

**South
Staffordshire
Council**

STRATEGIC SERVICES

SERVICE PLAN

2009/2010

Strategic Services Portfolio Service Plan 2009/2010

Executive Summary 2009/2010

1.0 Introduction

Portfolio Details

South Staffordshire is located in a strategically important position on the edge of the built up area of the West Midlands Conurbation. The District also retains a unique and distinctive rural character that has become established through the heritage of its natural and built environment. There are four service areas within the Strategic Services Portfolio that play a vital role in supporting the Urban & Rural Regeneration of the West Midlands Region and strive to achieve the Corporate aims and objectives of South Staffordshire Council: -

Housing Strategy & Regeneration Services

- Economic Development & Tourism: Contributes in particular to the Corporate aim of being 'a prosperous District with thriving communities' by helping to create the conditions for a vibrant and sustainable economy and promoting tourism activities that are appropriate for South Staffordshire.
- Housing Strategy: Contributes in particular to the Corporate aim of being 'a prosperous District with thriving communities' by providing an efficient housing service in partnership with other agencies and dealing effectively with the housing requirements of South Staffordshire residents.

Development Plans & Conservation Services

- Development Plans: Contributes in particular to the Corporate aim of 'celebrating and improving South Staffordshire's distinctive environment' by delivering a Spatial Planning Strategy, through the Local Development Framework (LDF) that helps to shape a sustainable future for South Staffordshire.
- Conservation & Design: Contributes in particular to the Corporate aim of 'celebrating and improving South Staffordshire's distinctive environment' by providing a professional advice service that aims to enhance the quality of the natural and built environments.

Portfolio Holder

Councillor D.J Billson
Deputy Leader & Portfolio Holder
(Strategic Services)

Director

Andrew Johnson
Director
(Planning & Strategic Services)

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1.1 Description of Services

The following functions are provided by the Service Areas within the Strategic Services Portfolio:

Housing Strategy & Regeneration Services

Economic Development & Tourism

- Support inward investment
- Work with partners to develop sustainable economic development including active participation in the Southern Staffordshire Partnership
- Seek external funding
- To compile economic and tourism data sets for South Staffordshire to further inform policy and strategy development
- Respond to and participate in regional and sub-regional economic strategies
- Publicise business information in electronic and paper form, including the 'Think Local' website
- Develop projects to assist job creation in partnership with other agencies
- Work with partners to deliver the Sustainable Community Strategy for South Staffordshire
- Support Urban Renaissance in the Major Urban Areas (MUAs) of the West Midlands by participating in the delivery mechanisms of the Regeneration Zones Board and the Wolverhampton Telford High Technology Corridor (WTTC)
- Support Rural Renaissance in South Staffordshire and the Region by participating in the Staffordshire Rural Forum and the Rural Access to Services Partnership (RASP)
- Business engagement
- Addressing worklessness
- Promotion of South Staffordshire's Tourism offer
- Support Destination Staffordshire (DMP). A Staffordshire wide public/private partnership
- Support South Staffordshire's Tourism Association
- Work with neighbouring authorities to maximise opportunities for South Staffordshire's Tourism Industry

Housing Strategy

- Work with partners to deliver the Sustainable Community Strategy for South Staffordshire
- To maintain and enhance our evidence base on the housing market data set for South Staffordshire to further inform policy and strategy development
- Prepare the Council's Housing Strategy and implement the Action Plan
- Monitor the performance of the Registered Social Landlords (RSLs)
- Work with partners to develop sustainable affordable housing to meet local needs
- Co-ordinate the identification of housing need
- Oversee the application, monitoring and processing of bids and claims for the Council's Extra Care Housing Capital Programme

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- Work with colleagues in the Development Plans Service to ensure that policies to meet identified housing needs are incorporated into the Council's Local Development Documents
- Advise the Development Control Manager on the requirement for affordable housing consistent with Planning policies and the Housing Strategy
- Assist in delivering the Council's Homelessness Strategy Action Plan, improve the Council's Housing advice and homelessness service in partnership with colleagues in the Community Services Portfolio
- Help to bring empty properties back into use and provide advice to private landlords through seminars, meetings and mail shots
- Participate in the development of regional and sub-regional housing policies and strategies in the West Midlands
- To ensure that the Council is fully engaged and contributes to the County Council's Supporting People and Independent Living agendas.

Development Plans & Conservation Services

Development Plans

- Prepare, monitor and manage the preparation of the local development framework (LDF) for South Staffordshire
- Work with partners to deliver the Community Strategy for South Staffordshire
- Take an active role in the development and review of the Regional Spatial Strategy (RSS) for the West Midlands Region and any consequential Sub-Regional Strategies
- Respond to consultations on development proposals from other local planning authorities
- Monitor and compile statistical data
- Advise members on highways and transport consultations including the preparation of the Council's response to the Staffordshire Local Transport Plan (LTP)
- Champion transport and rural issues across the District

Conservation & Design

- Advise the Development Control Service on planning applications, applications for listed building consent and applications for conservation area consent
- Provide pre-application advice in respect of development proposals that raise conservation and design issues
- Provide specialist advice to owners and their agents about appropriate materials and techniques to use in repairing and maintaining historic buildings
- Establish and record the broad spectrum of the historic environment including 'buildings at risk'
- Prepare a 'local list' of buildings of architectural and historic importance in South Staffordshire
- Commission Conservation Area Appraisals and Conservation Area Management Plans
- Champion design issues across the District
- Work with partners to deliver the Sustainable Community Strategy for South Staffordshire.

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Description of other Services provided within the Portfolio

NB: To be included within the Regulatory Service Plan.

Development Control Service

The Development Control Service is responsible for the management of development throughout the District including the determination of planning applications and in accordance with the Scheme of Delegation making recommendations to the Regulatory Committee.

NB: To be included within the Support Services Portfolio Service Plan.

Graphic Design Service

The Graphic Design Service is responsible for providing a comprehensive, cost effective and efficient Corporate graphic design service for the Council.

