



# **Somerset County Council**

## **Business Plan 2019-20**

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## **Welcome to our Business Plan for 2019/20**

This is Somerset County Council's Business Plan for 2019/20. It outlines how we will work with partners and communities to deliver the County Council's 'Vision for Somerset' in the most efficient way possible for Somerset's taxpayers.

### The County Council Vision

Our Vision is all about improving lives in Somerset by creating:

- A thriving and productive County that is ambitious and confident.
- A County of resilient, well-connected and compassionate communities working to reduce inequalities.
- A County where all partners actively work together for the benefit of our residents, communities and businesses and the environment in which we all live.
- A County that provides you with right information, advice and guidance to help you help yourself and directs support to those who need it most.

Our Business Plan explains how we will work towards this Vision over the next three years. We will review the Plan every year to keep it up to date.

### **Delivering the County Council Vision**

What the Council does is about making the most of the County's strengths by working together and being prepared to do things in different ways: We don't just 'fix problems'.

To deliver the Vision, we will:

- Help people to help themselves.
- Direct our resources to where they are needed most.
- Work with all our partners.

The people of Somerset have also told us what our priorities should be, which are reflected in the Vision and this Business Plan:

- Helping vulnerable and elderly people.
- Investing in Somerset's economy and infrastructure.
- Attracting jobs and more apprenticeships.

### Our strengths: What Somerset has to offer

Somerset boasts significant strengths. These are a strong foundation on which to improve lives in the county:

- Our economy is worth £11bn, the same size as Liverpool or Sheffield.
- Somerset has low unemployment and a mixed economy.
- We have many good schools.
- SCC works well with our partners. They consider us a 'partner of choice'.
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- We have a fine natural environment and rich cultural heritage.

- A wide range of voluntary and community organisations contribute immensely to residents' wellbeing.

### Somerset's challenges

Despite our strengths Somerset has challenges to overcome:

- Economic productivity that remains below the national and regional average.
- Poorer levels of public sector funding compared to other areas.
- Meeting the needs of a growing and ageing Somerset population.
- Inequalities in:
  - Educational outcomes.
  - Economic opportunity.
  - Access to services.
  - Life chances and aspirations.
- The need for more housing and infrastructure.
- Many people and communities remain digitally excluded or unable access fast and reliable broadband coverage.
- Many people suffer from poor physical or mental health and wellbeing.

### The Council's own challenges and drivers

To be properly equipped to deliver, the Council has to understand its own drivers:

- We must always put our residents at the heart of everything we do.
- We have responsibilities across a range of partnership strategies:
  - [Improving Lives Strategy](#)
  - [Heart of the South West Productivity Strategy](#).
  - [Somerset Health and Care Strategy "Fit for the future"](#).
  - [Adults' Promoting Independence Strategy](#).
  - [Children and Young People's Plan](#).
  - [Somerset Growth Plan](#).

And challenges...

- The uncertainty over the future of Local Government Funding (Fairer Funding Review (FFR), Business Rate Retention (BRR), Spending Review) makes future funding planning less certain than for the last four years.
- Continuous improvements to our Children's Services to get to 'good'.
- The Council has a wide range of statutory responsibilities which we must meet.

### **Why a Business Plan?**

The Business Plan says what the Council will do to deliver its Vision. The key to success is working with all our partners and making use of the County's many strengths and assets.

- It will focus our work on achieving better outcomes for our residents and communities.
- It helps us be informed when having to make difficult choices at a time when we have fewer resources than ever before and increasing demand for our services.

- It shows our partners precisely what our objectives are and what we are doing to achieve them.

The Business Plan also says how we will develop the capacity and capability we need.

To make the most of Somerset's strengths we will:

- Work with individuals, communities, providers, businesses, other public, voluntary and community sector organisations. We want to work collaboratively and be their partner of choice.
- Work to retain the talent that we have in the County whilst attracting the additional expertise and resources that our economy needs.
- Work with businesses to grow and develop our economy.
- Promote Somerset as a great place to live and work.

To address Somerset's challenges, we will...

