

Teignbridge District Council Ten year strategy 2020-2030

Message from the Leader

Teignbridge Council and Teignbridge councillors exist to serve the local residents, and it is our intention that working together we deliver the best possible outcomes for those living, working and visiting this outstanding part of the country.

We have recently looked closely at what we are doing and how we do it. We are keen to improve performance and have updated this council strategy. It sets out a refreshed set of aspirations as we strive to change Teignbridge for the better. We aim to improve the quality of life for all, but will prioritise those in greatest need. More than a 1000 households are on our housing register in desperate need of a home of their own. Their need is a very real priority.

We recognise the climate crisis which is impacting on the very future of our existence, and Teignbridge working with others locally and nationally, will do its utmost to contribute to the fight against climate change and the enhancement of the local environment. We have ambitious targets for carbon reduction, appropriate numbers for housing with an emphasis on social rented and for much more. We are a council that puts the welfare of its people first and working together we can and we will ensure that Teignbridge is and remains for future generations, a truly great place to live.

Group parties endorsement

It is important that the District Council has a long term plan that meets the needs of its residents. This plan delivers those things that will make a difference and we are very happy to give our endorsement.

Message from the Managing Director

Over recent years, we have seen rapid changes which affect the way in which we plan and deliver our services. Meeting customers' increasing expectations and finding improved, efficient ways of doing things has made investment crucial.

Now central government is changing the way local councils are funded, it opens exciting opportunities for us to explore different ways of delivering this strategy, ultimately giving the best possible outcomes for our customers.

I'm confident that together councillors and officers will work hard to deliver the actions in each of the programmes and consciously put the objectives at the heart of all our decision making. By doing this, we will continue to shape the district and meet our ongoing vision:

“Making Teignbridge a healthy and desirable place where people want to live, work and visit”.

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Why a 10 year strategy?

Teignbridge is a forward-looking, ambitious council with a clear vision. Our strategies are evidence-based enabling us to focus our attention on what's truly needed in the long term. When necessary we are also quick to react to changing needs and opportunities.

With public services facing continual change and ever increasing challenges, there is a greater need for us to have a clear picture of where we are now, and to keep looking ahead to how we will provide services in the future.

These challenges included:

- Less money from the government
- Major changes in how councils raise money
- More people living here, including more older people
- Residents demanding more
- Fast pace of change in technology and communications
- Local, national, and global economic, environmental and social issues
- A complex public sector structure

As a district council we must have a clear set of priorities that focus our resources where they are most needed, and will bring the greatest benefit to the communities we serve. We will make sure that everything we do is sustainable and flexible so that we can withstand future change and challenges. To do this we will work together with our partners and communities so together we can deliver needed improvements to the area.

A ten year strategy will provide a clear direction for Teignbridge and will shape our council and working environment. It will help us to improve our use of resources and achieve our Vision and outcomes. It is about making Teignbridge a healthy and desirable place where people want to live, work and visit.

Everything we do should contribute to the council's priorities via a 'golden thread' so that all our effort and resources are linked into the delivery of the strategy.

We will monitor how we are doing at least once a year and may refresh parts of the strategy if necessary. After four years we will revisit and review the strategy. This will help us make sure we are still on track and can consider new ideas and developments.

"Making Teignbridge a healthy and desirable place where people want to live, work and visit."

Where we are today

Our role as a district council is to provide a clearly defined range of services that meet the needs of our customers, to be a community leader working with others and using our powers to act on residents' concerns and in the best interests of Teignbridge.

Teignbridge has a population of 132,800

- 16% are aged 0 - 15
- 8% are aged 16 - 24
- 27% are aged 25 - 49
- 23% are aged 50 - 64
- 26% are aged 65+

National population averages

- 19% are aged 0 - 15
- 11% are aged 16 - 24
- 33% are aged 25 - 49
- 19% are aged 50 - 64
- 18% are aged 65+

With a population density of 197 people per square kilometre 20% of people have a long-term limiting illness or disability (national average is 17%). There are 5735 active enterprises in Teignbridge workers in Teignbridge earn an average of £521 per week (national average £587)

Out of our working age population, aged 16 – 64

- 69% are employed
- 13% are self-employed
- 3% are out of employment
- 15% are economically inactive