1.2 The Portfolio has the following aims and objectives

Housing Strategy & Regeneration Services

Economic Development & Tourism

- To increase the number of job opportunities available to residents of South Staffordshire in partnership with other local authorities, the local business community and other agencies
- To promote better access to business information through web based developments and publication of literature
- To create, through support for economic activities, 500 jobs in South Staffordshire by 2011
- To contribute towards reducing and tackling worklessness in South Staffordshire
- To contribute towards the delivery of the Sustainable Community Strategy for South Staffordshire by supporting economic activities and initiatives in partnership with other local bodies
- Through business engagement, signpost businesses to support and highlight information and opportunities.
- Using promotional campaigns raise the awareness of South Staffordshire's tourism offer.
- To maintain and enhance our evidence base on the economic and tourism data sets for South Staffordshire to further inform policy and strategy development.

Housing Strategy

- To deliver 600 affordable homes in South Staffordshire by 2011
- To assist in delivering the Council's Homelessness Strategy Action Plan
- To continue to improve the condition of homes throughout South Staffordshire

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- To work with partners to provide housing and support for people with specific needs including the frail elderly, people suffering from mental illness and people escaping domestic violence
- To deliver a Housing Strategy that will contribute towards the delivery of the Sustainable Community Strategy for South Staffordshire.
- To contribute towards the housing policies being developed through the Council's LDF process including policies to increase the supply of affordable housing across South Staffordshire
- To contribute towards the delivery of affordable housing through the development control process and particularly the drafting of Section 106 Agreements
- To deliver national and regional housing policy in South Staffordshire
- To maintain and enhance our evidence base on the housing markets in South Staffordshire to further inform policy and strategy development.

Development Plans & Conservation Services

Development Plans

- To deliver policies in the Local Development Framework that help shape a better environment for South Staffordshire.
- To contribute towards the delivery of sustainable development in the District by providing a framework for decision making on individual planning applications
- To deliver a spatial planning strategy that will contribute towards the delivery of the Sustainable Community Strategy for South Staffordshire
- To protect the Green Belt by resisting all inappropriate development throughout the Plan period and focusing new development on brownfield sites in sustainable locations.
- To help deliver the Council's Housing Strategy including the provision of affordable housing through the planning process.

Conservation & Design

- To provide a professional and highly respected conservation, and design service to the Council, owners of buildings and residents of the District
- To promote high quality design in new development throughout the Council. In particular to develop appropriate design and conservation policies through the Local Development Framework and to promote good design in individual planning decisions
- To contribute towards the delivery of the Sustainable Community Strategy for South Staffordshire by reducing the number of buildings on the local buildings at risk register.

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1.3 Review of 2008/2009

Housing Strategy & Regeneration Services

Economic Development & Tourism

- Continued to contribute to the funding of the Southern Staffordshire Partnership
- Continued the self help on-line Business Grants system
- Continued to offer limited rent free incentives to new tenants of the Council's own industrial units
- Provided information for the Business Section of the Council's web site
- Continued to provide a commercial property list setting out details of available industrial and commercial premises and land in the District
- Contributed, in partnership with other local authorities within southern Staffordshire, to the development of the 'Think Local' Business Plan
- Continued to contribute towards the development of Block 4 of the LAA – Economic Development & Enterprise, including housing
- Continued to contribute to the Economic Vibrancy Group of the Local Strategic Partnership (LSP)
- Appointed a 'Worklessness Champion' and working to develop an approach to local issues
- Created a new package for groups – 'Footsteps of a King'
- Prepared a familiarisation visit to showcase this new package
- In partnership with South Staffordshire's Local Strategic Partnership carried out a business engagement project to understand needs and aspirations of local businesses
- In partnership with Cannock Chase District Council and Tamworth Borough Council, hosted a Familiarisation Visit, showcasing Southern Staffordshire
- Promoted South Staffordshire's attractions and events via the 'Great Days Out' leaflet
- Hosted a 'Fire Regulations' event to highlight the new regulations to accommodation providers
- Support Staffordshire's Destination Management Partnership (Destination Staffordshire) and lead officer for the Events and Festivals sub group
- Supported the Economic Vibrancy theme group of South Staffordshire's Local Strategic Partnership (LSP)
- Commissioned an Economic Impact Assessment (EIA) on South Staffordshire Tourism industry
- Following the review of the business engagement project, introduce a pub forum in partnership with the Council's Legal and Licensing team.
- Draft Tourism Strategy out for public consultation
- Created a 'Groups' page on the councils website, highlighting opportunities for groups visits to South Staffordshire
- Produced 2 tourism focused newsletters
- Contributed towards the Review of Commercial Services

Housing Strategy

- Enabled the delivery of around 100 new affordable homes in 2008/09, a significant increase on recent years (exact number at year end not yet known)
- Continued to work with Housing Associations to deliver the Council's social housing capital programme

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- Continued to play an active role in the regional and sub-regional housing agendas
- Continued to contribute towards the Supporting People Agenda
- Integrated the health agenda into the strategic housing role
- Completion of returns to CLG & GOWM on time
- Actively pursuing in conjunction with South Staffordshire Housing Association and Staffordshire County Council, the development of 2 Extra Care Sheltered Schemes in the District.
- Contributed to development of Block 4 of the LAA – Economic Development & Enterprise, including housing.
- Housing Strategy & Regeneration Manager is the Chairman of the LSP Housing Group.
- Developed in partnership with the LSP Housing Group a delivery plan to initiate actions with partners on a range of locally identified priorities
- Playing an active role in the 'Locality' Agenda and contributed data for the Locality Profiles
- Completed a sub-regional strategic housing market assessment with neighbouring authorities to help inform future housing requirements
- Continued to enhance our evidence base on the housing market in South Staffordshire to further inform policy and strategy development
- Completed, together with neighbouring authorities in southern Staffordshire and northern Warwickshire, a Gypsy and Traveller Accommodation Assessment (GTAA) in accordance with statutory requirements (A5 Corridor Study)
- Contributed to the LDF process in respect of housing issues and options
- Implemented the Council's Interim Affordable Housing Policy on qualifying sites to deliver affordable housing through the planning system
- Progress in partnership with South Staffordshire Housing Association, the development of 'Rural Exception Sites' in 2 villages
- Creation of Private Sector Housing Development Officer secondment role
- Developing a Rent Deposit Guarantee Scheme
- Hosting a successful Private Landlords Forum in October 2009
- A probable 28 empty properties brought back into use or demolished as a result of action by the Team against a target of 5 (final figure to be confirmed at year end)
- Improved the Service's customer focus by enhancing and improving accessibility to our website content and refocusing the Service's customer service standards

