

Portfolio Plan

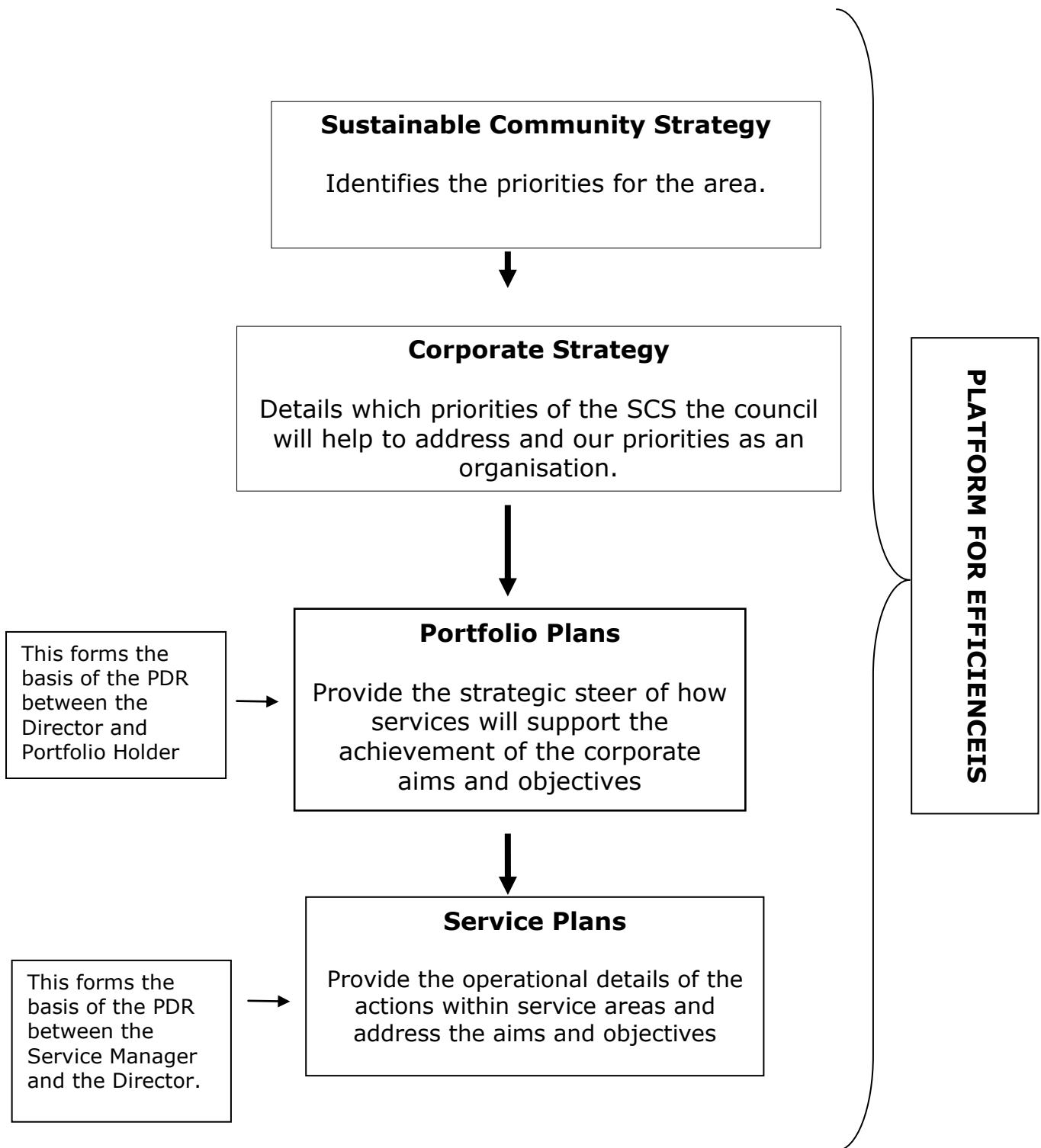
# Partnership Services

April 1<sup>st</sup> 2011 - March 31<sup>st</sup> 2012



## BACKGROUND:

This plan forms an important part of the golden thread (the link between the Sustainable Community Strategy priorities right through to the actions within individual service plans).



