

Project Initiation Document (PID)

Project: Oxfordshire 2020: developing a sustainable community strategy for the county.

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Approvals Cabinet. CCMT.
Oxfordshire Partnership

Distribution: OCC Cabinet
OCC CCMT
OCC Heads of Service
Oxfordshire Partnership & Public Service Board
District Leaders
District Chief Executives
District Local Strategic Partnerships

1 Background

1.1 Developing a long-term vision for Oxfordshire

The Local Government White Paper 2006: Strong & Prosperous Communities sets out the intention to impose a duty on Oxfordshire County Council to prepare a Sustainable Communities Strategy (SCS) for the longer term needs of the area.

It also anticipates a more extensive role for Local Area Agreements to drive change across the county by stretching performance in support of the SCS and national targets.

The Local Government and Involvement in Public Health Bill (published December 2006) sets out the duties and requirements for the county council as the authority responsible for the Local Area Agreement.

The SCS is expected to include the LAA targets. The SCS will also need to reflect the framework provided by the regional spatial strategy, the South East Plan and will need to relate to the district local development frameworks which sets out the land use planning requirements

There is also an expectation that community place shaping will be embraced within the SCS.

The SCS needs to be developed by the Oxfordshire Partnership (the countywide Local Strategic Partnership or LSP) with the County Council providing leadership for the process.

Within the two tier system of local government operating in the county it is hoped that County and district LSPs can:

- share a countywide Strategy
- recognise that lead roles for delivering change need to be shared across the tiers
- agree a strategy to focus on local place shaping in priority areas. This is a key role for district LSPs.

It is anticipated that the new SCS will be agreed by Autumn 2007: this will ensure that when the new LAA is developed in 2008 it can reflect Oxfordshire's priorities as well as central government imperatives.

2 Programme definition

2.1 Sustainable Community Strategy

A county-wide strategic plan and long-term vision that sets out the highest level priorities for the sustainable development of economic, environmental and social well-being. Includes Local Area Agreement targets.

2.2 Local Area Agreement

An agreement with Government to deliver on a range of national and local targets to improve outcomes in children and young people, safer communities, healthy communities and older people, the environment, the economy and stronger communities. OCC has a duty to develop the LAA with partners.

2.3 Local Strategic Partnership

The highest level multi-agency/sector partnership in each area responsible for improving economic, environmental and social well-being.

2.4 Oxfordshire Partnership

The Local Strategic Partnership for the county. The Partnership adopted a new governance framework in December 2006 in order to manage the Local Area Agreement and the Sustainable Community Strategy

