

Access to Education, Skills and Employment

Priority Delivery Plan

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Cabinet Portfolio: Access to Skills, Economic Development and Enterprise

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The Challenge

Prior to the onset of the recession the condition of the local economy had improved significantly since the mid 1990s. Employment has increased with a more broadly based profile including more jobs in service related sectors. The net increase in VAT registered businesses was higher than the regional figure and the number of pupils achieving 5 or more GCSEs at A*- C grade exceeded 50%.

The opening of the M6 Toll in December 2003 has reinforced the accessibility of the District and enhanced its reputation as an attractive location for business investment.

In addition to recovering from the recession, the District will still face a number of major challenges which the Council and partner organisations will need to address:-

- **Strengthening the Employment Base.**

Despite diversifying its employment base over recent years, the District still has an over-reliance on manufacturing as a source of employment. This makes it vulnerable to any downturn in economic activity as a result of recession or globalisation which impacts on lower value manufacturing. For instance, the local unemployment rate increased from 2.2% in July to 4.4% in January 2009. The District is also under-represented in 'office' based jobs, particularly from the business and the professional services cluster (12% of all jobs compared to UK average of 20% and West Midlands 16%). Increased employment in this sector will help to improve local income levels which are below the national average. In addition increasing employment through the visitor economy will help to diversify and strengthen the employment base. Whilst the District has a large number of visitors, principally visiting the Chase itself, expenditure per head is limited. The challenge is to

increase expenditure by visitors whilst expanding the range of attractions and facilities that will be required to extract additional expenditure.

In order to strengthen the District's employment base, there is a requirement to:-

- Increase the levels of new business start ups and support their sustainability.
- Improve skill levels to support growth in value added businesses.

- **Attracting Investment into the District.**

There have been a number of significant inward investments into the District following the opening of the M6 Toll. However, the District will need to continue attracting investment in various forms as a mechanism to broaden employment opportunities and provide enhanced facilities and attractions for the benefit of local communities. Employment land availability, principally through the Kingswood Lakeside and Mill Green Business Parks, will remain important. Equally all three of the District's town centres are in need of new investment. Failure to do so will result in increased leakage of expenditure to competing centres, with the result that investors will be less willing to invest, potential jobs will be lost and vacancy rates could increase. Investment in a broad range of housing is required to address affordable and aspirational housing need and support economic growth. Investment in improved schools and Further Education facilities is required to provide a better platform for greater wealth in the District.

In order to attract inward investment into the District, there is a need to;

- Develop vibrant and sustainable town centres which reflect the needs and aspirations of the community.

- **Improving Education and Skills**

Education, Skills and Training deprivation ranks as the most prevalent form of deprivation in Cannock Chase, with eight Super Output Areas in the District being ranked in the 10% most deprived areas in the country, one of which is ranked amongst the 2% most deprived nationally; and a further nine areas in the 10-20% most deprived. Lack of education and skills can have a significant impact on many aspects of an individual's lifestyle and prosperity, including employability, income, health, and access to services. This is particularly relevant to the local context, which has seen a shift away from traditional industry to a more diverse employment structure and thus a requirement for a different skill set.

Notwithstanding the much improved proportions of Cannock Chase District pupils obtaining 5 or more GCSEs at grades A*- C, the rate is still below the Staffordshire average. More seriously the figure for those pupils who have both English and Maths as part of this indicator, is significantly behind the County average (40.3% compared to 47.3%) The number of people achieving a Level 2 qualification by the age of 19 is 63% which is 6% below the County average. Amongst the working-age population, Cannock Chase has proportionally less (21.2%) Level 4 (Degree or equivalent) qualified adults than Staffordshire (26.0%), the West Midlands (24.6%) and Great Britain (28.6%). This divergence is also seen with the number of District residents (39.1%) with Level 3 qualifications (A Level or equivalent); below the averages when compared to County (42.8%), Regional (42.0%) and National (46.4%) figures. Indeed, 14.2% of the working age population have no formal qualification compared to a Great Britain average of 13.1%. The need to improve the enterprise performance of the District and its role in raising aspirations and growing the indigenous business base is also a major challenge.

