





Generate a SHARED SOUTH HAMS VISION and secure ownership

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
AIMS: 1. Generated a vision, priorities and targets for SHDC 2. Secured ownership of headlines among Members Managers Some staff Some stakeholders 3. Started to shift resources to priorities	AIMS: 1. The SHDC vision and priorities are embedded in policy, strategy and decision making 2. Universal ownership is secured among staff and members 3. Partners own and support the SHDC vision and priorities 4. Wide community awareness of SHDC vision is achieved		AIMS: 1. SHDC vision and priorities are inherent in all decision making 2. 'South Hams vision' generated	AIMS: 1. Vision for South Hams becomes widely accepted among members, staff and partners 2. Evidence of community awareness of South Hams vision	AIMS: 1. Secure total member, staff and partner ownership of a vision for the South Hams 2. Policy, strategy, resources and plans are fully aligned with South Hams vision and Council priorities 3. Wide community awareness and support for vision
ACTIONS: 1. Base research using existing intelligence 2. Community consultation through Community Strategy development 3. Member workshops 4. Public consultation through Sounding Board 5. Awareness sessions 6. Early integration into policy strategy, resources and service plans 7. Vision 'poster campaign' on all Council premises	ACTIONS: 1. Workshops on non-priorities for members, managers and staff 2. SHDC vision and priorities are reinforced again through review of policy and strategy, service and budget planning for 2004-05 3. Community strategy and priority theme project plans published JB 4. Produce service standards for publication in the Performance Plan	    	ACTIONS: 1. Generate a South Hams vision through an inclusive approach involving members, staff, partners and stakeholders 2. South Hams vision and priorities rolled out through review of policy and strategy, service and budget planning for 2005-06 3. Review achievements of service standards 4. SHDC vision awareness campaign CM, M 5. Produce local PIs for quality of life and sustainability RMcD	ACTIONS: 1. Wide communication of vision for South Hams to members, staff, partners, stakeholders and community CM, M 2. South Hams vision and priorities are reinforced through review of policy and strategy, service and budget planning for 2006-07 3. Partners encouraged to reflect vision in service and budget planning for 2006-07 4. Scorecard to be available on the internet 5. Revise service standards 6. Local quality of life and sustainability PIs monitored as part of balanced scorecard 7. Start awareness campaign of South Hams vision CM, M	ACTIONS: 1. Regular planned communication with the community CM 2. South Hams vision and priorities are reinforced through review of policy and strategy, service and budget planning for 2007-08 3. Partner service and budget planning for 2007-08 reinforce South Hams vision 4. Community made aware of achievements and failures 5. Revised service standards fully embedded
RESOURCES: Existing Staff Resources Existing consultation and promotion budgets	RESOURCES: Existing Staff Resources Existing consultation and promotion budgets Strategic Initiatives Reserve		RESOURCES: Existing Staff Resources Existing consultation and promotion budgets Strategic Initiatives Reserve	RESOURCES: Existing Staff Resources Existing consultation and promotion budgets Strategic Initiatives Reserve	RESOURCES: Existing Staff Resources Existing consultation and promotion budgets Strategic Initiatives Reserve
LEAD OFFICER: RB and CMT unless otherwise stated	LEAD OFFICER: RB and CMT unless otherwise stated		LEAD OFFICER: RB and CMT unless otherwise stated	LEAD OFFICER: RB and CMT unless otherwise stated	LEAD OFFICER: RB and CMT unless otherwise stated
Key: RB = Ruth Bagley; CMT = Corporate Management Team; JB = Jim Barrett; CM = Claire Madron; M = Members; RMcD = Richard McDermott					

Provide EFFECTIVE LEADERSHIP and management

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
AIMS: 1. Establish baseline information 2. Interim structural change to address changing environment and pressures 3. Organic improvements to leadership and management capacity 4. Eradicate blame culture	AIMS: 1. Develop wide understanding of leadership agenda, enabling culture and organisational change 2. Work to resolve management capacity needs 3. Wide commitment to Management standards 4. All officers / members identified to participate in leadership and management programmes		AIMS: 1. Leadership roles of senior managers and members clearly evidenced 2. Leaders acting as role models and living the culture 3. Resolve management capacity needs 4. All people in leadership roles in development programmes 5. Systems which empower managers and staff in place 6. Potential future leaders identified 7. Increasing staff satisfaction 8. Single council brand 9. Leaders engaging with communities, partners and stakeholders	AIMS: 1. Leadership role of all management, supervisory and member levels clearly evidenced 2. All leaders acting as role models and living the culture 3. Managers performing to established standard 4. All management and supervisory levels fully trained and achieving Culture and practice of devolved leadership embedded 5. Clear succession plans 6. Leaders working with communities, partners and stakeholders to listen, learn and influence	AIMS: 1. Achieve wide leadership and management quality to drive improvement 2. Inspire staff and increase their satisfaction 3. Secure universal respect and commitment from partners 4. Secure wide community respect and ownership of the council 5. Universally recognised council brand 6. Improved national and regional profile
ACTIONS: 1. Revised political structure 2001 2. Revised management structure 2001 3. HR issues identified 4. liP retained 5. 2 x staff surveys 6. Corporate Health Group & small working groups established 7. Service Improvement Champions in place 8. Management competencies defined 9. Management standards work started 10. Member Code of Conduct adopted 11. Initial member development programme rolled out and new programme designed 12. Involvement of staff and communities in decision making 13. Sounding Board established 14. Local Community Strategy Groups established	ACTIONS: 1. HR Strategy adopted and action plan launched 2. Review and address management capacity issues RB 3. Management standards adopted 4. Communicate leadership role and development agenda RB, L 5. Start review of management systems to introduce freedoms for managers CMT, RN 6. Member mentors established JS and Leaders 7. Develop and pilot appraisal scheme for members on voluntary basis JS, L 8. Encourage senior managers and members to improve profile with front line staff RB, L 9. Develop member awareness of the community leadership role and encourage involvement with local community strategy groups JB 10. Train members in Community Leadership role JS 11. Set good practice in partnership,	☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺	ACTIONS: 1. Complete changes arising from management capacity review RB 2. Complete roll out of leadership and management development programme to all senior and middle managers 3. Expand management standards, reinforce and monitor 4. Establish freedoms and accountabilities for managers RB 5. Redesign management systems to enable capable managers and staff CMT, RN 6. Use corporate health, improvement team and other fora to identify and engage potential leaders RB 7. Programme of visits to ensure senior managers and members actively improve profile with front-line staff RB, L 8. Skills audits for members JS 9. Review member development programme and refresh JS	ACTIONS: 1. HR Strategy review commences 2. Complete roll out of management development programme to all those in supervisory and potential leadership roles 3. Management standards fully integrated and universally applied 4. Systematically engage potential leaders in cross-council activities and development opportunities to enable future promotion 5. Support, monitor and reinforce management enabling systems CMT 6. Revise and pilot appraisal scheme to introduce peer appraisal for staff 7. Systematically engage potential leading members in development opportunities L 8. Reinforce wide member involvement with local community strategy groups and partnerships JB	ACTIONS: 1. Revised HR Strategy into action 2. Run Staff Survey and action plan outcomes 3. Review management development programme and refresh 4. Roll out Peer appraisal to all supervisory teams 5. Enabling systems applied and managers held fully accountable CMT 6. Redesign member development programme for post election JS 7. Test brand recognition

