

**East Staffordshire**

**Local Strategic Partnership  
Sustainable Community Strategy**

**2008-2020**

**October 2010**

*“To be a borough where people matter and  
where people want to live, work and spend  
leisure time”*

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*Sustainable Community Strategy (2010 edition – revised November 2012 to reflect new LSP structure)*

## **Introduction**

In February 2008 East Staffordshire LSP published its first Sustainable Community Strategy setting out the strategic priorities for the partnership up to 2020. This revised edition is a reflection of the changes that have occurred in East Staffordshire over the past two years.

The preceding 24 months have been a time for change, challenge and reflection for the LSP. Over this time the Partnership has grown and expanded, seeing the departure of the long standing chair in 2009 and witnessing the successfully immediate integration of a new chair –Council Leader Richard Grosvenor.

East Staffordshire LSP takes seriously the commitments made in the first edition of the Sustainable Community Strategy and has sought new and innovative approaches in order to meet our mission statement

*“To be a borough where people matter and where people want to live, work and spend leisure time”*

Subsequently in 2009 the LSP undertook an extensive roots and branch analysis of its delivery structures to ensure that the Partnership was achieving its stated ambitions, and more importantly providing quality services and value for money to the residents of East Staffordshire.

This review culminated in the creation of the Public Services LSP, a smaller executive level sub group of the LSP executive, set up to explore innovative and new ways of working, identify and reduce areas of duplication and to drive through a total place approach to those areas and issues of greatest need in East Staffordshire.

The LSP was further reviewed in 2012, with the decision made to rationalise the structure. A new single high level Public Services Board was created which brings together the most senior decision makers across the public service organisations in East Staffordshire with a view to improving public service delivery in a meaningful and transparent way.

## **Section One - About East Staffordshire - the place, the people and the economy**

East Staffordshire is a mix of urban and rural areas covering almost 39,000 hectares. Census of Population 2001 figures suggest there are 103,770 people in East Staffordshire with 48,400 in Inner Burton and 12,000 in Uttoxeter.

By 2005, mid year population estimates suggested the population is around 106,900 and it is forecast to rise to 128,900 by 2031. However, the population is not only ageing, with 21% now aged over 60, there was also a relatively high ethnic minority population of 6.1% in 2001.

The population figure is split between males at 48.8% and females at 51.2%

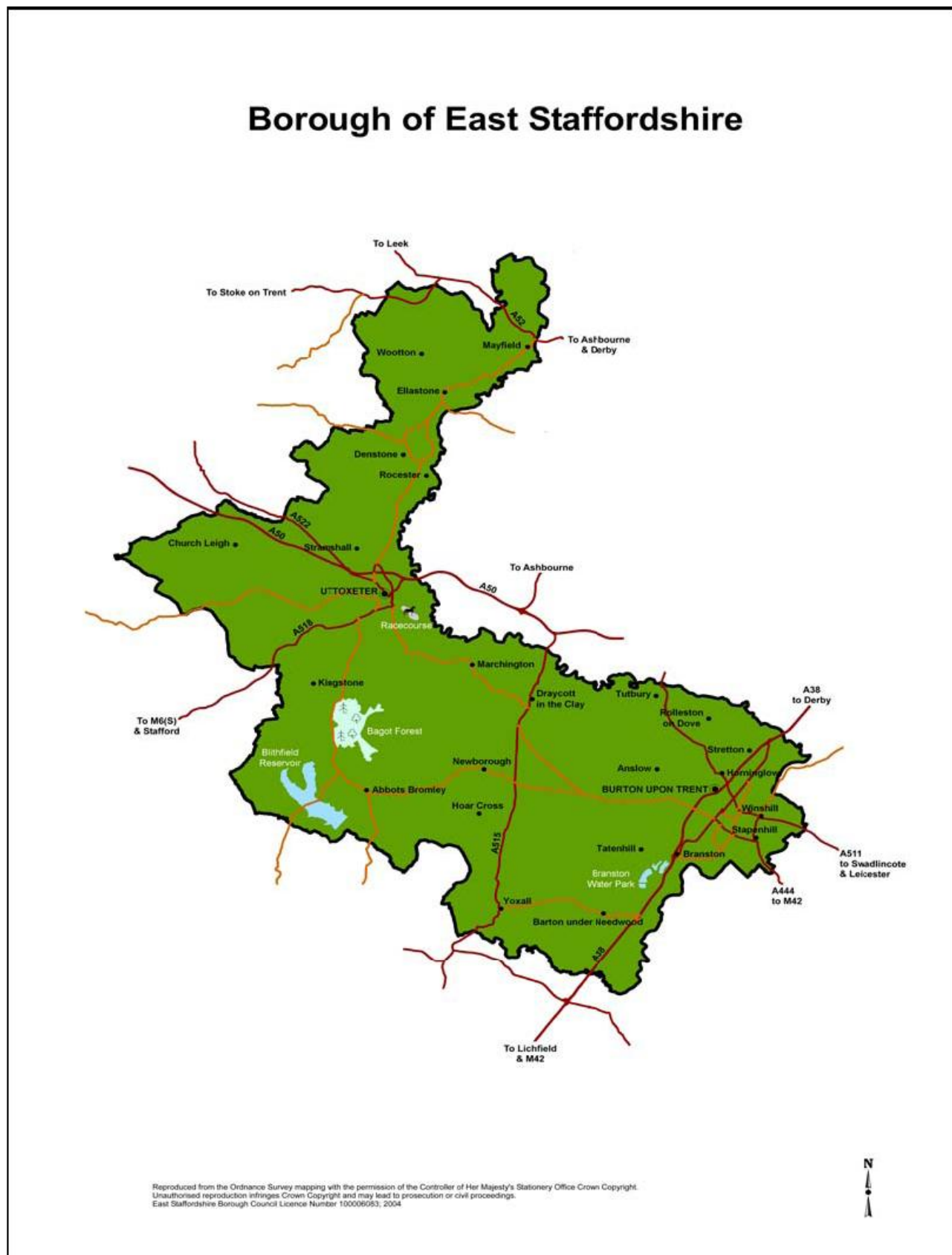
The 2001 Census shows that East Staffordshire's population consists of:

