

Corporate Delivery Plan 2023/24 v2.0

Support Staffordshire's economy to grow, generating more and better paid jobs

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPIs/Milestones)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Celebrate Staffordshire on the regional, national and international stage as a great place to live and work	Place Marketing: Through delivery of value-add events, PR and profile-raising activities, create an environment that opens the door to teams delivering inward investment, increased visitor economy to further support prosperity in Staffordshire and raises positive awareness of and instil pride in the Staffordshire 'place brand' reputation.	Greater reach and influence for We Are Staffordshire, through connected leaders and big brands endorsing our work/opening doors. Confidence from our Leaders Board, representing the wider county, on the vision and progress of We Are Staffordshire. A network of engaged people actively accessing and using We Are Staffordshire materials and forged new relationships with key stakeholders and audiences at county level. Staffordshire businesses and brands are equipped to tell our story and feel proud to be part of the WAS journey. Increased positive awareness/profile of Staffordshire at regional, national and international level.	Partner/Place Board/sentiment or satisfaction survey scores (Target: 90% or above) % of the Place Board actively contributing to key strategic plans/decision making (Target: 80% or above) Number of downloads from the new online toolkit (e.g. investment prospectus, liveability brochure, Ambassador email signatures). (Target: 25% increase) Website visitor numbers (Target: 25% increase) Number of Social media account followers (Target: 50% increase) Ambassador numbers for 2023-24 (Target: 10% increase)	Corporate Services	Alan White	John Tradewell	Cristian Marcucci
Invest in infrastructure that improves everyday life across Staffordshire	Levelling Up Fund 2: Delivery of Levelling Up Fund 2 Projects	Delivery of Levelling Up Fund 2 projects, including: - Unlocking development of the major road network - Access for all, along the major road network - Green bus routes, serving the major bus network	Delivery of the Levelling Up Fund 2 Projects within time and budget.	Economy, Infrastructure & Skills	David Williams	Darryl Eyers	Clive Thomson
	Town Centres: Work with our partners to level up our town centres through targeted physical regeneration interventions.	Eastgate Regeneration proposals - Procurement of preferred Development Partner by end of December 2023 External funding achieved. A pipeline of opportunities will be established with our local planning authorities and other partners where relevant (e.g. strategic one public estate sites / premises).	May 2023 -Eastgate procurement launch December 2023 - Appointment of development partner.	Economy, Infrastructure & Skills	Philip White	Darryl Eyers	Anthony Hodge
Start Ups & Step Up	Start Up Programmes: Support more people to start and grow their business as a priority, through a variety of programmes to suit individuals with different needs.	Work with partner organisations to create new programmes with a variety of options for all those wanting to start a business in the County. Achievement of the start-up programme targets Establishment of new start up programmes which meet the needs of all people in Staffordshire	Number of businesses approved for the Get Started and Grow Scheme Number of businesses approved for My Own Boss Programme Annual business start up rate	Economy, Infrastructure & Skills	Philip White	Darryl Eyers	Anthony Hodge
	Enterprise Centres: Support existing businesses to thrive and grow in Staffordshire.	Develop new business premises across the county according to need, working with other county council departments such as regeneration and highways to explore new options for enterprise centres. 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. Establish a county wide network of innovation space, to work alongside enterprise centres but to provide flexible space for individuals and businesses to create new products and services	Occupation in all 8 existing enterprise centres (Target: 85% or above) Establish a team to explore potential innovation spaces across the county and create business cases for funding.	Economy, Infrastructure & Skills	Philip White	Darryl Eyers	Anthony Hodge

Higher Paid & Higher Skilled Jobs	<p>Employee Skills Partnership Apprenticeship & Technical Skills Adult Learning & Skills 'Staffordshire Jobs & Careers' brokerage:</p> <p>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>	<p>Staffordshire young people in FE 16-18 with aspirations to start their own business will receive training and support through the Ignite business start-up programme. A report identifying recommendations in supply of skills & enterprise programmes. Improved supply and demand through better and sustained employer engagement</p>	<p>August 23 - Ignite project completed.</p> <p>May 23 -Enterprise skills supply study completed</p> <p>August 23 - LSIP completed May 23/Staffs Skills Strategy completed.</p> <p>Number of young people completing the Ignite Programme</p>	Economy, Infrastructure & Skills	Philip White	Darryl Eyers	Tony Baines
		<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>Levy spend (Target: 4% increase).</p> <p>T Level placements secured (Target: 6)</p>	Economy, Infrastructure & Skills	Philip White	Darryl Eyers	Tony Baines
		<p>A range of stable subcontractors/delivering on Multiply and Community and meeting the needs of Staffordshire residents.</p> <p>The Multiply project is a programme of meaningful, targeted adult numeracy interventions, delivered at a local level to Staffordshire adults aged 19 years and above who have not previously obtained a recognised Level 2 or equivalent numeracy qualification.</p> <p>The Programme aims to boost people's ability to use maths in their daily life at home and work to enable them to achieve a formal qualification that can open doors for them, such as into a job or progression to further study.</p>	<p>April 2023 - Year 2 Multiply commences</p> <p>August 2023 - New Community Learning Framework (2023 - 2027) commences</p>	Economy, Infrastructure & Skills	Philip White	Darryl Eyers	Tony Baines
		<p>Deliver the brokerage service, whilst continuing to deliver the Open Door programme as part of the wider offer.</p> <p>Enable schools, colleges, training providers, and Universities to develop opportunities for progression to employment, also support, mentoring, work experience and broader careers activities and graduate retention.</p> <p>Providing targeted support to disadvantaged and vulnerable residents, reducing demand on welfare benefits, plus health and care services.</p> <p>Provide more opportunities for people getting good and better jobs.</p>	<p>April 2023 - Agree performance management metrics and reporting format.</p> <p>May 2023 - Signed Up Skills digital web-based platform upgraded from Umbraco v7 to v10.</p> <p>July 2023 - Recruit second WMFRI Employment Broker.</p> <p>September 2023 - Develop a pledge membership offer for businesses.</p> <p>December 2023 - Develop an income generation plan.</p> <p>March 2024 - Renew digital platform licence</p>	Economy, Infrastructure & Skills	Philip White	Darryl Eyers	Tony Baines
Support businesses and the council through safeguarding and compliance advice.	<p>Business & Council Safeguarding and compliance support and Domestic Abuse & Safe Accommodation Contract:</p> <p>Provide advice, guidance and business support that enables business compliance with the law.</p>	<p>Trading Standards statutory responsibilities continue to be met.</p> <p>Where appropriate proportionate enforcement actions lead to business compliance or successful prosecutions.</p> <p>Effective advice and use of enforcement actions results in curtailed doorstep criminal activities to help safeguard vulnerable residents.</p> <p>The Service will be high profile and have a positive impact on Council's reputation.</p> <p>A recommissioned domestic abuse service for Oct 23.</p> <p>Successful support and appropriate funding provided through existing arrangements to allow the continuation of service until the new service is in place.</p> <p>Service provision for places of safe accommodation in place for October 23.</p>	<p>% of requests for advice serviced or completed (Target: 95%)</p> <p>Value of detriment (to consumers) prevented by service actions (Target: £5M)</p> <p>% of SCC positive media coverage achieved by Trading Standards (Target: 15%)</p> <p>Successful tender process for domestic abuse and safe accommodation contracts.</p>	Economy, Infrastructure & Skills	Victoria Wilson	Darryl Eyers	Catherine Mann