- Continue to focus on prevention and early intervention.
- Work across health and care to promote people's independence and reduce unnecessary demand on services.
- Protect vulnerable children and adults and support them to achieve their potential.
- Work with our partners to provide the physical, digital and employment infrastructure that our economy and communities need.
- Work to create a County where people can aspire and achieve without being held back by their background or circumstances.
- Work with health partners and the police to tackle mental and emotional wellbeing issues and the harm they cause.
- Demonstrate Social Value and Value for Money in all that we do.

Meeting the Council's challenges

The Council must be confident, capable and financially sustainable if it is to deliver the Business Plan. So that we are equipped to deal with the challenges and grasp the opportunities ahead, we will:

- Address our financial challenge, ensure the council lives within its means.
- Make sure our internal financial and decision-making processes continue to be robust. Focus on 'getting to good' in Children's Services.
- Continuously develop and improve the way we work, find better ways of doing things and embrace new technology.
- Work with partners and communities.
- To improve outcomes, we need to make better use of high-quality information and data.

To achieve this the Business Plan sets five organisational development priorities for the Council.

- Organisational Redesign.
- Our culture and approach.
- Become a digital- and technology-enabled council.

- Effective and resilient delivery.
- Reduce demand for high-cost services.

Everyone in the Council has a responsibility to consider and reflect the Business Plan in their service planning, budget setting and performance management. Everything in the Business Plan is subject to availability of funding and our decision-making processes.

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## Delivering the County Council Vision: our Plan for 2019-20

The Business Plan contains four strategic outcomes that show what the Council will focus on to deliver its Vision and improve lives. Beneath each strategic outcome sits four key priorities and a range of activities. By lining up these activities, priorities and strategic outcomes with the Vision we can plan ahead, monitor progress and above all ensure that we are working within our financial means.

The Business Plan shows our strong ambitions. This means that some activities are aspirational, and funding will need to be secured and formal decisions taken before they can begin.

<b>A county infrastructure that drives productivity, supports economic prosperity and sustainable public services</b>	<b>Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment</b>	<b>Fairer life chances and opportunity for all</b>	<b>Improved health and wellbeing and more people living healthy and independent lives for longer</b>
<ol style="list-style-type: none"> <li>1. Ensure that the Council is financially sustainable and:               <ul style="list-style-type: none"> <li>○ Has sustainable services.</li> <li>○ Makes decisions based on evidence and need.</li> <li>○ Has the organisational, people and digital capacities and capabilities to deliver efficiently and effectively.</li> </ul> </li> <li>2. Enable economic and housing growth by:               <ul style="list-style-type: none"> <li>○ Maintaining and improving transport infrastructure and digital connectivity.</li> <li>○ Working more effectively with developers and District Council planning colleagues.</li> </ul> </li> <li>3. Create the climate for enterprise and innovation that businesses need to grow and collaborate.</li> <li>4. Deliver the Heart of the South West Productivity Strategy and influence the local Industrial Strategy for the benefit of Somerset.</li> </ol>	<ol style="list-style-type: none"> <li>1. Support development of stronger communities including working with them to increase their resilience and create the right conditions for them to thrive and help each other.</li> <li>2. Work with partners and communities to protect and enhance the environment, manage our water better and produce less waste.</li> <li>3. Make sure that Somerset remains a safe place to live, work and visit.</li> <li>4. Support and promote enjoyment of Somerset's rich heritage, culture and natural environment.</li> </ol>	<ol style="list-style-type: none"> <li>1. Tackle inequalities and poor social mobility across Somerset so everyone can realise their potential and give more to our economy and society.</li> <li>2. Maintain the Council's focus and commitment to make Somerset a place where all children are healthy, safe, and have good physical and emotional wellbeing.</li> <li>3. Ensure all children in Somerset have access to high quality schools, high quality educational, professional and support services, teachers and leadership teams.</li> <li>4. Equip Somerset's workforce of the future with the skills they need and enable them to aspire and achieve in Somerset's economy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Explore, define and implement robust health and social care integration.</li> <li>2. Focus efforts on prevention and improving health and wellbeing outcomes, especially for those in greatest need.</li> <li>3. Foster an environment which promotes healthier choices and supports people to take responsibility for their own health and wellbeing.</li> <li>4. Support people to remain independent and within their homes and communities, without formal social care support wherever possible and for as long as possible.</li> </ol>

