

CANNOCK CHASE COUNCIL

6TH APRIL 2011

REPORT OF CHIEF EXECUTIVE

RESPONSIBLE PORTFOLIO LEADER(S) – LEADER OF THE COUNCIL

SUSTAINABLE COMMUNITY STRATEGY 2011/21

1. Purpose of Report

- 1.1 To inform Council of the development of the refreshed Sustainable Community Strategy which the Council is required to produce on behalf of the Cannock Chase Local Strategic Partnership ('LSP'). As the accountable body for Cannock Chase LSP, Council is required to formally approve the Strategy for the District.

2. Recommendation(s)

- | | |
|-----|---|
| 2.1 | That the refreshed Sustainable Community Strategy be approved. |
| 2.2 | That authority be delegated to the Chief Executive in consultation with the Leader of the Council to make any necessary alterations prior to adoption by the Chase Community Partnership and final publication. |

3. Summary (inc. brief overview of relevant background history)

The Local Government Act 2000 placed a duty on all Local Authorities to produce a Sustainable Community Strategy outlining a long term vision for improving the quality of life and services in the local area. In 2008 Chase Community Partnership adopted a new Sustainable Community Strategy which set out the vision and priorities for partnership working in the District.

Chase Community Partnership agreed to refresh the Sustainable Community Strategy during 2010/11 to ensure that the vision and priorities accurately reflect the needs of the District. The 2008/11 vision was:

"By 2020, Cannock Chase will have a vibrant local economy with opportunities for all, in a clean, green and safe environment".

Five local thematic partnerships, which were established to deliver the Local Area Agreement targets, were tasked with delivering the vision for the District. These thematic partnerships were:

- District Children's Trust Board
- Crime and Disorder Reduction Partnership

- Health and Wellbeing Partnership
- Learning, Education, Employment and Prosperity Group
- Sustainable Development Group

Since the adoption of the Sustainable Community Strategy in 2008 there have been numerous significant changes, both nationally and locally, which have led the Partnership to review its functions and structures alongside the refresh of the Sustainable Community Strategy. Local Area Agreements (LAA), the National Indicator Set (NIS), the Audit Commission and Comprehensive Area Assessments have all been abolished during 2010/11. These changes fundamentally changed the governance and performance requirements of Local Strategic Partnerships and therefore the LSP agreed to undertake a full review of its priorities and delivery mechanisms.

The national and local changes to individual partners will also have a significant impact on partnership working with Cannock Chase. Primary Care Trusts are due to be abolished in April 2013, following which the statutory responsibility for public health is due to transfer to the County Council and the commissioning function will transfer to GP consortia. Many partner organisations are also restructuring and in light of the resource implications they are facing.

As such, the Partnership considered a comprehensive report in July 2010, which outlined all of the relevant national policy changes and local implications and began a review alongside the Sustainable Community Strategy refresh. In December 2010, a workshop was held to consider an in-depth needs analysis of the District and two priorities were agreed, these are:

- Improved Health
- Increased Economic Opportunity

These priorities have informed the overall strategic vision for the LSP collectively which is cited in the Sustainable Community Strategy:

“By 2021 Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity”.

The Council is fully committed to delivering its own organisational contributions to achieve the strategic vision for the District. Accordingly, the Council's new Corporate Plan 2011/14 embraces the partnership's vision (as set out above) as its corporate vision. The Corporate Plan is underpinned by four Priority Delivery Plans ('PDPs') detailing the outcomes the Council is focussed on achieving during 2011/12 and the actions it will take to achieve them. The partnership has undertaken a very similar delivery planning process which commenced in January 2011 to determine how the Partnership would achieve success against the two priorities. These delivery plans detail specifically what outcomes will be achieved and what actions will be taken (and when) in order to achieve these outcomes. These plans will be approved by the LSP and performance managed by the LSP and scrutinised by the Council's Scrutiny Committee (together with the Council's own PDPs).

