

# Community Safety and Well-being Plan

## Implementation Plan: 2021-2024







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# Moving Ahead



## Introduction

The Community Safety and Well-Being Plan Partnership Council is responsible for overseeing the implementation of the *Community Safety and Well-being Plan: Roadmap to Collaboration (CSWB) for Stratford, St. Marys, North Perth, West Perth, Perth East, and Perth South (2021-2024)*. As needed, the Partnership Council will call on Action Groups for direction, support or communication to help implement the Plan activities.

The present document accompanies the Community Safety and Well-being Plan (CSWB Plan), providing a package of tools for the Partnership Council and Action Groups to guide and facilitate implementation of the Plan. This package contains:

- An overview of the **Collective Impact Approach to Implementation** that will be adopted by the Partnership Council and its collaborators.
- A **Model for Implementation** which delineates the relationship between the Partnership Council and Action Groups that will be put in place to achieve the key outcomes of the CSWB Plan.
- A set of **Implementation Steps** that will guide the Partnership Council to develop a structure and mechanisms for implementation planning, action, and accountability.
- A **Performance Management Matrix Template** which will support the Partnership Council and Action Groups to measure and monitor their performance against expected outcomes.

- An **Evaluation Framework Template** which will support the Partnership Council in determining the most appropriate manner to evaluate the extent to which it is making progress toward achieving the goals and objectives of the CSWB Plan.



## Collective Impact Approach to Implementation

The **Collective Impact Approach to Implementation** describes the foundational elements that will be adopted by the Partnership Council, guiding all of its activities and relationships with collaborators.

The CSWB Plan will be implemented using a collective impact approach that brings people together in a structured way towards a common vision and plan of action to address a complex social problem. The approach requires the five elements illustrated here.





### Staff support

Dedicated staff provide support and key functions for the sustained implementation of the Community Safety and Well-being (CSWB) Plan.



### Common agenda

All participants share a common understanding of the complex social issues and a joint approach to addressing the issues through agreed upon actions.



### Continuous communication

All players are engaged in frequent, structured communication to build trust, assure mutual objectives and create common motivation.



### Shared measurement

All participants agree on how to measure and report on progress, with an established list of common indicators to assess progress, measure success and drive improvement.



