

South Somerset District Council

Corporate Plan 2009-2012

Making a difference where it counts

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Foreword

I am pleased to introduce you to the South Somerset District Council's Corporate Plan for 2009-12. This refreshed plan is the council's most important document as it restates our vision for the district. It sets out, with clarity, how we intend to shape the future of South Somerset by having ambitious intentions to improve the quality of life for our communities, residents, businesses and visitors. The plan is not about everything that the council does or intends to do, but concentrates on high level actions in priority areas.

This is the first update of the Corporate Plan, which was published in 2005, and builds on the success of that plan where 91% of the critical activities were completed in full. That plan brought much needed focus and direction to the organisation and was a key factor in the notable improvement seen in the past three years. Some highlights of our recent achievements include:

- Audit Commission - Corporate Assessment as a 'Good' council
- Three consecutive Beacon Council Awards in Rounds 6, 7 and 8
- Local Government Chronicle and Health Service Journal 2007 Award for Sustainable Communities for Community Leaders
- Charter for member/councillor development (first local authority to receive this award in the South West)
- Civic Pioneer (one of only two councils in the South West)
- Shortlisted for 'Most Improved Council of the Year' 2009 by the Local Government Chronicle
- Shortlisted for 'Best Achieving Council of the Year' 2009 by the Municipal Journal

We can only accomplish these successes for our residents by having committed and motivated staff, getting close to our communities and working with partners. The Corporate Plan produced in 2005 was a team effort produced after robust consultation with residents, parish and town councils and partners to inform priority actions. Refreshing the Corporate Plan in 2008/09 has integrated views of these key partners through a close alignment with the development of the Local Strategic Partnership's Sustainable Community Strategy, which has been produced with extensive community and partnership consultation over the past two years.

I am proud to lead a council that cares about quality and efficiency and that has come so far in the past three years through an ambitious improvement programme. Despite the external recognition that we now provide 'good' services to our residents, we will not rest on our laurels and this plan explains how we will refocus our efforts and build on the work of recent years to improve still further.

Tim Carroll
Leader of the Council

The Corporate Plan serves as a conduit for the organisation. With so many demands placed on the council from Central Government, residents, service users and partner organisations, it is vital that both councillors and staff have a document that makes sense of all of this; a document that pulls together the key areas of focus and sets this out in a clear and understandable way.

The Corporate Plan does just that. It 'pulls' target areas from the strategic level and then 'pushes' them into the operational service plan level. This means all of us can find where each target area has come from and who is going to actually deliver on those targets. Simple, that's true, but effective.

This Corporate Plan looks very different from the one the council adopted in 2005. The world looks very different from 2005 and the council recognises the need for evolution, the need for a corporate plan that is fully fit for purpose.

The audience for the plan is primarily our staff, our councillors and our partner organisations. The beneficiaries, when we deliver on it, will undoubtedly be our residents and service users.

Phil Dolan
Chief Executive

Our District

South Somerset forms much of the eastern side of the County of Somerset and has a vibrant environmental heritage and an enviable and varied landscape. It has a population of about 160,000 and covers an area of 96,000 hectares. Taking both population and area together, it is the largest district in England.

There is a mixture of both sparsely inhabited rural areas and a network of market towns. A third of the population lives in the principal town of Yeovil, yet over 40% live in settlements of fewer than 2,500 people.

Population density is only 1.6 people per hectare, compared to the England and Wales average of 3.4. Besides Yeovil, there are a further 9 rural market towns servicing the dispersed population, with the larger centres including Chard, Crewkerne, Ilminster, Somerton and Wincanton. This presents a real challenge in providing equity of service across such a diverse area.

There are 121 parishes covered by 102 parish and town councils.

The council has responded to the challenge of serving a large, dispersed population by developing a devolved structure of four area committees, putting decision making in the heart of the communities. This innovative and evolving structure ensures the council is accountable and accessible to the communities it serves, helps to create stronger communities, local leadership and community engagement. It enhances links with parish, town and county councils, local partnerships, regeneration forums and the voluntary sector. To those in SSDC, this ethos is what makes us different. We say that working with the community is 'in our DNA'.

Our Values and Approach

In consulting partners, residents and staff in 2005, we were able to identify the values we wished to display and that others expected of us. These apply to both officers and councillors at South Somerset District Council.

VALUES

These are the core values, which are displayed by all both to colleagues and to users of its services:

- Respectful and polite
- Professional, trustworthy and act with integrity
- Be fair and act positively to promote equality
- Open and accountable
- Supportive, listening and responsive

APPROACH THAT WE TAKE TO ISSUES

We commit to:

- Listen, understand, learn and improve
- Seek to provide local and accessible services
- Seek common sense solutions
- Be consistent and reliable
- Work with partners to provide joined up services
- Be innovative and proactive
- Work closely with communities
- Recognise the need for practical local solutions to local problems
- Seek to have the SSDC voice heard at sub-regional, regional and national levels
- Be environmentally aware in all that we do



Priority/ Resource Links

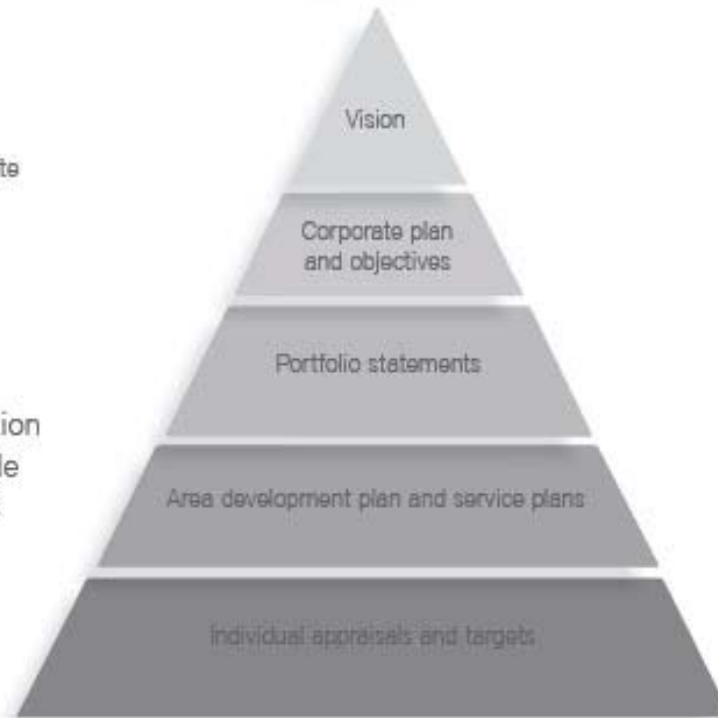
Medium term financial strategy and workforce planning strategy.

To ensure financial and staff resource delivers the corporate plan.

Key strategies.

Other strategies and plans.

The five themes of the Corporate Plan are a combination of those issues that matter most to local people and national policies and priorities. The plan is the key component of the council's performance management framework and clearly lays out the 'golden thread' linking the external environment and policy drivers, through the vision, plan, portfolio statements and service plans down



Managing Performance

Annual report

Member/Officer reporting and action

Appraisals

Learning and Innovation

Evaluation

Member/Officer review of process

Understanding our Challenges and Potential

A wide range of data and consultation underpins our knowledge of the challenges facing us. These include the comprehensive consultation in 2007/08 following the publication of the Local Strategic Partnership 'Shaping South Somerset (Trends and Issues)' document and the work to produce the Local Area Agreement (2008-2011). Our area committees and forums have also highlighted key local issues. Some key messages for the Council are listed below from the IPSOS MORI 'Best Value General User Survey' carried out in October 2008.