The refreshed Sustainable Community Strategy will be presented at the LSP Executive Board on 31st March 2011 and recommended to the LSP Strategic Board for formal adoption in April 2011.

4. Key issues and Implications

4.1 The key issue for consideration is the endorsement of the Sustainable Community Strategy within which the main issue is:

- Endorsing the Partnership vision: “By 2021 Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity”.

5. Conclusions and Reason(s) for the Recommendation(s)

5.1 The Sustainable Community Strategy has been in place for three years and is now due to be refreshed to ensure its vision and priorities for Partnership work are current, relevant and tailored to the needs of people in the District. The revised vision and priorities as set out in this report will drive partnership work in the District and, together with the delivery plans, will ensure that this Council, working with our partners can continue to improve the quality of life for our residents, businesses and visitors.

6. Other Options Considered

6.1 The Council, on behalf of the LSP is required by statute to produce a Sustainable Community Strategy which sets out the vision and priorities for the District. The current Sustainable Community Strategy has been superseded by significant national and local changes which have occurred since its adoption in 2008 and more acutely during the period 2010/11. It is necessary to refresh the Strategy to reflect these changes and ensure that the partnership sets a strategic direction which is appropriate in order to meet the needs and aspirations of the residents of Cannock Chase.

7. Report Author Details

Natasha Swan, Head of Policy, Performance and Partnerships, ext 4412

SCHEDULE OF ADDITIONAL INFORMATION

INDEX

Contribution to Council Priorities (Corporate Priorities)

Section 1

Contribution to Promoting Community Engagement	Section 2
Financial Implications	Section 3
Legal Implications	Section 4
Human Resource Implications	Section 5
Section 17 (Crime Prevention)	Section 6
Human Rights Act Implications	Section 7
Data Protection Act Implications	Section 8
Risk Management Implications	Section 9
Equality and Diversity Implications	Section 10
List of Background Papers	Section 11
Report History	Section 12
Annexes to the Report i.e. copies of correspondence, plans etc.	Annex 1, 2, 3 etc

Section 1

Contribution to Council Priorities

The Sustainable Community Strategy sets the vision for the District and is therefore a key document for Cannock Chase Council in achieving the priorities set out in its Corporate Plan. It has been developed with regard to the Council's Corporate Plan and PDPs.

Section 2

Contribution to Promoting Community Engagement

The Sustainable Community Strategy and partnership working in the District actively seeks to increasingly engage with local communities through the partnership delivery plans.

Section 3

Financial Implications

There are no direct Financial Implications arising from the Report.

The Sustainable Community strategy provides the framework for ensuring partnership priorities are reflected in the Business Planning process of each organisation and for Cannock Chase Council the Delivering Change process. The proposed actions within its Delivery Plan will be contained within existing resources or will be subject to separate reports to Cabinet/Council as applicable

Section 4

Legal Implications

Sustainable Community Strategies exist as a result of the Local Government Act 2000. Section 4 of the Act allows local authorities to modify their SCS, however, in order to do so they must first consult with and seek participation from each partner authority and any other persons considered appropriate. In addition, due regard must also be given to any relevant guidance issued by the Secretary of State.

Section 5

Human Resource Implications

There are no HR implications arising from this report.

Section 6

Section 17 (Crime Prevention)

There are no direct crime prevention implications arising from this report however partnership working and delivery planning will have an impact on reducing anti-social behaviour and substance misuse in the District.

Section 7

Human Rights Act Implications

There are no Human Rights Act Implications arising from this report.

Section 8

Data Protection Act Implications

There are no identified Data Protection Act implications.

Section 9

Risk Management Implications

The Risks associated with the Sustainable Community Strategy form part of the Strategic Risk Register and are to be reported separately in that document.

Section 10

Equality and Diversity Implications

There are Equality and Diversity Implications resulting from the proposed actions within the delivery plan, for example targeting service delivery at specific vulnerable groups.