- 6.1% from an ethnic minority
- 11.1% from an ethnic minority in Burton upon Trent or 9.0% in Greater Burton
- A BME population concentrated in Burton upon Trent, with two wards having a BME population forming a quarter or more of the total ward population
- A young BME population – rates generally tend to be higher in younger age groups (10.6% of those under 16 and 10.8% of those aged 16-24 are from a BME group)
- Over half (53.6%) of all BME residents in East Staffordshire are under the age of 25 years compared to 29.2% of white residents
- 88.2% of BME residents are under the age of 50 years compared to 64.8% of white residents
- East Staffordshire is in the top 20 percentile nationally for the proportion of the population from an Asian or British Asian background according to Local Futures.
- 7% of the East Staffordshire population are from an ethnic minority compared to 12.6% in the West Midlands.
- The highest rates of international migration in Staffordshire

East Staffordshire occupies a strategic position on the edge of the West Midlands region and has significant economic links to the East Midlands. The Borough has a varied economic base with 3,500 VAT registered businesses.

Total employment in the Borough is around 59,700 people. East Staffordshire has a proud heritage and has thrived principally due to its strong brewing and manufacturing legacy in Burton upon Trent, its agricultural sector and the presence of major companies such as JCB. However, over the last decade the Borough has undergone a substantial period of change, driven by industrial re-structuring, globalisation, reforms to agricultural policy and development of the 'knowledge economy'.

**Figure 1. Map of East Staffordshire**



### Areas of Multiple Deprivation

*Sustainable Community Strategy (2010 edition – revised November 2012 to reflect new LSP structure)*

Although headline figures such as unemployment rates are low. Certain wards in Burton upon Trent still have problems in relation to poverty and social exclusion.

The Index of Multiple Deprivation 2007 (IMD 2007) is a measure of multiple deprivation at the super output area and is based on the idea of distinct domains of deprivation, which can be recognised and measured separately and experienced by individuals living in an area.

There are 7 domains in the Index of Deprivation 2007 - income; employment; health and disability; education, skills and training; barriers to housing and services; living environment and crime.

The five most deprived LSOA (Lower Super Output Area) are situated in the wards of Eton Park, Shobnall and Stapenhill.

Severe pockets of deprivation are also evident in the Anglesey Ward. Out of the four LSOAs that constitute the Anglesey Ward, one is in the top 10% for income deprivation, and all four are in the top 5% for deprivation of the living environment.

Conversely 21% of the population live in areas which are amongst the least deprived, residing in LSOAs situated in the wards of Needwood, Bagots, Brizlincote, Stretton and Yoxall.

The challenge over the duration of the Strategy will be to address the issue of deprivation through partnership working instigated through the Local Strategic Partnership and by working closely with local communities through Neighbourhood Working.

## **Section Two - What is a Sustainable Community Strategy?**

All local authorities have a statutory duty to work with partner organisations to produce a Community Strategy – a document which demonstrates how local organisations and agencies will work together to improve the economic, social and environmental well being of their area.

