

# Council Plan 2020 - 24



## Our Vision for South Somerset

A naturally beautiful and sustainable environment, which also allows business to flourish and good homes to be delivered. A place where our communities are safe, vibrant and healthy and have access to exceptional cultural and leisure activities.



# 2020 - 24



## Our Values



**Customers first** - Designing plans and services around our customers



**Community at heart** - Enabling residents to support our communities and the environment we live in



**Open and transparent** - Actively communicating, engaging and listening to feedback



**Innovative** - Embracing innovation and technology to improve customer service and facilitate access to council services for all who need it



**Getting things done** - Empowering dedicated and flexible employees and elected members focussed on delivery



**Working collaboratively** - Working with partners to enhance outcomes for our communities

# Our Aims

South Somerset District Council One Team, Ambitious for South Somerset.

## Great to work for

- \*Agile and empowered staff
- \*Inspiring people



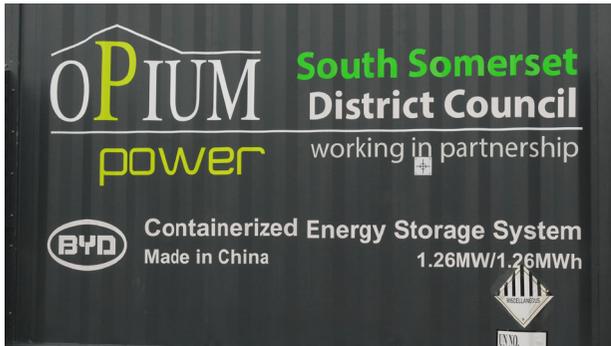
## Leading the way

- \*Modern and resilient
- \*Adaptable to change
- \*Technology enabled



## Excellent to work with

- \*Business-like organisation
- \*Efficient and effective



## Delivering for our communities

- \*Resilient services
- \*Customer focused
- \*Data driven
- \*Proactive



# Annual Action Plan 2020/21

## Council Plan themes and Areas of focus for 2020/21



### Protecting Core Services

To ensure a modern, efficient and effective council that delivers for its communities, we will:

- Deliver a high quality, effective and timely service to our customers and communities
- Take a more commercial approach to become self-sufficient financially
- Become an employer of choice, attracting talent into the organisation
- Use customer and staff feedback to ensure that we continue to improve
- Investigate emerging technologies and their potential for improving our performance
- Harness intelligence to ensure priorities are informed by evidence
- Predict the peaks and troughs in demand for our services, to direct resources appropriately management information



### Economy

To make South Somerset a great place to do business, with clean inclusive growth and thriving urban and rural businesses, we will:

- Regenerate our town centres and high streets, unlocking key sites
- Encourage start-ups, support existing businesses, and attract inward investment
- Foster technology innovation and the skills required by our key industries
- Help communities access high speed broadband and improved mobile technologies
- Support improvements to road and rail
- Encourage green technologies and approaches to decarbonise our economy
- Ensure availability of appropriate employment land
- Pilot approaches to improve rural productivity, including flexible affordable transport
- Enhance visitor experience and income from tourism

\*Social value delivers improved economic, social and environmental wellbeing from public sector contracts



### Environment

To keep South Somerset clean, green and attractive and respond to the climate emergency we will work in partnership to:

- Implement the Environment Strategy action plan
- Adopt and commence delivery of an Open Spaces strategy. Maintaining and improving the provision and quality of open spaces and parks for people and wildlife
- Promote recycling and minimise waste
- Keep streets and neighbourhoods clean and attractive
- Continue to support long term flood resilience
- Promote a high-quality built environment in line with Local Plan policies
- Support communities to develop and implement local, parish & neighbourhood plans



### Places where we live

To enable housing and communities to meet the existing and future needs of residents and employers, we will work to:

