

North Somerset Council

Report to the Place Policy and Scrutiny Panel

Date of Meeting: 13 July 2022

Subject of Report: Place Annual Directorate Statement 2022/23

Town or Parish: YES

Officer/Member Presenting:

Alex Hearn, Assistant Director (Placemaking and Growth)

Gemma Dando, Assistant Director (Neighbourhoods and Transport)

Key Decision: NO

Reason:

Information item

Recommendations

That the panel note the Place Annual Directorate Statement for 2022/23 and the commitments made both organisational wide and directorate wide for the year ahead.

1. Summary of Report

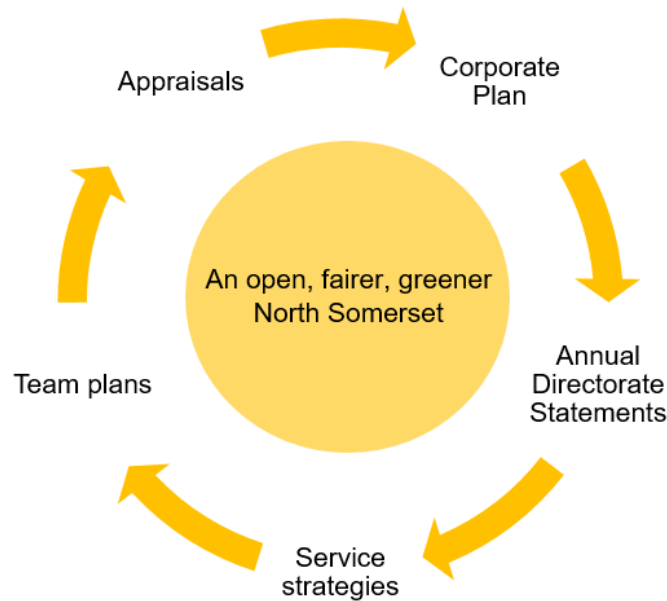
Our business planning process sets out how we are going to achieve the aims and priorities we have identified in the Corporate Plan and ultimately how we will work towards a vision of an **open, fairer, greener** North Somerset. Business planning begins with the Corporate Plan. Everything we do as an organisation should link back to this. The plan guides our work and explains why we are focusing on specific areas.

Fig 1.1: Corporate Plan summary



From the Corporate Plan we develop Annual Directorate Statements. These are the business plans for each directorate and outline the key commitments for the year ahead. Annual Directorate Statements are developed in consultation across each directorate and then inform service strategies, team plans and appraisals.

Fig 1.2: Business planning summary



2. Policy

The Corporate Plan is the council’s over-arching strategic document. It guides all cross-council policy and strategy development.

Following on from the publication of the Annual Directorate Statements each year, a Performance Management Framework is developed, including risk registers. This framework is updated and reported quarterly.

3. Details

The 2022/23 Place Annual Directorate Statement can be found in Appendix 1. Commitments within it are both business-as-usual/service improvement and transformational to give a 360-directorate view of activity and progress.

Fig 1.3 gives a summary of all organisational-wide commitments and directorate-wide commitments. Commitments specific to Placemaking and Growth and Neighbourhoods and Transport can be found in Appendix 1.

Fig 1.3: Place ADS summary

Organisational wide commitments:	
Type	Commitment
Business as usual/service improvement	Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.
Transformation	Deliver the Climate Emergency Strategy and contribute via directorate action plans.
	Deliver the Joint Health and Wellbeing Strategy action plan for 2022/23.
	Deliver the Empowering Communities and Reducing Inequalities action plan for 2022/23.
	Improve the customer journey across all channels by ensuring we have the right

Organisational wide commitments:	
Type	Commitment
	tools in place and that residents are well informed and engaged.
	Respond to national policy opportunities in the coming year to tackle inequalities including the Levelling Up Whitepaper.
	Develop the directorate transformation programmes for 2022/23 linked in to MTFP planning.
	Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.
	Deliver the People Strategy action plan for 2022/23.
	Deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.
	Deliver the Digital Strategy delivery plan for 2022/23.