	<p>community involvement, consultation etc. JB</p> <p>12. Review multiple council brands CM</p> <p>13. Train managers and members in media skills JS</p>	<p>😊</p> <p>😊</p> <p>😊</p>	<p>10. Roll out appraisal for all interested members JS</p> <p>11. Train members in generic skills for community leadership and partnership roles JS</p> <p>12. Member personal development programme in place JS</p> <p>13. Support member involvement in local community strategy groups and partnerships JB</p> <p>14. More members to take a higher profile in promoting council priorities and actions L</p> <p>15. Agree common Council brand CM</p>	<p>9. Promote, monitor and enforce single brand CM</p> <p>10. Further develop a structured approach to campaigning and lobbying on behalf of District priorities</p> <p>11. Senior managers and members to develop profile of district at regional and national level RB, L</p>	
<p>RESOURCES:</p> <p>Existing personnel resource Existing training and development budgets Existing member training budget</p>	<p>RESOURCES:</p> <p>Existing personnel resource Existing training and development budgets Existing member training budget</p>		<p>RESOURCES:</p> <p>Existing personnel resource Existing training and development budgets (as amended under People to include budget bid for partnership / consultancy approach to skills audit and appraisal review) Existing member training budget</p>	<p>RESOURCES:</p> <p>Existing personnel resource Existing training and development budgets (as amended under People to include budget bid for partnership / consultancy approach to skills audit and appraisal review) Existing member training budget</p>	<p>RESOURCES:</p> <p>Existing personnel resource Existing training and development budgets Existing member training budget</p>
<p>LEAD OFFICER: Reg Hambly (RH unless otherwise noted)</p>	<p>LEAD OFFICER: Reg Hambly (RH unless otherwise noted)</p>		<p>LEAD OFFICER: Reg Hambly (RH unless otherwise noted)</p>	<p>LEAD OFFICER: Reg Hambly (RH unless otherwise noted)</p>	<p>LEAD OFFICER: Reg Hambly (RH unless otherwise noted)</p>
<p>Key: RB = Ruth Bagley; RH = Reg Hambly; JB = Jim Barrett; JS = John Street; L = Leader & Members; CMT = Corporate Management Team; CM = Claire Madron</p>					

Make South Hams District Council a place where PEOPLE want to come to work

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
<p>AIMS:</p> <ol style="list-style-type: none"> 1. Establish base position and put in place incremental improvements 2. Put building blocks in place to support effective management 3. Introduce some flexible work practices 4. Enhance HR capacity 	<p>AIMS:</p> <ol style="list-style-type: none"> 1. Better understanding of the need for change (e-Gov. etc) and staffing implications 2. Gain understanding of and introduce early arrangements for customer needs 3. Universal deployment of appraisal (100%) 4. Improved consistency of communication: In service – management issue Across service – corporate 5. Achieve wider awareness of equalities good practice 		<p>AIMS:</p> <ol style="list-style-type: none"> 1. Retain liP 2. Base position on skills clear 3. Evidence of shift from training to organisational learning 4. Increased customer focused structures and systems 5. Complete understanding of customer needs for access 6. Near total satisfaction with appraisal system 7. Universally tackling poor performance and management performance 8. All staff feeling internal communications are effective 9. Lower absenteeism and turnover 10. Achieve extensive awareness of equalities good practice 	<p>AIMS:</p> <ol style="list-style-type: none"> 1. Wide integration of customer needs and people needs 2. Generic training and development programme in place 3. Shared understanding cross-council of services and best practice 4. Further improved appraisal system which increases focus on training, development and skills capacity and flexible working 5. Achieve healthy turnover and maintain low absenteeism 	<p>AIMS:</p> <ol style="list-style-type: none"> 1. Achieve a skills base focused on customer needs 2. All have access to generic training 3. Achieve flexible staff resource 4. Work/life balance achieved and recognised 5. Become a learning organisation 6. All staff feeling valued 7. Workforce reflecting district diversity
<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. HR issues identified 2. liP retained 3. Staff surveys undertaken and PIs monitored and evaluated 4. Equal opportunities policy 5. Recruitment & retention procedure reviewed and wide training 6. Communications improved 7. Appraisals scheme redeveloped 8. Management competencies scheme developed 9. PRP/merit pay reviewed 10. Mass job evaluations, terms and conditions completed 11. Turnover issues being tackled 12. Staff suggestion scheme revised and relaunched 13. Flexitime universal where possible and some services with more flexible working practices 14. Personnel team strengthened 15. Training Panel formed 16. Corporate Health team performing 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. HR strategy to be adopted and action plan launched 2. Widely communicate need for change to structures and practice (including impacts of e gov't) 3. Assess other staffing implications of organisational change CMT 4. Establish customer services teams for planning CMT 5. Monitor & enforce appraisal 6. Communications exercise – roll out communications based on CPA matrix CMT 7. Fully implement Personnel & payroll IT system to improve monitoring 8. Target areas of continuing high turnover and sickness for support work 9. Complete draft of revised and equalities proofed staff handbook including systems for poor performance, grievance et al. 	<p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p>	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Complete staffing implications of organisational change 2. Identify generic skills base across all grades of posts 3. Provisional generic skills programme 4. Start five year skills audit 5. Develop customer services approach/ generic skills programme 6. Develop cross-council customer services team for some services and improved customer face for other services CMT 7. Investigate work / Life balance practices 8. Establish framework for sharing learning and good practice across the organisation 9. Rerun appraisal and associated training in high risk areas 10. Run staff survey and action plan outcomes 11. Improve monitoring of appraisal 12. Improve monitoring of diversity. 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. HR Strategy review commences 2. Complete shift to customer focused organisational shape CMT 3. Pilot work/life balance practice 4. Launch generic skills programme 5. All services to participate in shared learning programme 6. Revise and pilot appraisal scheme to introduce peer appraisal 7. Further focus on poor performance 8. Complete whole council equalities awareness training 9. Target effort on recruiting and supporting harder to reach groups 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Revised HR Strategy into action 2. Run Staff Survey and action plan outcomes 3. Complete work/life balance roll/out 4. Complete generic skills programme 5. Roll out peer appraisal scheme

