



South  
Staffordshire  
Council

Portfolio Plan

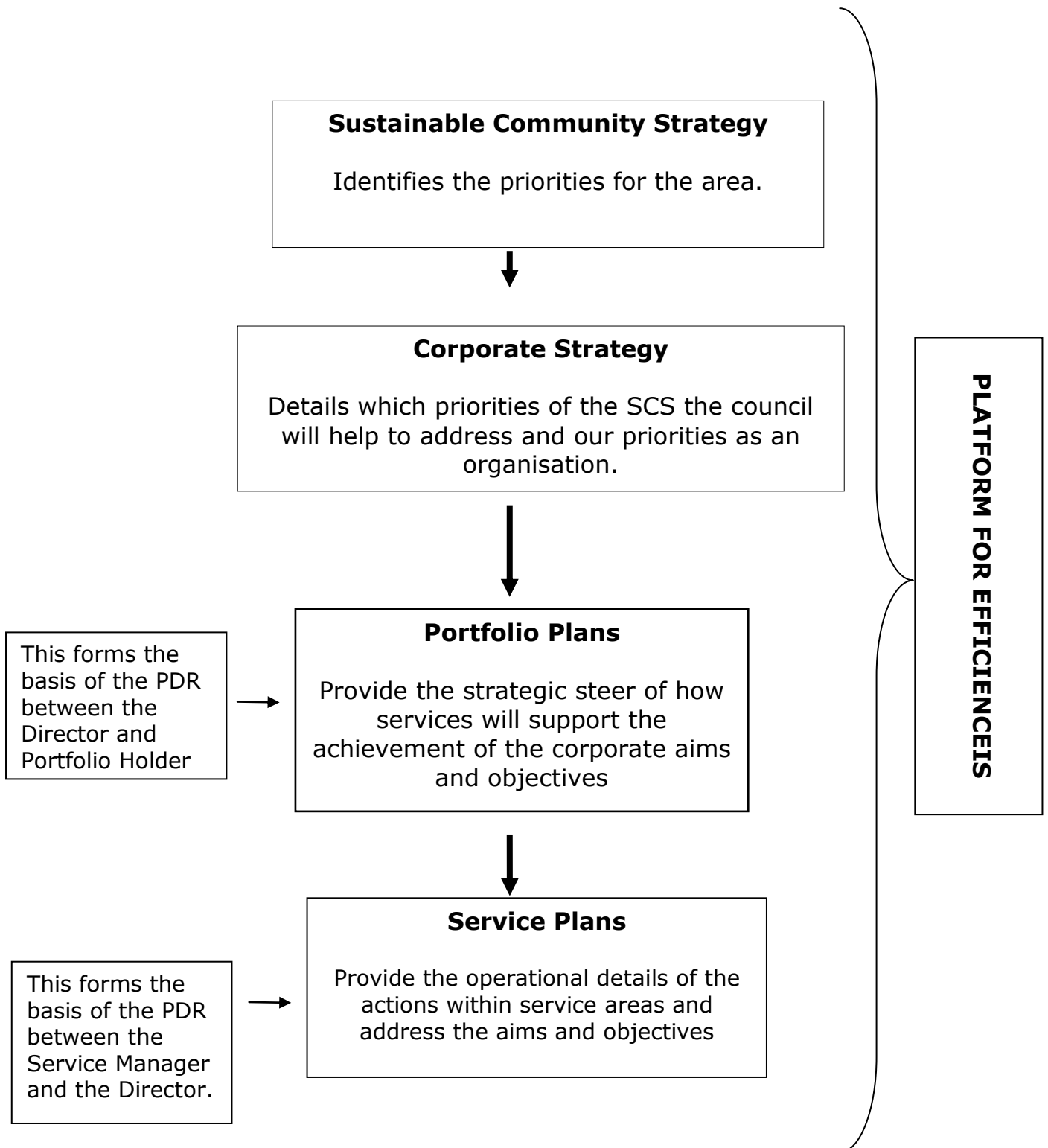
# Strategic Services

April 1<sup>st</sup> 2011 - March 31<sup>st</sup> 2012



## BACKGROUND:

This plan forms an important part of the golden thread (the link between the Sustainable Community Strategy priorities right through to the actions within individual service plans).



