



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Strategic Partnership Team

Directorate: City Strategy

Service Plan Holder: Roger Ranson/Nigel Burchell

Workplans: n/a

Director: Bill Woolley

Signed off

Date:

EMAP : City Strategy

Signed off

Date:

Section 1: The service

Service description

The Strategic Partnership Team leads on the development of city leadership at a strategic level and focuses on the City Vision and Community Strategy. This is delivered by developing and supporting York's Local Strategic Partnership, Without Walls and through involvement of strategic partners and residents. Without Walls links together a wide network of strategic delivery partnerships in the city, including:

- Safer York Partnership
- Healthy City Board
- Economic Development Board
- Inclusive York Forum
- YorOK Board
- Lifelong Learning Partnership
- York Environment Partnership (to be established)
- [York@Large](#)

Which are in turn underpinned by key organizations and interests including: North Yorkshire Police, York and North Yorkshire PCT, Chamber of Commerce and private sector interests, York CVS, University of York, St Johns University, York College, Yorkshire Forward etc

The team also plays a vital coordination role by seeking to align the relevant parts of the council with the objectives of strategic partners and the overall Community Strategy. Specific support and development is provided to the Without Walls Partnership, Executive Delivery Board and Inclusive York Forum. The work of the team is key to the delivery of the corporate improvement priority to 'Improve the way the council and its partners work together to deliver better services for the people who live in York'.

Service objectives

The service objectives are:-

- To monitor, review and report back progress towards achieving the targets set out in the Community Strategy 'York – a city making history' and in the Local Area Agreements outcomes framework for 2007-2010;
- To assist in the development and management of the council's relations with external partners throughout the public, private, voluntary and community sectors;
- To support effective partnership working across the council and between organisations to better deliver the citywide improvement objectives;
- To support the overall development of partnership working within the city to create a vibrant city that is underpinned by a prosperous and flourishing economy that is beneficial to residents, visitors and other key stakeholders
- Make most effective use of the voluntary sector in line with agreed criteria to build voluntary sector infrastructure and provide specific funding with the aim to reduce poverty and exclusion within the city
- Supporting and developing Inclusive York Forum and other partnerships as appropriate including linking to the citywide Community Strategy and LAA
- Ensure the Health and Safety of staff and customers of the services provided. Contribute to and implement the Corporate Action Plan and response to the first year of the HSE Strategic Intervention.

Section 2: The Drivers

Driver type	How might this affect our service
Government White Paper published in October 2006 and the Lyons review, which is pending	These policy agendas emphasise the importance of 'place shaping' and incorporate the Government vision of "revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them".
Government consultation on the future of Local Strategic Partnerships	The findings of this consultation puts LSPs, with a new 'duty to cooperate' on all partners, at the heart of efforts to deliver the Sustainable Communities agenda through sustainable community strategies.
Comprehensive Spending Review 07	The LAA is likely to become the conduit for all area based government funding in the future and the importance of the LSP / LAA will grow with time. A decision is likely to be made in CSR07 whether to continue with a third generation of performance reward targets (Previously named LPSA targets). The future role and positioning of cities and city regions is also anticipated to be determined by CSR07
Production of a strategic review of economic development "Future York" to report in the Spring of 2007.	Consider the findings of this Review and incorporate within the work of the Directorate of City Strategy and the ongoing Local Strategic Plan process. Consider the most effective ways of incorporating "Future York" findings into cross-council workings.
Increasing importance of regional/sub-regional agenda and of York's role within the Leeds City Region and North Yorkshire sub-region.	To continue to ensure that the Community Strategy and Local Area Agreement are set within the context of regional and sub regional policy and strategy. To ensure York is fully engaged in the development of any Multi Area Agreements for the Leeds City Region and/or the North Yorkshire sub region.
Government focus on increasing public service delivery by the voluntary and community sector (the 'third sector')	Need to further build Compact principles and good practice into Council and others' partnership working with the VCS in the city and consider how to support increased effective service delivery by the sector.
CPA 2008 Assessment – Partnerships.	To ensure that our service demonstrably contributes to the best possible CPA scoring in respect of partnerships.