Section 11

List of Background Papers

Sustainable Community Strategy 2008/20

Section 12

Report History

Council Meeting	Date

Annexes to Report

Sustainable Community Strategy 2011/21

Chase Community Partnership

Sustainable Community Strategy 2011-2021



In 2008 Chase Community Partnership released “The Future of Cannock Chase 2008-2020”, the Partnership’s Sustainable Community Strategy for the District of Cannock Chase. In that document the Partnership set out its intention to regularly review the Strategy and refresh priorities to ensure that it is focused on the right outcomes for local people and businesses.

We are pleased to publish this refreshed Sustainable Community Strategy which will drive forward partnership working across Cannock Chase.

The Chase Community Partnership brings together key public and voluntary sector providers of services alongside representatives from our business and residential communities.

We have achieved a great deal since the publication of the previous Sustainable Community Strategy in 2008. However new challenges have emerged in that time; in particular the global economic situation has had a significant impact on the economy and local employment in the District. These emerging challenges have informed the development of this Strategy and will direct the work of the Partnership over the coming years.

The changing national environment for the public sector has also been an important factor in determining refreshed priorities and establishing principles of working. With fewer resources it has never been more important to ensure that we are focussed on a small number of the right priorities to make sure that we can concentrate time and resource on the most important issues for Cannock Chase.

In refreshing this Strategy the views and priorities of local stakeholders have been taken into account and through ongoing partnership consultation since 2008 we have been able to identify community priorities to inform this Strategy.

Alongside the refresh of priorities we have also taken the opportunity to review our partnership working and existing structures. Feedback during various partnership workshops has suggested that we need fewer formal meetings and theme groups and a greater focus on action against a smaller set of priorities. A set of principles, or ways of working, has been adopted by Chase Community Partnership. These principles set the scene for all partnership work in the District and will be an important tool to refer to throughout the life of this Strategy. More details about the principles are included in this Strategy.

We will be working hard to achieve the priorities set out in this Strategy to ensure that, as partners, we will improve opportunities and reduce disadvantage for local people, businesses and visitors to Cannock Chase.

DRAFT

What is Chase Community Partnership?

The Chase Community Partnership is Cannock Chase's Local Strategic Partnership, which is made up of organisations from the public, private, voluntary and community sectors. A full list of Members can be seen in Appendix 1.

Our Vision

By 2021 Cannock Chase will be a place where people have the opportunity to enhance their quality of life and achieve economic prosperity.

About this Strategy

Chase Partnership is committed to delivering against the priorities set out in this Strategy. In order to achieve this it is important to understand:

- What are the priorities for Cannock Chase?
- What outcomes do we want to achieve in partnership?
- How can we ensure that the partnership is structured to deliver against these priorities?
- What activities can we undertake in partnership to achieve success against our priorities?

This Strategy considers the answers to each of these questions and informs the delivery planning which the Partnership has undertaken and will continue to review during the course of this Strategy.

Successes

Chase Community Partnership has been working hard to achieve success against the themes set out in the previous Community Strategy. A number of improvements and successes in the District have been achieved, these include:

Community safety: The Crime and Disorder Reduction Partnership uses the annual Strategic Needs Assessment to focus effort on key community safety priorities for the District. A number of successes have been achieved since 2008 including a 14%

reduction in recorded incidents of anti social behaviour in 2009/10. Partnership campaigns such as 'Take Care, Be Aware' which targeted anti social behaviour over the Halloween and Bonfire period have been key initiatives in helping to secure this reduction.

Business crime, which includes shoplifting, criminal damage to business premises, burglary and robbery of a business and making off without payment, was reduced by 27% during 2009/10.

Sustainable environment: A number of initiatives have been undertaken in Partnership within this priority including Forest Schools and efforts to increase recycling rates within the District. In 2003/4 the district only diverted and recycled 8% of its waste compared to the figures for February 2011 which highlight a 50% recycling rate.

The Green Flag award scheme provides an independent assessment of Parks and Open Spaces against a set of nationally prescribed criteria which includes 'Sustainability' and 'Healthy, Safe and Secure'. Cannock Chase is very proud to hold more Green Flags than any other District in the West Midlands region.