<p>Enable businesses in Staffordshire to innovate and grow</p>	<p>Strategic Corridors: Ascertain if the emerging A50/A500 strategic corridor project has the potential to secure a bespoke innovation 'Deal' and lever in any additional investment over and above the existing prescribed Whitehall programmes.</p>	<p>This project will act as an enabler to align pan-regional partnerships with Staffordshire's priorities.</p> <p>Clear governance arrangements and direction of travel over strategy and delivery.</p>	<p>Successful delivery of corridor investment proposals.</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>	<p>Economy, Infrastructure & Skills</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge</p>
--	---	---	--	---	---------------------	---------------------	----------------------

Tackle climate change, enhance our environment, and make Staffordshire more sustainable

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPI's & Key Dates)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Reduce SCC's carbon emissions to achieve Carbon Zero by 2050.	<p>Climate Change Action Plan: Engage with internal staff and service departments on how we will meet the carbon baseline target and engage with our partners moving forwards.</p>	<p>Delivery of current Action Plan 3 and development of new Action Plan 4.</p> <p>Production of the Annual Report for approval by Cabinet.</p> <p>Continue supporting the Staffs Sustainability Board.</p> <p>Continue with Senior Officers Group Meetings across County.</p> <p>Produce a climate change community fund.</p>	<p>Carbon emissions compared with previous year (Target: aim to be below 28,000 Tonnes in this financial year)</p> <p>Development of action plan 4 and annual report</p> <p>Operate the Climate Change community fund.</p>	Economy, Infrastructure & Skills	Simon Tagg	Darryl Evers	Clive Thomson
	<p>Supporting the Economy to Become Net Zero: Support Staffordshire's businesses to achieve long term sustainability and maximise their business opportunities through innovative environmental activity and energy usage reduction.</p>	<p>Increased awareness and understanding of the business carbon footprint.</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>The Staffordshire Business & Environment Network (SBEN) will work with businesses to raise awareness, train and provide tools to implement environmental initiatives and make necessary changes as part of their journey to net zero</p> <p>Business support programme will provide green solutions to businesses via energy audits. Work will continue with district and borough councils to provide UKSPF grants to businesses where possible.</p>	<p>Partnership with district and borough councils in the new green solution schemes.</p> <p>Number of energy audits provided to Staffordshire businesses (Target: 60).</p> <p>Carbon literacy training provided to start up's and existing businesses through Staffordshire.</p> <p>Number of businesses who have used the Carbon Tracker tool</p>	Economy, Infrastructure & Skills	Philip White	Darryl Evers	Anthony Hodge
Explore the future of the Countryside Estates	<p>Countryside Estate & Rights of Way Review: Implement the agreed new vision for the Countryside Estates, including expanding the volunteer offer as part of the future direction for Staffordshire's countryside estate and reviewing process and resource requirements within the Rights of Way function.</p>	<p>New Volunteer offer launched and opportunities promoted.</p> <p>Improvement of visitor facilities at Cannock Chase and Chase Water.</p> <p>Costs recovered through car parking charges and other income secured.</p> <p>Work will take place alongside legal and with change team support to review the current processes and resource requirements within the Rights of Way function.</p> <p>Options and recommendations developed for the Rights of Way function.</p>	<p>Number of volunteer hours (Target: 12,000, equating to £240,000 contribution to site management)</p> <p>£75,000 estimated costs recovered for 23/24</p> <p>Improved Rights of Way function</p>	Economy, Infrastructure & Skills	Victoria Wilson	Darryl Evers	Catherine Mann
Manage and develop Staffordshire's waste to resource functions across the county contributing towards Staffordshire's sustainability strategy.	<p>Hanford Energy Recycling Facility & Household Waste Recycling Centres: Manage and develop Staffordshire's waste to resource functions across the county contributing towards Staffordshire's sustainability strategy.</p>	<p>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.</p> <p>Started procurement of a new contractor to operate and maintain Hanford from 2025-2030</p> <p>Gaining a finalised position for post 2025.</p> <p>Agreed new Inter Authority Agreement with SOTCC.</p>	<p>As per successes - these 3 areas are key priorities for the financial year, with regular updates to SLT / Cabinet on a monthly basis</p>	Economy, Infrastructure & Skills	Mark Deaville	Darryl Evers	Clive Thomson
		<p>A new van permit system in place</p> <p>Greater control of our trade waste customers</p> <p>Determine the future of reuse provision across the network.</p> <p>Undertaking capital investment to improve the infrastructure</p>	<p>Permit system in place and being used correctly.</p> <p>Better capture of trade tonnage and cost recovery</p> <p>Public consultation around reuse Recycling Rate (Target: 55%)</p> <p>Improvements to the infrastructure including new equipment and repairs will be carried out.</p>	Economy, Infrastructure & Skills	Simon Tagg	Darryl Evers	Clive Thomson