## BACKGROUND:

### **Make-Up of Portfolio:**

- Development Plans & Conservation Services
- Housing Strategy & Regeneration Services – includes strategic housing, tourism, economic development and disabled facilities grants
- Landscape Planning Services

### **Focus of the portfolio.**

- Prepare Local Development Framework (LDF) for South Staffordshire which provides a steer to the consideration of planning applications to develop land in South Staffordshire
- Work with partners to encourage Parish Councils to support the development of rural exception sites, taking their lead from the recent successful development at Himley Lane, Swindon
- Provide professional and technical expertise which inputs into the Council's processes for determining planning applications within the Council's Development Control (Management) Service
- Support for businesses, with a focus on tourism related businesses, and measures to raise awareness of South Staffordshire as a destination of choice for visitors
- Explore measures to facilitate the creation of job opportunities for local people and to reduce worklessness in South Staffordshire
- Encourage better design in new developments throughout South Staffordshire
- Respond to the Council's ageing population by securing better provision of appropriate forms of new housing development, including extra care housing

### **Priorities for 2011-12**

#### **Politics:**

- Respond to Parish Council requests for support in neighbourhood planning
- Ensure Members are kept fully informed of emerging changes in the national planning system and receive appropriate training when national policy is changed

- Ensure that Members are kept fully informed of progress in the Council's emerging Local Development Framework (LDF) and receive appropriate training in specialist areas such as design
- Ensure that Members are involved in the development of the Local List of buildings and other heritage assets of historical/architectural interest in South Staffordshire and in the review of proposals for additions to the list
- Provide landscape policy advice and prepare landscape strategies relating to such topics as green infrastructure and landscape character assessment as part of the LDF process and development control (management) processes

### **Pounds:**

- Financial efficiency savings in Disabled Facilities Grants (DFGs)
- Generate more money in the local economy through actions in Tourism Strategy and through Local Strategic Partnership (LSP) Action Plan
- Explore potential for joint studies with neighbouring authorities when preparing the evidence base for the emerging LDF for South Staffordshire
- Utilise in-house admin resource, with appropriate training, to fulfil programme officer role for LDF Document Public Examinations
- Ensure that Section 106 contributions from developments are sourced and spent promptly in order to mitigate the impact of new developments

### **People:**

- Significant improvements in waiting time and service to customers regarding installation of disabled facilities into houses
- More co-ordinated approach Cross Portfolios in dealing with businesses
- Leading on the introduction of 'My Place My Say' for engaging and consulting with local businesses and encouraging business to business communication, including the Councils industrial units
- Ensure that the public are fully engaged in the LDF process and are fully informed through the publication of newsletters and information on the Council's website
- Showcase the Conservation Service by continuing the Council's bi-annual Conservation & Design Awards

- Ensure that conservation and design matters remain at the forefront of the Council's development management process by providing in-house design training for staff & Members
- Continuing to develop the 'Think Local 4 Business' website to encourage more business to business trading
- Encouraging residents to 'think local' and purchase goods locally and businesses to source produce and supplies locally

## **CONSULTATION**

Publishing the Core Strategy Development Plan Document (DPD) for South Staffordshire during spring 2011 and inviting representations. We shall also be consulting widely on an Issues & Options Site Allocations (DPD) in autumn 2011.

Business Survey to identify business needs and wants.

Visitor Survey from enquiries generated through Enjoy Staffordshire and telephone requests made to the Council. Visitor survey can be completed either online or hard copy.

Inbound text message to request Great Days Out and Eating Out guide to South Staffordshire.

## **Planned Efficiencies.**

Actions to support business set out below through cross portfolio initiatives with Public Health Protection Services.

Better integration of Conservation & Landscape advice into the Council's development control/management processes.

Fundamental review of the delivery of Disabled Facilities Grants (DFGs).