National averages:

- 64% are employed
- 11% are self-employed
- 4% are out of employment
- 21% are economically inactive

There are about 60,500 households in Teignbridge

- 41% owned outright
- 33% owned with a mortgage
- 9% socially rented
- 16% privately rented
- 1% other

People report their health as

45% very good

35% good

15% fair

4% bad

1% very bad

Teignbridge life expectancy

Female 84 years old

Male 80 years old

National Average

Female 83 years old

Male 79 years old

- 56% of household waste is sent for recycling and composting in Teignbridge
- Transport accounts for 54% of CO2 emissions, the national average is 36%
- 773 Tonnes kilotonnes of CO2 emitted per year in Teignbridge
- Teignbridge is home to 3053 sites of special architectural and historical interest

Average Per person Co2 emissions

Teignbridge 5.9 tonnes

Nationally 5.3 tonnes

Figures and percentages given are the most recent data available and may not add up to 100% due to rounding.

Finance – where we are now and likely future changes

2019/20 Budget - Our three-year medium-term financial plan has been updated for 2019/20 to 2021/22.

As a council - We are debt-free with no long-term borrowing, but plan to borrow for future investment plans within the capital programme.

We have adequate levels of reserves.

We carry out annual service reviews to consider best practice, alternative working methods, and identify further savings where possible.

Income

Revenue Budget (day-to-day) £61, 532,080

- Council tax 14%
- Grants income 47%
- New homes bonus 4%
- Other income & recharges 4%
- Property income 5%
- Business rates 8%
- Sales, fees & charges 18%

Capital Budget (long-term) £27,849,000

- Capital receipts 5%
- Community infrastructure levy 12%
- External contribution (S106) 6%
- Grants 10%
- Revenue contribution 1%
- Prudential borrowing 66%

Expenditure

Capital Budget (long-term) £27,849,000

- Economy & infrastructure 72%
- Environment & health 4%
- Housing 5%
- Leisure, open spaces, & resorts 17%
- Support & management services 1%
- Waste, recycling, & cleansing 1%

Revenue Budget (day-to-day) £61,532,080

- Contribution to capital 1%
- Financing items 4%
- Economy & infrastructure 11%
- Environment & health 2%
- Housing 4%
- Leisure, open spaces, & resorts 8%
- Revenues & benefits 49%
- Support & management services 7%
- Waste, recycling, & cleansing 14%

We will

- Consider 'invest to save' proposals e.g. income generating assets
- Maintain reserves at a level that takes into account current and future risks
- Set an annual balanced budget
- Review economic and financial trends that may impact on the council

Different changes and challenges to our budget are expected in the future:

- Predicted reductions in our share of business rates income from 2021/22
- Increase in service costs due to more homes, but likely reduction in new homes bonus

When planning our budget, these and other factors are taken into consideration.

Where we want to be

Our vision

Making Teignbridge a healthy and desirable place where people want to live, work and visit.

Our first Ten Year Council Strategy was published in 2016 and looked forward ten years from that date. To create it we took a forward look at what the area needed, assessed a range of facts and evidence, consulted widely and conferred with our councillors to get the right framework in place. We agreed we would review it on a regular, four yearly basis.

We have now considered our progress over the first years of the strategy, looked at the latest information and emerging challenges; we have surveyed public opinion and had further discussions with our councillors. Using this information and direction we have rolled the strategy forward so that we can continue to take a long term, 10 year forward look. Our first update therefore covers 2020 – 2030 and takes account of our most recent findings.

Outcomes

Our view is that the key challenges which faced us four years ago are still relevant to our work. Technological, economic and social change continues apace, and there is no doubting that the next ten years will see this continue or even accelerate, although nobody can predict such changes with certainty.

To meet these challenges we will work to continually improve how we do business as a council. We will need to evolve and adapt, and work closely with our partners, businesses, the Local Enterprise Partnership, voluntary and community groups, and town and parish councils.

We want Teignbridge to be a leader in the fight against climate change, with growth in active, sustainable transport choices. We need to achieve more green energy, increase recycling, and reduce air and water pollution. Our communities will be cleaner and greener, with new, high quality neighbourhoods, our families living in better quality, affordable and energy efficient homes. This will create a district where people wish to live and work, while ensuring our most important heritage, landscapes and wildlife are protected.

