

# Better Lives for All

Thematic Delivery Plan  
Year 3 / 2023-24



South Hams  
District Council

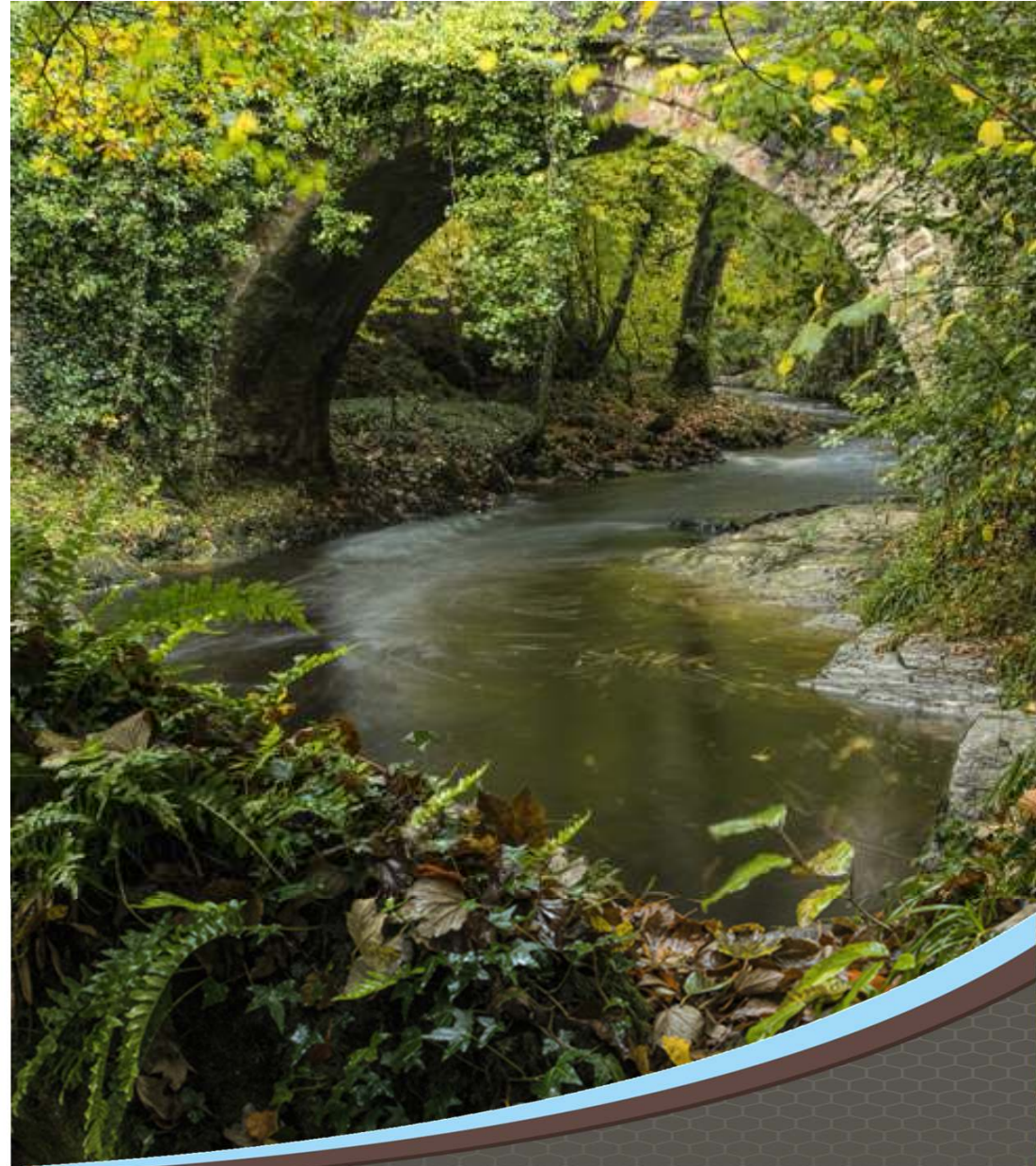
# Introduction

Better Lives for All is our 20 year vision for the South Hams. This document, our Thematic Delivery Plan, translates the vision and themes in to specific and measurable actions.