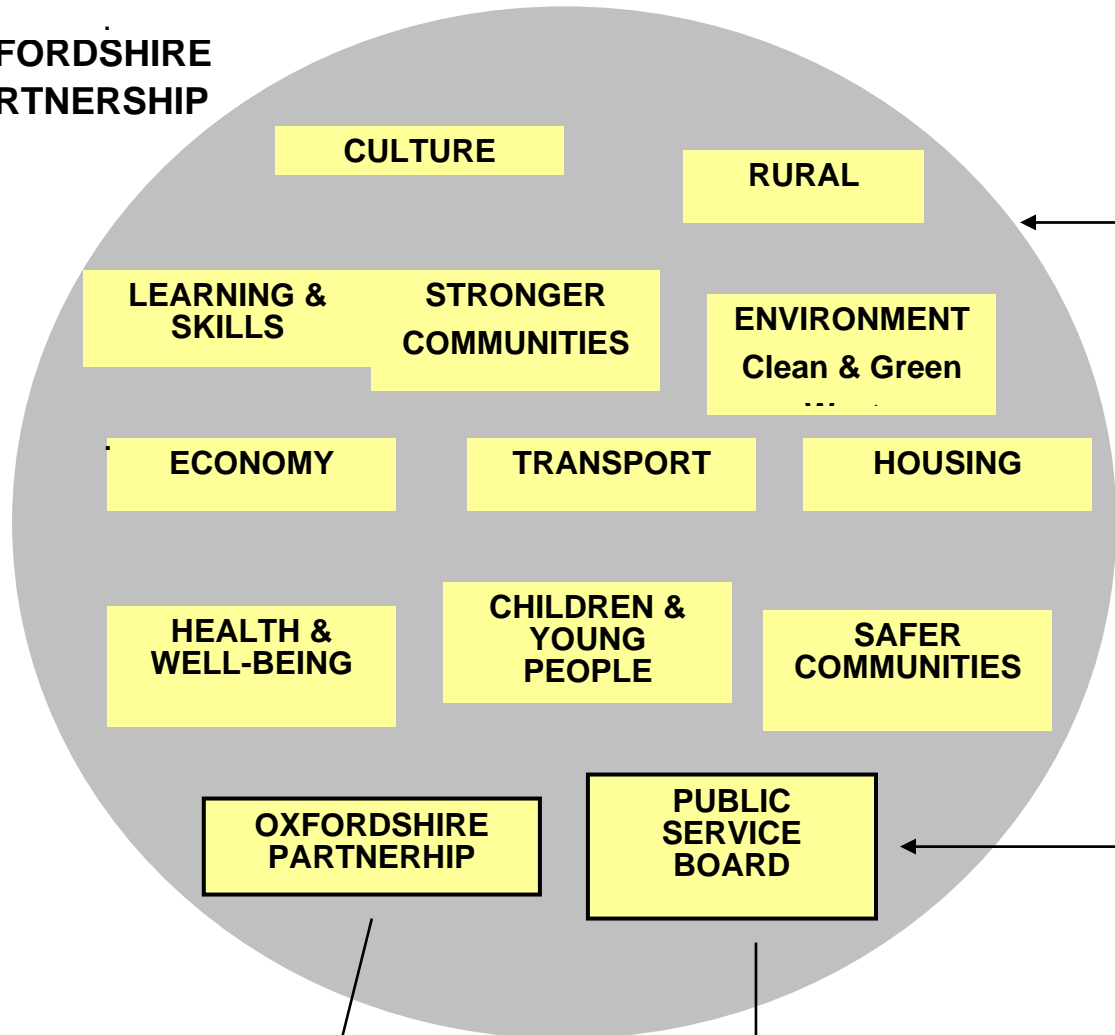
2.5 Public Service Board

The PSB oversees the management of the LAA.

2.6 Thematic Partnership

The original Ambition Groups of the Oxfordshire Community Partnership have been overtaken by developments in the role of LSPs and are replaced by thematic partnerships. These include the Children and Young People's Partnership, Safer Communities Partnership, Health & Well-Being Partnership and stronger communities, economic development, learning and skills, environment, culture and any other partnership arrangements that may be required to improve economic, social and environmental well-being in the county.