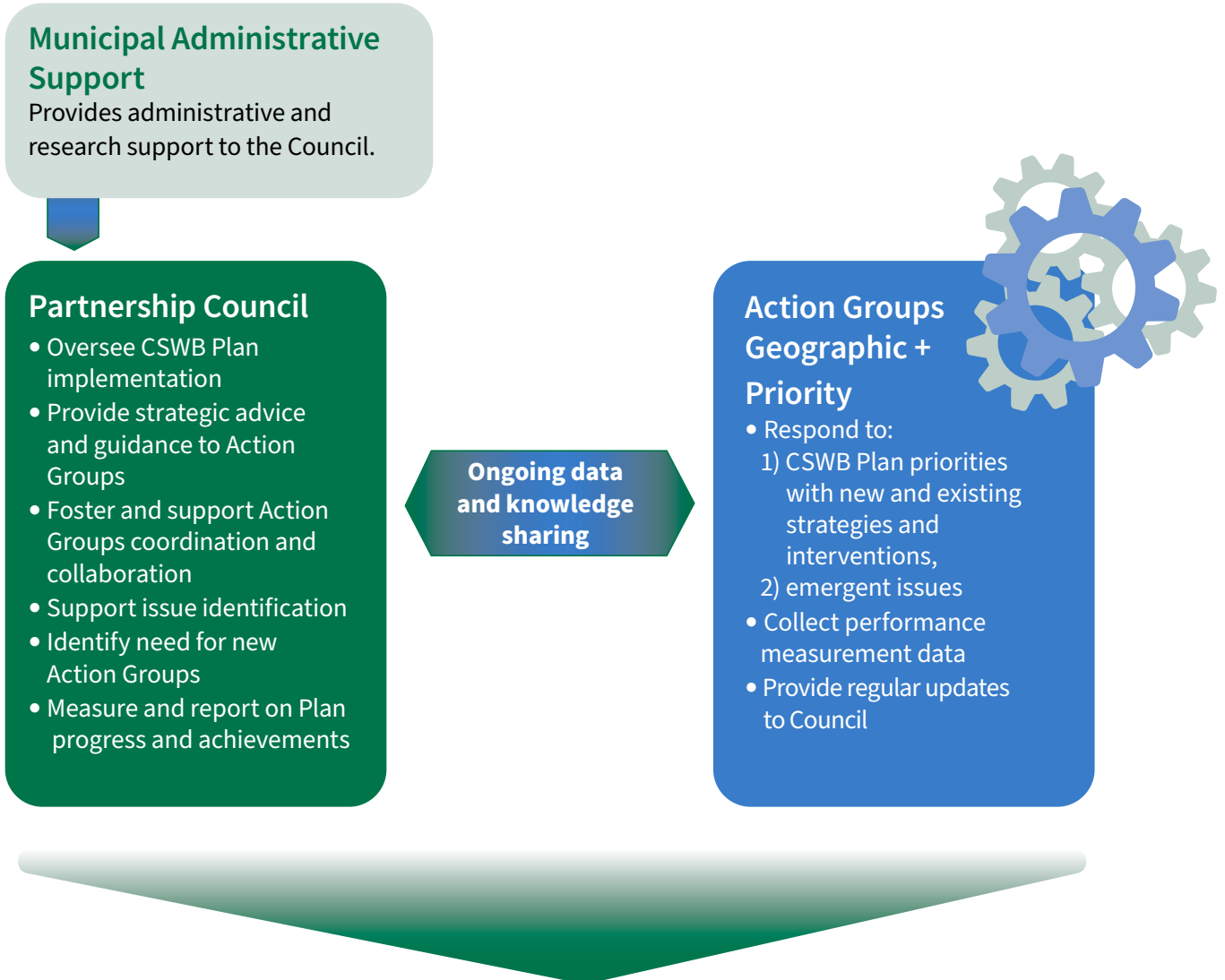
### Mutually reinforcing activities

A diverse set of Action Groups (stakeholders/partners), across geographic areas and priority areas, are coordinated to collaborate on mutually reinforcing activities.

# Model for Implementation

The **Model for Implementation** highlights the respective key responsibilities of the Partnership Council, the Action Groups (which will be organized based on geographic or priority areas) and

Municipal Administrative Support necessary to successfully achieve the five key outcomes of the CSWB Plan.



## Key Outcomes

1. Increased coordination and collaboration between services
2. Improved access to services
3. Greater alignment on key safety and well-being issues
4. Reduced demand on emergency and crisis services
5. Enhanced systems planning



# Implementation Steps

The **Implementation Steps** represent high-level actions to be taken by the Partnership Council, Action Groups, Municipal Administrative Support and others in support of successful execution of the CSWB Plan.

For each implementation step the following components are identified:

**Tasks:** Concrete actions taken in support of the implementation step.

**Responsibility:** The parties responsible for completing a given task.

**Timeline:** The dates and duration for responsible parties to complete the various tasks. All timelines are currently to be determined (TBD).

STEP	TASKS	RESPONSIBILITY
<b>CSWB Advisory Committee transitions to CSWB Partnership Council</b>	<ul style="list-style-type: none"> <li>• Draft Terms of Reference (TOR)</li> <li>• Review and approval of TOR (including confirmation of Partnership Council membership).</li> <li>• Formal invitation to members.</li> <li>• Establish Partnership Council.</li> </ul>	<p>DPRAs and Municipal Administrative Support</p> <p>Advisory Council Co-chairs</p> <p>Advisory Council Co-chairs</p>
<b>Partnership Council establishes ongoing operating budget</b>	<ul style="list-style-type: none"> <li>• Determine annual operating budget                             <ul style="list-style-type: none"> <li>▶ City of Stratford, Town of St. Marys, North Perth, West Perth, Perth East, and Perth South will each contribute proportionally to the operating budget on an annual basis.</li> <li>▶ Contributions to the operating budget are to be approved by the respective Municipal Councils on an annual basis.</li> </ul> </li> </ul>	Partnership Council
<b>Partnership Council creates tools necessary to support effective implementation</b>	<ul style="list-style-type: none"> <li>• Develop policies, processes and protocols (e.g., information and data sharing agreements, data collection processes, decision making protocols, dispute resolution, collaboration agreement, monitoring and evaluation processes, partnership building, MOUs, etc.).</li> </ul>	Partnership Council
<b>Municipal Councils communicate to residents about the CSWB Plan</b>	<ul style="list-style-type: none"> <li>• Municipal Council members prepare and release communications materials regarding the CSWB Plan.</li> </ul>	Municipal Councils

