

## **TAUNTON DEANE BOROUGH COUNCIL**

### **COUNCIL MEETING – 17 APRIL 2007**

#### **Part 1**

To deal with questions to and receive recommendations to the Council from the Executive

#### **COUNCILLOR WILLIAMS**

##### **Team Somerset and Potential Local Government Re-organisation**

The Executive have given consideration to the Team Somerset Outline Business Case, and associated actions which would enable its further development.

Following the short listing of the proposal submitted by Somerset County Council for the creation of a single unitary council for the whole of Somerset, a 12 week period of 'stakeholder consultation' will now take place. Following stakeholder consultation, the Government will announce those areas that will be restructuring into unitary councils in early July 2007.

Council, at its meeting on 12 December 2006, decided to oppose the unitary bid for the whole county. All other districts in Somerset have also rejected the proposal for a single county unitary.

As a positive alternative to any unitary option, Somerset districts have co-operated to produce a prospectus on how the aims of the White paper could be achieved without structural reform of local government in the County. This enhanced partnership approach, termed 'Team Somerset', received the formal support of Taunton Deane Borough Council and all other Somerset districts in January 2007, with South Somerset voting it as their second preference. The Team Somerset approach did not (and still does not) have the formal support of Somerset County Council.

#### **The Team Somerset Proposal**

The Team Somerset prospectus, previously supported by Council, is a clear 'direction of travel' for local government in Somerset, based on:

- strong leadership at strategic planning level;
- joined up local political engagement and strategic decision making;
- efficiencies through shared services: improved satisfaction and joined up customer access;

- equity of service for Somerset citizens

Since approval by Council, district councils have worked together to further develop the Team Somerset approach, establishing clear proposals that will bring the aspirations of the prospectus into reality. The result is the Team Somerset Outline Business Case, proposing a fresh approach to delivering better outcomes and more efficient services across Somerset within a renewed and re-invigorated system of county, district, town and parish councils. The Outline Business Case is attached as an Appendix to this report .

The proposals in the Team Somerset Outline Business Case build on, and are entirely consistent with, the aspirations of the earlier prospectus document. As such, it has been endorsed by the Leaders and Chief Executives of all Somerset district councils.

The following are the main proposals contained in the Outline Business Case :

#### **Strong, effective and accountable leadership**

- A Team Somerset Board, comprising leaders of all principal local authorities in Somerset.
- Aligned political and management arrangements across all principal authorities, strengthening partnership working across the County.
- A joint strategy unit across Somerset, eliminating duplication on key priority areas whilst recognising and respecting the need for local variation

#### **Neighbourhood flexibility and empowerment**

- A strengthened network of district Local Strategic Partnerships, accountable to the Team Somerset Board and the relevant district council.
- A strong network of Community Partnerships, operating at a sub-district geographical scale,

#### **Value for money and equity**

- A rapid acceleration of shared service and collaborative working across all local government services.

As well as rising to the challenges of the Local Government White Paper, the Team Somerset model provides a robust alternative to a single unitary council

and offers the best and most appropriate solution for the citizens of Somerset. The key benefits featured in the Outline Business Case include:

- Greater voice and influence for citizens and local communities, through enhanced democratic and management arrangements that are flexible and responsive to the needs of Somerset's many different localities.
- Maintenance of existing levels of democratic representation across the County.
- Better services that put the needs of customers first. Service delivery will be socially inclusive; defined and driven by customers needs.
- A stronger voice for Somerset - locally, regionally, nationally and internationally.
- Annual efficiency savings in excess of £22 million from 2012, and almost £8 million within just two years.
- Establishment of proposed new arrangements in their entirety from within existing resources.
- No need for any legislative change or structural reform of local government.

Implementing the Team Somerset Business Case will require further work by all local authorities. Members will be informed at regular intervals of significant progress made.

Also following the short listing of the County wide proposal, local authorities in all affected areas have been encouraged to bring the consultation exercise to the attention of all stakeholders. The Executive feel that to do this effectively, the District Councils in the County should join together to fund a programme of consultation which will possibly include a referendum. Any such exercise would be dependent on all the Districts agreeing to contribute a similar sum to the funding.

It is therefore RECOMMENDED that:

- i) The Team Somerset Outline Business Case, attached as an Appendix, be agreed;
- ii) The Chief Executive and Leader be authorised to take decisions as required for the further development of the Team Somerset Outline Business Case;

- iii) A further report on progress be submitted in August 2007;
- iv) A Supplementary Estimate of £60,000 be made to fund a programme of consultation, possibly including a referendum, subject to all District Councils in Somerset agreeing to contribute a similar sum.

Councillor John Williams

## **COUNCILLOR EDWARDS**

### **Restructure of Housing Service**

Following the decision not to proceed with the Housing Stock Transfer, consideration has been given by the Executive to the reorganisation of the housing service and the consequent redundancies.

Members will remember that the 2007/08 HRA budget included indicative budgets that covered the four years to the Decent Homes target date of 2010.

As part of the budget setting process it has been necessary to find savings of £1.85m per year for each of these years to ensure that Decent Homes could be delivered.

The budget setting report, which went to the January Tenants Forum, Housing Review Panel and Review Board and the February Executive meeting, outlined how these savings would be achieved. This included an outline of a Housing restructure that would save the service some £550,000

We are now recommending cuts in the management and support roles. It is proposed to reduce the management team of the Head and five Service Unit Managers to three SUMs, one of who should be senior to the other two. Further cuts have been made in Asset Management (1 post), Building Management DLO (3 posts) and Housing Strategy (1 post). The impact of these redundancies is to reduce management and support services but at the same time take on new Government initiatives and ensure that we have sufficient operational staff to deliver our services.

In total eight posts have been shed through natural wastage, voluntary redundancy and reorganisation. All staff have been informed of their situation. Additionally eight Deane DLO painters are taking voluntary redundancy. This reorganisation has, however, allowed us to reinstate the

post of Energy Efficiency Officer from 1 May 07, which will give the Council proper focus to this important area of work.

The ongoing savings of these deleted posts equates to £550k per year.

We have now been able to calculate the costs involved in the redundancies. There will be 16 redundancies and the total cost of these is £619k, As far as possible these redundancies have been mitigated through the removal of vacant posts and a total of 4 vacant posts have been deleted from the proposed new establishment.

This restructure is necessary in order for the Council to achieve the savings necessary to deliver Decent Homes. This restructure will enable the Council to make significant savings within the HRA of £550k per annum and this money will be diverted to fund the Decent Homes capital works. The overall payback period of the costs is 1.1 years, however of course this money will not be realised in the HRA until after the Decent Homes deadline. After that period it is anticipated that these monies will be repaid and this will be built into the HRA MTFP.

There will be ongoing costs involved in these redundancies, being the cost of our ongoing contributions to the pension fund. This cost has been calculated as £8,700 p.a. and this cost has been offset against the savings.

As nine of the redundancies will have already taken place in 2006/07 the cost to be paid in that year amounts to £147k with the remaining £472k to be paid in 2007/08. The cost in 2006/07 has been verbally reported to the February Review Board via the Quarterly Joint Performance Report

It is proposed that the costs in the current year are funded from 2006/07 underspends which have been already reported. The costs in 2007/08 will be funded in part from these underspends and in part from the working balance.