## **BACKGROUND:**

### **Make-Up of Portfolio:**

- Partnership Services, including overseeing and facilitating the Local Strategic Partnership and delivery groups
- Corporate Policy
- Corporate Performance
- Community Safety Partnership
- Internal and External Communications
- Locality and Community Services

### **Other Services provided within the Portfolio:**

- Sustainable Community Strategy
- Corporate Strategy
- Support Locality working and refreshing the Locality Data profiles
- Strategic Assessment and Partnership Plan
- Community and Voluntary Sector
- Anti-Social Behaviour Strategy
- Domestic and Sexual Violence Strategy (in conjunction with Stafford Borough Council)
- Social Media
- Duty to Involve
- Localism Bill
- Leading the development of South Staffordshire's Children and Young people's Board
- Development and coordination of the Locality Delivery Plans
- Delivery of key priorities from South Staffordshire's Health And Wellbeing Strategy

### **Description of other services provided within the Portfolio**

In addition to the services provided above, the Portfolio Holder for Partnerships service has responsibility for:

- South Staffordshire Villages CCTV Scheme
- Forward Plan
- Neighbourhood Renewal

### **Focus of the portfolio**

The focus of the Portfolio is to oversee and facilitate the Local Strategic Partnership, corporate policy, and performance. Work will be focused on internal and external communication with Elected Members, employees and residents. Supporting local community groups and delivery of health and wellbeing opportunities within the rural communities of South Staffordshire.

## **Priorities for 2011-12**

### **Politics:**

We will continue to support members with their plans for their wards by further developing the annual programme of Member forums and ward walks.

We will support the Electoral Services team in their campaign to increase vote registration, and with any referendums and the elections in whichever manner is appropriate.

We will provide support to members as need is identified in particular supporting any new members after the election.

We will continue to develop new and innovative communication methods to elected members.

We will continue to host the annual Parish Summit.

We will develop the new Corporate Plan.

We will utilise the local intelligence and strategy to influence the delivery and prioritisation of Health and Wellbeing services across the district.

### **Pounds:**

We will continue to look for and share best practice both within and outside the organisation.

We will look at our own practices to identify savings wherever possible.

We will provide support to local community and voluntary sector groups and organisations to seek sustainable community delivery and leadership of services for local people.

We will continue to bid for external funding, as appropriate, to support the local infrastructure of voluntary groups and organisations.

We will utilise customer insight across the council to tailor communication methods to our residents.

We will continue to promote the staff suggestion scheme, in order to encourage staff innovation.

We will investigate other alternatives to the Covalent performance management package.

In the development of the new Corporate Indicator suite, there be Value for Money indicators that cut across the Council.

## **People:**

We will continue to explore the variety of ways that we communicate with our customers to ensure that they are aware of the services we offer and the different ways available to access them.

We will work through the Localities team and other partners to ascertain our resident's priorities and how to address them.

We will use South Staffordshire Viewpoint to canvas the views of our residents and provide information to them on how we have used their comments to drive improvements.

We will use Customer Information Profiling tools such as ACORN to understand the best means of communicating with residents in different areas.

We will engage in dialogue with residents and businesses through the MyPlaceMySay forum as another means of capturing what is important to our customers.

Development of social media.

## **Other:**

### **Sustainable communities.**

We will continue to support the LSP in the delivery of the plans against the priorities outlined in the Sustainable Community Strategy.

We will provide community leadership during the transition of the County Council's C&LP / Families First programmes to provide stability and sustainability to the established MAG's as they investigate their options and consider community forums.

We will as a team input into the work of the Health and Wellbeing Theme Group of the LSP.

We will continue to provide coordination of the Children and Young people's Trust Board providing a focus for Children's Service provision in South Staffordshire.

We will continue to work closely with the Community Council of Staffordshire to deploy a team of Village Agents across each of the five localities to support local communities.

### **The Environment**

We will support the Friends groups and parish councils as requested, hosting annual forums.