To improve education and skills within the District there is a need to:-

- Increase skill levels to support growth in value added businesses.
- Enhance educational performance.
- **Tackling Deprivation**

The Indices of Deprivation clearly indicate that Cannock Chase District suffers from significant disadvantage compared to other authorities in Staffordshire; this is particularly relevant in the context of income, employment, education, skills and training, health and disability. It is the most deprived district in Staffordshire (excluding Stoke-on-Trent) with people less healthy and having fewer qualifications than elsewhere. These problems are particularly prevalent in a small number of local wards; Cannock East, North and South, Hednesford North, Hagley, and Etching Hill and the Heath. These wards have a strong correlation to the number of young people who are not in education, employment or training (NEET 'hotspot' wards.) Despite marked improvements in recent years, the number of NEETs is still amongst the highest in Staffordshire. This has strong links to poor aspiration and ambition which is a common feature in young people in former mining communities and fuels youth unemployment which consistently represents over a third of all those out of work. Unfortunately the effects of the recession are likely to worsen this situation.

Where We Are At The Moment

Strengthening the Employment Base

Whilst the number of jobs within the district has increased since the mid 1990s, the local economy is not yet robust or diverse enough to withstand the impacts of the economic recession. Furthermore, despite some improvement in educational qualifications and the considerable improvement in Further Education offer at the new South Staffordshire College, a major focus for the Council and partners will be the need to improve local education and workforce skills as a means of underpinning the District's recovery from the recession.

Through work with the Council's scrutiny and policy development processes the Council has developed two 'strapline' messages to capture the priorities for action in tackling the skills and economic development agenda as detailed in the challenges listed above. The first, 'Local Jobs for Local People', recognises the need to equip local people with the skills and qualifications necessary to compete for jobs both within the District and further afield. It also recognizes the need to work with local employers and training providers to find a way of improving the chances of local people accessing a local job opportunity.

Additionally, the District Council is working with InStaffs, local landowners and developers to secure inward investment to the District's key employment sites, particularly from those sectors of the economy which will help to diversify the local economy as well as increase income levels.

Attracting Investment into the District

The second message of 'Modern Facilities for a Modern Economy' recognises the need to

continue the restructuring of the economy which has taken place since it was dependent on coal mining. This aim captures the need to attract further investment into the District in many diverse areas which will contribute to sustainable economic growth.

The District Council has been actively pursuing efforts to secure the development of an Enterprise Centre within the District. Alongside this, we are continuing to work with the private sector to secure investment in all three of the District's town centres, through development projects which are intended to secure regeneration benefits and reduce the 'leakage' of retail and leisure spend to competing locations. To complement this action, we are promoting better use of the town centres through initiatives such as the Chamber of Commerce led Chase 3 programme.

Through the Staffordshire Destination Management Partnership we are promoting the virtues of the District as a visitor destination and facilitating an improved range of tourism facilities/attractions and marketing campaigns.

We are bringing forward employment land (e.g. Mill Green site) and working with landowners to progress employment development at other prime locations in Cannock and Rugeley (e.g. Kingswood Lakeside and Towers Business Parks).

Improving Education and Skills

In order to address the gap between education and skills levels in the District and regional and national figures, Cannock Chase District Council has taken an active role in a number of initiatives.

The District-wide 14-19 Partnership is attempting to improve the local educational programme (especially for vocational skills) and staying-on rates.

We are actively participating in efforts to improve linkages between local schools and businesses via the District Employers and Education Partnership (DEEP).

The Council co-ordinated activities to support the Annual Choices Day at Chase Leisure Centre, to ensure that all secondary schools have access to a 'showcase' of training and career opportunities for year 9/10 pupils.

We have participated in the Young Enterprise programme locally to raise aspirations and encourage entrepreneurial activity in school pupils.

Working alongside South Staffordshire College and the Education Authority we have developed a strategy for capital investment in improved Higher Education/Further Education facilities in Cannock and Rugeley.

Tackling Deprivation in the District

As part of the District Council's response to the Deprivation levels mentioned above, we have established a local Worklessness Action Group which will co-ordinate activities to respond to the loss of jobs through the recession as well reduce benefit dependency in the District's most deprived localities, for example through the 'localised' provision of information, advice and guidance. Additionally we have worked with partners to secure 'balanced communities'

through the establishment of a portfolio of housing and employment opportunities (e.g. aspirational housing sites) and contributed to a Locality Working Programme in 3 neighbourhoods suffering economic and social disadvantage.

Working at the sub-regional level through the Southern Staffordshire Partnership, we have developed initiatives to strengthen the economy including "Think Local".

By co-ordinating activities such as "Taste Your Future" and "Change It", Cannock Chase District Council is working to reduce or prevent those young people who are not in employment education or training (NEET).

What will be different in 2012?