Directorate-wide commitments:	
Type	Commitment
Business as usual/service improvement	Deliver directorate wide improvements including to directorate communications following the outcome of the Pulse Survey.
Transformation	Refresh the Climate Emergency Strategy and deliver any in year (2022/23) actions in the action plan
	Launch the Capital PMO as part of the council-wide PMO front door ensuring capital projects are successfully delivered.
	Deliver Asset Strategy priorities including investment in Town Hall and completion of key business cases for Castlewood, Depots and Leisure Centres.
	Enable SEE Monster successfully, including establishing a strong legacy and developing a new delivery model for the Tropicana.
	Deliver the Place elements of the Community Renewal Fund and ensure overall successful programme reporting.

The Performance Management Framework is the primary and over-arching framework to understand the organisation's performance. It follows a simple process where for each commitment we ask:

- What is the outcome we expect?
- How will we know if we have achieved it?
- What (if any) are the risks to achievement

Projects that contribute to the commitment (and their milestones) are identified alongside any outcome measures (KCPIs). They are all considered in the context of the SMART matrix:

Fig 1.4: developing the PMF

Specific	Measurable	Attainable	Relevant	Time bound
S	M	A	R	T
G	O	A	L	S
What exactly are we trying to achieve?	When will we know we have achieved it?	It is possible for us to achieve it?	Does it contribute to our Corporate Plan aims?	Are we being clear on timescales?

4. Consultation

The Corporate Plan was developed in consultation with the whole organisation and with residents. Annual directorate statements are developed in consultation with managers for each directorate and are shared with all staff for review.

5. Financial Implications

The Annual Directorate Statements are developed alongside the Medium-Term Financial Plan (MTFP) to ensure that the commitments made are within the resource envelope for the year ahead.

Monitoring the effectiveness of our financial management is then embedded within the Annual Directorate Statements. All statements include a commitment as follows: *Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.*

Costs

N/A

Funding

N/A

6. Legal Powers and Implications

N/A

7. Climate Change and Environmental Implications

All statements include a commitment as follows: *Deliver the Climate Emergency Strategy and contribute via directorate action plans.* The Place ADS also includes a commitment to refresh the current strategy and action plan.

8. Risk Management

Risk management is embedded within the business planning framework. Once the commitments have been identified for the year ahead, directorate-wide risk registers are developed. These seek to ensure we are aware of any challenges to achievement of the commitments. They are updated and reported quarterly alongside the Performance Management Framework. These risks then feed into the Strategic Risk Register which is also updated and reported quarterly.

9. Equality Implications

The Performance Management Framework identifies which commitments are 'equality commitments' and these are updated and reported quarterly. All statements also include a commitment as follows: *Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.*

10. Corporate Implications

Business planning is important to ensure we are achieving the aims and objectives within the Corporate Plan.

11. Options Considered

N/A

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Background Papers:

- Corporate Plan: <https://www.n-somerset.gov.uk/sites/default/files/2022-03/corporate%20plan%202020-24.pdf>
- Corporate Plan action plan and strategic risk register:
<https://app.powerbi.com/view?r=eyJrIjojOGYyYzVjODAtNDYyNTkwYjI4OTk2liwidCI6ImNjODFhYjIwLTNjMzYtNDUyZS1hZWE1LWI3N2lyZmRlNmZmMyJ9>
- Place Annual Directorate Statement 2022/23 (Appendix 1).

Appendix 1:



Open, Fairer, Greener

**Place Directorate
Annual Directorate Statement
2022/23**

Background

The services we provide have an impact on every resident and business in the area, not just today but in the future too. We perform best when we are clear about what we are trying to achieve. That's why good business planning is so important.

Our business planning process sets out how we are going to achieve the aims and priorities we have identified in the Corporate Plan and ultimately how we will work towards a vision of an **open, fairer, greener** North Somerset.

Business planning begins with the Corporate Plan. Everything we do as an organisation should link back to this. The plan guides our work and explains why we are focusing on specific areas. From there, Annual Directorate Statements outline the key commitments of each directorate for the year ahead to show how we will contribute to the Corporate Plan.

Annual Directorate Statements should then be used to inform Service Strategies, Team Plans and appraisals. More information and templates can be found [here](#).