	<p>10. Management Standards adopted</p> <p>11. Equalities awareness training for priority managers and staff</p>	<p>☺</p> <p>☹</p>	<p>13. Continue targeted work on high turnover and sickness</p> <p>14. Adopt staff handbook</p> <p>15. Train managers to tackle poor performance</p> <p>16. Monitor and address achievement of management standards</p> <p>17. Investigate how to recruit hard to reach groups</p> <p>18. Equalities awareness training for all managers, members and frontline staff</p> <p>19. Adopt officer Code of Conduct</p>		
<p>RESOURCES:</p> <p>Existing Personnel Resources Training and Development Budget</p>	<p>RESOURCES:</p> <p>Existing Personnel Resources Existing Training and Development Budget</p>		<p>RESOURCES:</p> <p>Existing Personnel Resources Existing Training and Devel Budget supplemented with Budget Bid (1st Stage) £5,000 for consultancy / project Skills audit</p>	<p>RESOURCES:</p> <p>Existing Personnel Resources Existing Training and Devel base Budget with a 2nd Stage Budget Bid of £5,000 to investigate Peer Appraisal and conclude skills audit</p>	<p>RESOURCES:</p> <p>Existing Personnel Resources Existing Training and Devel base Budget with review for further Personnel partnership working</p>
<p>LEAD OFFICER:</p> <p>Reg Hambly unless otherwise noted</p>	<p>LEAD OFFICER:</p> <p>Reg Hambly unless otherwise noted</p>		<p>LEAD OFFICER:</p> <p>Reg Hambly unless otherwise noted</p>	<p>LEAD OFFICER:</p> <p>Reg Hambly unless otherwise noted</p>	<p>LEAD OFFICER:</p> <p>Reg Hambly unless otherwise noted</p>
<p>Key: RH = Reg Hambly; RB = Ruth Bagley; CMT = Corporate Management Team</p>					

Secure efficient use of RESOURCES and strong PARTNERSHIPS

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
AIMS: 1. Vision and priorities in place and resources starting to be allocated accordingly 2. Effective systems for financial planning and control 3. Establish base position in terms of asset management, HR, ICT 4. Secure commitment to inter-district partnership working	AIMS: 1. Further improve resource allocation to priorities 2. Awareness of opportunities of strategic partnerships 3. Develop the inter-district partnership 4. Good awareness among managers and members of risk management 5. Future IT requirements to be understood		AIMS: 1. Resources increasingly aligned with priorities 2. Opportunity for strategic partnership identified 3. Inter-district partnership developing joint service delivery 4. Develop a balanced relationship with Devon CC 5. Achieve baseline position on condition and retention of assets 6. Disposal of some non-core assets 7. Clear plans for R&M needs of retained assets 8. Risk management to be fully integrated into budget and service planning, strategy and reporting at management levels etc 9. Profile of effective approaches to procurement to be raised	AIMS: 1. Resource distribution closely matching priorities 2. Realise opportunity of strategic partnership for improved service quality and effectiveness 3. Inter-district partnership fully functional 4. Only core assets retained and remainder well-maintained 5. Risk management to be fully integrated into service planning etc at team levels etc 6. Increased investment of effort into effective procurement including e-procurement 7. Challenge of current means of delivery to be reinforced	AIMS: 1. Resource distribution consistently matching objectives and priorities 2. Secure capacity within scarce resources 3. Achieve a number of strategic partnerships delivering improved service quality and costs 4. Ensure retained assets serve council priorities 5. Risk management to be fully embedded 6. Procurement strategy to be fully embedded 7. Achieve best means of delivery of all services
ACTIONS: 1. Early integration of vision into policy, strategy, resources and service plans 2. Vision & priorities well understood 3. Long standing investment in effective financial management and control 4. Medium term budget strategy and financial planning systems 5. Systematic annual revenue and capital budget reviews has shifted some resources 6. Charges reviewed on 'price is right' principles 7. IEG statement 8. Good investment in IT infrastructure and renewal 9. Opportunistic approach to partnership arrangements 10. Draft Inter-district partnership agreement in place	ACTIONS: 1. Work with members to increase awareness of priority and non-priority issues RB 2. Annual service planning and budget process to shift resources to priorities MRS 3. Review of capital programme MRS 4. Review grants policy and strategy to target council priorities JB 5. Draw up medium term IT investment programme MRS 6. Formally adopt inter-district partnership agreement RB 7. Establish new ways of working with DCC following disbanding of Partnership Committee RB, L 8. Partnership strategy adopted JB 9. Identify core assets and clear opportunities for disposal NH	☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺ ☺	ACTIONS: 1. Annual service planning and budget process to shift resources to priorities MRS 2. Review of capital programme MRS 3. Remaining price is right reviews MRS 4. Implement medium term IT investment programme and review MRS 5. Investigate strategic partnerships with external providers and neighbours MRS With the inter-district partnership prioritise joint service-related activities RB 6. Engage senior members of SHDC and DCC in working together on joint priorities RB 7. Review industrial estates NH 8. Establish baseline condition and outline budget for works to core assets NH	ACTIONS: 1. Annual service planning and budget process to shift resources to priorities MRS 2. Review of capital programme MRS 3. Revised price is right reviews MRS 4. Implement medium term IT investment programme and review MRS 5. Focus on identifying strategic partnership for delivery of major service MRS 6. With the inter-district partnership review effectiveness of partnership activity and identify further development RB/JB 7. Commence review of Partnership Strategy JB 8. Identify less obvious opportunities for disposal NH 9. Dispose of other non-core assets	ACTIONS: 1. Annual service planning and budget process to shift resources to priorities MRS 2. Review of capital programme MRS 3. Repeat price is right reviews for 2003 phase MRS 4. Implement medium term IT investment programme and review MRS 5. Invest in appropriate strategic partnership MRS 6. Secure further strategic partnerships if case made MRS 7. Review of Partnership Strategy completed JB 8. Dispose of remaining non-core assets NH 9. Review means of delivery of asset management NH 10. Review of Risk Management Strategy MRS