The table below shows the impact of the restructure on the forecast working balance of the HRA:

	<b>2006/07 £000</b>	<b>2007/08 £000</b>	<b>2008/09 £000</b>	<b>2009/10 £000</b>	<b>2010/11 £000</b>
Current Balance	1,982	2,321	2,225	1,872	1,413
Budgeted in year surplus/ (deficit)	0	376	(353)	(459)	(588)
Expected Underspend 2006/07	486	0	0	0	0
One off costs of redundancies/pensions etc	(147)	(472)	0	0	0
Revised Forecast Balance	2,321	2,225	1,872	1,413	825
Approximate Amount held per dwelling	£378	£364	£308	£233	£136

It is therefore RECOMMENDED that the proposed restructure of the Housing Service be agreed and a Supplementary Estimate from HRA reserves of £472k to fund one off costs in 2007/08 be made.

Councillor Mark Edwards

## **COUNCILLOR MRS LEWIN-HARRIS**

### **Corporate Strategy 2007-10**

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.

We have modelled the Corporate Strategy 2007-10 on last year's Strategy, which was formulated after extensive consultation. 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.

The Corporate Strategy has been extensively challenged and scrutinised during its development.

The key areas of change to the Corporate Strategy, resulting from the consultation, feedback, challenge and scrutiny are:

- A new objective on promoting sustainability
- A new objective on developing the Cultural offer of the borough
- A new objective on promoting healthy activities to the wider community
- An increased focus on tackling deprivation (Objective 4)
- An increased focus on reducing antisocial behaviour and the fear of crime (Objective 10 and 11)
- A greater emphasis on the future of partnership working, with specific mention of ISiS and Team Somerset

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.

It is therefore RECOMMENDED that the Corporate Strategy be adopted.

Councillor Mark Edwards



# Team Somerset: Connecting Communities Outline Business Case





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# I. Introduction

**1.1** The prospectus document *Team Somerset: Connecting Communities* received the formal support of all the District/Borough Councils of Somerset in January 2007. The prospectus is aspirational, outlining a new approach to achieving our joint ambitions for Somerset and meeting the challenges and opportunities of the Local Government White Paper (published in October 2006).

**1.2** This document has been developed as a supplement to our earlier prospectus. It describes in greater detail how we plan to turn our aspirations into reality, proposing a fresh approach to delivering better outcomes and more efficient services across Somerset, within a renewed and reinvigorated system of integrated county, district and parish/town councils.

**1.3** We firmly believe that our programme ***offers the best and most appropriate solution for the citizens of Somerset***, providing a model of excellence that other authorities will wish to follow. We will provide opportunities for citizens and stakeholders to jointly shape and deliver our programme.

**1.4** The main benefits we will deliver as Team Somerset include:

- **Greater local flexibility and empowered communities** - through renewed locality working arrangements that hold local knowledge, intelligence and understanding firmly at their heart. Communities will be further empowered to have a real say on local services, priorities and issues affecting their day-to-day lives. Frontline councillors and staff of all Somerset Councils, with partner agencies, will have greater capacity to focus on and respond flexibly to the different needs of Somerset's many distinct communities. The role of

frontline councillors cannot be understated. Their capacity to tackle local issues, represent their communities and use their local knowledge effectively goes to the very heart of the Local Government White Paper's aspirations of neighbourhood management, community ownership and putting people first. Existing levels of democratic representation will not be diminished under the Team Somerset governance model.

- **Excellent services that put the needs of customers first** - through a rapid acceleration and expansion of collaborative working and reduced duplication across all council services in Somerset. Our service transformation programme will build on the strong foundation of shared service models already in place. ***Somerset citizens will experience excellent value for money, with service performance and costs that compare with the very best in the Country. Team Somerset will achieve annual efficiency savings in excess of £22 million from 2012, and almost £8 million within just two years.***

- **Strong and accountable strategic leadership** - through a joint Board of Somerset's elected leaders. The Team Somerset Board will oversee the delivery of the sustainable community strategy and Local Area Agreement (LAA) outcomes, as well as our broad service transformation programme. This approach to collaborative working will deliver the robust strategic leadership needed to effect genuine place-shaping and community cohesion for communities in Somerset. The Team Somerset Board will also have a major outward focus, ensuring that Somerset's influence is increased regionally, nationally and internationally.

**1.5** Our programme will bring about radical changes to the way that local government currently works in Somerset. We have already

started on our transformation journey, with a number of key shared service projects already under way or about to begin. As part of Team Somerset, authorities will appoint a senior post to sit on a management board, responsible for the wider development and acceleration of our service transformation programme. Similarly, senior level posts from each authority will work together to develop and implement renewed locality working arrangements across Somerset.

**1.6** Our programme can be delivered in its entirety from within existing local government resources across Somerset. Our focus on new

and collaborative ways of working will not require legislative changes and ***will avoid the costly and unnecessary disruption to service delivery that would be caused by any wholesale structural reform of local government in Somerset.***

**1.7** The next section of this business case provides a brief factual profile of Somerset, as the context for our programme. Remaining sections are structured around the aims set out in the Government's invitation to councils to pioneer, as pathfinders, new two-tier models of local government. Supporting information is provided in the five appendices.

## 2. Somerset - A Place of Variety and Distinctiveness

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**2.1** Any system of local government needs to reflect and respond to the nature of the place and communities it serves and represents. Somerset is a place of variety and distinctiveness in many respects:

- Somerset has a diverse inheritance of landscapes and environmental assets, such as the Mendip Hills, Quantock Hills and Blackdown Hills, the Somerset Levels and Moors, Exmoor National Park and over 40 miles of coastline. Our diverse environment and poor communication links between different parts of the County have been major factors shaping the unique identities and characteristics of our communities over the centuries and to this day. Team Somerset's approach is flexible and highly responsive to the challenges faced by our distinct communities, giving them greater voice in Somerset and beyond.
- 28% of Somerset's population lives in the relatively densely populated centres of Taunton, Yeovil and Bridgwater. Market and coastal towns, villages and small hamlets account for the remaining 72% of the population. Many of these communities are remote and isolated, posing

particular challenges in terms of transport, access to services and representation. To illustrate Somerset's transport and access challenges, an east-west journey across the County takes approximately two and a quarter hours by car. It takes a similar time to travel by car from the County Town of Taunton to Birmingham, in the West Midlands. The flexible, joined-up approach of Team Somerset, working within new and established partnerships and alongside local Councillors, will deliver tailored service solutions that get to the heart of local issues. ***Somerset does not have a 'one size fits all' community and Team Somerset will provide solutions that meet needs at a local community level.***

- Generally, quality of life in Somerset is above regional and national averages. However, there are pockets of deprivation right across Somerset that feature highly in national indices. There are 13 super output areas in Somerset (4%) that fall within the most deprived in the country, including one classed in the worst 10%. There are also many challenges associated with rural deprivation that are often less visible on the national radar, because of low population density.

The 1997 Rural Services Survey revealed that 77% of parishes in the South West don't have daily bus services, 46% don't have access to a local school and 83% don't have access to a local doctor. These are typical challenges found within rural communities that need to be addressed through effective partnership working. There is a distinct lack of affordable housing in Somerset, with the average home now costing £209,000, more than 8 times the average annual household income. The affordability ratio ranges from 7.4 times in Mendip to 9 times in West Somerset. Team Somerset will work to provide better solutions by using local knowledge and local commitment, tackling affordable housing and creating a higher wage economy through more effective cross-agency working.

