

Families and Communities

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Embedding the Children's Transformation	Develop sufficient provision in Staffordshire, so that where possible children in our care have access to local places to stay that are affordable.	Development of a sufficient strategy for children needing care so that we have access to suitable internal and external provision.	Work with in house and external providers to secure a vibrant market for children in our care so that children have access to local high quality provision that is affordable.	Sufficiency Strategy in place by April 2023 85% Occupancy of internal homes Decrease in the number of children placed in residential provision	Mark Sutton	Helen Riley	Natasha Moody/Nisha Gupta
	Embed a culture of intelligence-based, proactive decision making and learning across Children's Services.	Continue to grow and develop Power BI, Learning Hub, Policies and Processes to be embedded as part of all we do.	Decisions made on intelligence. Front line workers use intelligence to inform decision making. Q&A practices part of all we do. Right policies and framework in place to allow success.	Increase in use of Power BI across the service - target 70% Auditing Compliance increased from 50% > 70% Observations of practice increased from 40% > 70%	Mark Sutton	Helen Riley	Jenny Herbert
	Embed the Children and Families District Model across Staffordshire.	The intervention supports a whole system change to a local authority's child protection approach for children up to adolescence, focusing on supporting the needs of children and adults in order that children can safely remain within their families. Professionals working across CSC will be aware of and make use of the District Model so that families will have access to the right help and support from the right people to affect change and enable them to live independently.	Children and Families District Model designed and defined for use in Staffordshire. Model communicated and socialised with the wider workforce. Children and Families District Model is well accessed and evidences impact.	80% of audits (across each of the district functions) show compliance with practice standards is good or outstanding Increase in the number of children with an Early Help plan that progresses to Earliest Help or no longer requires support Increase in the number of children with a child protection plan that progress to Early Help or child in need planning Reduction in child social work assessments that lead to no further action	Mark Sutton	Helen Riley	Nisha Gupta
Corporate Parenting Strategy	Delivery and embed a revised Corporate Parenting Strategy.	Review & revise the Corporate Parenting Strategy to help raise awareness and understanding of the corporate parent role. This will include a refresh of induction training for all colleagues and councillors, as well as influencing partners to see themselves as corporate parents.	All staff and councillors aware that they are corporate parents. Every service considers their contribution to the corporate parent role. An increasing number of care experienced young people are employed by SCC, completed work experience or have benefited from a mentor.	% completion of induction training Uptake of mentoring scheme (mentee & mentor) Number of apprentices with care experience (NB: Appropriate targets will be defined and agreed with key stakeholder, as part of the Strategy creation)	Mark Sutton	Helen Riley	Nisha Gupta
Access to Early Help and Support	Work in partnership to improve our 'Local Offer' for 0-25 year olds.	Children's Services have a statutory duty to implement a local offer. We are seeking to improve the accessibility and quality of this Local Offer for 0-25 year olds (including Care Leavers).	We will have a shared vision for the Local Offer and a clear plan to continue to develop this platform, utilising it to increase resilience and independence.	10% increase in the number of people accessing the Local Offer Improved search functionality Improved feedback on the local offer	Mark Sutton	Helen Riley	Natasha Moody
Children's Public Health	Improve children and families health and wellbeing.	Working in collaboration with partners we will look to work together to tackle several key priorities including Mental Health, Obesity and Infant Mortality.	Partners will co-produce approaches to reduce obesity and infant mortality and poor mental health across Staffordshire.	Reduce the % of C&YP (reception year & Year 6) that are overweight or obese Reduce the infant mortality rate (rate per 1,000 live births)	Mark Sutton & Paul Northcott	Helen Riley	Natasha Moody
Early Help	Improve access to early help by developing the Family Hub model.	Family Hubs are a national manifesto pledge to improve access to and outcome for families who need Early Help. We will look to develop a model within Staffordshire to provide a one stop shop for family support.	Co-produce and design the development of a Family Hub Model for Staffordshire. Gain political approval to implement the model. Work with partners and parents to facilitate better access to help and support in a local area.	Family Hub Model endorsed by Cabinet August 2022 % of people who participate in the consultation on the Family Hub Model % access to Family Hubs by April 2023	Mark Sutton	Helen Riley	Natasha Moody
	Deliver the Supporting Families programme to maintain Earned Autonomy status.	Supporting Families is a national programme. We will continue to strive to exceed targets to benefit from £2 million investment annually for Staffordshire's families.	Families in Staffordshire are supported Early and successfully achieve outcomes.	Number of Families achieving successful outcomes having accessed Early Help % of families achieving outcomes as a proportion of the annual target set by DLUCH	Mark Sutton	Helen Riley	Natasha Moody

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Partnerships in F&C	Improve the partnership arrangements across Staffordshire so that there is clear accountability and responsibility for our priorities.	Develop a partnership protocol that provides a clear understanding of the partnerships across F&C and their connectivity, as well as a regular dialogue about priorities and partnership action needed.	Implement an endorsed partnership protocol with regular dialogues across the chairs of the boards. Establish and agree shared ways of working.	Partnership Protocol Approved by HWBB, SSCB and Community Safety Board Improved Communication between strategic board chairs.	Mark Sutton & Paul Northcott	Helen Riley	Natasha Moody
Early Years	Review the Early Years Offer that enables a comprehensive Best Start Pathway to be put in place.	The first 1001 days is critical, we will assess the maturity of our offer and define a Best Start Pathway for Staffordshire's families.	Design and implement a Best Start Pathway. Model is accessed by families via the Family Hubs. Best Start Pathway endorsed, published online and accessed by families in Staffordshire.	Best Start pathway mapped Proposed delivery model and plan endorsed by cabinet	Mark Sutton	Helen Riley	Natasha Moody
Resettlements	Support the resettlement of children and families, ensuring we prioritise and make good progress with the resettlement activity of Afghan Relocation, Unaccompanied Asylum Seeking Children and Ukrainian Refugees.	Delivery of resettlement schemes including: ARAP, ACRS, Homes for Ukraine, UKRS and Community Sponsorship to resettle people locally and secure wrap around support is in place to achieve a great start to living and working in Staffordshire.	Resettle those located in the Bridging Accommodation in Holiday Inn. Deliver the commitment for ARAP/ACRS. Resettle Ukrainians displaced by war via 'Homes for Ukraine'.	Number of people resettled permanently from the bridging accommodation. % and Number of successful sponsorship matches Resettle 25 ARAP families in Staffordshire houses.	Victoria Wilson	Helen Riley	Natasha Moody
SEND Improvement	Deliver the SEND Strategy Delivery Plan, including delivery of the Accelerated Progress Plan.	Deliver the outcomes identified in the SEND strategy, as well as other critical plans such as the APP. The strategy will be the umbrella for a range of activities including improvement work, transformation and operations management. The strategy will be delivered in a co-produced manner with our partners.	Strategy is understood by all stakeholders and there is consensus that the outcomes will improve lives for children with SEND. Core elements of the strategy have clear plans in place and the initial deliverables start to be implemented. Surveys with Parents/Carers and Children/Young People undertaken. Surveys within Educational settings undertaken. Delivery plans in place for critical delivery elements such as programme plan, APP and operational plan.	Number of children with a EHCNA educated in a mainstream school has increased from current benchmark of 29.3% Number of children with a EHCNA in non-maintained and independent special schools is decreasing and below current benchmark of 8.5% Aim to achieve 100% of EHC Plans issued in time (rolling 12 month), however current target is to improve on current benchmark of 64% and exceed national average	Jonathan Price	Helen Riley	Tim Moss
	Respond to the SEND Review Green Paper ensuring outstanding actions will feed into the delivery and implementation of the SEND Strategy.	The government have proposed a SEND Review in the spring of 2022. The resulting Green Paper will form the basis of all of our pre-statutory and statutory work in the area of SEND.	Work with all stakeholders in response to any consultation opportunities and that the voice of Staffordshire is heard. Implement a clear and accessible communication strategy that makes children, families and education settings aware of the Green Paper and all the possible opportunities to influence the review. The Green Paper will be a standing item on all SEND strategic and operational meetings. Stakeholder events are run to share information and collate the Staffordshire response. The response will include the voice of professionals, children, young people, families and settings.	100% of EHCNAs will be quality assured against the new QA standards Children tell us they have a good quality EHC plan with aspirational holistic outcomes which they have co-produced, and can see how all partners/agencies work together to achieve a common goal	Jonathan Price	Helen Riley	Tim Moss
	Develop, agree with partners and start to implement actions related to the Deficit Management Plan.	The Department for Education has recommended that LAs with DSG deficits should develop a DSG Deficit Management Plan. The DSG deficit has arisen due to the increased pressure on High Needs Block funding and specialist support.	Deficit management plan is agreed and approved by schools forum and actions agreed to be completed in 2022/2023 are implemented. DSG deficit management plan is a standing item on schools forum. High Needs Block status is reported as part of performance. Actions within the deficit management plan are delivered.	Deficit Management Plan agreed by July 2022 Delivery of the Deficit Management Plan has commenced from August 2022 onwards	Jonathan Price	Helen Riley	Tim Moss