Challenge	Baseline	What will be different by 2012
<p>To Strengthen the Employment Base of the District.</p>	<p>The number and variety of jobs has increased in the District significantly since the mid 1990s. However there is still a need to increase employment in a number of sectors, for example the business and professional cluster, as a method of securing a greater share of value added/better paid employment. The District has a higher than average number of jobs in manufacturing, and is currently too exposed to low value added manufacturing which will be at risk of global competition. Jobs directly associated with tourism/visitor activity are too low given the District's natural asset of Cannock Chase AONB.</p>	<ul style="list-style-type: none"> ○ Subject to the depth of the recession over the next 3 years, progress should be made in increasing employment levels in those sectors which will provide 'added value' employment, for example the business and professional services cluster. ○ A more broadly based economic profile will make the District more resilient to future impacts of economic downturns. ○ Employment levels in service jobs in general will have increased, including those which are supported by tourism/visitor activities. <p>* Subject to the impact of recession.</p>
<p>To Continue Attracting Investment into the District</p>	<p>Levels of inward investment activity have increased markedly over recent years, assisted by the opening of the M6Toll in December 2003. For example over 850 jobs were created in the District in 2005. However, employment land availability has declined as a result of increased take-up in locations such as Towers Business Park. The emerging Local Development Framework (LDF) will need to respond to this issue, as well as the need to secure the continued regeneration of the Districts three town centres, for which considerable work has already been undertaken.</p>	<ul style="list-style-type: none"> ○ Further inward investment will have taken place, especially via those companies in growth sectors such as retail and logistics. ○ The development of Towers Business Park will have been completed and work will have commenced on Phase II at Kingswood Lakeside site in Cannock. ○ New employment land locations will have been identified via the LDF. ○ Subject to the impact of the recession, Town Centre schemes will be well advanced in the following locations:-

What will be different in 2012?

Challenge	Baseline	What will be different by 2012
		<ul style="list-style-type: none"> ○ Avon Plaza Cannock ○ Rugeley Rd, Hednesford and the large foodstore based schemes at Leathermill Lane, Rugeley and at Victoria Street in Hednesford. ○ Through Council policies and partnership work the number of aspirational homes will have increased.
<p>To Improve Education and Skills across the District</p>	<p>Notwithstanding an improvement over recent years, educational attainment and skill levels across the District are amongst the worst in Staffordshire and are seen as a major barrier to ongoing efforts to strengthen the local economy.</p> <p>The Council is not a direct deliverer of education and skills but will apply its influence and support to encourage achievement of improvements by 2012.</p>	<p>Through supporting the work of Educational partners we would expect the following outcomes to be achieved:</p> <ul style="list-style-type: none"> ○ The gap between the District and County figures for the number of pupils achieving 5 or more GCSEs at A*-C including English and Maths will be halved. ○ The number of people with a level 2 qualifications will be no more than 3% below the County average. ○ The proportion of the working age population with no formal qualification will have dropped to 20% or below. ○ The Building Schools for the Future programme will be underway in the district. ○ Capital works to provide modern teaching facilities within the Further Education sector will be underway in both Cannock and Rugeley.

What will be different in 2012?

Challenge	Baseline	What will be different by 2012
<p>Tackling Deprivation in the Districts most deprived communities.</p>	<p>A series of locality based initiatives and actions are being developed which will target benefit dependency in parts of Cannock East, North and South, Hednesford North and Hagley Wards. These Wards have a strong correlation with the NEETs 'hot spot' wards, which have been identified by Connexions, as well as those localities with the highest instances of youth unemployment. Initiatives to tackle these issues are being co-ordinated via the NEETS/LAA Sub-Group and the Worklessness Action Groups.</p>	<ul style="list-style-type: none"> ○ Dependant on the depth and length of the recession, the Council will be working with partners to achieve the following outcomes: - The proportion of working age people claiming benefits in the most deprived communities will be reduced. - Youth unemployment will have reduced in the deprived communities and the District as a whole. - NEETS will have reduced in the deprived communities as well as across the District as a whole.

* The impact of recession will affect delivery of key objectives.

What We Will Do

Challenge 1: To Strengthen the Employment Base of the District.