Encourage good health and wellbeing, resilience and independence

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPI's & Key Dates)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Promote health and independence	Local Plans : Work collaboratively with district and borough councils to develop an environment that promotes health and well-being.	Embed health and well-being objectives in local plans.	Number of districts and boroughs that have incorporated health and well-being objectives in local plans.	Health & Care	Julia Jessel	Richard Harling	Claire Mclver
	Information, advice, guidance and signposting & Online Care Act Assessments:	Refreshed staffordshire.gov.uk health and care web pages with comprehensive content and easy navigation. Refreshed Staffordshire Connects website that includes comprehensive listings of community assets and is easy to use. Promotional campaign for professionals to improve awareness of what is available.	Number of people who have accessed staffordshire.gov.uk and Staffordshire Connects Awareness of digital resources among professionals.	Health & Care	Julia Jessel	Richard Harling	Claire Mclver
Deliver effective and efficient assessment	Refresh and develop online resources so that people can self-serve	New online Care Act assessment portal that is easy to find and easy to use	Number and proportion of Care Act assessments completed online	Health & Care	Julia Jessel	Richard Harling	Jo Cowcher
	Strengths Based Practice: Further develop and embed strengths based practice and demonstrate that this is consistent.	Our approach to Strength based working "Your life, Your strengths, Your Goals" is fully embedded in practice, demonstrated by our quality audits. All frontline adult social care staff understand the Care Act.	Proportion of assessments demonstrated to be strength based in quality audits.	Health & Care	Julia Jessel	Richard Harling	Jo Cowcher
Maintain a market	Next Generation Extra Care & Additional Nursing Home Capacity: Work with District and Borough councils to facilitate development of housing with care and support.	Housing with Care and Support Strategy completed. Council 'offer' to Extra Care developers set out. Potential sites identified, Potential developers engaged,	Extra Care capacity available to the Council - current and under development	Health & Care	Julia Jessel	Richard Harling	Andrew Jepps
		Additional nursing home capacity requirements identified. Model of care provision agreed. Business case completed. Potential sites identified.	Nursing home capacity available to the Council	Health & Care	Julia Jessel	Richard Harling	Andrew Jepps
	Supported Living: Recommission Supported Living as an outcome based model and ensure that care promotes independence.	Future needs identified. Outcome based model co-produced with tenants and providers. Prices determined. Lots determined. Savings identified. Procurement completed. Providers appointed.	Number and proportion of Supported Living schemes with a provider appointed	Health & Care	Julia Jessel	Richard Harling	Andrew Jepps

	<p>Technologies in Care: Work with care providers to showcase best practice in the use of new technologies.</p>	<p>Identify 'early implementer' care providers. Identify and pilot new technologies. Evaluate impact on quality and productivity. Raise awareness within sector and with public.</p>	<p>Range of technologies piloted. Reach of awareness campaign. Impact on quality and productivity.</p>	Health & Care	Julia Jessel	Richard Harling	Andrew Jepps
Ensure best use of resources	<p>Enhanced Assurance: Confirm readiness for the CQC's adult social care enhanced assurance regime.</p>	<p>SCC obtains a good outcome from the CQC assessment.</p>	<p>CQC rating</p>	Health & Care	Julia Jessel	Richard Harling	Jo Cowcher

Fix more roads, and improve transport and digital connections

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPI's & Key Dates)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Support delivery of a new vision for Highways	<p>Operational Highways Performance & Highways Transformation: Continue to enable the sustainable development, improvement and management of Staffordshire's built environment in order to play its part in achieving the desired outcomes for elected Members, residents and the business community.</p>	<p>To continue delivery of the Highway Investment Strategy and pilots by [March 2024].</p> <p>Embedding of transferred services</p> <p>Successful delivery of seasonal schemes</p> <p>Delivery of cyclical activities on time and within budget</p> <p>Delivery/Repair of high risk safety defects on time and low risk defects to agreed performance level.</p> <p>Successful delivery of capital investment programmes/preventative schemes.</p> <p>Successful co-ordination & Licencing of activity across the highways network minimising user disruption.</p> <p>Carry out a programme of inspections to satisfy the section 41 highways statutory duty.</p>	<p>Infrastructure+ Operational Performance Balanced Scorecard</p> <p>Annual Capital Programme delivered on time and within budget</p> <p>Third Party Claims Performance</p>	Economy, Infrastructure & Skills	David Williams	Darryl Evers	James Bailey
		<p>To implement the organisational design/restructure for SCC Highways Services and support staff to move to new ways of working by [October 2024].</p> <p>To design and implement the functional management approach to provide greater oversight and control for SCC by [October 2024].</p> <p>To develop a strategy and plan for data and systems for Highways Service to support delivery of the future model by [October 2023] and commence implementation.</p> <p>To design and deliver improvements to the customer journey and experience across Highways Services by [October 2023] and commence implementation.</p> <p>To design and implement community offer in line with member priorities for the service by [March 2024].</p>	<p>National Highway and Transportation Survey Results.</p> <p>Member satisfaction scores through the Member Survey</p> <p>"Report It" Web page satisfaction responses.</p>	Economy, Infrastructure & Skills	David Williams	Darryl Evers	James Bailey
Transport delivery	<p>Home To School Transport: Continue to progress the transformation of discrete transport processes and activities as identified in the Home to School Transport Review whilst also undertaking a fully costed options appraisal of alternative transport delivery models.</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>Complete mapping of all processes and procedures.</p> <p>Completed targeted review of high-cost transport arrangements</p> <p>Completed review of all single occupancy vehicles leading to a 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>Embedding of new route planning and scheduling software.</p> <p>Expansion of Smart passes to contracted vehicles on both mainstream and SEND transport, to enable accurate capacity monitoring, as not all students use their transport entitlement every day.</p> <p>A completed costed options appraisal of alternative transport delivery models to inform future direction of the service.</p>	<p>% of entitled children who are transported to and from school each day (Target: 100% - statutory obligation)</p> <p>SLA of 20 days for transport requests from SEND Service. Based around the procurement cycles and regulations (Target: 100%)</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>	Economy, Infrastructure & Skills	Jonathan Price / David Williams	Darryl Evers	Clive Thomson
	<p>Transport Plans: Produce an ambitious and innovative Local Transport Plan (LTP) and develop our Bus Strategy Improvement Plan (BSIP) for Staffordshire.</p>	<p>Revised and submitted BSIP that has Legal and Cabinet approval.</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>	<p>September 2023 - Revised BSIP at Cabinet</p> <p>September 2023 - Enhanced Partnership In Place</p>	Economy, Infrastructure & Skills	David Williams	Darryl Evers	Clive Thomson