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	Review of Home to School SEND Transport policy.	Review Staffordshire's Home to School SEND Transport policy, ensuring current practice meets the statutory requirement of keeping children attending schools within their localities whilst reducing single occupancy taxi journeys where appropriate.	Successfully transporting entitled children with SEND to school in a way that meets need and provides value for money.	Overall reduction in the number of single taxi occupancy journeys, with numbers lower than current occupancy of 393	Jonathan Price	Helen Riley	Tim Moss
Education	Re-establish the Education and Skills Partnership Group to improve educational outcomes and access to high quality education for young people in Staffordshire.	Working with the Education and Skills Partnership Group to deliver the priorities set out in the Education and Skills Strategy and strengthening governance arrangements that support effective oversight and delivery of the Strategy.	Delivery of a refocused Education and Skills Strategy, supported by strengthened partnership governance. Priority Action Plans agreed and delivery commenced.	Reconvene the Education and Skills Partnership Group by July/August 2022 Strengthened governance arrangement in place by Oct 22 Delivery of our responsibilities within the White Paper has commenced from Oct 22	Jonathan Price and Philip White	Helen Riley	Tim Moss
Staffordshire Response to National White Papers	Review and respond to national guidance, including the expected release of future White Papers, ensuring priorities for Staffordshire are reflected and delivered as part of existing or new programmes of work.	In response to priorities set out in newly released Government White Papers, work will take place to review national guidance, understand any implications for Staffordshire and develop existing governance arrangements, work programmes and supporting action plans to support the delivery of these priorities.	Timetable of Government White Papers is understood and monitored. Implications of White Papers understood for Staffordshire, with an agreed local response. Priorities for action are being taken forward as part of new or existing programmes of work.	Review of Education White Paper by April 2022 Response to the Education White paper and supporting Action Plans in place by September 2022	Mark Sutton & Jonathan Price	Helen Riley	Tim Moss/Natasha Moody
Sustainable and vibrant library offer	Renegotiate 5 further Community Managed Library (CML) contracts and leases and secure a suitable location to deliver the library offer at Great Wyrley.	The Library Service will work with Legal Services and Strategic Property to encourage continued community delivery of the library offer within Great Wyrley, Knutton, Loggerheads, Wilnecote and Brereton communities.	5 CML contracts and leases renegotiated and sealed to promote a thriving and sustainable library offer within Great Wyrley, Knutton, Loggerheads, Wilnecote and Brereton communities. Agreed with partners a suitable location for Great Wyrley Library.	Contracts renegotiated by: •Great Wyrley - 6 September 2022 •Knutton - 10 October 2022 •Loggerheads - 10 October 2022 •Wilnecote - 27 March 2023 •Brereton - 3 April 2023 Agreement on a suitable location for Great Wyrley Library by December 2022	Victoria Wilson	Helen Riley	Catherine Mann
	Progress library engagement as part of the Town Centre Deals and future Levelling Up proposals.	Working with EI&S colleagues, the Strategic Delivery Managers, Comms, Strategic Property and relevant partners, the Library Service will engage and listen to our communities to explore how we can improve the library offer within town centres. A lessons learned exercise to inform the governance and development of any future proposals that support the levelling up agenda.	Town Deal Funding secured and corporate investment agreed to refurbish/reconfigure library buildings within communities in receipt of external funding. A blended programme of physical and virtual events/activities that supports economic growth and re-engagement with the library offer so that libraries are effective community help points and well used community assets.	Outcome of Town Deal Funding announced by June 2022 Lessons learned exercise completed by July 2022 MTFS Strategic Property board agreement to progress library reconfiguration proposals and timeline by September 2022 KPIs refined once decisions above have been agreed by September 2022	Victoria Wilson	Helen Riley	Catherine Mann
	Develop and deliver the Summer Reading Challenge 2022.	The delivery of the annual Summer Reading Challenge is a key element of offering every Staffordshire child the best start in life.	Increased engagement with the hybrid offer. Engage with all HAF providers to promote the SRC and support HAF activities to increase engagement within targeted communities.	Completers - 60% of children starting the challenge to complete it HAF - work with a minimum of 2 providers in targeted areas to deliver the Summer Reading Challenge	Victoria Wilson	Helen Riley	Catherine Mann
Placing heritage at the heart of the community	Deliver the Staffordshire History Centre Project.	Work continues to deliver the Staffordshire History Centre project, aimed at improving how we care for our historic collections and heritage building. It will also deliver a first class visitor experience in person and online. Working with partners and communities it will enable people to develop new skills, confidence and improved wellbeing through volunteering and participation.	Successful appointment of a construction contractor with delivery of works progressing to timescale and on budget. Phase one of the website completed. Recruitment of volunteers and placements.	Contract delivered within budget 50,000 online visitor sessions 50 volunteers/placements	Victoria Wilson	Helen Riley	Catherine Mann

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Future of the Countryside Estate	Reset and commence implementation of our revised approach for the countryside estate.	Work will include the development of an investment programme for key countryside sites, as well as launching a new volunteer offer, as part of the future direction for Staffordshire's countryside estate.	New Volunteer offer launched for sites and rights of way. Completion of feasibility work for Chasewater Country Park south shore. Investment plan developed and delivery commenced. External funding secured and income generated.	Delivery of 95% of planning responses within deadline Increase volunteer hours to 10,000, equating to £200,000 contribution to site management £75,000 estimated cost recovery for 22/23	Victoria Wilson	Helen Riley	Catherine Mann
Trading Standards	Support businesses and the council through safeguarding and compliance advice. Continue to take enforcement actions against doorstep criminals to protect the vulnerable people in Staffordshire.	Provide advice, guidance and business support that enables business compliance with the law. Also take proportionate actions with those flouting the law so they are either brought to compliance or prosecuted. Work will be focussed on dealing with those traders who cause most detriment to the vulnerable.	Trading Standards statutory responsibilities continue to be met. Where appropriate proportionate enforcement actions lead to business compliance or successful prosecutions. Effective advice and use of enforcement actions results in curtailed doorstep criminal activities to help safeguard vulnerable residents. The Service will be high profile and have a positive impact on Council's reputation.	95% of requests for advice serviced or completed £0.25m Value of detriment (to consumers) prevented by service actions 15% of SCC positive media coverage achieved by Trading Standards	Victoria Wilson	Helen Riley	Catherine Mann
Coroners Service	Establish a new Joint Coroners Service.	Proposal to merge Staffordshire South Coroners jurisdiction with Stoke on Trent and Staffordshire North jurisdiction.	Approval from both Authorities to make the request of Chief Coroner and Ministry of Justice to merge jurisdictions. Primary Legislation amended. Single Coroners service covering all of Staffordshire and Stoke on Trent. Legal Framework produced, agreed and the formation of a Joint Executive Committee governance structure is in place.	New Joint Service in place (NB: Date TBC by the legislative process and Chief Coroner's Office)	Victoria Wilson	Helen Riley	Catherine Mann
Community Safety	Develop and recommission the new Domestic abuse contract and implementation of the Act (including delivery of the Safe Accommodation element).	SCC contributes to a jointly commissioned Domestic Abuse service, with commissioning activity being progressed for the new service to take effect from Oct 23. The Safe Accommodation Duty as part of the new Domestic Abuse Bill puts responsibility on County Councils for provision of safe accommodation. Work will also be progressed to enable commissioning of services with effect from 1 April 23.	Commissioning activity progressed in line with timescales to achieve a recommissioned domestic abuse service for Oct 23. Successful support and appropriate funding provided through existing arrangements to allow for the continuation of service until the new service is in place. SCC will have met its statutory requirement in the provision of support for domestic abuse victims and their families within safe accommodation.	Approval of approach via the democratic process by September 2022 Successful joint working with the PFCC and Stoke City Council to finalise the specification for the provision of Domestic Abuse support by March 2023 Procurement exercise to secure safer accommodation support for 1st April 2023	Victoria Wilson	Helen Riley	Catherine Mann