The delivery plan is by no means all that we will do, and our plans will be kept under regular review to ensure that they respond to opportunities and address challenges as they arise.

Also within this document, we set out an overview of our Performance Management Framework, how we will ensure that the strategy guides the decision making and work of our staff and how we will report on progress.

**This is the Year 3 update for our plan and contains minor amendments.**





# Achieving our Vision

To support us in achieving our vision, we have aligned our actions to a number of themes.

Each theme is led by an Executive Member and supported by a senior council officer.

*In the coming pages, we set out our Thematic Delivery Plans for Year 3*



## **Adapting & mitigating** climate change and increasing biodiversity

An environment where people  
and nature thrive together



## **Improving** homes

Better homes enabling  
better lives for all



## **Protecting, conserving & enhancing** our built and natural environment

Planning for our future,  
celebrating our past



## **Stimulating** a thriving economy

A district that attracts  
high quality employment  
opportunities and space for  
business to grow



## **Strengthening** community wellbeing

Strong and prosperous  
communities where residents  
live healthy lives and are  
empowered to make a  
positive impact









## **Delivering** quality Council services

Delivering quality services  
to our residents and  
communities

# Summary of Actions delivered 2022-23

A full overview of achievements for 2022/23 will be published in June 2023 in our Annual Report, but a summary of some actions completed during this year is below.

 <p><b>Adapting &amp; mitigating</b> climate change and increasing biodiversity</p> <ul style="list-style-type: none"> <li>• Awarded £55,285 to schemes taking action to address climate change – such as Sustainable South Hams (AM1.4)</li> <li>• Delivered EV Charging points at Mayors Avenue Dartmouth and Creek Park in Salcombe (AM1.5)</li> </ul>	 <p><b>Stimulating</b> a thriving economy</p> <ul style="list-style-type: none"> <li>• Secured UK Shared Prosperity funding of £1m for business support and marine industry decarbonisation (TE1.1)</li> <li>• Secured Government agreement for a Plymouth and South Devon Freeport (TE1.9)</li> </ul>
 <p><b>Improving</b> homes</p> <p>Better homes enabling better lives for all</p> <ul style="list-style-type: none"> <li>• Commenced delivery of housing at St Anns Chapel (IH1.1)</li> <li>• Purchased 2 flats for rough sleepers utilising funding from DLUC (IH1.6)</li> </ul>	 <p><b>Strengthening</b> community wellbeing</p> <ul style="list-style-type: none"> <li>• Awarded section 106 to support community schemes such as village hall improvements in West Alvington, new grounds maintenance equipment for Kingsbridge Cricket Club and a new footpath at South Brent Recreation Ground (CW1.5)</li> <li>• Developed and delivered a Cost of Living action Plan (CW1.1)</li> </ul>
 <p><b>Protecting, conserving &amp; enhancing</b> our built and natural environment</p> <ul style="list-style-type: none"> <li>• Supported the making of 2 Neighbourhood Plans (BN1.1)</li> <li>• Successfully secured Urban Tree Challenge Funding to enable more tree planting (BN1.2)</li> </ul>	 <p><b>Delivering</b> quality Council services</p> <ul style="list-style-type: none"> <li>• Enhanced our performance management reporting framework</li> <li>• Set a balanced budget for 2023/24 (QS1.5)</li> <li>• Carried out a staff satisfaction survey (QS1.8)</li> <li>• Agreed Customer Access Principles (QS1.2)</li> </ul>



# Adapting & Mitigating Climate Change and Increasing Biodiversity

## Focus Area – Reducing our Carbon Footprint

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.1 Converting our environmental management vehicles to electric	2023/24	Forecasting vehicle replacement schedule and undertaking analysis of costs to identify any budget pressures.	Feasibility study and Forward Fleet Plan produced by March 2023			
		Upgrades to power to Depot and Follaton House and install electric charging points (cf/ from 2022)	Upgrades progressed by March 2024		£170,000 (Exec 22nd April) Capital Programme contingency reserve)	
		Commence the conversion of our Environmental Management service fleet to an electric fleet (Cf from 2022)	The Council has a full Electric Vehicle Fleet by March 2024  Funding secured	Likely additional officer support needed		
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.2 Carrying out feasibility studies for renewable energy on our land and buildings	2023/24	Deliver recommended and approved outcomes for Leisure centre schemes	PV for Leisure Centres installed and heat decarbonisation plans produced	New staff requirement / additional support need £ TBC for leisure centre heat decarbonisation	£228,000 secured from Public Sector Low Carbon Skills Fund to produce a heat decarbonisation plan for leisure centres.	