<p>Enable the growth of the digital economy in Staffordshire</p>	<p>Digital Infrastructure: Enable and accelerate delivery of gigabit capable technologies and infrastructure to increase access and adoption</p>	<p>Progress design and delivery of the Digital Infrastructure Programme. Improve Staffordshire's digital network capability through accelerating the delivery of full fibre and 5G whilst tackling digital exclusion.</p> <p>Closure of Superfast Staffordshire and transition to Project Gigabit.</p> <p>Engage and support a successful procurement process for Project Gigabit (valued at between £70M and £123M in Staffordshire,(including Stoke on Trent). 5G development strategy in place and agreements with open access agreement.</p> <p>Supporting residents and businesses on digital exclusion by signposting and providing useful resources.</p>	<p>Take-up of Superfast services (at contract closure) (Target: exceeds 75%)</p> <p>Coverage with Gigabit capability (current baseline is 67.42%)</p> <p>Positive relationship with 100% of providers that have a successful bid in Gigabit procurement exercise (quantity currently unknown)</p> <p>Live resource page on the gigafast Staffordshire site</p>	<p>Economy, Infrastructure & Skills</p>	<p>Simon Tagg</p>	<p>Darryl Evers</p>	<p>Anthony Baines</p>
--	---	---	--	---	-------------------	---------------------	-----------------------

Offer every Staffordshire child and young person the best start in life, and the change achieve their potential

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPI's & Key Dates)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Strengthen our corporate parenting response.	Corporate Parenting Strategy: Improve the impact of the Corporate Parenting Panel across Staffordshire, promoting the strategy and promises across the partnership.	Increased partnership attendance at the Panel. All partners know and understand the strategy. Considered whether we can make care experience a protective characteristic	The number of partnership agendas that have considered care experience. The number of work experience placements, apprenticeships and employees who have care experience. Increase in feedback from children and young people with care experience. Number of young people being mentored.	Children & Families	Mark Sutton	Neelam Bhardwaja	Nisha Gupta
Confirm the right children are in the right place at the right time.	Children In Care & Early Help: Work with families to build resilience, improve parenting and offer support at the earliest possible opportunity within the system.	An enhanced care experience for our children with reduced drift, improved relationship based social work practice and multi-agency approach A reduction in the number of children in care in Staffordshire A reduction in the length of time that children spend in care in Staffordshire A reduction in placement costs Wide awareness of the programme and engagement with internal and external partners, children and their families	Rate and number of Children in Care The number of children exiting care - rolling 12 months Rate of children subject to a Child Protection Plan Rate of children referred, rolling 12 month average (per 10,000 population) % re-referred within 12 months Timeliness of reviews for children in care and for those subject of a plan	Children & Families	Mark Sutton	Neelam Bhardwaja	Nisha Gupta
		Develop an implementation plan for the delivery of the National Families Hub Guidance and impending inspection regime. Families in Staffordshire know about the local Family Hub, this is a go to place for early, local help and support staff in the hubs with the skills to co-ordinate a partnership response. Families in Staffordshire are supported early and successfully achieve positive outcomes. Deliver the Supporting Families (BRFC) programme to maintain Earned Autonomy status. We will continue to strive to exceed targets to benefit from £2.6 million investment annually for Staffordshire's families.	Achieving successful outcomes with the minimum target, set by DLUHC (Target: 1,290 families). Achieving 30% of the minimum target number of families set by DLUHC by end of Quarter 1.	Children & Families	Mark Sutton	Neelam Bhardwaja	Natasha Moody
	Children's Mental Health: Continue to work with partners as a member of the ICS Children & Young People's Mental Health System Improvement Board to take a whole system approach to supporting children and young people's mental health	Have worked together to develop a new combined CYP Mental Health Strategy (the current strategy expires in 2023) and CYP Mental Health Local Transformation Plan (replacing the current LTP which is required to be updated annually by NHS England). Continue to progress a number of actions to meet the objectives of the 7 working groups (which include Prevention, Outcomes, Pathways, Care Experienced C&YP, etc.) Continue to expand the reach of the Senior MH Leads in education (virtual) network meetings Embed the TellMi Wellbeing Peer Support app for Young People (aged 11-25 years) into the CYP MH Pathway	New combined Strategy / Local Transformation Plan developed by March 2024. Progress made on working group actions re Prevention, Pathway, Outcomes, Care Experienced C&YP etc. New combined strategy / Local Transformation Plan in place - March 2024	Children & Families	Mark Sutton	Neelam Bhardwaja	Natasha Moody

<p>Understand the learning needs of our staff and are meeting these needs.</p>	<p>Children's Workforce: Understand our workforce needs so we can make medium/long term projections and plans, and strengthen our role in the recruitment and retention of our staff in a competitive market.</p>	<p>Targeted recruitment and marketing.</p> <p>Implementation of a career progression scheme for social workers.</p> <p>Produce a workforce training plan which details what training is required for each role, from induction through to mandatory training for the role and desirable training.</p> <p>Implementation of wellbeing support including salary advance and recalibrate.</p> <p>A workforce development programme that considers restorative practice.</p> <p>Embed a restorative approach to how we operate</p>	<p>Retention of staff.</p> <p>Use of agency staff.</p> <p>Number of candidates for vacancies.</p> <p>Absence levels.</p> <p>Take up of wellbeing offers, such as salary advance and recalibrate.</p>	<p>Children & Families</p>	<p>Mark Sutton</p>	<p>Neelam Bhardwaja</p>	<p>Nisha Gupta</p>
<p>Deliver the outcomes identified in the SEND Accelerated Progress Plan (APP)</p>	<p>SEND Transport SEND Specialist Provision EHCNA Pathway Deficit Management Plan (DMP): Work with partners to deliver a range of activities including improvement work, transformation and operations management to deliver the outcomes identified in the SEND APP.</p>	<p>Review the SEND transport policy and implement improvements to the process for agreeing SEND transport</p> <p>Delivering a service that is value for money and in accordance with statutory guidance</p> <p>Parents and carers will receive timely access to transport in line with our policy</p>	<p>Number of children & young people travelling to their setting in a single occupancy vehicle</p> <p>Number of children & young people travelling on a personal travel budget</p> <p>Number of SEND transport complaints and appeals</p>	<p>Children & Families</p>	<p>Jonathan Price</p>	<p>Neelam Bhardwaja</p>	<p>Andrew Marsden</p>
		<p>Conduct a countywide review of special provision (mainstream and special) and develop an action plan and implement the recommendations</p> <p>Completed a detailed gap analysis</p> <p>Identify enhanced provision providers across all 8 districts</p> <p>Refocus and develop existing special school provision consistent with the findings of the gap analysis</p>	<p>Number of children accessing enhanced specialist provision</p> <p>Number of children placed in Independent school settings</p> <p>Number of complaints & tribunals</p>	<p>Children & Families</p>	<p>Jonathan Price</p>	<p>Neelam Bhardwaja</p>	<p>Halit Hulusi</p>
		<p>Explore, redesign and implement an improved EHCNA pathway to enable true co-production that is based on the principle of holistic outcomes.</p> <p>New ways of working, policies and paperwork along with new digital innovation where possible to aid and assist parents, schools and partner professionals in the improved support of children pre statutory assessment.</p> <p>Generating holistic relational outcomes for children in mainstream settings where possible.</p> <p>Development of a new pre statutory model for SEND support</p> <p>Implementation of the pre statutory model</p>	<p>Number of EHCNA requests / approvals.</p> <p>Number of EHC Plans. SEND population in mainstream education settings.</p> <p>Number of children & young people accessing pre statutory support</p> <p>% of Education, Health and Care Plans issued in time (12 month rolling avg)</p>	<p>Children & Families</p>	<p>Jonathan Price</p>	<p>Neelam Bhardwaja</p>	<p>Halit Hulusi</p>
		<p>Key projects within the deficit management plan align with the outcomes within the APP</p> <p>Key projects within the deficit management plan are defined and deliverable.</p> <p>The deficit management plan will be updated to reflect the current High Needs Block overspend</p>	<p>Number of projects within the DMP that are RAG rated amber or green (progressing)</p> <p>Updated the deficit management plan with current data - July 2023</p> <p>DMP presented to schools forum - October 2023</p>	<p>Children & Families</p>	<p>Jonathan Price</p>	<p>Neelam Bhardwaja</p>	<p>Tim Moss</p>