We will continue to progress locality focused programmes such as Featherstone Pride, the Caddick Farm group, Codsall and Bilbrook Action group, and Huntington Pride.

We will continue to watch the emerging legislation from the new Coalition Government and flag where it affects us.

### **Healthy and Safe Communities**

We will continue as part of the Community Safety Partnership to work towards making the district as safe and cohesive as possible.

We will continue to work with partners to address the issues of anti-social behaviour and its root causes.

We will continue to look for best practice examples and to work with partners to address health inequalities across the district.

We will continue to support the HR manager and the rest of the organisation in meeting our Equalities and Diversity responsibilities.

We will continue to work with partners to deliver the key priorities of South Staffordshire's Health and Wellbeing Strategy.

We will continue to deliver contracted services from the SSPCT such as Healthy Walks, Gentle Exercise and Adult and Childhood Weight Management programmes

In conjunction with Human Resources we will develop a revised Child Protection and Safeguarding Vulnerable Adults policy, and ensure the policy is supported by an appropriate training plan for all staff to fully engage with the councils Safeguarding responsibilities.

### **Service Delivery Indicators for 2011 -12:**

The number of Freedom of Information requests received.

The percentage of those requests responded to within the twenty working day period.

The number of press releases issued.

The number of press releases which are taken up by the local paper.

The number of people registered to use MyPlaceMySay.

The number of businesses registered to use MyPlaceMySay.

The number of Twitter followers for the Council's Twitter feed.

The number of home security packs distributed throughout the district by PCSOs and the Community Safety Team

The number of referrals for Spirita assistance (Handyman service)

The number of referrals to Theam Security for Crime Reduction Advice

The percentage of Locality Delivery Plan Actions completed successfully

The number of new healthy walking routes developed and take up

The number of active volunteers delivering health and wellbeing sessions within the community

The amount of external funding attracted into the district through locality working initiatives and partnership programmes.

**Staff development:**

Communications Officer to undertake a CIPR Advanced certificate in public relations.

We will remain committed to supporting staff through key training and personal development that is vital to their job role.

In challenging financial times, staff will be encouraged to pursue their personal development through shadowing other officers, and gaining experiences outside of their day to day responsibilities, to gain a wider understanding of the service which they belong to.

**Consultations conducted in 2010-11, the results and how this information will be used.**

**Place Survey Mimic** – The results from this were positive and showed a marked improvement on the actual Place Survey results from the year before although some of the improvement may be attributed to using the Residents' Panel who already feel more informed about the work of the Council.

**Face to Face** focus groups on the Locality Profiles and the emerging priorities. These results are fed into the development of the locality delivery plans.

**PACT** meetings jointly with the police to identify and address local community safety issues.

**Staff Survey** results have been analysed and show an improvement in certain areas. Areas that need further work have been identified and work will progress on these in 2011.

**What consultations do you plan to do in 2011-12?**

One postal survey of the Residents' Panel conducted by BMG.

Continue to arrange Face to Face forums across the localities to support the identification of local priorities and the development of plans to address them.

Support consultation both internally and externally around the Single Equality Scheme.

Undertake the annual Staff Survey.

Support South Staffordshire Community and Voluntary Action to coordinate further Voluntary sector locality forums including CAB.

Develop an annual member forum for Locality Planning to attract elected members from Parish, District, and County Councils.