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Place Annual Directorate Statement

The Corporate Plan

OUR VISION An open, fairer, greener North Somerset



Our priorities

A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To be a carbon neutral council and area by 2030
- A transport network which promotes active, accessible and low carbon travel
- An attractive and vibrant place for business investment and sustainable growth
- A broad range of new homes to meet our growing need, with an emphasis on quality and affordability

A council which empowers and cares about people

- A commitment to protect the most vulnerable people in our communities
- An approach which enables young people and adults to lead independent and fulfilling lives
- A focus on tackling inequalities and improving outcomes
- Partnerships which enhance skills, learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential

An open and enabling organisation

- Engage with and empower our communities
- Empower our staff and encourage continuous improvement and innovation
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Make the best use of our data and information
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcomes

Our values



[Link to the Corporate Plan](#)

[Link to the Action Plan, Performance Management Framework and Strategic Risk Register](#)

This Annual Directorate Statement

This Annual Directorate Statement gives the commitments that have been made organisational-wide i.e. every directorate will help contribute towards them and those that Place directorate have made to help achieve the priorities and aims within our Corporate Plan in 2022/23. These commitments are both business as usual/service improvement and transformational to give a 360 directorate view of our activity and progress.

Place directorate commitments are either directorate wide and so led by the Director Lucy Shomali or aligned to the lead service area and led by the Assistant Director:

- Placemaking and Growth (Alex Hearn)
- Neighbourhoods and Transport (Gemma Dando)

Progress against these commitments will be monitored through the 2022/23 Performance Management Framework which includes the directorate's risk register.

Organisational wide commitments

Progress on these commitments are reported to Directorate Leadership Team, Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Organisational wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.	Budgets are balanced at year end and any identified MTFP savings have been delivered.

Organisational wide transformational commitments:

Our commitment	What is the outcome we expect?
Deliver the Climate Emergency Strategy and contribute via directorate action plans.	An in-year reduction in the carbon footprint of our area and our organisation, contributing to the long term Climate Emergency Strategy objectives.
Deliver the Joint Health and Wellbeing Strategy action plan for 2022/23.	We will improve the health and wellbeing of North Somerset residents with a focus on those with the poorest outcomes.
Deliver the Empowering Communities and Reducing Inequalities action plan for 2022/23.	We will work with our communities, empowering them to engage with us and helping to reduce inequalities.
Improve the customer journey across all channels by ensuring we have the right tools in place and that residents are well informed and engaged.	Residents are well informed about the services the council offers, feel they are able to influence their development and delivery, and are satisfied with the job we do.
Respond to national policy opportunities in the coming year to tackle inequalities including the Levelling Up Whitepaper.	Ensure that we are responding to national policy changes, mapping to the business planning framework where possible, and delivering specific projects identified.
Develop the directorate transformation programmes for 2022/23 linked in to MTFP planning.	All directorates have transformation programmes in place for 2022/23 which are aligned to the themes set by CLT and contribute to the 2023/24 budget gap.
Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.	We will develop an equalities monitoring framework cross council and deliver any identified actions for improvement.
Deliver the People Strategy action plan for 2022/23.	We will deliver our plan for the current and future workforce, including how we will develop the capacity, capability and wellbeing of our workforce, ensuring the effectiveness and efficiency of our services and creating a high-performance culture.
Deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.	New ways of working are embedded that allow staff to work flexibly. This improves the work of the council, staff wellbeing and reduces our carbon footprint.
Deliver the Digital Strategy delivery plan for 2022/23.	North Somerset is a digitally enabled area that makes the best use of technology and opportunities to innovate.

Directorate wide commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Our directorate wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Deliver directorate wide improvements including to directorate communications following the outcome of the Pulse Survey.	Increased satisfaction across identified Staff Survey measures.

