

# REGENERATION

## Department Service Plan 2005

**DRAFT**

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## 1 INTRODUCTION

### **Statement by the Chair of Regeneration**

*As Vice-Chair of the Local Strategic Partnership we have made a very encouraging start to the reform process which should result in the better delivery of a higher standard of Council services and a more inclusive way of working with the community and other partners. This is evidenced by the improved Planning Delivery Grant settlement which has been achieved, and by the Comprehensive Performance Assessment which showed real progress over what we might have expected our position to be if no action had been taken.*

*While the establishment of the Department has been increased to meet the bulk of tasks, national shortages of staff may mean some vacancies persist which could affect performance.*

*I am struck, too, by the good relationship we have managed to foster with the members of the Local Strategic Partnership, which can only bode well for future collaborative working.*

*Nevertheless, much remains to be done and I look forward to further improvements as the Service Plan is implemented and refined.*

### **Statement by the Director of Regeneration**

*The Regional Spatial Strategy, the Regional Economic Strategy, the Regional Housing Strategy, and significant new Government Guidance on several planning issues, as well as the aspirations of the District expressed through the forthcoming Community Plan, will provide the background for the preparation of the new Local Development Framework. This will need to reconcile some of the conflicting pressures and at the same time, provide an attractive, balanced, sustainable and attainable future for the District. It must confer a degree of certainty within which all those responsible for the future of the District can recognise and operate.*

*Inevitably, this is a longer term although vital process. Immediate issues still need to be resolved however, particularly in relation to the future of Weardale, and the successful implementation of the suite of projects comprising the Weardale Strategy. The Weardale Strategy has been endorsed by the community and there is a real belief and expectation that concerted action will enable the Dale to prosper and to maintain its population and social cohesion.*

*The establishment of a solid foundation of development and marketing schemes for Bishop Auckland is also vital, as the main urban centre of the District, and the coming year heralds major proposals for implementation through the urban renaissance programme.*

*The development and building control services provided by the Council have improved beyond recognition in recent years maintaining such performance has, however, been difficult because of problems of staff retention and recruitment coupled with the very high demand on the service by the building industry. The Council is now making more resources available to address these pressing needs. But the challenge for continued improvement is the service remains a high priority.*

## 2 DEPARTMENTAL PROFILE

### Activities

- 2.1 The Council's Regeneration Service covers 10 main areas of work – forward planning; development control and enforcement; conservation; building control; housing improvement grants; contaminated land; environmental policy; land reclamation; economic development and tourism, and regeneration initiatives – comprising both statutory and discretionary services:-

### Statutory

#### *Local and Forward Planning:*

- Strategic and Regional Plans
- Structure Planning (including waste and minerals)
- Local Plan (Local Development Framework) Preparation
- Supplementary Planning Guidance
- Site Development Briefs and Project Implementation
- Conservation Policy and Listed Buildings
- Information Collection and Analysis
- Transport Plans

#### *Development Control and Enforcement:*

- Planning and Pre-application Advice
- Determination of Planning Applications
- Determination of Listed Building and Conservation Area Applications
- Advertisement Regulations
- Planning Appeals
- Response to Searches
- Environmental Assessments
- Planning Enforcement
- Tree and Forestry Regulations.

#### *Conservation Area Protection and Enhancement*

#### *Building Control and Regulation:*

- Determination of Building Regulations and Building Inspection Notices
- Disability Access Issues
- Enforcement of Building Regulations
- Dangerous Structures Requirements

#### *Private Sector Housing (Disabled Facilities) Improvement Grants:*

- Private Sector Housing Enforcement
- Local House Condition Survey.

#### *Contaminated Land Strategy.*

## **Discretionary**

### *Environmental Policy and Protection;*

- Town Centre Strategies and Implementation
- Local Agenda 21
- Conservation Area Enhancement Programmes
- North Pennines AONB
- Environmental Improvement Schemes
- Land Drainage Strategies and Projects

### *Land Reclamation and Enhancement*

### *Private Sector Housing Improvement*

- Renovation and Home Repairs Grants
- Housing Renewal Areas

### *Economic Development and Tourism*

- Economic Strategy Formulation and Implementation
- Inward Investment and Business Formation
- Industrial Land and Property development
- Financial Incentives to Business
- Business Support and Advice
- Tourism Strategy Formulation and Implementation
- Promotion and Marketing
- Task Force Activity

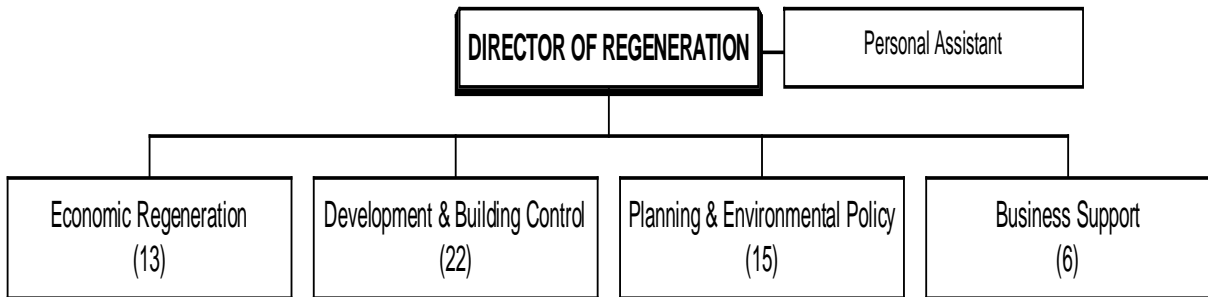
### *Regeneration Initiatives and Programmes*

- Single Regeneration Budget Programmes
- Neighbourhood Renewal
- European Programmes
- Community Development and Support
- Production of Community Appraisals
- Market Towns
- Settlement Renewal Initiative

- 2.2 Staff Development and Training is undertaken to improve the Department's ability to carry out its role, and to enable staff to progress individually in terms of experience, responsibility and career progression.