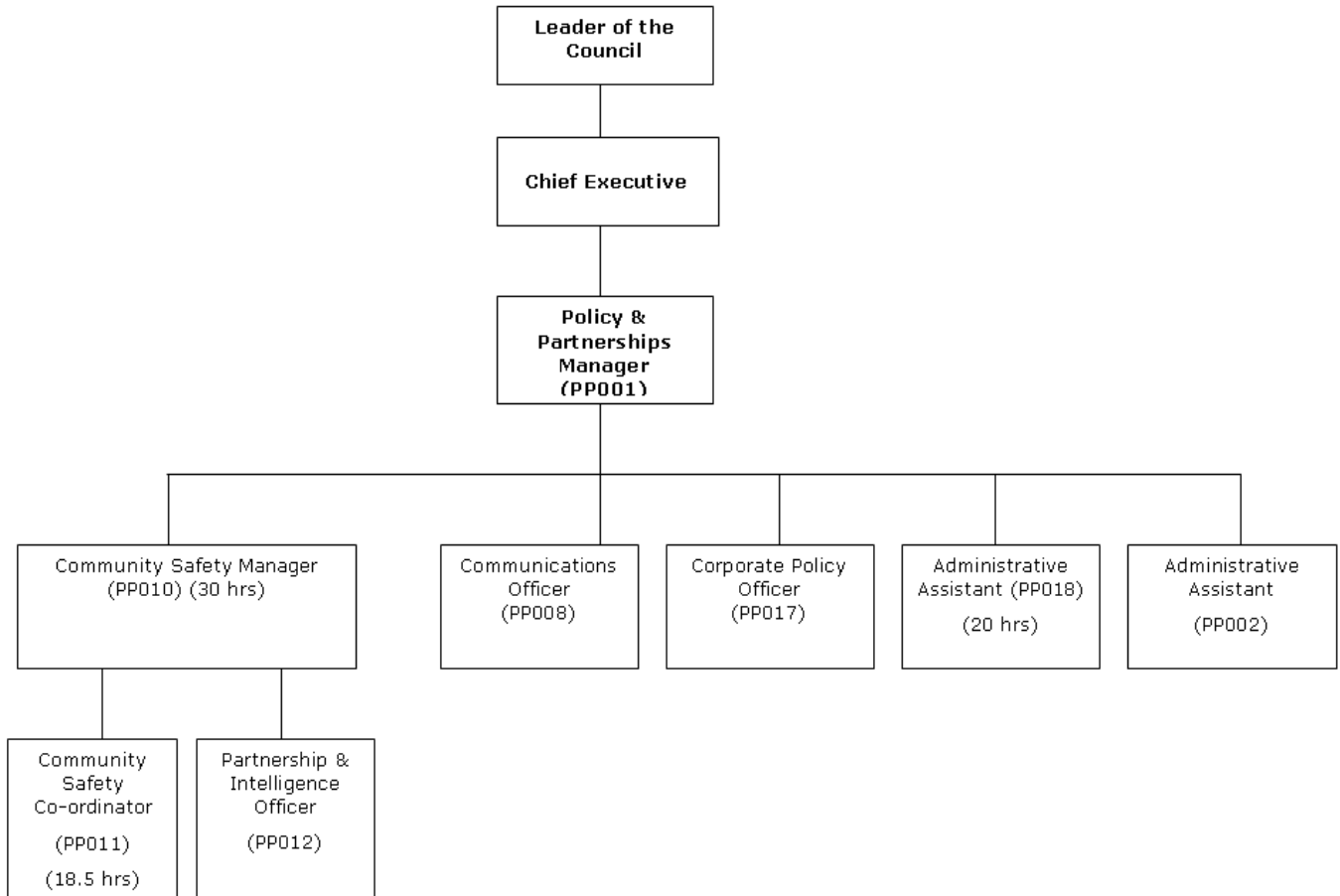
### **Planned Efficiencies**

Explore alternative ways of monitoring our performance.