How	When			Who	Indicator
	2009/10	2010/11	2011/12		
The staging of a self-employment event partnership with Business Enterprise Support to promote the virtues of self-employment.	✓			Economic Development Manager and Principal Economic Development Officer	NI171 and NI172
Increase South Staffordshire College enrolments through a joint project to develop a more flexible curriculum.	✓			Economic Development Manager and Principal Economic Development Officer	NI165
Consolidate the Chase Business Leaders and Chase 3 Business Leadership Group to improve business engagement with local employers.	✓			Economic Development Manager	
Convene and lead meetings with public and private sector partners with the aim of securing development of an Enterprise Centre within the District Timetable and work programme in place to measure progress	✓	✓	✓	Head of Planning and Regeneration and Principal Economic Development Officer	
Ensure that local businesses have access to effective advice through the business support pages on CCDC's website and inclusion of links to partners such as TALENTS.	✓	✓	✓	Economic Development Manager and Principal Economic Development Officer with Business Link and Chamber of Commerce	NI172

What We Will Do

Challenge 2: To Continue Attracting Investment into the District.

How	When			Who	Indicator
	2009/10	2010/11	2011/12		
Quarterly performance monitoring of InStaffs Service Level Agreement against agreed targets.	✓			Economic Development Manager and Principal Economic Development Officer	
Co-ordination of inward investment activity : contact and provide advice to all inward investors creating 50+ jobs within the District	✓	✓	✓	Economic Development Manager and Principal Economic Development Officer	NI 171, NI 172
Ensure sufficient employment land is identified within the Local Development Framework through the inclusion of new employment sites in LDF proposals.	✓	✓		Economic Development Manager and Principal Economic Development Officer	.
To continue delivery of projects to secure regeneration/investment in Cannock, Hednesford and Rugeley town centres via production and regular monitoring of an Action Plan for Town Centre Regeneration. In particular:- <ul style="list-style-type: none"> ▪ Commencement of the Hednesford Gateway (Rugeley Road) Scheme. 	✓			Head of Planning and Regeneration, Economic Development Manager, Principal Economic Development Officer, Planning Services Manager, and Planning Policy Manager Head of Planning and Regeneration, Economic Development Manager	NI 171, NI 172

How	When			Who	Indicator
	2009/10	2010/11	2011/12		
<ul style="list-style-type: none"> ▪ Securing planning consent for the Hednesford Victoria Street scheme. ▪ Progression of the CPO to support Avon Plaza (if required). ▪ Securing a Council decision on EU Procurement matters affecting Cannock Town Centre. ▪ Progressing the Area Action Plan for Rugeley Town Centre to Preferred Options stage to build planning policy support for new investment. ▪ Completion of Lightworks scheme in Hednesford. 	✓			Economic Development Manager	
	✓			Economic Development Manager, Principal Economic Development Officer	
	✓			Head of Planning and Regeneration	
	✓	✓		Planning Services Manager, and Planning Policy Manager	
	✓			Principal Economic Development Officer	
To provide support for the Chase 3 Programme pilot project	✓			Economic Development Manager	NI 171, NI 172
To launch the 'Visit Cannock Chase' website to promote and complement the work of the Staffordshire Destination Management Partnership.	✓			Economic Development Officer and Economic Regeneration Officer – Visitor Economy & Partnership.	NI 171, NI 172
Engage with Tourism Providers through facilitating bi-annual Tourism Network Forums, and the production of quarterly "Talking Tourism" newsletters.	✓	✓		Economic Development Officer and Economic Regeneration Support Officer – Visitor Economy & Partnership	NI 171, NI 172

How	When			Who	Indicator
	2009/10	2010/11	2011/12		
Revise and update the Cannock Chase Tourism Strategy and Action Plan to deliver priorities enabling Cannock Chase to continue as a key brand within Staffordshire.	✓			Economic Development Officer and Economic Regeneration Support Officer Visitor Economy & Partnership	NI 171, NI 172
Maintain national upper quartile satisfaction levels for the Visitor Satisfaction survey to enable service provision to be monitored and improved. (Current 3yearly survey to become annual)	✓			Economic Development Officer and Economic Regeneration Support Officer	
To secure a development partner for the Mill Green Business Park.	✓	✓		Head of Planning and Regeneration and Principal Economic Development Officer	.

What We Will Do

Challenge 3: To Improve Education and Skills across the District.

