

REPORT OF THE LEADER

TAMWORTH STRATEGIC PARTNERSHIP PLAN

EXEMPT INFORMATION

PURPOSE

To seek endorsement of the Tamworth Strategic Partnership Plan the draft document has brought together the findings from the review of the Local Strategic Partnership and outlines the way forward for the TSP.

RECOMMENDATIONS

1. That Members endorse the Tamworth Strategic Partnership Plan
2. To authorise the Deputy Director CPP in consultation with the Leader to have the final draft desk top published and distributed mainly electronically but with some hard copies available in public buildings.

RESOURCE IMPLICATIONS

There are no significant resource implications arising directly from this report it will require some officer and member time to produce the final version and distribute. Production and distribution costs will be met from existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are limited legal and risk implications, a full risk assessment has been carried out on the Tamworth Strategic Partnership (TSP) and relevant actions have been implemented to mitigate risk.

SUSTAINABILITY IMPLICATIONS

The sustainability of TSP has been reviewed and there has been a move towards a leaner, more efficient and effective partnership structure. The new structure will enhance sustainability for Tamworth.

CONCLUSIONS

There has been a full and very involved process of reviewing and revising our LSP in Tamworth. Led by the then Deputy Chief Executive (now Chief Executive) a task and finish group was actioned to implement the way forward for change in late 2010. Due to the inclusive, open and transparent nature of this change management all of the partners have signed up to a single aligned vision for the future of Tamworth. This is a historical achievement. The progress to date is new terms of reference, new membership and an agreed process for using causal factors to develop the task and finish groups to be overseen by the new Board.

This Tamworth Strategic Partnership Plan succinctly sets out new partnership arrangements in Tamworth with effect from April 2011.

BACKGROUND INFORMATION

The Sustainable Community Strategy sets the strategic vision for Tamworth. It is the 'umbrella strategy' for other strategies and plans that partners develop. Tamworth's Local Strategic Partnership (LSP) was the partnership that brings together everyone who is involved in improving the economic, social and environmental well-being of Tamworth. The SCS prepared by the partnership, was the way of ensuring that all the different organisations working in the borough worked together effectively to turn the vision into reality.

However, there have been major changes, and new opportunities and challenges have

emerged. National government policy has changed and spending cuts mean it is time for a new plan and approach. This document is the result – **Tamworth Strategic Plan**.

LSPs face a vastly changing landscape with new challenges presenting themselves almost on a weekly basis calling for a need to review and reshape our whole approach to Partnership working.

Partnership conversations will be very different without the CAA, PSAs, NIs and LAAs. Coupled with this we have the emergence of new Local Enterprise Partnerships, Health and Well-being Boards and advanced discussions for Place-Based budgets. All of which are set within the policy context of localism and deficit reduction.

With the needs and expectations of those most vulnerable in our communities increasing at a corresponding rate to the reduction in resources, the public sector needs to be 'smarter' about how it uses its resources. There is a real opportunity to move to action focused delivery boards. It has long been agreed that there is a need for an 'entity' capable of providing the leadership and strategic direction necessary to achieve locally defined priority objectives and that would be held accountable for doing so. With a focus upon the key strategic challenges facing Tamworth – the place and its people, this plan will articulate how the sector will integrate planning, resourcing and delivering universal and shared services in a concerted attempt to tackle the underlying determinants of poor health, worklessness, crime, cohesion and well-being.

To respond to the new challenging environment, the LSP Executive Board agreed in October 2010 to undertake a review of strategic partnership working in Tamworth. The primary purpose of the review was to review the strategic and policy framework; focus upon fewer, more strategic priorities with the emphasis on 'cause/prevention'; integrate management, funding, skills, data and assets and in doing so, rationalise partnership arrangements stripping out non-productive elements. The scope of the review was as follows:

The Single, Shared Vision

One that is short, specific to People and Place and provides a genuine focus for strategic partners

The Strategic Priorities

Fewer, more strategic priorities;
Evidence based 'wicked issues' that the collective 'we' need to tackle;
Priorities that retain the link to People and Place;
Focus upon 'tackling the cause or *prevention*' not dealing with consequence and cost;

Planning and Delivery

Outcome focused, time limited action plans;
Individual accountability
Links to commissioning effective 'universal' services;
Connects to wider agenda – Locality Working, Community Safety, Safeguarding, LEPs, Place Steering Group and the Third Sector

Performance and Review

Less complex and risk adverse measures and targets
Reduced bureaucracy
Fewer quantitative measures, new outcome focused indicators of progress
Clear lines of personal accountability

A task and finish group was established to lead on the review and to report back to the next Executive Board meeting.