# Adapting & Mitigating Climate Change and Increasing Biodiversity

## Focus Area – Working towards net Zero

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.3	2023/24	Explore renewable energy opportunities across the District	Commission a study into renewables capacity in district (Cf from 2022 – delayed to align with Devon Carbon Plan activities to explore opportunities)	Study completed by March 2024 –	Core Funding	Western Power Distribution

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.4	2023/24	Deliver funding for community projects	Member Climate Locality Fund promoted to residents - balance from 2022/23	100% of available funding awarded by March 2024		

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners	
AM1.5	2023/24	Adopting an electric vehicle (EV) charging strategy	4 EV installations in Public Car Parks through ORCS (cf from 2022)	4 installations delivered by 31 <sup>st</sup> March 2023		ORCS	Devon County Council
			Adoption of EV Strategy for district (New deliverable)	Strategy adopted by Council by September 2023			

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.6	2023/24	A 10% increase in biodiversity on Council land	Delivery of new Ground Maintenance specification	Securing 10% increase in biodiversity by 2025		



# Strengthening Community Wellbeing

## Focus Area – Reducing Health Inequalities and rural poverty

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
CW1.1 Work with partners to pilot new approaches to tackling rural poverty in an area identified as in the most deprived area of South Hams	2023/24	Delivery of projects with targeted interventions (financial advice / training / jobs fairs / housing advice etc.) <b>Cf from 2022</b>	Increased income gain for those households worked with		£22,500	CAB, DCC,
		Continue to work with the Community and existing local community groups to support those effected by the cost of living crisis (Action added)	Delivery of specific actions within the Action Plan Greater understanding of the impacts of the cost of living crisis/poverty on rural settings and how the Council can best support its communities.			

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
CW1.2 Delivery of £4m Dartmouth Integrated Health Hub		Action Closed – scheduled for completion April 2023				

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
CW1.3 Support more people to live independently for as long as they chose through efficient delivery of housing related grant schemes and housing advice	2023/24	Disabled Facility Grants (DFG's) , domestic violence and homelessness prevention interventions	DFG PI's, number of domestic violence early interventions, number of homelessness interventions		Better Care Fund allocation	Devon County Council

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
CW1.4 Increase active participation in sport and leisure activities	2023/24	Work with Leisure provider to identify opportunities to increase active participation; identify wider opportunities to increase participation in sport and leisure activities	An agreed plan with key partners identifying opportunities that will increase participation in sport and leisure activities			Fusion Leisure, DCC



# Strengthening Community Wellbeing

## Focus Area – Improving Open Space, sport and recreation

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
CW1.5 Delivery of projects to enhance outdoor public spaces	2023/24	Supporting the use of existing S106 funds that support Outdoor Sport and Recreation activities	Schemes delivered as per agreed plans – monitored through S106 reports		£1,038,618.22 as at 09/09/2021 (although note this amount is subject to re-profiling)	various

## Focus Area – Support the voluntary sector to improve outcomes for our residents

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
CW1.6 Work with the voluntary sector to plan how we can work better together in the future, building on the experiences through the pandemic	2023/24	Continue to work with the CVS in particular focusing on <ul style="list-style-type: none"> <li>- Support for groups responding to Cost of Living</li> <li>- Support for groups supporting Ukrainians arriving in South Hams</li> </ul>	Planning meeting held and framework for working together agreed			