We are calling our Community Strategy a ‘Sustainable Community Strategy’ as we want to place greater emphasis on how we will meet the diverse needs of East Staffordshire’s existing residents and improve quality of life, while also safeguarding the prospects of future generations.

This Sustainable Community Strategy was drawn up by East Staffordshire’s Local Strategic Partnership, which brings together organisations from the public, private, community and voluntary sector. The key objective of the partnership is to improve the quality of life in East Staffordshire by addressing important issues affecting those who live and work here, such as health, housing, community safety, transport and education.

As a partnership we are committed to helping East Staffordshire to develop in a sustainable way. Sustainable communities are communities, which are:

- Active, inclusive and safe
- Well run
- Environmentally sensitive
- Well designed and built
- Well connected
- Thriving
- Well served
- Fair for everyone

These components of Sustainable Communities will be addressed through the themes and ambitions within this strategy.



## **Section Three - How was this strategy developed?**

This strategy was built on an understanding of the current and future challenges facing East Staffordshire and public consultation on the aspirations and priorities of those who live and work in the area. These have been placed at the heart of this Sustainable Community Strategy.

Detailed information about the Borough as it is currently, and informed predictions about how it will be in the future have been produced. One important factor affecting all areas of the strategy is current predictions about the make up of the population:

- By 2031, the population in the Borough is forecast to rise by over 21,200, an increase of 19.7% the highest predicted rise in Staffordshire;
- By 2029, the 65+ population will increase from 17,000 to 29,000

### **Consultation**

When composing the original edition of the Sustainable Community Strategy over a thousand people, including residents and partner agencies were consulted over an eighteen month period, representing all aspects of the community within East Staffordshire.

Consultations have taken place using a variety of methodologies such as group sessions, workshops and focus groups covering all thematic areas of this Strategy including:

- Children and Young People Plan
- East Staffordshire Community Safety Strategic Assessment
- Economic Regeneration Strategy
- Growth Point Strategy
- Local Development Framework Road show
- Neighbourhood Working
- Local Area Agreement District Delivery Planning Workshops (Five Blocks of the LAA)

### **What people said in 2007?**

Everyone asked had slightly different ideas about what exactly needed to be done, however some themes were common to most people.

- Most people thought most services were delivered well most of the time.
- Many people felt that policies were developed in central locations such as Burton, Stafford or Birmingham rather than at a neighbourhood level and that more attention needed to be focussed on matters at neighbourhood level, ranging from domestic estates to town centres.
- Many people wanted to get involved in helping to shape their future
- Many people wanted to return to what they saw as a lost sense of community
- All placed keeping people safe from crime and accidents as a priority
- Many people emphasised the importance of health and leisure in a balanced life

*Sustainable Community Strategy (2010 edition – revised November 2012 to reflect new LSP structure)*

- People were also keen to make sure that the area protected our traditional industries but were realistic enough about the prospect of decline in some areas to emphasise the need to make the most of new opportunities, such as research industries or tourism
- Most people placed great emphasis upon education for work and others stressed the need to keep learning throughout a person's life. There was a concern to ensure that East Staffordshire is not a low wage economy and that we anticipate the training needed to ensure that residents have the skills to attract new types of businesses to the area
- Transport was an issue that many people thought needed improving
- Given the ageing population, people wanted to see more help for older people
- Many people also mentioned the need to protect and preserve our natural and our historic environments

### **Consultation on the 2008 edition of the Strategy**

In writing the first edition of the Sustainable Community Strategy all members were given the opportunity to comment on the details and structure. The draft Strategy was made available on the East Staffordshire Borough Council Website and was also presented in ES News, the Council's free newspaper as well in the local press and media.

### **Place Survey 2009**

2009 saw the introduction of the Place Survey. The Place Survey is designed to capture local people's views, experiences and perceptions. Subsequently abandoned by the new Coalition Government in 2010, the Place Survey still provides a clear measure for resident's thoughts and perceptions. The Council and LSP partners have utilised the findings to ensure that improvements for an area reflect local views and preferences.

The five areas that were considered to be most important / most in need of improvement were:

<b>Most important</b>	<b>Most in need of improvement</b>
The level of crime (65%)	Activities for teenagers (48%)
Clean streets (45%)	Level of traffic congestion (38%)
Health services (41%)	Road and pavement repairs (31%)
Affordable decent housing (36%)	The level of crime (27%)
Education provision (28%)	Public transport (25%)

Other results include:

- Most people are satisfied with their local areas and their home as a place to live
- Many people hold a sense of belonging to their neighbourhood and community

*Sustainable Community Strategy (2010 edition – revised November 2012 to reflect new LSP structure)*

