



## **Staffordshire Moorlands**

# **Sustainable Community Strategy 2007 – 2020**

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# Summary

Staffordshire Moorlands is a great place to live and work. We have a fantastic environment both built and natural, major businesses of national and international standing, high levels of employment, cohesive and active communities in our towns and villages. In the context of North Staffordshire we have desirable housing and places to live, a higher level of skilled and qualified people, major employers in the finance, engineering and leisure industries, and great and varied leisure opportunities in our towns and beautiful countryside.

We have yet to fully develop the economic potential of our towns and rural areas. Many of our people are reliant on neighbouring areas for their work and the under performing North Staffordshire urban core holds back the economy of our sub region. Rates of business formation are low. We have pockets of deprivation in our towns and socially excluded people scattered across our rural communities. Whilst our population is set to increase we are on average older and ageing – we need to respond to this change. Earnings for jobs in the district are below national levels and for some people accessing affordable housing is a problem.

***Our vision: By 2020 Staffordshire Moorlands will be recognised as a vital part of a regenerated North Staffordshire sub-region. All our communities will enjoy an excellent quality of life, including access to affordable housing and excellent public services. Our vibrant market towns will be home to a range of successful retail, visitor and knowledge based businesses. We will have a highly skilled and entrepreneurial workforce. Our natural environment will be protected and our carbon emissions reduced***

As a step towards the achievement of this vision we will need to:

**Invest in our children and young people** – Improve life for our most vulnerable children, tackle anti social behaviour, improve health, raise aspirations and educational attainment, and provide affordable housing for future generations.

**Support the quality of community life** – Improve community safety, reduce the fear of crime, develop locally responsive public services, support community empowerment, encourage community cohesion, and tackle deprivation.

**Respond to the needs and aspirations of an ageing population and other adults at risk of exclusion** – Better understand the aspirations and needs of people aged 50 and over, improving access to employment opportunities, meet changing housing needs, develop services which maintain people's social contact and independence, and provide choice. Establish positive intergenerational contacts. Improve health and tackle inequalities.

**Enhance conditions for business growth and sustainability** – Increase the availability of a highly skilled workforce, business space, and business support. Develop a successful North Staffordshire Sub Region, including enhanced transport & connectivity. Realise the potential for tourism and visitor related businesses, enhancing our town centres. Foster a genuinely sustainable local economic and community network.

**Protect our environment and respond to the threat of climate change** – Take steps to dramatically reduce carbon emissions by individuals, communities and businesses, protect and enhance our natural environment, reduce waste.

# Introduction

## *The Sustainable Community Strategy is a vision for the future and a plan for getting there*

This Strategy sets a long-term vision and plan for bringing about a sustainable improvement in the social, economic and environmental conditions of Staffordshire Moorlands. It brings together the needs, interests and aspirations of the community of Staffordshire Moorlands. The strategy:

- Addresses the major challenges we face: such as climate change, economic development, meeting the needs and harnessing the energy of an ageing population, and helping our children and young people achieve their potential.
- Is based on the aspirations and concerns of the people who live, work and visit Staffordshire Moorlands
- Builds on our strengths: the quality of our environment, the strength of our communities, the skills and energy of our people
- Relies on the co-ordinated effort of many partners to achieve our aims
- Sets out priorities for action

It will take the efforts of many agencies and partners working together to achieve this vision, including the work of agencies outside Staffordshire Moorlands. We have attempted in this strategy to identify the key things that the Moorlands Together LSP will do; those things that individual agencies will do; and those things where we are dependent upon the success of other partnerships – such as the Staffordshire Strategic Partnership.

As with the first strategy (2003 –2010), this draft strategy was produced after extensive consultation by the Moorlands Together Local Strategic Partnership. Over 1,200 people took part in the ‘Big Debate’, providing their views about priorities for the future. We took particular care to talk to our poorest communities and to seek views from minority ethnic communities. Nearly two thousand children and young people completed survey forms, a group of older people has been advising us, members of the District Council have contributed ideas, and over 50 local businesses have been consulted.

We are building on the achievements of the Moorlands Together Local Strategic Partnership, which was established in March 2002; in particular:

- The success of the Village Agent scheme managed by Staffordshire Moorlands Community and Voluntary Services.
- The development of Neighbourhood Partnerships and District Council/ Moorlands Housing Community Development project in our most deprived neighbourhoods.
- The Agenda 21 Partnership, the pioneering work of the community of Ilam and their Climate Change project and the work of Staffordshire Wildlife Trust.
- The Rural Regeneration Partnership and the three Market Town Partnerships.
- The work of the North Staffs Primary Care Trust and District Council tackling health inequalities.
- The success of the Community Safety Partnership in reducing crime, particular burglary, and the recent establishment of Locality Action Groups.

# Description

## Staffordshire Moorlands pen portrait

Staffordshire Moorlands is in North East Staffordshire, bordered by Cheshire to the west, Derbyshire to the east and Stoke-on-Trent to the south. The district covers an area of 57,624 hectares and has a population of around 94,489. Around 50% of the population is based in the three towns of Leek, Biddulph and Cheadle; around 21% of the population lives in the larger settlements of Cheddleton, Endon, Werrington and Blythe Bridge, located to the west of the district. The remainder is divided among 34 rural parishes. The population of Staffordshire Moorlands is predicted to grow to 98,000 by 2021 with a significant decrease in the number of young people and people in 'working age' groups and an increase in residents in older age groups.

A third of the district lies inside the Peak Park. The Peak District National Park Authority represents the special interests of this park. Of the remainder of the Moorlands, around 80 per cent is designated as Green Belt. The district has close links to parts of Cheshire, as well as to the city of Stoke-on-Trent, which exerts a strong influence on the west of the district in particular, and provides significant employment opportunities and services for many people in the district.

The unemployment rate of 1.2 per cent (December 2006) is the lowest in Staffordshire. Whilst jobs within the district are, on average the lowest paid in Staffordshire, (average weekly earnings of £304.70), the earnings of residents in the district are the second highest in Staffordshire, with an average of £377.20 per week. A significant proportion of the working population of Staffordshire Moorlands, 49%, works outside the district.

The Moorlands is home to one of the UK's major theme parks - Alton Towers. Leek boasts the headquarters of Britannia Building Society – the UK's second largest mutual society, while Cheadle accommodates JCB, a world class manufacturer of excavators.

Leek has become a recognised national centre for antiques and fine arts while Cheadle has the precious asset of St. Giles' RC Church, one of the finest works of the celebrated Victorian architect A W Pugin, designer of the Palace of Westminster. Biddulph is home to the celebrated Biddulph Grange Gardens, the best surviving example of an ornamental Victorian garden, and is undergoing major transformation through the regeneration of the Town Centre.

Community life is a strong and distinctive feature of Staffordshire Moorlands. People identify closely with their towns, neighbourhoods and villages. Pride in local communities is high, leading to a rich pattern of community activities and organisations. Local parish councils, voluntary and community groups play a vital part in maintaining this special characteristic of the district.

# Analysis

## How Staffordshire Moorlands compares – key data

Quality of life indicator	Staffordshire Moorlands	National	Staffordshire	Local Authority family average
Crime score (2006 - BCS Comparator Crime)	73	100 (England & Wales)	95	59
Deprivation score (2004)	88	100 (England)	101	76
Child Poverty Score (2001 -% children living in income deprived households)	0.12	0.21 (England)	0.18	0.13
Older People and poverty score (2001 -% older people living in income deprived households)	0.11	0.15 (England)	0.14	0.12
Employment rate (April 2005 – March 2006 -% of working age population)	83%	74% (Great Britain)	75%	79
Residents Earnings – (2006 – median weekly gross)	£377	£366 (Great Britain)	£352	£362
Residents working outside the district (2001)	48.43%	39.83% (England)	42.94%	46.59%
Business and enterprise score (2005 – new business, survival, VAT registered)	80	100 (Great Britain)	99	98
Unemployment rate (Dec 2006)	1.2%	2.5%	2%	1.6%
% workers with no qualifications	12%	14%	17%	11%
% workers with higher qualifications (NVQ4 +)	25%	26%	21%	27%
GCSE level 5 A – C grade 2005/6	65%	58%	55%	61%
Housing Conditions (2005 – 5 of unfit stock)	2.8%	4.1% (England)	3.6%	3.2%
Homelessness – (2005/6 - % households homeless in previous 2 years)	1%	3% (England)	2%	4%
Housing affordability score (2006 – price/income ratio)	110	100 (England & Wales)	107	1071
Domestic emissions of Co2 per capita (2003)	3.5 tonnes CO2	2.9 tonnes CO2	Other districts range from 2.4 – 3.2 tonnes CO2	
% of household waste recycled and composted (2005/6)	31%	22% (2004/5)	34%	18%
% of designated SSIs in favourable condition (2005)	43%	48%	40%	
Life expectancy (average male/female 2003 – 2005)	78.9 years	78.95 years (Great Britain)	78.25	78.9
Infant Mortality (per 1,000 population - 2004)	3.6	5.07 (England)	7.43	4.78
Obesity (estimates 2000/02)	25%	20% (England)	24%	24%
Smoking % of population 16+ (2000/02)	23%	24% (England)	27%	22%
Public Transport – the % of residents travelling to work by public transport (2001)	3.7%	14.8% (Great Britain)	6.5%	4.4%

Note Most of the data has been obtained by the Local Future Consultancy Group (Local Knowledge Website) from publicly available sources. We have selected data for the r in some cases more up to date data. Green indicates a favourable comparison, red an unfavourable comparison. The Local authority family group consisted of Bridgnorth, Chorley, Congleton, Forest of Dean, High Peak, Hinckley & Bosworth, Lichfield, Newark & Sherwood, North Kesteven, South Derbyshire, Vale Royal. For ease of comparison the data has been rounded to the nearest whole number.

# Analysis

## Summary of community views

In preparation for the draft Community Strategy the Moorlands Together LSP has undertaken a large-scale community engagement exercise. 'The Big Debate' publicity events were held in Biddulph, Cheadle and Leek Town Centres, and newspaper and radio coverage secured. A household survey was conducted to secure the views of local people across the district. A group of older people met over a six-month period to review the previous strategy. The youth group YOMAC undertook a survey of young people and a separate survey of middle school children was undertaken. Members of the District Council were also invited to contribute their views. In total over 3,000 people have contributed to the priorities identified in this plan.