- A recent independent report of the Somerset economy found that “Over the past decade, Somerset's rate of economic activity has continued to grow while national rates have remained static. Somerset's economic activity rate ranks second highest of the South West sub-regions. Into the future, the economy of Somerset is projected to grow and perform fairly well”<sup>1</sup>. This reflects the work being done by economic development teams across the county, however we recognise that collaboration through Team Somerset is needed to further consolidate Somerset's economic growth.

- Somerset's main employment sectors are wholesale and retail trade, manufacturing, health and social work, real estate, education and public

administration. However, the economic composition of each Somerset district varies significantly, bringing often different challenges of regeneration and development. Common challenges being tackled by all include raising the skills profile of the local economy and collectively working to attract greater levels of inward investment into the County (see case study attached as Appendix E)

- Somerset's population is growing and ageing at a faster rate than regional and national averages, presenting particular challenges for support/public services and the wider economy. There are also recent trends of growth in the Black and Minority Ethnic and migrant worker populations. The Local Government White Paper challenges local authorities to create strong, vital and cohesive communities. We believe that Team Somerset, by utilising its many successful existing partnerships and relationships, will further encourage community participation and cohesion.

**2.2** Somerset's communities consistently express a strong affinity for their own unique place and locality within the County. A founding principle of Team Somerset's approach is to maintain and build on the strong sense of place that exists in different localities across the County, whilst delivering the excellent services, better outcomes, clear accountability and value for money that our citizens and communities rightly expect and deserve.

### 3. Strong, Effective and Accountable Strategic Leadership

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**3.1** We recognise the need to fundamentally review the way that we work, to meet the challenges and expectation of our communities and citizens, and deliver national and local outcomes. Our proposed new local governance arrangements for Somerset represent a radical departure from the status quo. These governance arrangements will provide a mix of

strongly connected components that provide strategic leadership and focus at *all* levels, from County wide to local community. Our proposed governance arrangements appear in diagram form as Appendix A. This section describes those aspects of our governance model that will operate at strategic level, across Somerset.

## The Team Somerset Board

**3.2** In our proposed governance model, strong, effective and accountable leadership will rest primarily with the Team Somerset Board. The Board will comprise elected leaders, supported by chief executives from each principal local authority. The Board will:

- Ensure delivery of priority outcomes within the Somerset Sustainable Community Strategy and Local Area Agreement (LAA), formed through the wider forum of the Somerset Local Strategic Partnership.
- Ensure delivery of the Team Somerset shared service transformation programme and the efficiency gains that will accrue from this.
- Be the democratic voice and advocate for Somerset, regionally, nationally and internationally.

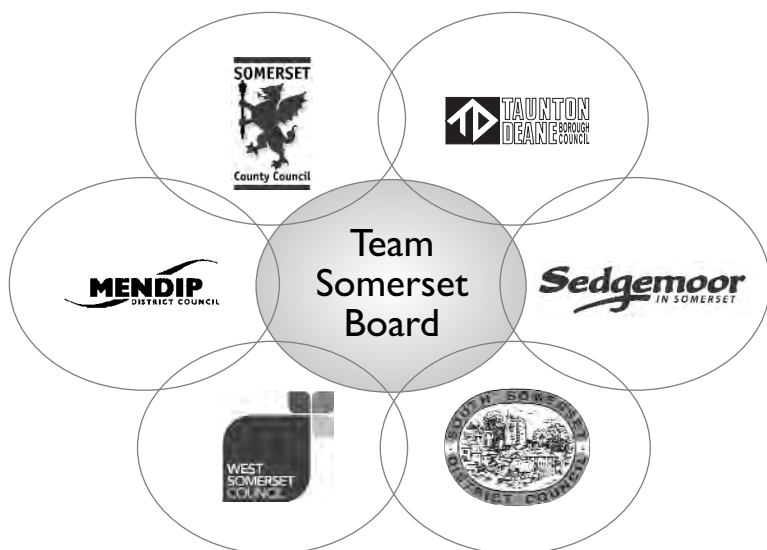
**3.3** Through its activities, the Board will bring together overall delivery of theme and service based outcomes within a framework that is more accountable and coherent than the present joint governance arrangements in Somerset.

**3.4** The Team Somerset Board will be accountable to central government for delivery of LAA outcomes. It will be responsible for directing the new LAA grant monies from Government (no longer ring-fenced to particular LAA 'blocks') to the best possible effect across Somerset. The Board, and other elements of our proposed governance model, will also be subject to regular challenge through the new 'Comprehensive Area Assessment' process, from 2008.

**3.5** The Team Somerset Board will meet in public at locations across the County. It will be accountable to localities through robust area-working arrangements described in greater detail in section 4 of this document. A joint scrutiny committee comprising of elected members from all principal local authorities in Somerset, will be established to strengthen democratic accountability of the Team Somerset Board. In addition, decisions made by the Team Somerset Board will be subject to scrutiny and potential call-in by any principal local authority in Somerset.

**3.6** The Team Somerset Board will be set up in 'shadow' form during 2007 and fully operational by 1 April 2008.

## Strategic Leadership of Team Somerset:



## Team Somerset Board

- Somerset County Council
- Taunton Deane Borough Council
- Sedgemoor District Council
- West Somerset District Council
- Mendip District Council
- South Somerset District Council

## Local Authority Arrangements

**3.7** Our collaborative approach to political and managerial leadership does not end at the Team Somerset Board. We recognise that working arrangements at individual authorities need to be reviewed, and we are committed to making a number of significant changes that are necessary to achieving our ambitious programme.

**3.8** Team Somerset believes that strong democratic arrangements must remain in each principal authority across the County. Political leadership in each authority will be democratically accountable to citizens for the local delivery of priority outcomes in the sustainable community strategy and LAA, and for the delivery of services at levels of performance and cost that compare with the very best councils in the Country. Following the May 2007 local elections, District Councils will work with Somerset County Council to closely align executive portfolio arrangements, to facilitate the timely implementation of our transformation programme. Closely aligned executive arrangements will be fully operational across all Somerset local authorities by April 2008.

**3.9** Frontline Councillors in all Somerset local authorities will play a key role in strengthened overview and scrutiny and locality working arrangements across the County (outlined in section 4).

**3.10** Management arrangements under Team Somerset would see the retention of chief executive and director level posts in each local authority in the short term. It is anticipated that this too will be rationalised over time with a more 'federated' approach with authorities 'sharing' the skills of senior officers. In the short term however, this capacity will be vital in

strengthening engagement, understanding, representation and delivery of services across Somerset's many and varied communities. The needs of our communities deserve strong representation within the locality, county, region and beyond.

**3.11** Reflecting changes to political management arrangements, senior management in each local authority will closely align to facilitate implementation of our programme. Each Somerset local authority will nominate a senior lead officer for transformation, to sit on a team responsible for delivering our service transformation programme. A senior lead officer for localities will also be nominated by each authority, to ensure the delivery of effective locality working across Somerset (see section 4). Lead directors for specific themes across Team Somerset will be nominated where appropriate, to reduce duplication between authorities. Links between the County and District Councils will be strengthened by a nominated County Council director attending each District Council Management Team on a regular basis. ***This will ensure that the combined effort and resources of all authorities are tailored and directed to achieve the best possible outcomes for Somerset's communities.***

**3.12** A county-wide strategy unit will be established during 2007, and will be fully operational by April 2008, as part of Team Somerset, comprising senior officers from each local authority. This unit will be responsible for developing and ensuring the delivery of joint strategies on specific priority themes, creating greater harmonisation and alignment and eliminating duplication between tiers of local government, whilst recognising and respecting the need for local variation.