<ul style="list-style-type: none"> 11. Asset management plan -good 12. Additional resources into asset management 13. Capital strategy - good 14. Procurement Strategy adopted 15. Risk Management Strategy adopted 		<ul style="list-style-type: none"> 9. Dispose of those surplus assets identified as quick wins NH 10. Refine R&M schemes for core assets NH 11. Develop detailed Risk Management action plan MRS 12. Initiate risk register MRS 13. Increase awareness of risk management and good practice MRS 14. Raise awareness of Procurement Strategy and good practice RN 15. Involve in Devon e-procurement project GR 	<p>NH</p> <ul style="list-style-type: none"> 10. Refine R&M programme NH 11. Implement outcome of review of industrial estates NH 12. Complete FSRs of outstanding major services and cross-cutting reviews RN 13. Complete risk register MRS 14. Revise and implement processes (service planning, report writing etc.) and train managers to incorporate risk assessment and response MRS 15. Identify good practice in procurement and train managers RN 16. Initiate second FSRs of major services RN 17. Commence Procurement Strategy review RN 	<ul style="list-style-type: none"> 11. Raise awareness and train all relevant staff re risk assessment and management MRS 12. Complete second FSRs of major services RN 13. Secure alternative means of delivery if case made CMT 14. Raise awareness and train all relevant staff re procurement RN 15. Complete Procurement Strategy review RN
RESOURCES:	RESOURCES: Existing Staff Resources Asset management budget/receipts ICT Development Reserve	RESOURCES: Existing Staff Resources Asset management budget/receipts R&M and other asset reserves Bids to capital/revenue for asset renewal/R&M Strategic Issues Reserve ICT Development Reserve	RESOURCES: Existing Staff Resources Asset management budget/receipts R&M and other asset reserves Strategic Issues Reserve ICT Development Reserve	RESOURCES: Existing Staff Resources Asset management budget/receipts R&M and other asset reserves ICT Development Reserve
LEAD OFFICER:	LEAD OFFICER: as shown	LEAD OFFICER: As shown	LEAD OFFICER: As shown	LEAD OFFICER: As shown
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Secure consistent deployment of effective PROCESSES

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
AIMS: 1. Investment in building blocks of good management tools to achieve: <ul style="list-style-type: none"> Focus on and ownership of priorities Rigorous challenge 	AIMS: 1. Vision and priorities inherent in all major decision making processes 2. Service plans largely aligned with vision, priorities, standards and targets 3. Further improve resource allocation to priorities 4. Improved performance management systems 5. Management standards put in place 6. Improve poorly performing PIs		AIMS: 1. Vision, priorities and targets inherent in all major decision making processes 2. Service plans wholly aligned with vision, priorities, standards and targets 3. Resources increasingly aligned with priorities 4. Major policies and strategies in place and linked 5. Enhanced FSR process 6. Members and managers able to easily access performance monitoring systems 7. Suite of management tools completed 8. Strengthened and fully documented management standards in place and acted upon 9. liP retained 10. Achieve at standards performance against DWP performance standards for Revenues and Benefits service	AIMS: 1. Vision, priorities, standards and targets inherent in all decision making processes 2. Service plans delivering to stretching objectives 3. Resource distribution closely matching priorities 4. All policies and strategies in place and linked 5. Cross cutting FSR programme in place following priorities 6. Second FSR programme of major services reinforcing challenge of current means of delivery launched 7. Public access to performance management information 8. Management systems operating to drive improvement in priority areas 9. Managers performing to established standard	AIMS: 1. All processes delivering aligned priorities, strategies and resources 2. Achieve rigorous deployment of our management systems to drive overall improvement 3. Achieve staff ownership of management standards and performance management systems 4. Achieve above standards performance against DWP performance standards for Revenues and Benefits service
ACTIONS: 1. Early integration of vision into policy strategy resources and service plans 2. Integrated service and budget planning process including property, e government, sustainability issues 3. Improved policy development process and programme as a result of revised political structure 4. FSRs based on EFQM plus added challenge 5. Programme of FSRs for most services 6. Commenced cross cutting reviews 7. Performance management	ACTIONS: 1. Reinforce consistent deployment of service and budget planning (to include risk assessment) JD 2. Update and streamline the policy and strategy review programme RMc 3. Integrate cross cutting action plans into service plans JD 4. Train new members and managers in EFQM RN 5. Balanced scorecard of key indicators being reported to members JD 6. Quality assure PIs and targets 7. All services reporting annual progress on improvement plans to managers and members RB 8. Explore FIS systems capable of	☺ ☺ ☺ ☺ ☺ ☺	ACTIONS: 1. Reinforce consistent deployment of service and budget planning JD 2. Service standards published in Performance Plan RN 3. Roll out policy and strategy review programme increasingly linking strategies to secure cross-cutting outcomes RMc 4. Review and enhance the cross-cutting FSR process RN 5. Improve access to managers and members to balanced scorecard and progress on action plans through intranet RN 6. Launch of Performance Management IT system RN 7. Local quality of life and	ACTIONS: 1. Review annual service planning guidance JD 2. Service Standards published in Performance Plan RN 3. Complete outstanding FSRs of services and cross-cutting reviews RN 4. Train new managers and refresh others in EFQM RN 5. Scorecard to be available on the internet RN 6. Poorly performing PIs reviewed and resources allocated where appropriate RN with CMT 7. Full exploitation of FIS system MRS 8. Support, monitor and reinforce management enabling systems	ACTIONS: 1. Complete second FSRs of major services RN 2. Enabling systems applied and managers held fully accountable CMT 3. Initiate second FSRs of major services RN 4. Strategic benchmarking and process mapping used widely on a regular basis RN