Method/involvement	Main issues & priorities	Community Strategy Theme
<p><b>Household Survey</b> 986 households – 500 District wide, 486 from 3 deprived neighbourhoods, 30 'top up' BME survey</p> <p>(Participants were asked to prioritise a list of issues and indicate how much more attention should be given to improving them)</p>	<ul style="list-style-type: none"> <li>Facilities and activities for young people</li> <li>Promoting and providing other types of transport as an alternative to cars</li> <li>Improving town centres</li> <li>Encouraging business</li> <li>Meeting the needs and interests of older people</li> <li>Improving Community Safety</li> <li>Looking after the health and well being of local people</li> <li>Protecting the countryside and conserving nature</li> <li>Raising educational attainment and improving skills</li> <li>Tackling poverty and social exclusion</li> </ul>	<p>Proposed Outcomes:</p> <ol style="list-style-type: none"> <li>Regeneration – including focus on the three towns &amp; skills</li> <li>Children and young people</li> <li>Older people</li> <li>Community life - including community safety</li> <li>Environment</li> </ol>
<p><b>Children's Survey</b> Surveyed 4 middle schools (9-13 year olds). 1,780 completed surveys</p>	<ol style="list-style-type: none"> <li>Accessing information via their schools</li> <li>Feeling safe – parks, bullying</li> <li>More activities (informal)</li> <li>17% had never used a leisure centre</li> <li>Staying on at school – 39% don't know.</li> </ol>	Proposed Outcome – Children & Young People
<p><b>Young People</b> YOMAC survey (137 responses - average age 15 years)</p>	<p>'Having a place to go' is the issue most frequently identified by the young people involved in the survey..</p>	Proposed Outcome – Children & Young People
<p><b>Older People's Reference Group</b> 8 members met 7 times to review the current strategy.</p>	<ol style="list-style-type: none"> <li>Make sure services are 'age appropriate'</li> <li>Positive intergenerational contact</li> <li>Tackle social isolation</li> <li>Transport</li> <li>Opportunities for learning</li> <li>The environment</li> </ol>	<p>Proposed Outcome – Older people</p> <p>Proposed Outcome - Environment</p> <p>Proposed focus across outcomes on intergenerational contact</p>
<p><b>District Council members</b> 17 members involved in three events</p>	<ol style="list-style-type: none"> <li>Children and Young people</li> <li>Older people</li> <li>Community life generally</li> <li>Environment/ climate change</li> </ol>	<p>All four are proposed outcomes in the draft strategy</p>
<p><b>Business</b> 50 businesses involved in two 'breakfast' meetings</p>	<ol style="list-style-type: none"> <li>Improve access to business advice</li> <li>Improve skills</li> <li>Improve availability of high quality business space/units</li> </ol>	<p>All issues will be picked up within the Regeneration outcome</p>

# Analysis

## Staffordshire Moorlands: its strengths, weaknesses, opportunities and threats

<p><b>Strengths:</b> <i>Staffordshire Moorlands is a very attractive place to live and to visit. We have first class businesses and a skilled workforce.</i></p> <ul style="list-style-type: none"> <li>Staffordshire Moorlands, as part of the Peak District National Park is recognised as having very attractive landscapes. Outside of the Peak District large areas are classified as Green Belt, there are 22 Sites of Special Scientific Interest, and more areas designated as Sites of Biological Importance.</li> <li>The built environment of the towns includes the historic mills of Leek, the work of Pugin in St Giles Catholic in Chedale, and Biddulph Grange.</li> <li>Local people identify closely with their local towns, neighbourhoods and villages. As a result of this, the work of Parish &amp; town Councils and together with a long history of community activity, including the successful Village Agent programme and more recent Community Development work, we have a wide range of active community organisations, with projects and activities being provided.</li> <li>Levels of crime are low compared to Staffordshire and nationally.</li> <li>Our schools perform well in comparison to Staffordshire and national achievement.</li> <li>We have some first class businesses operating in different business sector s (engineering, tourism, and finance).</li> <li>We have a high proportion of self-employed people.</li> <li>Compared to other areas of Staffordshire and particularly North Staffordshire we have a more highly qualified workforce.</li> </ul>	<p><b>Weaknesses:</b> <i>Staffordshire Moorlands is heavily dependent on work in a sub region that is not performing well economically; jobs within the district are not well paid.</i></p> <ul style="list-style-type: none"> <li>Sub regionally, we have seen the loss of well paid manufacturing jobs and a loss of population. 48% of our working age population works outside the district, the majority in Stoke-on-Trent.</li> <li>There is an indication that housing is becoming less affordable – this could lead to a loss of younger people and families in the District, leading to a lack of balance in our communities.</li> <li>Not everyone shares in the success of the Moorlands. There are pockets of multiple deprivation in each of our towns and a difficult to quantify level of deprivation in our rural areas.</li> <li>Public transport is poor for many people leading to a high reliance on car journeys.</li> <li>The town centres lack the quality of businesses to attract visitors; potential business is lost, as local residents' shop outside the district and the public realm is not sufficiently attractive.</li> <li>The rate of business start-ups in the district is very low.</li> </ul>
<p><b>Opportunities:</b> <i>The sub region is a focus for major economic intervention. Its success will provide opportunities for local people.</i></p> <ul style="list-style-type: none"> <li>The quality of the built and natural environment, current tourism attractions, the nationally recognised Peak Park, and the potential of our market towns means that there is a significant opportunity to increase the value of visitor related businesses to the local economy.</li> <li>The attractiveness of our environment and quality of life could attract knowledge based businesses seeking a non-urban operating platform. Our high levels of self employment could be further encouraged with additional small employment sights and subject to considerations of biological and visual impact the potential to provide renewable sources of energy could be explored.</li> <li>The North Staffordshire sub region is a target for government regeneration funding. Whilst the focus has been the urban core, a proper understanding and focus on the functional sub region could lead to the release of funding for specific projects in Staffordshire Moorlands – such as the development of our market towns and major tourism related projects.</li> <li>The right response to the ageing of our population could mean that we have more healthy and active people who are interested in voluntary/ community activity, continued but more flexible employment, career changes including entrepreneurial and social enterprise activity.</li> </ul>	<p><b>Threats:</b> <i>It is not certain what effect the demographic changes will have and the needs and role of our district in the sub region have not been appreciated.</i></p> <ul style="list-style-type: none"> <li>The impact of our ageing population is not fully understood but it could result in a loss of local businesses (we have a high proportion of self employed people and a high proportion of older businesses); a drop in incomes and therefore spending in the local economy; a reduced workforce and increased reliance on workers travelling in from adjoining areas; and an increased demand on public services.</li> <li>We have a reliance on three major businesses, each of which faces significant competition.</li> <li>Increasing rates of obesity threaten the health of our population and place increased demands on our public services.</li> <li>Climate change will impact on our natural environment and our reliance on cars is a problem.</li> <li>If we don't achieve a balanced development of the sub region then efforts to regenerate Stoke-on-Trent could draw people away from the district.</li> <li>There has been a lack of understanding of our role in the North Staffordshire economy and therefore of the need for regeneration funding.</li> </ul>

# Analysis

## Thinking about the future – the strategic choice

As with every part of the country Staffordshire Moorlands has been experiencing rapid economic change. A key question for us to answer in considering a long-term strategy is 'what are we here for?' Thirty years ago the answer would have been 'agriculture, textiles/manufacturing, and coal mines' – these industries have now either gone or in terms of employment are in rapid decline.

Experts in economic regeneration would tell us that we should be looking for jobs in the service sector and the knowledge economy – work that could replace the high value jobs lost in UK manufacturing. The most obvious potential for the growth of service sector businesses and employment in Staffordshire Moorlands is tourism - building on the core attraction of Alton Towers, the assets of the Caudon Canal corridor, Biddulph Grange, Peak Park, our wider countryside and our Town Centres. This could provide us with the opportunities for further modest growth in employment and business opportunities. Care however will be needed to ensure that we are not simply adding to our stock of low paid and low skilled jobs.

Staffordshire Moorlands itself is not a likely target for significant large-scale inward investment. Public policy interventions and businesses themselves seek locations that have much better transport links than are generally available locally. Target areas in North Staffordshire are the A50, A500, A34 corridors and the Science Park at Keele University. There is no convincing case for large scale inward investment, we already benefit from high levels of employment, the presence of major new employers would compete for labour with our current employers and damage our environment by increasing car travel as more labour is drawn into the district. Staffordshire Moorlands has high levels of self employment and a culture of entrepreneurship (though current business starts up rates are low). There is an opportunity to encourage indigenous business growth through the provision of suitable business/ industrial units, and also an opportunity to attract small scale knowledge based businesses preferring a non-urban operating platform.

The role of places like Staffordshire Moorlands in the new economy is predominantly as a place to live and a place to visit for recreational purposes. Local businesses will either be serving the local population and/or visitors to the area, or will choose the location because of the quality of the environment and community life. It is important that major employers like Britannia Building Society, JCB and Alton Towers remain here. Beyond the businesses we have, and the types of businesses that we can encourage to grow or locate here we will continue to rely upon employment and business opportunities in our wider North Staffordshire sub region and to a lesser extent beyond. The regeneration of North Staffordshire is critically important to us. In the context of the regeneration of North Staffordshire we offer a high quality workforce, an attractive place to live, good education attainment, and recreational opportunities.

The evidence obtained in the development of this strategy shows that Staffordshire Moorlands benefits from the employment opportunities offered by the urban-core of North Staffordshire and the wider functioning sub-region. The people and District of Staffordshire Moorlands play a key part in the economy of the sub region. This Strategy is based on the assumption that whilst this will continue to be the case, both the sub-region and Staffordshire Moorlands itself by exploiting local assets to increase the value of local jobs and businesses.