Health and Care

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Health in all Policies	Work with partners through Better Health Staffordshire to help people reach and sustain a healthy weight; work with businesses to promote health in the workplace; and continue to roll out Warmer and Greener homes.	There is an increasing interest in Staffordshire in working together to improve health by influencing its determinants of health. This recognises that many of the determinants of health are outside the direct control of the county council and require a range of partners to work together.	Partners engaged and actively considering their role in improving health. Warmer and Greener homes completing more adaptations.	Number of Warmer and Greener homes adaptations completed.	Paul Northcott	Richard Harling	Claire Mclver
		Better Health Staffordshire working with partners to reduce obesity.	Partners engaged and making tangible commitments to reduce obesity .				
Supportive Communities	Continue to develop the assets available in our communities and that the public and professionals know how to access them.	Multiagency approach to helping people who need support working with the voluntary sector and NHS to develop and map the assets available in communities and signpost to them through local services and a single online portal.	Good understanding of the assets available and development of a single online portal that the public and professionals from all agencies can use.	Number of people who have accessed resources promoting independent living and community support	Paul Northcott	Richard Harling	Claire Mclver
Pathway Development	We will streamline processes where possible, keep documentation proportionate, and optimise outcomes. We will introduce a customer feedback system to capture the experience of clients and carers. We will implement the 'Care Cap' and revised capital thresholds.	Strengths based practice focuses on what matters to people, what they can do for themselves, and how their abilities can be complemented by help from family, friends, neighbours and technologies to achieve their goals.	Adult social care teams understand and have adopted the strength based vision and principles. Practitioner peer reviews implemented. Documentation and processes are proportionate and as streamlined as possible. Real time performance management dashboards and customer feedback systems operational. MTFS savings achieved.	% of Care Act assessments completed within 28 days. % safeguarding referrals assessed within 2 working days	Julia Jessel	Richard Harling	Jo Cowcher
		Funding Reforms will implement the £86k lifetime cap on care costs and the higher capital asset thresholds by October 2023.	Legislation and guidance understood. Additional demand and costs modelled. Systems and processes designed and plans in place for implementation. Training for staff prepared. Communications for public prepared.	% of financial assessments completed within 28 days	Julia Jessel	Richard Harling	Jo Cowcher
		Liberty Protection Safeguards will implement the new legislation .	Legislation and guidance understood. Systems and processes redesigned to meet these requirements. Additional resources in place. Staff trained. Deprivation of Liberty Safeguards backlog reduced in preparation.	Reduction in DoLs backlog.	Julia Jessel	Richard Harling	Jo Cowcher
		Preparing for Adulthood will review and implement appropriate arrangements to support children with disabilities and their families as they approach adulthood.	Current arrangements reviewed with partners and strengths and limitations understood. Plan in place to implement necessary changes to culture, systems and processes.	TBD - Measures / KPIs to be developed as work commences.	Julia Jessel	Richard Harling	Jo Cowcher
Reviews	Complete annual reviews for people in receipt of Council funded care and promote their independence.	Annual reviews are important to keep people safe and well and that their care remains appropriate.	80% reviews completed. MTFS savings achieved.	% of reviews completed in last 12 months.	Julia Jessel	Richard Harling	Jo Cowcher
Market shaping strategy	Produce a market shaping strategy accompanied by market position statements for each sector, and determine a Fair Cost of Care for all services.	We need to be able to access good quality, affordable and sustainable care services available when people need them. This programme will help care providers understand the care that people will need over the medium to long term, and a fair price that the Council is willing to pay.	Market shaping strategy, market position statements and Fair Cost of Care published.	Overall % care sourced within timescales. Overall % care providers rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Andrew Jepps
Future care workforce	Review skills and career pathways in care and develop a care workforce strategy. Continue recruitment initiatives, develop a reservist model to offer emergency staffing care providers if necessary, and develop an enhanced home care service to offer additional capacity.	The care market is critically dependent on our workforce. We need the right people, with the right knowledge and skills, who feel valued and supported to provide services to a high standard.	Care workforce strategy published. Care providers able to recruit sufficient staff to sustain services. Reservist model ready for deployment if necessary. Enhanced home care service operational.		Julia Jessel	Richard Harling	Andrew Jepps
Care and housing	Develop a care and housing strategy. Work with District and Borough Councils to review arrangements for providing services under the Disabled Facilities Grant. Explore a next generation of Extra Care schemes.	Good quality and properly adapted housing plays a key role in maintaining the health and independence of people who require care.	Care and housing strategy published. Future model for community equipment services determined.	TBD - Measures / KPIs to be developed as work commences.	Julia Jessel	Richard Harling	Andrew Jepps
Care in the home	Review reablement and hospital discharge to assess (Home First) and community equipment services. Pilot the use of monitoring technology (ARMED) to provide early alerts to problems. Explore an outcomes based model for commissioning home care.	The Council commissions a range of services in people's homes to help them regain and maintain independence and provide longer term support.	Home care services sustained. Future model for community equipment services determined. ARMED system piloted.	% home care sourced within timescales. % home care providers rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Andrew Jepps
		Home First 2023 services to be sustained within budget from 2023.	Sustainable service model and funding agreed for Home First.	Number of hours Home First services provided compared to contract.	Julia Jessel	Richard Harling	Andrew Jepps

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Accommodation Based Care	Complete implementation of the care home strategy, commission more block booked beds and explore the need for additional nursing home capacity. Change the way that people pay their contributions to the cost of care. Review and reduce the use of 1:1 care and review young adults placements to see if better care can be secured at lower cost. Review older people's respite.	The Council commissions residential and nursing homes for people who can no longer live safely in their own homes and has agreed a strategy to the sustainable supply of placements.	Care home strategy implemented. Use of block booked beds increased. Net to gross payment implemented without loss of income. MTFS savings achieved.	% residential and nursing care sourced within timescales. % residential and nursing care providers rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Andrew Jepps
		Net to Gross. Net to Gross Payments of Care Homes will implement changes to the way people pay contributions to the cost of their care so that they pay the Council instead of the homes, as required by the Local Government Ombudsman.	System and process changes embedded enabling smooth transition from paying care homes net to paying care homes gross by 01 October 2022 and no loss of income for the Council. Effective communication with residents and care homes that make sure changes are understood.	100% of care home placements paid correctly under new arrangements. 100% of people charged correctly under new arrangements. 90% of people paying by direct debit.	Julia Jessel	Richard Harling	Andrew Jepps
Learning Disability and Autism Commissioning	Develop an all age disabilities strategy and a mental health strategy. Strengthen arrangements for co-production of care services. Recommission independent sector day opportunities and respite services. Explore an outcomes based model for commissioning Supported Living.	All Age Disability & Mental Health Strategy. The All Age Disabilities and Mental Health multiagency strategies will set out how the Council and our partners will improve mental health and well-being and provide services for those who need them.	All age disabilities strategy and mental health strategy published.	Strategies drafted and approved by 31st March 2023 Measures to be developed alongside strategy.	Julia Jessel	Richard Harling	Andrew Jepps
		The Council commissions a range of services for people with learning disabilities. It is important that these are good quality and value for money, and that the people who use them have an opportunity to influence the design and operation of services.	MTFS savings achieved.	Work with key stakeholders to agree a final version of what is required in the market moving forward - Q3 Revised Market Position Statement in place for Learning Disabilities and/or Autism - Q4	Julia Jessel	Richard Harling	Andrew Jepps
Learning disability in-house services review	Review services to improve quality and productivity including staff structure, estates and introduction of digital care management system and mobile devices.	The Council operates in-house services for people with learning disabilities.	Residential staffing restructure complete and services operating to high standard and within budget. Plans for future of all estates. Digital care management system operational.	% learning disability in house services rated 'outstanding' or 'good' by CQC.	Julia Jessel	Richard Harling	Kelly Gray
Integrated Care System	Establish 'place based' arrangements in line with the White Paper "Joining up care for people, places and populations". Establishment of the Integrated Care Partnership.	Development of shared outcomes at 'place level' and a joint plan to address these, supported by pooled funding, with a growing proportion of health and care activity and spend overseen by and funded through a 'place board'. A single person will be accountable for the delivery of the shared outcomes and plan for the 'place' and the pooled funding. Other work includes the development of integrated care records and joint workforce planning, training and career pathways.	Health and care outcomes for Staffordshire agreed. Joint Council and Integrated Care Board plan to address outcomes agreed. Better Care Fund approved. Health and Well-being Board terms of reference revised to include 'place board' role. Single person accountable for the delivery of the shared plan appointed. Integrated Care Strategy published.	TBC as work develops	Alan White	Richard Harling	Jo Cowcher
Implementation of adult social care reforms	Implement the Government's reforms and prepare for adult social care enhanced assurance framework.	The Government has announced a wide range of reforms including changes to the way that care is funded, introduction of new Liberty Protection Safeguards, and the requirement for local authorities to review and determine a 'Fair Cost of Care'. The Government will also be introducing an enhanced assurance framework with a role for the Care Quality Commission in overseeing local authorities' adult social care duties.	Enhanced assurance framework understood. Self-assessment and peer challenge complete. Evidence ready to cover CQC key lines of enquiry. Partners and staff briefed.	TBD - Measures / KPIs to be developed as work commences.	Julia Jessel	Richard Harling	Jo Cowcher