## **Staff**

- 2.3 To deliver these services the Department has been structured in three divisions led by Heads of Service. A Business Support Unit provides administrative and financial support to the department. The following structure indicates the number of posts currently identified (at 1<sup>st</sup> April 2005) in each section:-



2.4 In addition to the above core staff, the following officers, funded externally, are part of the Departmental staffing structure and support and develop specific aspects of the Service Plan:

- Wear Valley Lifelong Learning Co-ordination
- Single Regeneration Budget Community Capacity Development Worker (2)
- Bishop Auckland Town Centre Manager
- Coundon/Leeholme Settlement Renewal Initiative Project Worker and Administrative Support
- Stanhope and Crook Market Towns Co-ordinators and Administrative Support (2).

2.5 During 2004/5 independent appraisals of the Development Control Service expressed concerns about staff capacity to deliver the service. Addison Associates commissioned by ODPM have recommended an average caseload of 150 cases per officer. The average caseload in Wear Valley is over 250 cases per officer. When Addison Associates examined Wear Valley they concluded that sustained improvement in performance cannot be certain because of increasing and high workload, and the need to recruit and retain staff.

2.6 This fact was endorsed by the Audit Commission Best Value Inspection in September 2004 and in an independent appraisal of development Control processes and Procedures undertaken by Trevor Roberts Associates. The latter study recommended that additional staff resources were required in all parts of the service to maintain service delivery and performance improvement.

2.7 The Planning Delivery Grant awarded in 2004/5 and 2005/6 has been used to enhance staff capacity and to reflect the concerns of external inspection. Special Council on 28 April 2005 agreed to provide resources for 4 additional posts.

2.8 Staff training and development is continually monitored. At present the department is specifically resourcing the training of planning and support staff to gain additional professional qualifications.

## Financial resources

2.9 The financial resources available to deliver the Regeneration Service for year 2005/06 are presented below:-

Table 1

2.10 Since the budget was agreed a further award of Planning Delivery Grant has been made. It has yet to be decided how the PDG will be spent on improving the Planning Service, however, it may be used to address a number of staffing issues as well as for some capital expenditure. In addition, fee income is expected to be higher as a result of an increase in planning fees (averaging 17 per cent) which was announced by ODPM at the end of March. In the last financial year the fee income was £401,128. It is expected this will be surpassed in 2005/6.

Section/cost centre	Budget 2005/6			Issues
	Expend	Income	Net Cost	
<b>Revenue</b>				
Building Control	240,856	220,200	20,656	Fee income is high because of high demands on service because of building boom.
Economic Development	633,094	343,564	289,530	
Planning	847,249	452,862	394,387	Increased fee income from 1 <sup>st</sup> April 2005. Additional PDG from 1 <sup>st</sup> April 2005 £126,812.
Private Sector Housing	286,844	60,867	225,982	
Reclamation/ Conservation	95,468	0	95,468	
Regeneration	442,011	358,951	83,060	In subsequent years income from SRB and external programmes may be lost. Includes NRF
Tourism	127,357	47,123	80,234	Includes "Mine Host"
Business Support	190,591	0	190,591	
<b>TOTALS</b>	<b>2,783,475</b>	<b>1,483,567</b>	<b>1,379,938</b>	



Section/cost centre	Budget 2005/6			Issues
	Expend	Income	Net Cost	
Capital				
Housing Renewal	820,000	120,000	700,000	Includes DFGs, Private Housing Sector Grants and Dene Valley HRP
Conservation & Enhancement	1,267,000	900,000	367,000	Includes Bishop Auckland Urban Renaissance and Car Parking Improvements and Crook Enhancements.
Economic Regeneration Development Schemes	4,365,000	3,700,000	665,000	Includes Bracks Farm, Low Willington and Innovation House Schemes.
TOTAL	6,451,000	4,720,000	1,732,000	A ratio of 1:3 of Council to external funding.

- 2.11 This years capital programme, as detailed in the Action Plan, involves some major economic schemes, including Innovation House extension and new business units at Low Willington. These are very dependent upon external funding. This programme will be monitored quarterly.

### Assets

- 2.12 The Department's main asset is its staff and consequently personal and vocational training is integral to the 2005/2006 Service Plan to ensure that the service provided remains courteous and professional at all times, with a commitment to improvement.
- 2.13 The major physical assets controlled by the department are industrial land and property. Much of this is also in joint ownership with Durham County Council. Service Plan targets are set for the occupancy of such industrial land and property in order to make best use of Council's assets. The assets are:-

<b>Asset</b>	<b>Ownership</b>	<b>Area/ Floorspace</b>	<b>Projected use of asset</b>
Dales Centre, Stanhope	WVDC/DCC	7 units totalling 208 <sup>2</sup> m	Retail/Craft Units
South Church Enterprise Park	WVDC/DCC	10.4 hectares (not developable)	Industrial Land
South Church Enterprise Park	WVDC/DCC	21 units totalling 3,867 <sup>2</sup> m	Industrial Units (** no. in WVDC ownership)
Innovation House	WVDC	17 units totalling 770 <sup>2</sup> m	Business Centre
Low Willington Industrial Estate	WVDC/DCC	10.4 hectares (not developable)	Industrial Land
Low Willington Industrial Estate	WVDC/DCC	1 unit at 297 <sup>2</sup> m	Industrial Units
Crook Business Centre	WVDC/DCC/ ONE	15 offices totalling 597 <sup>2</sup> m	Business Centre
Crook Industrial Estate	WVDC	0.74 acres	Industrial Land
Tow Law Industrial Estate	WVDC	0.87 acres	Industrial Land

### 3 REVIEW OF THE PAST YEAR

#### Development and Building Control

- 3.1 The Department provides all the statutory services required of the Council to **control development** in a way which reflects both the aims and objectives of the Council and the professional vision and understanding of the Department's staff. In pursuing the effective control of development the Department has to try to meet the needs of two different and often conflicting client groups. These groups are on the one hand the existing community, who require residential amenity and the District's environment to be protected, and on the other hand, builders and developers, who seek to realise the investment and development potential of land and buildings. Reconciling such conflicts requires a high level of skill, understanding and commitment on the part of staff. Demand on the service is shown below.