Development Plans & Conservation Services

Development Plans

- Prepared and published the Annual Monitoring Report (AMR) for the Local Development Framework (LDF)
- Published a Development Policies Document for Consultation in August 2008 as part of the Core Strategy
- Published the Core Strategy Preferred Spatial Strategy Document for Consultation in February 2009 and carried out a programme of consultation with local communities and stakeholders

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- Supported the strategic aims and objectives of the Council by inputting into the Regional Spatial Strategy (RSS) Phase Two Revision process
- Continued to contribute to the development of the Sustainable Community Strategy
- Involvement in the Locality Agenda and the development of Locality Profiles
- Development Plans and Conservation Manager is a member of the LSP Housing Group and the Officer Steering Group
- Contributed to southern Staffordshire and northern Warwickshire Gypsy and Traveller Accommodation Assessment (GTAA)
- Continued to contribute towards the delivery of the Council's Housing Strategy including partnership working South Staffordshire Housing Association on the development of 'Rural Exceptions Sites'
- Continued regular liaison meetings with the Development Control Manager
- Worked with the Development Control Manager on the preparation of a Supplementary Planning Document for consultation covering Green Belt and Open Countryside Policy guidance
- Contributed to the preparation of the Open Space Strategy and consultation on the draft document
- Implemented the Limehouse on-line consultation system to support the Local Development Framework
- Commissioned an Employment Land Study to support the Core Strategy and Site Allocations Development Plan Document
- Commissioned an Appropriate Assessment to support the Core Strategy Preferred Spatial Strategy document
- Continued to work with consultants on the development of the Sustainability Appraisal of the Core Strategy
- Continued to develop the evidence base for the Local Development Framework including the preparation of an Assessment of Physical and Environmental Constraints, Accessibility Mapping Report and a Settlement Study
- Involved in cross boundary partnership working e.g. Hatherton Branch Canal, Cannock Chase SAC and Staffordshire Renewable Energy Study
- Participated in joint working with Stafford Borough Council on evidence gathering for Land South of Stafford and contributed as an observer to the Stafford Borough Strategic Housing Land Availability Assessment
- Commissioned a transport review that considers the benefits of alternative options to the concessionary fares support for local transport in South Staffordshire
- Continued to provide BVPI information (and more recently replaced by National Indicators – NIs) to required deadlines
- Submitted monitoring statistics to the West Midlands Regional Assembly and the County Council

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Conservation & Design

- Provided observations on 262 applications for listed building consent or planning applications with a heritage or design content (an increase of 27% on 2007)
- Gave advice on 222 enquiries for pre-application advice, compliance with conditions, advice on repairs or maintenance, or the ongoing implementation of individual building projects/environmental improvements/highways schemes, together with responses to an unquantified number of telephone and/or other enquiries for informal advice (an increase of 18% on 2006)
- Commissioned consultants to produce 6 Conservation Area Appraisals and Management Plans
- Made key input to Southern Staffordshire Partnership and in particular bi-annual Regeneration Awards scheme
- Worked to develop roles of Heritage/Design Champions
- Continued to implement the programme for the 3 year 'Design Matters Initiative' and has included Member and Officer training and the publication of a Draft Village Design Guide' for South Staffordshire that will become a Supplementary Planning Document (SPD) and will guide developers in the design of new development in the villages of South Staffordshire
- Re-launched the Staffordshire Design Awards in October 2008. The awards will now be held bi-annually

1.4 Plans for 2009/2010 & 2010/2011 & 2011/2012

Development Plans and Conservation Services

Development Plans

- Prepare and publish the Annual Monitoring Report (AMR) for the Local Development Framework
- Revise the Local Development Scheme (LDS) – review of documents to be prepared (including Supplementary Planning Documents)
- Prepare and publish the Core Strategy DPD for Submission to the Secretary of State
- Progress the Site Allocations DPD
- Initiate a further 'call for sites' and re-publish the South Staffordshire SHLAA for Consultation
- Continue to develop the evidence base for the Local Development Framework
- Publish the Employment Land Study (ELS) for Consultation
- Participate in the Examination in Public (EiP) of the Regional Spatial Strategy (RSS) Phase Two Revision
- Provide input into the Regional Spatial Strategy Phase Three Revision
- Adopt the Supplementary Planning Document on Green Belt and Open Countryside Policy Guidance
- Work with the Development Control Manager on the preparation and adoption of Supplementary Planning Documents for the Local Development Framework
- Prepare an Interim Policy Statement on Gypsy & Traveller Site Provision

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- Commence preparation of the Developer Contributions Supplementary Planning Document
- Commence preparation of the Affordable Housing Supplementary Planning Document
- Work with local authority partners on the completion of the Staffordshire Renewable Energy Study and continue cross boundary partnership working on other LDF related projects
- Appoint a temporary clerical officer to support the preparation of Local Development Framework documents
- Work with IT Services on the development of Interactive Mapping for the Local Development Framework

Conservation & Design

- Adopt the Village Design Guide Supplementary Planning Document
- Participate in the Southern Staffordshire Partnership Design Initiative and continue the District Council's own Conservation and Design Awards
- Establish and maintain a Local List of buildings/features of important historic/architectural interest in South Staffordshire
- Deliver the remaining Conservation Area Appraisals/Management Plans to cover the canal and parkland conservation areas
- Ongoing liaison with various partners/organisations to preserve and enhance the distinctive environment of the District
- Continue to provide in-house and/or external training to officers and members on design

Housing Strategy & Regeneration Services

A Review of Commercial Services has been taking place at South Staffordshire during the last 12 months. The Review has been divided into 2 parts – firstly, the management of the Council's industrial units/Hinksford Park and secondly economic development and tourism functions.