Economy, Infrastructure and Skills

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Digital Infrastructure	Progress design and delivery of the Digital Infrastructure Programme. Connect Staffordshire with digital network capability across the county through accelerating the delivery of full fibre and 5G.	Accelerate delivery of gigabit capable technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy. Maximising the use of public sector assets, developing lucrative internal and external networks as well as contributing to and influencing policy to facilitate delivery and to reduce digital exclusion whilst supporting our climate change agenda.	Closure of Superfast Staffordshire and transition to Project Gigabit. Engage and support a successful procurement process for Project Gigabit – a government investment valued at between £70M and £123M in Staffordshire (including Stoke on Trent). 5G development strategy in place and agreements with mobile network operators on improving coverage.	Take-up of Superfast services (at contract closure) exceeds 75% 255,135 (61.1%) premises with Gigabit capability (Current baseline is 55.15%) Positive relationship with 100% of providers that have a successful bid in Gigabit procurement exercise (quantity currently unknown)	Simon Tagg	Darryl Evers	Anthony Baines
Highways	Continue to enable the sustainable development, improvement and management of Staffordshire's built environment to play its part in achieving the desired outcomes for elected Members, residents and the business community.	<p>Highways Transformation Strategy & Programme. Deliver the Highways Transformation Programme to support delivery of new vision for Staffordshire Highways. Transform our Community Highways offer, to deliver improved customer satisfaction. Increased engagement with Members and the wider community, and links to the digital customer journey.</p>	<p>Develop the Future Highways Delivery Model (preferred delivery model by end of Q1.)</p> <p>Transfer and embed Asset Management, Risk & Liability Services from Amey to SCC (April 22).</p> <p>Establish new SCC client function.</p> <p>Agree 22/23 Continuous Improvement Programme for existing contract (July 22).</p> <p>Establish, scope and understand new community highways offer. Dependant on additional funding.</p> <p>Successfully Deliver 22/23 Highway Investment Strategy and associated work pilots.</p>	<p>Commitment to deliver 18,000 additional pothole repairs in year</p> <p>Approximately 40 miles of pothole prevention surface treatments completed</p> <p>Increased National Highway and Transportation Survey Results - Due Summer 2022 - Overall score for Staffordshire last year was 5% lower than National average (46% for SCC, National average 51%)</p> <p>Members Survey out now (March 22) due to be reviewed May / June 22 - Increased member satisfaction scores</p> <p>Increase in "Report It" Web page satisfaction responses - 595 responses in year 21-22, with 180 positive, 373 negative and 42 neutral</p>	David Williams	Darryl Evers	James Bailey
		<p>Infrastructure+. Deliver a value for money strategic Infrastructure+ Partnership. Alignment with the "Leading for a Connected Staffordshire" business plan, including: annual capital delivery programme, clear and visible performance management, governance structures and improvement plans to deliver against agreed critical success factors, roadmap to net-zero, MTFS commitments and contractual outcomes.</p>	<p>Delivery of agreed capital programme.</p> <p>Continuous improvement programme 22/23 priorities.</p> <p>Adopt new HIAMP and alignment with national Code of Practice.</p> <p>Establish a highway depot modernisation programme (Strategic Property).</p> <p>Review winter service (mitigate financial pressure).</p>	<p>Operational performance measures contained in I+ Scorecard. Overall score to be at or above +26</p> <p>Road condition data - measured annually</p> <p>Increased Member/public satisfaction - Key Benchmark Indicators collected annually, there are over 190 individual BI's, with overall satisfaction being at 42 / 100 for the year 2021</p>	David Williams	Darryl Evers	James Bailey
		<p>Road to Net Zero Plan - Develop and Deliver our road to net zero plan.</p>	<p>Driving the prioritised action for 2022/23 to reduce CO2e from fuel usage by:</p> <p>Updated a large percentage of the fleet during 2022.</p> <p>Idling avoidance.</p> <p>Reducing business mileage.</p> <p>Continue to seek out new/emerging best practice to support delivery of this priority.</p>	<p>Reduction in fleet CO2e</p> <p>Reduction in none-operational business mileage against 2019 baseline.</p>	David Williams	Darryl Evers	James Bailey

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		<p>HS2 Project. Fulfil the Council's statutory duties regarding the HS2 project and carry out its role as a Qualifying Authority. Maximise the opportunities and minimise the impact of the HS2 project on local communities.</p>	<p>Establish the HS2 governance model, including SCC HS2 virtual team network.</p> <p>Successful project management of SCC's statutory role in the HS2 project.</p> <p>Supporting local communities dealing with HS2 Ltd and their contractors. Influencing HS2 Ltd and their contractors whenever possible to reduce the impact of the project and gain favourable outcomes for Staffordshire.</p> <p>Successful delivery of the Phase One Road Safety Fund programme for 22/23 (£2.975M total spend by 2026).</p>	<p>Minimum of 95% of Schedule 17 Lorry Route submissions evaluated and responded to within 8 weeks (timescale as per the planning memorandum).</p> <p>Minimum of 95% of Schedule 4 Highway Interference (temporary or permanent changes to the highway) submissions evaluated and responded to within 28 calendar days (where 28 days' notice was given by HS2 Ltd and their contractors).</p> <p>Minimum of 90% of Chief Executive, Cabinet Member and MP enquiries acknowledged and actioned within corporate timescales.</p>	David Williams	Darryl Evers	James Bailey
		<p>Street Lighting LED Retrofit Programme. The priority in 2022/23 is to progress year 2 of 4 of a £8.8M invest-to-save in LED retrofit programme, which once complete will contribute towards saving 2,650 tonnes of CO2e / year across Staffordshire.</p>	<p>Deliver MTFS Invest-to-Save LED upgrade programme (year 2 of 4).</p>	<p>Estimated street lighting units converted to LED for 22/23 is 11,216</p> <p>Estimated contract costs for 22/23 is £2,119,824</p> <p>Estimated CO2 reduction amount for 22/23 is 487.80 Tonnes</p> <p>Estimated energy savings for 22/23 is 2,131,222 Kwh</p>	David Williams	Darryl Evers	James Bailey
		<p>Annual Capital Programme. Carry out highway design that is: proportionate to the scheme size and complexity; complies with the Construction (Design and Management) Regulations 2015 (CDM 2015); and consults and engages with elected representatives and local communities in an appropriate and timely manner.</p>	<p>Delivery of the Divisional Highway Programme (DHP) to the satisfaction of Members and local communities.</p> <p>Good quality, sustainable, highway infrastructure assets are constructed, that are durable and efficient to maintain and manage.</p> <p>Continued development of the IT Projects Delivery Project Team (set up in November 2021), with a focus on KPI reporting and the creation of an improvement plan.</p> <p>Monthly and quarterly updates on the progress and finances of the programme.</p> <p>Setup an annual, internal audit of compliance with CDM 2015.</p> <p>Ensuring that sufficient design staff are trained and employed to deliver a growing IT programme.</p>	<p>Percentage of IT programme schemes (including carry over schemes from previous financial years) at:</p> <ul style="list-style-type: none"> •Feasibility stage •Design stage •Construction stage •Completed •On hold / cancelled <p>IT programme expenditure per quarter against forecast expenditure per quarter.</p> <p>Percentage of DHP schemes (including carry over schemes):</p> <ul style="list-style-type: none"> •On hold •In progress •Completed •Cancelled 	David Williams	Darryl Evers	James Bailey