Improve education outcomes for children	<p>Virtual Schools: Develop an audit and training offer for education settings to support the implementation of Relational and Restorative approaches.</p>	<p>Children's social care audits will highlight aspirational RADY approach in plans and assessments.</p> <p>We will have evidence of education settings working towards Attachment Aware and Trauma Informed linked to 4 matrix levels.</p> <p>We will have avoided suspensions and exclusions of children with a social worker through implementing restorative conferences or solution circles.</p> <p>We will have schools training cohorts of children to become relational ambassadors in their setting.</p> <p>We will have published case studies demonstrating the impact on individual children and settings.</p>	<p>% of schools implementing relational and restorative approaches evidenced via safeguarding audit.</p> <p>Number of suspensions and exclusions of children with a social care involvement.</p>	Children & Families	Jonathan Price	Neelam Bhardwaja	Tim Moss
	<p>Early Years: Increase awareness of the importance of speech, language and communication (SLC) in early years children</p>	<p>Provide training to early years settings on how to: identify needs early, plan appropriate interventions and assess progress made</p> <p>Target Hungry Little Minds Campaign for parents of children 0-2 years and identify how the campaign can be further enhanced from parent feedback</p> <p>Promote the interactive SLCN Pathway with parents and practitioners</p> <p>Increased confidence of early years practitioners to identify and know how to support children with SLC needs at an early age.</p> <p>Increase in early children achieving expected milestones for SLC</p>	<p>% of practitioners stating increased knowledge and confidence</p> <p>Analysis of early years communication screening outcomes shows an increase in the number of children who reach expected milestones</p> <p>Good level of development at the Early Years Foundation Stage</p>	Children & Families	Mark Sutton	Neelam Bhardwaja	Natasha Moody
Improve our ways of working	<p>Ways of Working: Embed a culture of intelligence-based, proactive decision making and learning across Children & Families</p>	<p>Intelligence gathered will inform decisions, assure stakeholders and drive improvement activity.</p> <p>Improvement activity is focused on the areas that will make the biggest difference. Change leads to improvement.</p>	<p>Quality Assurance Framework implemented</p> <p>Plans being implemented show a difference in practice and outcomes</p> <p>Improvement from baseline position for each process reviewed</p>	Children & Families	Mark Sutton	Neelam Bhardwaja	Natasha Moody

Live within our means and deliver value for money

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPI's & Key Dates)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Live within our means and deliver value for money	<p>Debt Collection: Improve systems and processes with regard to the collection of debt</p>	<p>A number of initiatives will be undertaken including:</p> <ul style="list-style-type: none"> • Improvements and automation within the reminder letter process • An enhanced Direct Debit offer entailing: <ul style="list-style-type: none"> * the introduction of DD incentives and penalties * a Paperless Direct Debt process • Further development of our e-payments system <ul style="list-style-type: none"> * Introduction of new methods of payment ("stored cards", "recurring card payments") * Wider roll out of "Call Secure" 	<p>Performance indicators are already maintained for a range of debt indicators including; debt levels; aged debt; % of payments received by direct debit and debts written off. An improvement in all these indicators should be delivered</p> <p>Initiatives implemented by March 2024</p>	Finance	Ian Parry	Rob Salmon	Chief Accountant
	<p>New Model of Financial Assessments: Implement a new model of online and supported online financial assessments</p>	<p>Delivery of the operational changes and improvements focusing on improving the performance and productivity of the service, the wider improvements to the Health and Social care pathway and the way in which we interface with the public i.e. the launch of the Portal and telephone assessments.</p> <p>Delivery against plan. Portal developed. Pilot arrangements for telephone assessments and appointments assessed.</p>	<p>Delivery against plan milestones ultimately leading to lower backlog levels and improved financial assessment performance</p>	Finance	Ian Parry	Rob Salmon	Lisa Andrews
	<p>Strategic Risk Register: Improve awareness and management of risk</p>	<p>Roll out of the electronic Strategic Risk Register and promote and embed the adoption of this software as the mechanism for the identification, collection and management of key risks facing the Authority.</p> <p>Electronic Risk Register operational</p>	<p>Usage of the register across the organisation</p>	Finance	Ian Parry	Rob Salmon	Lisa Andrews
	<p>Local Enterprise Partnership: Shape the revised arrangements for the LEP</p>	<p>Appropriate financial and governance support arrangements for the revised Local Enterprise Partnership</p>	<p>Revised arrangements in place and assurances obtained regarding the suitability and effectiveness of the arrangements</p>	Finance	Ian Parry	Rob Salmon	Assistant Director of Finance
	<p>Pensions Administration System: Appoint Integrated Service Provider (ISP) ahead of the Pensions Dashboard connection deadline and determine data matching criteria</p>	<p>Integrated Service Provider appointed</p>	<p>Delivery against plan milestones</p>	Finance	Ian Parry	Rob Salmon	Mel Stokes
	<p>Medium Term Financial Strategy: Preparation for the refresh of the MTFS</p>	<p>Budget approved and MTFS refreshed and balanced position maintained</p>	<p>Update to Informal Cabinet - Autumn 2023</p> <p>Draft budget - December 2023</p> <p>Approval at Council meeting - February 2024</p>	Finance	Ian Parry	Rob Salmon	Chief Accountant