Our directorate wide transformational commitments:

Our commitment	What is the outcome we expect?
Refresh the Climate Emergency Strategy and deliver any in year (2022/23) actions in the action plan.	To continue to make demonstrable progress towards achieving a net zero carbon position by 2030.
Launch the Capital PMO as part of the council-wide PMO front door ensuring capital projects are successfully delivered.	Equip the workforce with the tools to successfully deliver Capital Projects to quality, time and budget.
Deliver Asset Strategy priorities including investment in Town Hall and completion of key business cases for Castlewood, Depots and Leisure Centres.	Ensure we have the right buildings and facilities to deliver statutory and priority services.
Enable SEE Monster successfully, including establishing a strong legacy and developing a new delivery model for the Tropicana.	A high profile for Weston and strong legacy for local business and communities and a sustainable future for the Tropicana.
Deliver the Place elements of the Community Renewal Fund and ensure overall successful programme reporting.	Successful delivery against the outcomes supported by evaluation and development of legacy opportunities for future funding programmes.

Placemaking and Growth commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Develop a planned and reactive maintenance programme for council buildings ensuring compliance with health and safety and access requirements.	A new team and Corporate Landlord Operating model in development and equipped with the data and systems to manage the estate.
Enable the delivery of genuinely affordable homes across the district.	A year on year increase of genuinely affordable homes across tenures.
Enable a programme of events and cultural activity to support a positive experience in all our town centres and on our seafronts.	A clear process for competent event promoters to navigate through required permissions of regulatory services and partner agencies.
Provide a reliable and effective planning service including improvements to pre-application measures and speed of decisions.	Increase in number of applications determined within statutory timeframes and improved responsiveness to planning applicants.
Provide a reliable and effective planning enforcement service in line with the local enforcement plan.	Proportionate enforcement action is taken in cases across the district.
Provide a reliable, commercially robust building control service.	Enhanced ability to compete with the market and ensure all NSC projects make use of the service.
Support North Somerset residents to access employment and skills opportunities and community learning in line with the Employment and Skills Strategy.	A year on year increase in residents accessing and participating in programmes that meet the ambitions of the Employment and Skills Strategy.
Support business investment decisions working with local, regional and national partners.	Active promotion of opportunities and project management of enquiries to support positive decisions.
Support sector development (visitor economy, creative industries, rural food and drink, green) working with local, regional and national partners.	Ongoing recovery of business sectors and working toward sustainable and inclusive growth to support local employment.
Provide a heritage and design service which supports our wider placemaking ambitions and protects our heritage assets.	Positive placemaking – particularly across our towns and in strategic growth areas and protection and investment in our heritage assets.
Continue to progress delivery of key infrastructure projects including Metrowest, Banwell Bypass, Winterstoke Hundred Academy Expansion, Winterstoke Road, and A38 Major Road Network investment.	Key milestones met on all projects during the financial year including delivery of social impacts including local jobs, minimal impact on carbon footprint etc.

Placemaking and Growth commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Transformation commitments:

Our commitment	What is the outcome we expect?
Progress the Local Plan through consultation, member decisions and submission to Examination.	Local Plan submission before the end of the financial year.
Complete delivery of the Planning Peer Review action plan including introduction of an enhanced pre-application system to enable development proposals.	A more enabling and efficient planning service which can better support sustainable growth and placemaking.
Continue to deliver priority projects within Weston Placemaking programme including completion of phase 1 works to The Sovereign.	Enhanced governance and reporting programme in place to demonstrate progress across the programme.
Progress delivery of the Birnbeck Pier project in partnership with RNLI.	Funding pot secured and agreed delivery plan for investment.
Complete placemaking strategies for Nailsea, Clevedon and Portishead and agree action plans with town councils and services.	Endorsement by the Town Councils and North Somerset Council and progress on delivery.
Build a pipeline of high-quality homes and commercial space through the council's Development Programme.	Development partners identified for projects in Nailsea, Weston and Clevedon.
Develop a Full Business Case for intervention at Weston Business Quarter for servicing development sites.	A Full Business Case submitted to the LEP and an agreed investment and delivery plan.
Develop an action plan for promoting North Somerset for inward investment and securing investment opportunities through an enabling approach.	Agreed decision making and governance process supporting decisions by investors.
Re-masterplan commercial footprint of J21 Enterprise Area to support Parklands ph2 development and commercial space including Construction Skills Centre.	New development framework supporting a future revised planning application.
Finalise the Corporate Landlord Operating model including new systems, processes and team structure.	Corporate Landlord Operating Model handbook agreed, software procured and populated with asset data.