- Enable sufficient housing in appropriate places to meet community needs
- Maximise the number of affordable homes including providing more affordable homes to support rural economies and communities
- Give excellent support to people at risk of homelessness
- Support communities to develop and implement Community Land Trusts
- Match life long independent living with appropriate property solutions
- Ensure development which is sustainable, where people want to live and communities can thrive



### Healthy, Self-reliant Communities

To enable healthy communities which are cohesive, sustainable and enjoy a high quality of life, we will:

- Embed social value\* into all processes and activities to ensure we maximise the support we give to our communities
- Work with partners to keep, and help our residents feel safe in their homes and communities
- Work with partners to reduce the impact of social isolation and create a feeling of community
- Work with partners to support people in improving their own physical and mental health and wellbeing
- Enable quality cultural, leisure and sport activities
- Support residents facing hardship
- Help tackle the causes of economic exclusion, poverty and low social mobility
- Support older people to live and age well by increasing independence, reducing loneliness, and improving financial security

# Priority Projects for 2020-21

To meet our core aim of:



Protecting  
Core Services

1. Fully realise the benefits of Transformation and further embed the Commercial Strategy



Economy

2. Progress implementation of the Chard regeneration project
3. Continue the refresh of Yeovil Town Centre
4. Progress project to aid the regeneration of Wincanton Town Centre



Places where we live

5. Develop proposals to accelerate the delivery of key housing sites and associated infrastructure



Healthy, Self-reliant  
Communities

6. Assess options for improving community transport links
7. Develop proposals to support struggling families and help address child poverty and low rates of social mobility in the district



Environment

8. Accelerate action to adapt to and mitigate the effects of climate change and extreme weather

# Priority Project 1: Fully realise the benefits of Transformation and further embed the Commercial Strategy



## Desired 2020/21 project outcomes:

- To deliver ongoing net savings of £2m per year by April 2021 through building a portfolio of commercial property investments with the original approved Fund Total of £75m
- Secure £1,350k net additional annual revenue from a second tranche of £75m capital investment by end of March 2022
- Successful transformation programme closure
- Transfer of capabilities and ongoing digital change activity to "Business as Usual", through the delivery of a new Digital Strategy starting in 2020

## 2020/21 Key Milestones\*



- SSDC Trading Company live and trading
- Fees and charge review started across Council
- Roll out of new service business plans to maximise commercial efficiencies of services
- Formal closure of Transformation Programme
- Transition of Hub to Digital services, as part of the Digital Strategy implementation
- Transformation benefits realisation and closure report
- New catalogue of tradable services published to both private and public sector organisation
- Implement commercialisation training for Staff
- New websites and marketing plans for Commercial services including Yeovil Innovation Centre, Countryside and Leisure, Crematorium
- New digital online booking system implemented for leisure and countryside services
- Bench marker for fees and charges available for 2021/22

### Overall/Annual:

- Respond to opportunities to extend and develop investment portfolio and tradable service
- Following programme closure, benefits realisation will be ongoing for 2-4 years

\*Milestones will be refined over the course of the year

# Priority Project 2:

## Progress implementation of the Chard regeneration project



2

### Desired 2020/21 project outcomes:

- Start construction works on the Chard leisure centre. This will be a circa 18 month building project, currently scheduled for completion in August 2021.
- Progress the residential development elements of the Chard Regeneration Scheme
- Improve the public realm of Chard High Street

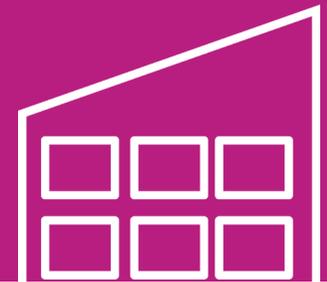
### 2020/21 Key Milestones



- Construction work on the proposed leisure centre to start in spring 2020
- Detailed cost plan to support the residential conversions developed
- Planning application to cover the residential conversions of Boden and Holyrood Mills submitted
- Maintain progress on the leisure centre building project to ensure completion is on track for August 2021