<p>regime - cascade of scorecards through managers - regular monitoring of action plans by Scrutiny, CMT, managers</p> <p>8. Capital appraisal scheme adopted</p> <p>9. Report writing guidance requires priorities, targets, risk, human rights etc to be reported</p> <p>10. Various 'people' processes, e.g. Management standards, revised appraisal scheme</p>	<p>providing management information MRS</p> <p>9. Consistently implement capital project appraisal CMT, NH</p> <p>10. Appraisal process for IT schemes adopted PB</p> <p>11. Grant appraisal scheme adopted JB</p> <p>12. Report writing standards (for decision making and strategy development papers) updated JS</p> <p>13. Management standards adopted and application monitored RH</p> <p>14. Apply for beacon status for priority service KC</p> <p>15. Prepare action plans to achieve the DWP framework standards for Revenues and Benefits Service MS</p> <p>16. Investigate ODPs Capacity Building Prospectus and OGCs "Successful delivery toolkit (sdtoolkit)" RN</p>	<p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p>	<p>sustainability PIs monitored as part of balanced scorecard RN</p> <p>8. Poorly performing PIs reviewed and resources allocated where appropriate RN with CMT</p> <p>9. Start review of management systems to introduce tight:loose frameworks for managers CMT, RN</p> <p>10. Invest in FIS system and train key people in core functions MRS</p> <p>11. Redesign management systems to enable capable managers and staff CMT, RN</p> <p>12. Consistently deploy appraisal process for IT schemes PB</p> <p>13. Consistently deploy grant appraisal scheme adopted JB</p> <p>14. Benchmarking Strategy adopted and need for benchmarking promoted RN</p> <p>15. Establish framework for sharing learning and good practice across the organisation RH</p> <p>16. Learn from 'best in class' peers competitors and the community, and share our good practice with others CMT, RN</p> <p>17. Expand management standards, reinforce and monitor RH</p> <p>18. Monitor achievement against action plans to achieve the DWP framework standards for Revenues and Benefits service MS</p> <p>19. Adopt appropriate "sdtoolkit" approaches and promote RN</p>	<p>CMT</p> <p>9. Review management systems for improved functionality CMT, RN</p> <p>10. Benchmarking widely used as a strategic tool RN</p> <p>11. All services to participate in shared learning programme RH</p> <p>12. Management standards fully integrated and universally applied RH</p> <p>13. Monitor achievement against action plans to achieve the DWP framework standards for Revenues and Benefits service MS</p>	
<p>RESOURCES:</p>	<p>RESOURCES: Existing staff resources Existing budgets</p>		<p>RESOURCES: Existing staff resources Existing budgets ICT development reserve</p>	<p>RESOURCES: Existing staff resources Existing budgets</p>	<p>RESOURCES: Existing staff resources Existing budgets</p>
<p>LEAD OFFICER:</p>	<p>LEAD OFFICER: As shown</p>		<p>LEAD OFFICER: As shown</p>	<p>LEAD OFFICER: As shown</p>	<p>LEAD OFFICER: As shown</p>









Key: RB = Ruth Bagley; MRS = Mark Seymour; RH = Reg Hambly; JB = Jim Barrett; NH = Nick Hodgson; RN = Roger Nicholson; RMc = Richard McDermott; PB = Pauleen Blampied; JD = Jill Dudley