How	When			Who	Indicator
	2009/10	2010/11	2011/12		
To agree a set of actions with the Education Authority to aid the improvement of educational attainment across the District in particular those pupils obtaining 5 or more GCSEs including Maths and English.	✓			Economic Development Manager and Council's Scrutiny and Policy Development Committees	NI75
To finalise plans in conjunction with the College for the development of a capital investment strategy to secure modern Further Education (and routes to Higher Education) teaching facilities in Cannock and Rugeley.	✓	✓		Head of Planning and Regeneration and Principal Economic Development Officer	.
To promote and market the use of Train to Gain resources to secure more Level 2 Qualifications. Increased take up of Train to Gain locally.	✓	✓	✓	Economic Development Manager	NI 163
Secure CCDC commitment to deliver aims of Public Sector Skills Challenge locally and become exemplar to others.	✓			Economic Development Manager	NI 80

How	When			Who	Indicator
	2009/10	2010/11	2011/12		
To work with stakeholders to stage Choices 2010 event to promote employment, training and education opportunities to local year 9/10 students.	✓			Principal Economic Development Officer and Economic Regeneration Support Officer	.
To work with the 14-19 Initiative to ensure increased vocational opportunities are available via the accreditation of at least 9 Diploma Lines by September 2009.	✓			Economic Development Manager	.

What We Will Do

Challenge 4: Tackling Deprivation in the District's most Deprived Communities

How	When			Who	Indicator
	2009/10	2010/11	2011/12		
Co-ordinate additional research work through the LSP to secure a greater understanding of benefit dependency by evaluating local initiatives within 2003-07 period	✓			Economic Development Manager	
To co-ordinate the Cannock Chase Worklessness Action Group to stage an event to identify best practice in tackling benefit dependency.	✓			Economic Development Manager	NI152, NI153
Continue delivery of Taste Your Future and Change It (part of Active 8) initiatives intended to prevent and reduce NEETs	✓	✓	✓	Principal Economic Development Officer and Economic Regeneration Support Officer	NI117
Support Young Enterprise in schools by supporting delivery of the Primary Programme for 500 Primary School students	✓	✓	✓	Economic Development Officer and Economic Regeneration Support Officer Visitor Economy & Partnership	Primary Programme

Resources Available

Financial:

Revenue

Priority Development Plans 2009-10 Access to Skills, Economic Development and Enterprise								
2008-09 Original Budget £	2008-09 Approved Budget £	2008-09 Base Budget £	2008-09 Forecast Budget £		2009-10 Original Standstill £	2009-10 Revised Budget £	2010-11 Revised Standstill £	2011-12 Estimated Standstill £
				Expenditure				
748,660	742,160	754,370	735,490	Staffing Costs (including training)	790,660	744,300	785,070	817,230
684,290	690,230	690,230	681,720	Premises Running Costs	655,630	640,260	658,220	669,510
16,910	16,910	17,910	18,780	Vehicle and Travel Costs	17,300	18,290	18,320	18,350
460,180	460,180	430,640	456,800	General Supplies and Services	394,160	416,740	399,950	407,880
174,040	174,040	174,040	174,040	Other Contributions	165,320	144,660	147,550	150,120
48,730	48,730	72,300	144,600	Payments under Contract	198,550	369,550	384,340	399,700
62,880	62,880	62,880	69,380	Computer Hard and Software	57,390	57,390	58,530	59,540
73,900	73,900	73,900	73,900	Capital Financing / Asset Rental	73,900	73,900	73,900	73,900
995,130	995,130	995,130	1,006,440	Internal Recharges Expenditure	1,005,100	1,019,770	982,010	978,270
3,264,720	3,264,160	3,271,400	3,361,150	Total Expenditure	3,358,010	3,484,860	3,507,890	3,574,500
				Income				
-10,370	-10,370	-10,370	-10,370	Grants	0	0	0	0
-1,036,780	-1,030,690	-1,019,840	-992,840	Fees and Charges (Local)	-1,143,750	-1,153,520	-1,179,520	-1,184,180
-13,390	-13,390	-57,930	-102,470	Other	-17,470	-269,430	-280,300	-291,100
-889,070	-889,070	-889,070	-868,020	Rents	-886,830	-867,310	-869,970	-883,040
-964,590	-964,590	-964,590	-936,640	Internal Recharges Income	-1,022,640	-997,000	-1,013,150	-1,032,390
-2,914,200	-2,908,110	-2,941,800	-2,910,340	Total Income	-3,070,690	-3,287,260	-3,342,940	-3,390,710
				Appropriations				
0	0	-53,610	-107,220	Transfer to General Fund Services	0	-46,580	50,680	46,620
-98,990	-98,990	-98,990	-98,990	Internal Contributions	-100,240	-85,240	-83,530	-83,510
-98,990	-98,990	-152,600	-206,210	Total Appropriations	-100,240	-131,820	-32,850	-36,890
251,530	257,060	177,000	244,600	Access to Skills, Economic Development and Enterprise	187,080	65,780	132,100	146,900

Capital

Access to Skills, Economic Development and Enterprise

General Fund Approved Capital Programme

	2008-09	2009-10	2010-11	2011-12
High Green Access and Area Imps	50,370			
Town Centre Investments	61,470			
Strategic Employment Sites	131,750			