# Priority Project 3:

## Continue the refresh of Yeovil Town Centre



### Desired 2020/21 project outcomes:

#### Public Realm

- An adopted Public Realm design guide (P1)
- An adopted detailed design incl. full technical detail which will provide the foundation for delivering the individual project areas (P2 –P6)
- Start on the implementation of the public realm improvement

#### Transport

- An adopted Yeovil Town Centre Access Strategy providing the basis for future transport infrastructure investments (T1)
- An adopted Local Walking and Cycling Infrastructure Plan (LWCIP) providing the basis for future investment in cycling and walking infrastructure (T10)
- Car parking action plan (T9)
- Permanent Traffic Regulation Order to facilitate Public Realm schemes

#### Funding

- Successful bid to the Government 'Future High Streets Fund' and receipt of finance

#### Development

- Facilitate an outline planning permission for redevelopment of Glovers Walk
- Develop a strategy for the disposal of surplus Council assets

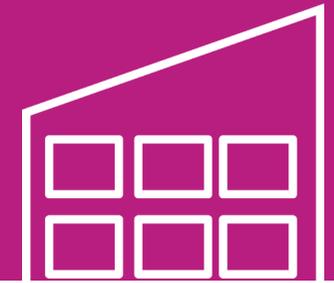
### 2020/21 Key Milestones



- Create Public Realm Framework to engage contractors
- Create parking action plan for adoption
- Commence construction of public realm works
- Create funding package for workspace scheme
- Complete formal adoption of Access/LCWIP strategy
- Implement bus routes approach agreed in access strategy
- Design the town centre walking & cycling interventions identified in LCWIP/Access strategy
- Implement agreed actions of parking strategy (install charging points if a specific needed)
- Commence construction of walking network
- Commence construction of cycling network
- Complete 2 sections of public realm project
- Commence delivery of workspace

# Priority Project 4:

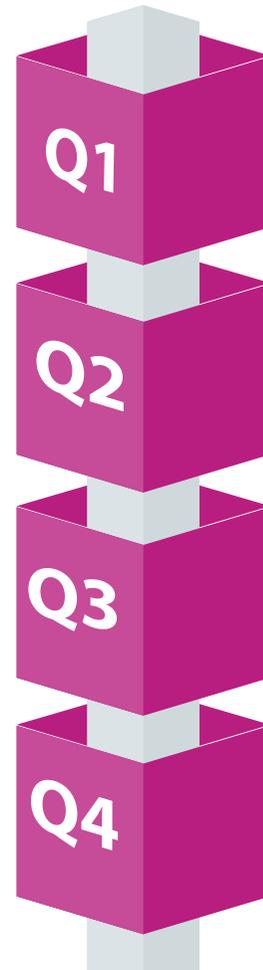
## Progress project to aid the regeneration of Wincanton Town Centre



### 4 Desired 2020/21 project outcomes:

- Develop a register of vacant/under used town centre properties and liaise with site owners
- Focus on the old health centre and supporting the museum's expansion plan/options for library enhancement/relocation
- Undertake the lead in work for commissioning design proposals for public realm and street lighting scheme
- Develop an events programme
- Review the potential to attract an anchor to the town not solely to retailing.

### 2020/21 Key Milestones\*



- Commission work in relation to Priority Project 1 that seeks to identify and stimulate end usage for underused commercial assets in the town.
- Investigation complete on stimulating events programme for town
  
- Appointment of designers for the detailed public realm design work
  
  
- Completion of public realm design work
  
  
- Complete review of options for attracting an anchor draw for the town centre

\* Milestones will be subject to approval by the Programme Board as part of the project planning process

# Priority Project 5:

## Develop proposals to accelerate the delivery of key housing sites and associated infrastructure



# 5

### Desired 2020/21 project outcomes:

- To secure sufficient housing to meet our established housing need which is set out in the Local Plan
- To achieve a mix of housing types for all tenures, including Affordable Housing
- To secure appropriate and necessary associated infrastructure
- To work with developers to ensure stalled sites are brought forward