The Review will be considered by the Direct & Support Services Scrutiny Committee, Regulatory Committee, and finally Council over the coming months.

The findings of the Review will influence the outcome of the emerging Strategic Services Portfolio Plan (Phase 2). This Phase 2 Portfolio Plan will be considered by the Regulatory Committee and Council over the coming months.

The recommendations of the Review team, in respect of the economic development and tourism functions, are set out below: -

- 1) Additional capacity to be created within the Commercial Services Unit to enable resources and efforts to be focused on the management of industrial units, including tenants, and Hinksford. This will be achieved by transferring roles and responsibilities for the economic development function into the Strategic Services Portfolio, supported by the Offices of the Chief Executive and Deputy Chief Executive.
- 2) Director of Planning & Strategic Services to prepare the Strategic Services Portfolio Plan (Phase 2) for consideration by the Regulatory Committee and Council. Bid to be made through Service Challenge

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2009/10 for the resources necessary to re-profile existing posts within the Strategic Service Portfolio.

- 3) Explore the potential for introducing policies through the Council's emerging Local Development Framework (LDF) to specifically support the appropriate expansion of small businesses.
- 4) Support the Housing Association and its Rural Enabler in the identification of suitable sites for 'rural exception sites' within South Staffordshire's villages to deliver affordable housing. Schemes would need to have the support of the Parish Council and be evidenced by a local housing needs survey. The dwellings would be affordable in perpetuity and would include a local lettings policy. The emerging LDF to include supporting policies which re-enforce the principle established in Government Policy (PPS3).
- 5) Additional capacity be created to deliver the actions arising from the emerging Tourism Strategy and help raise the profile of tourism in South Staffordshire by providing the opportunity for the Council's tourism officer to become 1FTE rather than 0.6FTE. The post to be re-titled as Tourism & Economic Development Officer. Additional duties to include a focus on better business engagement that should start with tourism related businesses and then be rolled out to other business sectors.
- 6) The Council's business support role in terms of signposting appropriate business support agencies and in general the quality of its website, IT and market research capability be enhanced by adding duties to the current Housing Assistant post, that will be re-profiled to that of Assistant Housing Strategy & Regeneration Officer. A key duty within the new role will be to support the Council's input to the 'award winning' Think Local project that is supported by all 6 local authorities within Southern Staffordshire.
- 7) The duties of the Housing Strategy & Regeneration Manager be revised to re-enforce the integration between housing strategy and economic development functions to include the co-ordination of regeneration projects, working in partnerships with other agencies to develop actions to tackle worklessness and to improve access to rural services, including transport.

There have been significant changes taking place in the global and national economies in recent months that has had an impact locally. The full impact is perhaps yet to be seen. The Council has recently agreed a 21 point action plan in response to the economic downturn. Furthermore, the Government has moved forward in its Sub National Review (SNR) and its progress towards a Single Integrated Regional Strategy (SIRS) is now included within the emerging Local Democracy, Economic Development & Construction Bill. For these reasons it will also be recommended that the Council reviews its resourcing of the economic development function within Service Challenge 2010/2011 so that Members have the opportunity to decide whether or not the Council wishes to allocate more resources to economic development activities in the short and medium term. .

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2.0 Performance Indicators

The following National and Local Performance Indicators are included within the Strategic Services Portfolio:

	Target 2009/2010
Economic Development & Tourism	
NI 151 – Employment Rate	TBC
NI 171 – New Business Registration Rate	TBC
NI 172 (LAA) - % small businesses in an area showing employment growth	TBC
NI 173 – Flows on to incapacity benefits from employment	TBC
NI 175 (LAA) – Access to services and facilities by public transport, walking and cycling	TBC
LI STR1 – % actions included in the 'Response to the economic downturn action plan' completed	100% by Dec 09
LI STR4 – Completion of Rural Transport Report by March 2011	Complete by Mar 2011
NEW LI: Business Engagement:	
a) Number of businesses receiving a one to one visit from SSDC	40
b) The percentage of businesses satisfied or very satisfied following their visit	75%
 Development Plans	
NI154 (LAA) Net additional homes provided	175*
NI159 Supply of ready to develop housing sites	5 years**
NI170 Previously developed land that has been vacant or derelict for more than 5 years	TBC
LI STR5 - % South Staffs District protected by Green Belt	80%
 Housing Strategy	
NI 155 (LAA): Number of affordable homes delivered (gross)	75
LI 257 The number of private sector vacant dwellings that are	5

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returned into occupancy or demolished as a direct result of action by the local planning authority –

LI 210 - % of residents in new affordable housing that was satisfied or very satisfied with their new homes.	90%
LI STR2 - % affordable homes against total completions	30%
LI STR3 – No. new extra care housing schemes delivered	1 completed by 20?? Further site identified by 20??

Conservation & Design

LI STR6 - % Conservation Areas in South Staffordshire with up to date management proposals (up to date = approved/reviewed within last 5 years)	42%
LI 14 Number of buildings on 'Buildings at Risk Register'	4
LI 204 % DC consultation responses returned within 21 days.	100%
New LI - % Conservation Areas in South Staffordshire with up to date character appraisals (up to date = approved/reviewed within last 5 years)	42%
LI 206 % residents who think that the quality of the built and natural environment of South Staffordshire has improved during the last 12 months	TBC***

* = achieve 175 dwellings pa to deliver housing target in RSS

** = monitor 5 year housing supply

*** = awaiting results of South Staffordshire Viewpoint Survey which will establish baseline data and allow further target setting for this LI

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3.0 Equalities & Diversity

- 3.1 South Staffordshire Council considers Equality & Diversity to be an important consideration when providing services.
- 3.2 The Action Plan has been amended to display whether an Equality Impact Assessment is required for each action and when this Equality Impact Assessment, if required, will be carried out.
- 3.3 This Assessment will be reviewed by the Diversity Group.