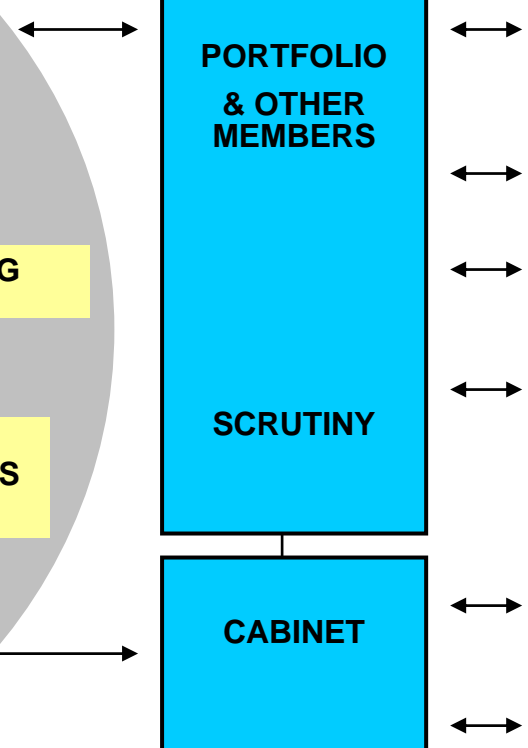
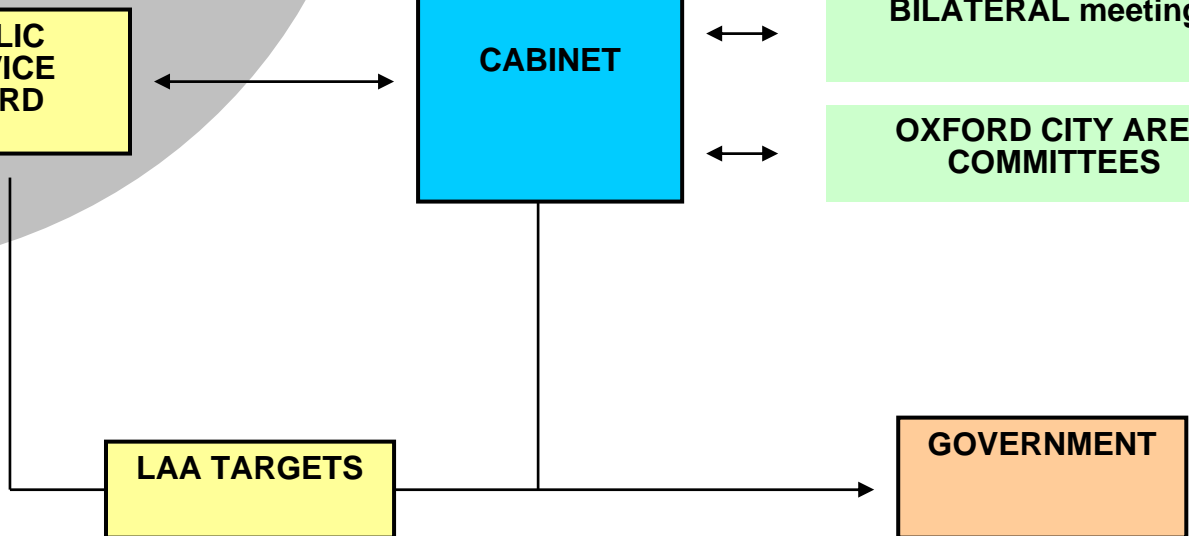
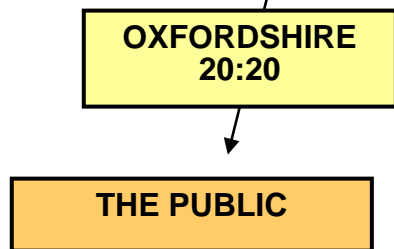
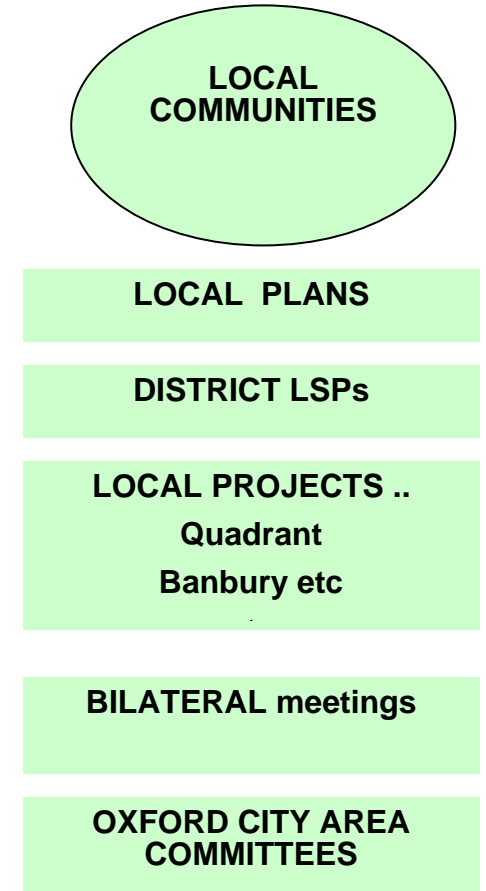
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DEMOCRATIC INVOLVEMENT & ACCOUNTABILITY