# Improving Homes

## Focus Area – Housing for Place

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.1 Deliver local homes for local people that meet their needs	2023/24	Delivery of homes across the South Hams and West Devon JLP area	Cumulative 300 homes to be delivered by the end of 2023/24		core funding	RP's Developers
		Supporting the use of existing S106 funds that support Affordable Housing schemes anywhere in the district	Schemes delivered as per agreed plans – monitored through S106 reports			RP's Developers
		Develop updated Year 3 Housing Strategy Delivery Plan (New action)	Agree plan supported by Members Q1 23/24			
		Complete construction at St Ann's Chapel and let properties (New action)	Autumn 2023			
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.2 Carry out an evidence-led feasibility study for delivery of affordable housing in South Hams	2023/24	Continue to clearly justify the need for the following tenures: <ul style="list-style-type: none"> <li>Affordable Rent</li> <li>Social Rent</li> <li>Discount Market Sale –</li> <li>Shared ownership Private rent</li> <li>Self Build</li> </ul> This will support new build opportunities and re-development opportunities as well as supporting neighbourhood Plans and community led initiatives	Feasibility study undertaken	£30,000 to undertake 5 Housing needs surveys a year	Existing resource, Neighbourhood planning funding potential use of Capital programme if the council wishes to streamline the process	Town and Parish Councils Neighbourhood planning groups
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.3 Continuing to lobby for closing the business rate loophole for second homes		Action closed – lobbying successful				



# Improving Homes

## Focus Area – Housing for People

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
IH1.5	2023/24	Improve the overall quality of housing with more homes exceeding the minimum energy efficiency standards	Energy efficiency improvements through ECO 4	Maximise spend in area	Existing	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
IH1.6	2023/24	Delivery of Homelessness Strategy	Develop Temporary Accommodation reduction strategy (New action)	Strategy developed by March 2024		



# Stimulating a Thriving Economy

## Focus Area – Promoting South Hams Coastal and Visitor Economy

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners	
TE1.1	Enhancing the coastal areas	2023/24	Development of a coastal businesses ambassador group, with strategically important business representatives, to promote local needs to the LEP, and influence strategy and activity programmes, particularly with a focus on sustainability, including electrification, hydrogen, and coastal resilience (cf from 22/23)	An ambassador group of businesses from within the coastal communities, supported by the local authority			Harbour authorities, Town Councils, SD AONB, HotSW LEP, Env Agency
			Where identified undertake risk assessments with our coastal communities, to ensure longer term sustainability of our coastal economies (c/f from 22/23)	Risk assessments undertaken where identified as appropriate			Harbour authorities, Town Councils, SD AONB, HotSW LEP, Env Agency

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners	
TE1.2	Marketing and advertising of the area	2023/24	Developing a marketing strategy to promote the unique identities of each of the district's towns. Develop collaborations with other marketing organisations to increase the reach of our marketing capabilities. (cf from 22/23)	Marketing strategy for the District in place	£10,000		Town Councils, Visit Devon, Destination Plymouth, Visit Cornwall, Visit South Devon

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners	
TE1.3	Development of a specific budget for the promotion of the visitor economy	Action closed – merge with TE1.2 – have explored potential for pooled budgets but no appetite from towns and other partners to do so. #MyPlace Campaign will continue to be delivered					



# Stimulating a Thriving Economy

## Focus Area – Supporting South Hams Towns and Businesses as they prepare for the future

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.4		Provision of grants for our key towns and advice for businesses	Propose action closed – Council stands ready to issue any further business grants if Government launch such schemes but have concluded the Covid-19 business support schemes.			
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.5		Enhancing Ivybridge as a retail and social destination with a £9m investment	Action Closed – Decision to not proceed			
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.6	2023/24	All of South Hams main towns will have had the opportunity to update or create a Town Centre plan by 2024	Facilitate and support Town Councils, Neighbourhood Plan groups and community representatives to update their current Town Centre Plans or create these where they currently do not exist. Their focus will be upon the practical activities that can be delivered within a town to support and grow their economies			Town Councils Neighbourhood Plan Groups Community Groups
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.7	2023/24	Develop starter units to provide affordable employment space and marine facilities	Delivery of Batson business & Salcombe Harbour workshop units (completion of units c/f from 22/23)	Delivery of five new commercial units		Salcombe Harbour
			Site analysis to establish a shortlist of potential locations for commercial / industrial units. Particular focus on projects which could be exemplar for demonstrating green commercial development and provide opportunities to integrate electric vehicle charging points (cf from 22/23)	Detailed site analysis	£10,000 for feasibility study to allow analysis on sites	Commercial Property Agents, Business Support Agencies, Town Councils and Town Partnerships
			Develop business plans and financial forecasting for key sites identified as viable. Identify and pursue funding opportunities where possible	Business Plans & Financial Forecasts for key sites. Potentially development of funding bids	£10,000 to support the pursuit of other funding bids	Commercial Property Agents, Business Support Agencies, Town Councils
		Supporting the use of existing S106 funds that support economic activities such as starter units, Sparkwell Ecology Park etc.	Schemes delivered as per agreed plans – monitored through S106 reports		£1.6m as at 09/09/2021	Various