4.0 Climate Change

- 4.1 South Staffordshire Council takes the issues of climate change and protection of the environment very seriously.
- 4.2 The following actions have been identified for this area, actions to deliver them will need to be incorporated into the Action Plan.
- 4.3 This will be reviewed by the EMS Group.

5.0 Section 17

- 4.1 Section 17 of the Crime and Disorder Act, 1998, places a duty on a local authority to consider crime and disorder implications and to exercise its various functions with due regard to the likely effect of the exercise of those functions, and to do all that it reasonably can to prevent crime and disorder, environmental crime, anti social behaviour, environmental crime and substance abuse in the District.
- 5.2 The actions in this service plan have been developed with the Section 17 requirement given due regard. They are not thought to have an adverse impact upon crime and disorder issues across the District.

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The following resources are allocated to the services listed above to enable services delivery: -

6.0 Financial Resources

6.1 Revenue Budgets 2009/2010

Set out below is a subjective analysis of the expenditure and income contained within this portfolio:

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STRATEGIC SERVICES PORTFOLIO	Expenditure			Income			Net Expenditure			Net Expenditure			
	2008/09		2009/10	2008/09		2009/10	2008/09		2009/10	2010/11	2011/12	2012/13	2013/14
SERVICE UNIT/SERVICE	Original £000's	Revised £000's	Estimate £000's	Original £000's	Revised £000's	Estimate £000's	Original £000's	Revised £000's	Estimate £000's	Project'n £000's	Project'n £000's	Project'n £000's	Project'n £000's
STRATEGIC DEVELOPMENT SERVICES													
Economic Development	95	98	42	0	0	0	95	98	42	46	46	46	47
Development Planning	323	335	299	-1	-52	-1	322	283	298	456	314	322	329
Tourism	66	71	74	-1	-1	-1	65	70	73	75	77	77	80
Conservation	198	204	208	-10	-10	-15	188	194	193	182	189	193	198
Housing - Enabling Role	124	146	154	-12	-39	-21	112	107	133	137	143	143	149
STRATEGIC SERVICES TOTAL	806	854	777	-24	-102	-38	782	752	739	896	769	781	803

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6.3 In addition to the budgets listed above, the following service area budgets are managed by the Director of Community Services

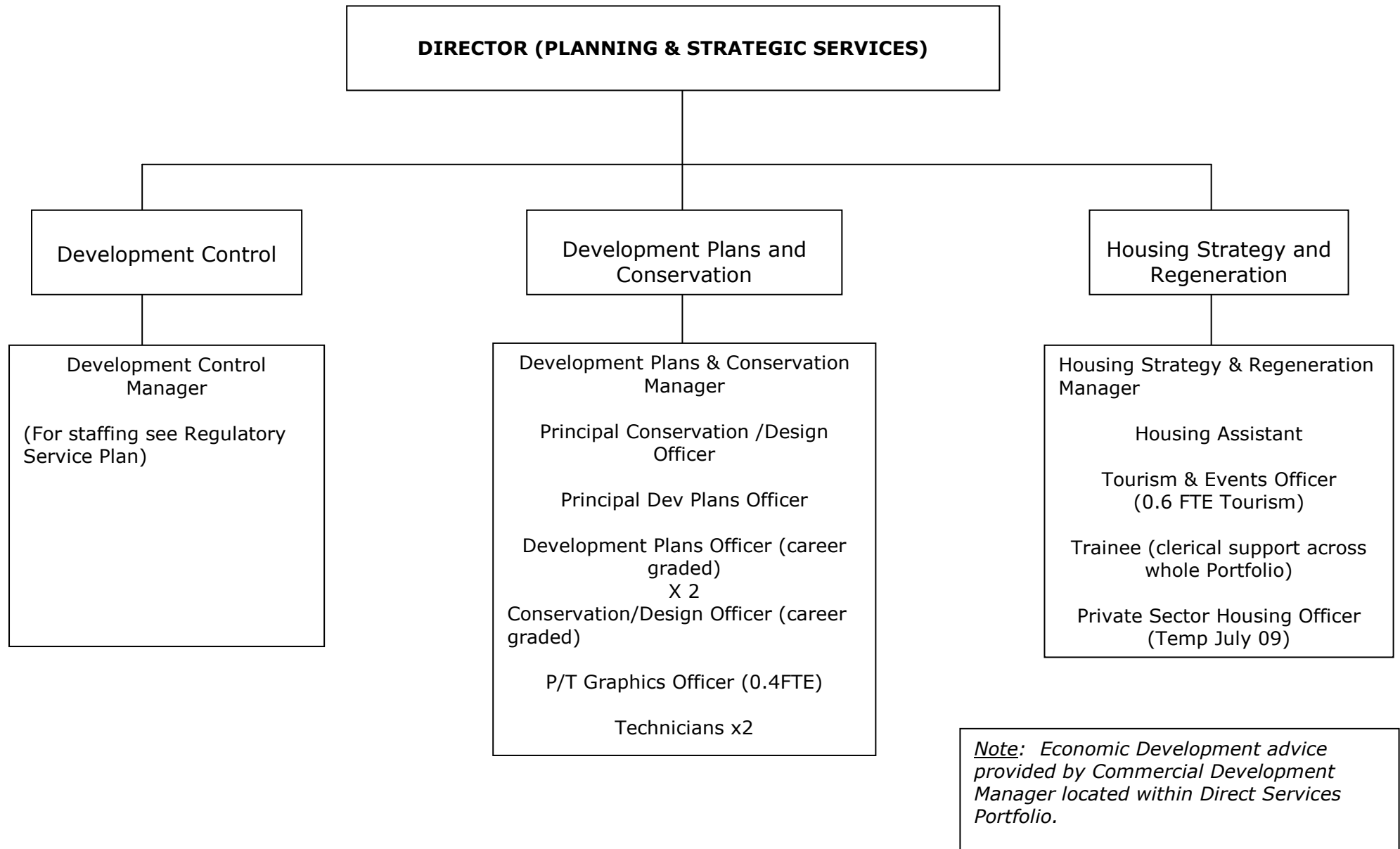
COMMUNITY SERVICES PORTFOLIO	Expenditure			Income			Net Expenditure			Net Expenditure	
	2007/08		2008/09	2007/08		2008/09	2007/08		2008/09	2009/10	2010/11
	Original £000's	Revised £000's	Estimate £000's	Original £000's	Revised £000's	Estimate £000's	Original £000's	Revised £000's	Estimate £000's	Projection £000's	Projection £000's
STRATEGIC DEVELOPMENT SERVICES											
Housing Services (Operations)	274	296	319	-43	-74	-53	231	222	266	261	269
Housing Advice and RSL	38	46	44	0	0	0	38	46	44	45	45
	312	342	363	-43	-74	-53	269	268	310	306	314