We want our people, particularly our young people and families, to have access to quality housing they can afford in a range of tenures, enabling older residents to stay in their own homes if they wish. Poverty, deprivation and homelessness will be reduced, together with the crime and disorder that occasionally mars our communities.

We will act so that our economy grows and is increasingly well connected, it becomes a place where new businesses are set up, and others can expand or move into the area. This will help to create more and higher paid jobs, encouraging our increasingly well trained and skilled young people to stay and work in the district.

We will encourage healthier living, providing activities, facilities and open spaces for leisure alongside the other infrastructure needed for balanced and liveable places. We want our communities to play an active and meaningful role in developing and influencing their local life experiences, services and opportunities.

Objectives

From our research and consultation we consider that the strategy's key objectives are

- A carbon neutral district
- Better quality and affordable housing
- Good wages and jobs for all
- Active and sustainable travel choices
- Encouraging our young people to stay
- A healthier population living in resilient communities
- A clean, green and safe environment
- An open council

These have been selected for many reasons.

We need to continue to keep our district clean, green and safe to make sure it is a desirable place to live, work in and visit. Moving towards a district which is carbon neutral in net terms will help reduce the impacts of climate change. The council will lead the way, together with partners, to tackle emissions in the building and transport sectors in particular, as well as becoming a carbon neutral council in its own operations.

The council's Local Plan guides development in the district while community-led planning enables communities to shape their own futures. We need our district to attract new business whilst nurturing those already here. Ensuring there are jobs for all ages and abilities enabling our economy to thrive.

We want our population to be healthy, having access to friendly, welcoming spaces to exercise in both inside and outdoors. The district's workforce is ageing along with its population, and there is an exodus of young people to places with better-paid jobs. We want to stem this flow to ensure the future economic viability of our district by providing more job opportunities and affordable housing. The need for more affordable housing to buy and rent is essential in reducing the threat of homelessness and allowing everyone to have a quality home.

And finally, the council's finances are going to be increasingly 'home grown' and tied in with our local economic fortunes and ability to raise our own incomes. Unless we promote economic success, we will not be able to fund all the services local people need. We also need to ensure that we have a sustainable, resilient economy where we retain wealth generated locally.

How we will get there

At the heart of our strategy are the Teignbridge Ten programmes.

These are ten areas of work, which each have a widespread impact on our economy, community wellbeing and environment. The Teignbridge Ten are the focus of our work over the future years of this strategy. They are designed to have high impact and bring major benefits to the eight key objectives. Individually, each will make a significant difference, but working together, they have the potential to bring multiple and combined benefits greater than if they were delivered in isolation.

The Teignbridge Ten programmes are:

- Action on climate - to be a carbon neutral district
- A roof over our heads - to provide more, better and affordable homes
- Clean scene - to keep the district clean
- Going to town - to invest in town centres
- Great places to live and work - to provide well designed quality neighbourhoods
- Investing in prosperity - to create jobs and wealth
- Moving up a gear - to improve travel options
- Out and about and active - to provide opportunities for healthy active lifestyles
- Strong communities - to liaise with, help and support our communities
- Vital, viable council - to deliver quality, value for money and flexible services

Action on climate

We have formally declared that there is a climate emergency. This commits us to do what is within our powers to be a carbon neutral district, and to lead by example in our own activities, travel and energy use. By signing the Devon Declaration we are committed to working with other councils across the wider area of Devon to meet our carbon neutrality goal. The intention is to reduce our greenhouse gas emissions whilst working with our communities and using our various legal powers to encourage others to do the same.

Actions

- Lead by example to inspire others by becoming a carbon neutral council, using less energy and moving over to renewables, decarbonising our vehicle fleet and maximising recycling
- Create an agile workforce that reduces the miles travelled in the course of our business
- Provide public electric vehicle charging points in council car parks to augment and link in with the wider strategic charging network
- Increase resilience to the changing climate so that Teignbridge remains a safe and healthy place to live and do business
- Ensure all council decisions consider climate change implications, updating council policies like those in our Local Plan to reduce greenhouse gas emissions
- Support businesses and communities to encourage carbon emission reductions, particularly in the transport and buildings sectors
- With partners, plant at least a thousand trees a year to bring climate change, wildlife and recreational benefits

Outcomes

The carbon emissions from our area will fall rapidly as our homes and businesses become more energy efficient and switch to renewable energy sources, our transport system becomes more sustainable and the area of tree planting increases. The council will lead the way with how it delivers services, its investment in local infrastructure and with planning and other policies.

