

West Somerset Council Corporate Plan 2017 - 2018

Our Communities



Business & Enterprise



Our Place & Infrastructure

An Efficient & Modern Council

**"To enable people to live, work and prosper
and for business to thrive in West Somerset"**



Introduction



Cllr. Anthony
Trollope-Bellew
Leader of the
Council



Penny James
Chief Executive

Welcome to West Somerset District Council's Corporate Plan for 2017-18.

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

We will make sure public money continues to be spent well and build upon our good relationships with partners, work positively with our towns and parishes as well as collaborating with a range of other organisations to deliver and enable services to the benefit of all who visit, live and work in West Somerset.

We are progressing plans to create a new council for the combined communities of Taunton Deane and West Somerset. Our proposal has recently been submitted to the Secretary of State for their consideration. We aim, with Government support, to have this new council in operation in 2019.

Alongside this timeline we are implementing major changes to how we do things to ensure we improve service delivery to our customers and deliver savings. Meantime we need to deliver good services to our residents and this Corporate Plan identifies the key actions we will take during the 2017/18 financial year to ensure the Council's strategic objectives are delivered.

**"Working with our communities to keep ~West Somerset
a great place in which to live, work, learn and enjoy"**

Elected Members of the District Council - Portfolio Holders

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



Leader of the Council and Performance & Corporate Support:
Cllr Anthony Trollope-Bellew

Areas Covered: Press & Media, Performance Management, Scrutiny Support and Corporate Support.



Deputy Leader and Resources & Central Support:
Cllr Mandy Chilcott

Areas Covered: Asset Management, Finance, Information Technology, Audit, Legal Services, Human Resources and Health & Safety (Internal).



Energy Infrastructure: Cllr Chris Morgan

Areas Covered: Hinkley Point Development



Environment: Cllr Martin Dewdney

Areas Covered: Coast Protection, Planning, Building Control, Waste Management, Street Sweeping, Climate Change, Shoreline Management, Land Drainage, Beach Cleaning, Grounds Maintenance, Street Naming and Harbours.



Regeneration & Economic Growth: Cllr Andrew Hadley

Areas Covered: Economic Regeneration, Markets, Tourism and Car Parks.



Executive Support & Democracy: Cllr Steven Pugsley

Areas Covered: Elections and Member Services.



Housing, Health & Wellbeing: Cllr Keith Turner

Areas Covered: Housing Private Sector, Housing Enabling, Housing Strategy, Housing Options, Food Safety, Health & Safety (External), Environmental Protection, Pest Control, Pollution Control, Licensing and Local Development Framework.



Community & Customer: Cllr Dave Westcott

Areas Covered: Parish Liaison, Community Safety, Art and Culture, Civil Contingencies, Concessionary Fares, Customer Access, Customer Information, Local Taxation, Benefits (incl. Fraud), Debt Recovery, Land Charges and Dog Warden.

Joint Management Team

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

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



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

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



Shirlene Adam, Director - Operations

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



James Barrah, Director - Housing & Communities

The Director of Housing and Communities main role during 2017/18 will be to focus on the deliver of services to our community and all the support functions that enable this to happen.



Brendan Cleere, Director - Growth & Development

The Director of Growth & Development has overall responsibility for Planning, Regeneration, delivery of community infrastructure, inward investment and Economic Development. Key priorities include the Hinkley Point nuclear new build.



Bruce Lang, Assistant Chief Executive & Monitoring Officer

The Assistant Chief Executive & Monitoring Officer is responsible for Elections and offers support to the senior leadership team on key projects.

The Purpose of the Corporate Plan

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

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

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

How do we use it?

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



Key Theme 1

Why is this important?

Helping our communities remain sustainable and vibrant is vital in keeping West Somerset a great place in which to live and work.

Our Communities



The key issues we aim to influence and improve:

Key Issue

Increase the availability and affordability of homes for local people - to both buy and to rent.

What we will do in 2017/18

- Facilitate the delivery of the affordable housing development pipeline to achieve the target of 34 new affordable homes completed during 2017/18.
- In 2017/18 we will work with local partners and the Homes and Communities agency to deliver 80 private rented bed spaces and 30 new build homes using the Hinkley Point C Housing Fund.

Key Issue

The retention of young people – West Somerset experiences a net migration of young people which impacts negatively on the sustainability, balance and vibrancy of some of our communities.

What we will do in 2017/18

- In 2017/18 using the Hinkley Point C project as a catalyst we will work with partners and seek to coordinate activity with our young people to inspire them, to provide pathways to education, good quality training and employment opportunities.

Key Issue

The well being of older people – West Somerset has the oldest average age of any district in England. Rural isolation and loneliness in particular, are real issues.

What we will do in 2017/18

- Work with partners to support vulnerable older people with a range of health initiatives such as social isolation events, Health Living Fairs, social prescribing (Living Better project), flu clinics, Archie dementia promotion etc.