6.4 Capital Budgets 2009/2010

The following Capital projects are planned:

CAPITAL PROGRAMME - SUMMARY OF CAPITAL INVESTMENT PLANS	Budget 2008/09	Revised Budget 2008/09	Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/2014	Total
Strategic Services	£	£	£	£	£			£
Social Housing Grant & other Hsg	600,000	1,292,500	2,000,000					3,292,500
Laches Close, Four Ashes		23,520						23,520
Cocksparrow Lane, Huntington	18,790	18,790						18,790
	618,790	1,334,810	2,000,000					3,334,810

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7.0 Action Planning

- 7.1 The following outlines the actions that are planned and assigned to the Strategic Services Portfolio during 2009/2010. These include action from the LAA, the Environmental Management System, the Equality & Diversity Actions Plan, Service Review Action Plans, the Corporate Improvement Plan (CPA), actions arising from Service Challenge and other actions agreed as part of service plans for respective service areas:

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ACTION		CONTACT	RESOURCES		KEY DATES					
ACTION NAME	REF No.	LEAD OFFICER	BUDGET £	CAP OR REV	START	END	CORP AIM	PERF. MEASURE	EIA REQUIRED?	EIA DUE DATE
Local Development Framework (LDF): - : Core Strategy DPD Site Allocations DPD Affordable Housing SPD Developer Contributions SPD Village Design Guidance SPD Green Belt and Open Countryside Policy Guidance SPD Annual Monitoring Report		Paul Collings	Dev Plans	Rev	See Local Development Scheme (LDS)	See Local Development Scheme (LDS)	1, 2, 3 4	NI154 (Additional Homes) – also non-designated LAA PI NI155 (Affordable Homes)- also designated LAA PI NI159 (Supply of Housing Sites) NI170 (Previously Developed Land) NI 151 (employment rate) – also non-designated LAA PI	Yes	?
Monitoring System		Paul Collings	Dev Plans	Rev	TBC	TBC	5	Statutory function to submit data to DCLG through LDF AMR	No	
Transport Review		Andy Johnson	Concessi-onary fares	Rev	Autumn 07	Spring 08	3	Completion of Rural Transport Report by March 2011	Yes	?
Employment Land Study		Paul Collings	Dev Plans	Rev	Feb 2009	Report by June 2009	3	NI 151 (employment rate) – also non-designated LAA PI NI 172 (VAT businesses showing growth) – designated LAA PI	No?	

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ACTION		CONTACT	RESOURCES		KEY DATES					
ACTION NAME	REF No.	LEAD OFFICER	BUDGET £	CAP OR REV	START	END	CORP AIM	PERF. MEASURE	EIA REQUIRED?	EIA DUE DATE
Dev Plans/ Conservation Best Value Review (BVR) Improvement Plan		Andy Johnson	SC	Rev	Sept 06	March 2013	1,2,3 & 5	Implementation of the BV Improvement Plan – Monitoring by Director/Performance Management Group (PMG)	No	?
Think Local Project		Grant Mitchell	Econ Dev.	Rev	Apr 09	Ongoing	3	To be developed for potential new PI in 10/11	No	
Complete & deliver the Tourism Strategy Action Plan		Niki Taylor	Tourism	Rev	April 09	Ongoing	3	Strategy Action Plan	Yes?	
Business Engagement Project		Niki Taylor	Econ Dev & tourism	Rev	April 09	Ongoing	3	NEW LI Number of businesses receiving a one to one visit from SSDC The percentage of businesses satisfied or very satisfied following their visit	No	
Worklessness Project		Grant Mitchell	Economic Devpt	Rev	April 09	Ongoing	3	LAA Indicator 152 – Working age people on out of work benefits		

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ACTION		CONTACT	RESOURCES		KEY DATES					
ACTION NAME	REF NO.	LEAD OFFICER	BUDGET £	CAP OR REV	START	END	CORP AIM	PERF. MEASURE	EIA REQUIRED?	EIA DUE DATE
Progress Development of x2 Extra Care Housing Schemes		Grant Mitchell	Housing – Enabling Role	Cap	April 09	March 12	3	NI154 (Additional Homes) – also non-designated LAA PI NI155 (Affordable Homes)- also designated LAA PI LI 210 (% residents satisfied)	Yes	?
Input Housing issues into LDF		Grant Mitchell	Housing – Enabling Role	Rev	Jan 09	Ongoing	3	NI154 (Additional Homes) – also non-designated LAA PI NI155 (Affordable Homes)- also designated LAA PI NI 159 (Supply of housing sites)	No	
Complete and deliver the action plan for the Housing Strategy		Grant Mitchell	Housing – Enabling Role	Rev	April 09	Ongoing	3	NI155 (Affordable Homes)- also designated LAA PI NI 159 (Supply of housing sites) LI 257 – vacant private sector dwellings- returned to occupancy	Yes	?