Option	Positive	Negative	Risk	Viability of the option
1. Accept current position: comparatively low value jobs in district, travel to high value ones outside	<ul style="list-style-type: none"> <li>The earnings of local people are higher than otherwise would be the case; the local economy and population level is therefore maintained at a higher level.</li> </ul>	<ul style="list-style-type: none"> <li>The extent of car travel and its impact on the environment.</li> </ul>	<ul style="list-style-type: none"> <li>The option is dependent upon the success of regeneration efforts to replace past, current and possible future job losses in manufacturing.</li> </ul>	<ul style="list-style-type: none"> <li>Public policy and funding is focused on regeneration in the sub region – particularly the urban core.</li> </ul>
2. Accept travel to external high value jobs but seek to increase value of local jobs	<ul style="list-style-type: none"> <li>As above but some reduction in travel to work</li> <li>Increased local opportunity for better paid jobs, boosting the local economy.</li> </ul>	<ul style="list-style-type: none"> <li>Dependency of the local economy and community on external influences.</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> <li>The option requires external regeneration partners to put more effort into the district.</li> </ul>	<ul style="list-style-type: none"> <li>The option is in line with the draft Regional Economic Strategy</li> </ul>
3. Encourage inward investment increasing opportunity for well paid employment in the district and dramatically reduce need for out of district jobs	<ul style="list-style-type: none"> <li>As above but possible greater reduction in outward travel to work</li> </ul>	<ul style="list-style-type: none"> <li>Labour drawn in from other areas, increasing inward travel.</li> <li>Increased competition for labour undermines current key employers.</li> </ul>	<ul style="list-style-type: none"> <li>The option is likely to require a high degree of resource input from the District Council and external regeneration partners.</li> </ul>	<ul style="list-style-type: none"> <li>The option is against key public policies such as the draft Regional Economic Strategy – so will not attract external public funding support.</li> <li>The district is not a likely target for large companies moving into North Staffordshire. Other districts can offer sites with better transport links and access to labour.</li> </ul>

**Conclusion: The success of the whole sub region will continue to be critical to us. We should work to ensure its success. We should maintain the value of our district's key assets - its people, its communities, its environment. We should make best use of the opportunities for economic development within our district without prejudice to our current major employers or our environment and quality of life.**

**Based on the quality of our communities, the quality of our people and the quality of our environment we can secure our future:**

- as a place to live;
- a place that provides new opportunities for businesses serving local people, local visitors and the wider sub region;
- as a place that provides skilled labour, entrepreneurs and leaders in the sub region

## Our Plan

## Vision

***By 2020 Staffordshire Moorlands will be recognised as a vital part of a regenerated North Staffordshire sub-region. All our communities will be enjoying an excellent quality of life, including access to affordable housing and excellent public services. Our vibrant 'market' towns will be home to a range of successful, retail, visitor and knowledge based businesses. We will have a highly skilled and entrepreneurial workforce. Our natural environment will be protected and our carbon emissions reduced.***

## Impact

The achievement of our vision will mean that by 2020 all our communities will:

Feel confident about the future, recognising the district as part of a successful North Staffordshire economy with diverse, accessible and high quality work opportunities within easy travelling distance. They will welcome and feel able to take advantage of a wide range of learning opportunities to develop high levels of skill. They will feel that their built and natural environment has been protected, public open spaces improved and biodiversity enhanced. They will be proud of the District's achievement in reducing carbon emissions. They will be safer and feel safe at all times. They will feel a strong sense of community and the ability to influence those things that affect community life. Housing standards will be high and they will feel their housing needs are met. They will be experiencing improved health and well being, and know that they receive high quality public services.

## Our Plan

## Principles

Members of the Moorlands Together Local Strategic Partnership have agreed a number of principles which will inform and guide the way we go about achieving the Vision and Outcomes set out in this strategy. These principles were first developed through the Staffordshire Strategic Partnership and underpin the Staffordshire Local Area Agreement:

The role of public services

*We believe we can achieve our vision by working together to deliver better, more locally responsive services.*

Closing the gap

*We will focus our efforts on closing the gap between the most deprived communities and the rest.*

Prevention as a priority

*We will try to shift resources to focus on prevention of problems rather than providing expensive interventions when problems have occurred.*

Local services for local people

*We will involve, listen to and respond to local communities by providing services tailored to local needs and priorities.*

Promote respect and take responsibility

*We will support and encourage local communities that want to take more responsibility for themselves.*

# Our Plan

# Outcomes

Our analysis of what local communities have told us is important, the evidence about our key challenges, and the direction we receive from Government leads us to suggest that our strategy should have five themes. We set out what we aim to achieve in the form of an 'outcome statement'.

Outcome	Rationale	Focus
<p><b>1. Children, young people and their families will report that Staffordshire Moorlands is a great place to live, play, learn and achieve in, a place where they feel safe and can lead healthy lives, a place that they feel offers good employment and housing opportunities.</b></p>	<p>Local people told us that this is a priority issue. We need to retain as many of our young people as possible to support our economy, our public services and our ageing population. They need the skills to succeed in employment and business. We need to tackle the issues that will prevent them from developing their potential.</p>	<ul style="list-style-type: none"> <li>• Deliver the Every Child Matters Agenda</li> <li>• Focus on improving life children and particularly the most vulnerable children</li> <li>• Tackle anti social behaviour</li> <li>• Raise aspirations and educational attainment</li> <li>• Improve health and wellbeing</li> <li>• Provide affordable housing</li> </ul>
<p><b>2. Communities will be safer and will feel safe at all times. They will feel a strong sense of community and the ability to influence those things that affect community life.</b></p>	<p>Local people told us that this is a priority issue. The quality of life in our neighbourhoods and villages is one of our greatest assets and attracts people to live here. However there are local concerns about anti social behaviour and some neighbourhoods suffer from deprivation and some individuals and families are not able to participate fully in community life.</p>	<ul style="list-style-type: none"> <li>• Improve community safety and reduce fear of crime</li> <li>• Develop locally responsive public services</li> <li>• Support community empowerment</li> <li>• Encourage community cohesion (particularly intergenerational contact)</li> <li>• Tackle neighbourhood deprivation, and social exclusion</li> </ul>
<p><b>3. Older people and other adults at risk of exclusion will feel confident about the future, reporting that public services help them to retain their independence and general quality of life, and that they are able to participate fully in community life. Health will be improving.</b></p>	<p>Local people told us that this is a priority issue. Our population is on average older than that of Staffordshire and that nationally. This has major implications for public policy.</p>	<ul style="list-style-type: none"> <li>• Gain a better understanding of the diverse aspirations and needs of people 50+</li> <li>• Improved access to employment opportunities.</li> <li>• Meet changing housing needs and transport difficulties, develop services which maintain people's social contact and independence, and provide choice</li> <li>• Encourage positive and sustainable intergenerational opportunities</li> <li>• Improved health and reduced health inequalities</li> </ul>

Outcome	Rationale	Focus
<p>4. The people and businesses of Staffordshire Moorlands feel confident about the future, recognising the district as a unique and successful part of a growing North Staffordshire economy with diverse, accessible and high quality work opportunities within easy travelling distance. They will welcome and feel able to take advantage of a wide range of learning opportunities to develop high levels of skill.</p>	<p>The success of local business and their ability to provide quality employment opportunities is inextricably linked to the economic conditions of our North Staffordshire Sub Region. We don't need to create major new employment; we need steady growth in the number and value of a range of businesses.</p>	<ul style="list-style-type: none"> <li>• Ensure the availability of a highly skilled workforce, business space, and business support</li> <li>• Support the development of a successful North Staffordshire Sub Region, including enhanced transport/connectivity</li> <li>• Realise the potential for tourism and visitor related businesses</li> <li>• Enhance our towns as local centres of housing, business, employment and services</li> <li>• Encourage sustainable business development and activities that are attracted to market towns.</li> </ul>
<p>5. Communities, businesses and public agencies in Staffordshire Moorlands will have significantly reduced carbon emissions. The built and natural environment will have been protected, public open spaces improved and biodiversity enhanced.</p>	<p>Local people have expressed a concern to protect our environment, it is one of our key assets, and recognise that we have a responsibility to reduce our emissions of carbon dioxide and mitigate (adapt to) to global warming which threatens our future.</p>	<ul style="list-style-type: none"> <li>• Take steps to dramatically reduce carbon emissions by individuals, communities and businesses and public bodies</li> <li>• Protect and enhance our natural environment, by engaging more people in voluntary activity and sustainable environmental practices.</li> <li>• Reduce waste and increase the proportion that is recycled</li> </ul>

# Our Plan

# Outcome 1.

<p><b>Outcome 1: Invest in our children and young people</b></p>	<p>Children, young people and their families will report that Staffordshire Moorlands is a great place to live, play, learn and achieve in, a place where they feel safe and can lead healthy lives, a place that they feel offers good employment and housing opportunities.</p>
<p><b>What this theme is about</b></p>	<p>Children and Young People are part of our communities, not separate to them. They should have the opportunities that allow them to achieve the best possible outcomes for their future lives for their personal well-being and the well-being of the Moorlands.</p>
<p><b>Why it is important</b></p>	<p>It is a national and local priority that children should have every opportunity to achieve the following.</p> <ul style="list-style-type: none"> <li>• Being healthy;</li> <li>• Staying safe;</li> <li>• Enjoying and achieving;</li> <li>• Making a positive contribution;</li> <li>• Economic well-being.</li> </ul>
<p><b>How it fits with community priorities</b></p>	<p>Consultation has taken place with the Middle Schools in the Moorlands, with the Youth of the Moorlands Action Council and with the District Children's Trust Board. Similar themes arose from the surveys undertaken with the 9-13yrs olds as with the older group.</p> <ul style="list-style-type: none"> <li>• Most want to be communicated with via schools – how can we do this better, and hear what young people actually say?</li> <li>• Most wanted more places to go with friends, with Youth Clubs being only one of the options they were interested in</li> <li>• Most weren't interested in volunteering and if we want to develop community culture we need to address this</li> <li>• Most do neither sport outside of school nor attend leisure facilities. How can we develop options to address this?</li> <li>• We need to tackle those issues that will prevent children and young people in the Moorlands from achieving their full potential. Whether this is supporting action locally on reducing obesity in children and young people, or tackling issues around a specific group of young people, the onus is on making sure we work together to help produce a happy fulfilled, achieving young population who will add to the wealth of the Moorlands.</li> </ul>
<p><b>What evidence supports its inclusion?</b></p>	<ul style="list-style-type: none"> <li>• Community safety</li> <li>• Regeneration</li> <li>• Sustainability</li> </ul>
<p><b>What key policies does it align with or support?</b></p>	<ul style="list-style-type: none"> <li>• Moorlands District Children's Trust's Children and Young Person's Plan</li> <li>• Staffordshire Children's Trust's Children and Young Person's Plan</li> <li>• Every Child Matters</li> <li>• Staffordshire Local Area Agreement</li> <li>• Staffordshire Moorlands Play Strategy</li> </ul>