LIST OF BACKGROUND PAPERS
Restructuring of the LSP
Tamworth Strategic Plan
The 'wicked issues' – task and finish groups

APPENDICES

Tamworth Strategic Plan

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1. What is Tamworth's Strategic Plan?

All local authorities have a statutory duty to produce a Sustainable Community Strategy (SCS) that sets the strategic vision for their area. It is the 'umbrella strategy' for other strategies and plans that partners develop. Tamworth's Local Strategic Partnership (LSP) was the partnership that brings together everyone who is involved in improving the economic, social and environmental well-being of Tamworth. The SCS prepared by the partnership, was the way of ensuring that all the different organisations working in the borough worked together effectively to turn the vision into reality.

However, there have been major changes, and new opportunities and challenges have emerged. National government policy has changed and spending cuts mean it is time for a new plan and approach. This document is the result – **Tamworth Strategic Plan**.

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A task and finish group was established to lead on the review and to report back to the next Executive Board meeting.

2. The challenges we face – the current environment and reasons for change

LSPs face a vastly changing landscape with new challenges presenting themselves almost on a weekly basis calling for a need to review and reshape our whole approach to Partnership working.

Partnership conversations will be very different without the CAA, PSAs, NIs and LAAs. Coupled with this we have the emergence of new Local Enterprise Partnerships, Health and Well-being Boards and advanced discussions for Place-Based budgets. All of which are set within the policy context of localism and deficit reduction.

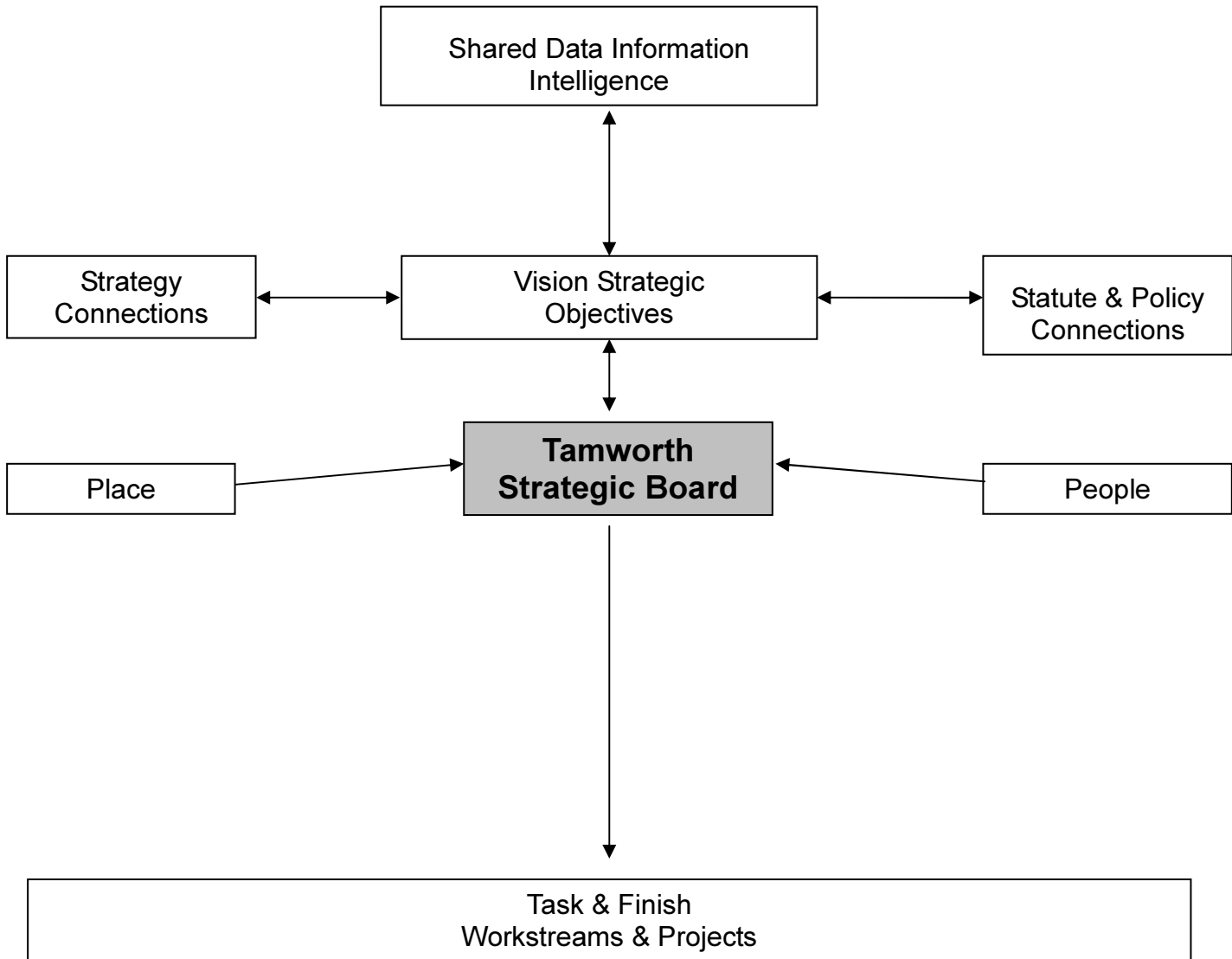
With the needs and expectations of those most vulnerable in our communities increasing at a corresponding rate to the reduction in resources, the public sector needs to be 'smarter' about how it uses its resources. There is a real opportunity to move to action focused delivery boards. It has long been agreed that there is a need for an 'entity' capable of providing the leadership and strategic direction necessary to achieve locally defined priority objectives and that would be held accountable for doing so. With a focus upon the key strategic challenges facing Tamworth – the place and its people, this plan will articulate how the sector will integrate planning, resourcing and delivering universal and shared services in a concerted attempt to tackle the underlying determinants of poor health, worklessness, crime, cohesion and well-being.