	2001/02	2002/03	2003/4	2004/5
Applications received	664	743	1012	1011
How many applications decided	586	708	874	851
Approved	556 (95%)	673 (%)	803 (94%)	782 (92%)
Delegated	420 (72%)	581 (82.5%)	791 (92.7%)	777 (91.3%)
Appeals	16	18	13	14
Appeals Approved	1 (fully) 1 (in part)	4	5	6

- 3.2 The **Development Control Service** is an entirely statutory function, which involves the processing of various different types of applications including those involving listed buildings (there are over 570 in the District), Conservation Areas (20), preserved trees and advertisements as well as those for new building. In 2003/04 1012 applications were received. This level of demand on the service was maintained in 2004/5 with 1011 applications received. The introduction of a new scheme of **delegation of decisions to officers** in 2001 and further modifications agreed in 2002 and 2003 has brought the Council more in line with the national target of 90% of all applications to be delegated. In 2001/02 only 72% of decisions were delegated to officers of the Council. This rose to 82.5% in 2002/03, and to 92.7% in 2003/4, and in 2004/5 91.3% of decisions were delegated to officers.
- 3.3 In 2003/04, of **applications decided**, 94% resulted in approval compared to a national approval rate of 84%. This fell to 92% in 2004/05. The national approval rate was of those that were refused only a small percentage were the subject of **appeals** to the Office of the Deputy Prime Minister. Appeals can take the form of written representation, informal hearings or public inquiries. In 2001/02 of the 16 appeals against refusal lodged, only 1 was approved in full and 1 was approved in part. In 2002/03, 4 appeals were allowed. In 2003/04, 5 appeals were allowed. In 2004/5, 6 appeals were allowed.

3.4 The **performance of local authorities in processing** all planning applications in an efficient and speedy fashion is regularly monitored by the Government. The method of monitoring such performance changed in 2002/03. Previously local authorities were encouraged to reach a target of processing 80% of all applications within an 8-week period. From 2002/03 Government targets have been set for specific categories of applications as follows:-

- major applications ( 60% in 13 weeks),
- minor applications ( 65% in 8 weeks) and
- other applications ( 80% in 8 weeks).

Year	Percentage of all applications determined in 8 weeks (national average)
1998/99	52% (62%)
1999/2000	63% (63%)
2000/01	59% (63%)
2001/02	47% (65%)
2002/03	
• Major applications	48% (60% target)
• Minor applications	47% (65% target)
• Other applications	74% (80% target)
2003/04	
• Major applications	61% (60% target)
• Minor applications	78% (65% target)
• Other applications	89% (80% target)
2004/5	
• Major applications	59% (60% target)
• Minor applications	57% (65% target)
• Other applications	73% (80% target)

3.5 Prior to 2001/02 the Council performed below the national average. As a result the Government established the Council as a Standards Authority for 2003/04, setting **a target of deciding 55% of minor applications in 8 weeks in 2003/04**. As can be seen from the above table there was significant progress made in 2003/04, and all national targets were exceeded. Because of the tremendous improvement in performance within the Planning service, the Council was awarded by the ODPM the third highest Planning Delivery Grant in the region.

3.6 In 2004/05 it was not possible to meet the Government targets due to staff turnover and other staffing issues. However, the targets were met in the period measured between 1 October 2003 and 30 September 2004, and the Council has been awarded again the third highest Planning Delivery Grant in the region.

3.7 **Enforcement** of planning decisions is an important element of the Council's work. In recent years a number of high profile cases have been handled resulting in legal action. The introduction and monitoring of an enforcement procedure in 1998 has helped improve the process. However, continued monitoring and improvement of the procedure are required. An additional temporary enforcement investigation officer was recruited and took up appointment in August 2004. However, in February 2005 the other enforcement officer left. A scoring system has been introduced and an advice note is available so that the public can understand how this works. Also the

iPlan Complaints has been developed to help improve efficiency and record keeping. The Department is active in the County Durham Enforcement Officer Group.

- 3.8 Trevor Roberts Associates have produced a procedure manual for use by all staff (planners, support officers, enforcement officers).
- 3.9 **Building Control** forms a specialist part of the Regeneration Department, with its professional staff geared to meet the needs of developers, architects and the public at large.
- 3.10 The Building Regulations are concerned primarily with the safety of buildings and the health of people living in and around them. The Building Control section vets all plans for new building work requiring approval under the Building Regulations. In addition, once building work has commenced, inspection at various stages by the Department's staff is required to ensure that it is being carried out in the proper manner. Part P of the Building Regulations was introduced 1 January 2005 and this required electrical work to be approved by the local authority.
- 3.11 The building control staff also undertake enforcement with respect to the Building Regulations, as well as a wide range of ancillary services such as considering various types of licences for building use, to ensure that they are suitable for the purpose proposed. Inspectors also attend the Magistrates' Court in connection with Means of Escape and Structural Fire Precautions to all licensed premises. The section also co-ordinates matters relating to access for the disabled and provides a major contribution to the work of the Wear Valley Access Forum.
- 3.12 The integration of Planning and Building Control staff within one department enables a comprehensive service to be offered to builders, developers and members of the public on a "one-stop shop" basis. The Department also co-ordinates with other departments of the Council, external agencies and statutory undertakers with regard to the future development of the District.

#### **Achievements in 2004/05**

- 851 planning applications determined of which 92% approved.
- 59% of major applications determined in 13 weeks.
- 57% of minor applications determined in 8 weeks.
- 73% of other applications determined in 8 weeks
  
- 682 building control applications (full plans) and building notices determined.
- 46% of all building control applications (full plans) considered in 5 weeks and 29% in 8 weeks.
- The Council were awarded the third highest Planning Delivery Grant from the ODPM because of its performance in Planning.
- Implemented e-gov. software to enable submission of planning and building regulations applications on-line.
- Implemented public access to enable the public to view applications and comment on-line.