# Stimulating a Thriving Economy

## Focus Area – Supporting strategic employment and infrastructure

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.8 Deliver Infrastructure Improvements	2023/24	Support and facilitate DCC in progressing bids / funding applications for Lee Mill / Deep Lane Junction / Voss Farm Junctions - Work with DCC and the LEP to ensure that key infrastructure projects are included within the DCC delivery plans and the LEP infrastructure project pipeline	Inclusion of South Hams focused transport infrastructure improvements on the DCC delivery plan.			Devon County Council, Plymouth City Council, LEP, Highways England

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.9 Support the delivery of a Plymouth and South Devon Freezone	2023/24	Continue to progress plans for Plymouth and South Devon Freeport	OBC and FBC submitted to MHCLG  Bids accepted			Devon County Council, Plymouth City Council, LEP, Highways England

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.10 Invest in land and business to secure employment outcomes	2023/24	Link with the activities of above objectives to identify sites which could become investment opportunities for SH District Council	Sites identified and Council support in investment			

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.11 Support the development of partnerships and schemes within the agriculture sector	2023/24	Roll out of projects with organisations such as Devon Agri-Tech Alliance to move farming into new sustainable ways of working and deliver a distribution project to help increase opportunities for locally produced food and drink to reach local marketplaces, reducing the carbon footprint (New Action)	Sites identified and Council support in investment		UKSPF	Devon Agri-Tech Alliance





# Protecting, Conserving and Enhancing our Built & Natural Environment

Focus Area – Making the best use of development land, green spaces and coastal places

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
BN1.1 Supporting the delivery of Neighbourhood Plans	2023/24	Undertake a publicity and engagement campaign to encourage Parish Councils to prepare Neighbourhood Plans. Continue assistance to active Neighbourhood Plan Groups.	Assist in the making/review of 4 neighbourhood plans by March 2024		core	Parish and Town Councils
BN1.2 Facilitate urban tree planting	2023/24	Promote existing and new schemes to TAPCs. If successful with UTCF bid, roll out delivery of planting and tree establishment. Facilitate community applications for tree planting on SHDC sites	Number of trees planted			External grants/free tree schemes. Member SCLF grants. Urban Tree Challenge Fund.
BN1.3 Support schemes that contribute to enhancing the marine environment including improving water quality	2023/24	<p>Conclude delivery of a new Harbour Depot at Salcombe which will enable checking of moorings, ensuring safety and the maintenance of existing walk ashore facilities (cf 22/23)</p> <p>Deliver schemes to decarbonise including Lower Ferry, Salcombe Water Taxis and Salcombe Harbour (New)</p> <p>Work with the Carbon Trust to deliver a project which will establish the impact / importance of the South Hams Marine Sector , measure the carbon footprint of Salcombe Harbour and the activities taking place there and identify policy levers that will help to reduce this footprint (New action)</p>	<p>Feasibility studies of local marine activities to support decarbonisation of the local marine economy</p> <p>A clear understanding of the impact and importance of the marine sector</p>		<p>UKSPF</p> <p>£15,000 secured from LG Carbon Trust Economic Advisor Programme</p>	<p>Salcombe Harbour and Ferry</p> <p>Carbon Trust</p>



# Protecting, Conserving and Enhancing our Built & Natural Environment

## Focus Area – Making the best use of development land, green spaces and coastal places

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
BN1.4		Map land uses to support good decision making	Close Action – Nature Mapping website now live and continues to be updated <a href="https://www.devonlnp.org.uk/our-work/nature-recovery-network/nature-recovery-network-map/">https://www.devonlnp.org.uk/our-work/nature-recovery-network/nature-recovery-network-map/</a>			