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Waste	Manage and develop Staffordshire's waste to resource functions across the county contributing towards Staffordshire's sustainability strategy.	Hanford Energy Recycling Facility. Finalising the position of the future of Hanford Energy Recycling Facility post 2025. Working with our Stoke On Trent City Council partners to begin preparations for what the waste disposal arrangements may be after 2025.	Gaining a finalised position for post 2025. Agreed new Inter Authority Agreement with SOTCC. Final Outline Business Case for Hanford post 2025.	As per successes - these 3 areas are key priorities for the financial year, with regular updates to SLT / Cabinet on a monthly basis	Mark Deaville	Darryl Evers	Clive Thomson
		Preparation and delivery of a Strategic Business Case leading to creation of robust Outline Business Case to determine the required infrastructure for the future treatment of mixed dry recycle collected from Staffordshire households.	Resources secured to develop a Strategic Business Case and Outline Business Case. Strategic Business Case presented to Cabinet for approval.	Robust Business Case developed to ensure sound decision making.	Simon Tagg	Darryl Evers	Clive Thomson
		Household Waste Recycling Centres. Embed the new in-house Household Waste Recycling Centre network.	Service returned "in house" from 29/03/2022 with no drop in service standards or even an improved service. Service managed within budget upon return. Design and develop a programme of continuous improvement that enable the service to maximises recycling opportunities, provides best value for the public purse and can match customer demand.	Remaining service stays within budget Tonnage reduction of waste >1000 Tonnes Recycling Rate Target of 55% Baseline data will be established in 22/23 now that the service is back in house	Simon Tagg	Darryl Evers	Clive Thomson
Climate Change	Further develop our Climate Change Strategy and Action Plan and review and develop Staffordshire's Flood Risk Management Strategy.	Climate Change Action Plan. Reduce SCC's carbon emissions to achieve Carbon Zero by 2050. Engage with internal staff and service departments on how we will meet the carbon baseline target and engage with our partners moving forwards.	Delivery of current Action Plan 2 and development of new Action Plan 3. Production of the Annual Report for approval by Cabinet in Oct. Continue supporting the Staffs Sustainability Board. Continue with Senior Officers Group Meetings across County. Developing additional KPI's.	SCC will be at Net Carbon zero by 2050 Reducing Carbon emissions from previous year (Aim to be below 32,000 Tonnes in this financial year) *Figures released in September 2022 - but there is a lag on data timeliness, so this figure will relate to 2020/21	Simon Tagg	Darryl Evers	Clive Thomson
		Flood Risk Management. Through a strategic approach to flood risk promote the effective management of drainage and flood defence systems; support communities to understand flood risk and become more resilient to flooding; manage local flood risk and new development in a sustainable manner and be better prepared for flood events through working collaboratively with key stakeholders.	Review organisational structure in line with increasing workload and to address backlog of s19 investigations. Work with other key stakeholders on a rolling six year programme of new or improved flood alleviation schemes. Continue to deliver a programme of flood risk investigation (including land drainage issues) in LLFA role. Respond to Planning applications and continue to work with LPAs to seek the incorporation of SUDS standards into local planning policy. More effectively manage flood risk and reduce flood risk to residents and businesses in Staffordshire. Refresh and publication of the Local Flood Risk Management Strategy and initiation of £6m FAIR Project with both being linked.	Number of properties / businesses protected Response times for planning application consultation Complete Local Flood Risk Management Strategy and secure funding for FAIR Project	Simon Tagg	Darryl Evers	James Bailey

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Transport	Develop Staffordshire's connectivity strategy, providing support for connectivity and procuring transport when required whilst working closely with the commercial transport providers.	<p>Local Transport Plan. Progress with drafting and completing a new Local Transport Plan for Staffordshire which will begin in 22/23, with a target completion of 23/24 (Dependant on guidance being published by DfT.)</p>	<p>Be consulted on new LTP guidance, expected in Spring 2022. Final guidance is expected to be published by Autumn 2022 and provide response to consultation.</p> <p>Review current district integrated transport strategies that currently make up the LTP.</p> <p>LCWIP - Local Cycling and walking infrastructure plan: Review of this document and potential integration into main LTP.</p> <p>Meeting objectives set out by DfT in the finalised guidance. Commence the production of documentation that is suitable as per requirements from DfT.</p> <p>Contributing to the delivery of emerging (district & borough council) Local Plans.</p>	KPIs will be developed once the DfT Guidance has been published.	David Williams	Darryl Evers	Clive Thomson
		<p>Home to School Transport. Assisting SEND in the goal of keeping children attending schools within their localities, and reduce single occupancy taxi journeys. Ongoing work alongside Climate Change Team - with a longer term aspiration to transition to more environmentally friendly transport (links to smart passes and reduction in number of vehicles on the road.)</p>	<p>Successfully transporting entitled children with or without SEND to school - as per statutory obligation of 100% - Challenges include taxi contracts - petrol prices and the risk around contracts being handed back.</p> <p>Reduction in number of cars on the road / emissions, and encourage uptake of transport services for entitled pupils, where they are not being utilised currently.</p> <p>Maximise the use of contracted vehicle resources (SEND and Mainstream).</p> <p>Continue to work with local service providers, to develop a network of services to support the school transport service.</p>	<p>100% of entitled children are transported to and from school each day (statutory obligation)</p> <p>SLA of 20 days for transport requests from SEND Service. Based around the procurement cycles and regulations. Again 100% target</p> <p>Mainstream transport to be arranged within 20 working days of transport entitlement being granted</p> <p>SCC Complaints (Stage 1 and 2) / Local Government Ombudsmen: Less than 20 Stage 2 complaints per year in SEND</p> <p>Less than 5 LGO escalations per annum (SEND)</p>	Jonathan Price / David Williams	Darryl Evers	Clive Thomson
		<p>Bus Strategy. The national bus strategy was launched in April 2021 and the Council submitted a Bus Service Improvement Plan (BSIP) in October 2021. Once the award of funds are made we will need to work with all bus operators with the aim of growing bus patronage and tackling climate change aspects, e.g. moving from diesel vehicles to a more environmentally friendly fuel (electric / hydrogen powered vehicles).</p>	<p>Increased bus patronage on existing bus services from a 2021/22 base and a plan to increase ridership in future years.</p> <p>Paying on actual passenger numbers for concessionary travel.</p>	<p>Bus Patronage as per DfT statistics - increased to pre Covid figures. The passenger numbers in 19/20 were 14.7m and in 2020/21 were 4.9m as per the DfT.</p> <p>Percentage of bus services running between 90-100%</p> <p>Increased number of bus services running,</p>	David Williams	Darryl Evers	Clive Thomson
Strategic Corridors	Develop an east/west strategic corridor project that enables businesses in Staffordshire to innovate and grow as part of the wider Midlands Region, initially developing new governance arrangements and supporting delivery.	Growth potential identified as an investment corridor, with private sector and universities presenting opportunities for infrastructure improvements. Plus range of other research and innovation / skills interventions.	Clear governance arrangements and direction of travel over strategy / delivery.	<p>Adopted governance arrangements (Y/N)</p> <p>Successful delivery of corridors</p> <p>This is likely to gain increased momentum throughout the financial year, and Work Programme outputs / KPI's will be established as appropriate</p>	Philip White	Darryl Evers	Anthony Hodge
Town Centres	We will work with our partners to level up our town centres through targeted physical regeneration interventions.	To continue to work with the local planning authorities, to support masterplan-led regeneration schemes, in particular bidding and delivery of central government programmes that include future high street fund and town deals. Future opportunities may also come through UK Government's Shared Prosperity Fund (SPF) and Levelling Up Funds, and preparing for HS2.	<p>Eastgate Regeneration proposals - Procurement of preferred Development Manager / Development Partner by end of March 2023.</p> <p>A further pipeline of opportunities will be established with our local planning authorities and other partners where relevant (e.g. strategic one public estate sites / premises).</p>	<p>Pipeline and / or annual business plan published</p> <p>Successful development and delivery of projects</p> <p>This is likely to gain increased momentum throughout the financial year, and Work Programme outputs / KPI's will be established as appropriate</p>	Philip White	Darryl Evers	Anthony Hodge