## **Economic Regeneration**

- 3.13 The geo-thermal drilling at Eastgate has been a resounding success and it has confirmed that there is a viable source of hot water. This allows the final stage of the Eastgate site master plan to be developed into the UK's first renewable energy model village, incorporating geothermal energy, bio-mass, wind power, hydro-electricity and solar energy. Draft Plans for the site include a high spec mixed use development incorporating recreation, tourism, housing and high tech business development.
- 3.14 We hosted a high profile event, attended by the Prime Minister, to combine the launch of the new marketing strategy and the official opening of Innovation House, which helped us raise the profile of the District locally, regionally and nationally.
- 3.15 We provided a comprehensive business support service to improve inward investment, relocations and new business start-ups and expansions.
- 3.16 We have an 81% occupancy rate in Wear Valley (or jointly owned) factory units and workshops.
- 3.17 We continued to support Shop Front Improvement Schemes at Bishop Auckland (south), Coundon and the Building Enhancement Scheme in Stanhope.
- 3.18 We continued to participate and support a wide range of initiatives including the MTI/SRI/SRB programmes, helping to engage and support community groups in the regeneration process in their own neighbourhoods.
- 3.19 We began to develop and implement a range of new projects including:-

### **Achievements in 2004/05**

- Feasibility work for extension at Innovation House.
- Working in partnership with DCC on feasibility work for new office development at Low Willington.
  - Consulted and gained approval for environmental improvements to improve the town centre economy in Crook.
- Started to develop bids to restore the historic Auckland Castle Park.
- Implemented a project to help to improve the tourism infrastructure of the District.
- Encouraging companies to use local supply chains.

## **Planning & Environmental Policy**

- 3.20 The enactment of The Planning & Compulsory Purchase Bill in September 2004 heralded the introduction of a new regime of development plan preparation. As a result the review of the current Wear Valley District Local Plan will be translated into the production of a new style Local Development Framework (LDF) for the District. Transitional arrangements have been put in place by which the existing Local Plan policies will be 'saved' until at least September 2007, whilst the LDF is being prepared.

- 3.21 A Local Development Scheme, the project plan of the first round of Local Development Documents (LDDs) given priority for production over the next 3 years has been formally approved by ODPM and came into force on 20<sup>th</sup> April, 2005. The next step is to prepare a Statement of Community Involvement (SCI) which outlines how and when the Council will engage the community, stakeholders and other third parties in LDD production and in the development control decision making process. In relation to this the department is currently developing partnership arrangements with the other Durham districts and Planning Aid to implement a project aimed at introducing planning into local schools.
- 3.22 The district's first Urban Capacity Study (UCS) was undertaken and the findings ratified by a partnership panel comprising of officers and representatives of the local and national social and private housing sectors. The UCS was published in September 2004 and it is intended that an annual review will take place. The results of this study will inform LDF production.
- 3.23 Consultants have been commissioned to produce a 'Master Plan' for Bishop Auckland Town Centre. Initial proposals have been the subject of a public consultation process, the results of which are currently being analysed. A district wide retail study has also been completed by consultants, which will assist in the development of a new monitoring system to meet the requirements of the new development plan system. Work is ongoing with respect to developing such systems in relation to other policy issues. Submission to ODPM of the first new style Annual Monitoring Report is required by the end of December 2005.
- 3.24 The department is working in partnership with Sedgefield Borough and Teesdale District Councils with regard to securing two posts to carry out work on the mandatory Sustainability Appraisal and Strategic Environmental Assessment of all forthcoming Development Plan Documents (DPDs) produced by the three councils. Pre submission consultation and participation processes are to be implemented imminently which will inform the production of a draft SCI.
- 3.25 Other areas of joint working which will inform the LDF include the department's involvement in with the other Durham districts in relation to implementing an initial Housing Market Assessment (HMA) and future monitoring arrangements. Completion of this work will ensure that new LDF policies are tailored with the full understanding of the local housing market as well as assisting in securing future external funding. In addition work has also commenced in conjunction with Community Services Department upon the production of an Open Space Strategy, in accordance with PPG 17 requirements.
- 3.26 During the past year the district has experienced a slight increase in brownfield housing development from 41.3% to 46.5%. This figure is expected to improve further as greenfield committed sites are developed or consent expires and greater emphasis on brownfield development continues in the decision making process.
- 3.27 The implementation of the Dene Valley Housing Renewal Programme has continued with a commencement on the Randolph street enhancement scheme. Accent Regeneration, our partners in the scheme, have undertaken a review of work on the scheme to date, and will advise future work.

- 3.28 A programme of private sector housing improvements has continued and a full review of policies and procedures, in accordance with the Housing Regulatory Reform Act, has been adopted by Council.

#### **Achievements in 2004/05**

- Completion and publication of first Urban Capacity Study (UCS)
- Completion of district wide retail study.
- Adoption of a Local Development Scheme setting out the priorities and timescales of Local Development Documents (DPDs) over the next 3 years.
- 18 environmental improvement grant schemes proposed working with Groundwork West Durham.
- £109,835 of grant assistance resulted in 14 properties in Bishop Auckland Town Centre under the Commercial Building Improvement Scheme
- £50,293 of grant money made available to assist in the improvement of 6 commercial properties in Bishop Auckland town centre under the Townscape Heritage Initiative.
- A further 2 shop front improvements were completed in Coundon , with a further proposed.
- Commencement of a further phase of the Dene Valley Housing Renewal Programme at Randolph Street.
- Adoption of new Private Sector Housing Policies and Procedures.
- Refurbishment of Victoria Avenue Car Park, Bishop Auckland.
- Agreement with owners allowing Council to trial long stay parking to upper roof level of the Newgate Centre Car Park.
- Progress with existing and new regeneration projects undertaken in partnership with Groundwork West Durham and various Community Partnerships. Approximately 20 projects, in final stages of completion others in their infancy.



## 4 PARTNERSHIP PROFILE

4.1 In order to achieve the initiatives suggested in the Service Plan the Department works in partnership with a whole range of outside organisations. The key partners include:-

- ONE North East
- Government Office for the North East
- Durham County Council
- Wear Valley Development Agency
- Groundwork Trust
- Bishop Auckland College
- Durham Rural Community Council
- Countryside Agency
- Other Local Authorities
- Local Chambers of Commerce/Trade
- 2D Voluntary Sector for Wear Valley and Teesdale
- Resident and Community Groups.