Re-focusing of the Council's Development Control Service towards a Development Management Service that will include the integration of Conservation & Landscape functions within its structure in order to achieve synergies that will include the timely delivery of consultation inputs to assist with the efficient processing of planning applications. This re-focusing will necessitate a re-shaping of the structure in order to create a Development Management Service that will be lead by a Service Manager (Development Management)

The re-focusing and re-shaping of the Development Control Service will also happen at the same time as a re-shaping of other parts of

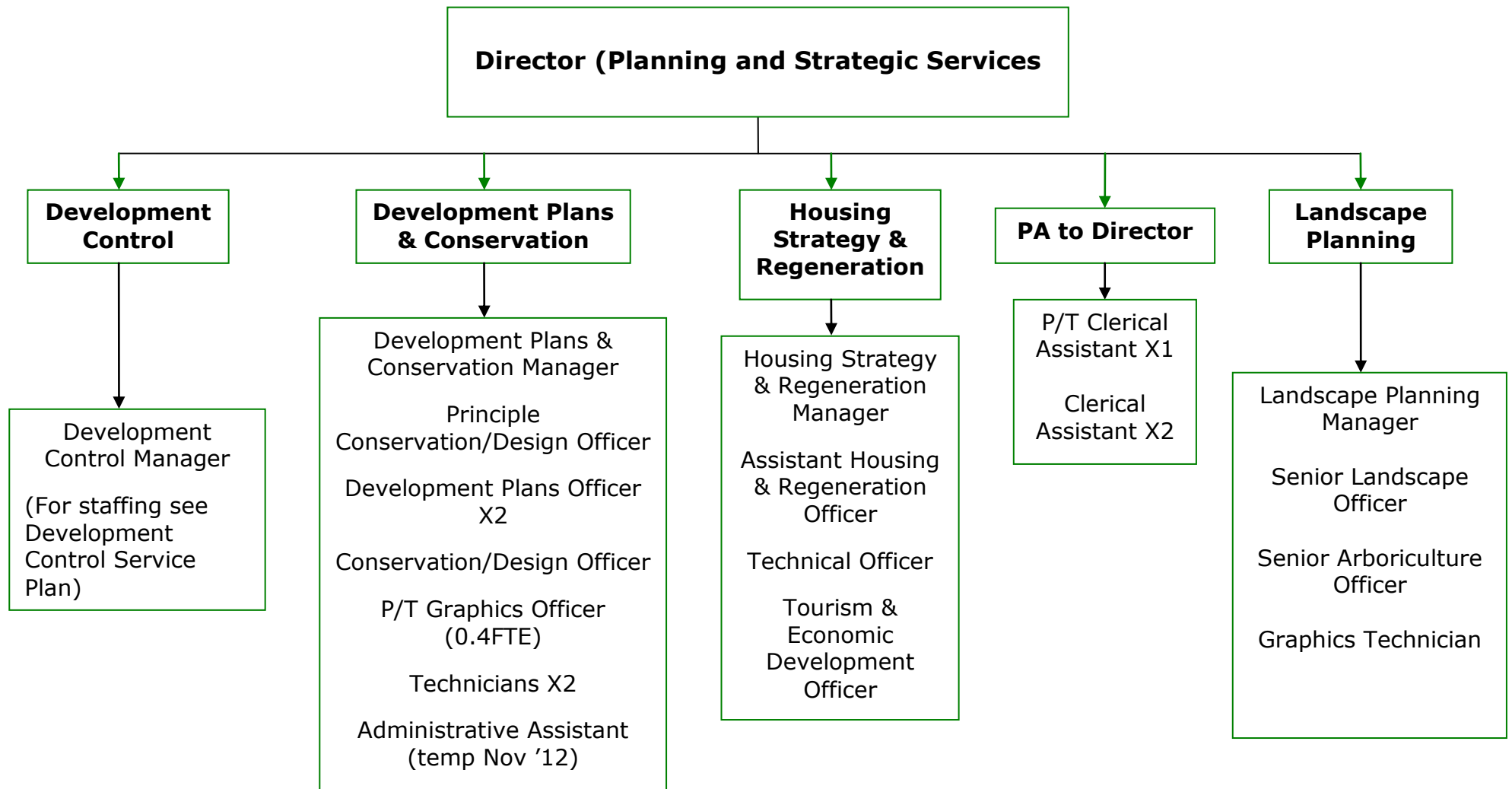
the Strategic Services Portfolio which will re-shape as a Strategic Development Service and be lead by a Service Manager (Strategic Development).

