - The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible (Baseline: 2005/06: 0%)

BV 218.2 - Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle (Baseline: 2005/06: 96.8%)

### **Objective 16:**

Corporate Strategy: Overall percentage of household waste recycled (including composting)

Baseline: 2005/06: 25.5%

BV 82ai – Percentage of household waste arisings which have been sent by the Authority for recycling (Baseline: 2005/06: 18.9%)

BV 82bi - The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion (Baseline: 2005/06 6.6%)

### **Objective 17:**

Corporate Strategy – Improvement in energy efficiency of housing stock in Taunton Deane since 1995 (Baseline: 2005/06: 19.2%)

Corporate Strategy – Reduction in carbon emissions as a direct result of the Council's work or influence (Baseline: to be established in 2007/08)

## AIM 6 - Delivery

Delivering accessible, value for money services

**Key Portfolio Holders: All Members of the Executive**      **Lead Director: All**

We aim to deliver value for money services that are customer focussed and accessible by everyone. To this end, we aim to achieve high levels of customer satisfaction, ensuring we provide value for money services, improving on our approach to Equalities and providing a consistent high standard of response to our customers

<b>Objective 18: To provide value for money services where overall satisfaction with the Council is in the top quartile nationally, over 60% of national BVPIs perform above English average and council tax charges are in the lowest quartile when compared with other English districts Directors: Kevin Toller &amp; All</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Continue to develop the Team Somerset Proposal to work collaboratively across all the Somerset councils to make annual efficiency savings of £22m and improve quality and accessibility of services to residents	✓	✓	✓
Achieve a minimum Level 3 rating for CPA 'Value for Money' annual assessment by implementing key recommendations from the Audit Commission assessment of the Council	✓	✓	✓
Explore using other partnerships and means of delivery that will improve value for money, (e.g. the Somerset Waste Board and the relocation of the nursery)	✓	✓	✓
Improve customer perception and satisfaction of the Council through delivering the five core communications actions recommended by the LGA (Local Government Reputation Project) that promote effective communication	✓		
Strengthen the role of Scrutiny at the Council to drive improvement, including developing the review of Value for Money and Performance and delivering more outcome-focussed task and finish reviews.	✓	✓	✓
Develop Corporate Procurement in line with the National Procurement Strategy and other Best Practise to achieve better quality, cost effective services and support our objectives around economy, sustainability and equalities	✓	✓	✓

<b>Objective 19:</b> <b>To achieve level 5 of the Equality Standard for Local Government by the end of 2009</b> <b>Director: Kevin Toller</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Deliver effective Equalities Training to managers, staff and councillors and ensure this training is implemented at every level through the staff appraisal, committee reporting and service planning mechanisms	✓	✓	✓
Working through the requirements to progress the Council through Levels 2 to 5	✓	✓	✓
Improved engagement of BME communities through good service interface, use of an Equalities Forum and translation policies - all informed through customer feedback	✓	✓	✓
Adopt the government's 'Rural Proofing' commitment by ensuring that all our key policies are rural-proofed in future to ensure they have an appropriate focus on rural needs and circumstances	✓	✓	✓

<b>Objective 20:</b> <b>To ensure that 90% of service enquiries to the Council are resolved at the first point of contact by 2015.</b> <b>(Director: Kevin Toller)</b>			
<b>Key Activities</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Work closely with our ISiS partners to modernise and improve transactional and back office services, and improve access to and delivery of customer-facing services	✓	✓	✓
Implement the Customer Access Strategy to deliver our services where and when they are required. Promote and monitor the Customer Contact Standards.	✓	✓	✓
Develop the management of complaints and consultation to ensure that consistent messages from the public are identified, fed through to services and result in service improvements	✓	✓	✓
Use the demographic and social information available to focus our services more effectively on meeting the changing needs of the Taunton Deane community (e.g. aging population)	✓	✓	✓

Implement appropriate HR policies to manage the cultural change and workforce development required to achieve the above key activities	✓	✓	✓
--	---	---	---

**DELIVERY - Key Performance Indicators and Baselines**

The Following Performance Indicators will demonstrate levels of progress against our Objectives and the 'Delivery' Aim. The key indicators will be reported to CMT and Members as part of a 'Dashboard' to help assess progress against the Corporate Strategy.

**Objective 18:**

Corporate Strategy: CPA Rating for Value for Money Assessment (Baseline: 2005/06: 3 out of 4))

Corporate Strategy: Percentage of BVPIs that are above the English District Average

Baseline: 2005/06: 64%

Corporate Strategy: Percentage of BVPIs that are in the national top quartile

Baseline: 2005/06: 36%

Corporate Strategy: Average Band D Council Tax, and percentile when compared to other English District Councils (Baseline: 2005/06: £121.88; 23.9<sup>th</sup> percentile)

BV 3 – The percentage of citizens satisfied with the overall service provided by the authority (Baseline: 2005/06: 59%)

Corporate Strategy: Percentage of media articles that positively and negatively reflect on the Council (Baseline: 2005/06: 44% positively, 15% negatively)

Corporate Strategy: Percentage of milestone activities completed in the National Procurement Strategy for Local Government (Baseline to be established 2006/07)

**Objective 19:**

BV 2a – The level of the Equality Standard for Local Government to which the authority confirms (Baseline: 2005/06: Level 1)

**Objective 20:**

Corporate Strategy: The percentage of service enquiries to the Council resolved at first point of contact (Baseline: 2005/06: 60% of services linked to Customer Service