## Focus Area – Celebrating our heritage and protecting it for the future

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
BN1.5	2023/24	Commission work leading to delivery of priority cycle routes and a 20 year vision for the cycle network in South Hams	Work with partners (Sustrans, DCC and DNP) to develop a unified plan and identify funding to underpin a 20 year vision (cf /22/23) Now delivered through UKSPF – Development and Implementation of Local Cycle and Walking Infrastructure Plan (LCWIP)	Partners fully engaged and work commissioned	£10,000	Devon County Council, Sustrans, Dartmoor National Park

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
BN1.6	2023/24	Work to facilitate delivery of broadband connectivity where its needed - supporting digital infrastructure for the future	Promote broadband opportunities across South Hams and link to providers	Number of schemes facilitated	£18,900 from Business rates admin grant	Broadband providers

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
BN1.7	2023/24	Commission Conservation Area Appraisals and Plans	Continue Conservation Area Management Plan appraisals	Seven appraisals completed by March 2024	£23,000 for support with the CAA's	Devon County Council



# Delivering Quality Council Services

## Focus Area – Being Digital First

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
QS1.1	2023/24	Implementing IT systems that make it easy for customers to access Council Services	Launch an Improved website to make it easier for customers to access council services (c/f 22/23)	A website that receives an increasing amount of positive feedback		FIT programme and core £30,000
			Improve working efficiently and effectively To make best use of the tools we have in place to work more productively, more efficiently and more collaboratively (cf from 22/23- ongoing action)	Reduction of £70,000 to costs as set out in MTFS as a result of efficiencies from our new IT platforms		Core
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
QS1.2		Develop a strategy setting out how our customers can access our services in the future, be that face to face, online or on the phone	Closed – action completed			

## Focus Area – Being Inclusive and Accessible

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
QS1.3	2023/24	Ask our residents, businesses and partners for their views when developing plans for the area so that they can inform our decision making	Develop a forward plan of consultation and engagement activities for the year	An updated plan for consultation and engagement activities for each key council project and strategy delivery theme		
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
QS1.4	2023/24	Carry out a residents satisfaction survey so that we know how we're doing and can compare our performance to other local authorities	Develop a residents Satisfaction Survey	Residents Satisfaction survey developed and plan in place for carrying out by November 2023		



# Delivering Quality Council Services

## Focus Area – Making the best use of our resources

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.5 Ensure the longer term financial sustainability of the Council	2023/24	Develop a forward looking budget for each of the next three years	An agreed budget aligned to the three year 'Better Lives for All' Strategy		
		Ask our businesses their views on the on draft budget proposals	Consultation response rate with majority support for plans		

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.7 Review our service areas to ensure that our customers get the best possible service	2023/24	Deliver further service reviews as informed by data			core
		Continue to implement finding of the Revenues and Benefits Service Review	Successful and timely service reviews		core
		Undertake ongoing review of Operational Services (Localities, Waste and other frontline)			

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.8 Manage and support our employees to deliver good outcomes for our residents and businesses	2023/24	Commence delivery of our Organisational Development Plan (new action)	Plan in place and being actively monitored		
		Roll out new appraisal cycle (new action)	Every employee has an active appraisal by May 2023		
		Employee survey carried out	Carried out by October 2023, showing an improved ' Balance of the Deal'		

## How will we monitor progress?

Good business planning and effective performance management at the Council are strongly linked. Our strategic priorities and plans identify the objectives that we aim to deliver, with our performance management framework providing the mechanism for how we achieve these objectives and how we monitor progress.

Better Lives for All sets out what the Council will be doing over the period 2021 – 2024 to support the wellbeing and prosperity of residents and to deliver efficient council services.

The thematic delivery plans as set out in the document will be embedded across the Council and monitored closely to ensure we deliver.