**Strategic Outcome**

A county infrastructure that drives productivity, supports economic prosperity and sustainable public services

**Priority**

**1. Ensure that the Council is financially sustainable and:**

- **Has sustainable services.**
- **Makes decisions based on evidence and need.**
- **Has the organisational, people and digital capacities and capabilities to deliver efficiently and effectively.**

**Activity to deliver this priority**

The Council's top priority of being a financially sustainable remains. To achieve this, we will:

- Focus primarily on delivering financial sustainability during this financial year.
- Implement the Medium-Term Financial Plan (2019-22) and plan early for the next MTFP (2020-2023)
- Lobby Central Government and other funding providers
- Seek grant and partnership funding.

Provide financial support, guidance and governance to key economic and environmental projects.

Develop a transformation plan and adhere to financial parameters supported by:

- Developing a strategy for managing demand in high-cost services.
- Providing robust challenge and financial control.

Commence discussions on local government review for Somerset.

Embed our People Strategy to improve the way we work with stakeholders.

Implement our library redesign programme to provide a modern and sustainable libraries service.

Complete County Hall A Block accommodation project to release revenue funding as part of asset rationalisation.

Work with Somerset District Councils and other partners to manage the investment of a Somerset growth and productivity fund, financed by the 2019/20 Somerset Business Rates pilot.

Provide Business Intelligence and other management information to support better outcomes, through:

- The use of the JSNA in SCC's Commissioning Processes.
- Effective commissioning and delivery of services based on need.
- Effective management information to monitor performance.

Ensure our IT systems promote and enhance collaborative working and data sharing with

public sector and other partners.
Develop and embed a Data Strategy that works in common with our partners.
Find new ways to map data at levels that support better, more focussed commissioning and decision-making.
<p>Improve our asset management across the Corporate Property estate:</p> <ul style="list-style-type: none"> <li>• Manage the Council's property estate to make the most efficient use of our buildings and land, including rationalising our estate, sharing space and generating income.</li> <li>• Reducing costs and generating income through making our estate sustainable.</li> </ul>

<b>Priority</b>
<p><b>2. Enable economic and housing growth by:</b></p> <ul style="list-style-type: none"> <li>○ <b>Maintaining and improving transport infrastructure and digital connectivity.</b></li> <li>○ <b>Working more effectively with developers and District Council planning colleagues.</b></li> </ul>
<b>Activity to deliver this priority:</b>
Deliver phase 2 of the Connecting Devon and Somerset Programme to roll-out superfast broadband to more homes and businesses.
<p>Deliver highways improvements, including:</p> <ul style="list-style-type: none"> <li>• Colley Lane in Bridgwater.</li> <li>• Junction 25 of the M5.</li> <li>• Western Corridor, Yeovil.</li> <li>• Develop Toneway</li> </ul>
Continue to press for improvements to the A303/A358 and rail services to and from Somerset.
Undertake Department for Transport Band 3 Assessment.
Work with the rail sector to deliver improvements to stations including at Taunton and Bridgwater.
Develop stronger communities by enabling delivery of infrastructure that supports economic and housing growth and community wellbeing.
Work with our District Council partners to deliver the access and education improvements funded by the Housing Infrastructure Fund.
Work with the Somerset Rivers Authority on new or improved infrastructure for economic benefit.
Embed a Sub-Regional Transport Board for the south west peninsula to lead on strategic transport issues that improve regional productivity and drive economic growth and ensure effectiveness.

<b>Priority</b>
<b>3. Create the climate for enterprise and innovation that businesses need to grow and collaborate.</b>
<b>Activity to deliver this priority:</b>
<p>Deliver enterprise and innovation space for new and growing businesses to develop. This could include:</p> <ul style="list-style-type: none"> <li>• New enterprise Centres at Bruton, Wiveliscombe and Wells. Examine feasibility of future scheme at Ilminster / Chard.</li> <li>• Phases of the Somerset Energy Innovation Centre.</li> <li>• Taunton Geovation Hub / Digital Innovation Centre.</li> <li>• The Somerset Grow-on Programme.</li> <li>• Working with partners to deliver the Huntspill Enterprise Zone and Energy Centre.</li> </ul> <p>Deliver the iAero centre in Yeovil to drive innovation in the south west's aerospace industry.</p>