4.2 The nature and purpose of the departments partnership involvement is presented below:-

Name of Partnership	Purpose	Specifying/monitoring arrangements
Wear Valley Local Strategic Partnership (and sub groups)	To enable main public service providers to establish and agree common approach with the community to co-ordinate service delivery in the district.	Monitoring of LSP/NRF activity undertaken at board and sub-group level.
County Durham Strategic Partnership	To provide strategic approach for LSP activities	
County Durham Economic Development Strategy	To agree and deliver an economic strategy for County Durham as sub-regional partnership for the Regional Economic Strategy and agree allocation of ONE Single Programme.	Activity programmed by 3 year Investment Plan set against ONE NorthEast target. Activity monitored quarterly at Strategy Steering Group.
European Objective 2 Partnership (and sub groups)	To agree strategy and implementation of European programmes within County Durham	Activity programmed by EU Delivery Plan monitored quarterly by GONE.
Market Towns Partnerships for Crook and Stanhope	To agree and delivery programme to achieve regeneration in identified towns in the Countryside Agency/ONE initiative	Market Towns Action Plans included within County Economic Strategy Investment Plan. Monitoring quarterly by local, and sub-regional partnerships and ONE NorthEast.

Weardale Task Force (Eastgate Development sub group)	To agree and deliver an integrated regeneration programme for Weardale in the wake of the closure of major sources of employment	Activity agreed in Delivery Plan 2004/5. Monitoring by Task Force and Eastgate sub-group.
County Durham Regeneration (SRB5/6) Partnership	To agree and delivery SRB 5/6county – wide programme	Activity agreed in Delivery Plan. Monitored by GONE quarterly and by Sub-Regional partnerships.
South Bishop Auckland SRB Partnership	To deliver SRB 6 programme in Bishop Auckland area and provide sub-district forum for LSP matters	Activity agreed in Delivery Plan monitored by GONE quarterly and by sub-regional partnership.
Crook and Willington SRB Partnership	To deliver SRB 5 programme in Crook and Willington area and provide sub-district forum for LSP matters	Activity agreed in Delivery Plan monitored by GONE quarterly and by sub-regional partnership.
Bishop Auckland Town Centre Forum	To deliver SRB 6 programme and this centre strategy in Bishop Auckland town centre	Activity agreed within strategy (currently under review) and monitored by Forum (quarterly) and by report to Regeneration Committee.
Dene Valley Housing Renewal Area Partnership	To agree and deliver programme of housing renewal in Eldon Lane, Bridge Place and Coundon Grange	Monitoring undertaken by Department and report to Regeneration Committee
Coundon Settlement Renewal Initiative	To agree and deliver settlement renewal programme in Coundon and Leeholme	SRI Action Plan included within County Economic Strategy Investment Plan. Monitoring quarterly by local and sub-regional partnership, and by ONE NorthEast.
Sure Start	To agree and deliver Sure Start programmes aimed at children and families of children aged under 4.	Programme activity agreed by Partnership and Sure Start Unit. Monitored by Partnerships on quarterly basis with reports to national Sure Start unit.
Regional Spatial Strategy Management Group	To manage and direct the production of the RSS. to agree policy and content of the RSS	Strategy currently under preparation. Monitoring of progress by NEA and report to Regeneration Committee.
County Planning Working Group (Structure Plan, Mineral Plan, Work Plan Monitoring)	To give direction to the production of county-wide plans and strategies.	Plans currently under preparation. Monitoring reports to Regeneration Committee.
Local Transport Plan Partnership	To agree strategy and implementation plan for transport development and use in County Durham.	Programme activity agreed for 2001/2006. Monitored by Partnership and submission of Annual Progress Report to GONE. Programme 2006/11 currently under preparation.

West Durham Rural Transport Partnership	To work with local communities to identify and delivery sustainable transport solutions for West Durham	Activity agreed by partnership to influence LTP. Monitored by partnership.
County Durham Local Agenda 21 Forum	Discussion forum for environmental and LA 21 matters	Activity promoted for implementation by local groups (including LSP Environment Group)
North Pennines Partnership	To agree and deliver North Pennines Management Plan	Programme activity agreed to Management Plan in March 2004. Annual monitoring report agreed by Partnership and reported to Regeneration Committee.
Groundwork West Durham	To manage and deliver environmental, education, environmental training activities	Programme activity agreed by Board (continual process) and monitoring by Board on quarterly basis. Schemes within the district receive prior approval by Regeneration Committee.

## 5 CUSTOMERS

### Key customer groups

- 5.1 All aspects of the Department's work interact with the community, who either receive the service at first hand through, for example, the control of development, or via direct consultation and joint working with community groups and organisations to develop and deliver projects and initiatives.

### How we engage with customers and citizens

#### Development Control

- 5.2 The development control service has many customers:-

- Applicants/agents
- Local residents
- Businesses
- Consultees.

- 5.3 In 2003/4 a survey was undertaken to identify the level of satisfaction amongst applicants and agents. A satisfaction level of 90% was achieved from a 100% survey with a 61% response rate.

- 5.4 The Best Value Inspectors have commented that the views of other customers of the service have not been surveyed, such as consultees and objectors. In 2005/6 it is proposed to carry out continuous surveys of applicants and other users of the service to identify strengths/weaknesses in the service to customers. It is also proposed to establish a Planning Service User Panel to obtain more informal views on service delivery.

#### Building Control

- 5.5 The building control service has as its customers:-

- Applicants/agents
- Builders.

- 5.6 In 2005/6 it is proposed to carry out continuous surveys of applicants, agents and builders to gauge the level of satisfaction with how their applications have been vetted and the building work has been checked on site. This aspect will be developed further during 2005/6 through the production of a Statement of Community Involvement which will identify the ways in which the Council will engage and consult with the public during the production of the Council Development Groundwork.