Neighbourhoods and Transport commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Provide a reliable and effective waste and recycling service, with a focus on waste minimisation and improving recycling options for all.	Reduce waste overall and increase proportion of waste that is recycled.
Maintain and enhance neighbourhoods, streets, parks, beaches and open spaces – with a focus on cleansing, supporting biodiversity, ecology and habitat enhancement.	Clean and safe neighbourhoods, streets, parks, beaches and open spaces.
Provide community safety services in partnerships with Avon and Somerset Police and other partners.	Reduction in the harm to the public, our communities and businesses.
Ensure North Somerset Council leisure facilities are providing quality services for the public to use and contribute to good health and wellbeing.	Well-used, quality leisure facilities.
Develop the Local Flood Risk Management Strategy including engagement with stakeholders and community.	Adopt the strategy and engagement plan, develop action plan.
Develop the Public Rights of Way Improvement Plan and ensure ongoing management and investment in PROW.	Adopt the improvement plan and implement the action plan.
Ensure North Somerset Council libraries and community facilities deliver core services and support local communities.	Versatile libraries delivering health and wellbeing, education, culture and community outcomes.
Ensure a suite of transport policies are in place with in-year (2022/23) actions that link to planning and respond to the climate emergency.	Comprehensive policies in place with clear and deliverable action plans, with a focus on climate emergency and future transport solutions.
Ensure the ITU has the right policies and resources in place to deliver the full programme of services.	Effective home to school transport service and centralised transport management across the council.
Ensure an effective programme of highways maintenance supported by the area officer team with an accompanying communications plan.	Deliver highways maintenance investment in order to best maintain the quality of the public highway.
Ensure an effective programme of network and traffic management which includes civil parking enforcement/car parks.	Keep North Somerset moving and provide sufficient parking.
Deliver the annual programme of local transport funded schemes across the district.	Deliver strategic investment as part of our larger vision, informed by locally identified need and ensuring a joined up approach.
Continue development of the garden waste service including ICT solution and community composting.	Efficient and effective service.
Design and agree the delivery of the new waste disposal contract which becomes operational from 1 March 2024.	Action plan in place and commencement of delivery.

Neighbourhoods and Transport commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Transformation commitments:

Our commitment	What is the outcome we expect?
Continued development of North Somerset Environment Company (NSEC) and consideration of options for transfer of services.	Expansion and profitability of NSEC including mobilisation of the street cleansing and grounds maintenance services
Deliver the in-year (2022/23) actions of the Waste Strategy.	Improvements in recycling, reduction in residual waste, improvements in home composting.
Develop a more joined up, multi-agency approach to environmental enforcement and community safety.	Produce options and implement preferred option.
Review opportunities for partnership working with police and wider use of CCTV.	Produce options for a more commercial CCTV model with potential partnership investment and increased income.
Develop and deliver a programme of work to support transport decarbonisation (EV, active travel, parking etc).	Actions from emerging strategies and plans are implemented and contribute to the Climate Emergency Strategy and carbon reduction.
Finalise the Highways Asset Management Strategy and new Highways Delivery Model.	Strategy is agreed and the preferred delivery model is implemented with associated improvements in service and outputs.
Deliver the Bus Service Improvement Plan and set up of the Enhanced Partnership.	Delivery of agreed action plan to enhance services.
Deliver the in-year (2022/23) actions of the Green Infrastructure Strategy including continued roll out of rewilding and developing the opportunities of biodiversity net gain.	Business cases developed for key actions, delivery of business cases with outcomes achieved.
Deliver the priorities identified in the Sport and Leisure Facilities Strategy for 2022/23.	Produce business cases for leisure investment including finance plan.
Delivery of the libraries strategy and any in year actions for 2022/23.	Ensure North Somerset Council libraries and community facilities support the delivery of relevant corporate strategies such as Empowering Communities, corporate accommodation, health and wellbeing etc.
Review and produce options for home to school transport that support educational needs and a move towards sustainable transport and improvement in life skills.	Delivery of business cases for modal shift and safer walking routes where appropriate.

Queries to business.planning@n-somerset.gov.uk