<p><b>What are the key challenges ?</b></p>	<ul style="list-style-type: none"> <li>Improving the achievement, health and life chances of the most vulnerable children in our District</li> <li>Continuing to raise overall educational and other non academic attainment and narrowing the gap between the best and worst neighbourhoods in terms of educational and other non academic attainment</li> </ul>		
<p><b>How we will know we've achieved our goals ?</b></p>	<p><b>Key Indicators:</b></p> <p>Infant mortality (per 1,000 population)</p> <p>Childhood (year 6) obesity levels (<b>NI 56</b>)</p> <p>Conception rates for under 18s (<b>NI 112</b>)</p> <p>Alcohol Consumption</p> <p>Educational Attainment (GCSE level 5 A-C* grades including English and Maths at age 16 years.)</p> <p>Child poverty score</p>	<p><b>Baseline</b></p> <p>3.6</p> <p>18.8% (2007/08 for North Staffs on increasing trend)</p> <p>21.3</p> <p>30.8% (11-16yrs old drinking in 7 day period)</p> <p>56.5% (2006)</p> <p>0.12</p>	<p><b>Target 2020</b></p> <p>Top quartile performance</p> <p>Top quartile performance</p> <p>10</p> <p>16%</p> <p>70%</p> <p>0.10</p>
<p><b>How we will go about achieving our goals ?</b></p>	<ul style="list-style-type: none"> <li>Through the Staffordshire Moorlands District Children's Trust Board and the associated Community and Learning Partnerships, the 14 -19 Strategy Group and Neighbourhood Partnerships.</li> </ul>		
<p><b>What the most significant action is that we will take or the ideas we will develop ?</b></p>	<ul style="list-style-type: none"> <li>Deliver Every Child Matters</li> <li>Focus on vulnerable children</li> <li>Tackle anti social behaviour</li> <li>Raise aspirations and achievement in our most deprived neighbourhoods</li> <li>Work to see how we can develop the facilities that Children and Young People need - including improvements in transport for young people</li> <li>Communicate more effectively with Children and Young People</li> </ul>		

## Our Plan

## Outcome 2.

<p><b>Outcome 2: Support the quality of community life</b></p>	<p>Communities will be safer and will feel safe at all times. They will feel a strong sense of community and the ability to influence those things that affect community life.</p>
<p><b>What this theme is about</b></p>	<ul style="list-style-type: none"> <li>Ensuring that all the residents of Staffordshire Moorlands live in communities that are safe, pleasant, and inclusive, providing opportunities for social activity and the shaping of the public services they need.</li> </ul>
<p><b>Why it is important</b></p>	<ul style="list-style-type: none"> <li>It is accepted that the quality of our communities has a major impact on our health and sense of well being, the opportunities we have for a good social life, the support we need when things aren't going well, the attitudes of our children as they grow up, and our individual wealth.</li> <li>In the context of the future of Staffordshire Moorlands the quality of our communities is one of our key assets. It is what will convince people to live or be attracted here, including the young families we will need if we are to retain a balanced population and therefore a viable future.</li> </ul>
<p><b>How it fits with community priorities</b></p>	<ul style="list-style-type: none"> <li>Surveys undertaken locally, discussions with councillors and members of the public have consistently shown that improving community safety is the top priority for local people– this includes tackling anti social behaviour, drug dealing, and speeding cars.</li> </ul>
<p><b>What evidence supports its inclusion?</b></p>	<ul style="list-style-type: none"> <li>Crime levels are comparatively low; however violent crime particularly that associated with alcohol and in the town centres is increasing.</li> <li>Research undertaken locally tells us that the fear of crime is out of proportion to the likelihood of being a victim of crime and so fear of crime is also a significant issue.</li> <li>National research tells us that we have an area in Biddulph East that is amongst the most deprived neighbourhoods in the Country and that Haregate in Leek and Hammersley Hayes in Cheadle also suffer from deprivation.</li> </ul>
<p><b>What links does it have with other themes?</b></p>	<ul style="list-style-type: none"> <li>Crime in the town centres will discourage visitors and therefore put a break on our aspirations to regenerate our town centres.</li> <li>Fear of crime amongst older people prevents them from leading an active social life, undermining their health and contribution to community life.</li> <li>Developing opportunities for our young people and helping them to lead active and fulfilling lives will reduce levels of antisocial behaviour and unhealthy life styles.</li> </ul>
<p><b>What key policies does it</b></p>	<ul style="list-style-type: none"> <li>This is a key priority in the Local Area Agreement for Staffordshire.</li> </ul>

<p><b>align with or support?</b> <b>What are the key challenges?</b></p>	<ul style="list-style-type: none"> <li>• Tackling violent crime – particularly the impact of excess alcohol consumption, and also domestic violence.</li> <li>• Tackling criminal damage and anti social behaviour</li> <li>• Earning the trust and confidence of communities – so that more people are willing to help us shape services tailored to meet local need, and so that more people are willing to become ‘active citizens’ working with each other to improve community life.</li> <li>• Maintaining what we believe to be our high levels of community spirit, resulting from the voluntary effort of many local people in their communities</li> <li>• Ensuring rural villages can maintain a balanced population with access to the key public &amp; other services</li> <li>• Tackling deprivation and inequalities– so that our poorest communities actually experience the greatest levels of improvement.</li> <li>• Ensuring that the diverse aspirations and needs of and within our communities are articulated, heard and responded to appropriately</li> </ul>														
<p><b>How we will know we've achieved our goals?</b></p>	<p><b>Key Indicators:</b></p> <ul style="list-style-type: none"> <li>• <b>Crime ??</b></li> <li>• Reduced fear of crime: Feeling safe (a) day time (b) after dark</li> <li>• Reduced perception of ASB as a problem <b>(NI 21?)</b></li> <li>• Narrow the gap between our priority neighborhoods and the rest</li> <li>• Deprivation score (index of Multiple Deprivation England = 100)</li> <li>• The percentage of residents who definitely or tend to agree that they can influence decisions affecting their local area <b>(NI 4)</b></li> <li>• The percentage of residents who definitely or tend to agree that their area is a place where people from different backgrounds get on well together</li> </ul> <table border="1" data-bbox="630 619 1385 1102"> <thead> <tr> <th data-bbox="630 619 852 1102">Baseline</th> <th data-bbox="852 619 1385 1102">Target 2020</th> </tr> </thead> <tbody> <tr> <td data-bbox="852 619 1047 1102">(a) 90% (b) 57%</td> <td data-bbox="1047 619 1096 1102">top quartile performance</td> </tr> <tr> <td data-bbox="1047 619 1161 1102">To be established (Neighbourhood Plans)</td> <td data-bbox="1161 619 1209 1102">top quartile performance</td> </tr> <tr> <td data-bbox="1209 619 1323 1102">To be confirmed (<i>unweighted IMD score gap is 20 points</i>)</td> <td data-bbox="1323 619 1385 1102">Gap narrowed by 50%</td> </tr> <tr> <td data-bbox="1323 619 1385 1102">87.57</td> <td data-bbox="1385 619 1437 1102">80</td> </tr> <tr> <td data-bbox="1437 619 1550 1102">To be confirmed (<i>Staffordshire BVPI survey figure is 29% for Staffs Moorlands</i>)</td> <td data-bbox="1550 619 1599 1102">Top national quartile</td> </tr> <tr> <td data-bbox="1599 619 1624 1102">To be confirmed (<i>Staffordshire BVPI survey figure is 54% for Staffs Moorlands, local Big Debate survey figure is 67%</i>)</td> <td data-bbox="1624 619 1624 1102">Top national quartile</td> </tr> </tbody> </table>	Baseline	Target 2020	(a) 90% (b) 57%	top quartile performance	To be established (Neighbourhood Plans)	top quartile performance	To be confirmed ( <i>unweighted IMD score gap is 20 points</i> )	Gap narrowed by 50%	87.57	80	To be confirmed ( <i>Staffordshire BVPI survey figure is 29% for Staffs Moorlands</i> )	Top national quartile	To be confirmed ( <i>Staffordshire BVPI survey figure is 54% for Staffs Moorlands, local Big Debate survey figure is 67%</i> )	Top national quartile
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<p><b>How we will go about achieving our goals?</b></p>	<ul style="list-style-type: none"> <li>• Community Safety Partnership, Neighbourhood Partnerships, working with local communities and their representatives.</li> <li>• Through voluntary and community groups</li> </ul>
<p><b>What the most significant action is that we will take or the ideas we will develop?</b></p>	<ul style="list-style-type: none"> <li>• Improve Community safety/ fear of crime</li> <li>• Develop locally responsive public services through Community Pride.</li> <li>• Encourage community activity through a vibrant voluntary and community sector, with effective infrastructure support from CVS</li> <li>• Support community empowerment through CVS</li> <li>• Encourage community cohesion (particularly intergenerational contact)</li> <li>• Tackle neighbourhood deprivation, social exclusion and health inequalities through the Shaping Up initiative</li> </ul>