Use Of Section 106 Funds for Economic Development

Note		Actuals to	Actuals	Proposed Expenditure				Total	
		31/03/2007	2007-08	2008-09	2009-10	2010-11	2011-12		2012-13
1	Economic Development Officer (Europe)	108,940	32,210	14,870	0	0	0	0	156,020
2	Economic Development Support Officer	31,150	14,190	8,240	22,230	23,060	23,650	0	122,520
3	LSP Contribution (Lottery Funding)	28,840	0	0	0	0	0	0	28,840
4	Economic Development Support Officer (Tourism)	35,710	0	0	0	0	0	0	35,710
5	District Centres Management Initiative	30,000	10,000	10,000	0	0	0	0	50,000
6	Business Estates Co-ordinator	47,510	0	0	0	0	0	0	47,510
7	European Projects Support	111,980	22,410	0	0	0	0	0	134,390
8	Tourism Initiatives	30,860	20,000	20,000	20,000	20,000	20,000	0	130,860
8	Economic Regeneration Strategy	4,200	13,730	26,600	34,500	31,820	31,040	0	141,890
9	Sub Regional Activities	0	6,650	6,400	8,510	8,650	8,820	0	39,030
	Total Expenditure	429,190	119,190	86,110	85,240	83,530	83,510	0	886,770
	ERDF Grant Used	122,200	13,200	0	0	0	0	0	135,400
	Section 106 Monies Used	306,990	105,990	86,110	85,240	83,530	83,510	0	751,370
	Total Funding	429,190	119,190	86,110	85,240	83,530	83,510	0	886,770

- Senior officer's post to coordinate day to day delivery of European funding package. Ceases with current programme 2007-08. Provision made for joint funding of post for 2008-09.
- Post to support delivery of the Economic Regeneration Strategy following a review of priorities.
- Contribution to the Local Strategic Partnership Executive Team to support the External Funding Officer post.
- The appointment of a fixed term Economic Development Support Officer (Tourism) arose from a recommendation of Scrutiny (Economic Development Sub - Committee to put extra resources towards increasing visitors' expenditure within the District. Post now deleted.
- Monies to support the District Centres Management Initiative (previous years expenditure).
- Funding support for an Estates Coordinator on Image Business Partnerships. Funding extended to support local businesses in taking the initiative forward. No longer required as a consequence of the creation of the local Business Improvement District.
- Funding to support the development and implementation of projects within the Cannock Chase, Burntwood, Brownhills European Funding package that will secure investment of at least £8m up to 2007/08 via ERDF of about £3.5m. Programme now ended.
- Initiatives arising from implementation of the Cannock Chase Economic Regeneration and Tourism Strategies. For example, work to encourage linkages between schools and businesses and initiatives to support the education and skills agenda.
- Provision for the Council's annual subscription to the Southern Staffordshire Partnership, Think Local and Chase 3 Programme.

Key Performance Measures

Access to Education, Skills and Employment							
Customer and Stakeholder Indicators							
Indicator reference code	LAA PI?	NI?	Definition	Targets			
				Baseline 2008/9	2009/10	2010/11	2011/12
AESE1 NI 80	LAA	NI	Achievement of a level 3 qualification by the age of 19.	45.2% (2007- 08)	50 % (county level target)	51% (county level target)	Not yet Determined
AESE2 NI 117	LAA	NI	16 to 18 year olds who are not in employment education of training (NEETs).	County Level Baseline: 10.9%	9.3% (county level target)	8.9 (county level target)	Not yet Determined
AESE3 NI 152	LAA	NI	Working age people claiming out of work benefits in the worst performing neighbourhoods. (Seven LSOAs)	E0102934 6 20.9%	25.9%	23.9%	21.9%
				E0102935 0 20.7%	26.2%	24.2%	22.2%
				E0102935 1 20.7%	26.2%	24.2%	22.2%
				E0102935 8 28.3%	33.3%	31.3%	29.3%
				E0102936 2 22.1%	27.1%	25.1%	23.1%
				E0102937 2 22.6%	27.6%	25.6%	23.6%
				E0102939 0 21.3%	26.3%	24.3%	22.3%
AESE4 NI163	LAA	NI	Proportion of population aged 19-64 males and 19-59 females qualified to at least Level 2 or higher	65.7% (Annual Population Survey 2006)	5.0% improvement on baseline	9.0% improvement on baseline	Not yet determined