#### Planning and Environmental Policy

- 5.7 All aspects of Planning and Environmental Policy work are subject to consultation with the local community including local plan/development plan preparation and the production of individual site development briefs. The public have the opportunity and are encouraged to influence the content of such work.

- 5.8 The development and implementation of the Council's housing renewal programme in the Dene Valley has been undertaken through a formal consultative framework involving landlords, tenants and the Dene Valley Community Partnership. In 2004/5

consultation has taken place to determine the scale and nature of works to Randolph Street in Dene Valley. A survey of recipients of grants for private sector housing improvement (disabled facilities, renovation and home repairs grants) was undertaken across 2002/03 and in 2003/04 overall levels of satisfaction in the service high, including satisfaction levels for works undertaken on DFGs and Renovation grants shown as 100% and 91% respectively, and 100% satisfaction level with the service offered by the Council.

- 5.9 Further consultation will take place through the production of a Masterplan for Coundon to inform the delivering of the Coalfields Housing Regeneration Programme.

**Economic Regeneration**

- 5.10 On-going work to enable direct engagement of the community in economic regeneration programmes. Coundon and Leeholme SRI; Crook and Stanhope MTI, Bishop Auckland Town Centre, through establishment of a Town Centre Forum, Wear Valley Forum for Business and on the redevelopment plans for Eastgate Cement Works.
- 5.11 During 2005/6 detailed consultation/community engagement will take place on the Eastgate Masterplan.

5.12 Current views of customers and citizens is summarised below.

Subject	Who was consulted	6 Key findings	Action taken and links to this Service Plan
<b>Forward Planning</b>	Consultation with the public on Key Issues for future development plan.	Detailed comments made which impact on Local Plan production	"shape" and content of core strategy being influenced by comments received on key issues.
<b>Building Control</b>	Customer Survey of applicants for Building Regulations approval	Continual survey (100%) of all applicants and builders.	Influence on delivery of service
<b>Development Control</b>	Consultation and neighbour notification on planning applications	On-going /continual consultation process	Influence on decision making by Council
	Customer survey of applicants for planning permission	Continual survey (100%) of all applicants. Survey of objectors to planning applications	Influence on delivery of service
<b>Environmental Protection and Enhancement</b>	Consultation on Crook Town Centre Enhancement Scheme	Further stage for consultation to focus on Hope Street and Green	Modifications to design to reflect public concerns before implementation.
	Review of Bishop Auckland Town Centre Strategy involving consultation by external consultants (Red Box Associates) on town centre master plan proposals.	Detailed comments on master plan.	Modifications to emerging strategy and master plan. Draft strategy being presented for public comment.
	Consultation on Newgate Street environmental enhancements. Joint working with Town Centre Environment and Arts Group to develop and agree scheme	Comments on design	Agreement of scheme details to be discussed by town centre forum.
	Further consultation on Housing Renewal area environmental enhancement scheme in conjunction with Dene Valley SRI process.	Priority established for next phase of scheme	Consultants commissioned to undertake mid term review of Housing Renewal Area. "Facelift" scheme agreed for Randolph St. Reported to Regen Comm. 9 Jan 05.
<b>REGENERATION</b>	Programmed consultation on Coundon Collingwood Street Enhancement Scheme	Detailed comments on design	Modifications to design to reflect public concerns before implementation
	Consultation on the strategy for the regeneration of Weardale "Renewing Weardale the Way Forward" through the Weardale Task Force	On-going consultation on implementation and redevelopment plans for Eastgate	Results incorporated into Delivery Plan

	Consultation/involvement of local community partnership in Coundon Regeneration Initiative.	Public endorsement and support has helped sustain/justify funding applications.	Maintenance and support for further work within Coundon/Leeholme Community Settlement Renewal Project
	Consultation through Community Forum and Partnerships on projects in Crook and Willington SRB 5 programmes	Amendment/endorsement of projects and development of implementation programmes	Continual consultation (quarterly forum meetings) as new projects come forward for implementation
	Following consultation on Market Towns Health Checks	Action plans developed.	Continued consultation on implementation
	Consultation/community appraisal in targeted communities of the District.	Development of Programme for implementation through European programme. Programmes endorsed by Community Partnership	Consultation on included schemes has supported/justified funding bids.
	Consultation through the WV "Forum for Business" an Economic Policies and Strategies.	Deliver Plan developed through Forum.	Continued consultation on implementation.
	Consultation with customers through the Dene Valley Community partnership and through numerous open days and meetings.	Highlighted customers aspirations which had a major input in the mid term review and highlighted a way forward.	Influence on key strategic decisions relating to the Eldon Lane Renewal area.

5.13 Consultation and engagement activities planned for 2005/6 are as follows:-

<b>Subject and purpose of consultation</b>	<b>Target groups</b>	<b>Proposed methodology</b>
Bishop Auckland Town Centre Master Plan	All	Public exhibition meeting
Set up Planning "Focus" Group	Representatives from all sections of the public	Regular focus group forum.
Statement of Community for LDF	All sections of the public	Use Local Development Partnership Groups
Eastgate Cement Works Master Plan	Weardale Residents	Workshops/exhibitions and meetings.
Coundon Master Plan	Coundon Residents	Workshops/exhibitions/ through Coundon/Leeholme Community Project.
Eldon Lane – Re-appraisal of Housing Renewal Programme	Property owners and Dene Valley Residents	Through Dene Valley Community Partnership / Parish Council
Economic Futures Consultants	Forum for Business	Meetings and workshops.
On-going Forum for Business	Forum for Business	Meetings