<b>Priority</b>
<b>4. Deliver the Heart of the South West Productivity Strategy and influence the local Industrial Strategy for the benefit of Somerset.</b>
<b>Activity to deliver this priority:</b>
<p>Work with the Local Enterprise Partnership to develop a Local Industrial Strategy (LIS) for the Heart of the South West consistent with the version of the Productivity Strategy. Develop a pipeline of Somerset investment consistent with core priorities of the LIS.</p> <p>Work with partners to identify opportunities in addition to the LIS to deliver priorities from the Productivity Strategy that improve skills, enterprise and infrastructure in Somerset.</p>

**Strategic Outcome**

Safe, vibrant and well-balanced communities able to enjoy and benefit from the natural environment

**Priority**

**1. Support development of stronger communities including working with them to increase their resilience and create the right conditions for them to thrive and help each other.**

**Activity to deliver this priority:**

Increase the effectiveness of the voluntary, community and social enterprise sector, by:

- Supporting a greater role for the Voluntary, Community and Social Enterprise sector.

Work with partners and communities to make Somerset a more inclusive county for vulnerable children and adults and provide access to the right advice, guidance and support to improve the resilience of parents and carers.

Work with partners to improve practice and outcomes in our Early Help work.

Adoption of neighbourhood approach to:

- Promote independence, empower communities and support people in their community wherever possible.

Develop stronger, more resilient communities by building on local resources including:

- Embed and establish public health nursing within SCC.
- Community Connect.
- Village Agents.
- Community use of libraries.

Work with communities to increase community transport options.

Manage our contracts with partners to ensure they deliver the outcomes our communities need.

Provide access to the right advice and information and facilitate greater customer self-service via digital channels. Enabling our customers to resolve their problems quicker and ensuring our communities become more self-sufficient.

Increase business contributions to the Somerset Fund.

Seek to extend peer support programmes in public health services.

Development of a cross-generational place-based approach to improving lives.

Priority
<b>2. Work with partners and communities to protect and enhance the environment, manage our water better and recycle more waste</b>
Activity to deliver this priority:
Deliver our duties as Lead Local Flood Authority with responsibility for local sources of flooding. Continue supporting the work of the Somerset Rivers Authority [SRA] partnership and deliver additionally funded projects, such as Sponge, to promote sustainable drainage and reduce the impact of flooding.
Continue to Lobby Government to put the SRA on a sustainable financial basis.
Work with Somerset's District Councils and wider partners to develop a Somerset wide Climate Change Strategy and progress to making Somerset Carbon Neutral by 2030.
Through the Somerset Waste Partnership deliver the Recycle More Project increase the opportunities for residents to recycle plastics and other materials.
Ensure the impacts of minerals and waste developments on our environment are properly mitigated through the planning system.
Implement a strategy and timetable for Somerset to become a single-use plastic free authority.

Priority
<b>3. Make sure that Somerset remains a safe place to live, work and visit.</b>
Activity to deliver this priority:
Ensure that work effectively with partners, especially health and the Police, to secure improved safeguarding outcomes for children.
Delivery of 'Our Plan' the joint community safety plan for 2017-2021 which includes Safer Somerset Partnership and the Police and Crime Commissioner.
Work with communities and partners to reduce exploitation of vulnerable residents, especially frauds and scams targeting the elderly and vulnerable.
Redefine the Vulnerability Pathway for those socially excluded.
Undertake thematic reviews of families displaying multiple vulnerabilities.
Deliver high-quality commissioned services that help people stay and feel safe.
Work with partners to prevent the risk of radicalisation and extremism in Somerset and its residents by embedding Prevent training for all specified authorities.
Work with particularly vulnerable communities to strengthen infection control, to reduce burden

on health and social care services and improve outcomes.

Work with the Somerset Local Authorities Civil Contingencies Unit and Local Resilience Forum to:

- Increase partners' overall resilience.
- Maintain the wellbeing of Somerset's communities and most vulnerable people.

Work in partnership to ensure that adult safeguarding arrangements are efficient and effective, and that people who are unable to keep themselves safe are supported in the least invasive way.