There has been a full and very involved process of reviewing and revising our LSP in Tamworth. Led by the Deputy Chief Executive a task and finish group was actioned with implementing the way forward for change in late 2010. Due to the inclusive, open and transparent nature of this change management all of the partners have signed up to a single aligned vision for the future of Tamworth. This is a historical achievement. The progress to date is new terms of reference, new membership and an agreed process for using causal factors to develop the task and finish groups to be overseen by the new Board.

This document sets out in the following pages the new partnership arrangements in Tamworth with effect from April 2011.

3. How it all fits together

Tamworth Strategic Fit



4. Our focus for the future – Priorities and objectives

The recommended Vision providing the focus for future partnership working is:

“One Tamworth, Perfectly Placed”

(The people) (The place)

Using the most recent local data as detailed in the State of Staffordshire; State of Tamworth and county-wide Strategic Assessment (all generated by the Staffordshire Observatory), the following strategic priorities, primary outcomes and local objectives were identified:

Strategic Priority 1

To Aspire and Prosper in Tamworth

Primary Outcome

To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business

To achieve this, we will:

- Raise the aspiration and attainment levels of young people
- Create opportunities for business growth through developing and using skills and talent
- Promote private sector growth and create quality employment locally
- Brand and market “Tamworth” as a great place to “live life to the full”
- Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Strategic Priority 2

To be healthier and safer in Tamworth

Primary Outcome

To create a safe environment in which local people can reach their full potential and live longer, healthier lives.

To achieve this, we will:

- Address the causes of poor health in children and young people;
- Improve the health and well-being of adults by supporting them to live active, independent lives;
- Reduce the harm and wider consequences of alcohol abuse on individuals, families and society;
- Implement ‘Total Place’ solutions to tackling crime and ASB in designated localities;
- Develop innovative early interventions to tackle youth crime and ASB; and
- Create an integrated approach to protecting those most vulnerable in our local communities

The principles which underpin the priorities and our way of working are:

Core Purpose:

- To provide the leadership and strategic direction necessary to achieve the shared priorities and objectives
- To agree priorities, set direction, empower individuals and check and challenge progress and outcomes
- To be collectively and individually accountable for planning, resourcing, and delivering programmes, projects and workstreams designed to achieve the shared priorities and objectives
- To focus upon the delivery of the shared priorities for Tamworth and its communities

- To implement a simple and transparent governance arrangement to support statutory compliance and accountability
- To engender a flexible partnership environment based upon agreed core principles and
- To create a sustainable partnership culture based upon honesty, trust and fairness.