TIMELINE TO BE DETERMINED



STEP	TASKS	RESPONSIBILITY
<b>Identification of Action Groups</b>	<ul style="list-style-type: none"> <li>• Conduct inventory of collaborative groups and committees to:               <ul style="list-style-type: none"> <li>▶ Review existing relevant strategies, frameworks, work plans (e.g., housing and homelessness, MH&amp;A)</li> <li>▶ Identify existing Action Groups and assess mandate, intended activities, target audiences relative to CSWB Plan;</li> <li>▶ Identify existing data sources and performance measures that align with the CSWB Plan objectives; and</li> <li>▶ Identify gaps where new Action Groups (or new strategies) may need to be established.</li> </ul> </li> </ul>	Partnership Council and Municipal Administrative Support
<b>Partnership Council reaches out to existing Action Groups (with the goal of achieving buy-in and mobilizing groups)</b>	<ul style="list-style-type: none"> <li>• Partnership Council meets with Action Group members to:               <ul style="list-style-type: none"> <li>▶ Review the CSWB Plan and build a common understanding of its goals and objectives;</li> <li>▶ Communicate the role of the Partnership Council in relation to the Plan and the Action Groups;</li> <li>▶ Discuss the anticipated functions of the Action Groups including the need to share data;</li> <li>▶ Review and discuss the Action Groups' current areas of focus and activities as they relate to the goals and objectives outlined in the CSWB Plan;</li> <li>▶ Review current performance measures; and</li> <li>▶ Identify additional supports required by the Action Groups to support enhanced coordination and collaboration across agencies and systems.</li> </ul> </li> </ul>	Partnership Council and Action Groups
<b>Partnership Council prioritizes CSWB Plan objectives (based on Action Group discussions)</b>	<ul style="list-style-type: none"> <li>• Based on discussions with Action Groups (and other criteria), Partnership Council prioritizes the CSWB Plan objectives, deciding where to focus resources and attention.</li> </ul>	Partnership Council
<b>Partnership Council implements performance measures to track success</b>	<ul style="list-style-type: none"> <li>• Adopt a set of performance indicators to measure progress and achievement of CSWB Plan objectives.</li> <li>• Develop a plan for monitoring performance over time.</li> </ul>	Partnership Council and Municipal Administrative Support
<b>Partnership Council reaches out to new stakeholders (with the goal of establishing new Action Groups to address gaps and emerging needs)</b>	<ul style="list-style-type: none"> <li>• Identification of municipal staff and services providers responsible for addressing gaps and emerging issues.</li> <li>• Partnership Council members contact individuals and organizations to:               <ul style="list-style-type: none"> <li>▶ Review the CSWB Plan and build a common understanding of its goals and objectives;</li> <li>▶ Communicate the role of the PC in relation to the Plan and the Action Groups;</li> </ul> </li> </ul>	