A roof over our heads

Having a place to call home is a basic human right. It offers shelter and warmth and is the place where we spend most of our time. Living in a suitable, safe, well designed home is one of life's main achievements from where we can base and build our lives. As a council we have a proud history of providing affordable and market housing, improving housing conditions and tackling homelessness through assistance and

advice. We will continue to expand our innovative approach to deliver solutions and infrastructure to meet the wide variety of housing need in our communities.

Actions

- Make sure our plans take full account of all housing needs, across all ages, including , vulnerable people, self-builders, travellers and people in rural areas
- Deliver affordable and social housing for rent through negotiations with developers and housing associations including in our more rural areas
- Invest in direct delivery of affordable and social rented housing
- Improve housing conditions and reduce empty homes through a range of measures, including support and enforcement
- Prevent homelessness wherever possible
- Deliver affordable home improvement measures, including adaptations, to keep those most in need safe, warm, healthy and independent in their own home

Outcomes

To provide homes, including affordable and social homes, to bring significant health and wellbeing benefits to our communities and help to retain young people in the area. A balanced housing market can also deliver economic growth, reduce crime, support social and financial inclusion, address homelessness and reduce poverty and deprivation.

Clean scene

This project will ensure our neighbourhoods, town centres, parks, open spaces and beaches are kept clean and meet the needs of residents. We will highlight relevant national environmental educational campaigns and develop local ones to tackle local issues. We will work with local community groups to organise clean-up and litter picking events. We will continue to monitor our own recycling and cleansing activities and we will use our Community Environment officers to patrol hotspot problem areas and issue on-the-spot fines.

Actions

- Deliver and monitor cleansing services to meet the needs of residents
- Maintain the Community Environment Warden service to deal with litter, graffiti, fly tipping and dog fouling
- Involve community groups in 'clean up' and litter picking events
- Improve the recycling system to reduce waste and raise the district's recycling rate

- Work with the Environment Agency, South West Water and local councils to improve bathing water quality
- Work with partners to meet air quality standards
- Continually check the effectiveness of the council's controls to tackle irresponsible dog owners in the district

Outcomes

A clean district that is attractive to our residents and visitors alike, creating great places to live. Improved air and bathing water quality that will help improve the health of our residents and visitors. Communities that are engaged in the environmental quality of their neighbourhoods, reducing waste and increasing recycling rates.

Going to town

Town centres are the focal points in our main urban areas, providing key economic benefits, commercial and other services, and locations for people to meet and enjoy life. Even in an increasingly 'online' world, we think they will continue to be vital to our communities and we will use all of our powers to make them better, more modern and more attractive.

Actions

- Working with local councils and other key organisations to support plans, projects and initiatives which improve and enhance the town centres
- Regularly checking how our town centres are doing, listening to customers, businesses and investing in monitoring and research
- Invest in key town centres to improve their viability, quality and sustainability
- Using our planning, food safety, licensing and other powers to bring about improvements and support business growth
- Improving accessibility and encouraging more town centre living
- Supporting proposals for quality evening cultural and leisure opportunities
- Running and improving Newton Abbot's street and indoor markets

Outcomes

By making these changes we will help to create new and expanded businesses leading to more jobs, improved local environment and increased access to essential shopping and other services. These new opportunities should also help bring more visitors to our towns.

Great places to live and work

Our neighbourhoods provide the backdrop to our community life. By good design, provision of facilities and infrastructure, along with community involvement in our decisions, we can make sure that those places are high quality, providing great places to live, work and visit.