## Priority

### 4. Support and promote enjoyment of Somerset's rich heritage, culture and natural environment

#### Activity to deliver this priority:

Encourage individuals and communities to get involved in Somerset's heritage.

Support community and cultural activities and events to improve quality of life and people's enjoyment of their free time.

Support and promote the leisure, health and wellbeing value of our natural environment, and make it accessible to all.

Use Council assets to facilitate enjoyment of the County, including:

- Libraries.
- Dillington House.
- Kilve Court.
- Greatwood
- Charterhouse

Provide opportunities for vulnerable groups through the services we provide and our contracts.

Consider social value across all commissioning, procurement and partnership activity.

Support the development of new park runs.

Increase the number of schools using Somerset Outdoor and Residential Services (SORLS) / outdoor facilities including the Shed at Frogmary Farm to engage with the natural environment.

## Outcome

### Priority

**1. Tackle inequalities and poor social mobility across Somerset so everyone can realise their potential and give more to our economy and society.**

### Activity to deliver this priority:

Have a coherent vision amongst stakeholders for children's and lifelong learning to reduce gaps in educational attainment.

Work with institutions and stakeholders to focus on increasing the educational achievement of children in Somerset.

Improve educational attainment of all vulnerable groups.

Increase the proportion of children who are 'school ready'.

Support the West Somerset Opportunity Area Action Plan to increase social mobility and opportunity in the district and learn lessons for the County.

Promote and support digital inclusion throughout the County and within the County Council, empowering our residents to help themselves wherever possible.

Work with EDF Energy and the Hinkley Point businesses to ensure that the Hinkley Point C project delivers opportunities for local people.

Support the work of the Education and Business Partnership with the Somerset Chamber of Commerce.

With partners, enhance people's ability to make the best use of opportunities available to them through:

- The South West Heritage Trust.
- Libraries.
- Schools (including Independents).
- Carers and care providers.

Encourage gender-pay gap transparency amongst partners and providers.

Remove barriers for those on the edge of the labour market.

Promote and support digital inclusion throughout the County and within the County Council:

- School nurse digital offer by 2020.

### Priority

<b>2. Maintain the Council's focus and commitment to make Somerset a place where all children are healthy, safe, and have good physical and emotional wellbeing.</b>
<b>Activity to deliver this priority:</b>
<p>Improve the emotional wellbeing and mental health of children and young people, in particular:</p> <ul style="list-style-type: none"> <li>Supporting the Somerset wide system to review the commissioning of Child and Adolescent Mental Health Services.</li> </ul>
Implement the new 'Working Together' guidance and develop the new safeguarding partnership arrangements.
Implement the new child death overview arrangements (pan-Dorset and Somerset).
Improve the consistency of social work practice.
Through our Sufficiency Statement, increase the range and quality of local care placements for Children Looked After.
Delivery of Zing Somerset physical activity and healthy eating support and advice delivered for all ages at a community level.
Improve the health and wellbeing of children and young people, through improved joint working with the CCG around joint pathways for children from prevention through to treatment and longer-term management.
Deliver the National Health Child Programme – which ensures the best start for every child in Somerset.
Promote healthier lifestyles for children and develop support for schools to promote the health and wellbeing of children and young people.
Work with schools to maintain safe practices and environments in the County's schools and academies.

<b>Priority</b>
<b>3. Ensure all children in Somerset have access to high quality schools, high quality educational, professional and support services, teachers and leadership teams.</b>
<b>Activity to deliver this priority:</b>
Renew our 0-25 SEND Strategy, including a strong approach to transitions.
Manage and deliver the schools and early-years building programme over the next five years.
Develop support for schools to promote the health and wellbeing of children and young people through the use of the Wellbeing Framework.
Improve transitions for children going through the education system.
Build on the existing programme of teacher training and apprenticeships to deliver a high-

quality education workforce that meets the needs of Somerset's early years settings and schools.
Coordinate and monitor school improvement arrangements in Somerset.
Increase leadership capacity in the education system.
Support schools to provide effective careers advice.
Improve schools' commissioning capacity and capability.
Work with partners and communities to improve outcomes at Early Years Foundation Stage.