Overall satisfaction with area

- 86% of residents are satisfied with their local area (up from 2006)
- 84.2% of our residents are satisfied with the quality of the environment with only 3.8% being dissatisfied
- However, only 44% were satisfied with the quality of the built environment when surveyed in 2006

The role of the council

Many residents have a positive view of the council's impact on the local area

- 70.6% agree that the council treats all types of people fairly
- 68.7% agree that the council is working to make the area 'cleaner and greener'

Priorities for improvement

Residents were asked in October 2008 what they thought most needed improving in the local area (across the range of parish, district and county council service areas), resulting in the following 'top ten' % list (upwards or downwards trend from 2006 consultation in brackets):-

1. 47.9% - Activities for teenagers (up from 2006)
2. 38.3% - Road and pavement repairs (down from 2006)
3. 34.7% - Level of traffic congestion (down from 2006)
4. 31.1 - Public transport (up from 2006)
5. 30.8% Affordable, decent housing (down from 2006)
6. 28.25 – Job Prospects (up from 2006)
7. 25.3% - Level of crime (down from 2006)
8. 23.1% - Wage levels and cost of living (static)
9. 19.0% - Clean streets (down from 2006)
10. 17.9% - Shopping facilities (up from 2006)

These views have been vital in helping to shape this Corporate Plan

Our Vision

An organisation *consistently* delivering an improving quality of life for all

Our Mission

South Somerset District Council's strength is its flexible approach to creating a district in which people want to live, work or visit. The *Enable-Partner-Deliver* concept is a bold statement of how we will work with communities and partners to seize opportunities, realise ambitions and secure improvement

OUR FIVE CORPORATE THEMES

Our Themes	Our Intentions
Increase economic vitality and prosperity	We want our district to be a place of opportunities, where there is a strong diverse economy, with balanced and sustainable growth addressing areas of need and deprivation.
Enhance the environment, address and adapt to climate change	We want to enhance the character, quality and appearance of our natural and built environment, work to reduce energy consumption and address and adapt to climate change.
Improve the housing, health and well-being of our citizens	We consider that decent, affordable housing is vital to the overall health of our citizens. We want to ensure that all of the community have access to sport, leisure, arts and heritage opportunities.
Ensure safe, sustainable and cohesive communities	Sustainable communities are empowered, vibrant and cohesive. Individuals within the community are able to live and work in safe environments and enjoy cultural diversity. We want to reduce crime and fear of crime.
Deliver well managed cost effective services valued by our customers	We will have a total commitment to run our business effectively, with sound governance and looking after our two key assets – staff and financial resources

How do we achieve our vision, mission, themes and intentions?

Our Corporate Plan

For any organisation to be effective it must have focus and direction. The council must have total clarity in what the major objectives are that it wants to achieve. Clearly we want to deliver our vital statutory services and deliver them well, but councils also have an important role in community leadership, supporting communities to shape their futures and enabling new ways of delivering solutions. This approach requires a council that has focus and direction and is flexible and innovative. This refresh of our Corporate Plan restates our direction for the next three years and is the central focus in the prioritisation of our efforts to improve the quality of life in our communities.

The refresh has not been conducted in isolation. We have listened to feedback from our partners, communities, area committees and forums. We have taken into account changing national and regional priorities. We have looked closely at trends in statistical data. Most significantly, we have developed this Corporate Plan alongside the development of both the Somerset LAA and the South Somerset Sustainable Community Strategy, sharing research and consultation with the Local Strategic Partnership, South Somerset Together.

The Corporate Plan Framework

Within each theme of the corporate plan are a series of key improvement targets showing strategic links from:

- South Somerset Together Sustainable Community Strategy
- Somerset LAA
- Other National Indicators relevant to the District Council
- Local indicators

For each strategic link into the Corporate Plan there is a clear link into the relevant service plan for each improvement target.

Each year an outcome based “Our Targets” insert will be produced for the Corporate Plan, identifying the critical activities that will need to be put in place to ensure progress on the key improvement targets and the resources required to do so. The annual review may cause some amendments to targets due to risk, resource, performance or local issues. For example, if the council were to achieve a target early, consideration could be given to stretching the target to achieve even greater performance.

It is clear that many of the improvement targets require active participation of partners and few are the sole responsibility of the council.

How will we measure our progress?

Within our plan are five themes, which are the long-term priorities of the council. Achieving real progress in these themes requires systematic and sustained effort, as the issues may be contentious and complex. Some of the key improvement targets are therefore stepping-stones on the way to delivering long-term priorities. The plan sets out targets until the end of March 2012 but there will be regular reviews of performance during this period. These include:

1. Annual review of progress against targets at District Executive and Full Council
2. Feedback from public, partners and stakeholders about changing local circumstances
3. Analysis of performance, risk, equalities impact, and resource available
4. Quarterly monitoring of the Corporate Plan targets set by members

The full refresh of the Corporate Plan will commence in April 2011.

The link with Portfolio Statements

Reviews of progress of the Corporate Plan as outlined in the previous section or changing local circumstances (for example as the result of the annual Comprehensive Area Assessment (CAA)) may indicate a need to provide flexibility in the activities that the council undertakes.

The way in which this organisational flexibility is achieved is by annual Portfolio statements, part of the new performance management framework established in 2005. These Statements sit between the corporate plan and service plans. They are neither extensive nor detailed but provide a sharp focus which guides managers when updating service plans. These Portfolio Statements are reviewed at Full Council, where their transparent nature allows others to monitor key aspects of work in each portfolio.

The link with the Somerset Local Area Agreement and the Comprehensive Area Assessment

The Corporate Plan sets out with clarity the links to the Somerset LAA, which in itself is based on the objectives in the Somerset Sustainable Community Strategy. Currently 34 targets from the National Indicator Set have been agreed with Central Government for the period 2008/11. Somerset will be subject to an annual Comprehensive Area Assessment, which will inevitably identify issues where

additional attention should be paid. Thus as we learn from these annual assessments and develop new 3-year LAA's, the council will amend its annual Corporate Plan "Our Targets" insert to reflect changing priorities.

The Link with the National Agenda

SSDC shares a determination with Central Government's reform agenda in delivering measurable improvements in those public services that matter most to our residents. In particular, the Government published a White Paper, 'Strong and Prosperous Communities' in October 2006. This Paper set out challenges for local government, seeking a stronger role in leading communities and seeking joint solutions to local issues. There are clear expectations that councils will pursue innovative working arrangements to achieve improvements.

In Somerset, 'Pioneer Somerset' takes forward this agenda and is about the district councils and the county council in Somerset working far closer to provide better outcomes for communities, cut down on waste and deliver better value for money. This council is 100% behind Pioneer Somerset, is leading on community engagement work and is a staunch supporter of other areas of work currently being investigated.

Partnership Working

SSDC is committed to continuing focused work with partners including the Local Strategic Partnership, other councils, the voluntary sector, town and parish councils, businesses and a range of others who, by working together, can make a huge difference in the identified priority areas.