AESE5 NI 165	LAA	NI	Proportion of population aged 19-64 males and 19-59 females qualified to at least Level 4 or higher	26.5% (Annual Population Survey 2006)	3.0% improvement on baseline	5.5% improvement on baseline	Not yet determined
AESE6 NI171		NI	Vat Registration rate per 10,000 population	38	40	40	40
AESE7 NI172	LAA	NI	VAT registered businesses in the area showing growth	14.74% (2006-07)	10%	12%	14%
AESE8 NI 75		NI	Increase the percentage of pupils achieving 5 or more GCSEs at grades A* - C including English and Maths.	CCDC 37.2% (2007) Staffs 45.7 % (2007)	County wide target 57%	County wide target 57%	Not yet determined
AESE10 Local			Percentage employed in targeted clusters.	48%	41%	43%	45%
AESE14 Local			Achieve a level of customer satisfaction with services that exceeds 75%.	TBA by Lead Officer: Glenn Watson	TBA by Lead Officer: Glenn Watson	TBA by Lead Officer: Glenn Watson	TBA by Lead Officer: Glenn Watson
AESE15 Local			Reduce youth unemployment to County average by 2010 (to be reviewed)	33.5% (Jan 2009)	TBA (Jan 2010)	TBA (Jan 2011)	TBA (Jan 2012)
AESE11 Local			Reduce unemployment to County average by 2010 (to be reviewed)	TBA by Lead Officer: SCC	TBA by Lead Officer: SCC	TBA by Lead Officer: SCC	TBA by Lead Officer: SCC
AESE12 Local			Secure creation of 750 new jobs within the District over a 2 year period.	242 (Qtrs 1-3 2008/09)	375	375	375

Financial Indicators							
AESE13 Local			Secure at least £10.02m of tourist expenditure within the local economy.	£10.1m	Lead Officer: Glenn Watson	Lead Officer: Glenn Watson	Lead Officer: Glenn Watson
Internal Business Processes							
AESE9 Local			Percentage of new retail floorspace granted planning permission in centres and edge of centres.	95% est. 4.4% (Jan 2009)	90% est TBA (Jan 2010)	90% est TBA (Jan 2011)	90% est TBA (Jan 2012)

Key Risks

Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event.

Risk is ever present and some amount of risk-taking is inevitable if the Council is to achieve its objectives. Risk management is about making the most of opportunities and about achieving objectives once those decisions are made. By being 'risk aware' the Council is in a better position to avoid threats and take advantage of opportunities.

The risks that we may face in meetings our challenges have been identified, assessed, scored and are detailed in the risk register below. For those risks which have been scored higher than we would like them to be, we have identified actions to reduce the risk and allocated a risk owner to ensure that actions are carried out and the risk monitored.

The residual risk scores (i.e. current position) have been plotted onto the risk matrix shown below:-

(5) Almost Certain					
(4) Likely			A51, A52, A53, A54 & A55		
(3) Possible					
(2) Unlikely					
(1) Remote					
Likelihood	(1) None	(2) Minor	(3) Moderate	(4) Major	(5) Catastrophic
	Impact				

Key to Risk Priorities	Tolerable	Low Priority	Medium Priority	High Priority
Risk Register Reference			A51, A52 & A53, A54 & A55	

The key risks in summary we face relate to:-

- The Recession and current economic climate.
- Declining inward investment levels and general investment.
- Private sector difficulties in securing financial funding to deliver key Regeneration projects.
- Dated Education and training infrastructure.
- Inability to effectively engage with the most deprived communities.

Risk Register

Risk Register Ref No	Risk and consequences of it happening	Gross Risk Score	Control Measures in Place	Residual Risk Score	Actions Planned	Timescale	Risk Owner	Target Score
A51	Recession and Economic climate continues to worsen, which weakens employment base of the District.	16	<ul style="list-style-type: none"> Regeneration Strategy in place to ensure development of a diverse local economy. Initiatives to stimulate growth and business support undertaken. Monitoring and watching brief with partners on economic market conditions. 	12	<ul style="list-style-type: none"> Continue to work with the private / public sector to exploit re-development opportunities and stimulate investment. Revise Strategic documents and identify short-term actions. Supporting specific initiatives aimed at supporting Business Start Up and business development e.g. Enterprise Centre 	Immediate and ongoing	Head of Planning and Regeneration / Economic Development Manager	9