Partnership Principles:

- Focus plans, capacity and resources on tackling the cause not the consequences of our priority issues
- Adopt a systems thinking, problem solving approach to working methods
- Seek to ensure that those most vulnerable in our communities are prioritised and supported
- Increase efficiency by greater collaboration, reduced bureaucracy and focusing upon outcomes
- Enable a flexible partnership environment based upon honesty, trust and committed relationships and
- Seek to secure sustainable local solutions to local issues.

5. What our communities and data is telling us

A robust evidence base provided by the Staffordshire Observatory has led to identification of causal factors against which partnership action, capacity and resources will be targeted through task and finish projects:

Strategic Evidence Base

- Joint Strategic Needs Assessment – Health & Social Profile of Staffordshire – Children
- Joint Strategic Needs Assessment – Health & Social Profile of Staffordshire – Adults
- Community Safety Partnership Joint Strategic Assessment
- State of Staffordshire Report – Staffordshire Observatory
- Tamworth Borough Council –Place Survey 2008/09

This has led to the establishment of the following Task and Finish Group projects;

1. Reduce alcohol misuse by tackling both the inappropriate availability and consumption of alcohol
2. Ensure access to good quality, suitable and affordable Housing
3. Reduce the numbers of residents who live significantly more time in ill or poor health
4. To develop a joint Infrastructure Delivery Plan and oversee its implementation
5. Improve levels of enterprise and job creation in the local economy
6. Improve the capacity and skills of parents
7. Reduce the harm and inequalities caused by tobacco consumption
8. Increase aspiration and educational attainment levels
9. To increase levels of physical activity amongst children and adults
10. To identify services and functions that can be integrated to achieve more effective public services
11. Improve positive nutrition choices and promote healthy eating

Task and Finish Group – Project Steps

1. Develop a project brief identifying the business case
2. Establish a project team (multi agency if appropriate)
3. Review data and intelligence to focus scope of project
4. Develop project plan (using systems thinking approach)
5. Undertake investigation into what is currently taking place
6. Identify gaps and improvements – produce recommendations
7. Agree success measures and performance indicators
8. Complete final report – monitor to ensure recommendations are carried through

6. How Tamworth Strategic Partnership will work to deliver our priorities

Success Factors

The Partnership will have a leadership style and culture where:

- Members and senior officers will have the appropriate delegated powers to ensure effective leadership and joint working;
- There will be fewer thematic partnerships and more effective meetings ensuring simple lines of governance and reporting;
- Performance will be tested and challenged through mature and challenging discussions;
- There will be a problem solving approach underpinned by systems thinking and clear accountability for delivery;
- The partnership agenda will be focused on key utilising the available and relevant intelligence to establish local priorities but will also oversee mainstream resources and infrastructure projects;
- We will adopt an intelligent commissioning approach to the delivery of services;
- Agencies will accept being commissioned to undertake key work without funding;
- Partners will be empowered with the capacity to achieve;
- Engagement with other key bodies including the Local Enterprise Partnership, Place Group, Third Sector, will be seen as integral to promote economic growth and community well-being.

Performance Management Framework

Each task and finish group will set measures of success and these will be monitored by the project lead and TP Board.

Overall progress against key performance indicators for Tamworth will be monitored through the annual State of Staffordshire District Profile produced by the Staffordshire Observatory

Appendix 1

7.1 TAMWORTH STRATEGIC BOARD – DRAFT TERMS OF REFERENCE

1. Purpose of the Tamworth Strategic Board

- To provide the Leadership and strategic direction necessary to achieve the shared priorities and objectives
- To agree priorities, set direction, empower individuals and check and challenge progress and outcomes,
- To lobby and influence in the interest of local priorities
- To be collectively and individually accountable for planning, resourcing and delivering programmes, projects and workstreams designed to achieve the shared priorities and objectives
- To focus upon the delivery of the shared priorities for Tamworth and its communities;
- To implement a simple and transparent governance arrangement to support statutory compliance and accountability;
- To engender a flexible partnership environment based upon agreed core principles; and
- To create a sustainable partnership culture based upon honesty, trust and fairness

2. Expectations of committing to the Tamworth Strategic Board (TSB)

All partner organisations represented on the Strategic Board will be expected to:

- Focus plans, capacity and resources on tackling the cause not the consequence of our priorities issues;
- Adopt a systems thinking, problem solving approach to working methods;
- Seek to ensure that those most vulnerable in our communities are prioritised and supported;
- Increase efficiency by greater collaboration, reduced bureaucracy and focusing upon outcomes;
- Enable a flexible partnership environment based upon honesty, trust and committed relationships; and
- Seek to secure sustainable local solutions to local issues.