## **6 BEST VALUE REVIEW**

- 6.1 The Planning Service was subject to a “light touch” Best Value Inspection by the Audit Commission in September 2004.
- 6.2 The Inspection focussed on how the Council's Planning Service was:-
- Planning for improvement in the local quality of life.
  - Providing an efficient and high quality customer service.
  - Making decisions in a fair and transparent way.
- 6.3 The Audit Commission consider the service to be a good service (two stars) with promising prospects for improvement. On 3 November 2004 the Regeneration Committee agreed an Improvement Plan. Implementation of the plan is on-going. This is summarised below.
- 6.4 On 30 September 2004 Trevor Roberts Associates submitted their report entitled “A review of Development Control Procedures in Wear Valley District Council”. The report has made recommendations in respect of staffing levels, managerial responsibilities, changes to procedures and the role of Members in the planning process. The report has not as yet been considered in full by Members. The Associates have produced an on-line Procedure Guide for use by staff, which incorporates the recommended changes to procedures. Details of the staffing recommendations are provided under “Departmental Profile” and funding will be required to implement the proposed changes, if approved. Some of the changes suggested in respect of Development Control Committee (i.e. frequency of meetings, number of members sitting on the Committee) have not been adopted.
- 6.5 The production of guidance for Members form part of the Improvement Plan. It is recommended that if Committee make a decision against officer advice a full explanation is recorded in the Minutes. A Protocol on Planning has been agreed which incorporates this recommendation.
- 6.6 Addison Associates assessed the development control service in 2003/4. On 1 July 2004 the Minister for Housing and Planning concluded that the authority is making excellent progress towards our specific performance standards. However, the authority was asked to note the comments made by Addison Associates namely:-
- The service is relying on further PDG to maintain and take forward further improvements.
  - A forward looking plan is required that is adequately resourced.
  - The caseloads for case officers including the enforcement officer must be reduced to ensure continued good performance.
  - It is difficult to recruit and retain staff. There needs to be staff retention strategy and a staff training and development strategy.

- The Council should enhance the performance management system and process that adds to the existing detail on timescales and targets and monitors performance on applications, for example, with Section 106 agreements.
- 6.7 On 28 April 2005, Special Council agreed to invest in the Planning Service, to meet in part the findings of all external reports, by providing resources for two additional planning officers, a new support officer post and an enforcement officer post. A further more detailed report on departmental structure will be forthcoming.
- 6.8 The whole of the Regeneration Service will be subject to a Best Value review in 2005/06.
- 6.9 The Improvement Plan includes proposals to address the need for enhanced performance management and improvements to process. Details are as follow:-

## High Level Improvement Plan

Issue from Report	Planned Action	Target Dates	Responsibility	Action Taken
<p><b>Community Plan</b> The Community Plan is still in draft. It is not clear that the aims are realistic or that the implications are owned by the Community. Until the community plan is agreed the regeneration strategy and LDF will not be able to properly reflect community aspirations</p>	<p>The Community Plan is currently being revised for consideration by the Council and the LSP before consultation</p>	<p>Draft for comment to LSP late Nov-early Dec.</p>	<p>MSU/LSP</p>	<p>Community Plan publication to be agreed by next LSP meeting.</p>
<p><b>Quality Assurance</b> Process and procedures do not include a quality assurance (QA) system.</p>	<ul style="list-style-type: none"> <li>Implement agreed elements (process improvements) of consultants report</li> <li>Develop system to monitor qualitative and quantitative performance targets, including quality of life targets.</li> <li>Assimilate into service balanced scorecard.</li> </ul>	<p>April 2005</p>	<p>Director of Regeneration / Head of Development and Building Control / support from MSU</p>	<ul style="list-style-type: none"> <li>Some changes made/others to be introduced.</li> <li>Audit commission indicators.</li> <li>Checklist monitoring achievement of targets and compliance with procedures.</li> </ul>
<p><b>Access to service</b></p> <ul style="list-style-type: none"> <li>Planning service is not fully e-enabled (applications cannot yet be submitted on-line)</li> <li>Access to the service is limited to office hours at the Civic Centre</li> <li>Documents are not available in languages other than English.</li> <li>No attempt is made to analyse customer response whether different sections of the community experience the</li> </ul>	<ul style="list-style-type: none"> <li>Implement electronic delivery of service action plan (funded 2004/05 by Planning Delivery Grant)</li> <li>Undertake review/feasibility of area based service delivery and/or access.</li> <li>Publicise availability of translation services.</li> <li>Implement proposals</li> </ul>	<p><b>Commence October 2004</b> Complete April 2005</p>	<p>Head of Development and Building Control / ICT Section (for electronic delivery implementation)</p>	<ul style="list-style-type: none"> <li>Public access due to be live end of May.</li> <li>Not considered area based service – struggling with staff resources. Extended hours would also be difficult with current resources.</li> <li>Translation services are available on request. Service to publish availability.</li> <li>Plan to set up user/customer panel soon.</li> </ul>

Issue from Report	Planned Action	Target Dates	Responsibility	Action Taken
<p>service differently or have differing needs which service needs to consider</p>	<p>for a users/customer panel</p>			
<p><b>Role of Councillors</b></p> <ul style="list-style-type: none"> <li>• Councillors giving undue weight to non-material planning considerations may reduce the level of confidence in the service.</li> <li>• Informal contact arrangements between officers and Councillors are not always efficient – lack of a protocol.</li> </ul>	<ul style="list-style-type: none"> <li>• Member/ officer protocol already in existence.</li> <li>• Continued programme of training for members on planning matters</li> <li>• Raise awareness within staff of content and operation of the member/officer protocol</li> <li>• Develop summary officer and member guidance notes.</li> </ul>	<ul style="list-style-type: none"> <li>• Member training on-going.</li> <li>• Staff awareness training commence October 2004 Complete December 2004.</li> <li>• Guidance notes by Apr 05.</li> </ul>	<p>Head of Development and Building Control / MSU / Committee Section</p>	<ul style="list-style-type: none"> <li>▪ Protocol on Planning agreed 31 March 05.</li> <li>▪ Training to be compulsory/ programme to be planned for after Annual Meeting.</li> <li>▪ Officers to be provided with copies of Protocol/ briefing.</li> </ul>
<p><b>RSS Conflicts</b></p> <p>A major issue is to resolve the conflict between community aspiration and the emerging RSS, around which there has been little community or political debate</p>	<p>Continue representative role within RSS Management Group and seek to influence the content of the draft. Co-ordinate the views of other Durham districts in this process. Produce full response to the consultation draft RSS at the appropriate time.</p>	<p>Commence consultation December 2004 / January 2005.</p>	<p>Director of Regeneration</p>	<p>Council's involvement on-going. RSS delayed for publication until June 2005.</p>

Issue	Recommended Action	Target Dates	Responsibility	Action Taken
<b>Quality of Life Indicators</b> Whilst overall monitoring of PI's is good, the overall impact of the service on quality of life is not measured systematically.	Expand current BVPI performance monitoring to develop and include set of quality of life indicators. Draw on national best practise to agree set of indicators.	Commence October 2004. Include within draft Service Plan by end of October 2004.	Director of Regeneration / Heads of Service / MSU	Currently under consideration. To be included in next Service Plan.