- Implement new local lottery to raise money for local voluntary and community sector organisations to offer additional support to vulnerable local residents.

- Promote 'iChoosr', 'Wiser£Money', 'Forum 21' and other initiatives to tackle fuel poverty in West Somerset.
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Key Theme 2

Business & Enterprise

Why is this important?

Access to well-paid employment is key to retaining young people and raising living standards across West Somerset.



The key issues we aim to influence and improve:

Key Issue

Encourage inward investment and the creation of new higher-paid jobs for local people.

What we will do in 2017/18

- In 2017/18 we will work with the Into Somerset brand to attract new business and bring new employment opportunities to the area. We will work with existing businesses to increase business resilience, support increased productivity and higher value skills requirements leading to better paid jobs.

Key Issue

Support and promote West Somerset's vital tourism and agricultural sectors.

What we will do in 2017/18

- In 2017/18 we will deliver a programme of activity to support, develop and promote the tourism sector in West Somerset, as set out in the strategies and plans of the Hinkley Tourism Action Partnership.

Key Issue

Work with stakeholders to improve the skills, knowledge and aspirations of young people in particular.

What we will do in 2017/18

- In 2017/18 we will work with partners to deliver activity to inspire young people and drive up aspiration. We will use the developing employment hub network to increase the level of tailored support available across the district and develop practical employability programmes related to the needs of local employers.
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Key Issue

Greater promotion of West Somerset as a place in which to set up business.

What we will do in 2017/18

- In 2017/18 we will work in partnership with the Into Somerset Brand and our tourism partners to ensure that we fully promote the natural assets of West Somerset to encourage new business start-ups.
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Key Issue

Maximise the local economic benefits from Hinkley Point C.

What we will do in 2017/18

- In 2017/18 we will continue to support businesses which aspire to gain contracts within the HPC supply chain. We will provide business support workshops open to all businesses and one-to-one support for those requiring specialist assistance.
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Key Issue

Push for the rollout of fibre broadband and better mobile phone signal coverage across the District.

What we will do in 2017/18

- Provide financial contribution to Superfast Broadband connecting Devon and Somerset (CDS) phase 2 rollout by 30th March 2018.
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Key Theme 3

Our Place & Infrastructure

Why is this important?

West Somerset is a beautiful place to visit and in which to live and work. We want to keep West Somerset a place to be proud of and one which is well-maintained and welcoming to residents, visitors and businesses alike.



The key issues we aim to influence and improve:

Key Issue

Support measures and proposals that protect local communities from flooding.

What we will do in 2017/18

- Continue to improve surface water drainage systems under WSC control.
 - District Flood Board – work with our flood risk partners (The Environment Agency, SCC's Flood and Water Management Team, Highways, Wessex Water, West Somerset Flood Group and the Internal Drainage Board) to facilitate and promote local action plans and flood alleviation projects.
 - Work with the Environment Agency when opportunities arise to support the community suffering from coastal erosion.
 - Work with the Somerset Rivers Authority to ensure extra flood protection for West Somerset.
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Key Issue

Influence others to improve the road network within West Somerset and the way in which it is managed and maintained.

What we will do in 2017/18

- In 2017/18 we will champion the needs of West Somerset communities within the development of plans and initiatives to mitigate the transport impacts of the Hinkley Point C development through our involvement in the Transport Review.
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Key Issue

Work with others to find solutions that ensure facilities valued by local communities and visitors (such as public toilets) continue to be available.

What we will do in 2017/18

- Work with communities to make bids for available Section 106 monies, Community Impact Mitigation (CIM) funds, lottery bids and other grant funds to provide facilities in communities such as village halls, play areas, footpaths etc.
 - Through Community Asset Transfer and other mechanisms find solutions where possible to enable public conveniences and other types of assets to remain available.
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Key Issue

Mitigate negative impacts on the community from the construction phase of Hinkley Point C.

What we will do in 2017/18

- In 2017/18 we will support affected communities to develop plans for mitigating the impacts of the Hinkley Point C development and fund appropriate initiatives and projects from the Section 106 agreement contributions which we have secured.
 - In 2017/18 we will continue to work with the most affected communities to understand the issues arising from the development and coordinate activity across the Council and amongst partners to ensure that measures are put in place to minimise the impacts of the Hinkley Point C project.
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Key Theme 4

An Efficient & Modern Council

Why is this important?

Like all Councils, we continue to be challenged by significant budget cuts and pressure on services. Many of the challenges ahead of us cannot be solved by the District Council on its own. We need to continue to collaborate with a range of organisations to deliver and enable outcomes that are important to our communities and find new ways of working that ensure we continue to get the best possible value out of the funds available to us.