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Higher Paid & Higher Skilled Jobs	Enable young people and adults to get the training and skills so they can have a successful career and that employers have the right skills to help their business be competitive and Staffordshire's productivity grows.	<p>Employee Skills Partnership. Manage the delivery of the 3 £1.5m UK CRF projects in accordance with the requirements placed upon the Council as the Lead Authority.</p> <p>Manage the delivery of 4 skills Equipment Fund projects funded by the LEP's Getting Building Fund.</p> <p>Manage the delivery of the Ignite student business start-up project.</p>	<p>All 3 projects achieve their respective output, outcomes targets by June 2022.</p> <p>The SEF 3 projects will enable the delivery of high quality and high level training programmes to support the growth in Stoke-on-Trent and Staffordshire's priority economic sectors.</p> <p>Staffordshire young people in FE 16-18 and school 6th Form with aspirations to start their own business will receive training and support through the Ignite business start-up programme.</p>	<p>Key targets:</p> <p>No. of people supported - 424, No. of businesses supported - 222, No. of organisations supported - 18.</p> <p>SEF 3 Apprenticeship - growth 178 Learners - growth 174</p> <p>No. of students received Ignite lesson - 6000 No. of students registered on Ignite online learning platform - 450</p>	Philip White	Darryl Evers	Anthony Baines
		<p>Apprenticeship & Technical Skills. Procure apprenticeship provision that meets the skills development needs of the core business and schools - maximising the levy spend including Transfer of Funds. Manage the Apprenticeship 500 initiative, which is part of the - Staffordshire Means Back to Business. CRF and SCC funding.</p>	<p>The increase in levy spend and the reduction of expired levy will be maintained. More teams will use the apprenticeship route to fill vacancies and recruit new talent into the Council. All funds available via the Transfer of Levy will be shared with Staffordshire businesses that cannot access apprenticeship funding from elsewhere.</p> <p>The grant will support eligible and approved employers who will be use the grant to enable them to recruit new apprentices to support business recovery and growth.</p>	<p>Levy spend will increase by 4%. Apprentice recruitment will increase by 20%.</p> <p>500 apprenticeship starts.</p>	Philip White	Darryl Evers	Anthony Baines
		<p>Adult Learning & Skills. Through adult learning programmes we will provide courses that contribute to better health & wellbeing, resilience, independence and social inclusion for all young people and adults. A range of formal and informal learning programmes providing support to people and their families to gain the skills they need to progress in the world of work and give children the best start in life.</p>	<p>Funding is targeted and maximised. Good levels of participation. Good quality teaching & learning leads to good achievement with no achievement gaps in equality groups. Safeguarding is effective and high percentage of learners report feeling safe. High learner satisfaction levels. Learners move into positive destinations - further learning, volunteering, employment.</p>	<p>Achieves 90% of agreed funding profile</p> <p>25% males, 70% new learners.</p> <p>Attendance 90%, Achievement 94%, Pass 98%, Retention 96%,</p>	Philip White	Darryl Evers	Anthony Baines

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Start Ups & Scale Ups	Support more people to start and grow their business as a priority, ensuring that a variety of programmes are available to suit individuals with different needs. Support existing businesses to thrive and grow in Staffordshire.	<p>Business Start Ups & Growth. Work with partner organisations to create new programmes with a variety of options for all those wanting to start a business in the County. This will include looking at individuals from BAME / Unemployed Communities.</p>	<p>Achievement of the start-up programme targets</p> <p>Achievement of the Staffordshire Means Back To Business Programme Targets</p> <p>Establishment of new start up programmes which meet the needs of all people in Staffordshire</p> <p>Emphasis on continue to develop and deliver start-ups as part of year 3 delivery of the start-up programme.</p> <p>Continue to support pre starts and start up individuals through the Staffordshire Means Back to Business Programme</p>	<p>By the end of the Three Year start up programme, target is 300 Individuals through the programme, and 200 new businesses set up</p>	Philip White	Darryl Evers	Anthony Hodge
		<p>Enterprise Centres. Continue to offer good quality business units through the enterprise centre portfolio. Tenants to work with the team to understand how to manage business premises in preparation for their move to the private sector.</p>	<p>Develop new business premises across the county according to need, starting with the opening of the Shire Hall Business Centre at the end of June 2022.</p> <p>Develop business support programmes with partners such as the chamber of commerce, FSB, and Growth Hub that provide existing businesses with the opportunities to flourish. Partnership working will successfully result in new schemes for existing businesses.</p> <p>Achievement of the occupation targets of the enterprise centres, and a continuation of the work with property services to move tenants onto 5 year leases.</p> <p>The Shire Hall Business Centre Project will continue on track. The Business and Enterprise Team will continue to work across functions on new enterprise centre projects such as Rugeley Power Station.</p>	<p>85% minimum occupation in all 7 existing enterprise centres</p> <p>The successful opening of Shire Hall, and 50% occupancy by December 2022</p>	Philip White	Darryl Evers	Anthony Hodge
		<p>Staffordshire Mean Back to Business. Utilising community renewal funds, the team will continue to offer business support services to local companies and individuals who want to start a business. Working with the district and Borough Councils, the business and Enterprise team will continue to seek out new funding streams to continue this partnership working through the year.</p>	<p>Meeting objectives set out in the Staffordshire Means Back To Business CRF Programme.</p> <p>Sourcing continuation funding to enable the programme to continue throughout the financial year.</p>	<p>Total Number of potential entrepreneurs assisted</p> <p>Total number of people supported to participate in education and training</p> <p>Total number of businesses receiving grants</p>	Philip White	Darryl Evers	Anthony Hodge and Anthony Baines
Bid Ready Projects	Develop investment-ready projects vital to the future of the county, ensuring our pipeline projects are ready to access funding.	Levelling up fund is expected to be announced in Spring Statement, C/O HM Treasury. Other funds may be launched throughout the year.	Successful Grant Bids.	<p>Grant opportunity maximised</p> <p>This is an output type activity, of which the outcomes are not yet prescribed.</p> <p>As various government prospectuses are published / launched, KPI's will be updated here accordingly</p>	Philip White	Darryl Evers	Anthony Hodge and Anthony Baines

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Supporting the Economy to Become Net Zero	Support Staffordshire's businesses to raise awareness of commercial opportunities to achieve long term sustainability and maximise their business opportunities through innovative environmental activity.	The Staffordshire Business & Environment Network (SBEN) will work with businesses to raise awareness of commercial opportunities, train and provide tools to implement environmental initiatives and make necessary changes as part of their journey to net zero.	<p>Deliver a low Carbon Business Evolution Programme with grants of up to £20,000 for environmental improvements</p> <p>Deliver a Carbon Literacy training service and provision of tools such as a Carbon Tracker to track and implement actions to reduce business carbon emissions.</p> <p>Practical support and provision of tools has enabled businesses to improve their environmental performance.</p> <p>SBEN membership has seen an annual increase.</p>	<p>Save 1500 tonnes of carbon through the work with businesses by the Low Carbon Business Evolution Programme</p> <p>Delivered Carbon Literacy training to 180 people and 10 organisations</p> <p>5% increase in SBEN membership</p>	Philip White	Darryl Evers	Anthony Hodge