3. Meetings and Reporting Arrangements

The TPB will meet **quarterly**, will monitor and receive reports from the established Task and Finish Groups.

4. Membership

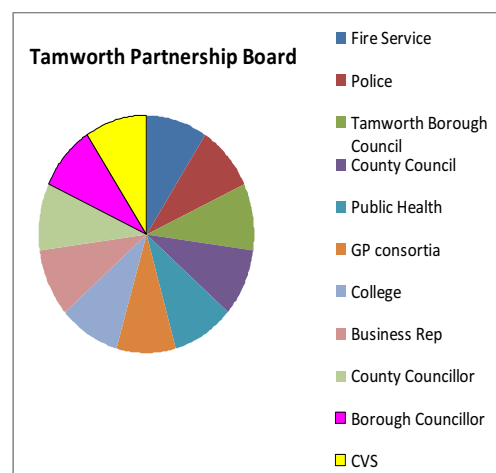
The members of the TSB will have significant influence, resources and understanding of the single vision for Tamworth. The board may co-opt and invite interested parties as and when required.

- | | |
|--------------------------------|------------------|
| • Tamworth Borough Council | Chief Executive |
| • Police | Superintendent |
| • Fire Service | Area Commander |
| • Public Health Representative | To be confirmed |
| • GP Consortia Rep | GP |
| • County Council | Lead Director |
| • College | Principal |
| • Council for Voluntary Sector | Chief Officer |
| • Business representation | Chair of the BEP |
| • County Councillor | Cabinet member |
| • Borough Councillor | Leader |

(Deputies may be nominated to attend the TSP in the absence of the above membership.)

5. Chair/Vice Chair

The chairperson will be – Leader of Tamworth Borough Council



The vice-chair will be – Fire Service Area Commander
There will be an annual election of the Chair and Vice Chair.

6. Administration Arrangements

Meetings will be formally minuted by Tamworth Borough Council with a key emphasis on actions arising. Items for the agenda will be submitted to the chair two weeks prior to meetings and agendas and papers will be circulated at least one week in advance of meetings.

Meeting dates will be set annually in advance. A quorum shall be one quarter of the whole number of members.

7. Civil Contingencies

In the event of a major emergency being declared the Chair of the Board shall also be the Chair of the Community Recovery Committee with the Council providing Secretariat duties. The purpose is to reflect community concerns, feelings and initiatives in informing the wider community and assist in impact assessment of the affected community.

The role is non executive and shall, as far as possible, work on the basis of consensus to:

- Reflect community concerns, feelings and initiatives and bring those to the attention of the main Recovery Coordinating Group (RCG)
- Assist in informing the wider community of discussions and progress of the RCG
- Liaison with the business community and taking their concerns to the Business and Economic Recovery Group.
- Engaging the community in the recovery process.

8. Responsible Authorities

The Tamworth Strategic Partnership will act as the responsible Authority as defined by the Crime and Disorder Act 1998 (as amended). In doing so, it will implement an appropriate and transparent governance arrangement that will ensure statutory compliance and accountability.

On the occasion(s) that the TSP meets as the Community Safety Partnership membership of the TSP will be extended to accommodate all Responsible Authority Group members not on the TSP Board. This will occur twice a year, one as a progress update and one to formally sign off documents such as the Strategic needs assessment, set priorities and refresh the partnership plan.

In the event that there is a need for an issue to be escalated beyond the mandate of the TSP, the Chair of the TSP will refer the matter to the Staffordshire Strategic Board.