### 2020/21 Key Milestones\*



- Consider the findings of the report “Accelerating housing delivery in South Somerset”
- Develop an action plan based on the set of recommendations

- Begin to implement the prioritised actions from the report

\*Milestones will be refined April 2020 following the receipt of the options report

# Priority Project 6:

## Assess options for improving community transport links



### Desired 2020/21 project outcomes:

- Report on options to address community transport gaps with high level costs including recommendations on how to:
- Improve transport access to essential services such as health-care, education, employment and recreation
- Improved transport access to opportunities for social interaction
- Improved ease of travel across the district.
- Improved links to rail travel

### 2020/21 Key Milestones\*



- Complete the consultation with existing Community Transport providers
- Complete consultation with elected Members
- Report highlighting identified issues and needs
- Costed options for addressing key gaps and issues researched and assembled
- Report presented to members

- Commence delivery of agreed option(s)

\*Milestones will be refined April 2020 following the receipt of the options report

## Priority Project 7:

Develop proposals to support struggling families and help address child poverty and low rates of social mobility in the district



### Desired 2020/21 project outcomes:

- Reduce the number of children living in poverty
- Improve the chances that a person born into disadvantage will do well at school and get a well-paid job
- Improve the quality of life for struggling families
- To reduce the number of families reaching the point of struggling

### 2020/21 Key Milestones



- Set up an expert working group
  - Agree governance arrangements
  - Scope and agree project objectives and expected outcomes
- Identify and review best practice and similar outcomes delivered elsewhere
  - Scope options to support struggling families and help deal with child poverty and low rates of social mobility
  - Quantify resources, people and financial, needed to deliver options identified
- Share outcomes of assessed options
  - Produce action plan
  - Implement quick wins activities
- Commence delivery of agreed options

# Priority Project 8:

To accelerate action to adapt to and mitigate the effects of climate change and extreme weather



8

## Desired 2020/21 project outcomes:

- To achieve a significant reduction in our carbon emissions across our own estate and operations to reduce reliance on fossil fuels
- Enable change through others to achieve a significant reduction in emissions across the geography of South Somerset to support resilient communities
- To be at the forefront of the transition to Electric Vehicles and supporting the development of charging points
- To increase the percentage of tree canopy cover across our estate and the wider district to help mitigate and adapt for extreme weather

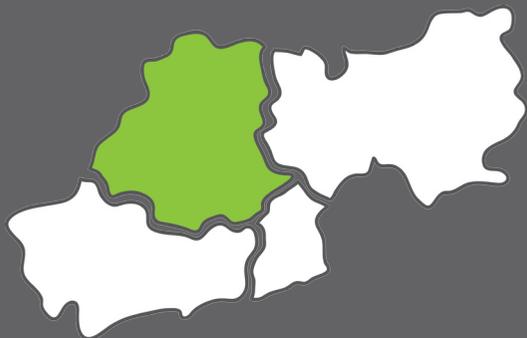
## 2020/21 Key Milestones



- Complete detailed energy audit to identify best cost options for energy reduction and renewable energy generation across SSDC estate and operations
- Update carbon calculator to track SSDC carbon footprint
- Engage with environment champions to create environment forums to promote project outcomes
- Report on key tree planting achievements; review of Great Parish Tree Giveaway
- Tender to go out for network of EV charge points across the district
- Complete business case for preferred options for energy reduction, renewable energy generation and & green energy switch
- Project group to initiate green travel plan for SSDC
- Source grant funding for SSDC and wider district tree planting initiatives
- Review corporate business continuity plans to ensure resilience against increased extreme weather events
- Capital bids if required to fund changes on energy reduction, renewable energy generation & green energy switch
- Tree planting programmes started for winter season
- Delivery programme to roll out changes on energy reduction and renewable energy generation
- Consider outputs from green travel project
- Review of tree canopy cover percentage for district
- Work to begin on EV charge network