# Our Plan

# Outcome 3.

<p><b>Outcome 3: Respond to the needs and aspirations of older people and other adults at risk of exclusion.</b></p>	<p>Older people and other adults at risk of exclusion will feel confident about the future, reporting that public services help them to retain their independence and general quality of life, and that they are able to participate fully in community life. Health will be improving.</p>
<p><b>What this theme is about</b></p>	<ul style="list-style-type: none"> <li>Developing a positive approach to supporting and engaging with the wide range of people who make up the many strands of the older population from those still working and looking towards their retirement future to much older people who have very different requirements.</li> <li>Developing a positive approach to other groups of adults at risk of exclusion – such as people with disabilities, people with mental health problems,</li> <li>Improving the health of our population.</li> </ul>
<p><b>Why it is important</b></p>	<ul style="list-style-type: none"> <li>The increasing numbers of older people in our population has major implications for our economy and our public services.</li> <li>A range of people have been or are at risk of exclusion from the labour market and community life more widely.</li> </ul>
<p><b>How it fits with community priorities</b></p>	<ul style="list-style-type: none"> <li>An older people's focus group has been reviewing the previous Community Strategy to identify gaps and issues that they would like to see addressed in this revised strategy. They have identified a number of issues they would like to see addressed, including greater intergenerational activities and the tackling of social isolation, which can potentially lead to a downward spiral in mental and physical health.</li> </ul>
<p><b>What evidence supports its inclusion?</b></p>	<ul style="list-style-type: none"> <li>Government data tells us that our population is older than the National and Staffordshire average. Currently there are 17,373 people in the Moorlands who are aged 65 or over which is 18.41% of the district's overall population. By 2012 the overall population in the district will rise by 1.2% (1,100 people). On closer examination of the population increase over the next 6 years there are significant shifts in the age profile. By 2012 the number of 65-74 year olds will increase by 23.7%, the number of 75-84 year olds will increase by 9.8% and most significantly the number of over 85 year olds increases by 23.8%.</li> <li>'Excluded groups?'</li> <li>The evidence from the local Primary Care Trust is that obesity is rising rapidly - and we know that this is a major cause of ill health. This, together with smoking, will place an enormous financial burden on health services.</li> </ul>
<p><b>What links does it have with other themes?</b></p>	<ul style="list-style-type: none"> <li>Older people have a disproportionately high fear of crime.</li> <li>Older people play a key part in community life</li> <li>Regeneration activity needs to take account of the impact of demographic change to ensure that employment and training options are available for older people</li> </ul>
<p><b>What key policies does it</b></p>	<ul style="list-style-type: none"> <li>Opportunity Age</li> </ul>

<b>align with or support?</b>	<ul style="list-style-type: none"> <li>Ageing with Opportunity Staffordshire County Council</li> <li>Staffordshire Local Area Agreement</li> <li>Our Health, Our Care, Our Say White Paper</li> </ul>		
<b>What are the key challenges?</b>	<ul style="list-style-type: none"> <li>We need to have a better understanding of the needs and aspirations of our older population and other adults at risk of exclusion.</li> <li>We need to understand the potential impact on the incomes of older people, whether people will need/want to work longer</li> <li>We need to understand the local economic impact of demographic change</li> <li>Health and Social Care services will come under increasing pressure</li> <li>Providing appropriate affordable and appropriate housing</li> <li>Providing the opportunity for our oldest residents to continue living in rural communities</li> <li>Tackling social isolation which can affect well-being</li> <li>Developing sustainable inter-generational work</li> <li>Tackling health inequalities and rising levels of obesity</li> </ul>		
<b>How we will know we've achieved our goals?</b>	<p><b>Key Indicators:</b></p> <ul style="list-style-type: none"> <li>Poverty Score (% older people living in income deprived households)</li> <li>Mortality rates from all circulatory diseases at ages under 75 <b>(NI 121)</b></li> <li>Adults with learning disabilities in employment <b>(NI 146)</b></li> <li>Adult participation in Sport and active recreation <b>(NI 8)</b></li> </ul>	<p><b>Baseline</b></p> <p>0.11</p> <p><b>To be established</b></p> <p><b>To be established</b></p> <p>20.4% (2007, Active People Survey conducted by Sport England)</p>	<p><b>Target 2020</b></p> <p>Top quartile performance</p> <p>Top quartile performance</p> <p><b>To be established</b></p> <p>Top quartile performance</p>
<b>How we will go about achieving our goals?</b>	<ul style="list-style-type: none"> <li>Establish a multi agency older people's partnership drawn from the statutory, voluntary and community sectors.</li> </ul>		
<b>What the most significant action is that we will take or the ideas we will develop?</b>	<ul style="list-style-type: none"> <li>Gain a better understanding of the diverse aspirations and needs of people 50+</li> <li>Prepare people for work beyond the traditional retirement age</li> <li>Meet changing housing needs, develop services which maintain people's social contact and independence, and provide choice</li> <li>Encourage positive intergenerational contacts</li> </ul>		

# Our Plan

# Outcome 4.

<p><b>Outcome 4: Enhance conditions for business growth and sustainability</b></p>	<p>The people and businesses of Staffordshire Moorlands feel confident about the future, recognising the district as a unique and successful part of a growing North Staffordshire economy with diverse, accessible and high quality work opportunities within easy travelling distance. They will welcome and feel able to take advantage of a wide range of learning opportunities to develop high levels of skill.</p>
<p><b>What this theme is about</b></p>	<ul style="list-style-type: none"> <li>Ensuring that Staffordshire Moorlands plays its unique part in the development of a successful sub regional economy and thus the economic performance of the whole region. Focusing on the key role of our towns, encouraging more business starts ups and business growth, achieving higher income levels for our population and high levels of skill. Providing additional housing.</li> </ul>
<p><b>Why it is important</b></p>	<ul style="list-style-type: none"> <li>The traditional industries relied upon by our residents are declining; many members of our community rely upon employment and businesses elsewhere in our sub region. We have to respond to these changes in order to ensure the continued vitality and quality of life of our communities.</li> </ul>
<p><b>How it fits with community priorities</b></p>	<ul style="list-style-type: none"> <li>Consultation with communities identifies the aspiration that further effort is made to raise the quality of the environment and services offered by our Town centres.</li> </ul>
<p><b>What evidence supports its inclusion?</b></p>	<ul style="list-style-type: none"> <li>The State of the District Report (Local Futures, 2006) highlights low scores for entrepreneurship (e.g. rates of new business VAT registrations). The Staffordshire Moorlands Retail Study (GVA Grimley, 2006) shows that extensive leakage of residents' shopping expenditure to surrounding areas and low approval ratings amongst users of Cheadle and Biddulph. The Staffordshire Moorlands Employment Land Study (Atkins, 2006) reveals a relative lack of small-scale business start-up units. Significant numbers of people travel outside the District for work. The skills of our population are higher than those in Stoke-on-Trent. Wage levels of jobs in the District are low compared to all other parts of Staffordshire. <b>Housing??</b></li> </ul>
<p><b>What links does it have with other themes?</b></p>	<ul style="list-style-type: none"> <li>Opportunities for young people and older people to access learning opportunities, jobs and business opportunities.</li> <li>Linkage needs to be made between the job opportunities created in our Towns and those people living in areas with the highest levels of deprivation.</li> </ul>
<p><b>What key policies does it align with or support?</b></p>	<ul style="list-style-type: none"> <li>West Midlands Economic Strategy</li> <li>North Staffordshire Economic Regeneration Strategy</li> <li>Peak Park Management Plan</li> <li>Staffordshire Local Area Agreement</li> </ul>
<p><b>What are the key challenges?</b></p>	<ul style="list-style-type: none"> <li>Ensuring that the private sector is fully engaged in plans and activities to regenerate Staffordshire Moorlands.</li> <li>Ensuring that partners outside the District understand and fully support regeneration activity in Staffordshire</li> </ul>

	<p>Moorlands.</p> <ul style="list-style-type: none"> <li>Achieving the right balance of employment and business opportunities, between our towns, rural areas and in the wider sub region</li> </ul>																								
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<p><b>How we will go about achieving our goals?</b></p>	<ul style="list-style-type: none"> <li>Three town partnerships – Biddulph, Cheadle, Leek</li> <li>Rural Partnership</li> <li>North Staffs Regeneration Partnership</li> <li>Rural Action Zone</li> <li>Staffordshire Destination Management Partnership</li> </ul>																								
<p><b>What the most significant action is that we will take or the ideas we will develop?</b></p>	<ul style="list-style-type: none"> <li>Support the availability of a highly skilled workforce, business space, and business support.</li> <li>Support the development of a successful North Staffs Economic Sub Region, including enhanced transport/connectivity.</li> <li>Realise the potential for tourism and visitor related businesses,</li> <li>Enhance the retail offer, services and environment of our Towns (including delivery of the Biddulph Market Town programme).</li> <li>Support our towns as employment hubs.</li> <li>Provide for the development of sufficient additional housing to meet local needs.</li> </ul>																								

# Our Plan

## Outcome 5.

<p><b>Outcome 5: Protect our environment and respond to the threat of climate change</b></p>	<p>Communities, businesses and public agencies in Staffordshire Moorlands will have significantly reduced carbon emissions. The built and natural environment will have been protected, public open spaces improved and bio diversity enhanced.</p>
<p><b>What this theme is about</b></p>	<ul style="list-style-type: none"> <li>• Sustainability – making sure we reduce our negative impact on the global and local environment, making sure future generations inherit an environment that is rich in biodiversity and other environmental assets.</li> </ul>
<p><b>Why it is important</b></p>	<ul style="list-style-type: none"> <li>• Climate change will have significant negative consequences and we need to take responsibility for our carbon emissions. Staffordshire Moorlands has valuable environmental assets that we need to protect from the effects of climate change.</li> </ul>
<p><b>How it fits with community priorities</b></p>	<ul style="list-style-type: none"> <li>• Local community consultation has not shown this issue to be amongst their highest priorities. It was, however one of the issues where people felt much more effort was required.</li> </ul>
<p><b>What evidence supports its inclusion?</b></p>	<ul style="list-style-type: none"> <li>• Climate change is recognised as having major implications for all of us. We also have very high carbon emissions in the district. We have 22 SSSIs.</li> </ul>
<p><b>What links does it have with other themes?</b></p>	<ul style="list-style-type: none"> <li>• Our natural environment is one of the District's key assets supporting tourism/ visitor related business.</li> <li>• Projects to reduce carbon emissions and improve the green environment can be used to support our ambitions for healthy communities and intergenerational contact.</li> </ul>
<p><b>What key policies does it align with or support?</b></p>	<ul style="list-style-type: none"> <li>• National Climate Change Strategy</li> <li>• Nottingham and Staffordshire Declarations on Climate Change</li> <li>• Staffordshire Local Area Agreement</li> <li>• National Waste Strategy</li> <li>• West Midlands Economic Strategy</li> </ul>
<p><b>What are the key challenges?</b></p>	<ul style="list-style-type: none"> <li>• Reducing carbon emissions</li> <li>• Encouraging individuals to take responsibility for their environmental impact</li> <li>• Engaging communities so that they work together to find solutions.</li> <li>• Encouraging businesses and other organisations to take action.</li> <li>• Improving public transport</li> <li>• Achieving the right balance between the necessary physical development required to ensure viable rural</li> </ul>