Engage COMMUNITIES and CUSTOMERS

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
<p>AIMS:</p> <ol style="list-style-type: none"> Developed clearer understanding of council's involvement with communities. Improved understanding of the council's role in developing a community strategy. Raised awareness of town and parish councils on duty to prepare community strategy Established arrangements to co-ordinate and lead strategic partnership approaches in the district. 	<p>AIMS:</p> <ol style="list-style-type: none"> Greater clarity about involvement of council and partners with communities Strengthened links between communities' needs and council and partners' corporate objectives Locality partnerships form and developing plans Improved understanding of the Council's community leadership role Improved understanding of customer and community needs 		<p>AIMS:</p> <ol style="list-style-type: none"> South Hams vision generated Community planning activities are changing priorities within partner organisations Partnerships rationalised to focus on the priorities of the SHSP and the council Market town/hinterland locality partnerships well established Locality community strategic plans in place and all parishes engaged in community strategy process Evidence of community leadership role being recognised Extensive understanding of customer and community needs 	<p>AIMS:</p> <ol style="list-style-type: none"> Vision for South Hams becomes widely accepted among members, staff and partners Evidence of community awareness of South Hams vision Extensive progress made on priority actions established in first Community Strategy Locality partnerships virtually self-sufficient SHDC representatives wholly engaged in local partnerships Clear understanding on priorities and opportunities for alternative commissioning of services Increased customer influence on policies and service delivery 	<p>AIMS:</p> <ol style="list-style-type: none"> Revised inclusive shared vision for South Hams in place and owned by stakeholders First Community Strategy delivering measurable outcomes Local communities empowered to deliver local outcomes Community leadership role evident and respected Seamless local services to communities and customers Customer focused service delivery and achieving high customer satisfaction
<p>ACTIONS:</p> <ol style="list-style-type: none"> Raise awareness of the duty to prepare a community strategy and help establish local community planning partnerships. Establish the South Hams Strategic Partnership (SHSP). Continue consultations to publish a draft community strategy. Carry out a cross-cutting review of the council's community involvement activities. Review Community Consultation and Participation Strategy. Develop a Community Involvement Policy. 	<p>ACTIONS:</p> <ol style="list-style-type: none"> Publish South Hams community strategy and priority theme project plans JB Develop a Partnership Strategy and a performance management framework for the SHSP JB Establish clear links between Community Strategy and partner strategies JB Annual council and partners service planning and budget process to shift resources to priorities MRS Review the council's grants policy and strategy JB Co-ordinate advice, assistance and support to communities between agencies JB Establish South Hams market & coastal towns forum linked to SHSP JB Obtain funding from RDA/MCTI and objective 2 to support market town/hinterland 	<p>☺</p> <p>☺</p> <p>?</p> <p>☹</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p> <p>☺</p>	<p>ACTIONS:</p> <ol style="list-style-type: none"> District and locality visioning events to review broad aims for the future JB Mapping exercise to evaluate range of and need for existing partnerships JB Annual council and partners service planning and budget process to shift resources to priorities MRS SHSP to review need for action to improve co-ordination of budget preparation by partners and joint commissioning of services JB Further develop partnership framework/performance management arrangements JB Undertake mapping exercises of public assets in selected locality(ies) to examine potential for joint use and service provision (including e-delivery) JB 	<p>ACTIONS:</p> <ol style="list-style-type: none"> Wide communication of vision for South Hams to members, staff, partners, stakeholders and community CM, M Annual council and partners service planning and budget process to shift resources to priorities MRS All parishes directly engaged in local community planning activities and delivering on local priorities, eg. young people JB Further examination of potential for joint use and service provision JB Extend consultation to embrace all major policy and strategy, all services and standards RMc Review of consultation and involvement strategies RMc,EM Reinforce wide member involvement with local community strategy groups and partnerships JB 	<p>ACTIONS:</p> <ol style="list-style-type: none"> Complete and publish a full review of the South Hams community strategy including level of achievement JB Annual council and partners service planning and budget process to shift resources to priorities MRS Review partnership framework and effectiveness of SHSP/other key partnerships JB Complete or review locality community plans JB Further review of performance of SHSP/other key partnerships JB Complete and publish revised consultation and involvement strategies and implement action plan EM Adopt if appropriate joint or local form of service delivery CMT Complete SHDC organisational redesign RB











	partnerships JB 9. Encourage parishes not linked to MCTI to engage in community planning JB 10. Develop member awareness of the community leadership role and encourage involvement with local community strategy groups JB 11. Train members in Community Leadership role JS 12. Undertake service based and community consultation in accordance with SHDC community consultation and participation strategy RMc, EM 13. Further research on access needs RMc	☺ ☺ ☺ ☺ ☺	7. Train members in generic skills for community leadership and partnership roles JS 8. Support member involvement in local community strategy groups and partnerships JB 9. Establish best practice in all service consultation and consistent response to feedback RMc, CMT 10. Review of range of consultation methods to improve engagement of hard to reach groups such as young people and BME groups EM/RMc 11. Extend range of consultation tools RMc,EM 12. Respond to customer and community consultation and access survey by reshaping service delivery CMT 14. Consult on service standards via Performance Plan		
RESOURCES:	RESOURCES Existing Community Services staff and budgets Member training budget		RESOURCES Existing Community Services staff and budgets Member training budget Shift of other resources through budget and organisational change process	RESOURCES Existing Community Services staff and budgets Shift of other resources through budget and organisational change process	RESOURCES Existing Community Services staff and budgets Shift of other resources through budget and organisational change process
LEAD OFFICER: JB unless shown above	LEAD OFFICER: JB unless shown above		LEAD OFFICER: JB unless shown above	LEAD OFFICER: JB unless shown above	LEAD OFFICER: JB unless shown above
Key: JB = Jim Barrett; RMc = Richard McDermott; EM = Ellen Montgomery; JS = John Street; MRS = Mark Seymour; RB = Ruth Bagley; CM = Claire Madron					