- Most people recognised that public services are working to make the area safer, cleaner and greener
- People felt that public services could do more to promote the interests of local residents
- Transport still remains an issue
- Many people highlighted the need for improved cultural and leisure facilities such as museums, theatres and sports provision
- Most people recognised the quality of green spaces available in East Staffordshire
- Residents felt more still needs to be done to get them involved in local decision making
- Many local people do not understand how well public services are performing and what standards of service to expect.
- Residents are keen to play an active role in shaping their future
- Many people expressed the importance of parenting and providing positive activities for young people

### **Creating Community influence; the role of Neighbourhood Working**

Based on a model employed by the Heart of Burton Neighbourhood Management Pathfinder, Neighbourhood Working has been introduced to all communities in East Staffordshire. In direct response to residents desire to be more involved in local decision making, Neighbourhood Forums have been established in the Rural, Semi-Rural and Urban areas of East Staffordshire.

These forums provide a platform for residents and Councillors to present local issues, enabling them to challenge the response and levels of service provided by service providers. Additionally the forums unite the three tiers of local government (Borough, County and Parish) helping to aid the swift resolution of community concerns. The need for greater influence on decision making is addressed with each resident chair of the Forums sitting on the LSP Executive.

## **Section Four - What are the priorities?**

Using statistical evidence taken from the State of Staffordshire Report, Joint Strategic Needs Assessment (Adults & Children), and through the Crime & Anti Social Behaviour Strategic Assessment we have been able to identify a number of priority themes and areas for East Staffordshire.

### **Reduce the gap: focus on the areas of most need**

The Anglesey ward in East Staffordshire faces a number of social challenges in reducing the equalities gap. Educational achievement is low amongst both the adult and youth population, with over 40% having no formal qualifications. Earnings on average can be £11,500 less than some other resident groups in the Borough

Health outcomes highlight above average levels of smoking and obesity, with average life expectancy estimated to be shorter than of other residents across East Staffordshire.

Crime and the fear of crime are a major concern for local people with only 1 in 4 feeling safe after dark.

### **Reduce the number of teenage conception rates**

When looking at the under 18-conception rate, Staffordshire County has a rate of 7.8 per 1,000 aged 13-15 population for 2005/07. This is below the England and West Midland Region averages of 7.9 and 9.1 per 1,000 aged 13-15 population respectively. East Staffordshire has rates above the county average.

Being a teenage mother can have a major impact on a young persons life chances with potential negative implications, such as poor educational attainment, and lower employment opportunities. The health of teenage mothers and their children is often worse than amongst other groups, with infant mortality often higher amongst children born to teenage mothers. Teenage mothers are also more likely to be single parents, which increases their risks of being unemployed and economically and socially deprived. Social exclusion can be seen as both a cause and an effect of teenage pregnancy.

### **Reduce rates of Infant Mortality**

Infant mortality across East Staffordshire has increased from 5.8 per 1000 in 1998-00 to 8.4 per 1000 in 2005-07. In contrast UK rates have declined to 4.9 per 1000 from 5.6 in 1998-00. Infant Mortality rates provide a good indicator of the overall health of society. Social deprivation, ethnicity and maternal age are important predictors of both perinatal and infant mortality rates.

**Ensure young people's mental health and well being**

Young people across Staffordshire identify concerns over exams, their future, friendship and their body as their main concerns. In the Department for Communities and Local Government, Child Well-being Index, East Staffordshire Housing rates are in the lowest 20% in the United Kingdom. Additionally 4 out of 10 young people identified a need for better information and advice on sex and relationships.

**Reducing the number of children and young people killed or seriously injured (KSI) in road accidents**

The number of children killed or seriously injured (KSI) in road accidents is a useful indicator of how safe children are from accidental injury. Children are often most vulnerable to road casualties outside of schools. Staffordshire in 2007 reported a total of 373 child casualties, with East Staffordshire accounting for 18% of this amount. Whilst actual numbers of road casualties have dropped by 26% since 1998, East Staffordshire still experiences the highest rate of child road casualties in Staffordshire. Males aged between 14-15 are more likely to become road casualties in comparison to other age groups under 15 years of age.

Historic analysis reveals an over representation of young people in the 16 to 25 age group killed or seriously injured in road traffic accidents. This group, which comprises around 11% of the total population, consistently account for 35% of the Borough's accidents. The most vulnerable road user group is males aged between 16-23, accounting for nearly a quarter of East Staffordshire's recorded casualties.

**Reduction in crime**

The 2008/9 Place Survey highlighted the level of crime as the most important issue for residents of East Staffordshire. Crime has however fallen by 24% over the past 5 years.