Economy: The Partnership worked together to secure Department for Work and Pensions funding for the 'Future Jobs Fund'. This scheme has directly helped to address the higher than average number of young people not in employment, education or training within the District. The initiative provided opportunities for unemployed young people to gain work experience across a range of Partners organisations and resulted in over 70 placements being offered to local young people.

The Partnership also provided financial support in relation to work to respond to the recession through the provision of advice and guidance to local people and businesses. The guidance emphasised the availability of rate relief to small businesses and explained the relief available to businesses which served social and community needs in the District.

What is a Sustainable Community?

Sustainable communities are places where people want to live, work and visit, both now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment and contribute to a high quality of life. They are safe, clean and inclusive, well planned, built and run and offer equality of opportunity and good services for all. (Source: DCLG)

We need to protect our environment for future generations and ensure that they too can enjoy the same, or improved social environmental and economic benefits as we do today. We also need to work in partnership to improve outcomes for people living and working in the District today to ensure that people in Cannock Chase are not disadvantaged through poorer health and/or economic outcomes when compared regionally and nationally.

Sustainability isn't just about traditional environmental concerns; it is also about promoting a safe and just society with a sustainable economy and excellent public services.

All of the work we undertake in partnership is underpinned by the principle of sustainability. That means that we aren't just about setting up one-off projects which only make a positive impact for a short time, instead we are committed to long-term improvements against the outcomes set out in this document.

Equality and Diversity

The Chase Community Partnership set out its commitment to Equality and Diversity in the previous Sustainable Community Strategy and this continues to be an important principle for partnership working. Chase Community Partnership is committed to:

Working in a way that is inclusive and provide equality of opportunity and involvement from all sectors regardless of age, gender, ethnic origin, race, sexual orientation, religion, disability, social status or geographical location.

Establishing effective ways of communicating and consulting, using and developing wherever possible, common structures and processes, so that there are ways for all groups and interests to have a voice in the services that we deliver.

Equality and diversity impact on every decision partners take. Equality is about creating a fairer society where all people have an equal chance to contribute and participate. Equality issues are reinforced in Law which is designed to address and eliminate discrimination and the resulting inequality for individuals of particular groups. Diversity recognises people as individuals with valuable differences that should be acknowledged and accepted. There are nine legally recognised equality strands or 'protected characteristics' – race, age, gender, sexual orientation, religion, disability, gender reassignment, pregnancy and maternity and marriage and civil partnership but we also need to consider other groups such as social status or geographic location.

How do we know that our priorities actually reflect the needs of the District?

Chase Community Partnership produces a District report which provides a range of information including the physical health of residents, their economic prosperity, performance in schools and types of crime in the District. The Partnership also produces a Strategic Assessment for Community Safety annually and in November 2010 a detailed needs analysis was drafted which considered a wide range of information and statistics relating to Cannock Chase. These important documents underpin this Strategy.

In order to identify and agree the most important issues to come out of the needs analysis a series of partnership workshops were held from December 2010 – February 2011. Using fictional case studies based on local statistics and information the Partnership considered which issues were the most important as priorities for action from April 2011. Having agreed that Chase Partnership would be adopting a smaller number of priorities the workshops identified these as follows:

- Improved Health
- Increased Economic Opportunity

These priorities were used to set the scene for the development of a detailed delivery plan in February and March 2011. This plan set out exactly how the Partnership will seek to achieve success in respect of these priorities.

In addition to these two priorities, which are informed by statistical information, it is recognised that community safety will continue to be an important part of partnership working. Ongoing consultation with local people highlights the value placed on safer communities in ensuring a good quality of life and therefore we will continue to work together to ensure Cannock Chase is a safe place to live, work and visit.

Many of the actions against the two priorities have links to Community Safety; for example if we work to reduce substance misuse through the health outcome we would anticipate a reduction in hospital admissions and town centre violence linked to alcohol consumption.