Actions

- Make sure that our new neighbourhoods and other developments are built to the highest standards of design, with great public spaces and landscaping
- Ensure that new neighbourhoods are real communities; safe, inclusive and accessible to all, close to, or including, local jobs, facilities, sports and leisure opportunities, with high quality public open spaces which support social interaction
- Ensuring growth and development is high quality and sustainable by our continued involvement in the Garden Communities programme
- Protect our most important landscapes and heritage, and support proposals which enhance them
- Work towards an overall improvement in the area's biodiversity by protecting the most important habitats and investing in new wildlife areas
- Support improvements to walking, cycling and public transport opportunities and other ways to reduce carbon emissions and encourage a healthy, active lifestyle
- Make the difficult, long term decisions to create a resilient, prosperous and green future by preparing the Greater Exeter Strategic Plan and updating our own local plan

Outcomes

By creating great places like this we can improve the wellbeing of the residents of new neighbourhoods and help reduce opportunities for crime and anti-social behaviour. Walkable places with access to jobs and other everyday needs are healthier to live in and also help us move to being a carbon neutral district. Small scale employment opportunities will enable local entrepreneurs to set up new businesses, which in turn will support the local economy.

Investing in prosperity

We will do all we can to encourage new businesses to set up or move in, and help existing businesses to grow, creating better paid jobs that our area needs. This will be about good planning, encouragement, promoting the benefits of our area, working closely with partners and businesses and direct investment of council money.

Actions

- Designing and delivering regeneration and improvement schemes
- Promptly grant planning applications, licences and other regulatory decisions which help create and protect jobs wherever possible
- Invest our own money into new developments which enhance our economy
- Fund commercial advice and support to entrepreneurs already in business or planning on starting up
- Work with Greater Exeter councils to bring businesses into the area
- Ensure that we have a good understanding from local businesses of skills and educational needs
- Ensure that our Local Plan and other service reviews continue to prioritise economic development
- Grasp all reasonable opportunities to improve the area's economic base, including making bids for funding service expansions and new projects
- Actively promote the roll-out of high speed broadband across the district

Outcomes

The outcomes will be a broad range of economic benefits, particularly continued growth in local jobs, business expansion and wealth creation and a more resilient local economy. This should help to support health and wellbeing improvements in our population, ensuring that as many people as possible are equipped for their future occupations and do not need to leave the area for a job. This will also help reduce poverty and deprivation by providing training and employment opportunities. Less out-commuting should also help to reduce our carbon emissions.

Moving up a gear

- Working closely with our partners we will contribute to the design of key transport infrastructure to improve our strategic development plans and our funding bids. We will use the council's capital programme to invest in transport provision which boosts economic performance, healthy transport choices and sustainable access.
- Actions
- Improve the A382 into Newton Abbot and a new avenue linking the A383 to Forches Cross
- Provide bus improvements and park and ride services to key employment and shopping centres
- Encourage growth in rail travel by supporting new and improved stations, and other enhancements to services and infrastructure

- Encourage a cycling revolution with more dedicated cycle paths, safer on-road cycling and improved cycle parking, linking city, towns, countryside and existing routes together
- Explore innovative schemes like e-bikes and other electric vehicles, car clubs, community transport and new technology-based travel planning
- Ensure new homes and jobs continue to provide cycling and walking options and support transport investment in future plans and developments
- Create strategies for car parking which are efficient, encouraging sustainable travel and town centre viability

Outcomes

Businesses will benefit from transport infrastructure enhancements. There will also be improved sustainable access for Teignbridge residents to jobs and facilities across the district, as well as nearby cities. Improved cycling and walking provision will help to reduce air pollution and carbon emissions and encourage greater physical activity with associated health benefits.

Out and about and active

This will ensure that communities have access to leisure facilities and a range of open spaces that are safe, inclusive, multifunctional, and encourage healthy lifestyles. We will make best use of external funding to improve our facilities and open spaces and we will help town and parish councils, community groups and sports clubs to improve their own facilities and open spaces. We will encourage and enable communities to take on responsibility of facilities, services and assets in their locality.

Actions

- Working with our partners we will deliver health interventions, educational and physical activity programmes to local communities most in need to encourage healthy lifestyles and healthy eating
- Provide safe, clean, inviting and accessible facilities and open spaces that meet the needs of residents
- Work with community groups to develop improvement plans for outdoor spaces, play and sports facilities
- Investigate the options to improve the council's leisure centres
- Provide events and school activities that encourage use and understanding of our open space assets
- Provide a programme of conservation activity days to allow practical involvement in habitat and green space management
- Improve inclusivity and remove barriers to use of our indoor facilities and outdoor spaces and to participation in our events and activities.