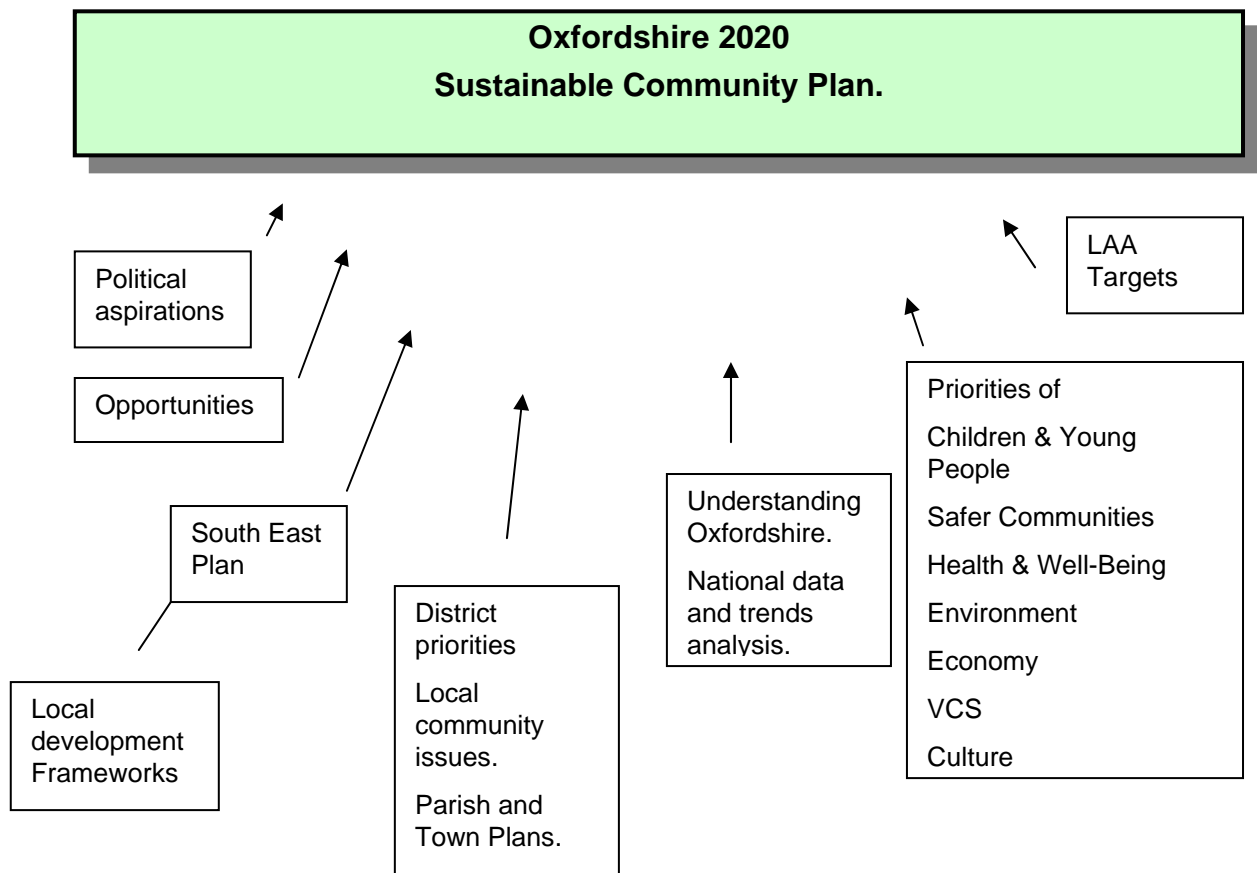


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3 Objectives

- 3.1 The objective of this project is to enable OCC and the Oxfordshire Partnership to develop, engage with and agree a Sustainable Community Strategy by the end of 2007.
- 3.2 The objective of the SCS is to set out a sustainable long-term vision for the county and defines action to tackle economic, environmental and social issues to improve the quality of life of everyone who lives in, works in or visits the county.