communities and considerations of landscape heritage and a high quality of the environment			
How we will know we've achieved our goals?	Key Indicators:	Baseline	Target 2020
	Total CO <sub>2</sub> tonnes per capita <b>(NI 186)</b>	1990	To reduce carbon emissions by 60% on 1990 levels by 2050 (commitment to review targets in Climate Change Bill)
	The percentage area of land designated as Sites of Special Scientific Interest within the local authority area in favourable condition	46%	100%
	The percentage area of land designated as local wildlife reserves under active management	696 ha	To be established
	People who report parks and public spaces have improved or stayed the same	63%	95% Top quartile performance
	Residual Household Waste per head of population. <b>(NI 191)</b>	<i>New indicator, 2008/9 will be the baseline year</i>	Top quartile performance
How we will go about achieving our goals?	<ul style="list-style-type: none"> <li>Staffordshire Moorlands Local Strategic Partnership – Environment/Sustainability Strategy Group</li> </ul>		
What the most significant action is that we will take or the ideas we will develop?	<ul style="list-style-type: none"> <li>Development of Strategies - the Climate Change Strategy and Action Plan, the Biodiversity Action Plan.</li> <li>The Moorlands Climate Change programme - Work with partners and communities to promote/support Carbon neutral communities (based on the Ilam pilot project), to encourage community environment audits and activity.</li> <li>CHARM – the Staffordshire Wildlife Trust project</li> <li>Improve the quality and appearance of public open spaces</li> <li>Improve public transport</li> </ul>		

# Our Plan

# Key Actions

## The key actions we expect to take:

Key Actions	Rationale
<ol style="list-style-type: none"> <li>Raise educational attainment and skill levels: <ul style="list-style-type: none"> <li>Ensure that our children continue to achieve high levels of good academic results, and we tackle those areas where children are failing to achieve their potential</li> <li>Ensure that more of our young people are gaining higher level skills and qualifications</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Good schools are one of the key things that attract families to live in an area. To maintain our competitive position we can't stand still and rest on our laurels, we have to keep improving.</li> <li>Ensuring our young people can compete for the best jobs and that our district and sub region can attract employers with high value employment opportunities.</li> </ul>
<ol style="list-style-type: none"> <li>Understand the impact of our ageing population, people's aspirations and opportunities</li> </ol>	<ul style="list-style-type: none"> <li>We know that the ageing of our population is significant but we can't confidently predict its impact, and we don't really know what choices older people will want to have.</li> </ul>
<ol style="list-style-type: none"> <li>Support and encourage older people who wish to work beyond 'retirement age' and improve access to employment opportunities for other groups of people who have been excluded from the labour market</li> </ol>	<ul style="list-style-type: none"> <li>As things stand our working age population will be reduced. A shortage of labour could impact on the success of local businesses. The potential for reduced income and spend in the district could also have a negative effect. Some older people may want to extend their working lives. Other groups of people, such as those with disabilities, experience difficulty in access employment opportunities.</li> </ul>
<ol style="list-style-type: none"> <li>Work with current businesses to ensure they have the skilled workforce they need</li> </ol>	<ul style="list-style-type: none"> <li>The skills of employees in the district are the lowest in Staffordshire. Local businesses will not be able to grow the value of their businesses unless they increase skill levels. Education providers need to tailor their provision to the needs of current and emerging businesses.</li> </ul>
<ol style="list-style-type: none"> <li>Support the people who get involved in voluntary activities that seek to benefit local communities</li> </ol>	<ul style="list-style-type: none"> <li>The quality of our communities is one of our greatest assets. Active voluntary and community groups provide the opportunities for people to socialise, be supported, develop their skills, and be valued.</li> <li>To provide the high quality of service our local communities need we have to be able to engage with local communities.</li> </ul>
<ol style="list-style-type: none"> <li>Protect our natural environment, support biodiversity, and take responsibility locally for tackling climate change</li> </ol>	<ul style="list-style-type: none"> <li>The quality of our environment is one of our greatest assets. It provides recreational opportunities for local people – supporting our health and well being. It attracts visitors who support our local economy and provides the opportunity for further growth in our visitor economy.</li> <li>Climate change represents a major threat locally – it will impact on our natural environment. It is also something we are contributing to through our reliance on fossil fuels. The local community should share the responsibility for mitigating and reversing its effects.</li> </ul>
<ol style="list-style-type: none"> <li>Tackle poverty &amp; deprivation</li> </ol>	<ul style="list-style-type: none"> <li>Social deprivation is not only bad for those individuals, families and communities that experience it. It imposes social and economic costs on the wider community. It represents a lost potential in terms of people who would otherwise be able to make a greater social and economic contribution.</li> </ul>
<ol style="list-style-type: none"> <li>Improve health and reduce health inequalities</li> </ol>	<ul style="list-style-type: none"> <li>Whilst life expectancy is increasing the rise in obesity threatens to limit the extent of people's</li> </ul>

	<p>healthy and active lives. Smoking continues to be a major cause of ill health. Poor health is not only bad for those people who experience it, it also imposes costs in terms of public services and a lost potential for people to lead productive lives.</p>
<p>9. Encourage business growth and start ups:</p> <ul style="list-style-type: none"> <li>• Ensure the availability of good quality workshops, offices etc</li> <li>• Develop the attractiveness of the town centres</li> <li>• Encourage a growth in the value of visitor related businesses</li> <li>• Provide advice and support for businesses</li> </ul>	<ul style="list-style-type: none"> <li>• The value of local businesses and wages is comparatively low. There are opportunities to generate greater value from visitor related businesses. There is an opportunity to improve businesses and employment in our town centres. There is an opportunity to promote Staffordshire Moorlands as an attractive place to knowledge based and other businesses seeking a non-urban operating platform – the comparatively high level of skills of our residents would support this approach.</li> </ul>
<p>10. Reduce reliance on the car, improve public transport and transport links</p>	<ul style="list-style-type: none"> <li>• Improving public transport is a high priority for local communities; the growth of car travel is a contributing factor to climate change. There is a significant reliance on car travel to work in adjoining districts.</li> </ul>
<p>11. Take a leading role in the regeneration of the North Staffordshire sub region and take advantage of opportunities to co-operate with partners in other neighbouring areas</p>	<ul style="list-style-type: none"> <li>• The people of Staffordshire Moorlands benefit from the economic and other opportunities provided by the whole of our sub region. We need to ensure the role of the district in the sub region is understood and its need and further potential recognised. We do have important economic and other relationships with other neighbouring areas and we should not lose sight of the opportunities these relationships afford.</li> </ul>
<p>12. Meet the needs of local people for affordable housing</p>	<ul style="list-style-type: none"> <li>• The evidence is that access to affordable housing is an increasing problem. The growth and ageing of our population will create new demands for housing. It is important that the district retains a balanced community in terms of age groups and 'social class'</li> </ul>
<p>13. Ensure a low level of crime and reduced fear of crime</p>	<ul style="list-style-type: none"> <li>• Concerns about community safety continue to be a high priority for communities. A low level of crime and fear of crime is one of the key factors contributing to people feeling positive about the places they live and visit. As the quality of our communities and our district as a visitor destination is regarded as a key asset we have to continue to address this issue. The need to tackle domestic violence and sexual violence is receiving increased emphasis in public policy.</li> </ul>

# COMMUNITY

## Statement of Community Involvement

The word 'community' can mean people living in a neighbourhood or groups of people with a common interest or experience. Effective community involvement is essential in improving the quality of life in Staffordshire Moorlands. In developing this second Community Strategy, we have already listened to the views of local people. However whilst we have involved local people in the development of this strategy, notably through the 'Big Debate', involving the community is not a one-off activity and partners in the LSP have developed structures over the last few years to get more local people involved. This ranges from representation on strategic partnerships through to community forums and projects.

We will involve local communities in identifying needs and priorities, finding solutions and taking action. This means providing support, such as facilities, staff and funding, to get local people involved. We will develop a strategy and action plan to take community involvement forward and to make sure it forms an essential part of all our plans and activities.

### COMMUNITY ENGAGEMENT FRAMEWORK

**Aim:** The LSP Framework for Community Engagement seeks to 'embed' community involvement in all aspects of LSP work. The intention is that all our plans and activities are based on robust and ongoing engagement with residents and the voluntary and community sectors. One of the intended results is that when agencies seek to align their strategies and plans with those of the LSP they can be confident that they reflect the views of local communities.

#### Key elements of the framework

1. **LSP Membership:** Membership provides the formal mechanism for involvement of those organisations that wish to shape and support the achievement of the LSPs aims as expressed in the Community Strategy. Membership is open to all organisations. The LSP aims to develop as wide a membership as possible including all voluntary and community organisations within the District.. All Members are invited to attend: the AGM (to approve strategic direction), the Strategic Task Group consultation events (to shape the strategy and action plans) and to join the Task Groups themselves.
2. **LSP Communication Strategy:** It is critical that communities have access to information about consultation opportunities, plans and performance reports, and that individuals know who to contact at any time if they have comments or suggestions to make. The Communication Strategy is based on the principle that such information should be openly and easily available to all communities and aims to put in place appropriate mechanisms to deliver the desired results. (A revised strategy is in development)

3. **LSP Partnership ‘family’:** The LSP Board, Strategic Task Groups, Town Partnerships, Rural Partnership and Neighbourhood Partnerships. All parts of the LSP are expected to conform to its principles and values - that includes informing and involving the community and voluntary sectors (as set out in the Communication Strategy and Community Involvement Strategy). All are signed up to common standards of behaviour and operation – providing accessible information, robust community involvement structures and methods.
4. **Formal structures for community involvement:** The LSP is developing formal structures for involving communities and the voluntary sector, these link closely to the structures of the LSP itself (as illustrated overleaf).
5. **Other mechanisms:** The LSP, its constituent partnerships and members are expected to use a variety of other means, available to them, to inform, consult and involve communities. This includes work with other existing voluntary and community sector organisations and structures, such as older people’s forums, youth forums etc. These will be identified as part of the Community Involvement Strategy.