Appendix 2

7.2 Task and Finish Group Specification Template

Task and Finish Specification

Accountable Organisation	
Descriptive Title	
Statement of purpose	(The good idea) A project is needed to address the following issues...
Background	The context which demands the objectives is key
Objectives	Defined and measurable deliverables <ul style="list-style-type: none"> Some may be output objectives – such as the production of a report. Others may be outcome objectives. Typically, outputs are required to deliver outcomes. In either case, they should have a clearly defined contribution to corporate priorities
Business Case	Demonstrates that running this project will produce a net benefit to the council's priorities The business case will <ul style="list-style-type: none"> Express a balance of the outline opportunities and risks associated with the 'good idea' Identify whether the project fits certain conditions and should consequently be run according to Prince2. Identify the project Sponsor <p>The business case should be revisited and re-approved throughout the project before committing the project any further</p>
Implications for other workstreams	<ul style="list-style-type: none"> Making connections with other work programmes Avoiding duplication and sharing good practice
Measures of success	<ul style="list-style-type: none"> Clear criteria and measures must be outlined here
Sponsor/Champion on TSP	<ul style="list-style-type: none"> The person or body who will act as the decision-making Authority for the project until Step 4 (when its organisation is established) The Sponsor is able to approve / sign off the project's outline business case and (as far as is possible to predict) the assignment of resources for implementation
Mandate	Approval / sign off by Sponsor of outline business case for project
Accountable Officer	

Appendix 3

7.3 LSP transformation into TSP

STAGE 1

- Review current LSP
- Review Strategic priorities SCS/TBC
- LSP Review Day with wider audience to consider cross cutting priorities
- Linking up with county LSP review and priority setting
- Analyse local, county wide, regional and national data

STAGE 2

- Draft list of vision and priorities based on data and intelligence
- Mandate from all partners for the confirmation of vision and priorities
- Develop matrix for causal factors
- Board and Officer group sign off of causal factors

STAGE 3

- Develop TSP Terms of Reference and structure
- Map causal factors and current work and gaps existing groups
- Establish Lead organisation and name for causal factors
- Close down thematic partnerships
- Communicate messages

STAGE 4

- Turn causal factors into task and finish groups (where appropriate), monitor success
- Establish Strategic Plan
- Implement new TSP with quarterly meeting dates
- Review and evaluate new casual factors task and finish groups success

Tamworth Strategic Partnership (TSP) – Task and Finish Groups

Task and finish groups	TSP officer	Officer and agency	Contact Details	TSP Champion
1. Reduce alcohol misuse by tackling both the inappropriate availability and consumption of alcohol	KA	Karen Adderley TBC	karen-adderley@tamworth.gov.uk 01827 709569	Chief Insp. Ian Cox head
2. Ensure access to good, quality, suitable and affordable Housing	FF	Rob Barnes TBC	rob-barnes@tamworth.gov.uk 01827 709	Tony Goodwin
3. Promote primary health interventions to reduce the impact of residents living in poor health	FF	Rob Barnes TBC	rob-barnes@tamworth.gov.uk 01827 709447	Dr. Suzanne Jones Marie DuQuesnay
4. Improve levels of enterprise and job creation in the local economy	KA	James Roberts TBC	james-roberts@tamworth.gov.uk 01827 709204	Peter Farmer
5. To develop a joint Infrastructure Delivery Plan and oversee its implementation	KA	Matt Bowers TBC	matthew-bowers@tamworth.gov.uk 01827 709276	Tony Goodwin
6. Improve the capacity and skills of parents	KA	Guy Jones SCC	Guy.jones@staffordshire.gov.uk 07816 880916	Tim Leese
7. Reduce the harm and health inequalities caused by tobacco use	FF	Rob Barnes TBC	rob-barnes@tamworth.gov.uk 01827 709447	Dr Suzanne Jones
8. Increase aspiration and educational attainment levels	KA	South Staffs College	graham.morley@southstaffs.ac.uk 01543 438704	Graham Morley
9. Increase levels of physical activity amongst children and adults & Improve positive nutrition choices and promote healthy eating	FF	Neil Mason TBC & Lalitha Webb PCT	neil-mason@tamworth.gov.uk 01827 709568 lalitha-webb@tamworth.gov.uk 01827 709317	Suzanne Jones/Tony Goodwin

FF – Fleur Fernando Partnership Support and Development Officer Fleur-Fernando@tamworth.gov.uk

KA – Karen Adderley Partnership Support and Development Officer karen-adderley@tamworth.gov.uk