

SSDC Council Action Plan 2018-19

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Purpose of the Report

To invite Members to approve the South Somerset District Council (SSDC) Council Plan and Annual Action Plan 2018-19, together with a revised set of Key Performance Indicators.

Public Interest

The Council Plan for 2016-21, agreed by Full Council in 2016, shows the Council's ambition to make major changes in the way that it operates and delivers services over the next few years whilst continuing to deliver services and priority projects that meet the needs of our residents, visitors and businesses. Each year the Council updates its priorities to create an 'Annual Action Plan'.

Recommendations

That Council:

- 1) approve the Council Plan, Annual Action Plan and key performance indicators for 2018-19 (Appendix A,B, and D)
- 2) note the detailed measures, targets and milestones for each Priority Project (Appendix C).
- 3) note the monitoring arrangements as set out in section 5.3 of section 5.3 of the report.

1. Background

- 1.1 SSDC is in an exciting period of major transformation, with many challenges still ahead. The changes we are making through our transformation programme will ensure we have a sustainable position moving forward, and can deliver excellent services, meeting the needs of our communities.
- 1.2 In April 2016, SSDC adopted 'Tackling the Challenges': Council Plan on a Page (2016-21) and also agreed a simpler way to update and report on the Council Plan through a one page summary Annual Action Plan (AAP).
- 1.3 Updates to the Council Plan and revised AAP for 2018-19 (Appendix A and B) have been developed with involvement from officers and members to provide a clear focus for the Council regarding what it will deliver during a period of major change. It draws together our strategies and priority projects (Appendix C) for the year ahead, supported by a revised set of key performance indicators (Appendix D).
- 1.4 The main focus for the coming year (2018/19) will be the continued implementation of our transformation programme. Delivering major change such as this will take a lot of the organisation's capacity and energy and will require a clear focus. Ensuring that we can meet our aims is a complex challenge and like all councils, we continue to face substantial financial

challenges as we work towards meeting the £6 million annual savings target by 2022/23, as defined in the council's Financial Strategy. The Council's budget for 2018/19, included in a separate report in this agenda, provides an update with good initial progress towards this target reflected in the Medium Term Financial Plan (MTFP).

2. Our Priority Projects

2.1 The proposed eight Priority Projects for 2018/19 are as follows: (there are further details of these projects in Appendix C)

1. To implement the Transformation Programme and Commercial Strategy.
2. To complete the "Yeovil Refresh" for Yeovil Town Centre and progress implementation.
3. To develop proposals for the regeneration of Chard and progress implementation.
4. To create a town centre action plan for Wincanton and progress implementation.
5. To deliver Phase 2 of the Yeovil Innovation Centre.
6. To facilitate appropriate local development ensuring that local housing and infrastructure needs are met.
7. To support our small and medium sized businesses across the District, including internet access, to meet their needs.
8. To meet the new homelessness duties arising from the Homelessness Reduction Act 2017.

2.2 It is important that we as a Council deliver our ambitions, and having clarity about our priority areas, outlined above, will ensure that appropriate resources and focus are given to these areas.

2.3 **Priority Project 1** is to continue to deliver the Council's **Transformation Programme and Commercial Strategy** while adopting a very different way of working and delivering services, using technology as an enabler. The Council will develop a more commercial approach to support our community objectives and increase the income the Council receives. Significant cultural change within the Council will support the development of a more modern, flexible organisation that can continue to change and adapt in the future. Success will mean the Council remains financially sound and able to continue to deliver important local services and improvements for our communities.

2.4 **Priority Project 2** is to complete the "**Yeovil Refresh**" for Yeovil town centre and progress further with implementation. In summary, its purpose is to ensure that new commercial and public investment is attracted to a number of the town's key regeneration sites, adding value to the local economy and helping fulfil Yeovil's role as the principal economic, service and retail centre for South Somerset.

2.5 **Priority Project 3** is to develop regeneration proposals for **Chard**, and further progress implementation of this area. The project aims to reinvigorate and bolster the role of Chard as a market town and economic centre. This will be done by supporting the growth of businesses within the town and strengthening Chard's links with its hinterland and the wider economy. There is a particular focus on the redevelopment of key sites and buildings in Chard Town Centre, together with addressing market failure to stimulate wider commercially led development in the town.