## **Diversity**

The Moorlands Together Local Strategic Partnership recognises that our local community is diverse and that different groups of people will have different needs and priorities. Traditionally some groups of people have found it more difficult than others to have their voices heard, and their needs and priorities recognised. The LSP is committed to ensuring that all groups in our community have the opportunity to be consulted about and involved in the development and delivery of this Sustainable Community Strategy.



# Delivery

# The role of the Voluntary Sector

The voluntary and community sector plays a vital role by promoting the health and well being of our local communities. Voluntary agencies increasingly provide services to people in need, community organisations act as the glue that binds people together in a common cause. The work of hundreds of organisations and thousands of volunteers enriches the lives of us all. The sector is characterised by its diversity – there are voluntary groups concerned with every aspect of life and every part of our community:

Who the sector works with	What the sector is interested in	What the sector provides
Children and young people Older people Families Communities Victims of crime and offenders People with disabilities People with health problems Socially excluded people	Health Social Care Disability Economic Development Environment Education Sports, Arts, Culture, heritage Housing	Advice Self help & self advocacy Funding Campaigning/ social policy/ research Advocacy Befriending Practical support and material support

The sector is a significant resource for the communities of Staffordshire Moorlands, a resource that the Moorlands Together Local Strategic Partnership believes has further potential to contribute to the achievement of our vision for 2020. In particular we value it: as a source of expertise, as a resource of people and money, for its ability to engage with people, for its economic value, for its ability to provide opportunities for members of our community to develop their skills and contribute to community life.

The role of the voluntary sector was identified in the first Staffordshire Moorlands Community Strategy published in August 2003. In 2004 the Local Strategic Partnership oversaw the signing by our members of the Compact; this document provides a framework, which will help to underpin and guide the relationship between the voluntary and community sector and statutory agencies. It recognises ‘that we have complementary roles in the development and delivery of public services, and that we all have an interest in developing a vibrant and involved sector. It is the communities of Staffordshire Moorlands that will be the ultimate beneficiaries of our strengthened relationship.’ One of the ambitions of this strategy is to ensure that we enhance the role of the sector by developing improved partnership working.

## Delivering the Sustainable Community Strategy 2007 - 2020

**Children and Young People** – A number of voluntary organisations already provide specialist support to children, young people and their families. Sports, arts and other groups provide key opportunities for children and young people to enjoy life, raise ambition, achieve potential and stay healthy. There is significant further potential for the development of local community groups and volunteering to provide opportunities for children and young

people in every village and neighbourhood across Staffordshire Moorlands. The sector also has a key role to play in the development of increased positive intergenerational contact.

**Community Life** – Community organisations are already the life blood of our communities acting as the means through which people can come together in a common cause. A key element of this Sustainable Community Strategy is the engagement and empowering of local communities to shape local services and meet their own needs; community groups will have a central role to play and LSP Members will continue to invest in ‘community capacity building’. Community and voluntary groups will also have a key role in ensuring that socially excluded groups of people are also engaged.

**Older people and adults at risk of exclusion** – Voluntary and community groups already provide services that assist people to maintain their independence, provide choice and social contact. Voluntary groups also act as advocates on behalf of vulnerable groups of people. It will be critical to the achievement of this strategy that the voluntary and community sector continues to develop its capacity to work with statutory sector partners in the planning and delivery of essential services and opportunities.

**Economic Regeneration** – Voluntary groups and local volunteers play a key part in maintaining key assets such as our historic buildings and running community events in our rural villages, and in ensuring the quality of our built environment. This strategy identifies these things as some of the key assets which will form the basis of the Staffordshire Moorlands ‘offer’ as an attractive and interesting place to visit, base a business, make a home. Voluntary groups also provide important opportunities for formal and informal learning, assisting young people and adults to develop their confidence and skills. Community enterprise offers a creative way of bringing together community assets, skills and needs in a way that adds to the local economy – this approach could assist in the achievement of this strategy.

**Environment and climate change** – The voluntary and community sector already plays a vital role in maintaining and enhancing local biodiversity. Hundreds of volunteers are involved, land is protected and enhanced, funding secured, educational opportunities provided. Small groups of local volunteers are involved in projects in their villages and neighbourhoods, voluntary groups undertake large scale projects. Community groups also have a critical role to play in developing local measures to reduce carbon emissions, the pioneering work of the Ilam community sets an example for others to follow and will be encouraged by LSP members.

In order to ensure that the voluntary and community sector is able to achieve its potential contribution to the achievement of the Strategy the Moorlands Together Local Strategic Partnership will:

- Ensure that the voluntary and community sector is engaged at all levels of the LSP structure (Board, Executive, Strategy Groups, Delivery Groups, Area Partnerships)
- Ensure the sector is kept well informed and is consulted at every stage of planning and delivery of this Strategy
- Ensure that the voluntary and community sector benefits from the support of independent infrastructure groups such as Staffordshire Moorlands Community and Voluntary Services
- Adhere to the principles of the Staffordshire Moorlands Voluntary sector Compact – and support the ongoing work of the Joint Compact Implementation Group

## Delivery

## Local Development Framework

An effective planning system is essential to delivering this Sustainable Community Strategy – providing sufficient space in appropriate locations for affordable housing for families, young people and our increasingly aged population, providing space for new and growing businesses across the District, ensuring new development is linked to public transport and supporting the opportunity for exercise, enhancing the environments in our town centres, protecting our natural and built environment, ensuring development is sustainable – minimising green house gas emissions and mitigating the impact of climate change.

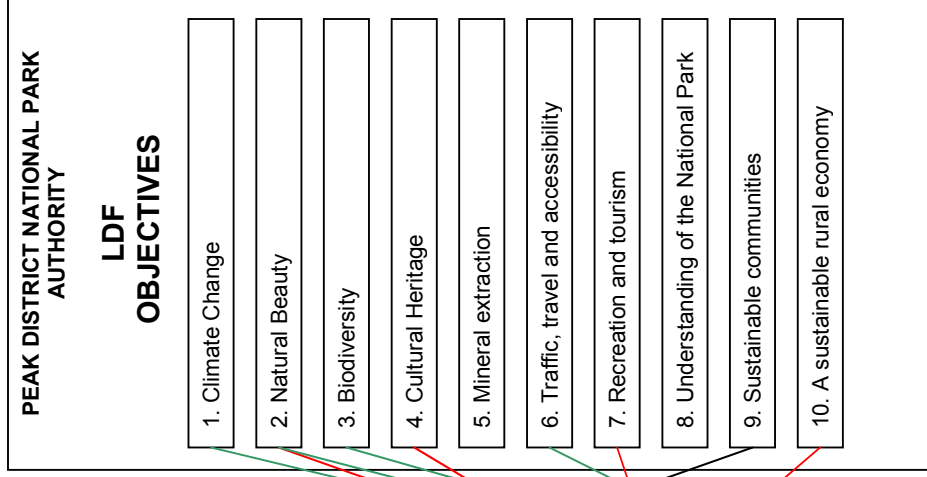
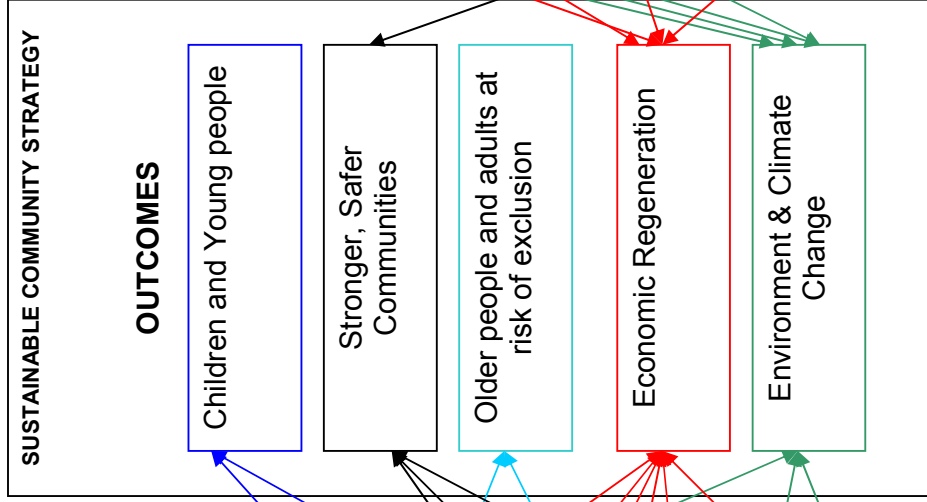
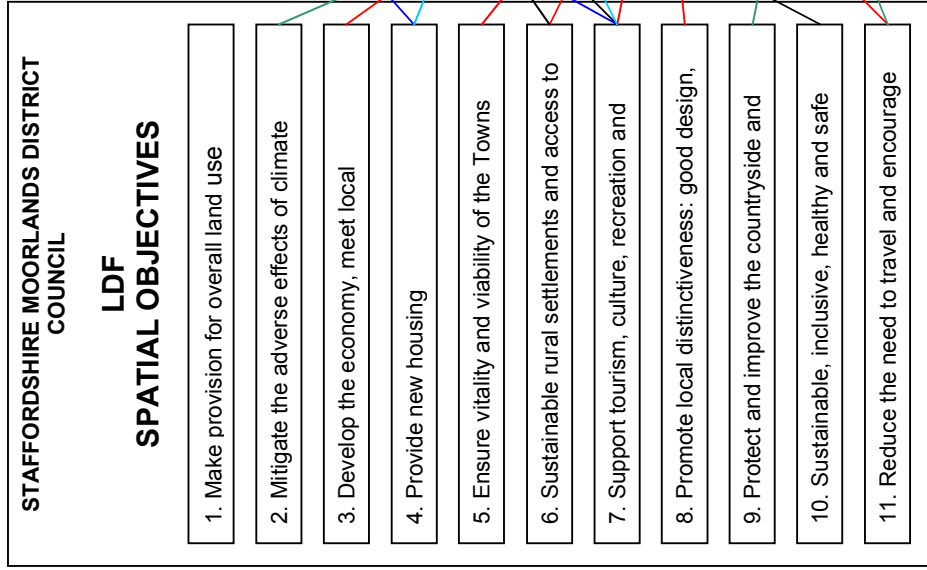
The planning system has to be aligned with the Sustainable Community Strategy. Local Authorities have a duty to develop a plan for their areas – in our case this duty is upon Staffordshire Moorlands District Council and the Peak Park Authority. The plan, called a Local Development Framework, has a key role in providing a ‘spatial dimension’ for our Sustainable Community Strategy. The Local Development Framework consists of a number of key documents including a core strategy – this strategy sets out key objectives linked to the Sustainable Community Strategy and the key policies which will be pursued by the Local Authority.