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Council Leaders embracing the strategic leadership role of 'place shapers' and using this as a catalyst for investing in partnership working and improving citywide strategic leadership.	York is at a critical crossroads in terms of strategic positioning and future direction. Future success will require a clear strategic direction and the council to ensure that partners have clear vision, sound governance arrangements, transparent finances and a healthy overall risk assessment. These will also help the councils 2008 CPA rating and future CAA rating in 2009. This will help achieve the corporate priority – Improve the way the council and its partners work together to deliver better services for the people who live in York.
Clear strategic direction for the future economic and physical development of the city derived from the review and refresh of the Community Strategy, 'Future York' and LDF processes.	These processes will determine key drivers and constraints that can shape the future of the City, reflect the views and needs of community stakeholders. The Community Strategy will be revised during 2007/08 and developed into a Sustainable Communities Strategy which will be based on the LAA and include the outcomes and indicators developed in 2006/07. There is a particularly strong link with the teams companion corporate priority – Improve the contribution that Science City York makes to economic prosperity.
Support the development of the Leeds City Region Development Programme	To enable York to play a full and effective role in the City Region

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve the way the council and its partners work together to deliver better services for the people who live in York	The Director of City Strategy is the champion for this improvement priority and will be supported by the team.
Each of the 9 outward phasing improvement priorities are, to a greater or lesser extent, vital to the delivery of both the Community Strategy and LAA.	<p>The review of the Community Strategy will involve a number of stages to identify and test what is important now and how things have changed since the launch of the first strategy in July 2004. The process will include identifying key issues from recent partner consultations, including the views of key stakeholders such as children and young people through CYP planning processes and the rationale behind the council improvement priorities selected.</p> <p>Throughout development of the strategy we will be offering a wide range of stakeholders the opportunity to comment on the issues facing the city, to suggest solutions and identify how they can contribute to them.</p>
Links to other plans <ul style="list-style-type: none"> • National - LG White Paper - Strong and Prosperous Communities & CSR 2007 • Regional: Advancing Together – Vision for Y&H Region • Regional Economic Strategy • Regional Spatial Strategy 	<ul style="list-style-type: none"> • Regional Housing Strategy • Leeds City Region Development Programme • Yorks Community Strategy and underpinning strategic plans e.g Yorks Economic Development Strategy; Yorks LDF; Yorks LTP2; • Yorks Housing Strategy; Community Safety Plan; Children and Young People Plan; Anti Poverty Strategy

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> A revised Community Strategy that is equally realistic and meaningful to both key strategic decision makers and communities and neighbourhoods by March 2008 Progress delivery of LAA outcomes and indicators by March 2008 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Review our approach to consulting with partner organisations Review Community Strategy and establish a Sustainable Communities Strategy (incorporating the Local Development Framework) Sustainable Communities Strategy to be linked to/integrated with ward profiles and NAPS
	C1a: Correspondence replied to within 10 days across ED and P (Economic Development and Partnership)	No Data available this year	95%	95%	95%	
	C2: Telephone calls are answered within Customer First standards across ED and P	91.48	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Establish a commonly owned and understood data set for the city and neighbourhoods that improves collective knowledge and reduces duplication of effort/resource December 2007 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Establish City Wide socio-economic baseline/position statement including information on race, diversity and deprivation Establish a data hub to share knowledge with partners
	P1: Invoices paid within 30 days for EDP	New indicator no data available	95%	95%	95%	

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Coordinating action to maximise the level of LPSA2 reward achieved by March 2008 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Ensuring delivery of LPSA2 targets LSP establish an owned policy/approach to budget pooling between partners that enables achievement of LAA outcomes
	F1: Spend against budget for EDP and portfolios	Less than 100%	Less than 100%	Less than 100%	Less than 100%	