## 4. Neighbourhood Flexibility and Empowerment

**4.1** In this section, we describe our proposed locality working arrangements across Somerset. These arrangements are also represented in diagram form in Appendix A. Our definition of 'locality' is the geographical scale of a district, and smaller.

**4.2** We are acutely aware that a 'one size fits all' approach to locality working will not be appropriate or desirable for different places and communities in Somerset. Our locality working model therefore provides a broad and common framework that can be applied flexibly to address the varying characteristics, needs and priorities of different communities across the County.

### District Local Strategic Partnerships (LSPs)

**4.3** The existing network of district LSPs across Somerset will be strengthened under our proposed governance model. District LSPs will comprise key public, private and voluntary sector partners, convened by the relevant district council. The main duties of district LSPs will include:

- Agreeing the sustainable community strategy for the district, reflecting and informing the Somerset Local Area Agreement and other key strategies.
- Overseeing the local delivery of sustainable community strategy and Local Area Agreement (LAA) outcomes, joining resources as appropriate.
- Promoting greater coherence in partnership working activity, rationalising where appropriate.
- Ensuring that the voice for the district and its communities is heard within the County, region and beyond.

**4.4** LSPs will be accountable both to the Team Somerset Board for delivery of LAA outcomes in the relevant district area, and to the relevant

district council for delivery of the sustainable community strategy and LAA outcomes.

### Community Partnerships

**4.5** A strong network of Community Partnerships forms a critical part of our governance model. Community Partnerships will provide the main forum for councils (including parish and town councils), partner agencies, community groups and citizens to jointly shape the future of neighbourhoods and localities, improving services and outcomes for residents.

**4.6** Community Partnerships will be set up at a geographical level that is smaller than a district, although their precise coverage will vary depending on local circumstances and views. In many cases, Community Partnerships will be a natural extension of locality working arrangements that already exist in different parts of the County. The main responsibilities of Community Partnerships will clearly require agreement with the communities involved, but we suggest that these may include:

- Ensuring that citizens have a real say in shaping the delivery of local services.
- Managing the delivery of the sustainable community strategy and LAA at local level.
- Identifying priorities that need to be included in future revisions of the sustainable community strategy and LAA.
- To challenge and scrutinise the performance and effectiveness of local authorities and partners (e.g. the Police, Health), holding them to account for the delivery of local services and outcomes.

**4.7** *It is important to us that communities are provided with simple and effective ways of engaging with and influencing public agencies.*

***Community Partnerships will provide an opportunity to join up various community engagement and area based initiatives led by different partner agencies, eliminating duplication.*** For example, we are already working with the Avon and Somerset Constabulary to develop Community Partnerships in a way that advances Neighbourhood Policing across the County.

**4.8** With a membership that includes elected frontline councillors, Community Partnerships will form an important part of local authority overview and scrutiny arrangements. In addition to the bullet points set out in section 4.6, Community Partnerships may identify and investigate local community issues, contribute to 'task and finish' reviews on specific topics and

administer 'Community Calls for Action' within the locality.

**4.9** Community Partnerships will feed in to, and be represented on, the relevant district LSP. This will strengthen the link between the outcomes specified in the LAA and sustainable community strategy and ensure their delivery at local level.

**4.10** As mentioned in section 4.6, different models of community engagement are already in place across Somerset. Building on these models, a County-wide network of Community Partnerships will be fully operational by April 2008. By agreement with each Community Partnership, we will seek to devolve as many powers and responsibilities as possible and appropriate.

## 5. Value for Money and Equity

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**5.1** ***We are committed to ensuring the delivery of consistently high quality services that represent excellent value for money for all Somerset citizens.***

**5.2** We recognise that some citizens do not necessarily understand who provides local government services, or where to go to make enquiries, seek information and advice about the support that might be available to them.

**5.3** ***Our proposal is for a rapid acceleration of shared service and collaborative working models, providing streamlined, efficient and cost effective services to all citizens.*** For some services, we believe that a streamlined County-wide delivery arrangement is the most appropriate, while for others we believe that a more local unit of management and delivery, tailored to particular communities' needs, is required.

**5.4** Services where we believe a County-wide delivery arrangement would be most appropriate include all customer contact and corporate support services. We will establish one consistent approach for all customers to

access all County and District Council services by 2010 at the latest. This will encompass the full range of customer service channels, from face-to-face and telephone through to internet and others. Excellent customer service will be underpinned by modern technology and delivered by highly trained and multi-skilled staff.

**5.5** Similarly, corporate support services such as human resources, finance, ICT, procurement and others will be delivered through streamlined County-wide arrangements that encompass the County and all District Councils. In our earlier prospectus document, we described the ISiS (Improving Services in Somerset) project, currently led by Somerset County and Taunton Deane Borough Councils (see also separate case study at Appendix D). ***All Somerset districts have signed a framework agreement that will enable them to procure services from the joint venture company that will emerge from ISiS.*** As part of Team Somerset, all District Councils remain committed to ISiS, subject to approval of a robust business case.



**5.6** There are other services where we believe a more localised management arrangement is more appropriate, such as 'street-scene', regulatory and planning services. Strong local management arrangements will provide greater capacity for customers and citizens to engage with and influence the design and delivery of local services. In all services that are managed and delivered locally, opportunities for greater efficiency through common business processes and joint procurement across the County will be realised.

**5.7** Details of shared service proposals, and efficiency gains accruing from these, are outlined in Appendix B. The case studies

attached as Appendices C - F demonstrate the strong track record that we are building from in Somerset.

**5.8** Through our programme of shared services, we will achieve efficiency savings in excess of £22 million from 2012 onwards. In the same timescale, citizens across Somerset will experience excellent value for money, with service performance and costs that are comparable with the very best in the Country.

**5.9** The summary table below provides a brief overview of the efficiency savings arising from different aspects of our programme:

#### Efficiency Savings Arising from Team Somerset

Savings Area(s)	2008/09 £'000,s	2009/10 £'000,s	2010/11 £'000,s	2011/12 £'000,s	2012/13 £'000,s	Total £'000,s
Cost of democracy	94	94	94	94	94	<b>470</b>
Management savings	305	914	1,218	1,218	1,218	<b>4,872</b>
Staff savings in areas of identified duplication	859	2,147	4,295	5,726	5,726	<b>18,753</b>
Staff savings – support services	985	4,270	6,405	8,540	8,540	<b>28,740</b>
Accommodation	-	-	3,249	4,922	4,922	<b>13,093</b>
ICT (non-staff)	-	-	433	866	866	<b>2,165</b>
Procurement	-	300	400	450	450	<b>1,600</b>
Financial saving	-	-	-	-	426	<b>426</b>
<b>Total</b>	<b>2,242</b>	<b>7,725</b>	<b>16,093</b>	<b>21,816</b>	<b>22,242</b>	<b>70,118</b>

## 6. Implementation Timetable

6.1 Many aspects of our programme are already well under way and in some cases completed, as described in our earlier prospectus document and the case studies

attached to this document.