Pursue SOCIALLY INCLUSIVE policy and practice

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
AIMS: <ol style="list-style-type: none"> 1. Generate vision and corporate priorities related to access supported by Council commitments related to equality 2. Develop basic understanding of the diverse needs within the district 3. Improve understanding of social inclusion agenda and linkages to Council priorities and commitments 	AIMS: <ol style="list-style-type: none"> 1. Improve internal awareness to members, managers and staff 2. Improve external awareness to partners, community and parishes 3. Secure ownership of social inclusion as a cross-cutting theme 4. Improve understanding of exclusion within the community 5. Achieve Race Equality Stage 1 		AIMS: <ol style="list-style-type: none"> 1. Consistent political commitment gained to promoting socially inclusive policy and strategy 2. Consensus for priority action re either communities of interest, geographical location or client groups 3. Improve communication and participation with hard to reach groups 4. Achieve Race Equality Stage 2 5. Achieve DDA priority improvements 	AIMS: <ol style="list-style-type: none"> 1. LSP and DSP partners developing common agendas re social inclusion issues 2. Fully understand the level of exclusion in the community 3. Fully understand what is working and where gaps exist in relation to social inclusion 4. Complete DDA priority improvements 	AIMS: <ol style="list-style-type: none"> 1. Community leadership role on social inclusion and diversity acknowledged by partners and stakeholders 2. Partnership central to delivery of outcomes of social inclusion strategy 3. Achieve DDA desirable improvements 4. Top quartile performance in access and social inclusion PIs where they are key to the district
ACTIONS: <ol style="list-style-type: none"> 1. Adopt equal opportunities at work policy 2. Adopt equal opportunities policy relating to service delivery 3. Adopt Race Equality Scheme 4. Audit Council activities which contribute to social inclusion 5. Adopt Community Strategy 6. Establish Sounding Board as a representative consultation forum 7. Adopt Supporting People Strategy 8. Adopt Housing Strategy with sector priorities 9. Adopt Prosperity Strategy 10. Training re recruitment and awareness of equality issues 11. Research on access to service preferences 	ACTIONS: <ol style="list-style-type: none"> 1. Equalities awareness training for priority managers and staff RH 2. Promote equal opportunities policies for key areas related to service delivery AR 3. Improve awareness of social exclusion data available and the groups/areas affected, eg, youth and disadvantaged older people RMc 4. Digest outcome of Cultural audit RMc 5. Review outcome of Devon Strategic Partnership's community profiling undertaken by the Social Inclusion Task Group AR, RMc 6. Review outcomes of national action plan 'Preventing Social Exclusion' RMc 7. Adopt Child Protection Policy - MT 8. Further research on access preferences RMc 	       	ACTIONS: <ol style="list-style-type: none"> 1. Equalities awareness training for all managers, members and frontline staff RH 2. Adopt Social Inclusion Policy with priorities, targets and measures of outcomes AR 3. Social inclusion improvements identified as part of service planning CMT 4. Start to address social inclusion in revision of major policy and strategy AR, RMc 5. Refocus countywide social inclusion information to identify key disadvantaged groups and wards and produce community profile showing scale of deprivation within the district RMc 6. Review of groups/ organisations funded and assess social inclusion implications RMc 7. Audit social inclusion activities of partners initially using the LSP RMc 8. Benchmark best practice of comparable authorities that are more advanced with the social inclusion agenda RMc 9. Undertake Year 1 action plan in 	ACTIONS: <ol style="list-style-type: none"> 1. Complete whole council equalities awareness training RH 2. Address social inclusion in revision of remaining major policies and strategies RMc 3. Agree LSP action plan to deliver social inclusion agenda in partnership RB 4. Identify key disadvantaged groups and wards and produce community profile showing scale of deprivation within the district RMc 5. Identify further changes to service delivery to meet aims CMT 6. Year 3 action plan in the Race Equality Scheme and commence review AR RMc 7. Year 2 action plan in the Race Equality Scheme implemented AR/RMc 8. Undertake remaining priority works on DDA access to public areas as part of capital programme NH 	ACTIONS: <ol style="list-style-type: none"> 1. Address social inclusion in revision of all remaining policies and strategies RMc 2. LSP to deliver partnership action plan RB 3. Monitor trends arising from partnership work JB 4. Complete and publish a full review of the South Hams community strategy including level of achievement JB 5. Fundamental review of achievement and development of next 5 year social inclusion strategy AR 6. Undertake desirable works on DDA access to public areas as part of capital programme NH

			<p>the Race Equality Scheme AR/RMc</p> <p>10. Review of range of consultation methods to improve engagement of hard to reach groups such as young people and BME groups EM/RMc</p> <p>11. Undertake priority works on DDA access to public areas as part of capital programme NH</p> <p>12. Report social exclusion trends/performance indicators as part of performance management scorecard AR</p>		
<p>RESOURCES:</p> <ul style="list-style-type: none"> • Cost of Access Survey • Small working team established using existing staff time 	<p>RESOURCES:</p> <ul style="list-style-type: none"> • Staff and member training budgets • Community Safety Partnership Funding • Existing staff resources, communication and consultation budgets • E-government funding • Capital programme - investment in SHDC buildings to ensure DDA compliant 		<p>RESOURCES:</p> <ul style="list-style-type: none"> • Staff and member training budgets • Existing staff resources, communication and consultation budgets • Shift of other resources through budget and organisational change process • E-government funding • Possible bid for resources for new communication channels • Capital programme - investment in SHDC buildings to ensure DDA compliant 	<p>RESOURCES:</p> <ul style="list-style-type: none"> • Staff and member training budgets • Existing staff resources, communication and consultation budgets • Bid to Strategic Issues reserve for research related to mapping success and failures of service provision • Shift of other resources through budget and organisational change process • E-government funding • Capital programme - investment in SHDC buildings to ensure DDA compliant 	<p>RESOURCES:</p> <ul style="list-style-type: none"> • Existing staff resources, communication and consultation budgets
<p>LEAD OFFICER:</p> <p>AR / Social Inclusion Group unless shown above</p>	<p>LEAD OFFICER:</p> <p>AR / Social Inclusion Group as shown above</p>		<p>LEAD OFFICER:</p> <p>AR / Social Inclusion Group as shown above</p>	<p>LEAD OFFICER:</p> <p>AR / Social Inclusion Group as shown above</p>	<p>LEAD OFFICER:</p> <p>AR / Social Inclusion Group as shown above</p>
<p>Key: AR = Alan Robinson; RMc = Richard McDermott; EM = Ellen Montgomery; RH = Reg Hambly; CMT = Corporate Management Team; RB = Ruth Bagley; JB = Jim Barrett; NH = Nick Hodgson; MT = Mike Thomas; RH = Reg Hambly</p>					