	<p>Single Front Door: Explore an innovative Single Front Door that is easy to access and simple to use, using inclusive digital solutions, responding to individual needs in a timely way and delivers an excellent 'Staffordshire experience'</p>	<p>Short Term: A seamless, integrated, and shared process has been embedded between partners, creating a shared centre of excellence</p> <p>Medium Term: We are using data and insight from the Customer Satisfaction Measurement Tool to proactively identify opportunities to improve the customer experience and reduce demand in the system</p> <p>Long Term: By sharing the knowledge, skills and technology to answer enquiries, resilience is improved and peaks in demand are better managed</p>	<p>Partnership with Lichfield District Council established and shared services commenced.</p> <p>Staffordshire Leaders Board sign off: April 2023</p> <p>Local partnership engagement and onboarding of new partners: June 2023</p> <p>Customer journey mapped (As Is) begins with new partners: August 2023</p>	Corporate Services	Ian Parry	John Tradewell	Tracy Thorley
Establish a Customer Experience Programme to review end to end customer experience and improvements	<p>New Contact Centre Telephony & Customer Feedback System (GovMetrics): To truly monitor and act upon customer feedback the organisation needs to collect satisfaction data across a range of customer type and methods as well as at specific points in the customer's journey, in a consistent way.</p>	<p>Scope and procure a new contact centre telephony solution that maximises resources, reduces inefficiencies and better plans for future demand.</p> <p>All requirements gathered and innovate new ways of working explored and identified.</p> <p>SCC partners engaged with, and support given to realise the benefits of new technologies and how this can be used in service areas to better serve the citizen and improve ways of working</p> <p>Fully integrated with MS Teams Telephony and therefore compliant with the rest of the organisation.</p> <p>Blended technology established, supporting the organisations Digital agenda.</p>	<p>% of calls answered (Target: 90%)</p> <p>Number of general enquiries (Target: 10% reduction)</p> <p>New Contact Centre solution established, with all features designed and live</p> <p>Award new contract: July 23</p> <p>On-board Customer Services: Jul-Aug 23</p>	Corporate Services	Ian Parry	John Tradewell	Tracy Thorley
		<p>To truly monitor and act upon customer feedback the organisation needs to collect satisfaction data across a range of customer type and methods, as well as at specific points in the customer's journey, in a consistent way.</p> <p>An empowered workforce who makes a difference by listening to our customer.</p> <p>Priority improvement identified for delivering better customer outcomes and support targeted interventions based on customer feedback</p> <p>An improved digital experience that drives self-service and sustainable channel shift, helping communities to help themselves</p> <p>An established customer-centric, outside-in culture across the whole organisation, addressing challenges that matter most to our customer, therefore driving results</p>	<p>Highways customer satisfaction live: Apr-23</p> <p>Registrations customer satisfaction live: May-23</p> <p>Appraisal undertaken, and benefit realisation exercise completed: June-23</p> <p>Reaching out to key stakeholders across the directorate to identified second wave of teams to on-board onto the tool: Jul-23</p> <p>Scoping of new team requirements and build of customer satisfaction tool: Aug-Oct 23</p>	Corporate Services	Ian Parry	John Tradewell	Tracy Thorley
Children and Families Support Pathway	<p>Children's & Families BEST Review: Review and strengthen Children & Families Business Support processes and pathways</p>	<p>Identify opportunities and co-produce improved processes, following the principles of the C&F Transformation, using digital solutions where appropriate. We will maximise the efficiency of business support provided to C&F, while balancing business support demand with available capacity</p> <p>Streamlined & updated processes</p> <p>Increased consistency across districts</p> <p>Automation/semi-automation of some tasks</p>	<p>Confidence in digital skills (measured through Skills Audit survey).</p> <p>Customer satisfaction (survey)</p> <p>New Case Management system live: Aug 23</p>	Corporate Services	Ian Parry	John Tradewell	Tracy Thorley

Supporting a culture shift for staff across the organisation to understand the value of information governance and data.	Embed a new EDRMS: Implement the Corporate File Plan: Electronic Document and Records Management System across the organisation.	Successful pilot of the EDRMS system Agreed approach and documented processes to proceed with full rollout across the organisation Suppliers in place Robust process in place to deal with and support the business with issues of incompatible data A successful launch of the rollout process	Agreed process for rollout: May 23 Complete pilot group migrations: May/June 23 Start rollout to organisation: June/July 23 6 month review point: Dec 23	Corporate Services	Ian Parry	John Tradewell	Tracy Thorley
Inspire a Culture of Innovation	Staffordshire Innovation Action Plan: Develop an action plan and set of campaigns, events, programmes and activity to inspire and achieve an ongoing culture of innovation across the organisation.	Launch the Innovation Campaign - an internal communications campaign that will include the creation of dedicated intranet pages, with curated content and toolkits to inspire different thinking. Apply to feature in the LGA Annual Conference Innovation Zone. If successful, this would offer an opportunity to share best practice within the industry, raising our profile and supporting recruitment and retention. Establish the Staffordshire Innovation Challenge, a cross-organisation approach to discuss and generate innovative solutions across a range of organisation wide themes or issues. Establish and launch the Annual Staff Innovation Awards to recognise and reward staff for innovation and high performance.	Launch Innovation Campaign - May 2023 Staffordshire Innovation Challenge Pilot Commences - June-August 2023 Launch Innovation Box - June 2023 Innovation Awards - December 2023	Corporate Services	Ian Parry	John Tradewell	Cristian Marcucci
Deliver Corporate Property projects and associated savings	Corporate Property Projects: Work in partnership with service areas to confirm buildings are fit for purpose, efficient and utilised	Delivery and completion of the following projects: Stafford History Centre; new build development for archive storage Burntwood Health and Wellbeing Centre; new build Douglas Road; refurbishment Brackenberry; refurbishment Hawthorn House; extension and remodelling Staffordshire Place 1; maximising utilisation Tamworth library; refurbishment and utilisation Retained Libraries; review for fit for purpose, efficiency, and utilisation Completion of the projects and achievement of associated savings for 2023/24	Completion of the following projects by: Douglas Road; March 2024 Brackenberry; March 2024 Staffordshire Place 1; July 2023 Tamworth library; July 2023 Wombourne Library; March 2024	Corporate Services	Mark Deaville	John Tradewell	Ian Turner
	2023/24 Schools Capital Programme: Deliver the 2023/24 Schools Capital Programme	Including Planned Maintenance, Carbon Reduction, Toilet Refurbishment, Priority and Basic Need Projects. Completion of the new 1FE Anna Seward Primary School in Lichfield for September 2023 opening Completion of the relocation & expansion of St Leonard's Primary school in Stafford for September 2023 opening Starting on site the construction of 3 new Primary Schools summer 2023 for opening September 2024 (Stafford North, Amington and Dunstall) Schools capital spend - delivery of projects in time and on budget	Construction started on-site for 3 new Primary Schools (Stafford North, Amington and Dunstall) - Q3 Opening of Anna Seward Primary School, Lichfield and St Leonard's Primary School, Stafford: September 2023	Corporate Services	Mark Deaville	John Tradewell	Ian Turner