These revised structures will be developed over the coming months and be inserted into this Portfolio Plan at a later date.

### **Applicable Portfolio Measures for 2011-12:**

- Delivery of LDF to an agreed timetable that will be published on the Council's website
- Number of additional homes built annually in South Staffordshire
- % affordable homes delivered against total housing completions
- Response times for Conservation and Landscape staff to respond to planning application consultations
- Time taken to determine TPO applications and Conservation Area requests
- Number of new extra care schemes delivered
- Number of new South Staffordshire businesses registered on the 'Think Local 4 Business' website
- % Consumers who indicated their awareness of South Staffordshire as a visitor destination has been raised
- Business Engagement –
  - a) Number of businesses receiving assistance from the Economic Development Team
  - b) % businesses satisfied or very satisfied following their visit

**Organisation Chart for Strategic Services Portfolio as at January 2011.**



## High Level Portfolio Action Plan:

Outcome	Additional Action Required	Lead	Resources	Timescales	Monitoring Mechanism	Corporate Priority
<b>Adopt Core Strategy DPD</b>	SHLAA Partnership Group to complete its work  Evidence base to be completed  Document to be published in Spring 2011 and representations invited in respect of soundness of the document  Submit to Secretary of State by 31 August 2011	Paul Collings	Development Plans staff + LDF Budget	Publish Core Strategy DPD April 2011  Submit to Secretary of State by 31 August 2011  Public Examination end of 2011  Adopt Core Strategy Spring 2012	Director + SMT + Informal Executive	Aims 1-5 (incl)
<b>Publish Site Allocations DPD – Issues &amp; Options Document</b>	Process through Council's decision making processes and engage relevant stakeholders	Paul Collings	Development Plans staff + LDF Budget	Issues & Options Document must be published by time of Core Strategy Examination i.e. by end of 2011	Director + SMT + Informal Executive	Aims 1-5 (incl)
<b>Support Parish Councils in neighbourhood planning activities where appropriate</b>	Emerging work stream dependent on expressions of interest from local communities	Paul Collings	LDF Team	Ongoing	SMT	Sustainable Communities

<b>Prepare Appraisals/ Management Plans for Canal Conservation Areas</b>	Engage with key stakeholders in preparation of appraisals and management plans	Dave Burton-Pye	Existing Conservation Budget + Staff resources	December 2011	Stakeholder involvement/awareness	Sustainable Communities + Environment
<b>Improved Business Support</b>	Engage with business  Promote new Think Local 4 Business website to encourage inter business trading  Encourage residents to 'Think Local'	Niki Taylor/Clive Smith/Grant Mitchell/Jenny Rhodes	Staff time Existing budgets ICT support Business Support Organisations	Ongoing	Indicator monitoring + surveys	Sustainable Communities
<b>Destination Awareness</b>	Create and market identified areas within Council's Tourism Strategy	Niki Taylor	Staff Time ICT Support Admin Support Graphics Team Existing Tourism Budget	April – Promote campaigns & surveys for monitoring milestones for evaluation	Survey	Sustainable Communities
<b>Reducing Worklessness &amp; unemployment</b>	Explore options for setting up potential job clubs in targeted hot spots  Continue to develop improved partnership working  Improved awareness of options available for those seeking work	Grant Mitchell	Staff Time Partners Econ Dev Budget ICT Support	1 Job Club Set Up by July 2011 + ongoing targeted initiatives	Job Club Set Up Engagement with partners through variety of forums Direct customer feedback via Job Clubs + an other feedback specific to each initiative	Sustainable Communities
<b>Bringing empty homes back into use</b>	Re-write empty property strategy	Grant Mitchell	Staff Time Existing housing	Completed October 2011 and July 2011	Strategy completed & approved by Members + bid	Sustainable Communities