Partnership Functions

It is important to acknowledge that in refreshing this Strategy and undertaking delivery planning, the Partnership has committed to a 'form follows function' approach to structuring partnership work. For this reason it has detailed the *functions* of the Partnership at various levels rather than develop a revised structure which can often dictate a series of meetings as opposed to 'on the ground' action. The Health and

Wellbeing Group, for example, will implement the relevant sections of the Partnership Delivery Plan in a variety of ways which may include formal meetings alongside ongoing action 'on the ground' and use of email/telephone/one to one discussions to drive forward improvement.

	Functions	Comments
LSP Strategic Board	The Board sets the strategic vision and ensures that each organisation considers partnership priorities in their business planning	Formal meeting: Meets twice a year
LSP Executive Advisory Board	Manages performance, agrees funding and ensures that the Strategic Board has the information required to set the strategic vision for the Partnership	Formal meeting: Meets six times a year
Health and Wellbeing Agenda	'Owns' the Improved Health priority and ensures delivery of partnership working to improve agreed outcomes	Collective of identified partnership officers working on the delivery plan. Will include formal meetings, 'on the ground' working at practitioner level, reporting back to EAB, some task and finish groups, ensuring continuous development and partnership integration.
Improved Economic Opportunity Agenda	'Owns' the Increased Economic Opportunity priority and ensures delivery of partnership working to improve agreed outcomes	Collective of identified partnership officers working on the delivery plan. Will include formal meetings, 'on the ground' working at practitioner level, reporting back to EAB, some task and finish

		groups, ensuring continuous development and partnership integration.
Crime and Disorder reduction Partnership	Co-ordinates Partnership working on community safety priorities. Reports to the Responsible Authorities Group (RAG)	Formal meetings, reporting to RAG, ensures 'on the ground' delivery.

The Partnership will be far more flexible than it has been in the past which allows relevant organisations to be involved in a more targeted way. This means that not all Partners will be involved in all aspects of delivery plan implementation; this more targeted approach to partnership work will improve efficiency and ensure that the 'commitment to action' is realised. For the same reason, it may be necessary for the Executive Advisory Board to establish Task and Finish Groups to support particular projects which will deliver against the priority outcomes.

The local structure links into the County-Wide Local Strategic Partnership Structure at both a Strategic and thematic level.

Where are we now?

Although much has been achieved through partnership working since 2008, the District still faces many challenges. Understanding these challenges is essential in formulating the vision for the District and enabling a culture of continuous improvement in partnership working.

It is important to remember that Cannock Chase is a safe, clean area which has numerous benefits for people who live, work and visit the District. We are well-placed in the centre of the Country with access to a wide variety of road networks and enjoy a natural landscape which people travel from far and wide to visit. However we do have some key challenges which we are committed to overcome through partnership working; these include:

- Although GCSE attainment (including Maths & English) has improved from 2007 to 2010, it has not reduced the overall gap between District and County performance, which remains around 8%.

- The percentage gap for Cannock Chase pupils receiving Free School Meals (FSM) who achieve 5+ GCSEs including English & Maths and non FSM pupils is over 20%, highlighting the impact of inequality.
- The winter average for NEETs (16-18 year olds not in education, employment or training) during 2009/10 was 8.5%, the highest in Staffordshire. This inequality is more profound in “hotspot” wards.
- Data indicates that pupils in Cannock Chase are less likely to enter Higher Education than the County average, with the gap widening between 2008 and 2009.
- Youth unemployment (measured by JSA Claimants) is substantially above County, Regional and National averages. Levels of youth Claimants are disproportionately high even in Wards with low levels of overall Claimants.
- Qualification levels for the working age population in the District are substantially behind comparators, with the gap widening further up the qualifications scale. Only 12.8% of the District’s population is qualified to Degree level, approximately half the ratio for County and Regional analysis and over 17% below the National average.
- Occupation types in the District indicate an over representation of skilled trades, service and elementary occupations; whilst professional, management and administrative employment is under represented in comparison to Regional and National averages. Levels of income in the District are also below average.
- Incapacity Benefit levels in Cannock Chase exceed the rates at Regional and National level. Several Wards in the District have claimant levels for incapacity of around 10% of the working age population.
- Income and lifestyle inequality and the impact on health and wellbeing – historical and continuing issues of premature mortality, circulatory and coronary disease, and obesity.
- Life expectancy at birth in the District is significantly lower than the England average for both men and women. Healthy life expectancy is also a problem in Cannock Chase, with males and females both expected to spend significantly more time in ill or poor health compared to Regional and National averages.
- Poor health caused by circulatory diseases, cancer, and respiratory disease are significant factors in rates of premature mortality. Estimates of smoking prevalence indicate that, although numbers of smokers are decreasing, the percentage of people who smoke in Cannock Chase (25.9%) remains higher than County (20.4%) and National (22.2%) averages.
- Health profiling also indicates that the issue of Obesity remains significant amongst children and adults in the District. The Health Survey for England 2008 found that