Violent crime represents one in five of offences reported to Staffordshire Police, 41% of violent crime offenders are males aged between 15 and 24 years. Young males aged between 15-19 years are also the most likely age group to become victims of crime.

**Reduced mortality rates from coronary heart disease**

Coronary Heart Disease (CHD) is a leading cause of death nationally. The factors affecting CHD include: physical inactivity, smoking, a diet high in saturated fats and low in fruit and vegetables, alcohol consumption, material disadvantage, physical environment and levels of social support.

CHD rates amongst males are generally around double those of females and are particularly high in East Staffordshire for men and women. Overall the

East Staffordshire mortality rate (128.51 per 100,000) is slightly higher for men than the national rate (126.54) but lower than the Regional comparator (128.67). For women the East Staffordshire rate (70.72) is higher than both the national (58.69), regional (58.16) and county (60.52) comparator, suggesting that CHD is a prominent killer locally in Staffordshire.

### **Increase in gross weekly median pay per household**

Staffordshire has historically been a relatively low paid area, and this tradition continues today. Whilst a lower than average wage structure is attractive to some investors who want to reap the maximum return from inputs to their businesses, lower wages do not tend to attract the types of workforce that is needed to feed the higher value added economy set out in the vision for Staffordshire.

Full time workers in Staffordshire, earn on average £47 per week less than for Great Britain as a whole (which has a weekly wage of around £449). None of the Staffordshire districts has a full time median wage, which can match that of Great Britain.

When considering wages earned by Staffordshire residents, the picture is slightly different. While the County resident wage figure of £442.60 per week is still lower than the West Midlands average of £456.40, East Staffordshire has resident earnings well below national levels.

### **Reduce levels of Worklessness**

Worklessness is about much more than unemployment there are far greater numbers of people who are workless than unemployed. Encouraging workless people back into the labour market can have substantial benefits for productivity, such as restructuring of the economy, and encouraging higher value added business.

East Staffordshire claimant rate stands at 12.4%, an increase of 1.8% above that of Staffordshire, the West Midlands and the UK.

### **Reduce carbon emissions by individuals, communities and businesses**

Climate change is now widely accepted as one of the greatest challenges facing the planet and that it is largely the result of an increase in levels of greenhouse gases in the atmosphere leading to global warming. Green house gases such as methane, nitrous oxide and carbon dioxide absorb infra-red radiation reflected from the earth's surface effectively trapping energy within the atmosphere (the green house effect). Due to the quantities emitted, the most significant of these gases for global warming is carbon dioxide accounting for 80% of emissions from industrialised countries. Staffordshire

has developed a Climate Change Action Plan titled “A Hard Rain” which sets out the overall approach to addressing climate change locally.

Local and regional carbon emissions for 2006 place East Staffordshire levels (9.65 tonnes per person) higher than the West Midlands (7.07) and United Kingdom (7.07) average.

### **Cross Cutting priorities**

#### **Stronger Communities- building a Bigger Society**

Achieving the objectives set out in the strategy will be dependent on strong and empowered taking responsibility for their lives and communities.

Partners will need to provide genuine engagement opportunities that place’s power into the hands of local residents. Community representatives and organisers should be equipped with the skills and knowledge to take on the difficult social challenges in their neighbourhoods.

Social Enterprises, Charities and Voluntary Groups will play an important role in helping to provide innovative and creative solutions to local concerns, in partnership with public and private sector organisations

#### **Alcohol Harm**

Alcohol harms cuts through a range of Partnership priorities affecting organisations from across the Public, Private and Third sector. Perpetrators of Domestic Violence are significantly likely to be under the influence of alcohol, a high percentage of violent crime and criminal damage identifies alcohol has a contributory factor, misuse can create a range of physical and mental health problems that impact on not just the user but their family, and places a major financial strain on individuals and families.

The Financial and reputation costs of alcohol misuse are also considerable. Treating drink related illnesses, enforcing alcohol influenced crime and supporting families affected by misuse places a considerable burden on public sector resources.

Private sector organisations are also affected through employee absenteeism, clean up costs and particularly and a loss of business.