We see the Local Strategic Partnership 'South Somerset Together' as having a key role in tackling multi-agency issues. This joint working at a local level has a key role in the Yeovil Vision, the Market Towns Vision and a host of other projects. For more information see www.southsomersettogether.org.uk

Other crucially important partners are our 102 town and parish councils. We are fortunate to have a constructive working relationship (recognised by our Beacon Awards) as so much vital democratic engagement happens at this local level. Parish and town councillors also have a wealth of knowledge and insight into the needs and aspirations of their communities.

The partnership with towns and parishes is constantly evolving with the area system cementing the bond between us, ensuring that workable solutions can be achieved even in contentious situations. In recent years a vast range of projects could not have been achieved without our partnership with parish and town councils.

Enable – Partner – Deliver

‘The Enable – Partner – Deliver concept is a bold statement of how we will work with communities and partners to seize opportunities, realise ambitions and secure improvement’

In developing itself as a truly community-based council, SSDC did much more than adopt an area structure. It embraced an empowering philosophy to enable communities and groups to solve local problems for themselves. It is a statement of our commitment to explore a range of delivery models to ensure that our communities receive high quality services. This ethos has more relevance in today’s economic climate than ever before.

Losing some ‘control’ is seen as a natural and acceptable consequence of this way of working due to enhanced outcomes of community satisfaction, value for money and increased capacity in the voluntary and community sector.

Access and Equalities

We are committed to promoting equality of access across the wide range of our services by treating everyone with dignity and respect and working to eliminate all forms of harassment. Our Corporate Equalities Steering Group is a multi-agency forum where any concerns regarding equality of our

procedures can be raised, solutions sought and recommended.

An annual review of the activities arising from the Corporate Plan targets will ensure that they are being provided fairly. Changes required will be added into the annual “Our Targets” Insert.

Our Journey

South Somerset District Council prides itself on being a mature and responsive organisation, one that is on a measurable journey to consistently deliver an improving quality of life for citizens and visitors. In its “Framework for Change” document the council states a determination to be known as ‘truly outstanding’ because:

- Residents deserve the best possible services
- Partner organisations need to know they are working with a council that shares their priorities, is ambitious for its people and puts results before self-interest

The council has recognised four key principles crucial to becoming ‘truly outstanding’. They are:

- Being the most efficient organisation possible
- Producing consistently improving outcomes for residents and service users

- Having exceptionally managed and sharply focused service teams
- Developing a culture that makes creativity and innovation standard practice

The evidence of the past few years shows that we are delivering better on this agenda than ever before. In the provisional Audit Commission report, SSDC has been ranked as 3rd of all 388 councils in the country with regard to our levels of improvement, measured by national performance indicators.

How well did we deliver on our promises from 2005-2008?

During 2005/06: 28 critical activities were listed for completion. 96.5% of these were substantially completed on time.

During 2006/07: 31 critical activities were listed for completion. 94% of these were substantially completed on time.

During 2007/08: 45 critical activities were listed for completion. 96% of these were substantially completed on time.

The success of the first three years of the plan has led to the need to refresh the plan and introduce new targets for the period 2009 – 2012.

Highlights since 2005

Performance statistics as outlined above are only part of the story. There are areas of achievement which merit a special mention because they either have met a particular community need or they are external recognition of the quality of the services we have delivered and will continue to provide.

Highlights include:

- Being shortlisted for the 'Most Improved Council of the Year' for 2009 by the Local Government Chronicle.
- Being shortlisted for the 'Best Achieving Council of the Year' for 2009 by the Municipal Journal.
- Developing a website specifically aimed at assisting migrant workers accessing key service information.
- Being recognised as a 'Good' council delivering consistently good services by the Audit Commission (CPA) in 2008.
- Three national Beacon awards for excellence were awarded to the council between 2005 and 2007. External auditors commented that 'the council demonstrates strong community leadership'.
- Huge improvement in turnaround times for planning applications.
- Made real strides in reducing carbon in our own buildings, purchasing renewable energy and supporting innovative projects such as the Hydropower project.
- In 2006/07, 277 new affordable homes for rent were built in South Somerset, more than the rest of the other Somerset district authorities put together.
- Over £4 million of funding was secured for the Yeovil Innovation Centre in addition to external investment for delivery of the Yeovil Vision and projects in Chard and Market Towns.
- As part of Mendip and South Somerset Crime and Disorder Partnership (CDRP) we have seen crime levels drop by an average 17% from the 2003/04 position making the CDRP one of the best performing in the South West.
- Affordable homes are a major concern in South Somerset and the council has improved the number built of all new homes from 12% in 2004 to well over 30% in 2006.
- Improving the annual Use of Resources assessment by external auditors to '3' – performing well above the minimum standards.
- Dramatic improvement in street cleansing performance.
- Being the first district council to produce a Health and Well-being Strategy forming the basis of a range of joint working with the Somerset Primary Care Trust.
- Receiving awards for tourism, countryside, climate change and councillor development.
- Forming the groundbreaking Somerset Waste Partnership along with all other councils in Somerset and achieving well over 50% of waste recycled/composted at the kerbside and at recycling centres.
- In partnership, opened the Yeovil Innovation Centre with 36 units to accommodate fledgling businesses in the manufacturing, engineering and high tech sectors, which will bring many benefits to the local economy.
- Nine of Yeovil's busiest car parks have been re-awarded the 'Park Mark' Safer Parking Award, meeting criteria for surveillance, safety, lighting, signage and cleanliness.
- Awarded Green Flag status for Ham Hill and Yeovil Country Parks and working in partnership with Yeovil Town Council to achieve 2 Golds and 3 Silver Gilt 'Britain in Bloom' awards in 5 years.
- Piloting Joint Area Committees for the South Somerset area in partnership with Somerset County Council and parish council representatives, aiming to deliver enhanced community engagement and empowerment. This represents an evolution in area working that could be employed across the county and even as a national exemplar.

Resourcing the Corporate Plan

Having ambitious priorities for the long term, alongside our day-to-day services, requires investment. However, this plan is not about new money for new projects as the resources for the activities will come in the main through redeployment of existing resources and refocusing our service delivery to priority areas. Additional finance where required will therefore be diverted from non-priority areas to deliver the plan.

Each year an “Our Targets” Insert will be produced and will be costed for both the revenue and capital impact over the 3 year life of the Corporate Plan. Heads of Service will bid for resources through the service planning process. Human resource implications will be factored into the Workforce Planning Strategy.

Revenue requirements will be incorporated into the Medium Term Financial Strategy ensuring that the priorities expressed in the Corporate Plan can be funded during its life. Similarly, capital requirements for the implementation of the plan have been fed into the Capital Strategy. All bids will be scored to ensure that the bids that best deliver our objectives are prioritised.

SSDC will continue to monitor and manage these financial programmes to ensure that the Corporate Plan activities are realistic and achievable, with any adjustments being made in the annual review. In this way, we can be confident that sufficient resources are in place to maintain high performance in high priority services that can be used to deliver the Council’s ambitious place-shaping agenda.

A key aspect of value for money is understanding how our costs link to performance, enabling work to take place to streamline where necessary and appropriate.