A52	Inward Investment and job creation declines, which effects the number of new jobs created and the amount of investment brought into the District.	16	<ul style="list-style-type: none"> InStaffs appointed to act on behalf of CCDC SLA in place Tourism partnership working across Staffs to share resources and maximise effectiveness. DMP protocol in place. Qtly Performance Indicators for jobs and floorspace created. Int working procedures established to refer major plan apps to Econ Dev for follow up. 	12	<ul style="list-style-type: none"> Continued performance monitoring of SLA with InStaffs . If required redirection of effort and resources to maximise opportunities. Use LDF to identify new employment allocations to provide future employment opportunities. Progress Mill Green Business Park disposal. Local Jobs for Local People initiative rolled out. Tourism Strategy reviewed and associated action plan implemented. Capitalise and continue to progress existing town centre regeneration schemes. 	Immediate and ongoing	Head of Planning and Regeneration / Economic Development Manager	12
Risk Register Ref No	Risk and consequences of it happening	Gross Risk Score	Control Measures in Place	Residual Risk Score	Actions Planned	Timescale	Risk Owner	Target Score
A53	Private Sector unable to secure financial terms to enable development to go ahead.	16	<ul style="list-style-type: none"> Close working relationship with partners, which acts as early warning system. Development Agreements and negotiations well advanced for key schemes. Financial viability appraisals already undertaken. 	12	<ul style="list-style-type: none"> Work with partners to amend and refine schemes where necessary to recognise current economic climate. Progression of Rugeley Road Hednesford and the large foodstore schemes at Leathermill Lane and Victoria Street. Progress with CPO on Avon Plaza. Subject to Members approval Market test Cannock town centre proposals and seek a development partner. 	Immediate and ongoing	Head of Planning and Regeneration / Economic Development Manager	12

A54	Education and training infrastructure/ and provision delivered through our local schools and college becomes dated and affects the range and quality of training and education opportunities available locally. Poor provision will affect attainment levels achieved and future diploma deliverability.	12	<ul style="list-style-type: none"> • Capital Development Strategy in place at College • Close working relationship with key providers and partners. • Initiatives and p'ships in place tackling issue. 	12	<ul style="list-style-type: none"> • Lobby with partners to secure funding to support capital dev. strategy • Support Vocational Qualifications and staying-on roles with partners e.g. 14-19 Partnership/DEEP P'ship • Support the engagement of businesses for the delivery of diplomas. 	Immediate and ongoing	Head of Planning and Regeneration / Economic Development Manager	9
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Risk Register Ref No	Risk and consequences of it happening	Gross Risk Score	Control Measures in Place	Residual Risk Score	Actions Planned	Timescale	Risk Owner	Target Score
A55	Engagement with the most deprived communities proves unsuccessful e.g. Youth unemployment increases, NEET statistics worsen, and young people's aspirations continue to be a problem.	12	<ul style="list-style-type: none"> • Key partners engaged. • Worklessness and NEETS group in place. • Initiatives taking place in the identified communities. • Monitoring and statistics showing some improvement. 	12	<ul style="list-style-type: none"> • 'Hot spot initiatives' with partners supported and extended. • Worklessness Group Plan to be implemented • Raise aspirations by Young Enterprise, Choices Initiatives. • Reduce the number of people out of work by improving quality and availability of information e.g. jobs bus. 	Immediate and ongoing	Head of Planning and Regeneration / Economic Development Manager	9

Implementing and Monitoring This Priority Development Plan

In addition to the actions specified, the following Cannock Chase Council services are focused on addressing the principle challenges identified in this plan. They are:

- Economic Development

The challenges, actions and targets set out in the plan will inform the development of the Economic Development Service Delivery Plans with the aim of directing delivery of the PDP actions.

The Access to Education, Skills and Employment Priority Delivery Plan will be reported on an exception basis using a Red, Amber or Green (RAG) rating. The RAG rating will be provided by the Lead Officer responsible for each specific issue outlined in the plan.

The frequency and content of reporting is as follows:

- **DMT**

- A six weekly report to be provided in relation to progress against delivery of the actions and performance indicators included within the plan
- A quarterly progress report to be provided in relation to progress against delivery of the actions and performance indicators included within the plan

- **Performance and Partnerships Scrutiny Sub-Committee**

- A quarterly report to be provided in relation to progress against delivery of the actions and performance indicators included within the plan

- **LSP Executive Board**

- A quarterly report to be provided in relation to partners' progress against delivery of the actions and performance indicators included within the plan

- **The Learning Education, Employment and Prosperity (LEEP) Strategy Group**

- Through quarterly reports on progress against planned actions and targets

- **The Destination Staffordshire DMP Board**

- Through quarterly meetings