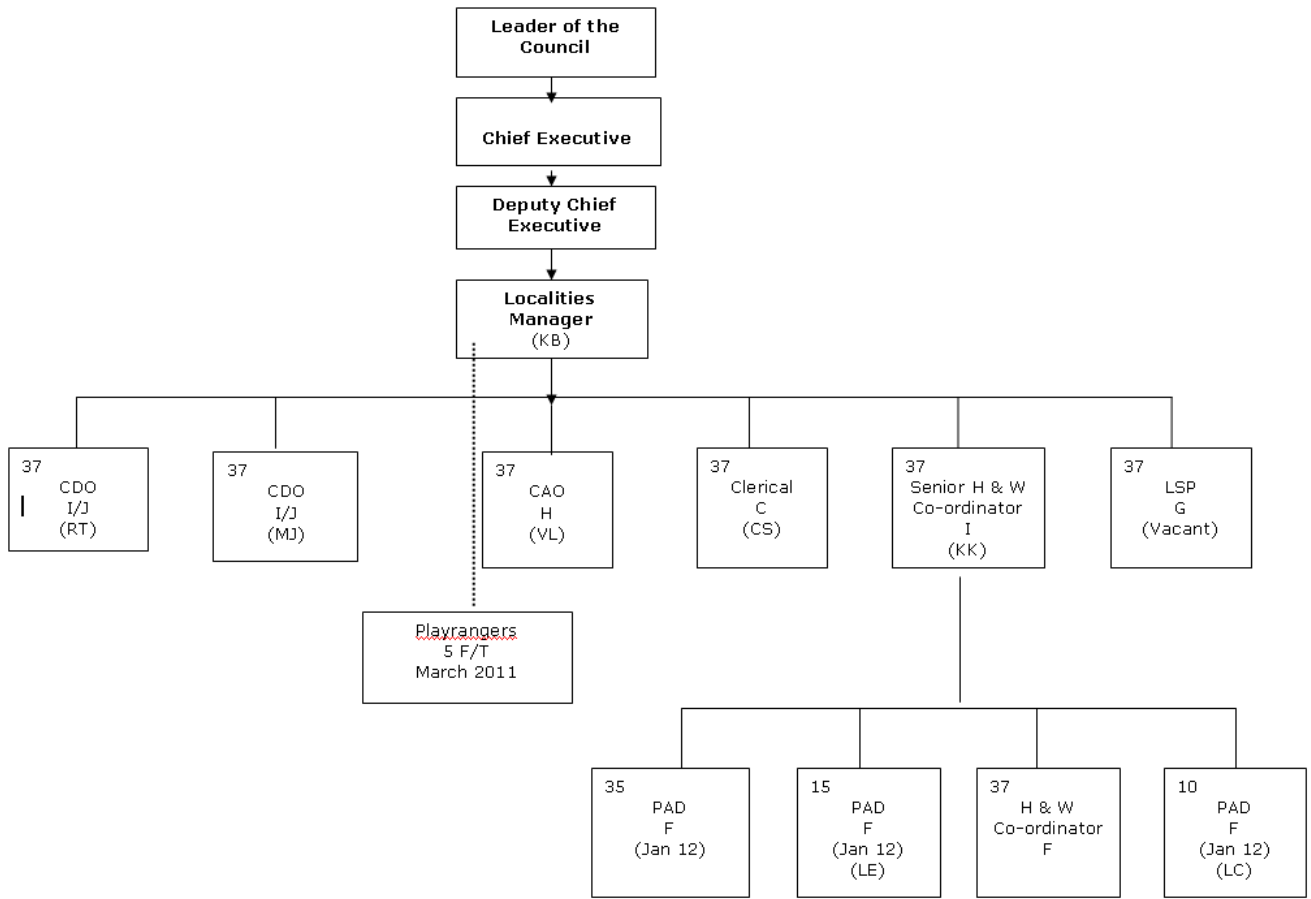
Explore ways of using social media as a cost effective way of communicating with residents.

# Organisational Chart for Policy and Partnerships and Localities

## POLICY & PARTNERSHIPS STRUCTURE



**LOCALITIES STRUCTURE**



**Action Plan:**

<b>Outcome</b>	<b>Additional Action Required</b>	<b>Lead</b>	<b>Resources</b>	<b>Timescales</b>	<b>Monitoring Mechanism</b>	<b>Corporate Priority</b>
<b>Policy</b>						
A Corporate Plan for the District that sets a clear vision	Develop a timetable for production of the plan, which engages members in the development.	Chief Executive	Staff time	May 2011 – April 2012	SMT and Executive	5
The Performance Management is embedded across the organisation	A balanced score card is developed  The Covalent package is reviewed against cost and value	Policy and Partnership Manager	Policy and Partnership Manager		SMT and Executive	5
	Once the Portfolio and Service Delivery Plans are finalised, SMT to decide on the most appropriate audience for each performance measure.  Commence reporting on those measures.	Policy and Partnership Manager	Staff time	To be finalised May 2011.  Start with Q1 reporting in July 2011.	Establishment of baskets of performance measures.	5