### Overall/Annual:

- Complete audit to support the decarbonisation of homes and buildings across the district
- Develop opportunities for clean business growth across the district
- Investigate opportunities for enhancing the natural beauty of South Somerset for Green Tourism



# Area Chapter - Area North

The area chapter presents the priority work in Area North for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area North:



### Economy

- Complete signage improvements and refurbishment at Cartgate Tourist Information Centre, creating a hub for tourists and encouraging visitors to stop in Somerset
- Continue to support individual businesses including local food and drink producers
- Support local events and initiatives aimed at encouraging the footfall in local high streets
- Engage Town Councils to develop programme of investment through the Market Town Investment Group



### Environment

- Pending the outcome of a development phase application to the National Lottery Heritage Fund (March 2020) progress a delivery phase application for March 2021 focusing on a sustainable future for the heritage monument and visitor attraction at Ham Hill
- Support community led initiatives that contribute towards combatting climate change
- Re-launch the refurbished River Parrett Trail in Spring 2020.



### Places where we live

- Promote and support new Community Land Trusts where appropriate
- Complete Housing Needs Surveys when requested



### Healthy, Self-reliant Communities

- Support a range of improvements to community facilities
- Tackle social isolation by maintaining the network of volunteer led health walks through promotion, training and support
- Deliver a programme of Play days in towns/villages in Area North
- Tackle social isolation by improving community transport links
- Deliver weekly volunteering opportunities at Ham Hill Country Park



# Area Chapter - Area East

The area chapter presents the priority work in Area East for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area East:



### Economy

- Engage the large attractions and support the LICs to develop an overall destination offer for South Somerset and market through the TICs and Visit Somerset
- Work towards providing employment land and business units of appropriate sizes readily available for uptake by business and residents
- Continue to support key businesses including work with the Chamber of Commerce and other partners
- Engage Town Councils to develop programme of investment through the Market Town Investment Group



### Environment

- Support volunteers at Moldrams Ground
- Campaign to address increase in fly-tipping in the area.
- Support community led initiatives that combat climate change



### Places where we live

- Promote Neighbourhood Planning as a tool to deliver appropriate local housing
- Promote Local Housing Needs Surveys as a way of delivering appropriate housing in rural parishes. Provide practical help when requested



### Healthy, Self-reliant Communities

- Support a range of improvements to community facilities
- Continue to support the South Somerset community accessible transport scheme
- Tackle social isolation by maintaining the network of volunteer led health walks through promotion, training and support
- Deliver a programme of Play days in towns/villages in Area East.



# Area Chapter - Area South

The area chapter presents the priority work in Area South for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area South:



### Economy

- Continue to support key businesses including work with the Chamber of Commerce and other partners
- Support others to deliver Town Centre Events
- Re-locate Yeovil Tourist Information Centre creating a new visitor hub for Yeovil and South Somerset
- Develop opportunities for joint working between the family history research centre and the Community Heritage Access Centre to increase research and promote through Visit Somerset



### Environment

- Support the Country Park to enhance biodiversity at Yeovil Country Park
- To deliver the extension to the Ninesprings building to maximise community potential from schools, groups, café visitors and include new heritage and visitor displays
- Deliver sessions that celebrate the heritage and natural history of Yeovil and Ham Hill whilst also increasing and diversifying volunteering opportunities
- To develop Milford Valley into an ecological site
- Support community led initiatives that contribute towards combatting climate change



### Places where we live

- Promote and support new Community Land Trusts and community led housing initiatives.
- Support rural parishes in Area South with Housing Needs Surveys when requested.