<b>Priority</b>
<b>4. Equip the workforce of the future with the skills they need and enable them to aspire and achieve in Somerset's economy.</b>
<b>Activity to deliver this priority:</b>
Ensure that all children and adults, especially those who are vulnerable, have pathways into employment, further education or training, including through: <ul style="list-style-type: none"> <li>• The Education Business Partnership.</li> <li>• Developing digital skills.</li> <li>• Other social value and work experience schemes.</li> <li>• Provide more key skills training, particularly for young people and adults.</li> </ul>
Recruitment of Social Workers.
Work with partners to create an attractive Higher Education Provision across Somerset.
Work with partners to develop Productivity Strategy programmes on skills and workforce development.
Work with our partners to increase the numbers of apprentices in Somerset.
Develop our apprenticeship and graduate offer and increase the number of apprentices at SCC.

<b>Strategic Outcome</b>	Improved health and wellbeing and more people living healthy, safe and independent lives for longer
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<b>Priority</b>
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<b>1. Explore, define and implement robust health and social care integration</b>
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<b>Activity to deliver this priority:</b>
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Further develop joint commissioning arrangements between the council, Clinical Commissioning Group and NHS England to provide more effective and joined-up health and social care. By:

- Developing a joint Health and Social Care Strategy (Fit for my Future), focusing on prevention and offering people the care they need closer to their homes.
- Developing a joint approach to the commissioning of emotional health and wellbeing and mental health services.
- Develop a children’s commissioning approach across health, education and social care.

Continue to provide leadership to organisational change and development in children’s social care, education and social care for adults.

<b>Priority</b>
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<b>2. Focus efforts on prevention and improving health and wellbeing outcomes, especially for those in greatest need.</b>
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<b>Activity to deliver this priority:</b>
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Take full advantage of opportunities to support vulnerable young people and adults’ access to employment, housing and leisure.

Develop the “Stop Smoking Support” offer.

Develop the ‘Team Around the School’ model to provide consistently high-quality outcomes.

Lead the commissioning and delivery of open access integrated sexual health services across the health and social care system, to ensure continually improving outcomes.

Expand the community development approach to promoting healthy eating and physical activity to new areas.

Develop a programme of work around Cardio Vascular Disease prevention.

SCC to progress towards Unicef Baby Friendly gold standard award.

<b>Priority</b>
<b>3. Foster an environment which promotes healthier choices and supports people to take responsibility for their own health and wellbeing.</b>
<b>Activity to deliver this priority:</b>
Work with partners and stakeholders to refresh identify priorities and the 10-year outcomes to improve the lives of the population.
Continue to work with partners to tackle health inequalities, review health checks for children looked after and the uptake of child development reviews at 2 in the most deprived communities and sexual health training for people working with learning disabilities. .
Support children and young people to make informed life choices using the chat health application as a digital solution to support public health nursing.
Provide advice, guidance and support to improve the resilience of parents and carers.
Maintain a focus on high-performing drug and alcohol treatment services, and other action, to tackle the harm caused by substance misuse.
Through the self-harm multiagency group implement a self-harm protocol to reduce self-harming behaviours in Children and Young People.
Work with partners to develop the Somerset Housing Strategy.

<b>Priority</b>
<b>4. Support people to remain independent and within their homes and communities, without formal social care support wherever possible and for as long as possible.</b>
<b>Activity to deliver this priority:</b>
Work to ensure that people have easy access to solutions to their problems and can achieve good outcomes without needing formal care.
Work with health partners to enable the speedy discharge of patients from hospital and ensure that: <ul style="list-style-type: none"> <li>• They achieve the best possible outcomes.</li> <li>• Are supported by timely, targeted and effective reablement.</li> </ul>
Improve the Local Offer for young people 18-25 (SEND and leaving care).
Work collaboratively with our provider market, health commissioners and the CQC to ensure the quality of local provision is closely monitored and enhanced.
Ensure there is timely, targeted and effective use of reablement and rehabilitation, including use of assistive technology, which has a focus on enabling independence and avoids the over-prescription of care.

Reduce the use of long-term residential care and target nursing care for those with the most complex needs.

Adopt a community development approach to commissioning which nurtures community care, responds to identified need and offers people a great choice of local, flexible services and support.

Improve work flow and enhance practice so our staff are able to respond to people's needs in a timely and effective way.

Be an effective first point of contact for the public and professionals, ensuring all conversations are person centred, strength-based and solution focused.