In order to ensure that the Local Development Frameworks for our District are completely aligned with our Sustainable Community Strategy both the Staffordshire Moorlands District Council and the Peak Park Authority have undertaken extensive local consultation. In the case of Staffordshire Moorlands District Council public consultation on the LDF and Sustainable Community Strategy has been undertaken as a single exercise – such that both draw on the same information about community priorities and the same set of local data. The Peak Park Authority has worked with the Moorlands Together Local Strategic Partnership to consult local people and local organisations. Both the Peak Park Authority and Staffordshire Moorlands District Council have developed Local Development Frameworks in tandem with the development of this strategy by the Moorlands Together Local Strategic Partnership.

A key element of the LDF has been a statement of Community Involvement. This sets out how local communities will be consulted and involved in the LSDF development process. This statement was written after consultation with The Local Strategic Partnership and was linked to the involvement structures supported by the LSP. The Staffordshire Moorlands Local Development Framework and the Peak Park Local Development Framework set out the detail of their linkage to this Sustainable Community Strategy.

Core Strategy will include:

- A Spatial Vision –detailing what the Staffordshire Moorlands will be like in 2026.
- Strategic Objectives –stating how the spatial vision will be achieved.
- Development Strategy – setting out how different parts of the District should develop.



## Delivery

## The role of Arts & Sports

The importance of sport and arts as a means to achieve wider social, health, economic and environmental outcomes has been increasingly recognised by Government and others over recent years. Much of the increased investment in sport from Lottery and other sources have been advocated on the argument of 'sport for good' as opposed to 'sport for sport's sake'.

The Moorlands Together Local Strategic Partnership believes that sports and arts activity provide a key tool which can help us achieve our vision for 2020. Sport and physical activity and the arts have been proven to raise standards, improve attendance and behaviour, enabled the building of social skills and increased attainment levels. They contribute to the built and natural environment through planning processes, and to regeneration, and increase community capacity through volunteering programmes, training and participation. They can provide diversionary activities aimed at those at risk and involved in crime by providing inclusive programmes that provide role models, leadership, training and socialisation

### Delivering the Sustainable Community Strategy 2007 - 2020

**Children and Young People** – Improving and maintaining good physical and mental health, raising attainment, encouraging volunteering, building social skills including team work.

**Community Life** – Diverting children and young people from Anti Social Behaviour, encouraging volunteering and community organisation, supporting community engagement including contact with 'hard to reach groups', building social cohesion including positive intergenerational contact.

**Older people and other adults at risk of exclusion** – Encouraging social contact, promoting physical and mental health, developing new skills,

**Economic Regeneration** – Contributing to the built and natural environment through planning processes, providing attractions for visitors, raising aspirations and levels of attainment.

### Joining up Partnerships and Plans

The potential for Sports and Physical Activity to positively contribute to the achievement of our Vision is being organised through a multi agency partnerships. In Staffordshire Moorlands this falls under the remit of the Community Activity Network (CAN) and is chaired by Staffordshire Moorlands District Council. The LSP will ensure that this partnership, those with arts organisations (and their associated strategies such as the Sports and Physical Activity Strategy) will be aligned with the key outcomes of the Sustainable Community Strategy and its Delivery Plans.

It is recognised that the voluntary sector is a particularly important provider of sports and arts opportunities, resources and capacity.

# Delivery

## Staffordshire Local Area Agreement

The Local Government and Public Involvement in Health Act 2007, places a requirement on Staffordshire County Council to prepare a Local Area Agreement (LAA) and to ensure all partner authorities in Staffordshire are involved in the process. The LAA sets out a three year 'deal' between central government and local authorities and their partners to improve services and the quality of life in a place – in our case the whole of Staffordshire. In the LAA:

- Local partners working through the Staffordshire Strategic Partnership set out priorities and targets for three years - up to targets 35 chosen from a nationally set list of 198, an additional 16 mandatory DCFS improvement targets, together with any other local targets that we think are right for our County.
- The targets and the rationale for them are negotiated and agreed with the Government.
- The Government agrees to use these as the key indicators of how well local authorities and their partners in the area are performing – they don't any longer prescribe hundreds of other targets. By reducing the burden of regulation Government intends to free local partners to focus on the issues that matter to local people.
- Government provides funding in the form of Area Based Grant, which partners can use to focus on the achievement of our priorities and targets.

The Sustainable Community Strategy provides the story of the local area and articulates the longer term ambition, evidence and rationale beyond the focus of a three-year LAA. The LAA is an important delivery mechanism for the Sustainable Community Strategy. Staffordshire is complicated by the fact that we have eight districts each with their own community strategy as well as an overall Staffordshire Sustainable Community Strategy. However agencies in Staffordshire have worked together to develop the Staffordshire Sustainable Community Strategy 2008 – 2023, this strategy has used the District strategies as a key building block. The Staffordshire Strategy aligns well with this Staffordshire Moorlands Strategy and thus the LAA could have an important part to play in delivering the Staffordshire Moorlands Strategy.

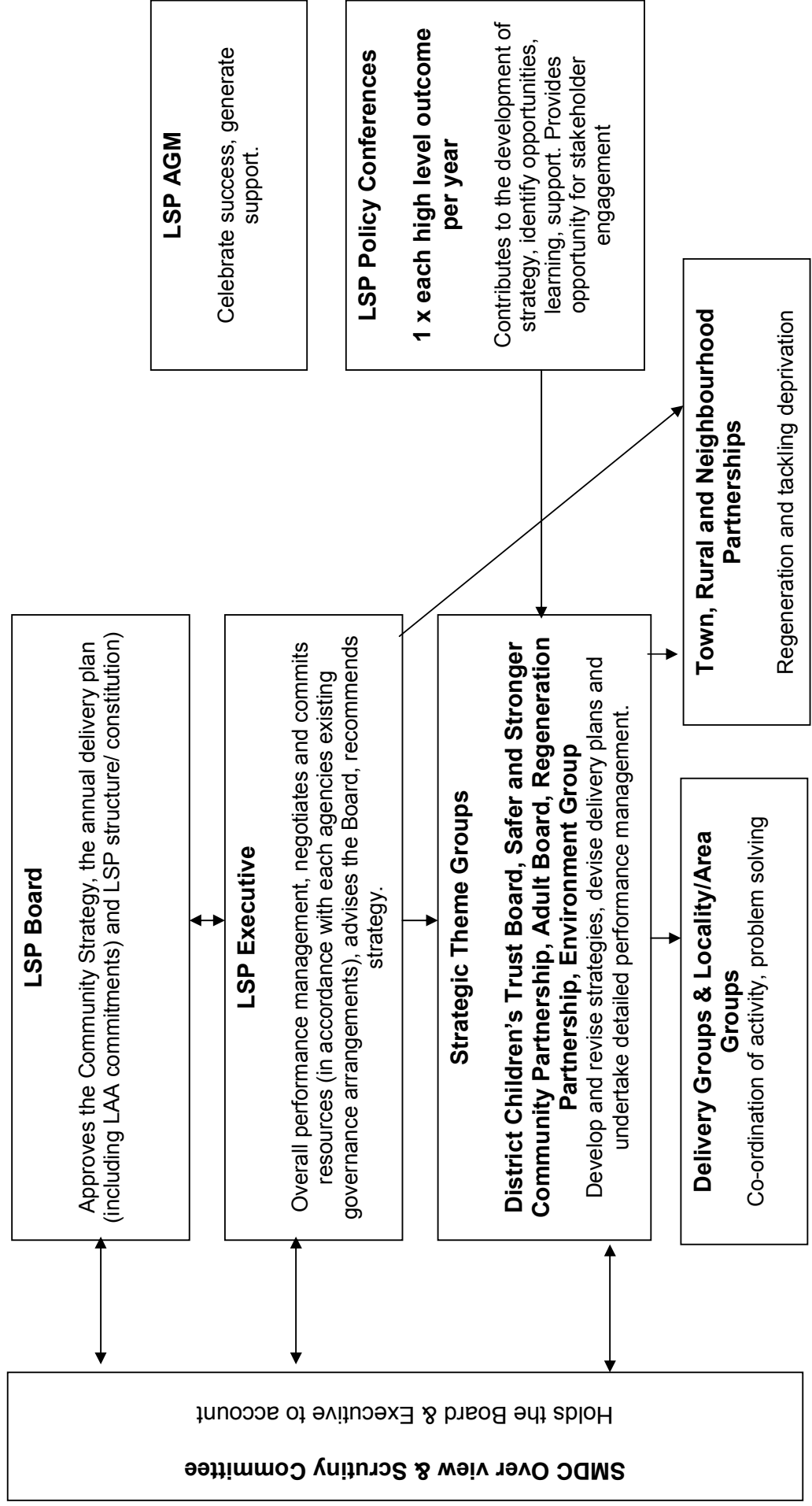
### Delivering the Sustainable Community Strategy 2007 - 2020

The Staffordshire Moorlands Sustainable Community Strategy remains the key plan for the future of Staffordshire Moorlands

- The delivery plans for the Staffordshire Moorlands Sustainable Community Strategy will include all relevant elements of the Staffordshire LAA – there will be only one set of strategic delivery plan for partners in Staffordshire Moorlands.
- In performance managing the community strategy the Moorlands Together LSP will be delivering on its LAA commitments.
- By working together through the Staffordshire LAA we expect to find more effective and efficient ways of achieving some of the priorities of Staffordshire Moorlands community.

# Organisation

# Local Strategic Partnership



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