Managing Risk

Managing uncertainty is a priority for South Somerset District Council

Financial and operational risk management have been embedded in the way that SSDC works for many years, ensuring that all strategic risks are appropriately identified, managed and mitigated. It is equally important that this corporate plan is risk-assessed to highlight those targets that are at a higher risk of not being fully achieved. Each action in the “Our Targets” insert is therefore risk assessed annually using a 3 x 3 likelihood / impact matrix. Six criteria inform the scoring: Political, Economic, Social, Technical, Legislative and Environment. This enables attention to

be focused on these high risk areas, with appropriate mitigations and controls being put in place to ensure success before embarking on delivery.

THEME 1: INCREASE ECONOMIC VITALITY AND PROSPERITY

“We want our district to be a place of opportunities, where there is a strong diverse economy, with balanced and sustainable growth addressing areas of need and deprivation.”

Although unemployment levels in South Somerset remain relatively low at 3.4% (July 2008), the average earnings by resident is £425 (gross weekly), compared to a South West regional average of £450 (*source: Nomis – ONS – official labour market statistics 2008*). The workforce also has lower than national average educational qualifications. There is therefore a need to improve the quality of the local economy with a better trained and paid workforce.

In Yeovil and Chard there are a number of wards which are in the 20% most deprived nationally (IMD, 2004) and some isolated wards in rural areas have higher deprivation scores due to their poor access to services. There is therefore a need to bring wealth creation to these deprived areas and to allow people generally to have better access to economic opportunity, through improved Broadband provision for instance. In other words, there needs to be an improved and more sustainable match between jobs and people.

Sustainable economic development can also be achieved by making the most of the “South Somerset offer” which includes a very high quality of natural and built environment; attractive market towns and a tradition in aerospace and engineering innovation. This unique and distinctive offer underpins the important manufacturing, food production, agricultural and tourism industries within the District.

South Somerset will continue to seek the creation of new high value jobs by lowering barriers for start-up businesses, attracting inward investment, fostering growth of small and medium enterprises (SME’s) and by working in partnership. The council will continue to promote business diversification, innovation and increase added value to business enterprise.

The Local Development Framework (LDF) will help to deliver this theme by:-

- Identifying strategic employment land allocations
- Protecting employment land and premises

- Supporting the diversification of the rural economy and its appropriately-scaled growth
- Enabling farm diversification and small-scale expansion of existing rural businesses.

Development and Building Control will deal expeditiously with applications relating to all commercial developments through the established Business Ambassador Service.

The council has a strong track record in delivering economic development in partnership with both the private sector and other public bodies. Key economic development projects, which are ongoing and which will continue to contribute to the delivery of the Corporate Plan are:-

- The delivery of the Yeovil Vision
- Developing the Chard Regeneration framework
- Working strategically with all the market towns through the Market Towns Vision

- Engagement with “Local Action for Rural Communities” and other rural initiatives
- Ensuring Yeovil Innovation Centre is a success
- Working with the private sector across the District to provide employment land such as the Lufton 2000 joint venture
- Promotion of the South Somerset and wider Somerset economy through both ‘Into Somerset’ and the Somerset Tourism Partnership
- Local business support grants through Area Committees and forums.

Key Partnerships that support this theme

- Yeovil Vision
- Market Towns Investment Group

Substantial Partnerships that support this theme

- Somerset Economic Leaders Group

Key Strategies that support this theme

1. Economic Development Strategy
2. Housing Strategies
3. Local Development Framework
4. Parking Strategy
5. Rural Position Statement
6. Tourism Strategy
7. Visions for Yeovil, Chard and Market Towns

Somerset Economic Strategy Objectives:-

- Develop effectiveness of Somerset’s economic voice, partnerships and strategic capacity to deliver
- Maximise long term investment attractiveness and dynamism
- Increase competitiveness and productivity of Somerset businesses
- Realise potential of Taunton, Yeovil and Bridgwater as economic growth centres
- Revitalise the economy of Somerset’s market towns and rural communities
- Increase economic opportunities for all Somerset residents

THEME 1 : INCREASE ECONOMIC VITALITY AND PROSPERITY

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
1.0	Outcome: A well supported business community. Measured by: An increase in satisfaction by businesses with the specialist support they receive in South Somerset <i>(new target)</i>		
1.1	Support South Somerset Together to host a cross-boundary forum for multi-agency engagement with the private sector by March 2009, to identify the critical activities to be delivered	SCS Action 15	Economic Development, Planning & Transport
1.2	The business forum developed by March 2009 (in 1.1) to undertake an audit to identify the skills needed by businesses and an action plan by 2012.	SCS Action 16	
1.3	The business forum developed by March 2009 (in 1.1 above) supports flexible delivery of training by local providers and implements at least three new options by 2012.	SCS Action 17	
1.4	Support South Somerset Together to establish a Business Mentoring Programme by 2011.	SCS Action 15.2	
1.5	Support South Somerset Together partners to adopt a protocol by October 2009 for supporting all trainees and implement one recommendation by April 2010.	SCS Action 18	Human Resources
1.6	Increase VAT registration rate per 10,000 adults of the resident population aged 16 and above.	LAA NI 171	Economic Development, Planning & Transport Countryside, Heritage & Tourism Development Control & Building Control Environmental Health & Community Protection
1.7	Growth in Somerset's knowledge economy to increase the proportion of businesses in knowledge driven sector	LAA (Local indicator)	
1.8	Increase VAT registered businesses showing growth	LAA NI 172	
1.9	Increase overall employment rate (Somerset resident population of working age)	LAA NI 151	Economic Development, Planning & Transport
1.10	Increase satisfaction of businesses with local authority regulation services.	NI 182	

THEME 1 : INCREASE ECONOMIC VITALITY AND PROSPERITY

	KEY TARGET AREAS	STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
1.11	Outcome: A vibrant and sustainable Yeovil, Market Towns and Rural Economy Measured by: Increased local sustainability <i>(Place Survey)</i>		
1.12	Support South Somerset Together to develop guidance that informs the Local Development Framework Core Strategy by October 2010 so that it supports the economic vitality of Yeovil, the market towns and villages and makes the most of their distinctive built heritage.	SCS Action 20	Economic Development, Planning & Transport Area West Development
1.13	Improved processing of planning applications as measured against targets for “major”, “minor” and “other” application types.	NI 157	Development Control & Building Control
1.14	Support South Somerset Together to develop and support distinctive, balanced, local economies in South Somerset through a range of measures including the development of Transition Towns, with three communities meeting Transition status by 2012.	SCS Action 20.1	Area Development Teams Economic Development, Planning & Transport
1.15	Support South Somerset Together to develop a sustained and positive “Keep It Local” campaign by 2010.	SCS Action 19	ICT & Procurement
1.16	Support South Somerset Together to develop staggered milestones by 2012 of how to support the District’s economy to meet its needs for goods (including food and energy) and services locally.	SCS Action 15.1	
1.17	Reduce previously developed land that has been vacant or derelict for more than 5 years.	NI 170	Economic Development, Planning & Transport
1.18	Outcome: A district tackling economic disadvantage Measured by: Maintaining the percentage of people that feel job prospects need improving in their local area at 26% <i>(Place Survey)</i>		
1.19	Reduce working age people claiming out of work benefits in the worst performing neighbourhoods.	LAA NI 153	Area South & West Development Teams Economic Development, Planning & Transport
1.20	Reduce the number of working age people on out of work benefits	LAA NI 152	

THEME 1 : INCREASE ECONOMIC VITALITY AND PROSPERITY

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
1.21	Increase the average earnings of employees (median, weekly, gross pay for full time workers)	LAA NI 166	
1.22	Decrease the % of pensioners on low income	LAA LPI 2	Housing & Revenue Services Area Development Teams

THEME 2: ENHANCE THE ENVIRONMENT, ADDRESS AND ADAPT TO CLIMATE CHANGE

“We want to enhance the character, quality and appearance of our natural and built environment, work to reduce energy consumption and address and adapt to climate change.”