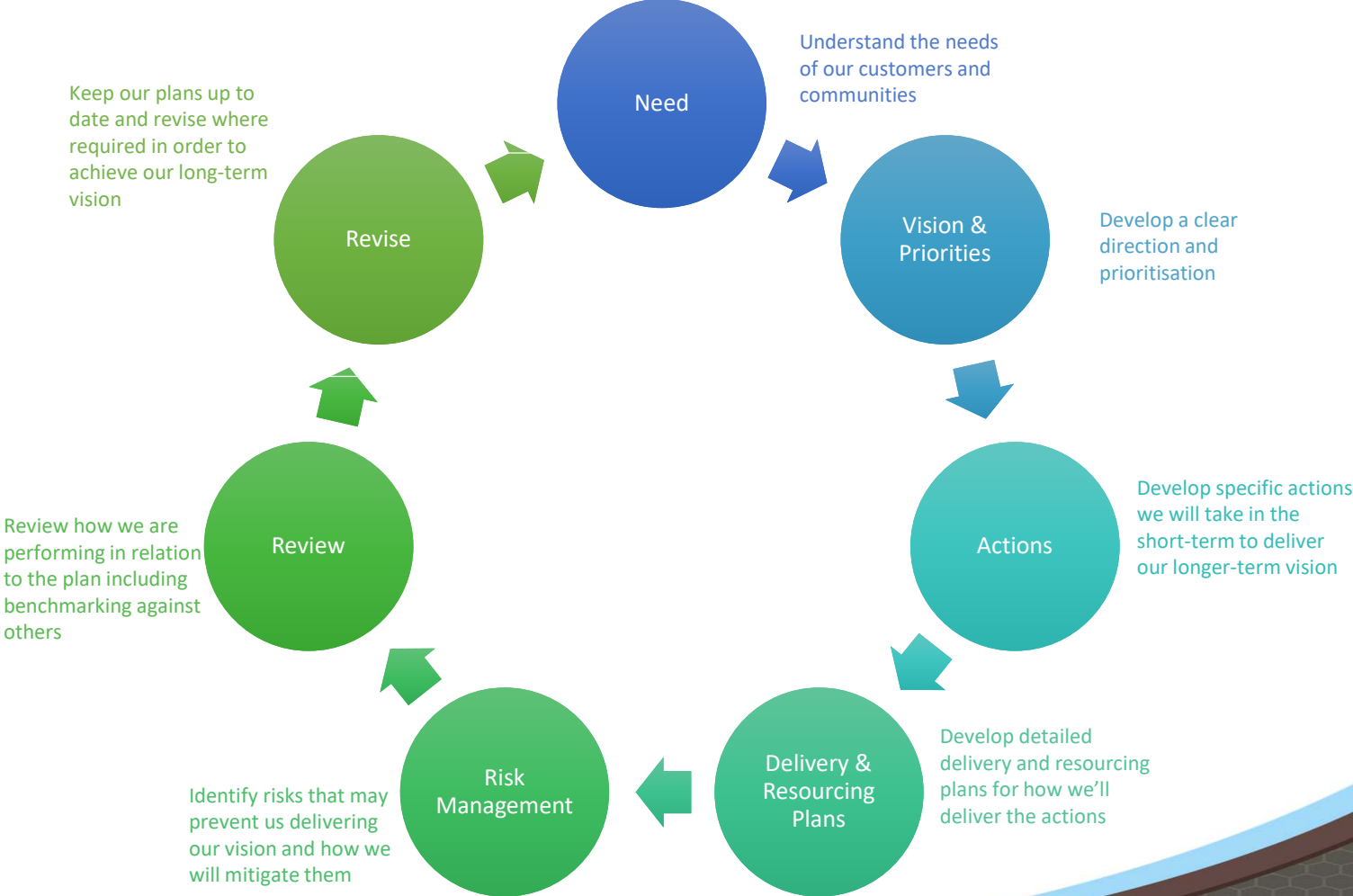
The following pages set out how we will do that





# Performance Management Framework: Key elements

We'll keep our plans relevant and manage delivery of them by ensuring we follow these steps.