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ACTION		CONTACT	RESOURCES		KEY DATES					
ACTION NAME	REF NO.	LEAD OFFICER	BUDGET £	CAP OR REV	START	END	CORP AIM	PERF. MEASURE	EIA REQUIRED?	EIA DUE DATE
Implement the Rent Deposit Guarantee Scheme		Grant Mitchell & Pat Main	CLG Homelessness Prevention Grant	Rev	April 09	Ongoing	3	Number of guarantees provided	No	
Fully implement the Property Accreditation Scheme		Grant Mitchell	Housing Enabling role	Rev	Feb 09	Ongoing	3	Number of properties accredited	No	
Explore the potential requirement for undertaking a Sub-Regional Housing Strategy		Grant Mitchell	Housing Enabling role	Rev	Feb 09	March 10	3	Confirmation of whether we are required to do so or not	No	
Design Matters Initiative – Design Training, Village Design Guide SPD & South Staffs Design Award		Dave Burton-Pye	Conservation	Rev	April 07	March 10	1,2,3	LI 206 (% residents consider built and natural environment improved) New LI part a) and b) (former BV 219b and BV219 c) – Conservation Area appraisals and management plans	No	?

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ACTION		CONTACT	RESOURCES		KEY DATES					
ACTION NAME	REF NO.	LEAD OFFICER	BUDGET £	CAP OR REV	START	END	CORP AIM	PERF. MEASURE	EIA REQUIRED?	EIA DUE DATE
Appraisal/mgmt plans for Conservation Areas		Dave Burton-Pye	Conservation	Rev	April 07	Ongoing	1,3	New LI part a) and b) (former BV 219b and BV219 c) – Conservation Area appraisals and management plans – Monitoring by Director/Performance Management Group (PMG)	No	?
Contribute to Review of Commercial Devpt Services (including economic development and Tourism)		Frankie Cartwright/ Andy Johnson	Econ Dev/Industrial Units/Hinksford/Tourism budgets	Rev & Cap	Feb 08	Sept 08	1,2,3 & 5	NI 151 (employment rate) – also non-designated LAA PI NI 172 (VAT businesses showing growth) – designated LAA LI 218 (business satisfaction with Council info LI 220 % Increase in hits/annum on the On-Line Business Grants System	No	?

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ACTION		CONTACT	RESOURCES		KEY DATES					
ACTION NAME	REF No.	LEAD OFFICER	BUDGET £	CAP OR REV	START	END	CORP AIM	PERF. MEASURE	EIA REQUIRED?	EIA DUE DATE
CORPORATE EMS ACTIONS										
All members of staff within Service Units will assist in reducing the Council's energy usage by 7% by 10/08		Service Managers	N/A	N/A	April 08	10/08	1,5		No	N/A
A member of staff from service unit/department will be nominated to manually switch off equipment at the end of the working day		Service Managers	N/A	N/A	April 08	Ongoing	1,5		No?	N/A
75% of eligible Drivers (travelling over 2500 business miles per year) will take part in driver Improvement training programme by 10/08		Service Managers	N/A	N/A	April 08	10/08	1,5		No	N/A
We will ensure that 100% of paper waste from service unit is recycled.		Service Managers	N/A	N/A	April 08	Ongoing	1,5		No	N/A
When purchasing goods or services whole life costs will be taken into account and given equal consideration with other factors		Service Managers	N/A	N/A	April 08	Ongoing	1,5		No	N/A

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A Risk Assessment of all the risks associated with delivering the actions within the service plan should be performed and any opportunities that arise out of the management of those risks. The likelihood should be scored from 1-5 as should the impact.

Risk No	Description	Likelihood (L1)	Impact (I1)	Gross Risk (L1xI1)	Mitigation	Likelihood (L2)	Impact (I2)	Inherent Risk (L2)x(I2)	Responsible Officer	Corporate Aim	Opportunities Presented
HS1	Housing Strategy & Regeneration If there was an unexpected increase in demand might impair capability to rehouse the homeless	2	4	8	Good partnership arrangements with RSL	2	3	6	Housing Strategy & Regeneration Manager	3	Frequent communication & working together on a variety of levels increases the strength of the partnership between SSDC & the RSLs
HS2	Low establishment staff levels make long term sick leave hard to cover	2	4	8	Agency staff are available but difficult to find. Director or Service Manager to cover	2	3	6	Housing Strategy & Regeneration Manager	3	Succession planning
HS3	Housing Strategy & Regeneration team is small and specialised so would be hard to cover	2	3	6	Agency staff are available but difficult to find. Director or Service Manager to cover	1	3	3	Housing Strategy & Regeneration Manager	3	Succession planning
HS4	Further reduction in external funding from HCA would reduce the numbers of affordable housing	2	3	6	Affordable housing policy. Maintain our own capital programme for Extra Care Housing. Continue to explore a variety of delivery methods, e.g. Exceptions sites	2	2	4	Housing Strategy & Regeneration Manager	3	This should ensure our policies are robust enough to maximise provision through the planning system and to adopt a variety of approaches so that we are not solely reliant on one form of delivery.

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HS5	Tourism Strategy is not delivered	2	3	6	More capacity within the 0.6 FTE Tourism post to 1.0 FTE through Service Review	1	3	3	Director of Planning & Strategic Services & Housing Strategy & Regeneration Manager	3	Create more capacity within the 0.6 FTE Tourism post to deliver the Tourism Strategy and Implement Action Plan
HS6	Council is unable to deliver sufficient affordable housing in the current economic climate	3	4	12	Affordable housing policy in place. Good relationship with Planning colleagues, RSL's & HCA. Council has own capital programme. We are not solely reliant on S106 sites to deliver & are working on a range of options	2	4	8	Housing Strategy & Regeneration Manager	3	In due course the new policy and housing allocations through the LDF will present opportunities. Enables continued development of partnership approach with RSLs. Land is cheaper & HCA have additional resources to aid delivery
HS7	Current Economic downturn	5	5	25	Signpost businesses to support and highlight opportunities. Regular Business Engagement. Support the Council's Corporate 'Credit Crunch' action plan.	5	3	15	Deputy C/Ex & Director of Planning & Strategic Services	3	Present opportunities and support available to business to help them through the economic downturn.

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A Risk Assessment of all the risks associated with delivering the actions within the service plan should be performed and any opportunities that arise out of the management of those risks. The likelihood should be scored from 1-5 as should the impact.