A summary timetable of key activities from now onwards is provided in the timetable below:

### Implementation Timetable

Activity	Deadline
<b>Strong, Effective and Accountable Leadership</b>	
Service Transformation Management Team established	Sept 2007
Team Somerset Board established, together with other key aspects of Team Somerset Governance (see Appendix A)	April 2008
Aligned leadership portfolios across all Somerset local authorities.	April 2008
Aligned management arrangements in place across all Somerset local authorities.	April 2008
County wide strategy unit established	April 2008
Establishment of one Crime and Disorder Partnership for Somerset West, coinciding with the Police Basic Command Unit (BCU) area.	April 2008
<b>Neighbourhood Flexibility and Empowerment</b>	
Roles and membership of County and district LSPs reviewed and aligned as appropriate	April 2008
Community Partnerships model fully operational across Somerset.	April 2008
<b>Value for Money and Equity</b>	
One consistent approach across Somerset for all customers to access all County and District Council services	April 2010
Shared Service Transformation Programme delivered	See Appendix B

## 7. Conclusion

**7.1** We believe that the communities and citizens of Somerset deserve a quality of life and standards of service that are second to none. We also recognise that the current local government arrangements in Somerset can work more effectively - radical change is necessary to meet the demands and expectations of citizens and the Government, as well as our own ambitions for Somerset and its communities.

**7.2** We believe passionately that Team Somerset's approach is the best and most appropriate governance model for the County, now and into the future. We believe that the different needs and priorities of our communities require a blend of governance arrangements and service delivery approaches that are able to represent Somerset on a regional and national level on the one hand, yet engage and respond strongly and flexibly to local citizens on the other.

**7.3** The benefits of our approach will include:

- Greater voice and influence for citizens and local communities, through enhanced democratic and management arrangements that are flexible and responsive to the needs of Somerset's many different localities. Existing levels of democratic representation will not be diminished under the Team Somerset governance model.

- Better services that put the needs of customers first. Service delivery will be socially inclusive; defined and driven by customers needs. Our aspiration is for overall customer satisfaction and performance levels to be in the top quartile nationally, from 2011.
- A stronger voice for Somerset - locally, regionally, nationally and internationally
- Annual efficiency savings in excess of £22 million from 2012.
- Establishment of our proposed new arrangements in their entirety from within existing resources.
- No need for any legislative change or disruptive structural reform.

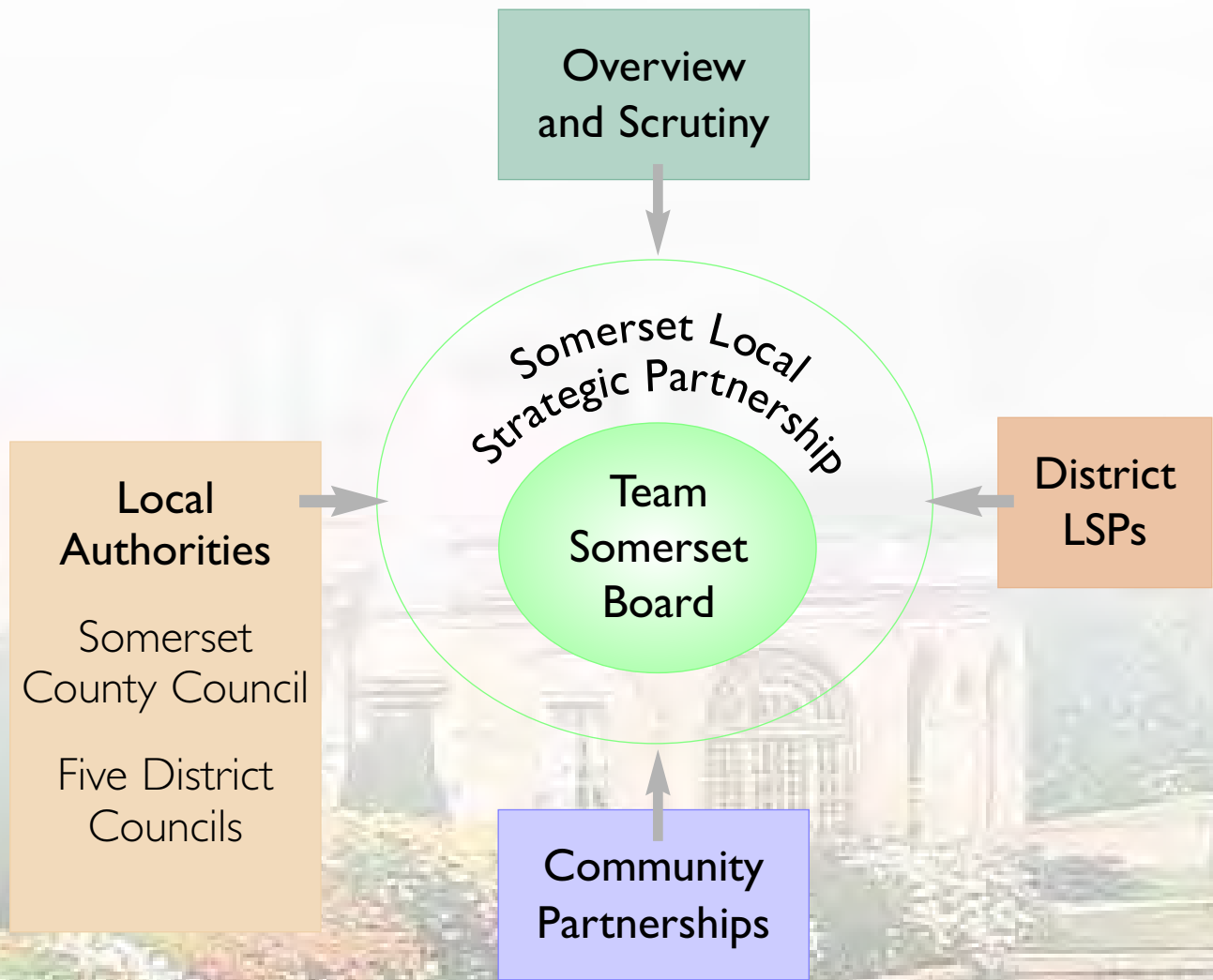
**7.4** We are committed to maintaining effective dialogue with communities and partners, ensuring at all times that we have the broad support of those we are proud to serve and represent.



## Appendices

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## Team Somerset - Shared Service Proposals

Ref.	Service Area	Team Somerset Proposal	Key Features/Benefits	Projected Annual Savings (£'000s)	Implementation from:
1	<b>Regulatory:</b> <ul style="list-style-type: none"> <li>• Environmental Health</li> <li>• Licensing</li> <li>• Trading Standards*</li> </ul>	Somerset Regulatory Services Partnership, comprising single management structure for Somerset, with strong local delivery	<ul style="list-style-type: none"> <li>• Cross disciplinary working</li> <li>• Common ICT platform</li> <li>• Common staff terms and conditions and recruitment/retention policies</li> <li>• Consistent standards of enforcement across Somerset</li> <li>• Economies of scale through common ICT platform and business process re-engineering (BPR)</li> <li>• Top quartile service standards across Somerset</li> <li>• Emphasis on home working</li> <li>• Reduction in CO2 emissions</li> </ul>	369	2008
2	<b>Planning and Building Control:</b> <ul style="list-style-type: none"> <li>• Planning Control</li> <li>• Building Control</li> <li>• Highways planning*</li> <li>• Specialist advisory services* (eg ecology, archaeology, landscape and listed buildings.</li> </ul>	Two planning and building control teams in East and West of Somerset, with one manager for each team. or: Outsourcing of planning and building control	<ul style="list-style-type: none"> <li>• Tailoring of services to local character and circumstances</li> <li>• Economies of scale through common ICT platform and BPR</li> <li>• Common staff terms and conditions and recruitment/retention policies</li> <li>• Staff re-deployment between teams.</li> <li>• Top quartile service standards across Somerset</li> <li>• Emphasis on home working</li> <li>• Reduction in CO2 emissions</li> </ul>	536	2008