4 Defined method of approach

4.1 Who is involved

1. A multi agency project group will be established to manage the project.
2. OCC will provide the project management and ensure that its specialist service managers are engaged in the process.
3. A data led approach will be pursued so that priority and action is evidence based.
4. The County/district LSP Officers Group will undertake an initial analysis of the data and evidence.
5. The Oxfordshire Partnership will receive reports at key stages so it can shape priorities, resolve any strategy conflicts and review options for action
6. Community involvement will be organised through local projects, the work of thematic/block groups and by public consultation at the draft strategy stage.
7. .At each key stage of the project key stakeholders will have an opportunity to take stock in advance of Oxfordshire Partnership debate.

4.2 Milestones

When	What	Who
December 06/Jan 07	Scoping the project	Project Group
January to March 07	Analysis of evidence and data	LSP Officer Group/Project Group
Oxfordshire Partnership Meeting 21 st February		
March/April 07	Developing initial priorities and options for OCC, LSP.	Thematic groups & SCS Project Group Meetings with Elected members. Councils. Police. Health. VCS. Private Sector. Education Sector Interim meeting to be scheduled with Oxfordshire Partnership
May, June 07	Debate on priorities and options with OCC and LSP	Project Group Oxfordshire Partnership
Oxfordshire Partnership Meeting		

14 th June		
July, August 07	Options paper for wider dissemination and comment with <ul style="list-style-type: none"> • Public sector • Private sector • Voluntary and community sectors 	Project Group
September 07	Analysis of feedback from consultation on the options	Project Group
September 07	Draft SCS	Project Group Oxfordshire Partnership to approve
October 07	Consultation on draft SCS with OCC and LSP	Partnerships Unit
Oxfordshire Partnership Meeting 25 th October		
December 07	Adoption of the SCS	OCC Oxfordshire Partnership District LSPs

4.3 Project scope

1. In developing the SCS it will be necessary to reflect:

- Political imperatives (national and local).
- Local Area Agreement requirements
- The requirements of the Local Government White Paper and the Local Government and Involvement in Public Health Bill (2006)
- The South East Plan and Local Development Frameworks.

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- The Rural Development Framework
 - The White Paper “Our health, our care our say”
 - The opportunities for promoting economic as well as social and environmental development and well-being.
 - The available qualitative and quantitative national, regional and local information about social, economic and environmental issues – current status and future projections.
 - The available information from local communities and local community action plans (parish plans, market town plans etc).
 - The strategic plans of the NHS, Police and other key stakeholders.
 - The impact on district LSPs and councils.
 - The need to define and measure success criteria measured through performance indicators and interim milestones.

4.4 Project deliverables

Oxfordshire 20:20. A Sustainable Community Strategy which is has been developed with, and agreed by, all the participants in the Oxfordshire Partnership.

4.5 Assumptions

The following assumptions will guide the development of a new strategy:

- The Oxfordshire Partnership will focus on developing the countywide strategy but will recognise and be influenced by community based place shaping led by district councils/LSPs
- The strategy will provide a long term focus and sense of direction but will be updated periodically to reflect progress with delivery and changes to circumstances and local community aspirations.
- The strategy will seek to stretch performance and deliver significant change through:
 - Better partnership working amongst statutory agencies
 - public/private collaboration
 - VCS and community partnerships

However in so doing the Strategy will need to recognise the resource and other constraints of the statutory agencies

- That existing long term strategies which take account of data about demographic and societal trends, already exist in many service areas. These strategies will be tested during the development of a new SCS but this will not be a major element of the project.
- The principle areas for project focus will be four key areas:
 - The inter-relationship of service strategies to ensure a holistic approach
 - Opportunities to take preventative action rather than concentrate on cures
 - The extent to which service strategies are found to fit local community needs
 - Opportunities for VCS and community effort to replace or supplement the work of

statutory agencies.