	Develop a page on the Council's website to report performance			July 2011.		
South Staffordshire Compact is refreshed	Undertake a review of the Compact	Policy and Partnership Manager	Staff time			3,4
Complete the 2011 Locality data profiles	To complete a locality profiles for all localities.  Circulate to LSP partners for consultation.  Produce a summary document of the profiles.	Corporate Policy Officer/ Intelligence Officer	Officer time	September 2011  August 2011  September 2011		4
That the Council and Partners continue prioritise Health	Articulate and define the Council's role in relation to the Health White Paper and contribute joint working with GPs and County, during the transitional arrangements from PCT to Heath and Wellbeing Boards	Deputy Chief Executive and District Health Lead	Officer time	Ongoing		

External Communication Strategy	<p>Strategy to be completed and actions completed</p> <p>Investigate further use of social media including Facebook, Flickr and blogs</p>	Communications Officer	Officer Time	<p>Strategy completed by April 2011.</p> <p>Relevant actions to be completed prior to April 2012</p>	<p>Quarterly Covalent reports to SMT</p> <p>September 2011</p>	5
<b>Community Safety</b>						
Impact of the Strategic Assessment and re-writing of the Partnership Plan	<p>Following on from the Strategic Assessment the Community Safety Partnership will focus on local hotspots with time limited groups.</p> <p>The CSP will restructure to accommodate this way of working.</p> <p>Analysis of crimes / incidents within each</p>	<p>Community Safety Manager</p> <p>Intelligence</p>	Staff time	February 2011	CSP Steering Group and RAG	2 and 4

	geographical area	Officer				
A programme of intergenerational projects across the localities	Both through the CSP and Localities team through the Small Grants Scheme, and CSP funding, continue to develop intergenerational projects across the district.	Locality and Community Service Manager  Community Safety Manager		Ongoing	LSP Executive  RAG	2 & 4
A suite of indicators for Community Safety that are robust and smart	Working with the CSP to develop a suite of CS indicators that are focused on: Reduction of crime Perception of crime Localities	Community Safety Manager	Staff time	April 2011	RAG	2
<b>Locality Working</b>						
The Village Agent model is rolled out and monitored across the District	That the outcomes of the village agent are reported quarterly to the LSP Executive to ensure the model remains fir for purpose for locality needs.	Locality and Community Service Manager	Officer Time		LSP Executive	4
Locality Working is embedded	LDP actions adopted by LSP Delivery	Locality and Community	Officer Time	Ongoing throughout	6 monthly outcome reports to LSP	4

throughout the Local Strategic Partnership	groups and individual lead organisations  Reporting mechanism for LDP's incorporated into Officer Steering Group	Service Manager		the planning cycle	executive  Quarterly monitoring reports to OSG fro problem solving	
Support for the Community and Voluntary Sector	Sustained support for development of CVA led locality forums for local groups and organisations  Community Leadership role during the transition from C&LP to Families First models.  Secure external funding for Locality 1 Village Agent and exit plan / sustainability plan for current Village Agents  Increased volunteering opportunities / training and support	Locality and Community Service Manager	Grant Aid  Officer Time	Forums established in Spring and Autumn 2011  Support for MAG's March 2011 onwards  Ongoing  April 2011 – March 2012	Community Development Steering group established between SSC, CC of S and SSCVA	3

	across the district					
	Host the Annual Celebration day	Policy and Partnerships Manager				
Communication and Engagement of elected members	Development of Scrutiny process to provide opportunity for challenge of LDP's  Revision and improvement of Member engagement process throughout the Locality Planning Cycle	Locality and Community Service Manager	Officer Time	September 2011  April 2011	Quarterly Outcome / Impact reports to Members  Quarterly Looking at Localities Bulletin	5
Locality working is embedded though out the Council	The Locality team will work with Service Managers to develop locality working across service Portfolio's by identifying opportunities for future locality working arising from the profiles.	Locality and Community Service Manager	Officer time	ongoing	SMT	
Income opportunities are maximised	We will continue to attract external funding into the	Locality and Community Service	Officer Time	Ongoing	SMT quarterly	