## Team Somerset - Shared Service Proposals

Ref.	Service Area	Team Somerset Proposal	Key Features/Benefits	Projected Annual Savings (£'000s)	Implementation from:
		services (see main body of Business Case)			
3	<b>Street Scene:</b> <ul style="list-style-type: none"> <li>Street cleansing</li> <li>Ground maintenance</li> <li>Litter and fly-tipping</li> <li>Graffiti</li> <li>CCTV</li> <li>Abandoned vehicles</li> <li>Car parking &amp; enforcement</li> <li>Community/park wardens</li> </ul>	Five district-based teams across Somerset, each with a manager.	<ul style="list-style-type: none"> <li>County-wide joint contracts for street cleansing, Grounds maintenance, CCTV and removal of abandoned vehicles</li> <li>Strong local presence - public service ambassadors</li> <li>Cross disciplinary working</li> <li>Community engagement</li> </ul>	1,481	2008
4	<b>Corporate Support and Transactional:</b> <ul style="list-style-type: none"> <li>Revenues and benefits</li> <li>ICT</li> <li>Design and Print/Postal Services</li> <li>Finance</li> <li>Human Resources</li> <li>Joint Procurement (works, services and goods)</li> <li>Property</li> <li>Single Customer Contact Strategy</li> <li>Legal (not in scope of ISIS)</li> </ul>	All Somerset authorities have signed up to the framework agreement to participate in a new joint venture company, to be established in 2007 to deliver support services to public sector bodies in Somerset and beyond.	<p>See separate case study on the ISIS ("Improving Services in Somerset") Project.</p> <p>Every principal authority in the County is committed to joining ISIS at the earliest opportunity subject to agreement of a detailed business case</p>	11,531 <sup>2</sup>	2008
5	<b>Audit:</b>	SCC to join the	See case study	-	2007

## Team Somerset - Shared Service Proposals

Ref.	Service Area	Team Somerset Proposal	Key Features/Benefits	Projected Annual Savings (£'000s)	Implementation from:
		SW Audit Partnership			
6	<b>Joint Strategy</b> eg: <ul style="list-style-type: none"> <li>Economic development</li> <li>Procurement</li> <li>Culture</li> <li>Customer Contact</li> <li>Strategic Housing</li> <li>Local plan</li> </ul>	Creation of a county wide joint strategy team	Joining up strategies to reduce duplication and generate greater efficiency, consistency and standards of service	180	2008
7	<b>Democratic and Governance:</b> <ul style="list-style-type: none"> <li>Single electoral services unit</li> </ul>	Creation of a single electoral services unit	Reduced duplication	94	2007
8	<b>Management Reductions:</b> <ul style="list-style-type: none"> <li>Education</li> <li>Highways</li> <li>Social Services</li> <li>GF Housing</li> <li>Housing benefits</li> <li>Cultural Services</li> <li>Environmental Services</li> <li>Street Cleansing</li> <li>Planning (DC)</li> <li>Fire Services</li> <li>Central Services</li> <li>Management Teams</li> </ul>	Reduction in management through more collaborative working		1,218	2008
9	<b>Accommodation and new</b>		<ul style="list-style-type: none"> <li>More efficient use of assets.</li> </ul>	5,348	2010



## Team Somerset - Shared Service Proposals

Ref.	Service Area	Team Somerset Proposal	Key Features/Benefits	Projected Annual Savings (£'000s)	Implementation from:
	<b>ways of working:</b> <ul style="list-style-type: none"> <li>• Reduced staff numbers</li> <li>• Home working</li> <li>• Asset Disposal</li> </ul>		<ul style="list-style-type: none"> <li>• CO2 reduction through more efficient travel patterns and home working</li> </ul>		
10	<b>Reduced duplication in front line service delivery</b>		<ul style="list-style-type: none"> <li>• Reduced duplication</li> <li>• Greater efficiency and value for money</li> </ul>	1,485	2008
<b>TOTAL (£'000s)</b>				<b>22,242</b>	

The Somerset Waste Partnership is an excellent example of collaborative two-tier working in Somerset, delivering improved services and greater efficiency without any loss of local democracy.

### **The Challenge**

The EU Landfill Directive and the National Waste Strategy 2000 required local authorities to significantly reduce landfill and to improve waste recycling. This was enforced by the introduction of the Landfill Tax and Statutory Recycling Targets. Furthermore, local surveys reveal that Waste Management and Recycling is consistently a top priority for the residents of Somerset.

The Challenge across Somerset was for the six Councils to work collaboratively to radically improve recycling services, reduce landfill, increase recycling rates and to reduce costs.

### **How we addressed the challenge**

The Somerset Waste Partnership (SWP) was formed in 1992 and is made up of the County Council and five District Councils in Somerset. In 2002 the SWP completed a joint Best Value Review of waste services with an improvement plan to significantly improve the economy, efficiency and effectiveness of waste services throughout Somerset. The five District Councils then wrote a joint specification to procure a Kerbside Recycling Service; the contract was awarded and commenced in October 2002. This joint approach has resulted in economies of scale for all five District Councils, along with much improved collection and separation of waste. Additionally, the County Council has invested in its household waste recycling centres to more effectively recycle household waste.

Since 2004/05 the SWP, with the support of Defra, has worked collaboratively to integrate

the waste disposal and collection functions across Somerset through the creation of a new arms length organisation, the Somerset Waste Board (SWB), to manage all the municipal waste functions. This mini local government reorganisation includes the procurement of a county wide waste collection contract for all household waste and recycling materials. The complex procurement involves joint planning, sharing resources and skills to deliver a key service that is used, every week, by the half million citizens of Somerset. The creation of the SWB will save the five Somerset Districts around 10% of their current waste and recycling costs.

In addition to these substantial savings, we are constructing a link between the County Council as waste disposal authority and Districts as waste collection authorities to manage the Landfill Allowance Trading Scheme (LATS). This vertical and horizontal service integration enables the SWP to provide excellent waste collection services while enabling the County Council to minimise the financial risk of LATS to taxpayers and maximise the potential financial benefit.

This investment in improved collection regimes will minimise biodegradable waste going to landfill with the benefit of reducing greenhouse gas emissions and the need for future waste treatment facilities. Our collaborative working is creating a win-win situation for both tiers of local government in Somerset and most of all for the communities we serve.

The SWP is currently finalising the budget pooling arrangement for the funding of the new waste body. The pooled budget will total circa £30million per annum, which in itself illustrates the level of trust and mature approach to collaborative working that exists in Somerset.

The SWP's collaborative working is a pathfinder project; we are going further than any other successful waste partnerships that exist in England. Defra recognise the cutting edge nature of this work and have made a significant contribution to our consideration of the appropriate legal form for the SWB. The approach that is being endorsed by the partner authorities is to create a new Joint Waste Authority. In January 2007, the government announced new powers through a Local Government Bill that will support the creation of joint waste authorities in two tier areas. Our aim will be to have the new Joint Waste Board established by 2009/10. In the meantime all authorities have agreed to establish the SWB as a Joint Committee, commencing in September 2007, which will be responsible via a newly formed centralised client team for both the new collection contract (October 07) and the disposal contract.