## **Section Five - Structure**

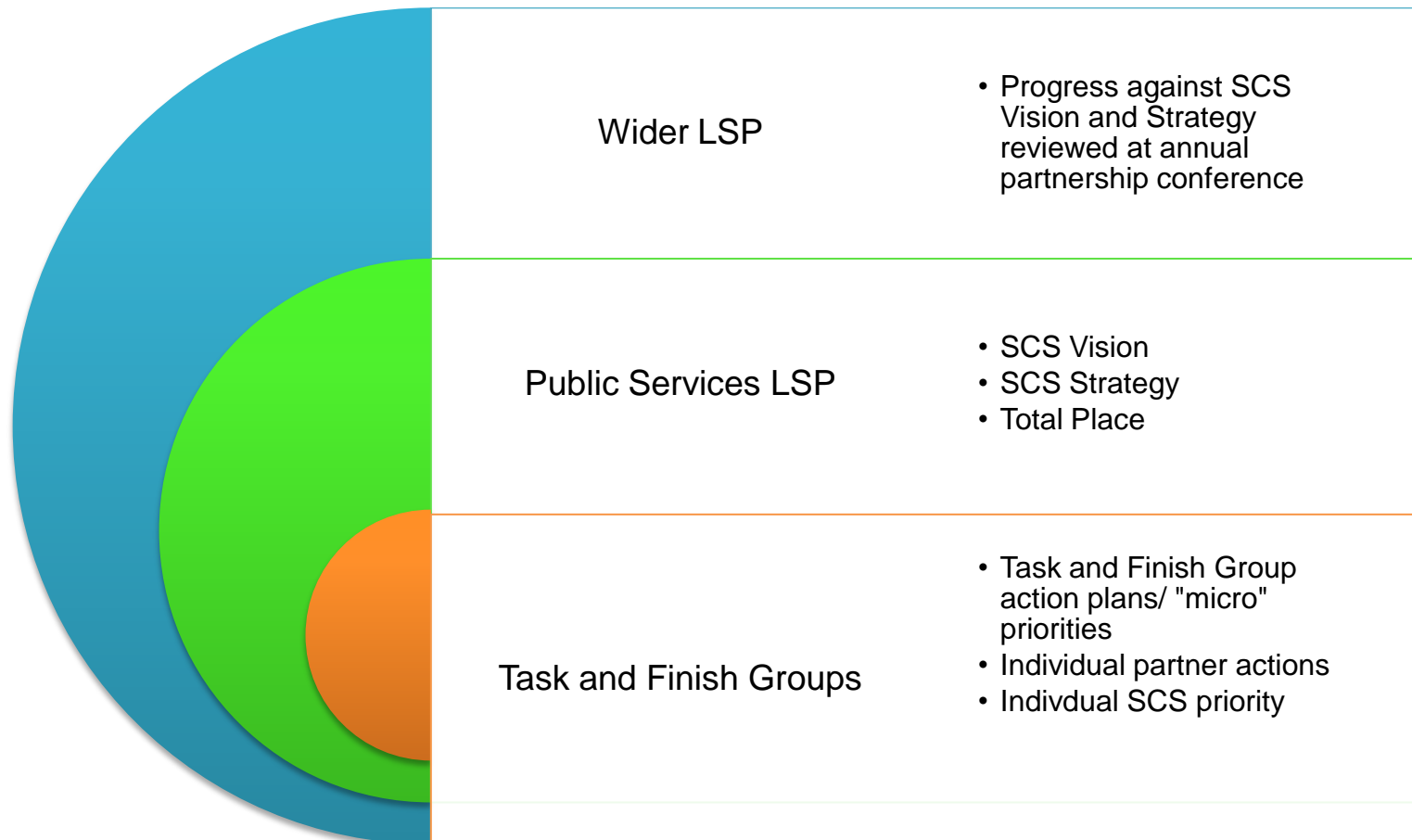
The Sustainable Community Strategy bases itself around each of these priority areas. Multi agency Task & Finish groups deliver against each of these priorities. These groups are:

- Joint Operations
- Teenage Pregnancy
- Employment & Worklessness
- Alcohol Harm Reduction
- Stronger Communities
- Infant Mortality
- Carbon Emissions
- Children's Mental Health
- Coronary Heart Disease

Task & Finish Groups track their progress and performance using data available from partners and the Staffordshire Observatory. Action Plans for each of the Task Group & Finish Groups incorporate a range of "micro" priorities that taken along side each other contribute towards the "macro" SCS priority set out above.



Figure 2. Plan of Sustainable Community Strategy (Amended November 2012 to reflect new LSP structure)



## **Section Six - The East Staffordshire Local Strategic Partnership**

From September 2012, the LSP will be managed by a single high level Public Services Board (PSB). The PSB brings together the most senior decision makers across the public service organisations in East Staffordshire with a view to improving public service delivery in a meaningful and transparent way.

Membership of the Public Services Board consists of the following organisations at senior level:

- East Staffordshire Borough Council
- Staffordshire County Council
- Staffordshire Probation Service
- Staffordshire Police
- Staffordshire Fire & Rescue Service
- South Staffordshire Primary Care Trust
- East Staffordshire Clinical Commissioning Group

The following organisations also attend PSB meetings from time to time:

- Burton & South Derbyshire College
- Queen's Hospital
- Job Centre Plus

## **Section Seven - Vision**

The central vision for East Staffordshire is that it will be a Borough where people matter and where people want to live, work and spend leisure time.