2.6 **Priority Project 4** is to develop and progress implementation of an action plan for **Wincanton**. The action plan will identify to the Council and stakeholders a range of actions which will help to re-position the role of Wincanton town centre as a vibrant environment in which a host of small independent businesses will flourish.

- 2.7 **Priority Project 5** is to complete the build and early occupation of **Phase 2 of the Yeovil Innovation Centre**, providing around 950m² of flexible office space.
- 2.8 **Priority Project 6** is to facilitate appropriate **local development** through the planning process, helping to ensure that local needs are met for housing, employment and infrastructure. The current focus for this project is to work in partnership with key stakeholders to enable the completion of the Western Corridor in Yeovil, the iAero project, and ensure the progress of development at Brimsmore, Yeovil.
- 2.9 **Priority Project 7** is to provide a range of support to the vital **small and medium enterprises** (SMEs) of South Somerset. In turn this supports the Council's vision for a flourishing economy with innovation and growth in key sectors, while recognising the important role still played by land based and rural businesses to our communities. A significant part of this project is to facilitate improved internet access and high speed broadband across South Somerset. A new strategy for economic development will set out the Council's approach to support a range of sectors and supply chains.
- 2.10 **Priority Project 8** is to meet the duties of the new **Homelessness Reduction Act 2017**, which comes into force in April 2018. In essence the Act requires local housing authorities to focus attention on preventing homelessness, and minimise any use of temporary (particularly 'B&B') accommodation. This includes new legal duties to ensure people who are homeless, or at risk of homelessness, have access to meaningful help, irrespective of their priority need status, (as long as they are eligible for assistance). Effective prevention work is not new to SSDC, however the Act requires us to review and redesign our approach.

3. Delivering our Vision - Areas of Focus

- 3.1 The Council Plan outlines five broad areas of focus that will help us to achieve our vision for South Somerset: ***a place where businesses flourish, communities are safe, vibrant and healthy; where residents enjoy good housing and cultural, leisure and sporting activities.***
- 3.2 **Appendix A** includes the 'Council Plan on a Page 2016-21' with revised service activities against each area of focus. The Council's new performance management framework will include outcome based measures for each activity - and targets where appropriate. This work is in development, and will continue during 2018-19.

4. Key Performance Indicators

- 4.1 It is important to have relevant and appropriate Key Performance Indicators (KPIs) in order to provide assurance on progress and delivery, inform policy evaluation and decision making in relation to:
- key service areas
 - the health of our areas and our communities
 - outcomes from a priority project or goal
 - the health of the organisation
- 4.2 The current set of KPI's was last updated in 2012, and for a number of reasons require changes -
- To better align with current priorities
 - To track performance during redesign and transition to new ways of working

- To match Government measures – avoiding duplication of effort for service teams, clarity and added value for SSDC eg through use of ‘benchmarking’
- To produce data the Council can act on, helping to drive continuous improvement
- To focus on outcomes for South Somerset residents and communities.

4.3 The proposed sets of indicators are shown in **Appendix D**. These have been compiled based on the objectives set out in paragraph 4.2 above, and in consultation with the Strategic Leadership Team, Portfolio Holders and a workshop for Members of the Scrutiny Committee.

5. Performance Management

5.1 We are developing a new performance management framework that better links performance and business intelligence to drive improvement. To fully realise the “One Team” philosophy outlined in our transformation programme, we recognise that we need to redesign the collection, analysis and reporting of performance data, to ensure we achieve the outcomes we set ourselves and to ensure that good quality data drives and underpins our future policy development.

5.2 As noted above, the Council’s new performance management framework will include outcome based measures and targets for Priority Projects and the five areas of focus.

5.3 Proposed reporting arrangements to Councillors for the Council Plan are as follows:

- Quarterly performance report to Scrutiny and District Executive on KPIs.
- Half-yearly report to Scrutiny and District Executive on Priority Projects measures and milestones
- Annual report to Full Council (Priority Projects, areas of focus, and KPIs)
- Additional reporting to or by project boards based on individual project governance as required.

Financial Implications

The costs of implementing our strategies and priority projects have been included in the 2018/19 revenue budget and the capital programme which appears elsewhere in this Agenda.

Council Plan Implications

This report clarifies council plan priorities

Carbon Emissions and Climate Change Implications

None directly

Equality and Diversity Implications

None directly.

Privacy Impact Assessment

None directly

Background Papers

SSDC Council Plan 2016 to 2021 (*Report to Full Council April 2016*)