## **Outcomes**

Somerset is now one of the leading areas in the UK with regard to municipal waste management and our approach is recognised as a pathfinder project.

Our residents now enjoy a comprehensive recycling service both on their doorstep and at recycling sites and this is set to improve further once the Joint Waste Authority is in operation.

- 40.4% of all Household Waste was recycled in 2005/06
- 72% of waste entering Household Waste Recycling Centres was recycled
- The best performing site (in Bridgwater) recycled 82% of household waste
- The Waste Education Team have now made over 1000 visits to schools to promote recycling and composting
- The new Joint Waste Authority should realise savings of 10% of the current waste and recycling costs across the five District Councils
- The Joint Waste Authority will be in an excellent position to take advantage of the flexibilities of trading, banking and borrowing allowances under the Landfill Allowance Trading Scheme (LATS) in the most cost effective way

ISiS offers a gold-plated opportunity for Somerset authorities to achieve enormous efficiencies and improvements for our transactional and back office services while allowing us to focus on strengthening strategic leadership, place shaping and community cohesiveness to improve the quality of life for Somerset citizens.

All of the Somerset Districts recognise the value of ISiS and have signed the Framework Agreement to join the partnership in principle, as part of the Team Somerset proposal.

### The Challenge

Local councils face increasing budgetary pressures, a requirement to make savings, efficiencies and service transformation through the Gershon agenda and rising expectations from customers. Clearly a radical rethink is required to deliver services in a better and more efficient way across the county.

We believe that working in partnership with other Somerset Councils is the only way to deliver the good value and quality of service our customers deserve.

The ISiS vision was to transform the founder partners, Somerset County Council, Taunton Deane Borough Council and potentially the Avon and Somerset Police, into strikingly modern and progressive organisations capable of delivering high quality local services across Somerset through excellence in customer experience. The proposal was designed specifically to admit other public authorities in the region.

### How we addressed the Challenge

After much consideration between the founder partners, it was agreed to form a Joint Venture Company with the private sector to deliver

transactional and back office services for the founding organisations. The programme to deliver this strategic partnership was named ISiS - Improving Services in Somerset.

We advertised across Europe for a private sector partner and received an overwhelming response. In April 2006, we short-listed three companies: BT, Capita and IBM.

We specified six objectives for the ISiS programme:

- 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

### Outcomes

- We plan to appoint a preferred private sector bidder for a ten years plus ISiS Joint Venture partnership later in March 2007, with the contract to commence in July 2007
- The three short-listed bids offer enormous benefits to the county including tens of millions of pounds in efficiencies and savings, enormous economic regeneration, improved service delivery and customer service standards and better access to customers
- ISiS will also deliver a raft of other added value initiatives to the region that will benefit a large number of communities
- ISiS will improve a number of key service areas and should elevate them to beacon status within a few years

The Somerset Inward Investment Company is the way forward for Somerset to secure future economic vitality and regeneration, while maintaining existing strong links and support for business partners and local businesses. It will work through strong collaborative partnership across both tiers of Somerset authorities.

### The Challenge

The Somerset economy has been a success story over the past decade, with economic activity growing while national rates have remained static. Our economic activity rate is ranked second highest of the South West Sub Regions and the economy is projected to continue to grow well in the future.

Contrary to these economic facts, there is a problem with the perception of Somerset as a place to do business, which has made it difficult for the local authorities to promote inward investment. The County has no distinctive employment sector, an ageing population and suffers from low wages and low skills when compared nationally. It is a key strand of the Economic Development Strategy at both County and District level that attracting new companies in high skills areas of work will address many of the issues currently being faced within the local economy.

Despite the fact that the Somerset economy has out-performed the region (with an economic activity rate of 84.6% compared to 78.7% nationally and 81.6% regionally), until recently the six Councils have been working separately to attract and support existing businesses and have had no coordinated approach to collaboratively marketing Somerset.

### How we addressed the Challenge

Early meetings between the five District Councils and the County Council made it clear that the most effective means to make Somerset a serious contender for inward investment would be to work collaboratively and form an Inward Investment Company whose primary role was to

market Somerset and its Districts to the business sectors in the Midlands, the M4 Corridor and the South East of England. The Company was formed with the six Somerset Councils, the Regional Development Agency (RDA), business representative organisations and 'champion businesses' (such as Augusta Westland Helicopters). Roles, responsibilities and funding levels have been agreed for the first three years, providing in the region of £300k per annum to seriously tackle the issue. Three members of staff are being appointed to manage the company and deliver the objectives and the organisation will officially commence in April 2007.

The Company has been organised so that it utilises the strengths of the existing organisations (e.g. the District Councils' knowledge of local businesses, local agencies and sites and premises) in a collaborative manner. There are regular meetings between portfolio holder councillors for Economic Development from each Council that ensure political unity, a retained focus on the Economic strand of the Local Area Agreement (LAA) and a continued focus on the aims of the Inward Investment Company. The Company will report to the Somerset Strategic Partnership through the economic leaders group.

### Outcomes:

The Inward Investment Company will commence April 2007 and we are confident of it achieving the following outcomes:

- Positively change the perception of Somerset to business leaders around the country, especially in the South East, the M4 corridor and the midlands, to further enhance the economic position of Somerset
- Have a focus in Somerset on the creative industries sector, especially around communication technologies and aerospace engineering, creating a regional centre of excellence for creative industries and attracting businesses and jobs to the area

- 
- Deliver a smart, co-ordinated marketing campaign to attract new businesses to relocate to the County
  - Increase business relocations into the area by attracting more enquiries and providing more professional coordinated responses and visits
  - Support the expansion of existing businesses across Somerset, including expanding into other districts
  - Utilise existing successful businesses in Somerset to act as ambassadors and engage with other interested organisations
  - Work closely with the Inward Investment function of the new ISIS partner; using their knowledge, ability and technology to further enhance the economic outcomes for Somerset
  - Develop the Inward Investment service to businesses to ensure we are providing the right information and support to best meet their needs
  - Build upon the already identified growth in business across Somerset and ensure we continue to out-perform the regional economy as we have consistently done in the last decade

# Team Somerset: Outline Business Case

## Case Study: South West Audit Partnership (SWAP)

# Appendix F

The South West Audit Partnership is another example of successful collaborative working across the County, providing a win-win solution for all four partner Councils. The remaining two Somerset Councils, which include the County Council, are both negotiating joining the partnership and are currently reviewing the business case.

### The Challenge

All local councils are required by law to provide an internal audit function. The District Councils in Somerset recognized that their internal audit functions were already efficient, but had further potential to improve their working practices and efficiency, by adopting a partnership approach to audit across the County.

The drivers for change included the need to address: improved cost effectiveness; staff recruitment difficulties; the development of specialist audit skills; more flexible shared resources; and the development of best practice and common procedures. By addressing these, the partnership drives up the overall quality of Internal Audit Services available to Somerset Councils.

### How we addressed the Challenge

A number of 'joint audits' were trialled between Taunton Deane and South Somerset District Councils, which helped build relationships and an understanding of joint working.