Staff based improvement

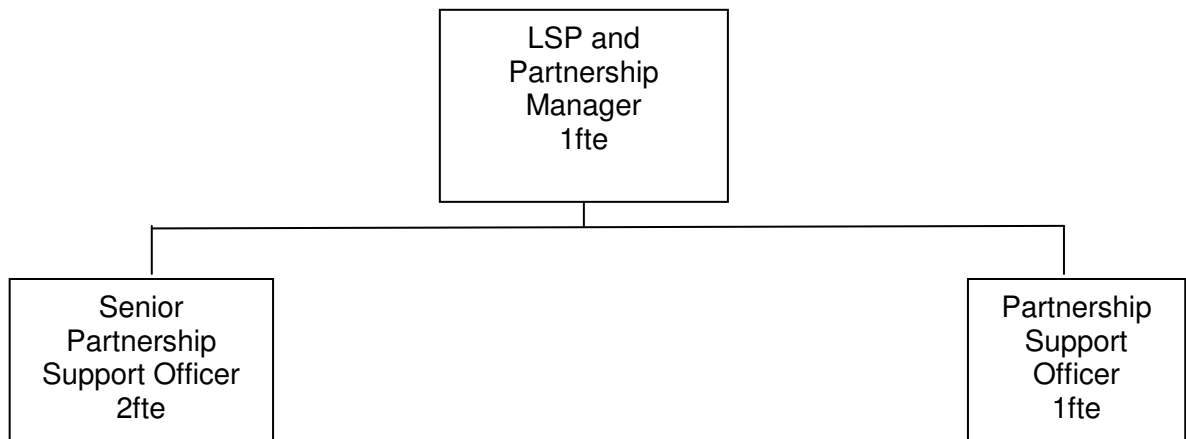
Outcomes	Measures					Actions
<ul style="list-style-type: none"> Full establishment of Strategic Partnership Team, integration with Economic Development Group, Directorate of City Strategy by July 2007. Define clear role and purpose for the Strategic Partnership Team that is understood and valued by strategic partners in the City, sub-region and region by September 2007. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Design and implement development programme in respect of strategic partnership working Attendance at GOYH seminars re SAPC Networking events with other LSPs to share learning and best practice Revision of staffs personal objectives to align with changed focus of team
	S1 - BVPI 12: Number of staff days lost to sickness (and stress) across EDP (days/FTE)	11.26	Less than 10 days	Less than 10 days	Less than 10 days	
	S2 - Days lost for stress related illness as a percentage of sickness days taken across EDP	24%	Not target based	Not target based	Not target based	
	S3: % starters completing induction process within EDP	60% (05/06)	80%	80%	80%	
	S4: : % leavers completing exit process within EDP	60% (05/06)	80%	80%	80%	
	S5: % staff in directorate appraised within EDP	78%	100%	100%	100%	
	S6: Overall staff satisfaction rating of staff in directorate in staff survey within EDP	78%	Every 18 months	85%	Every 18 months	

Section 6: Corporate Issues (2 page max)

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> • All actions within the LAA will be 'equality proofed' and the the measures used equalities compliant • The Community strategy refresh process will seek to be inclusive of all stakeholders and be EIA assessed 	<p>September 2007</p> <p>March 2008</p>
Operational Risk – red risk action/s	
<p>Reputational risk for both CPA 2008 and CAA 2009 onwards if council does not seize the place shaping agenda and focus this via LSP, Community Strategy and LAA.</p>	
Gershon – Efficiency improvement	
<p>Examine potential efficiencies through the evolving City Strategy Directorate, for example the best ways of working the newly created Economic Development and Partnerships Group in a strategic context on split sites needs to be established. There is an opportunity to develop better quality partnership based working within the context of the LSP.</p> <p>It is possible that the development of an LAA Financial Policy and/or CYC Budget Pooling Policy will identify Efficiency savings.</p>	<p>On going</p> <p>March 2008</p>
Competitiveness statement	
<p>A benchmarking exercise will be conducted during 08 to compare the costs of the Strategic Partnership Team with similar operations in other localities, identify VFM opportunities and develop areas for improvement.</p>	

Section 7: Resources (1 page max)

Please provide details of your resources:



BUDGET	2006/07	2007/08	
Employees	£ 161k	£ 165k	There has been a 1% increase in our budget since last year due to £4k pay and prices increases.
Premises	£ -	£ -	
Transport	£ -	£ -	
Supplies and Services	£ 265k	£ 265k	
Miscellaneous	£ 12k	£ 12k	
– Recharges	£ 12k	£ 12k	
– Other	£ -	£ -	
Capital Financing	£ -	£ -	
Gross cost	£ 438k	£ 442k	
Less Income	£ -	£ -	
Net cost	£ 438k	£ 442k	

Section 7: Monitoring and reporting arrangements

Monitoring and reporting will take place via the Economic Development and Partnerships management system as established by the City Strategy Performance Management Framework.

