Taking Forward the Next Community Strategy

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What did the first strategy contain?

For six themes:

- What people want
- The challenges we face
- The direction we will take
- In partnership we will:
    - Continue our aims to…
    - Work towards change by…
    - Influence change by…
- Key delivery partnerships
- Key strategies

The next community strategy: KCP ambitions

The strategy should

- ◆ Be based on good strong and credible information

- ◆ Be produced through a genuinely inclusive process

- ◆ Set out a widely recognised long-term vision with which partners will affiliate

- ◆ Seek to foster a strong sense of common purpose

- Set out clear objectives
- Contain achievable targets and deliverables
- Influence the deployment of resources
- Be widely known about and taken notice of
- Be something the KCP find stimulating and valuable and of which it can be proud

And what the Audit Commission think…

A synthesis

Analysis/knowledge

Based on a strategic and robust understanding of:

- The area's social economic and environmental issues
- How local priorities relate to wider aims and the long-term future of the area
- The likely availability of resources

Public/partner involvement

◆ Effective community engagement to understand the views, needs, desires and preferences of citizens

◆ Convert this information into good intelligence

◆ Use it to develop the strategy's ambitions and priorities

◆ Users, citizens and partners feel they are important and involved in shaping the KCP's and the community's ambitions

Awareness

- ◈ The strategy should be effectively communicated to local people, partners and stakeholders
- ◈ Partners and stakeholders share a sense of common purpose
- ◈ Officer, staff, contractor, and partner views of their own priorities align with the strategy
- ◈ Resources allocated within and between partner organisations are managed, reviewed and revised in line with priorities

- A "golden thread" from strategy <u>vision</u> and <u>ambitions</u> to specific short, medium and long-term <u>priorities</u> which are reflected in corporate, service and individual <u>plans</u>, <u>objectives</u>, <u>standards</u>, and <u>targets</u>
- Service users, staff and other stakeholders understand the priorities and objectives. Individuals know what to do and how that contributes to delivery.
- Interdependence between objectives identified to develop relevant crosscutting work.
- Explicit approach to risk management.

Targets

- Agreed, clear, outcome based, challenging, realistic
- Underpinned by prioritisation, capacity and performance management
- Set out clearly the agreed contribution to and accountability of partners for delivery
- Reflect the findings of needs assessment
- Have regard to national and local policy frameworks
- Address the needs of minority ethnic and other specific groups

Performance information

- Regular, robust, balanced, user focused, simple to access
- Understandable open honest reports that make comparison easy
- Include national and local indicators, financial budgetary and value for money information
- Data collection/analysis needs agreed between partners
- Open information sharing

So that...

- The council, the community and its partners have a good picture of how well the Partnership is performing against its ambitions and priorities.

Impact

- As a result, the strategy is the key document which articulates what is important for the local area, and sets out the KCP's ambitions for promoting sustainable, safer, stronger and healthier communities with particular focus on groups such as older people and children and young people
- Its impact makes a real and measurable difference to local people

What's been done so far?

Work organised around seven themes
- Homes and Housing
- Health and social care
- Equalities and inclusivity
- Leisure art and culture
- Community safety
- Environment and transport
- Education work and business

Baseline briefings

- What are things like in the Royal Borough
- Challenges and opportunities
- Policy tensions and dilemmas
- The limits to local action
- People's views on the issues
- The principal partners to deliver progress
- Partners' current policies and priorities
- Targets partners are working towards
- Mainstream/specific resources available
- UDP Policies that support partners' efforts

Consultation

- Strand 1: wide and shallow
- Strand 2: thematic
- Strand 3: focus groups with hard to reach communities
- Strand 4: developmental consultation with the hardest to reach groups

What next?

◆ Develop draft strategy
◆ Develop delivery plan

Draft strategy

◆ Vision

◆ Aims

◆ Objectives and priorities

◆ Responsibilities

◆ Existing targets and activities

◆ Total resources

Timetable

- Draft to KCP and Cabinet in April
- Publish in early May
- Final draft to KCP and Cabinet in July
- To Council and publish in September
- Use consultation on draft to identify areas where people want "stretched performance" and highlight these in the final version

What happens then?

"Responsible partners":

- Build relevant objectives and targets into business planning and resource allocation
- Develop targets and identify indicators relating to objectives
- Cascade objectives through service/individual plans and targets
- Negotiation of LPSA2 targets (November 2005 to March 2006)

Community strategy team:

◆ Develop risk management, performance management, reporting and accountability arrangements

◆ Establish framework for keeping baseline information up-to-date

◆ Make sure that interconnections between objectives and targets are made

KCP Steering Group considers:

- ◆ Structure
- ◆ Constitution
- ◆ Working methods
- ◆ Accountability arrangements

Delivery plan

- Targets, timetables, responsibilities
- Specific resources
- Performance reporting and management arrangements
- Communications and accountability
- Partnership structure and working

Publish in Spring 2006

Immediate next steps

- ◆ Theme-based consultation with key partners to identify aims, objectives, priorities, current targets and assign lead responsibilities

- ◆ Draft community strategy to be considered at April Steering Group meeting