4.6 Interdependencies

- Effective working between local authorities is crucial to the project's success as is effective Executive and management collaboration within Councils.
- The County Council, Police and the NHS are the key statutory partners and maintaining and developing their co-operation in the development of the Vision is also crucial to the project's success.
- Developing Oxfordshire 2020 will require the Oxfordshire Partnership and district LSPs to work together to avoid conflict and duplication of effort.
- The development of the Strategy is an opportunity to integrate action to reflect the close interdependencies between the county's urban and rural areas.

5 Project organisation structure

5.1 Project Group Structure

Name	Role	Responsibility
Stephen Capaldi	Project sponsor	<ul style="list-style-type: none"> • Drive the project and ensure it delivers an effective strategy • Ensuring effective political & managerial input • Problem anticipation and resolution
Chris Cousins	Strategic adviser	<ul style="list-style-type: none"> • Ensuring that spatial planning dimensions are reflected in the strategy • Strategic advice
Claire Evans	Project Manager	<ul style="list-style-type: none"> • Project management and coordination • Performance monitoring of the key milestones • Management of the consultation and engagement process • Performance management • Reporting to Oxfordshire Partnership • Drafting the plan
Claire Phillips	Project Officer	<ul style="list-style-type: none"> • Project management and coordination
Paul James	Partnership	<ul style="list-style-type: none"> • Communication, liaison and engagement of

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	management	<p>partners.</p> <ul style="list-style-type: none"> • Oversight of consultation and engagement. • Drafting the Plan.
Paul Edwards	Performance management and CPA	<ul style="list-style-type: none"> • Ensure consistency with the Council's forward planning process and CPA requirements • Input on customer/community trends
Margaret Melling	Data and analysis	<ul style="list-style-type: none"> ▪ Provision of trends data
Dave Waller	Economy and skills	<ul style="list-style-type: none"> ▪ Link to Oxfordshire Economic Partnership and Oxfordshire Learning Forum
Sarah Bretton	Children, Young People and Families	<ul style="list-style-type: none"> • Co-ordination with Children, Young People and Families directorate and plans.
Paul Purnell	Social & Community Services	<ul style="list-style-type: none"> • Co-ordination with Social and Community Services directorate and plans.
John Parry	Community Safety	<ul style="list-style-type: none"> • Co-ordination with Community safety services directorate and plans.
<p>PRIMARY CARE TRUST</p> <p>Jackie Wilderspin Head of Partnerships and Health Inequalities.</p>	PCT / health strategy advice	<ul style="list-style-type: none"> • Co-ordination with PCT strategy and plans. • Challenge.
THAMES VALLEY POLICE	TBC	<ul style="list-style-type: none"> • Co-ordination with TVP strategy and plans.
DISTRICT COUNCILS	TBC	<ul style="list-style-type: none"> • It is proposed that there be a senior representative from Cherwell and Oxford City District Council.
Voluntary & Community Sector	TBC	<ul style="list-style-type: none"> • Co-ordination with VCS issues and priorities.

