

Strategic Delivery Managers

Background

Staffordshire County Council has a clear vision that has been the strategic focus of our efforts in recent years, with considerable success. Whilst it maybe refreshed as we develop the Council's 2018/22 strategic plan, the overall ambition for Staffordshire and its people will be enduring:

A connected Staffordshire, where everyone has the opportunity to prosper, be healthy and happy.

The people of Staffordshire will:

- **Be able to access more good jobs and feel the benefits of economic growth**
- **Be healthier and more independent**
- **Feel safer, happier and more supported in and by their community.**

What is also clear is the importance of 'place'. Of course, place operates at a number of levels; the UK as a whole; the West Midlands region; Staffordshire as a historic county; the eight diverse districts; and (arguably the most important) the neighbourhoods, villages and streets where communities, families, and citizens live.

'Community' and 'place' are defining features of our emerging strategic plan for 2018/22. How we create growth and better jobs that connect with local people; supporting people to live independently within their communities; creating greater resilience within communities to ensure children and families avoid falling into crisis; and stimulating a culture of wellness amongst our communities, encouraging everyone to take greater control over their own health and well-being.

These challenges will require a concerted effort from all partners in Staffordshire at a strategic, delivery and most importantly locality level. The challenges (and opportunities) facing our communities are largely concentrated in certain areas and we need to focus on creating places where everyone can lead the happy, healthy and successful life they want.

But to be successful, we need to have a clear vision and strategy for place and people that is developed with and through key stakeholders who have a vested interest in improving the quality of life in that community. Collectively focusing on the things that will make the greatest difference and grasp the many and significant opportunities that are ahead of us.

By working in this way, we can make best use of the increasingly stretched public sector resources and harness the capacity of the voluntary sector, the private sector, schools, parish councils, housing associations and many others who make a hugely important contribution.

Strategic Delivery Managers (SDMs)

The new role of Strategic Delivery Manager will take responsibility for two districts as set out below:

SDM	Districts
Gail Edwards	Staffordshire Moorlands Newcastle
Tim Leese	Tamworth Stafford
Wayne Mortiboys	Lichfield East Staffordshire
Angela Schulp	Cannock South Staffordshire

The SDM is fundamentally different to the former DCL role which evolved to encompass a wide range of strategic, operational and local priorities and whilst all had some value, the SDM role will need to be more strategic and focused and on a smaller number of priorities as set out in the job description.

Key areas of responsibility:

Economic Development and Property

- Provide local leadership around Economic Development and Property Boards and be part of the Corporate Property Programme Group.
- Lead on the development of Local Asset Management Plans bringing together public, private and voluntary sector property plans into a coherent strategy.
- Influence district based Local and Development Plans to embed the County Council’s strategic priorities.
- Work with lead commissioners to secure the investment and capability to deliver the strategic priorities.

Children and Families

- Work with senior Commissioners to lead the implementation of the Place Based Approach (PBA) in the district and leading the local partnership to ensure effective delivery.

- Develop the network within the District and engaging key stakeholders including schools to deliver change.
- Shared accountability for delivering the Early Help implementation plan as appropriate and hold the accountability for the delivery of 'Earliest Help'.
- Following go-live for PBA provide on-going leadership overview and ensure it is integrated within the wider strategy.

Health and Care

- Lead on the development and implementation of a locality based 'Prevention through Wellness Plan' working closely with the Public Health Lead.
- Provide strong leadership and oversight across the STP (Sustainability and Transformation Plan) in the locality ensuring the Council's priorities are delivered.
- Work with lead commissioners to shape and implement local plans for extra care and nursing homes, brokering locality conversations and facilitating the development plans.
- Lead the work with District and Borough Councils to ensure housing for older and vulnerable people is given a higher priority enabling a greater number of people to live independently at home or with family members.

People Helping People

- Lead the implementation of the People Helping People Year 2 plan at a locality level.
- Lead the capacity building work with S3 as part of the capacity building contract to ensure we grow greater community capacity in our priority areas.
- Lead the work with communities and partners, supported by the CPOs, to identify and progress community led ideas that will help deliver our priorities and more resilient communities.

We are proposing that there is an agreed SDM lead for each area (with a nominated support to ensure continuity) who will work closely with the Cabinet Member and Director to help lead, shape and deliver agreed priorities as part of the wider place based vision and strategy:

Priority	SDMs
Property	Wayne Mortiboys and Gail Edwards
Regeneration	Gail Edwards and Wayne Mortiboys
Children and Families	Tim Leese and Gail Edwards
Health and Social Care	Gail Edwards and Angela Schulp
Wellness and Prevention	Angela Schulp and Tim Leese
People Helping People	Angela Schulp and Wayne Mortiboys

Equally, the breadth and depth of the SDM role means they are well placed to provide leadership, challenge and support around the four enablers (**Digital, People Helping People, Commercial and Demand Management**) and they will work closely with the Enabler Leads to champion and embed the agreed priorities with commissioners and in the development of local plans.

Leading and Delivering

Whilst the SDMs will have the overall leadership responsibility for the development and implementation of our place based strategies, they cannot do this alone. It will require the commitment, leadership and focus of Cabinet, SLT, the wider leadership team and senior colleagues across the organisation.

The Leader of the Council and Chief Executive to be the joint sponsors for this new way of working and provide strong leadership within Cabinet, SLT and the wider Council to this new approach.

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