Secure sufficient, personalised home care and support delivered where and when people need it.

Work with partners to implement falls prevention.

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## Meeting the Council's challenges: sustainability, quality and focus

Council must be confident and capable if it is to deliver the Vision and Business Plan. These organisational priorities fall into five broad categories and a set of activities that will equip it to deal with the challenges, and grasp the opportunities, ahead. The Council will use them to develop and deliver its Service Plans.

### Organisational Re-Design

Activity to deliver this priority:
Deliver baseline financial information around existing activities.
Advise on costs of proposed new arrangements and identify benefits and risks.
Identify risks around what we will no longer be doing.
Hold rigor around the existing whilst moving towards the new. Comparing old with new.
Ensure redesign does not adversely impact Central Government returns.

### Our culture and approach

Activity to deliver this priority:
Communicate and embed our People Strategy across the Council and with the communities and organisations we work with.
Embed the Commissioning Operating Model and commissioning approach across the council and with partners, including: <ul style="list-style-type: none"><li>• Developing and implementing the Commissioning Gateway.</li><li>• Delivering Somerset Academy Cohorts 2 and 3.</li><li>• Commissioning learning and development activity.</li></ul>
Embed an evidence-led approach to commissioning and decision-making, supported by effective performance management.
Ensure we commission or deliver safe, effective services that are focussed on improving outcomes and meeting statutory duties.
Retain a positive reputation for the Council and good customer satisfaction.
Aim to deliver the best customer service.
Communicate and campaign with the public to deliver the County Vision.
Communicate, engage and consult with the public on our plans, especially those with protected characteristics.
Build positive relationships between Councillors and officers.
Create and deliver a Leadership Development programme, starting with our Senior Leadership

Team.
Develop and embed a core set of leadership attributes across the organisation.
Embed a prevention and demand management approach across Somerset County Council

## A digital- and technology-enabled council

<b>Activity to deliver this priority:</b>
Roll out our Cloud First ICT strategy to increase resilience and better data security.
Fully exploit and embed our technology to deliver productivity improvements and behaviour change, enabling greater capability and capacity in the organisation.
Develop a Digital Strategy to lead transformation across the council.
Integrate asset management data and functionality into corporate ICT systems.
Deliver the Digital Customer initiative, empowering digital customers by: <ul style="list-style-type: none"> <li>• Redesigning of customer interactions to increase online transactions</li> <li>• Increase online self-help and signposting</li> <li>• Reduce failure demand</li> <li>• Increase customer satisfaction</li> </ul>

## Effective and resilient delivery

<b>Activity to deliver this priority:</b>
Retain and improve financial management including: <ul style="list-style-type: none"> <li>• Avoiding and addressing overspend.</li> <li>• Dealing with third party spend through effective procurement and contract management including: <ul style="list-style-type: none"> <li>○ Proactive management of significant supplier relationships.</li> <li>○ Pursuing opportunities for collaborative procurement with partners.</li> </ul> </li> <li>• Freeing the Council from internal process and burdens that are not sustainable, serve little purpose or do not support outcomes.</li> <li>• Identifying and acting upon commercial opportunities.</li> </ul>
Through the Council's Asset Management Plan make best use of County Council assets to support accessible, responsive and sustainable services.
Implement and deliver our commercial approach to asset management, specifically to: <ul style="list-style-type: none"> <li>• Exploit commercial investment and revenue generating opportunities.</li> <li>• Maximise income from selling assets, including for development purposes.</li> </ul>
Meet our Constitutional and statutory requirements for reporting, decision-making and

transparency.

### **Reduce Demand for High Cost Services**

#### **Activity to deliver this priority:**

Improve work with parents with drug and alcohol abuse and mental health issues that affect their parenting.