	<p>Capital Receipts: Raise c.£13m net income in capital receipts during 2023/2024.</p>	<p>Raise c.£13m net income in capital receipts during 2023/2024. Disposal of 12 surplus assets, with income received of c.£13m</p>	<p>Income received for capital sites</p>	<p>Corporate Services</p>	<p>Mark Deaville</p>	<p>John Tradewell</p>	<p>Ian Turner</p>
	<p>Enhanced Two Tier Working: Continue to build on the successes of establishing the Staffordshire Leaders Board and its associated programmes of work</p>	<p>We will continue to monitor the development of County Deals and devolution offers nationally, and as appropriate update and agree with the Board its future ambitions. Continue to maintain and further build relationships, as part of the refresh and delivery of year 2 agreed priority programmes of work. Year 2 priorities agreed by the Staffordshire Leaders Board. Ongoing progress and regular reporting regarding the delivery of work programmes in line with the agreed priorities</p>	<p>Leaders Board continues to run effectively and ongoing visibility of all associated work programme priorities Successful delivery of milestones and KPIs as agreed in the respective work programmes Assessment of current and future Leaders Board priorities by July 2023 Year 2 priorities agreed and associated work plans in place during Q3</p>	<p>Corporate Services</p>	<p>Alan White</p>	<p>John Tradewell</p>	<p>Lynsey Bissell</p>

Communities

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPIs/Milestones)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Encourage and empower our communities to help themselves and each other	<p>Communities Strategy for Staffordshire: Work with residents, communities, businesses and partners to develop a long-term, aspirational Communities Strategy for Staffordshire.</p>	<p>Partners are engaged and collaborate with us on the development of a Staffordshire Communities Strategy.</p> <p>A range of engagement activities are designed and delivered to inform the development of a Communities Strategy, in collaboration with local communities and partners.</p> <p>Development begins on a Communities Strategy that sets out the longer term vision and priorities for Communities.</p>	<p>The number and reach of residents and partners engaged on the strategy.</p> <p>The number and range of engagement sessions taking place with residents, partners, and VCSE organisations in each district</p> <p>A Communities Strategy and associated delivery plans are produced and agreed with Cabinet by 2024.</p>	Economy, Infrastructure & Skills	Victoria Wilson	Darryl Eyers	Catherine Mann
	<p>Communities Delivery Plan 2023: Co-ordinate and enhance our approach to working with communities across the whole organisation through the Communities Delivery Plan 2023</p>	<p>The Communities Delivery Plan 2023 identifies cross-organisation deliverables to achieve three strategic objectives:</p> <ul style="list-style-type: none"> • Embedding community-led prevention and early help, including continuing to deliver our community managed library offer, developing Family Hubs, delivering our Supportive Communities public health programme, and distributing round 3 of the Climate Change Action Fund. • Promoting community action and building community capacity, including delivering next year's Members Community Fund, further #DoingOurBit communications campaigns, and supporting the VCSE sector through our new VCSE Capacity Building Framework. • Supporting our organisation and others to have a communities mindset, including encouraging innovation when commissioning and delivering services, exploring opportunities for partnership working, and reviewing our internal policies on volunteering, social value, and community engagement. 	Successful delivery against the measures of success defined in the Communities Delivery Plan 2023.	Economy, Infrastructure & Skills	Victoria Wilson	Darryl Eyers	Catherine Mann
	<p>Libraries: Deliver a sustainable and vibrant Library Offer for Staffordshire</p>	<p>The Library Service will work with Legal Services and Strategic Property to encourage continued community delivery of the library offer within Blythe Bridge, Great Wyrley, Knutton, Loggerheads, Wilnecote and Brereton.</p> <p>Delivery of the Libraries Improvement Fund round 2 project at Burton Library, reconfiguration and modernisation of the ground floor. Delivery of the LUF 2 to refresh Leek Library. Agree and progress the plans for Kidsgrove Library.</p> <p>The delivery of the annual Summer Reading Challenge is a key element of offering every Staffordshire child the best start in life.</p>	<p>Summer reading challenge - (Targets: Starters - 1% increase = 10,077, Completers - 2% of starters completing)</p> <p>Completion of the funded projects at Burton, Leek and Kidsgrove Libraries.</p>	Economy, Infrastructure & Skills	Victoria Wilson	Darryl Eyers	Catherine Mann
Placing Culture & Heritage at the Heart of our Community	<p>Staffordshire History Centre & Cultural Strategy: Improve how we care for our historic collections and heritage buildings.</p>	<p>Phase one of the website completed.</p> <p>Recruitment of volunteers and placements.</p> <p>Deliver an outreach and roadshow programme for families, to include talks, tours of museum stores and meet the curator events.</p> <p>A fully developed cultural strategy for Staffordshire</p>	<p>Digital engagement across all platforms (Target: 1% increase based on 22/23 outturn est 660,000)</p> <p>Number of attendees across all events (Target: 2,000)</p>	Economy, Infrastructure & Skills	Victoria Wilson	Darryl Eyers	Catherine Mann