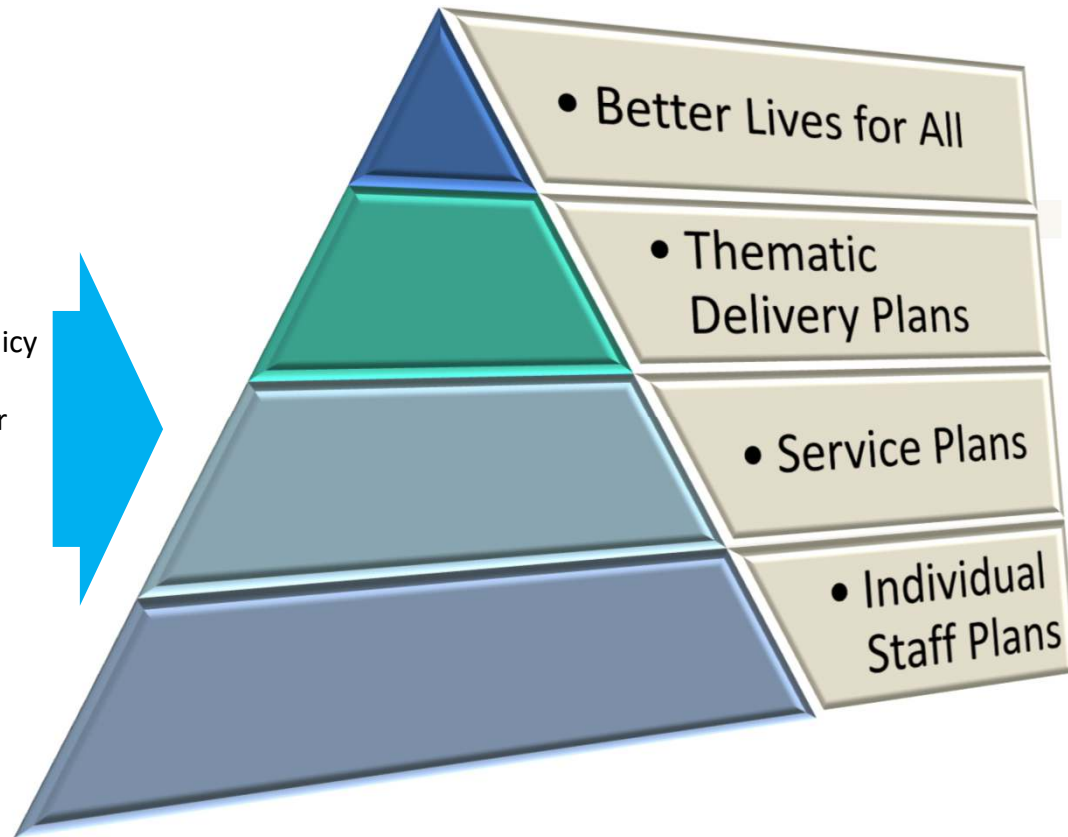


# Performance Management: The Golden Thread

## From Strategic priorities to individual targets

### What shapes our plans?

- Research & Intelligence
- Consultations
- Legislation & Government Policy
- Partner and other stakeholder plans
- The budget available to us
- Risk Assessment



### How will we know we're succeeding?

- Residents and customer feedback
- Scrutiny reviews
- External assessments
- Performance and financial monitoring
- Benchmarking
- Annual Appraisals for staff members

# Performance Management

## Roles and Responsibilities

### Better Lives for All

#### *Contain*

- Longer term vision for the area
- Our top priorities

*Accountable: Leader, Chief Executive, SLT*

### Thematic Delivery Plans (This document)

#### *Contain*

- Detailed plans for how we'll deliver the vision
- Resourcing

*Accountable: Executive Member and Officer Theme Lead*

### Service Plans

#### *Contain*

- Business as usual
- Improvement projects
- Key Performance measures for team

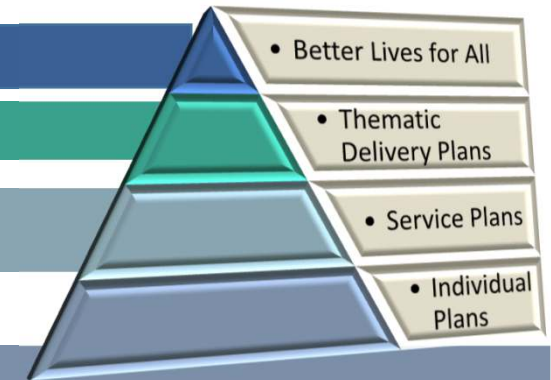
*Accountable: Head of Service*

### Individual Plans (Appraisals)

#### *Contain*

- Task and Behavioural objectives
- Individual performance measures
- Development Objectives

*Accountable: Individual*



Quarterly SLT & Exec Review Meetings

Monthly Progress updates in Pentana / Schedule of Updates to Exec/O&S

Regular Service Performance Discussions with HoS and Teams

Annual Appraisal Cycle  
Regular 1:1's