	Submit bid to HCA to access Empty Homes Funding		strategy budgets HCA Capital Funding RSL Funding		submitted to HCA	
<b>Increase supply of affordable housing</b>	To have another exception site in development  Undertake a further 2 Parish Housing Needs Surveys  Identify further exception sites to be developed in future	Grant Mitchell	Staff time RSL time + finance HCA funding	March 12	Schemes at various stages of development	Sustainable Communities
<b>Improved housing options for our older residents</b>	Complete the Extra Care Scheme in Essington  Progress Silverdene to a start on site  Progress the Wombourne site to a start on site	Grant Mitchell	Staff Time Partner time & resources HCA funding Private Sector Funding	Sept 11 + March 2012	Scheme completed, start on site + pp obtained	Sustainable Communities + Healthier & Safer Communities
<b>Locality based approach to the development of strategic planning &amp; implementation through development management processes</b>	Emerging Core Strategy has a bespoke vision for each of the localities going forward to 2027  Emerging Core Strategy based around the themes of the Sustainable Communities Strategy for South Staffordshire	Andy Johnson/Sarah Poxon/Paul Collings	Staff resources	Complete re-shaping by 31 August 2011	Director Planning & Strategic Services + SMT	Aims 1-5

	Re-shaping of Development Control (Management) Services to adopt a locality based approach to future service delivery					
	Integration of Conservation & Landscape Planning Services into re-shaped Development Management Service					

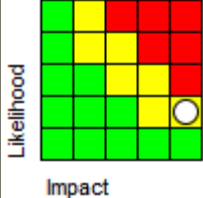
## Risk Update:

### Development Plans

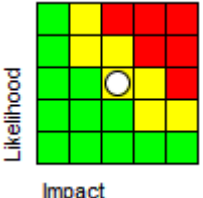
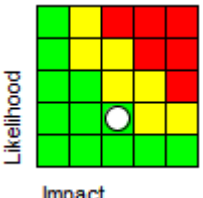
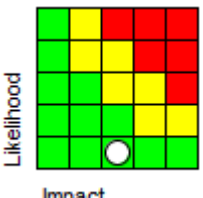
Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
STDP01	Staff turnover or shortages may delay the LDF process	Staff turnover or shortages may delay the LDF process.	8		Workforce development plan. Review staff structure – introduce a career grade structure for Development Plans.	Succession Planning	5	Paul Collings
STDP02	Planning policies not implemented	Planning policies not implemented allowing unacceptable developments.	8		Saved Local Plan policies – monitoring through AMR. Development Control Policies to be replaced through LDF process.	Develop the role of Development Control in policy formulation.	1	Paul Collings
STDP08	Changes in Govt legislation	Changes in Govt legislation, regulations and policy.	16		Externally influenced.	None identified	5	Paul Collings

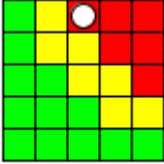
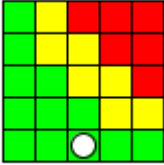
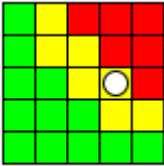
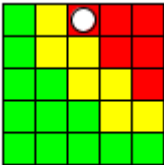
### Conservation Services

STCO02	Conservation area appraisals and management plans not produced	Conservation area appraisals and management plans not produced	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	Seek greater co-ordination between appraisals and management plans with the Village Design Guide	1	Paul Collings
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STCO03	Low establishment level makes long term sick leave hard to cover	Low establishment level makes long term sick leave hard to cover	10		Experienced and/or agency staff are hard to find and specialised nature of posts mean cover is unlikely to be available	Succession Planning	1	Paul Collings
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**STHR Housing and Regeneration Services**

Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
STHR01	Increase in demand might impair capability to re-house the homeless	If there was an unexpected increase in demand might impair capability to re-house the homeless	9		Good partnership arrangements with RSL	Frequent communication & working together on a variety of levels increases the strength of the partnership between SSDC & the RSLs	3	Grant Mitchell
STHR02	Low establishment staff levels	Low establishment staff levels make long term sick leave hard to cover	6		Agency staff are available but difficult to find. Director or Service Manager to cover	Succession planning	3	Grant Mitchell
STHR03	Housing Strategy & Regeneration team is small and specialised so would be hard to cover	Housing Strategy & Regeneration team is small and specialised so would be hard to cover	3		Agency staff are available but difficult to find. Director or Service Manager to cover	Succession planning	3	Grant Mitchell

Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
STHR04	Further reduction in external funding	Further reduction in external funding from HCA would reduce the numbers of affordable housing	15	 <p>Likelihood</p> <p>Impact</p>	Affordable housing policy. Maintain our own capital programme for Extra Care Housing. Continue to explore a variety of delivery methods, e.g. Exceptions sites	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.	3	Grant Mitchell
STHR05	Tourism Strategy is not delivered	Tourism Strategy is not delivered	3	 <p>Likelihood</p> <p>Impact</p>	More capacity within the 0.6 FTE Tourism post to 1.0 FTE through Service Review	Create more capacity within the 0.6 FTE Tourism post to deliver the Tourism Strategy and Implement Action Plan	3	Grant Mitchell
STHR06	Council is unable to deliver sufficient affordable housing in the current economic climate	Council is unable to deliver sufficient affordable housing in the current economic climate	12	 <p>Likelihood</p> <p>Impact</p>	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	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	3	Grant Mitchell
STHR07	Current Economic downturn	Current Economic downturn	15	 <p>Likelihood</p> <p>Impact</p>	Signpost businesses to support and highlight opportunities. Regular Business Engagement. Support the Council's Corporate 'Credit Crunch' action plan.	Present opportunities and support available to business to help them through the economic downturn.	3	Grant Mitchell

STLP Landscape Planning

Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
STLP01	Death/injury/damage due to accident caused by unmaintained trees	Death/injury/damage due to accident caused by unmaintained trees	10	<p>Likelihood</p> <p>Impact</p>	Provision in budget for procurement of new system and data capture	Dangerous tree survey pending and remedial action as required.	1	Hayden Baugh Jones
STLP02	Difficulty replacing key staff	Due to specialist nature of key service staff could be difficult to replace which could impact upon service quality.	4	<p>Likelihood</p> <p>Impact</p>	Staff development and appraisal scheme. Employee benefits. Agency staffing as temporary solution.	Documented procedure pending. Management development programme.	5	Hayden Baugh Jones; Howard Medicott
STLP05	Publication of Open space strategy	Publication of Open space strategy may increase expectations and costs associated with Action Plan projects likely to be high.	12	<p>Likelihood</p> <p>Impact</p>	External funding opportunities; use of revenue budgets as appropriate.	Bringing in external funding. Manage expectations.	1, 2, 3, 4, 5	Hayden Baugh Jones
STLP06	Peaks in demand and finite resources	Peaks in demand and finite resources could result in delayed response to development control queries, which could impact upon planning PI's.	16	<p>Likelihood</p> <p>Impact</p>	Development Control identify required response times. A & L attempt to comply and advise if unable to do so. Additional Arboricultural staff.	Timely communication where problems meeting timescales are likely.	1, 5	Hayden Baugh Jones

Code	Title	Description	Risk Score	Current Risk Matrix	Internal Controls	Opportunities Presented	Corporate Aim	Managed By
STLP08	Issues such as lack of parks and inadequate play equipment	Issues such as lack of parks and inadequate play equipment can affect resident's satisfaction with parks and open spaces, leisure provision and overall satisfaction with the Council.	12		Will be addressed through Open Space Strategy	Ongoing improvements through implementation of Open Space Strategy Action Plan.	2, 3, 4	Hayden Baugh Jones; Howard Medicott
STLP10	High number of trees on Council land.	Due to the rural nature of the district there are a high number of trees on Council land.	9		The database of dangerous trees on Council owned land is now complete and is currently being analysed to assess the amount of remedial work required. A summary of this is awaited upon the receipt of which this risk is likely to be downgraded to operational status.	NA	5	Hayden Baugh Jones
STLP11	S106 funding for Hilton STW	S106 funding for Hilton STW may not be sufficient to realise full aspirations	4		Partnership approach provides a sound basis for obtaining external funding	Building new strong partnerships	1, 2, 3, 4, 5	Hayden Baugh Jones