Corporate Services

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Customer Services	Establish a Customer Experience Programme to review customer pathways and implement improvements.	We want our customer touchpoints within SCC to be a smooth and efficient experience, with the customer at the heart of everything we do. We want to explore how we can transform the priority areas and review customer journeys within the organisation, promoting digital solutions and efficiencies whilst ensuring that a good customer experience is front and centre in every interaction.	Scope and establish a programme of work to initiate various process review and improvement workstreams. Implement a Customer Experience Strategy which underpins SCC's strategic plan and supports its outcomes. Working with partners from multiple directorates, reviewing key customer pathways and exploring and implementing new solutions in agreement with respective pathway owners. Improved efficiencies allowing teams to focus on complex activities. An established customer satisfaction tool to measure baseline performance.	Increase in Customer Satisfaction - Measured using the UKCSI (ICS) 10% Reduction in general enquiries 85% Net Promotor Score (once customer satisfaction established)	Ian Parry	John Tradewell	Tracy Thorley
Information Governance	Develop and implement a new Electronic Document and Records Management System (EDRMS).	Embed a new EDRMS, as part of our Information Management Strategy, with the aim of adding information governance principles to our unstructured data, demonstrating the importance of Information Governance, and supporting a culture shift for staff across the organisation to understand the value of data.	New file structure will be signed off. Streamlined file system with redundant, obsolete, trivial and duplicated data removed. Implementation of a new Information Asset Register for the organisation to support the delivery of our statutory obligations. Retention schedules built into the system. Staff benefit from an improved search facility.	Workshops completed IAOs actively involved in assisting teams to migrate their data Regular and effective meetings	Ian Parry	John Tradewell	Tracy Thorley
	Continue to embed the Information Management Strategy across the organisation.	Continue to embed and strengthen the Information Management Strategy and Framework, with a specific focus on reviewing our paper processes, having an accurate and up to date asset register and improved information management structure across the organisation, as part of embedding the strategy.	Directorate Information Management delivery plans fully embedded, with monitoring arrangements in place. Effectively maintained and complete Information Asset Register. Review of paper processes completed and action plans in place, with increased digital ways of working.	95% completion of annual mandatory IG training. Review of paper processes complete by December 2022	Ian Parry	John Tradewell	Tracy Thorley
	Work in partnership with ICT on the organisation's approach to Cyber Security, so it is consistent, robust and protects the organisation successfully from threats.	Develop and embed a Cyber Security Strategy across the organisation, including raising awareness of cyber training and the threat landscape. This includes expanding the Cyber Champions programme and improved information, advice and guidance to all staff. In addition ensuring adequate technical controls for protecting the organisation and monitoring for any cyber threats.	Improved reporting and assurance on organisational and technical controls. Improved risk management, ensuring compliance with national standards. Increased knowledge of root causes and incidents. Effective Cyber Champions supporting colleagues across the organisation.	95% completion of cyber security training.	Ian Parry	John Tradewell	Tracy Thorley/Ian Turner
BEST Admin Pathway	Review and strengthen the BEST Families & Children's Admin Pathway.	The F&C Admin Pathway was transferred to Best in April 2022. A substantial review will be undertaken to review and implement appropriate service improvements to deliver the Best Admin Pathway more effectively.	Reviewed current arrangements with partners and understand strengths and limitations. Implemented, or have a plan to implement, any system and process changes to enable a streamlined pathway for all partners. Service delivered within available financial envelope. Review and revise associated service SLA's.	Deliver service within cost by 31st March 2023	Ian Parry	John Tradewell	Tracy Thorley
Electoral Review	Prepare for the upcoming Boundary Review.	The Local Government Boundary Commission for England (LGBCE) has announced its intention to carry out an electoral review of Staffordshire County Council.	Details are limited at this early stage, however the aim of the electoral review is to recommend division boundaries that mean each councillor represents approximately the same number of voters.	Delivery of Review as per LGBCE's timescales	Alan White	John Tradewell	Kerry Dove / TBD

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Capital Receipts Programme	Dispose of surplus corporate assets, amounting to c.£8m net during 2022/2023 through the sale of unused land and buildings.	Raise £8m net income in capital receipts during 2022/2023.	Disposal of 17 sites anticipated to be delivered in 2022/23 with an estimated capital receipt value of £8m.	£8m net income received for capital sites	Mark Deaville	John Tradewell	Ian Turner
Property Projects - Priority	Deliver Corporate Property Projects and associated savings.	Delivery and completion of the following projects: <ul style="list-style-type: none"> Stafford History Centre, including new build development for archive storage Shire Hall Project will be completed in June 2022 The repurposing of the Chesterton Vision Centre resulting in staff move from Brackenbury 	Completion of the projects and achievement of associated savings for 2022/23.	Completion of the following projects by: Shire Hall Project - June 2022 Repurposing of the Chesterton Vision Centre - April 2022	Mark Deaville	John Tradewell	Ian Turner
	Deliver the 2022/23 Schools Capital Programme.	Delivery of the 2022/23 elements of the Schools Capital Programme, including both the maintenance programme and the basic need projects.	Opening of the two new schools in Uttoxeter and Fradley for September 2022. Completing the expansion of St John's PS, Essington and Princefields First School, Penkridge. Achieving planning permission and making good progress on the construction of: a new Primary School at Deanslade (Lichfield) and the relocation/ expansion of St Leonards Primary School (Stafford) to the Kingston Centre. Deliver the schools maintenance programme circa £8 million and over 100 projects.	Schools capital spend - delivery of projects in time and on budget	Jonathan Price	John Tradewell	Ian Turner
Termination of Entrust Service Delivery Arrangements	Develop and implement a new delivery model for non-school facing services.	Progress work to bring Early Years, some Education Improvement and Skills and Employability Services back in house following termination of Entrust Service Delivery Arrangement by 31st March 2023. Property Services will be re-provided by a mixture of in-house or external provision.	Planning and execution of alternative arrangements via Completed TUPE transfer or procurement. All other services to continue under new contractual arrangements or be re-commissioned as appropriate.	Completion of TUPE and implementation of contracts by 31st March 2023.	Mark Deaville	John Tradewell	Ian Turner
Place Marketing	Promote the Staffordshire story, build our network of advocates and raise the county's profile.	Creating the conditions for inward investment, increased visitor economy and growth in Staffordshire through 'value add' activities, we will raise awareness and grow the Staffordshire Place brand, and Staffordshire reputation by utilising Staffs businesses as 'Ambassadors' as well as engage, make connections and influence target stakeholders in priority destinations by harnessing partners and leaders in Staffordshire.	Forged new relationships with key stakeholders and audiences at national, regional and county level. Staffordshire visitor economy and investment priorities/voices are heard and recognised by those who can impact change. Increased positive awareness/profile of Staffordshire. Staffordshire businesses and brands are equipped to tell our story and proud to be part of the WAS journey. Active Place Board membership who add value to our activity. Collaboration and alignment of vision, activity and brand across Tourism, Business Support and Visitor Economy.	Infrastructure & Governance: Increase website visitor numbers by 50% and social account followers grow by 50% Ambassador/Place Board Survey satisfaction scores 80% or above Staffordshire: Ambassador Event attendance increases to average of 75 per event - 4 'showcase' events held per year 200+ Ambassadors Registered and active External: Develop warm contacts/relationships with 20 targets/companies in 22-23 Secure 10+ speaking opportunities for WAS/SCC leadership to promote place/Staffordshire in 2022-23	Alan White	John Tradewell	Cristian Marcucci