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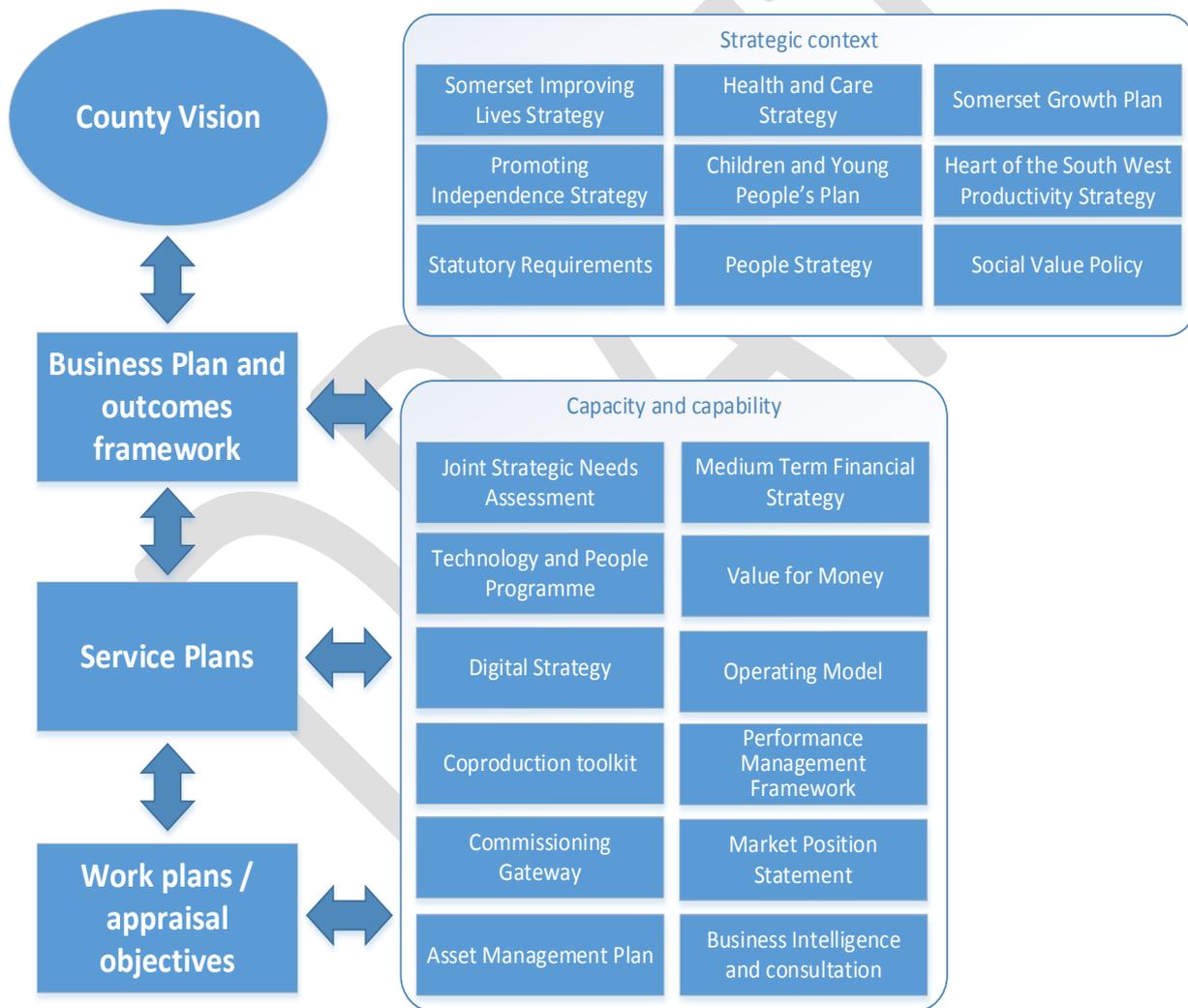
## Delivering the Business Plan

Everything we do must support delivery of the activities, priorities and strategic outcomes in the Business Plan. If not, we must ask ourselves whether what we are doing is necessary.

## Service Planning

The Business Plan has a key role in Service Planning. It creates a ‘golden thread’ from the Vision to individual Service Plans and performance management.

High-level measures for each priority will show how success will be seen at a strategic outcome and priority level. Service Plans identify specific metrics for each activity or intention. The diagram below shows the relationship between the Business Plan, performance management and service planning.



## Using the tools available to us

There are a wide range of strategies, tools and approaches that support and guide all that we do. This diagram shows the strategic context that we work in, and the key capacity and capability tools that should be used to design and deliver the most appropriate services – including finding ways for a service to be provided in the community.