Workforce

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPI's & Key Dates)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
Promote equality and inclusion across the organisation in everything we do.	<p>Equality, Diversity & Inclusion: To make Staffordshire a place where there is equality of opportunity for all, regardless of circumstances.</p>	<p>Robust recruitment and retention processes and practices.</p> <p>Strengthen our approach to engaging and collaborating with our workforce and communities on diversity, including raising awareness of and celebrating diversity</p> <p>Review and strengthen our diversity and inclusion training offer to employees</p> <p>Robust approach to engaging and collaborating with our workforce and communities on diversity and inclusion issues.</p> <p>Awareness of and celebration of diversity.</p>	<p>Recruited a more diverse range of candidates, evidenced by annual workforce profile trends - Review end of December 2023</p> <p>Number accessing EDI intranet pages</p> <p>Number of Bullying and discrimination incidences and issues - Review end of 2023/24</p> <p>Number of diverse and under-represented groups participating in nationally recognised work-based qualifications</p>	Corporate Services	Alan White	John Tradewell	Sarah Getley
Continue to deliver against the priorities established in the People Strategy for 2023/24.	<p>Improving Recruitment: Raise our profile and promote our employment offer in an ever challenging market place. This is essential to having the right people to deliver against our strategic plan and make a positive difference for the people of Staffordshire.</p>	<p>Quick and efficient recruitment process that is competitive in the marketplace, through the continuous improvements of WeRecruit and launch of a new Careers Website.</p> <p>Increased retention rate during the first year of employment through improved Early Careers offer, development and training.</p> <p>Our people profile is reflective of the people of Staffordshire.</p> <p>Increase in the uptake of our reward and benefits offer.</p>	<p>Maintain time to hire of 45 days or less</p> <p>Application rates</p> <p>Recruited a more diverse range of candidates, evidenced by annual workforce profile trends - Review end of December 2023</p> <p>% of candidates who considered the recruitment process to be Good or Excellent - end of 2023/24 (Target: at least 80%)</p> <p>% of new hires who 'Agree' that they have had a positive onboarding experience by end of 2023/24 (Target: at least 80%)</p>	Corporate Services	Alan White	John Tradewell	Sarah Getley
	<p>How we lead and work around here: Set clear expectations for our workforce, to build the right culture and approach to achieve our ambitions. Give managers the skills and capability to prevent and manage absence and support wellbeing.</p>	<p>Welcoming and positive organisational culture, through the launch of a collaborative set of expectations of "how we lead and work around here".</p> <p>High performing teams.</p> <p>Well managed absence supported by wellbeing services by utilising digital technology and automation to provide information at the click of a button to empower decision making and support.</p> <p>Strong people management skills to seek early resolution.</p>	<p>Number of Formal employee relation cases</p> <p>Number of Absence Days Lost</p> <p>Return To Work %</p> <p>Number of diverse and under-represented groups participating in nationally recognised work-based qualifications</p>	Corporate Services	Alan White	John Tradewell	Sarah Getley
	<p>Core leadership and management offer: Support managers and leaders to innovate, focus on communities and deliver on our ambitions.</p>	<p>Leadership is appreciated and valued by Leadership wide engagement to co-design and co-development of a Leadership Proposition and toolkits</p> <p>Our leaders are confident to lead the organisation in a complex environment.</p> <p>Leaders achieve high performance and effective outcomes.</p> <p>Our future leaders are identified, developed and ready to move us forward.</p> <p>Our people are skilfully led, and change is managed well</p>	<p>Specific measures will be benchmarked and targets will be set following the implementation of the Our People Strategy in April 23.</p> <p>Development of a Management and Leadership Development Offer by April 23</p> <p>Leadership Products launched March 2023-24</p>	Corporate Services	Alan White	John Tradewell	Sarah Getley

	<p>Development of innovation toolkits : Help achieve engagement across the organisation towards an innovation culture, embedding personal responsibility in learning and development.</p>	<p>A learning 'buzz' around the organisation. Our people have the training needed to do their jobs well. High performing teams that deliver outcomes for the people of Staffordshire Recommission of Diversity and Inclusion mandatory learning product</p>	<p>Annual Levy Spend Mandatory training compliance We Welcome compliance Number of mandatory EDI learning module completions</p>	<p>Corporate Services</p>	<p>Alan White</p>	<p>John Tradewell</p>	<p>Sarah Getley</p>
--	---	--	---	---------------------------	-------------------	-----------------------	---------------------

Digital

Strategic Objective	Summary	What success will look like in 2023/24	How we will measure success? (KPI's & Key Dates)	Directorate	Cabinet Lead	SLT Lead	WLT Lead
<p>Guide and support the organisation to maximise the opportunities technology and data provide which will help to improve service delivery and business transformation.</p>	<p>ICT Strategy: Make sure staff have the right tools and ICT skills to do their jobs; provide accessible information and data; future proof our technology solutions and make service improvements in ICT.</p>	<p>Improvements made to smart working for users, including the process for laptop refresh and the rollout of Windows 11.</p> <p>Easier access to data, especially in relation to the Adult Social Care provider monitoring system.</p> <p>Test and validate the approach for in-house application migration to the Azure cloud for 18 applications.</p> <p>Agree cloud roadmaps for key applications e.g. Care Director, Content Manager, Business Warehouse, Contact Centre etc.</p> <p>Maintain Public Service Network Code of Compliance, and set up and embed the new Security Operations Centre using Security Incident and Event Management software.</p> <p>Improve customer satisfaction.</p>	<p>Number of laptops refreshed with new models providing facial recognition logon by the end of 23/24 (Target: a further 700)</p> <p>Rollout of Windows 11 to the Laptop estate by the end of 23/24 (Target: 50%)</p> <p>Social Care provider monitoring is delivered using a Business Warehouse dashboard.</p> <p>In-house apps modernised tested and validated using the Azure cloud (Target: 18)</p> <p>PSN certification re-awarded in Feb 24</p> <p>Fully deployed SOC providing 7 x 24 monitoring of Cyber threats</p> <p>% of users accessing online self-help guidance or Service Catalogue to resolve issues or request services (Target: 10% increase)</p>	Corporate Services	Ian Parry	John Tradewell	Ian Turner
	<p>Digital Programme & Strategy: Identify opportunities for digital innovation across the business ensuring that we are truly ambitious in our journey to be a Digital Council for the 21st Century.</p>	<p>Support the business in exploring digital technology and setting the future digital direction of the organisation.</p> <p>A well-managed roll out of Automation across the organisation ensuring that we maximise the benefits.</p> <p>A skilled workforce who are confident and competent in their use of digital technologies to deliver their role, supported by our network of internal Digital Champions.</p> <p>A refreshed strategy that sets the direction and ambition of the Authority on its digital journey.</p>	<p>Successful delivery of digital project objectives from across the organisation</p> <p>Successful delivery of RPA Pilot in H&C and a roll out plan for the wider organisation</p> <p>Engaged and upskilled Digital Champions network</p> <p>Successful pilot and roll out of AT projects to support the vulnerable to remain independent</p> <p>Robust Business Cases developed to explore the roll out of new technologies across the organisation.</p>	Corporate Services	Ian Parry	John Tradewell	Lynsey Bissell