6 Communication plan

Audience	Purpose of Communication	Medium	Who	When	Notes
Public sector	<ul style="list-style-type: none"> To consult on the options paper 	<ul style="list-style-type: none"> Partnership Website E-mail message to all users directing to the website County Council Magazine Use Intranet and in-house magazine Presentations to district LSP groups Letters/paper and questionnaire to forum members Oxford Times 	OCC internal OCC Cllrs All district Councils MPs District LSPs All forum members	July to Aug 07	
Private Sector	<ul style="list-style-type: none"> To consult on the options paper 	<ul style="list-style-type: none"> Presentation 	Oxfordshire Economic Partnership	July to August 07	
Voluntary and Community Sectors	<ul style="list-style-type: none"> To consult on the options paper 	<ul style="list-style-type: none"> Presentation and workshops to VCS forums Mail out to Parish Councils Article in OCVA Newsletter Article in parish news Spired website 	Oxfordshire Community and voluntary action VCS Forums Town and Parish Councils Young people	July to August 07	
Thematic partnerships within the LAA structure to undertake specific	<ul style="list-style-type: none"> To consult on the options paper 	<ul style="list-style-type: none"> Presentation and workshop – to be run by the thematic partnerships 	CYPP Economic development and enterprise Safer Communities	July to August 07	

Audience	Purpose of Communication	Medium	Who	When	Notes
aspects of the consultation			Stronger group Healthier Communities and Older People Environment forum		
Oxfordshire Partnership Conference	<ul style="list-style-type: none"> To consult on the options for the SCS To update on the local area agreement 	<ul style="list-style-type: none"> Conference – presentations/workshops 	All forum members	July 07	

7 Project control

Monthly project group meetings to be held with core members of project team where progress against task planning is reviewed and any risks flagged up. The risk register will be reviewed monthly by the project coordinator.

Monthly project team meeting.

Risk register.

Project Plan revision.

8 Business case

8.1 Initial business case summary

This project is closely linked to a statutory responsibility of the county council to demonstrate leadership to the communities it represents.

The benefits of this project are that it shall:

- Articulate a long term vision for Oxfordshire will clarity about delivery over the next 3-5 years;
- Ensure that elected members, staff and residents have an opportunity to shape the future of the County and are kept up to date with progress on delivery

8.2 Strategic case

See 6.1

8.3 Economic/commercial case

Economic strategy and its relationship to other strategic requirements is at the heart of the SCS

8.4 Financial case

The costs of project coordination and consultation will be contained within the existing resources .of the County Council Partnerships Unit. However the development of the strategy may give rise to new needs which the County Council and other stakeholders will need to reflect in their medium term resource planning

8.5 Quality expectation of the customer

Outline quality requirements, e.g. management responsibilities, document and data control, involvement of customers and suppliers, quality records and audit control.

The customer of this project is the Partnership as a whole and the County Council as the body with the statutory responsibility to produce a Sustainable Community Strategy.

9 Management of risks and uncertainties

This project is closely linked to a statutory responsibility of the county council to demonstrate leadership to the communities it represents. It has been identified as a major/moderate risk and is reviewed at CCMT meetings.

Area of risk or uncertainty	Impact on project	Mitigation or contingency plan in place	Risk status (H/M/L)
No political agreement on a Vision	Major	<ul style="list-style-type: none"> • Cabinet have facilitated development sessions for this project. 	Low
Disagreement on vision between OCC and LSP	Major	<ul style="list-style-type: none"> • Programme of consultation and debate and opportunities to develop and change the vision throughout the process • Use of evidence / data to support the vision. 	Medium
Ability to resource the development of the SCS	Major	<ul style="list-style-type: none"> • Project is included in CEX Business Plan for 06/07. 07/08. 	Medium
Delivery: Linking the Vision to the operational plans of the Council.	Moderate	<ul style="list-style-type: none"> • Shared operational plan (i.e., developed with all delivery partners)? • Map existing delivery environment (esp. delivery partners and relationships)? • Identify links (i.e., internal, contractual/regulatory links & links of common purpose)? 	High

No agreement with key stakeholders	Major	<ul style="list-style-type: none"> • Consultation meetings with Police, Health and district councils early in the project. • Use of evidence / data to support the vision. 	Medium
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10 Approval

Approval is required by:

Name		Title	
Signature		Date	
Name		Title	
Signature		Date	