Natural and Built Environment

South Somerset is a district with many sites of natural beauty including the Levels and Moors and the Blackdown Hills AONB. We look after many hectares of parks and open spaces across the district, including 262 hectares in country parks. There are 3 national nature reserves, 4 local nature reserves and 572 local wildlife sites. Resident satisfaction with parks and open spaces is 76% (IPSOS MORI). 75% of South Somerset residents are satisfied with the quality of the natural environment with 44% satisfied with the built environment (IPSOS MORI 2007). The Sustainable Community Strategy 2009 now refocuses our efforts to further increase resident satisfaction in their local natural environment.

As a mainly rural district there are over 1025 miles of public highway to be cleansed and 1079 miles of Rights of Way. Satisfaction with keeping land clear of litter and refuse is 68% (IPSOS MORI, 2007). We aim to increase both performance and

satisfaction ratings of our street cleaning services as a key part of enhancing the natural and built environment. We also monitor air quality, contaminated land, pollution, flood prevention and response.

South Somerset has a rich architectural heritage and has 85 conservation areas and over 5000 buildings with historical interest that we intend to continue to respect and enhance.

Reduce energy consumption and adapting to climate change

There are clear national and local pressures to address climate change. The council has taken this seriously and, as part of Somerset Waste Partnership, is at the forefront nationally of waste minimisation and recycling levels. South Somerset residents were commended in 2006/07 for sending the least amount of residual waste to landfill nationally following the introduction of a comprehensive kerbside collection scheme.

Work is underway to both reduce our own carbon emissions and adapt to climate change in response to the imminent Climate Change Bill, Floods and Water Bill and Pitt Review. We will act as community leaders by setting an example to local residents and businesses, while also supporting them with practical advice.

The Local Development Framework will help to deliver this theme by ensuring sustainable development through the planning process; delivering quality new developments which are designed to minimise their impact on climate change and to cope with the effects of climate change; protecting the District's natural and built heritage and promoting biodiversity.

Key Strategies that support this theme:

2. Air Quality Strategy
3. Carbon Reduction & Climate Change Adaptation Strategy
4. Contaminated Land Strategy
5. Somerset Municipal Waste Minimisation Strategy
6. Draft Open Space Strategy
7. Draft 'Green' Travel Plan

Key Partnerships that support this theme:

1. Somerset Waste Partnership

Others:

1. Environment Leaders Group

THEME 2: ENHANCE THE ENVIRONMENT, ADDRESS AND ADAPT TO CLIMATE CHANGE

KEY TARGET AREAS	STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
2.0 Outcome: An enhanced natural environment Measured by: Improved health of the natural environment (LAA LPI 6)		
2.1 Support the exploration of options for biodiversity, conservation and enhancement on land managed by South Somerset Together partners by 2012 and deliver biodiversity projects each year to 2026.	SCS Action 31	Development Control & Building Control Countryside, Heritage & Tourism Streetscene
2.2 Improve local biodiversity by active management of local sites	NI 197	Development Control & Building Control
2.3 With South Somerset Together partners, map existing open spaces in rural and urban areas that can be used for a range of functions and develop a joint Open Space Strategy for South Somerset by 2012.	SCS Action 31.1	Streetscene Countryside, Heritage & Tourism Development Control & Building Control
2.4 Agree land management plans with environmental targets and actions for own estate by 2012.	SCS Action 31.2	Streetscene Countryside, Heritage & Tourism Sport, Arts & Leisure Development Control & Building Control
2.5 Increase air quality by reducing Nox and primary PM10 emissions through local authority's estate and operations	NI 194	Environmental Health & Community Protection Engineering & Property Services Streetscene
2.6 Outcome: An enhanced built environment Measured by: Increasing resident satisfaction with the built environment (Local Indicator)		
2.7 Ensure master plans and development briefs produce exemplary design and layout of buildings, infrastructure and open spaces to improve access to services and facilities and stimulate business growth on new and re-used development land, starting in October 2010.	SCS Action 21	Development Control & Building Control Economic Development, Planning and Transport Strategic Housing Sport, Arts & Leisure Streetscene
2.8 Improve street and environmental cleanliness by reducing levels of graffiti, litter, detritus, flytipping and flyposting	NI 195 NI 196	Streetscene

THEME 2: ENHANCE THE ENVIRONMENT, ADDRESS AND ADAPT TO CLIMATE CHANGE

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
2.9	Increase resident satisfaction on country parks, open spaces, street cleaning, car parks and public toilets	Local Indicator	Streetscene Countryside, Heritage & Tourism Engineering & Property Services
2.10	Make full use of the latest development and building regulations with other advisory sources, to make sure that all development conforms to the highest feasible standards of sustainable construction by October 2010.	SCS Action 22	Development Control & Building Control
2.11	With SST partners, pledge that from 2011 all new standard buildings we develop should be to the highest rating possible aiming for the equivalent of Building Research Establishment Environmental Assessment Method (BREEAM) excellent rating or BREEAM Bespoke rating by 2015.	SCS Action 23	Engineering & Property Services Development Control & Building Control Area Development Teams
2.12	With SST partners, adopt a policy for the sourcing of local materials, supplies and expertise in the design and construction of public spaces and buildings that reflect or are in keeping with the locality by October 2010.	SCS Action 21.1	ICT & Procurement
2.13	Outcome: A low carbon council adapting to climate change. Measured by: Increasing residents' perception that SSDC leads by example in tackling climate change (<i>New target</i>)		
2.14	CO2 reduction from Local Authority operations	LAA NI 185	Economic Development, Planning & Transport Engineering & Property Services Streetscene
2.15	Work with the Somerset Waste Partnership (SWP) to reduce residual waste further in South Somerset through the delivery of the Somerset Waste Minimisation Strategy by March 2009.	SCS Action 29.1 LAA NI 191 NI 193	Somerset Waste Partnership
2.16	Increase the % of household waste recycled and composted	NI 192	
2.17	With SST and Somerset Waste Partnership, lobby Government to enforce businesses (including small and medium enterprises) to cut residual waste.	SCS Action 29	