The key issues we aim to influence and improve:

Key Issue

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

What we will do in 2017/18

- We will look at all our assets to see where we can make better use of our land and property and will continue to make revenue savings where possible through a more efficient and transformed service.
- Community Asset Transfer Policy - consider and evaluate proposals by community type groups expressing an interest in taking on current Council assets.

The Accommodation Programme

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

Key Issue

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

What we will do in 2017/18

The Transformation Programme

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

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

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

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

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

- Finalising the organisational design and the staffing structure required to support the transformed delivery model. Appointing staff into the new structure.
- Developing and delivering an organisational development programme to deliver the people change fundamental to the successful delivery of the transformation outcome and benefits.
- Undertake service and business process reviews to ensure that our processes reflect the corporate design principles.
- Specify, procure and implement the core technology platform that is fundamental to achieve the required transformational change.
- Deliver key supporting technology solutions to enable the new ways of working.
- Refurbishment of West Somerset House to provide fit- for-purpose offices and the opportunity to provide rental space.
- Approval of the detailed organisational design and implementation of the design commenced.
- Procuring and commencing the implementation of the software to support the delivery of our transformation objectives and Corporate Design Principles.

Key Issue

Facilitate ways of giving members more time in their communities and greater, more-timely access to information.

What we will do in 2017/18

- Work towards easier and 24/7 access for our members.
 - Continuing to hold 'Making a Difference' workshops to support and prepare members to be actively engaged in shaping the transformation programme for the Council going forward.
 - Reviewing the decision making processes (timetable of meetings, constitution etc) to provide members with additional capacity to focus on the community engagement element of their role.
 - Consider the implementation of the modern.gov system for producing electronic committee minutes and agendas.
 - Member working groups (New Council and IT) will explore possibilities relating to digital agenda management.
 - Rollout the 'Slack' social media business tool to members to ensure a simple method of real time communication of key messages and information in a consistent way across a variety of devices.
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Key Issue

Work more closely with the County, Town and Parish Councils to achieve mutually desired outcomes for the Community.

What we will do in 2017/18

- To continue to support the Area Panels as a vehicle to enhance liaison between all tiers of local government in West Somerset.
 - Explore options for Infrastructure Planning to enable the Council to determine in 2017/18 if it wishes to pursue the Community Infrastructure Levy set of charges. This could provide a mechanism to help fund essential infrastructure within West Somerset.
 - Through our adopted Community Asset Transfer policy, facilitate the transfer of assets to others where that will facilitate achievement of mutually desirable outcomes.
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Measuring our Progress

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

We have established a 'basket' of corporate measures related to our strategic aims which will be reported to our Councillors and published on our website.

Key Theme 1 - Our Communities

- Homelessness - Number of homelessness preventions (includes finding accommodation; preventing evictions; interventions; negotiations etc).
 - Homelessness - Number of households making a homeless application and percent accepted where we have a duty.
 - Disabled Facilities Grants - Average time to complete DFG process once allocated by Somerset West Private Sector Housing Partnership.
 - Disabled Facilities Grants - Average overall waiting time for high priority DFGs (once recommendation made by OT).
 - Affordable Homes - Number of units delivered within the District.
 - Community Impact Mitigation (CIM) Fund – no. of communities / organisations supported through the provision of advice.
 - Community Impact Mitigation (CIM) Fund – no. of communities / organisations receiving CIM Funding.
 - Housing – no. of bed spaces delivered using the Hinkley Housing Fund.
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Key Theme 2 - Business & Enterprise

- Number of workers supported through business training of 2 hours or more - target 75.
 - Number of businesses on the supply chain portal assisted - target 15.
 - Number of business networks supported - target 5.
 - Regeneration funding secured - target £100,000.
 - Number of skills initiatives delivered - target 8.
 - Number of people engaged in skills initiatives - target 400.
 - Number of people placed into employment - target 15.
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Key Theme 3 - Our Place & Infrastructure

- Fly-Tipping - number of reported incidents.
 - Fly-Tipping - reported fly-tipping removed with 48 hrs.
 - Street Cleansing - % service requests actioned within 5 working days.
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Key Theme 4 - An Efficient & Modern Council

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

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English

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Bengali

অপনি যদি এই দলিলপত্র অন্য কোন ভাষায় অনুবাদ করে চান, বা ব্রেল, বড়ো ছাপার অক্ষর, অডিও-ট্যেপ বা সিডিতে চান, তাহলে আমাদের টেলিফোন করুন এই নম্বরে 01643 703704 বা অথবা ই-মেল করুন customerservices@westsomerset.gov.uk

Chinese

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Hindi

अगर आप इस दस्तावेज़ का अनुवाद दूसरी भाषाओं या ब्रेल, बड़े अक्षरों वाली छपाई, ऑडियो टेप, या सीडी में चाहते हैं, तो कृपया हमें इस नंबर पर फ़ोन कीजिये 01643 703704
या यहाँ ईमेल कीजिये customerservices@westsomerset.gov.uk

Portuguese

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Polish

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