- Create initiatives and campaigns to encourage more people to cycle and walk

Outcomes

Neighbourhoods that have clean, inviting, accessible and good quality facilities and local environments will encourage healthy active lifestyles. Communities that are engaged in the use and management of their own local green spaces and leisure facilities will be encouraged to work with the council to make improvements. All sectors of the community will have the opportunity to use leisure facilities and participate in events.

Strong communities

This is about fostering a sense of belonging and wellbeing within communities, promoting good relationships between groups, and helping communities to become more self-supporting and self-sufficient.

The intention is to help places and groups of people to plan, develop and deliver their solutions. Examples could be the local maintenance of public spaces, taking on community shops, and holding community events, leading to increased community harmony.

Other opportunities could be the development of local energy projects, providing new community buildings, and initiating social enterprises, community groups of interest and youth opportunities. Planning for local emergency responses in times of bad weather and encouraging Neighbourhood Watch groups would help make neighbourhoods safer.

Actions

- Help councillors to develop and deliver local initiatives
- Help communities to create plans to shape their future
- Support the voluntary sector and community groups to improve their ability to secure grant funding and become self-sustaining
- Encourage networking between the voluntary, business and community sectors
- Working with the Police, other partners and local people to reduce crime and anti-social behaviour, build confidence and make Teignbridge an even safer place to live, work and visit.
- Encourage greater participation in local democracy and voting in local and national elections.

Outcomes

Communities that are desirable places to belong to, that plan their own futures and make good use of funding to improve their facilities and activities.

They will be safer places with less crime and anti-social behaviour, and greener with greater use of renewable energy, and more recycling along with the introduction of sustainable transport choices.

Vital, viable council

The financial situation facing the council makes achieving our vision and priorities a challenge. We will need to be collaborative, streamlined and efficient in what we do. As government funding reduces our delivery will be increasingly commercially minded so that we can invest in our statutory and priority services as well as achieve our Teignbridge Ten programmes. The customer's needs and protecting the most vulnerable will be our focus.

We are proud of the skills, knowledge and customer service ethos of our workforce. We will continue to invest in and support our staff as we move to agile working using new forms of technology, becoming a more flexible organisation. Our ongoing approach is to provide the majority of our services ourselves, having ensured it is financially beneficial to do so, as well as embracing the economic benefits of delivering some jointly with others.

Actions

- Be a next generation council by designing streamlined, cost-effective, digital processes that are simple to use
- Embed strong and consistent business planning that supports managers to challenge and be innovative in delivering further savings, extra income and better outcomes
- Actively engage with customers so feedback can be used to support decision making and future change.
- Manage, maintain and review use of our own assets to support our objectives, maximise income and improve the customer experience
- Empower our staff and councillors with the right equipment and skills to become a flexible, agile, accountable, high performing team with a culture of continuous improvement. Reward staff with flexible employment practices and fair pay
- Ensure that robust and transparent performance, risk and decision-making processes are in place, as well as maintaining secure data.

Outcomes

The council will be commercial and financially self-sufficient, delivering value for money in meeting our overall vision and strategic priorities. Our investments will enhance the area and the customer experience and our ways of working will continuously improve. Our councillors will have the information and skills they need to make good, open and effective decisions which reflect the long term interests of the area and its existing and future residents. Our workforce will be enabled to use their flexible skills and knowledge to meet changing local needs and demands. Our decisions and actions will have outcomes that truly matter to our citizens.

How it all fits together

The Council Strategy delivers our vision “making Teignbridge a healthy and desirable place where people want to live, work, and visit.” From this vision flow our eight objectives which we will achieve through the Teignbridge Ten programmes. This overarching ten year council strategy, updated in 2020 and rolled forward to cover the period 2020 – 2030, requires strategies and action plans for each of the Teignbridge Ten programmes. These feed into our business plans. These business plans, together with partnership working, the local plan, our medium-term financial strategy and other cross-cutting strategic documents, will help us achieve our outcomes.

Managers and members constantly track progress through our performance and management frameworks. The annual business planning process and regular staff appraisals ensure that the strategy outcomes are kept at the focus and remain deliverable.