THEME 2: ENHANCE THE ENVIRONMENT, ADDRESS AND ADAPT TO CLIMATE CHANGE

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
2.18	With partners, identify options to maximise green travel by December 2009 and start one option by 2012.	SCS Action 13	Economic Development, Planning and Transport Development Control & Building Control
2.19	Decrease per capita CO2 emissions in the local authority area	LAA NI 186	Economic Development, Planning & Transport Countryside, Heritage & Tourism
2.20	Support SST to host a multi-agency forum including businesses by March 2009 and uses it to increase understanding for the need for Climate Change mitigation and adaptation and to agree staggered targets for reducing the District's carbon footprint year on year starting in 2010.	SCS Action 28	Economic Development, Planning & Transport Development Control & Building Control
2.21	Support SST to deliver a promotional campaign by 2010 that raises community awareness and involvement in environmental approaches and projects.	SCS Action 32	Countryside, Heritage & Tourism Economic Development, Planning and Transport
2.22	Support SST to deliver a campaign by 2010 aimed at local businesses, communities and individuals to improve understanding of the impact of personal choices on the environment and options for "green living"	SCS Action 35	
2.23	With SST partners provide a range of good practice examples that meet the sustainability needs of residents, businesses and organisations in the District through its website and events by 2011.	SCS Action 34	ICT & Procurement Development Control & Building Control Economic Development, Planning & Transport
2.24	With SST partners agree a protocol by 2010 that ensures Climate Change adaptation is embedded in all relevant decision making processes especially in the planning and delivery of services across the District.	SCS Action 33 LAA NI 188	Economic Development, Planning & Transport
2.25	With partners, engage and educate landowners and developers of ways to mitigate flooding risk in urban and rural areas by 2010.	SCS Action 32.1	Environmental Health & Community Protection Engineering & Property Services
2.26	Support schemes producing electricity and heat from renewable sources and deliver, with LSP partners, 3 schemes by 2012	SCS Action 30	Economic Development, Planning & Transport

THEME 3 : IMPROVE THE HOUSING, HEALTH AND WELL-BEING OF OUR CITIZENS

“We consider that decent, affordable housing is vital to the overall health of our citizens. We want to ensure that all of the community have access to sport, leisure and arts and heritage opportunities”

Due to relatively low average household earnings and high house prices, housing affordability is a significant issue across the district. Whilst average house prices have started to fall affordability still remains a major factor. The ratio of average house prices to household income is still over 7 to 1, a position being compounded with the current reduced availability of mortgages.

Throughout the district 3,293 households are on the Common Housing Register (November 2008, of which 1,296 (40%) are in high housing need (Gold or Silver band). Inward migration of people seeking to retire in the South West continues to increase housing pressures (SHMA and JSNA 2008).

Increasing the availability of affordable housing has long been a priority for this council, and this focus is now underlined by similar priorities within the Sustainable Community Strategy and the Local Area Agreement.

The health of people in Somerset is generally better than the England average. Most people can expect to live well into their 70's (and beyond) with a relatively low risk of significant illness affecting their lives. There are some exceptions to this generally positive picture. There are pockets of deprivation across the district with lower life expectancy in some areas and in certain groups such as gypsies and travellers (JSNA 2008 and HSNA).

People aged 65 years and older make up approximately 20% of Somerset's population and by 2029 it is predicted that over 90% of the increase in the South Somerset population will be by people aged 60yrs+. This is more than the South West regional average which itself is above the national figure.

Adult obesity is forecast to rise by 30% by 2010. Childhood obesity in 2-10 year olds has risen from 9.9% in 1995 to 14.3% in 2004. If this trend continues, 20% of 2-10

year olds will be obese by 2010 (Tackling Obesity: Future Choices (2007)).

South Somerset has the lowest sport and active recreation participation rates in the whole of Somerset for males and females aged 16-24 and 25-34 (based on 3 x 30 minutes per week). However, participation is starting to grow with recent data indicating an average increase of 1.7%.

This has been reflected in the demand and usage of leisure and cultural facilities, which is increasing dramatically. 76% of residents access our theatres and arts venues, 78% access sport and leisure facilities and 94% use our parks and open spaces – increases of 5%, 15% and 8% respectively since 2003 (Best Value Survey, 2006).

Volunteering across the sport, countryside, heritage and arts sectors is good, with 5.3% of the adult population contributing at least one hour a week to volunteering in sport alone. Collectively, these sectors

make a very significant contribution to total volunteering in South Somerset.

At the time of preparing this Corporate Plan the country is experiencing an economic slow down, impacting on the services needed by residents. Already, 9% of our population experience some degree of fuel poverty and this number is rising. 4,529 vulnerable households live in non-decent homes in South Somerset (BRE survey, 2007).

These factors clearly identify a real need to focus work on reducing health inequalities, providing decent living accommodation and access to sport, leisure and cultural opportunities.

The council protects people's health by regulating over 3,000 commercial premises to ensure they maintain adequate food safety and health & safety standards. The environmental quality of our air, land and private water supplies is also carefully monitored and controlled by the council.

The Local Development Framework will support this theme by identifying strategic land allocations, securing affordable housing through the planning process, seeking to achieve good quality development with an appropriate mix of uses and community facilities. In addition it will secure cycleways, footpaths, sport & leisure provision through the planning process.

Development and Building Control deal expeditiously with applications relating to affordable housing in accordance with the agreed Affordable Housing Planning Protocol.

Key Partnerships that support this theme

- South Somerset Health and Well-Being Partnership

Substantial Partnerships that support this theme

- South Somerset Homes
- Home Aid Partnership
- Somerset Supporting People
- Somerset Choice Based Lettings and Strategic IT

Key Strategies that support this theme

- Arts Strategy
- Gypsy and Traveller Accommodation Strategy
- Health and Well-Being Strategy
- Homelessness Temporary Accommodation Strategy
- Housing and Accommodation Strategy
- Play Strategy
- Playing Pitch Strategy
- Private Sector Housing Strategy
- Sport and Active Leisure Strategy
- Young People's Strategy
- Somerset Tourism Partnership

THEME 3: IMPROVE THE HOUSING, HEALTH AND WELL-BEING OF OUR CITIZENS

	KEY TARGET AREAS	STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
3.0	Outcome: A district where housing options are maximised. Measured by: Maintaining satisfaction with home as a place to live (<i>Place Survey</i>)		
3.1	Support the LSP to explore existing and new mechanisms for procuring land for affordable housing by October 2009 that leads to the delivery of the LAA affordable housing targets.	SCS Action 25	Strategic Housing Engineering & Property Services Economic Development, Planning & Transport
3.2	With partners, enable the building of 597 affordable housing units by 2011	SCS Action 26 NI 155	Strategic Housing Economic Development, Planning & Transport Development Control & Building Control
3.3	Increase the net additional homes provided	LAA NI 154	Economic Development, Planning & Transport Strategic Housing Development Control & Building Control
3.4	With partners, enable the development of 4 housing schemes in rural communities by 2012	SCS Action 26.1	Strategic Housing Economic Development, Planning & Transport Area Development Teams
3.5	Increase the supply of ready to develop housing sites	NI 159	Economic Development, Planning & Transport Development Control & Building Control Strategic Housing
3.6	Reduce the number of households living in temporary accommodation	NI 156	Housing & Revenue Services Strategic Housing
3.7	The number of changes in circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement within the year	NI 180	Housing & Revenue Services

THEME 3: IMPROVE THE HOUSING, HEALTH AND WELL-BEING OF OUR CITIZENS

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
3.8	Reduce the time taken to process Housing Benefit / Council Tax Benefit new claims and change events	NI 181	Housing & Revenue Services
3.9	Increase the number of gypsy & traveller residential pitches to 20 and transit (temporary) pitches to 10 in the District by 2011.	SCS Action 27	Strategic Housing Economic Development, Planning & Transport Housing & Revenue Services Engineering & Property Services County wide Housing Research Officer
3.10	Work with local and regional partners to explore a linked Regional network of gypsy and traveller transit (temporary) sites by 2012.	SCS Action 27.1	
3.11	Outcome: Increased choice and quality of life for older and vulnerable people. Measured by: Increasing the percentage of residents who feel that older people in their local area receive the services and support they need to continue to live independently at home (LAA NI 139)		
3.12	Increase the % of vulnerable people who are supported to maintain independent living	NI 142	Environmental Health & Community Protection All Services
3.13	Increase the number of people supported to live independently through social services (all adults)	NI 136	
3.14	Increase the satisfaction of people over 65 with both home and neighbourhood	NI 138	
3.15	With partners, deliver one new approach to reduce fuel poverty by 2012	SCS Action 24 LAA NI 187	Environmental Health & Community Protection
3.16	Maintain work to ensure that care leavers are in suitable accommodation	LAA NI 147	Housing & Revenue Services Environmental Health & Community Protection Strategic Housing Development Control & Building Control