Underpinning this main vision is a series of focused mission statements.

### **Reducing the Gap**

“Ensuring all the communities of East Staffordshire are given the best opportunities, through reducing and removing inequalities”

### **A Brighter Future for Children and Young People**

“To ensure that all children and young people in East Staffordshire regardless of their background have the opportunity to achieve their full potential”

### **A Safer and Stronger East Staffordshire**

“To make East Staffordshire a safer and stronger community in which to live and work”

### **A Healthier East Staffordshire**

“To improve health outcomes and narrow health inequalities by promoting healthy lifestyles and accessibility to quality health and cultural services”

Strategic Ambition 1: Reduce levels of obesity by improving diet and nutrition and increasing levels of physical activity in our community.

Strategic Ambition 2: Improve the emotional well being of our community.

Strategic Ambition 3: Reduce the prevalence of smoking and the exposure to second hand smoke.

### **A Growing East Staffordshire**

“Our vision is to make East Staffordshire a place where people can achieve their aspirations. We want to have good quality jobs, high quality homes, vibrant town centres and above all a good quality of life for all of our residents. Our ambition is to work with our partners and stakeholders to change the area’s economic performance and help to create a prosperous, dynamic and resilient economy”

Strategic Ambition 1: Create vibrant and modern Centres with a high quality living & working offer

Strategic Objective 2: Create a diverse, sustainable and high quality growth economy

Strategic Objective 3: Drive up the skills base and develop the potential of our workforce

### **A Cleaner, Greener East Staffordshire**

“A reduction in carbon emissions and a continuous improvement in cleanliness of streets and open spaces”

## **Section Eight - Our crosscutting principles**

East Staffordshire's Local Strategic Partnership (LSP) is responsible for delivering the Sustainable Community Strategy and in doing so it is committed to the following cross-cutting principles:

### **Protect, Enhance, Grow**

The growth in East Staffordshire's population over the next 10 years will bring new opportunities for local residents. However, the growth needs to be carefully managed. We will work together to ensure that East Staffordshire's environment and natural resources are protected while meeting the growing need over the next 10 years for homes, jobs, services and travel.

### **Diversity / Closing the gap**

East Staffordshire is justifiably proud of its rich diversity. We will appreciate and value this diversity in everything we do, recognise individual's rights and responsibilities and work together to ensure that everyone has the same life chances.

### **Partnership**

We already know that we can achieve more by working together. We will continue to be a partnership with a purpose, to work with each other and our communities towards common goals. We will also ensure that we challenge one another's performance in order to achieve the best possible outcomes for local people.

### **Community engagement**

Residents have the right to influence the future of their area. Solutions to problems are often dependent on local knowledge. Through Neighbourhood Forums and partnership consultation we will continue to engage with the community and enable them to get involved in civic life.

### **Customer focus**

Our customers – residents, businesses and visitors in East Staffordshire - are our primary focus in improving the way we deliver our services. We are committed to putting the customer first in what we do and how and when we do it and providing value for money in the delivery of public services.

## **Section Nine - The next steps**

Consultation has been an invaluable tool in putting together this new strategy, and the introduction of the Place Survey provided further consultation results. It is good that many of those consulted remain happy with the level of service that they and their families receive. This has been an indication not only of the good work done by service providers but also of the success, which has emerged through continued working together. There is more that can be done, however, to improve services.

This updated strategy recognises the need to inspire local communities and businesses to take part in delivering the next stage of the strategy. As a consequence the LSP are focusing on those areas and issues that are in greatest need. Effective joined up partnership working through LSP structures will significantly impact upon the majority of social issues.

However East Staffordshire LSP recognises that some areas and issues have more deep rooted social concerns that require additional focus of resources. Consequently the Total Place strategy for Anglesey sets out the LSP's objectives for improving the lives and well being of residents in the area.

Making a difference in East Staffordshire can only be done if all the partners, local communities and local businesses come together to achieve all these aims. The Total Place Strategy is an extension of that commitment focused on a single geographical area.

## **Section Ten - Targets, other plans and measuring our success**

The last Community Strategy had over 130 milestones and over 100 actions. This meant that, although it covered many areas, the resources of the partners were spread thinly in trying to meet all the targets and there was no prioritisation. It also meant that the strategy went out of date very quickly and could not respond to changing circumstances and priorities.

### **Our Sustainable Community Strategy and local priorities**

The relationship between the local priorities and our Sustainable Community Strategy is a clear one.