Risk No	Description	Likelihood (L1)	Impact (I1)	Gross Risk (L1xI1)	Mitigation	Likelihood (L2)	Impact (I2)	Inherent Risk (L2)x(I2)	Responsible Officer	Corporate Aim	Opportunities Presented
DP1	Development Plans Staff turnover or shortages may delay the LDF process.	2	4	8	Workforce development plan. Review staff structure – introduce a career grade structure for Development Plans.	2	4	8	Development Plans and Conservation Manager	5	Succession Planning
DP2	Planning policies not implemented allowing unacceptable developments.	2	4	8	Saved Local Plan policies – monitoring through AMR Development Control Policies to be replaced through LDF process.	2	4	8	Development Plans and Conservation Manager	1	Develop the role of Development Control in policy formulation.
DP3	Political procedures or slippage in meeting dates.	2	4	8	Possible slippage has been taken into account in LDS timetable. Awareness of lead officer.	1	4	4	Development Plans and Conservation Manager	5	None identified

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DP4	Resource capacity of Planning Inspectorate may be insufficient to meet demand.	1	4	4	Liaison with Government Office for the West Midlands and Planning Inspectorate.	1	4	4	Development Plans and Conservation Manager		None identified
Risk No	Description	Likelihood (L1)	Impact (I1)	Gross Risk (L1xI1)	Mitigation	Likelihood (L2)	Impact (I2)	Inherent Risk (L2)x(I2)	Responsible Officer	Corporate Aim	Opportunities Presented
DP5	Legal challenge	1	4	4	Ensure that the regulations and guidance on LDF's are followed. Soundness of LDF.	1	4	4	Development Plans and Conservation Manager	1	None Identified
DP6	Programme amendments and procedural slippage.	1	4	4	Review the LDF programme. Liaison with Government Office for the West Midlands.	1	4	4	Development Plans and Conservation Manager	5	Review LDS and the potential to reduce the number of documents prepared.
DP7	Delays in review of RSS and development of new housing targets.	2	4	8	Seeking to influence the strategy set out in the RSS.	2	4	8	Development Plans and Conservation Manager	5	Increase the Council's potential to influence the RSS. Joint working with neighbouring local authorities.
DP8	Changes in Govt legislation, regulations and policy.	4	4	16	Externally influenced.	4	4	16	Development Plans and Conservation	5	None identified

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									Manager		
DP9	Failure to engage with the local communities and key stakeholders.	1	3	3	Consultation methods in place. Residents panel. Statement of Community Involvement. External communications strategy.	1	3	3	Development Plans and Conservation Manager	5	Consider alternative way of involving local communities and key stakeholders in the LDF.
Risk No	Description	Likelihood (L1)	Impact (I1)	Gross Risk (L1xI1)	Mitigation	Likelihood (L2)	Impact (I2)	Inherent Risk (L2)x(I2)	Responsible Officer	Corporate Aim	Opportunities Presented
DP10	Technology failure - monitoring systems, back-ups	1	4	4	Back up procedures and IT support.	1	4	4	Development Plans and Conservation Manager	5	Develop new monitoring systems and explore the potential for joint working with neighbouring local authorities on monitoring.
DP11	Conflicting work priorities.	1	4	4	The preparation of the LDF is highest priority for the Development Plan Service and is a corporate priority.	1	4	4	Development Plans and Conservation Manager	5	Maintain and reinforce the preparation of the LDF as a Council priority and its links to the emerging Corporate Strategy and Community Strategy.
DP12	No protection against development.	5	3	15	Regional planning policies set out in the RSS. Saved Local plan policies and new policies from	2	3	6	Development Plans and Conservation	1	New policies emerging from the review of the RSS and the LDF should protect the District from inappropriate

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					emerging LDF. National planning policy documents and guidance.				Manager		development and enable the management of development in the future.
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Risk No	Description	Likelihood (L1)	Impact (I1)	Gross Risk (L1xI1)	Mitigation	Likelihood (L2)	Impact (I2)	Inherent Risk (L2)x(I2)	Responsible Officer	Corporate Aim	Opportunities Presented
ED1	<p><u>Economic Development</u></p> <p>Actions are being delivered by an estimated 0.2 FTE whose principal duties relate to management of Council's industrial units/Hinksford. Pressures on principal duties may lead to economic development actions not being pursued.</p>	5	3	15	Consideration of competing priorities can be considered within the context of the current review of Commercial Services (including economic development and tourism)	3	3	9	Commercial Development Manager	3	Other staff within Strategic Services, or indeed other parts of the Council, to contribute towards these economic development actions and/or additional staffing resources to support economic development function.

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Risk No	Description	Likelihood (L1)	Impact (I1)	Gross Risk (L1xI1)	Mitigation	Likelihood (L2)	Impact (I2)	Inherent Risk (L2)x(I2)	Responsible Officer	Corporate Aim	Opportunities Presented
CD1	<u>Conservation and Design</u> Village Design Guide is not published and in house training is not provided	2	4	8	Existing local plan policy BE26 aims to protect local character and on-going advice from CABE encourages good design	1	2	3	Principal Conservation and Design Officer	1	On-going discussions with Development Control staff on design issues enable better appreciation of successful approaches to enhance local character
CD2	Conservation area appraisals and management plans not produced	2	4	8	BVR has identified temporary increase of existing p/t post to f/t. This may enable next phase of areas to be completed in-house	2	4	8	Principal Conservation and Design Officer	1	Seek greater co-ordination between appraisals and management plans with the Village Design Guide
CD3	Low establishment level makes long term sick leave hard to cover	2	5	10	Experienced and/or agency staff are hard to find and specialised nature of posts mean cover is unlikely to be available	5	2	10	Principal Conservation and Design Officer	1	Succession Planning

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CD4	Conservation Team is small and specialised so would be hard to cover	2	5	10	Explore potential to provide guidance notes for internal and external use	1	3	3	Principal Conservation and Design Officer	1	Succession Planning
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