THEME 3: IMPROVE THE HOUSING, HEALTH AND WELL-BEING OF OUR CITIZENS

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
3.17	Support the SST to work with existing groups that support older people and older people themselves, to look at their future needs and develop plans by 2011 to address these through a multi-agency approach.	SCS Action 11	Area East Development Environmental Health & Community Protection
3.18	Outcome: Individuals & communities enjoying healthier and more active lifestyles. Measured by: Increasing the self-reported measure of people's overall health and well-being (NI 119 & Place Survey)		
3.19	Support the LSP to develop a long-term (over 20 years) multi-agency commitment and action plan to reduce the number of children and adults that are overweight and obese and deliver one initiative by 2012	SCS Action 9 LAA NI 56	Sport, Arts & Leisure Countryside, Heritage & Tourism
3.20	Increase children and young people's satisfaction with parks and play areas and adult participation in sport and active recreation	NI 199, NI 8	
3.21	Develop a campaign by the end of 2012 that encourages responsible / legal alcohol use and is anti-smoking and anti-substance abuse that uses the research to target the right people and places.	SCS Action 10	Environmental Health & Community Protection Area South Development
3.22	Reduce alcohol related hospital admission rates	LAA NI 39	
3.23	Work with partners to develop a team approach to tackle health inequalities, to be piloted in Yeovil by December 2009.	SCS Action 8	Area South Development Sport, Arts & Leisure Environmental Health & Community Protection
3.24	Commit to adopt programmes to improve the health of our employees by 2011.	SCS Action 12	Sport, Arts & Leisure Human Resources Environmental Health & Community Protection
3.25	Support partners to reduce the under 18 conception rate	LAA NI 112	Sport, Arts & Leisure

THEME 3: IMPROVE THE HOUSING, HEALTH AND WELL-BEING OF OUR CITIZENS

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
3.26	Support partners to reduce the mortality rate from all circulatory diseases at under 75	LAA NI 121	Sport, Arts & Leisure Environmental Health & Community Protection
3.27	Support partners to increase healthy life expectancy at age 65	LAA NI 137	
3.28	Support partners to reduce the prevalence of hip fracture in people over the age of 65 years	LAA Local Indicator	
3.29	Increase access to services and facilities by public transport, walking and cycling	LAA NI 175	Economic Development, Planning & Transport Development Control & Building Control Countryside, Heritage & Tourism
3.30	Increase the food establishments in the area which are broadly compliant with food hygiene law	NI 184	Environmental Health & Community Protection
3.31	Increase engagement in the Arts	LAA NI 11	Sport, Arts & Leisure

THEME 4: ENSURE SAFE, SUSTAINABLE AND COHESIVE COMMUNITIES

“Sustainable communities are empowered, vibrant and cohesive. Individuals are able to live and work in safe environments and enjoy cultural diversity. We want to reduce crime and fear of crime.”

The council operates an area system that has been recognised nationally (Beacon awards in ‘Getting Closer to Communities’ and ‘Improving Rural Services’) as being an exemplar in the way that it engages with communities. The Enable-Partner-Deliver approach has promoted community involvement and activity within the voluntary sector. It is one of two Beacon award winners in ‘Neighbourhood Champions: The Role of the Elected Member’ which recognises the way in which councillors work to provide strong community leadership in their areas. However, 70% of residents did not feel that they could influence council decisions (IPSOS MORI, 2007) therefore this plan contains actions to further enhance empowerment and participatory democracy.

Crime levels per 1,000 residents are lower than in other areas of Somerset but a significant factor for local residents is fear of crime. 85% of residents feel safe in South

Somerset in the day; this falls to 45% after dark. (IPSOS MORI 2007). However, this is lower when compared to similar areas in the country.

Speeding traffic in rural areas has long been a local concern arising through the council’s extensive support for local community planning. With encouragement and support 984 Community Speedwatch sessions were held in South Somerset (2007/08) resulting in 14,396 speeders recorded; 7,906 first letters; 1,472 final warnings and 15 intended prosecutions

SSDC works with the Mendip and South Somerset Community Safety Partnership to tackle the complex issues of crime, fear of crime and anti social behaviour. We help to manage the night time economy through the provision of an effective licensing service.

65% of people in South Somerset believe people from different backgrounds get on well together in their local area (IPSOS MORI 2007), which is encouraging but more work will continue to be done to bring local communities together.

South Somerset has an established mechanism of involving communities in decision making and design of services. Actions outlined will help to drive the empowerment agenda and our ‘duty to involve’ further.

Proactive work on securing social and environmental improvements for neighbourhoods will be done through the planning process by incorporating ‘secure by design’ and community safety issues where appropriate in the process.

Key Partnerships that support this theme:

- Mendip and South Somerset Community Safety Partnership (Crime and Disorder Reduction Partnership)
- South Somerset Area Action Panels

Key Strategies that support this theme

1. Access Strategy
2. Consultation Strategy
3. Corporate Equalities Strategy
4. Cohesion Strategy
5. County-wide Crime and Disorder Strategy.

THEME 4: ENSURE SAFE, SUSTAINABLE AND COHESIVE COMMUNITIES

	KEY TARGET AREAS	STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who Delivers?)
4.0	Outcome: A community that feels safe Measured by: Increasing the % of people who feel that local public services are working to make the place safer (Place Survey)		
4.1	Develop specific programmes of positive activities for children, young people (especially those already at risk of exclusion or offending) and families designed to reduce anti-social behaviour by October 2010.	SCS Action 1	Area South Development Area Community Safety Action Panels All Services
4.2	Decrease first time entrance to the youth justice system aged 10 to 17	LAA NI 111	
4.3	Increase the perception of parents taking responsibility for the behaviour of their children in the area	NI 22	Area South Development Area Community Safety Action Panels All Services
4.4	Increase understanding of local concerns about anti-social behaviour and crime by the local council and police	NI 27	Area South Development Area West Development Streetscene Engineering & Property Services Environmental Health & Community Protection Area Community Safety Action Panels All Services
4.5	Improve perceptions of anti-social behaviour	NI 17	
4.6	Decrease perceptions of drug use or drug dealing as a problem	NI 42	
4.7	Decrease perceptions of drunk or rowdy behaviour as a problem	NI 41	
4.8	Improve dealing with local concerns about anti-social behaviour and crime by the local council and police	NI 21	
4.9	Develop and initiate a range of approaches and initiatives that build confidence and reduces fear of crime, by 2012.	SCS Action 3	
4.10	Develop joint planning and investment in the latest enforcement technologies and approaches by December 2009 and share in a specific enforcement approach by 2011.	SCS Action 2	