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Digital Strategy & Programme	Deliver the Digital Strategy & Programme for 2022/23.	Digital is fundamental to the way Staffordshire County Council works as an organisation, as well as how we interact with our partners, citizens and communities. Digital is cross-cutting, all parts of the organisation are embracing the opportunities that digital technologies offer to connect, inform, and support our citizens. The Digital Programme will continue to evolve and develop in 2022/23 to oversee delivery and provide support to the organisation by delivering a range of key digital projects across the organisation.	<p>A well-structured and managed programme of digital transformation supporting the identified key priority projects.</p> <p>Regular prioritisation of digital initiatives across the organisation.</p> <p>Digital oversight and change support enables Digital Programme priority projects to succeed.</p> <p>Creating online services that are easy to use.</p> <p>Support the business in exploring digital technology and setting the future digital direction of the organisation.</p>	<p>Successful delivery of project objectives and timescales</p> <p>Increase in the number of residents accessing online services, advice and guidance</p> <p>Increasing volume of service areas creating and owning M365 "Teams" and "Channels"</p>	Ian Parry	John Tradewell	Kerry Dove
People Strategy	Continue to deliver against the priorities established in the People Strategy.	<p>EVP & ATS - Deliver a distinctive profile for SCC as a diverse employer and Staffordshire as a place to build a career, through the exploitation of modern digital methods/processes, and employee benefits.</p>	<p>Automation of the process is improved via the Applicant Tracking System (ATS) with responsive system management and configuration.</p> <p>A more proactive solution focused service that promotes the Brand/Values & supports an excellent candidate experience.</p> <p>Reduce use of agency workers.</p> <p>Reduces stress/pressure for other employees filling the gap.</p> <p>Managers invest time in building relationships with candidates rather than worrying about the admin.</p> <p>Evidencing that we are attracting and recruiting a more diverse range of candidates, to reflect the population</p> <p>Having a range of benefits available to employees, to help towards making the Staffordshire £ go further</p>	<p>80% of hiring managers "Strongly Agree" and "Agree" that SCC are attracting quality applicants (following launch of employer brand) by end of 2022/23</p> <p>80% of new hires "Strongly Agree" and "Agree" that they have had a positive onboarding experience by end of 2022/23</p> <p>80% of hiring managers are "Very Satisfied" and "Satisfied" with the hiring experience by end of 2022/23</p> <p>80% of candidates considered the recruitment process to be "Excellent" or "Good"</p> <p>Number of people signed up to use benefits platform is 2049 (45%) by end of May 2022</p>	Alan White	John Tradewell	Sarah Getley
		<p>Ask People Services - Implement a HR specific Management Information System (MIS) that will act as a Front Door to People Services; the system will triage enquiries, provide support and resolution to queries and treat incoming work in the most efficient and effective way possible.</p>	<p>People Services enquiries are triaged and resolved in the most efficient way possible, ensuring cases that require colleague engagement are directed to the most appropriate colleague.</p> <p>Case Management notes and files are held in one central repository in a consistent and intuitive manner, improving service delivery, status reporting and ability to identify improvement opportunities.</p> <p>Administration resource requirements are reduced to release colleagues to spend more time in the areas that add the most value.</p> <p>Colleagues around the business who are making enquiries and forming part of a case receive a more consistent and dependable service.</p> <p>Auditing and reporting improvements are made</p>	<p>Open Absence case volume currently 92, target TBC</p> <p>Consistent speed of enquiry response time frame currently 1.88 days, target 2 days (removal of informal advice queries by bot will lengthen avg response time)</p> <p>Consistent % of enquiries resolved without escalation to case currently estimated at 9.5%, target 9.5% (Automated support bot will remove a number of informal advice queries which will in turn increase the proportion of enquires turning into cases requiring increased further attention)</p> <p>% of enquiries resolved without human intervention currently not measured, aspirational target 30%</p> <p>% of open cases inside ETAs/SLAs currently not measured, target 99%</p>	Alan White	John Tradewell	Sarah Getley

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
		<p>PPP - Review our existing policies and develop and deliver a suite of key and statutory policies which are aligned to SCC values.</p>	<p>Supportive, meaningful and easily used policies drawn up, consulted upon and launched.</p> <p>Supporting documentation drawn up, tested and launched.</p> <p>Supporting L&D programmes designed, tested and launched.</p>	<p>No negative impact on eNPS score of current +11</p> <p>No negative impact on total employee turnover current rate of between 8 and 12%</p> <p>Show reduction of cases progressing to formal stages (Early/Formal) from current rate (% reduction to be confirmed)</p>	Alan White	John Tradewell	Sarah Getley
		<p>SMART - Continue embedding and optimising Smart for the benefit of the organisation and its employees.</p>	<p>Better use of our digital provision including optimizing the use of 365.</p> <p>Realise the benefits of better partnership working when utilizing smart.</p> <p>Optimising office space to enable and encourage collaboration and cohesive working.</p> <p>Building manager and employee skills to enable them to work well in a smart environment.</p>	<p>TBC - None People Services activities are reported through other channels. The People Services element is undergoing a replan.</p>	Alan White	John Tradewell	Sarah Getley
Equality, Diversity & Inclusion	Promote equality and inclusion across the organisation in everything we do.	Oversee and deliver the work required to expand current thinking by looking at how representative our workforce is of the wider Staffordshire population.	<p>'Diversity Forum' created and embedded.</p> <p>Suite of EDI metrics identified and embedded.</p> <p>Improve workforce data via ESS using comms plan to sell benefits of sharing personal sensitive data.</p> <p>Investigated, developed and implemented recommendations from the EA Inclusion Report undertaken in December 2020 (where appropriate).</p> <p>More inclusive and diverse recruitment practices developed.</p> <p>Diversity in the workplace improved.</p> <p>Awareness raised of and amplified diverse voices of our workforce and communities.</p> <p>Our communications (internally and externally) uses inclusive language.</p> <p>Diversity and Inclusion training strengthened.</p>	<p>New Block leader aiming to define KPIs in full at Steering Group - 07/07</p> <p>Currently proposed KPIs:</p> <p>Increase BAME representation with SCC up to 1.8% to reflect Staffordshire community by 2022/23 (currently community is at 4.3% and SCC is at 3.2%)</p> <p>Achieve reduction in Gender Pay Gap by 2022/23. Currently Gender Pay Gap is 9.7% mean/13.7% median (% reduction to be confirmed)</p> <p>Increase in retention rates of underrepresented groups by 2022/23 (% increase to be confirmed)</p>	Alan White	John Tradewell	Sarah Getley
Communities	Develop a new Communities Delivery Plan for 2022/23 that enables strategic oversight of separate communities related workstreams.	Have a plan in place to deliver our Communities priorities and embed Communities as a way of working across the organisation. This includes partnership working with the VCSE, District and Boroughs, and Parish and Town Councils.	<p>Communities 2021/22 Plan successfully concluded and progress reported; end of year position used to inform 22/23 priorities.</p> <p>Communities 2022/23 Plan is developed with the Communities Leadership Group and approved</p> <p>Delivery underway against the new Communities 2022/23 Plan.</p>	<p>Plan approved and live - Jun 2022</p> <p>Future visioning for Communities - Dec 2022</p> <p>Defined KPIs will be agreed as part of the development of the 2022/23 Plan.</p>	Victoria Wilson	Helen Riley	Catherine Mann
	As part of the Communities Delivery Plan, we will commission and implement a VCSE Capacity Building Framework.	Commission a new Framework that builds capacity in the VCSE sector, helps to deliver our Supportive Communities and Youth Offer, and provides a flexible way to commission additional work with the voluntary sector inc. grant management.	<p>Framework awarded.</p> <p>New service in place for 1st August.</p> <p>Agreed delivery plans against relevant elements of the Framework.</p> <p>Progress been made and monitored against agreed deliverables on a quarterly basis.</p>	<p>Award by April 2022</p> <p>Go live on 1 August 2022</p> <p>Final delivery plans approved by end of August</p> <p>Defined KPIs will be agreed as part of developing the Annual Delivery Plans</p>	Victoria Wilson	John Tradewell	Kerry Dove

Priority	We will....	Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Enhanced Two Tier Working	Establish the Staffordshire Leaders Board and associated programmes of work.	Monitor the development of County Deals, and as appropriate and agreed with Board liaise with Central Government. Staffordshire Leaders Board formally established. Agreed programme of work and initial priorities in place. Deliver and monitor progress against the agreed priorities.	All authorities gained Cabinet agreement on establishment of, and participation in Leaders Board. Work programme in place, including milestones and KPIs to deliver on initial agreed priorities.	First formal Board held in June, including agreement on key roles Successful delivery of 2022/23 milestones and KPIs as agreed in work programme	Alan White	John Tradewell	Kerry Dove
Staffordshire ICT Strategy	Deliver the new Staffordshire ICT Strategy (2021-2026).	Continue to deliver the ICT Strategy, aimed at supporting Staffordshire County Council become a digital first organisation with highly reliable, secure and easy to use technology solutions, including supporting the effective transition from legacy to new solutions.	Maintained a safe and secure ICT network. ICT solutions are modernised, increasingly migrated to cloud and deliver improved opportunities for service modernisation and automation. Staff have access to meaningful data and tools to support decision making, with Power BI embedded as a tool to create data insights from the council's Data Warehouse.	Public Service Network Code of Compliance continues to be achieved and all critical cyber security risks are addressed in a timely fashion. Ongoing review of applications in conjunction with Business owners with the aim of exiting on premise hosting by 2026 - target of 33% by end of 2022/23 Increased use of Power BI using the council's Data Warehouse, to generate insights and support decision making	Ian Parry	John Tradewell	Ian Turner