	district through locality working initiatives and partnership programmes.	Manager				
Influence and promotion of Health and Wellbeing across the District	Influence and prioritise resources for the delivery of the Health and Wellbeing services across the district	Locality and Community Service Manager	Officer Time	April 2011 – March 2012	Quarterly outcome reports for H&W Strategy to members  Bi monthly update reports to H&W delivery group to consolidate partnership commitments	2
<b>Local Strategic Partnership</b>						
An effective and transformational partnership structure	Working with partners to develop a partnership structure which has embedded cross cutting priorities including: <ul style="list-style-type: none"> <li>• Transport</li> <li>• Health</li> <li>• Older people</li> </ul>	Policy and Partnership Manager	Officer time	April 2011	SMT and LSP Executive	

	Developing an aging well plan, and action plan for the Partnership	Housing Strategy Manager				
A clear picture of the financial cuts to the Public, Private and Voluntary and Community sector in South Staffordshire	Hosting a South Staffordshire Economic Summit with partners to develop a clear picture of budget cuts in service provision and the potential implications for South Staffordshire's residents	Policy and Partnership Manager	Officer time	April 2011	SMT and LSP Executive	5

## Risk Update:

### Policy and Partnership Services

Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
CEPP09	Budget for discretionary projects likely to suffer.	Budget for discretionary projects likely to suffer due to current economic climate	4		The council and its partners will continue to explore opportunities for external funding as well as pooling existing budgets to enable us to work more effectively for our residents.	Working together to share information and develop partnership projects there are good opportunities to do more for the same or less.	4	Clodagh Peterson
CEPP14	Unable to achieve the required level of equality framework.	Unable to achieve the required level of equality framework.	16		This has been made a priority by SMT for the whole of the organisation.	The council understands its customer base in even more detail.	4	Clodagh Peterson
CEPP15	The Locality profiles are incorrect.	The Locality profiles are incorrect.	6		An editorial team has been established and more time has been factored into the planning for checking the accuracy of the information provided.	A useful resource for locality working is produced.	4	Clodagh Peterson
CEPP16	Solutions from the Rural Transport reviews are not accepted.	The emerging solutions from the Rural Transport reviews are not accepted	9		The solutions are all being developed through public consultation and with member support.	Council is recognised as being able to make difficult decisions when necessary.	4	Clodagh Peterson

Extended Engagement Project

Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
PAPP17a	Extended Engagement Project - Limited Staff Resource	Limited staff resource	6		Project Support Officer will mirror the learning of the Social Media Officer so will provide cover if necessary	Learning development opportunity for both staff involved	5	Clodagh Peterson
PAPP17b	Extended Engagement Project - Slippage of Project	Slippage of project	6		Project being led from senior level of organisation demonstrating full commitment to project on a formal project management basis.	Council is seem as responsive to the opportunities presented by new technologies	5	Clodagh Peterson
PAPP17c	Lack of internal experience of social media in this context	Due to the lack of experience timescales for project are not appropriate and mistakes are repeated	4		Employment of external consultant for advice and support of project	Opportunity to learn from external sources and therefore less chance of making fundamental mistake.	5	Clodagh Peterson
PAPP17d	Reputational Risk	Site is used by people to demean the Council or its work or the work of its partners	6		The project area is to be hosted on a separate website on a separate server so will be distanced from the Council per se although the site will have the Council's logo.	Council could be seen as Community leader for encouraging residents to inform the development of its work. Council seen as responsive to the needs of its residents.	5	Clodagh Peterson

Localities

Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
DCLO02	South Staffordshire Rural Partnership fails to improve the transport issues as identified by young people.	South Staffordshire Rural Partnership fails to improve the transport issues as identified by young people.	3		Entry into officers action plans and monitor.	Long term partnership developments and outcomes for communities.	2, 3, 4	Katie Beards