the District also has a significantly lower rate of healthy eating adults (21.2%) than the England (28.7%) average.

- The number of incidents of both recorded crime and ASB incidents has declined over several years. However, the rate of incidents continues to exceed Staffordshire County averages.

Cannock Chase is certainly not alone in facing these challenges as rising unemployment and increased levels of obesity, for example, are national and regional issues. The Partnership is committed to reducing the inequalities faced by some communities in the District and the use of statistical information to target resources is invaluable.

How do we overcome these challenges?

The Partnership Delivery Plan which sits underneath this Strategy is a targeted plan which describes how the partnership will address these key challenges over the coming months and years. This plan will be continuously monitored, managed and reviewed to ensure that partnership activity is appropriately focussed to achieve key strides forward in these challenging issues.

A set of principles or ways of working has been agreed by the partnership. These principles underpin all partnership work in the District and have been developed to ensure that we focus on the right priorities and establish new ways of working given the challenging economic climate and reduced resources available.

The Principles

The Partnership has adopted a number of 'principles of working' in the development and implementation of the refreshed Sustainable Community Strategy:

- Do fewer things extremely well;
- In carrying out its organisational duties each partner will have due regard to the vision and priorities of the partnership and consider their activities accordingly;
- Commit to action;
- Take personal responsibility and challenge each other appropriately;
- Encourage a culture of innovation and creativity and avoid a culture of blame;

- Ensure that all partnership working is sustainable and takes into account the environmental agenda;

How will we know we are making a difference?

The principles of working set out the need to focus on outcomes (the *difference* we've made) rather than outputs (how many people have accessed a particular service). With this in mind the delivery planning process included a focus on performance management and each action in the plan is linked to a specific outcome which is measurable and can be reviewed regularly. Some outcomes are short-term however it is important to recognise that some of our work will be carried out over a generation and therefore it is difficult to show early outcomes. However we can put interim measures in place to ensure the direction of travel for each of our actions.

The Executive Advisory Board of the Partnership is tasked with managing performance and with the recent opportunity to develop more locally focussed and locally measurable targets the Partnership is better placed than ever to monitor, review and where necessary revise our work through improved performance management. The diagram below is a nationally-recognised planning performance cycle which the Partnership will utilise to ensure that all of our work is well-planned and evaluated effectively. This planning/performance cycle is a continual process for the Partnership and allows timely decisions to be made in respect of the projects and initiatives adopted in the Delivery Plan.



How will we ensure that this Strategy is fit for purpose in the future?

The Chase Community Partnership will continue to regularly review the Strategy and delivery plans to enable partnership working to evolve and respond to emerging issues throughout the life of this Strategy.

DRAFT

Appendix 1

Chase Community Partnership Members:

Cannock Chase District Council

Staffordshire County Council

Staffordshire Police

South Staffordshire PCT

Staffordshire Fire and Rescue Service

Chase CVS

Staffordshire Wildlife Trust

South Staffordshire College

Plus a range of other organisations through projects and initiatives with a stake in the District.