In April 2005, the South West Audit Partnership was established using the Joint Committee model. The founding members were Taunton Deane and South Somerset, with Mendip and West Somerset both joining six months later.

The model allowed for equal governance of the partnership, overseen by a board of members and Section 151 officers. Allocation of resources was agreed to be proportional, based

on the size of the financial contributions from the respective authorities. The management of the new partnership was scaled down from four Chief External Auditors to a Head of internal Audit and two Group Auditors.

The two remaining Councils in Somerset, Sedgemoor and Somerset County Council, are both in the process of negotiating to join the partnership and the details of this are being worked up.

### Outcomes:

This partnership approach to delivering audit services has already provided many benefits to the partners:

- Significant efficiency improvements by providing an expanded and more comprehensive service, with numerous benefits, for the same costs
- The recruitment of a specialist computer auditor has led to more robust audits across the County, mitigating IT risks faced by the partner Councils.
- More flexible staffing to meet audit requirements. This has already proved useful when two auditors at South Somerset Council went on maternity leave and the partnership was able to cover this without additional recruitment.
- The scope of audits has been widened from traditional financial systems to include other non-financial areas that have a greater impact on the achievement of the Councils' corporate priorities. Recent reviews include Customer Services, Environmental Protection and Corporate governance, and there is now audit capacity to review risk management and health and safety. This also has the benefit of job enrichment for the audit staff.
- Acquired learning through identifying and sharing best practice is leading to more standardised working procedures across all the councils, which in turn, is improving systems across the range of council services.

# Team Somerset: Outline Business Case

## Appendix F

### Case Study: South West Audit Partnership (SWAP)


- The audit partnership effectively promotes further partnership working between the Somerset Councils, by signposting examples of best practice at other Councils (e.g. standardised procedural guides, risk management processes and policies) reducing the replication of work and delivering real process improvements.
- This greater assurance, increased quality of audit services and added value is being provided for the same resources. As the partnership expands, further efficiencies and financial savings will be realised.





If you have any comments or require further information concerning this document please contact:

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#### Bengali

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#### Chinese

如果你需要這文件內的任何資料翻譯成另一語言或盲人凸字,大號字,聲帶,或光碟,請致電我們,電話 01823 356499  
或電郵 [r.james@tauntondeane.gov.uk](mailto:r.james@tauntondeane.gov.uk)

#### Hindi

अगर आप इस दस्तावेज़ में प्रस्तुत किसी भी जानकारी 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 356499  
या यहाँ ईमेल कीजिये [r.james@tauntondeane.gov.uk](mailto:r.james@tauntondeane.gov.uk)

#### Portuguese

Se desejar a tradução de alguma parte deste documento para um outro idioma ou em Braille, letras grandes, cassete de áudio ou CD, contacte-nos pelo telefone 01823 356499 ou pelo endereço de correio electrónico [r.james@tauntondeane.gov.uk](mailto:r.james@tauntondeane.gov.uk)



**TAUNTON DEANE BOROUGH  
COUNCIL**

**CORPORATE STRATEGY**

**2007-2010**

# **CORPORATE STRATEGY 2007-10**

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# **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 )**

### **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

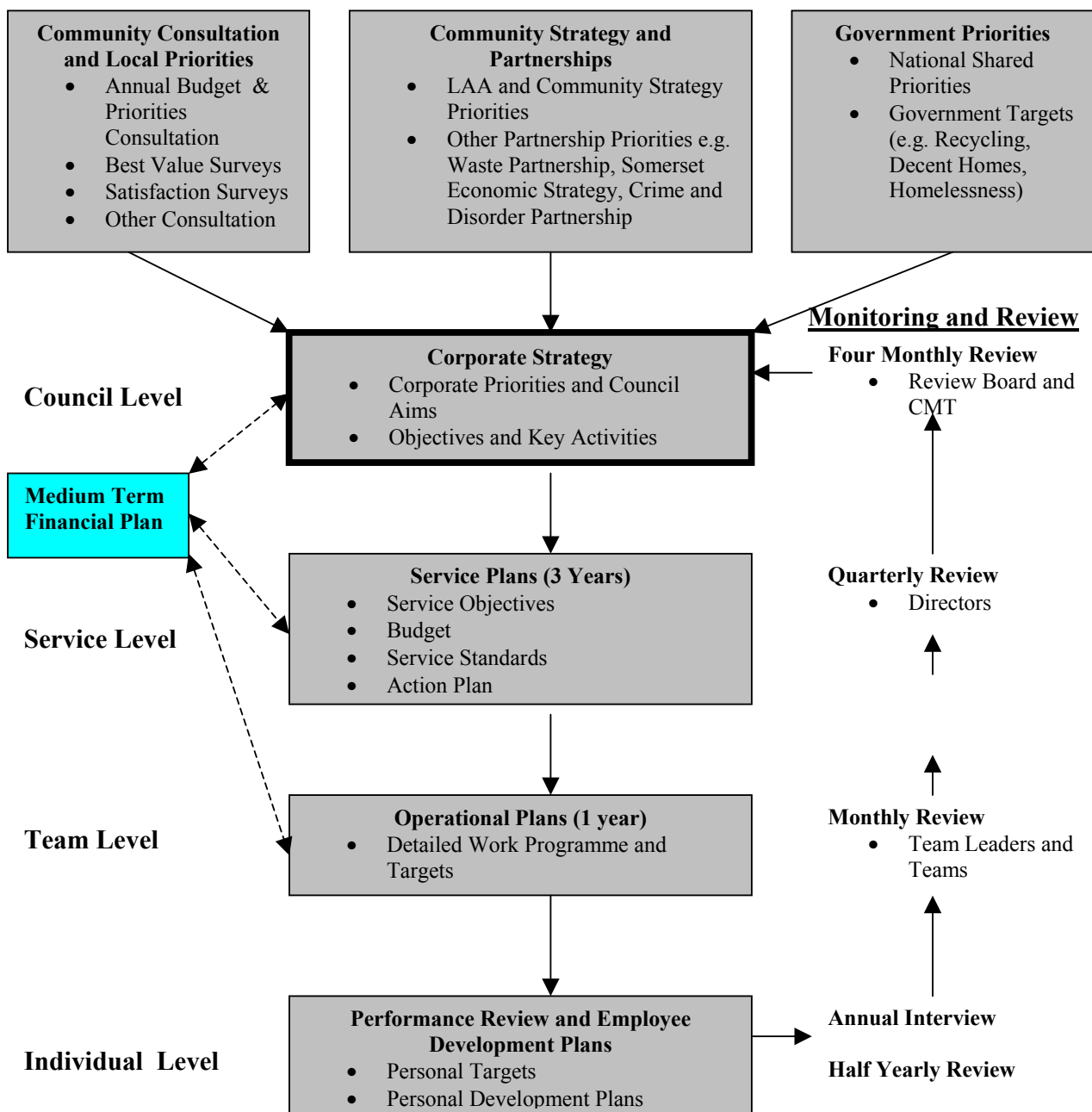
## **Key to ‘Other Key Strategies’ that link to Corporate Strategy Objectives**

- 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/tdbc/sites/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:</b> <b>To encourage 30 additional businesses to set up in Taunton Deane per year (5% from the Creative Industries Sector)</b> <b>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:</b> <b>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</b> <b>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			
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<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:</b>			
<b>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</b>			
<b>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	✓	✓	✓
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**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)