Deploy CUSTOMER FOCUSED SERVICES supported by IT

Work to date	2003-2004		2004-2005	2005-2006	2006-2007
AIMS: <ol style="list-style-type: none"> 1. Generate vision 2. Secure ownership of vision 3. Development of vision 4. System replacement programme 	AIMS: <ol style="list-style-type: none"> 1. Refine vision & continue to secure ownership (inc. Corporate programme management & resource identification) 2. Organisational change communicated, base position designed and implemented 3. Political support for change secured 4. Understanding of customer access needs 5. Clear understanding of infrastructure solutions for customer service 6. Continued investment in back office systems 		AIMS: <ol style="list-style-type: none"> 1. Organisational change further communicated, base position designed and implemented 2. Organisational change widely understood 3. Complete understanding of customer needs for access 4. Increased customer focused structures and processes 5. Continued investment in back office and front office systems 6. Partnership development (Devon and local) delivering early wins 	AIMS: <ol style="list-style-type: none"> 1. Continued change in service delivery structure to improve access 2. Continued investment in back office and front office systems 3. 100% of services capable of electronic delivery 4. Transactional corporate website development 5. Partnership development (Devon and local) delivering 	AIMS: <ol style="list-style-type: none"> 1. Customer focused service delivery achieving high customer satisfaction 2. Seamless, swifter and more efficient access to services across organisational boundaries based upon individual needs 3. Extending the take up of our services
ACTIONS: <ol style="list-style-type: none"> 1. Submission of IEG2 2. Access research: Sounding Board, PEG self-analysis 3. Update reports to CMT / Executive – approval on principles of access 4. Appointment of officer e-champions and awareness sessions 5. Member awareness sessions 6. Research / visits to existing Customer Services Units (CSU) 7. Research / demos on software solutions 8. Appointment of E-govt / business analyst 9. LLPG project plan 10. Involvement in Devon-wide project 11. Investigate corporate DIP & Workflow 	ACTIONS: <ol style="list-style-type: none"> 1. Widely communicate need for change to structures and practice (including impacts of e gov't) RB 2. IEG3 Submission 3. Further research on access and development of Access to Services Strategy 4. Services to commence process mapping 5. FIS evaluation & procurement PB/MRS 6. Continue system replacement programme – PB 7. Continuation with Devon-wide projects 8. Investigation and potential creation of local partnerships JB 9. Project Management – skills & training – RH 10. Develop action plan for transactional web intranet development 11. Identify opportunities for Planning Portal / Assert initiatives 	         	ACTIONS: <ol style="list-style-type: none"> 1. Further communication of e-govt aims 2. Formal approval by Executive / Council of vision 3. IEG4 Submission 4. Establish project officer/customer service teams 5. Develop cross-council customer services team for some services and improved customer face for other services CMT 6. Enquiry/process mapping FIS implementation (online payments, performance info & e-procurement) PB/MRS 7. Continue research into CSU / software solutions (inc. CRM) / partners / funding 8. Procure software and implementation services to support the Customer Service Unit including CRM and DIP / Workflow 9. DIP & Workflow project team appointed. System evaluated and bid made 10. Complete LLPG integration with NLPG 	ACTIONS: <ol style="list-style-type: none"> 1. Further communication of e-govt aims 2. Complete shift to customer focused organisational shape CMT 3. Services to undertake process re-engineering CMT 4. DIP & Workflow implementation (Development Control) & phased roll-out programme PB/AR 5. Continuation of transactional website development 6. Investigate provision of remote access solutions 7. Continuation with Devon-wide projects and local partnerships 	ACTIONS: <ol style="list-style-type: none"> 1. Complete corporate web site development 2. DIP & Workflow roll-out 3. Implementation of remote access solutions

			<ul style="list-style-type: none"> 11. Continuation of transactional website development 12. HR system - deployment of e-govt element PB/RH 13. Continue system replacement programme PB 14. Continuation with Devon-wide projects 15. Devon portal "go live" 16. Roll out use of BVPI 157 / ESD Toolkit 		
RESOURCES: <ul style="list-style-type: none"> • IEG Capital Grant • In-house funding 	RESOURCES: <ul style="list-style-type: none"> • Project teams for CSU, FIS, DIP & Workflow, HR – existing staff time • External expertise for process mapping – Strategic issues reserve/IEG funds • Bids to capital/IT development reserve • IEG Capital Grant • Existing staff time for partnership working 		RESOURCES: <ul style="list-style-type: none"> • Project teams for CSU, FIS, DIP & Workflow, HR - existing staff time • CSU implementation costs • Existing staff time for partnership working • IEG Capital Grant • Bids to capital/IT development reserve • Shift of other resources through budget and organisational change process • Existing staff and budgets 	RESOURCES: <ul style="list-style-type: none"> • Project team for CSU, Website, DIP & Workflow, Remote Access Terminals - existing staff time • Bids to capital/IT development reserve • Shift of other resources through budget and organisational change process • Existing staff and budgets • Existing staff time for partnership working 	RESOURCES: <ul style="list-style-type: none"> • Project team for CSU, Website, DIP & Workflow, Remote Access Terminals- existing staff time • Bids to capital/IT development reserve • Shift of other resources through budget and organisational change process • Existing staff and budgets
LEAD OFFICER: GR & E-Government Group unless shown above	LEAD OFFICER: GR & E-Government Group unless shown above		LEAD OFFICER: GR & E-Government Group unless shown above	LEAD OFFICER: GR & E-Government Group unless shown above	LEAD OFFICER: GR & E-Government Group unless shown above
Key: GR = Graham Rowe; PB = Pauleen Blampied; RH = Reg Hambly; RB = Ruth Bagley; JB = Jim Barrett; MRS = Mark Seymour					