### Healthy, Self-reliant Communities

- Work towards replacement of current wheeled play facilities in Yeovil
- Support the delivery of community facilities at Wyndham Park (subject to detailed land negotiation)
- Deliver a diverse public events programme at Yeovil Country Park
- Support Yeovil Town Council's organisation and delivery of VE day celebrations at Yeovil Recreation Centre
- Finalise funding package for pavilion improvements at Yeovil Recreation Centre, construct a new community space and café to open in Summer 2020
- Work with partners to develop and deliver wellbeing projects at Yeovil Country Park
- Target support with partners to tackle health inequality
- Deliver the National Play Day
- Organise events at Yeovil Recreation Centre including celebrations of Euro 2020 and the Olympics 2020
- Develop engagement programmes at Yeovil Recreation and encouraging participation in hard to reach groups



# Area Chapter - Area West

The area chapter presents the priority work in Area West for the coming year. Many of the projects are led by others working in our communities and SSDC will take an enabling approach to provide advice and practical support to help others deliver.

Area+ teams are made up of officers from across the council with specific knowledge, skills and experience needed to support the delivery of the Area Chapter. Details of the Area+ team, key activities, and milestones to be presented in the delivery plan.

## Key priorities for Area West:



### Economy

- Attract tourists and increase spend in and visits to the area and wider district. Engage with attractions and providers to offer a cohesive destination packages to visitors through the TICs and LICs
- Continue to support individual businesses and associations/ Chambers of Trade/Town Teams
- Supporting rural diversification
- Engage Town Councils to develop programme of investment through the Market Town Investment Group
- Complete gateway highway improvement scheme - Chard Fore Street



### Environment

- Support community led initiatives that contribute towards combatting climate change
- Preserve the biodiversity and develop Chard Reservoir as a green tourism destination; investigate opportunities to improve the visitor infrastructure and information
- Continue to support the Blackdown Hills AONB
- Increase pressure to deliver Stop Line Way



### Places where we live

- Promote and support any emerging Community Land Trusts
- Complete Housing Needs Surveys when requested



### Healthy, Self-reliant Communities

- To support the Football Association to deliver a centre for football development in the Area
- To improve pitch provision in Area West and particularly in Chard
- Support a range of improvements to community buildings
- Develop a programme of public events at Chard Reservoir and deliver in partnership with the volunteer group
- Develop options to improve community transport including links to Crewkerne Station
- Support social inclusion by maintaining the network of volunteer led health walks through promotion, training and support
- Deliver a programme of Play days in towns/villages in Area West
- Provide support to local community safety groups within Area West

# Monitoring the delivery of the Council Plan - Key Performance Indicators (KPIs\*):



## Protecting Core Services

- 1) Number & % of on-line accounts (household and business) active at 6 months.
- 2) Service requests through on-line channel as a % of all service requests.
- 3) Measures for speed of decisions - Planning (weeks)  
Council tax collection (%)  
Benefits applications and changes (days).
- 4) Commercial & financial targets (property & income yields).



## Economy

- 5) % spend with (local) SMEs.
- 6) Delivery of the Economic Development Strategy



## Environment

- 7) Waste & recycling (household residual waste).
  - 8) Delivery of the Environment Strategy
- Our performance will be monitored through delivery plans.



## Places where we live

- 9) Help for and prevention of homelessness – Government measure – (numbers of people supported).
  - 10) Affordable housing completions (number of units and % of all completions).
  - 11) Delivery of the Homelessness Strategy
- Our performance will be monitored through delivery plans and the ongoing monitoring of the Local Plan.



## Healthy, Self-reliant Communities

The areas of focus under the Health and Communities theme will be achieved through strong partnership working and commissioned projects and programmes. Our performance will be monitored through delivery plans and ongoing feedback (from customers, partners and communities).

**\*These are supported by an Annual Residents Survey, locality (neighbourhood) level surveys and monitoring of complaints and feedback.**

# Monitoring performance - corporate & public reporting



**Priority Projects - reports against targets and milestones**

**Highlight reports to relevant projects / programme boards**

**Half-year report to DX / Scrutiny**



**Key performance indicators**

**Quarterly reports to DX / Scrutiny**



**Area Chapters**

**Quarterly reports to relevant Members**



**Areas of Focus**

**Monitoring and evaluation by relevant Portfolio Holders and boards for key strategies and business plans**



**End of year report to Full Council**