The Sustainable Community Strategy is defined by 9 Borough wide priorities. Task & Finish Groups are to deliver against each of these priorities through action plans that incorporate a range of “micro” priorities that provide the “stepping stones” for overall achievement of these nine issues.

Each of these Action Plans are the responsibility of all LSP partners in the borough and ultimate responsibility for their implementation and the achievement of the Sustainable Community Strategy sits with the LSP Executive.

### **Our Sustainable Community Strategy and Local Enterprise Partnership**

The Sustainable Community Strategy will support the aims and objectives of the emerging Local Enterprise Partnership (LEP). The LEP offers an exciting opportunity for a new approach to economic development, bringing together the Council and local businesses together as equal partners to make a real difference to the East Staffordshire economy.

The overriding objectives of the LEP will be to create a culture and climate where innovation and enterprise can thrive and prosper; and investing in infrastructure that supports private development and business growth. These twin objectives will be embedded within East Staffordshire both within the Sustainable Community Strategy and the Council’s own Economic Regeneration Strategy.

### **Involving the Voluntary and Community Sector**

The Voluntary and Community Sector (also known as the Third Sector) is a rich and diverse resource, and by its very essence is rooted at the very heart of the communities highlighted in this strategy.

East Staffordshire CVS (ESCVS) is the Council for Voluntary Service. ESCVS supports, promotes and develops voluntary action in the community, and represents the Third Sector on the LSP Executive.

The Third Sector has the potential to support the effectiveness of this strategy in unique ways:

- ESCVS have the capacity to bring Voluntary and Community Groups together, and organise collective responses to issues of concern. This has the potential to enable citizens to have their 'voices' heard in an effective way, which can positively impact on community tensions.
- ESCVS have established effective networks and structures to identify and support 'hard to reach', minority groups.
- Front-line Voluntary and Community groups are able to respond promptly to the needs of service users, offering community-based solutions to support the Sustainable Community Strategy agenda.

### **A United Third Sector**

ESCVS have developed extensive relationships in East Staffordshire and more broadly within Staffordshire Third Sector Networks. These networks generate intelligence at 'grass roots' level, which can be used to inform service delivery. They provide an opportunity to share information, knowledge and partnership work, and builds capacity to effectively participate within formal Strategic Partnerships.

### **The Compact**

The East Staffordshire Compact is the formal agreement between statutory agencies and the Voluntary and Community Sector, and sets the context for partnership working. It clearly defines the terms of engagement and the principles of working within the Third Sector; building transparency, trust and effective relationships. The County Compact complements the East Staffordshire Compact by providing a County 'voice' on specific issues, giving a sense of clarity and a clear focus when partnership working.

The Local Strategic Partnership is committed to upholding the Compact Principles, and to exploring ways to ensure the Third Sector can be active participants in shaping and delivering services within East Staffordshire.



## **Section Eleven - Governance Arrangements**

The key to delivering on the vision set out in this Sustainable Community Strategy will be with the governance arrangements.

Overall responsibility for the delivery of the Sustainable Community Strategy sits with the LSP Public Services Board.

Beneath this top layer of management are several existing sub-partnerships each with its own partnership manager. Each sub-partnership has responsibility for its own strategies. This is summarised in Figure 3 below:

**Figure 3. Ownership of existing strategies**

<b>Theme / Strategy</b>	<b>Responsible Partnership</b>
• Total Place Strategy	Public Services Board
• Sustainable Community Strategy Priorities	Public Services Board
• Task & Finish Group Delivery Plans	Individual Task & Finish Groups

## **Section Twelve - Measuring the success of the Community Strategy**

To ensure East Staffordshire excels as a place where people matter and where people want to live, work and spend leisure time, the LSP must establish whether this strategy and related actions are improving the quality of life for those who live in, work in and visit East Staffordshire.

We will use a range of methods to measure our success on the ground.

- Performance against the entire strategy will be reported to the LSP on a regular basis. Poor performance will be challenged by the LSP and appropriate action taken
- The Public Services Board will regularly review performance against each SCS priority.
- Task & Finish Groups will establish a series of measures that will illustrate progress in achieving SCS priorities
- Public perceptions of East Staffordshire and the service provided by LSP partners will be measured using a range of engagement methods.
- We will provide a public update on performance against the ambitions in the Community Strategy at least once a year
- We will also regularly review the contribution made by individual partners to the success of the LSP, the effectiveness of the LSP overall and the added value it brings to the delivery of local services.

## **Section Thirteen - Further information**

If you want to know more about this strategy or want to know more about any of the ways that you can contribute to its success, please contact us

Alternative formats of this publication are available on request. Please contact us to discuss an appropriate format.