TIMELINE TO BE DETERMINED





STEP	TASKS	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>▶ Discuss the anticipated functions of the Action Groups including the need to share data; and</li> <li>▶ Discuss interest in being part of a new Action Group that aligns with the goals and objectives outlined in the CSWB Plan and will collaborate with existing Action Groups.</li> <li>• Partnership Council supports the formation of new Action Groups and supports:               <ul style="list-style-type: none"> <li>▶ Development of action plans and strategies aligned with the CSWB Plan;</li> <li>▶ Identification of performance measures;</li> <li>▶ Implementation of action plans; and</li> <li>▶ Coordination and collaboration of actions across agencies and systems.</li> </ul> </li> </ul>	Partnership Council and Municipal Administrative Support
<b>Partnership Council conducts monitoring and evaluation of CSWB Plan to determine progress, achievements, impacts of intended goals and objectives</b>	<ul style="list-style-type: none"> <li>• Action Groups share performance data with the Partnership Council.</li> <li>• Action Groups provide Partnership Council with regular reports outlining progress and achievement of planned actions.</li> <li>• Partnership Council meets regularly with Action Groups members to discuss progress on actions, extent of coordination and collaboration across agencies/systems, and need for additional supports from the Partnership Council to fulfill objectives.</li> <li>• Partnership Council reviews data and reports in relation to CSWB Plan priorities, goals and objectives.</li> </ul>	Action Groups  Action Groups  Partnership Council and Action Groups  Partnership Council and Municipal Administrative Support
<b>Partnership Council communicates progress (with the goal of transparency and accountability)</b>	<ul style="list-style-type: none"> <li>• Partnership Council prepares an annual report detailing progress toward and achievement of CSWB Plan goals and objectives.</li> <li>• Partnership Council determines and implements appropriate tools for ongoing communication and information sharing (e.g. social media, online presence).</li> </ul>	Partnership Council and Municipal Administrative Support
<b>Partnership Council conducts research</b>	<ul style="list-style-type: none"> <li>• Partnership Council carries out research as required to support its ability to effectively oversee and guide the implementation of the CSWB Plan and to inform evidence-based decision making.</li> </ul>	Partnership Council and Municipal Administrative Support