THEME 4: ENSURE SAFE, SUSTAINABLE AND COHESIVE COMMUNITIES

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who Delivers?)
4.11	Decrease re-offending rates of prolific and priority offenders	LAA NI 30	Area South Development All Services
4.12	Decrease serious acquisitive crime	LAA NI 16	
4.13	Build on existing restorative justice methods to increase the number of panels in the district and widen the crimes for which the method can be used by 2011.	SCS Action 4	
4.14	Decrease people killed or seriously injured in road traffic accidents	LAA NI 47	
4.15	Decrease repeat incidents of domestic violence	LAA NI 32	
4.16	Outcome: An empowered community where all people take part in shaping their neighbourhood Measured by: Increasing % of people who feel that they belong to their neighbourhood (NI 2)		
4.17	Increase % of people who believe people from different backgrounds get on well together in their local area	LAA NI 1	Legal & Democratic Services Area West Development All Services
4.18	Increase perceptions that people in the area treat one another with respect and consideration	NI 23	
4.19	Increase civic participation in the local area	NI 3	
4.20	Increase % of people who feel that they can influence decisions in their locality	LAA NI 4	
4.21	SST implements a protocol for joint community consultation and engagement by 2010.	SCS Action 14	Legal & Democratic Services All Services

THEME 4: ENSURE SAFE, SUSTAINABLE AND COHESIVE COMMUNITIES

	KEY TARGET AREAS	STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who Delivers?)
4.22	Outcome: Sustainable local communities Measured by: Increasing those who participate in regular volunteering at least once a month (LAA NI 6)		
4.23	Increase environment for a thriving third sector	LAA NI 7	Area East Development Engineering & Property Services
4.24	Create a voluntary and community sector “hub” so that residents and organisations know where to go for help and advice by 2012.	SCS Action 6	
4.25	SST partners agree a joint volunteering policy by the end of 2009 to allow their staff to volunteer more, to make sure their staff have the training needed to volunteer and to allow volunteers from voluntary organisations to join in their staff training and development.	SCS Action 5	Human Resources All Services
4.26	Deliver two services through, or in partnership with, the voluntary and community sector by 2010.	SCS Action 6.1	Area East Development All Services
4.27	By December 2011, complete research into what makes people get involved in their community and in formal volunteering so as to target resources and support to increase involvement.	SCS Action 7	Area East Development All Services

THEME: DELIVER WELL MANAGED, COST EFFECTIVE SERVICES VALUED BY OUR CUSTOMERS

“We will have a total commitment to run our businesses effectively, with sound governance and looking after our two key assets – staff and financial resources.”

South Somerset has been judged a ‘good council’ (Audit Commission, 2008) and other assessments by external auditors have reinforced that the council is well managed, well run and provides good value for money. We have established sound and robust internal control arrangements to ensure the council delivers on its priorities in the interests of council taxpayers. Our biggest asset is our staff and we have invested in them by providing relevant training.

Performance is improving and the pace of improvement is increasing. The council was the fourth most improved nationally in 2007/08, up from 15th in 2006/07. The work with our councillors is recognised by the South West Regional Assembly Charter for Member Development and a Beacon Round 8 award from the Improvement & Development Agency.

The Council was one of the six shortlisted for the ‘Most Improved Council of the Year’ award for 2009.

Key Strategies that support this theme

1. Business Continuity and Disaster Recovery Strategy
2. Capital Strategy & Strategic Asset Management Plan
3. Cash Collection Strategy
4. Communication Strategy
5. Framework for Change
6. HR and Workforce Planning Strategy
7. ICT Strategy
8. Medium Term Financial Strategy
9. Procurement Strategy
10. Sustainable Community Strategy

Key Partnerships that support this theme:

- South Somerset Together (Local Strategic Partnership)
- South Somerset Consultative Forum
- Pioneer Somerset
- South West Audit Partnership
- Somerset Strategic Partnership

Substantial Partnerships that support this theme:

- South Somerset Citizens Advice Bureau
- South Somerset Voluntary and Community Action

THEME 5: DELIVER WELL MANAGED, COST EFFECTIVE SERVICES VALUED BY OUR CUSTOMERS

	KEY TARGET AREAS	STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
5.0	Outcome: A successful council delivering services valued by residents Measured by: Increasing overall/general satisfaction with local area (NI 5)		
5.1	Enable the continued development of multi-service hubs (“one stop shops”) across South Somerset.	SCS Action 14.1	Area Development Teams Economic Development, Planning & Transport Engineering & Property Services ICT & Procurement
5.2	Identify options and an action plan by 2010 to deliver an innovative project to improve services using low carbon technology by 2011.	SCS Action 14.2	
5.3	Increase value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	LAA NI 179	Financial Services All Services
5.4	Increase value for money savings gained through enhanced joint working by an additional 0.5%	LAA NI 179(a))	
5.5	Decrease avoidable contact: - the proportion of customer contact that is of low or no value to the customer	NI 14	Customers First All Services
5.6	Increase the % of people who feel informed about the council and its activities	Local PI	Performance & Communications
5.7	Increase fair treatment by local services	NI 140	Area West Development All Services
5.8	Increase awareness of civil protection arrangements in the local area	NI 37	Environmental Health & Community Protection
5.9	Outcome: An exemplar employer Measured by: Increasing the % of staff who would recommend SSDC as an employer (Local PI)		
5.10	Decrease the number of working days lost to sickness absence per FTE	Local PI	Human Resources All Services

THEME 5: DELIVER WELL MANAGED, COST EFFECTIVE SERVICES VALUED BY OUR CUSTOMERS

KEY TARGET AREAS		STRATEGIC LINK (Where from?)	SERVICE PLAN LINK (Who delivers?)
5.11	Ensure 75% of staff are satisfied with their annual training and development plan which is produced following their annual staff development reviews. Attain this % by 2010	Local PI	Human Resources
5.12	Maintain above 90% the % of staff who are satisfied with the Council's induction process	Local PI	Human Resources
5.13	Increase the % of top 5% of earners that are women	Local PI	Human Resources All Services
5.14	Increase the % of top 5% of earners that are from black and ethnic minority communities	Local PI	
5.15	Increase the % of top 5% of earners that have a disability	Local PI	
5.16	Increase the % of staff declaring they meet the Disability Discrimination Act disability definition as a % of the workforce	Local PI	
5.17	Increase the minority ethnic community staff as a % of the total workforce	Local PI	

GLOSSARY

AONB	Area of Outstanding Natural Beauty
BREEAM	Building Research Establishment Environment Assessment Method
CAA	Comprehensive Area Assessment
CDRP	Crime & Disorder Partnership
CPA	Comprehensive Performance Assessment
DWP PSA	Department for Work & Pensions – Public Service Agreements
JSNA	Joint Strategic Needs Assessment
LAA	Local Area Agreements
LDF	Local Development Framework
LI's	Local Indicators
LSP	Local Strategic Partnership
NI's	National Indicators
SCS	Sustainable Community Strategy
SHMA	Strategic Housing Market Assessment
SME's	Small & Medium Enterprises
SSP	Somerset Strategic Partnership
SST	South Somerset Together
SWP	Somerset Waste Partnership
UDF	Urban Development Framework
VCS	Voluntary & Community Sector

Tell us

We welcome all feedback.

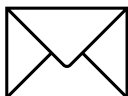


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