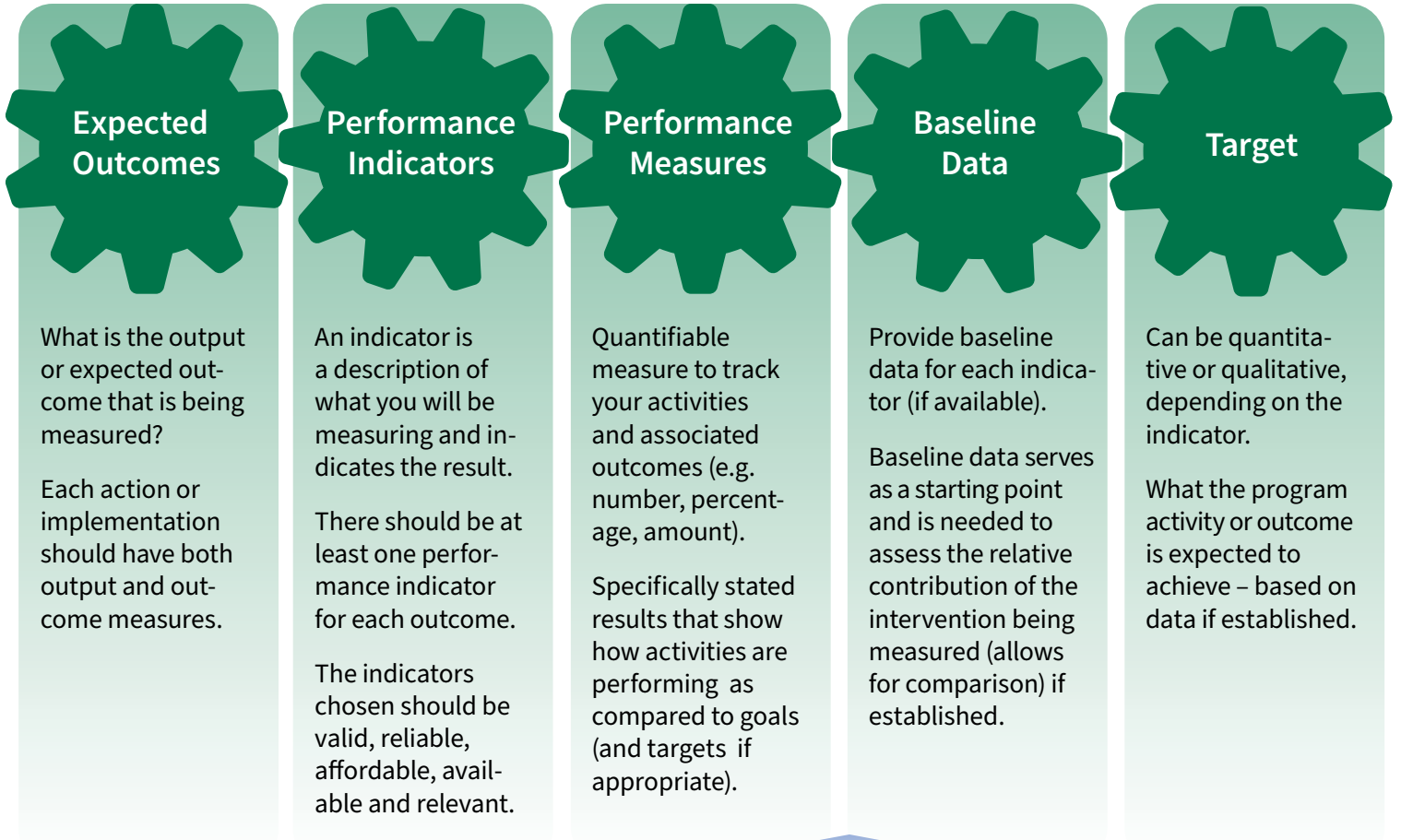
TIMELINE TO BE DETERMINED



# Performance Measurement Framework Template

A **Performance Measurement Framework** (PMF) will help the Council monitor its progress on implementation of the CSWB Plan. Performance measurement indicators should be established for all outputs and

outcomes. The PMF template can be modified as required (e.g., fields added or deleted) to meet the needs of the Council.



DATA			
Source	Responsibility	Frequency	Reporting
Where will the data come from – existing sources; how will you collect the data; what kind of data will it be (primary, secondary)?	Who is responsible for collecting the data, reviewing the results, and how they will be acted upon.	Indicate the date when the data will be collected and how often and where results will be reported.	Who is responsible for reporting the data?



# Evaluation Matrix Template

An **Evaluation Matrix** will enable the Partnership Council to assess the extent to which a CSWB Plan is achieving its intended outcomes and impact on stakeholders. It is the main analytical framework for an evaluation. It acts as an organizing tool to help plan and carry out the evaluation; indicating where secondary data is required and where primary data will need to be collected. The Matrix sets out how each evaluation question will be addressed. It maps the evaluation questions against the measures and

indicators, the sources of information, and the data collection methods. This provides a clear trajectory from the evaluation questions to the findings as outlined in the final evaluation report.

The Matrix also guides analysis, ensuring that all data collected is analyzed and triangulated and supports the identification of evidence gaps. The Evaluation Matrix helps ensure that the evaluation design is robust, credible and transparent.

## Evaluation Questions (High Level)

Are these clearly justified in your evaluation narrative?

Are these questions relevant to your key stakeholders, partners, funders?

Can they feasibly be answered based on the available evaluation resources? (time, budget, staff, etc.)

Will an answer to this question help meaningfully guide actionable decision making and improvements?

## Performance Measures and Indicators

Is the indicator SMART - specific, measurable, attainable, relevant and time-based?

Does each question have an indicator to reflect progress and achievement?

Is there more than one indicator that may help answer a specific question?

Is there baseline data available?

## Responsibility

Who will be responsible for collecting and analyzing the information?

## Timelines

When will the information be collected?

## Data Sources

Where is information for each question and indicator coming from? (e.g., surveillance systems, program documents, interviews)

Will you be working from existing data, or collecting new data?

Are there multiple questions that you can answer from one data source?

How easy and accessible is the data source?

How reliable is the data?

## Data Collection Methods

For each indicator and source, what specific, detailed steps are you going to take to gather data?

If you're collecting from existing data, what specific elements or fields are going to be collected?

Do you need to design a new collection instrument or revise an existing tool?