### SUPPORTING PRIORITIES FOR IMPROVEMENT ACTION PLAN

Issue	Recommended Action	Target Dates	Responsibility	Action Taken
<b>Affordable Housing</b> The Council is not following Government policy, which advocates integrating affordable housing into all the larger housing development schemes to achieve balanced communities.	Review of policies to be undertaken in production of LDF.	Draft for core LDF strategy April 2005	Head of Planning and Environmental Policy	<ul style="list-style-type: none"> <li>▪ Priority given to the production of a Housing DPD within first round of documents to be produced as part of the LDF which will seek to address this issue.</li> <li>▪ Commencement of joint working with other Durham Districts to carry out a Housing Market Assessment to inform policy preparation.</li> </ul>
<b>Section 106 Agreements</b> Section 106 agreements are taking too long to prepare and agree.	<ul style="list-style-type: none"> <li>• Continue to prepare S106 agreements concurrently with the determination of planning applications.</li> <li>• Undertake review of resources considered necessary for S 106 workload.</li> </ul>	April 2005	Head of Development and Building Control, and Head of Legal Services	<ul style="list-style-type: none"> <li>▪ Resources adequate.</li> <li>▪ Protocol to be prepared (Aug 2005) to ensure Head of Legal gets all documents/info required on time.</li> </ul>

Issue	Recommended Action	Target Dates	Responsibility	Action Taken
<b>Enforcement Activity</b> Enforcement activity is still reactive.	<ul style="list-style-type: none"> <li>• Implement agreed elements of consultants report.</li> <li>• Seek additional resources for enforcement work (growth bid being prepared for consideration in Council budget process)</li> </ul>	April 2005	Director of Regeneration / Head of Development and Building Control	<ul style="list-style-type: none"> <li>▪ Some changes introduced but not all T Roberts recommendations. Disruption caused when AB/AJ left. More resources agreed by Council 28 April 2005. New officer expected June 2005.</li> </ul>
<b>Customer Satisfaction</b> Customer surveys do not include consultees and other users of the service (Only includes applicants)	Continuous survey of applicants/ users of the service be undertaken	Commence April 2005	Head of Development and Building Control	<ul style="list-style-type: none"> <li>▪ Surveys to commence but staffing resources will be a problem.</li> </ul>
<b>Performance Information</b> Performance information on Development Control is not available to customers to reflect the Customer Charter	Develop information system to publicise performance on Customer Charter	Commenced September 2004 Implemented from April 2005	Head of Development and Building Control / IT Section	<ul style="list-style-type: none"> <li>▪ Customer Charter revised.</li> <li>▪ New indicators to be measured.</li> </ul>
<b>Population Growth</b> Politicians and community have not considered the implications of population growth.	Implementation of the Council Plan	Early 2005.	MSU / Corporate Management team	Work completed by MSU on determinants of population trends May 2005.

Issue	Recommended Action	Target Dates	Responsibility	Action Taken
<p><b>Recruitment</b> There remains fragility around the council's ability to recruit and retain staff.</p>	<p>Monitor staff turnover. Full implementation of PDP and resulting training programme. Growth bid for additional resources for training being prepared for consideration in Council budget process.</p>	<p>On-going</p>	<p>Director of Regeneration / Heads of Service</p>	<p>Council have agreed to fund 4 new posts. Process of recruitment underway.</p>
<p><b>Conservation Resources</b> Resources for work on conservation aspects of the service have not increased to take account of increased number of applications.</p>	<p>Undertake review of conservation work and resources in the Council. Potential growth bid for expansion of the service to be included for consideration in the Council budget process.</p>	<p>Commence October 2004. Conclude December 2004.</p>	<p>Director of Regeneration / Head of Planning and Environmental Policy.</p>	<p>Currently under review with DCC.</p>

## 7 BALANCED SCORECARD

Population						
Council Objective	Critical success factor	Measurement	Target	How collected	How often collected	Responsible officer
Community led	Community Engagement with preparation of Local Development Framework (Statement of Community Involvement)	<ul style="list-style-type: none"> <li>Number of meetings</li> <li>Number of attendees</li> <li>Numbers consulted/ responding</li> </ul>	Consultation on SCI scheduled last quarter of year	Preparatory work being undertaken.	Review of SCI to be undertaken annually. NB LDS states where a need is highlighted through the annual Monitoring Report or every 3 years whichever is earlier.	Principal Officer Forward Planning
Management and organisation	Achievement against BVPIs (80%)	<ul style="list-style-type: none"> <li>BVPI monitoring on 10 indicators.</li> </ul>	80% achievement on all indicators	SX3 system  BVPIs 10 in total 4 only measured at end of year. 5 achieved target 1 missed target. Of those measured quarterly 83% achieved target.	Monthly	Head of Development & Building Control
		<ul style="list-style-type: none"> <li>LPI monitoring on 16 indicators</li> </ul>		LPIs 16 in total. 1 not measured quarterly. 8 achieved target. 7 missed target. Of these measured quarterly 53% hit or on target		Head of Development & Building Control



Environment						
Council Objective	Critical success factor	Measurement	Target	How collected	How often collected	Responsible officer
Customer centred	Satisfaction with Planning Service Satisfaction with Building Control Service	Questionnaires to customers, applicants/agents (100%) BVPI 111 Customer Panel	85%	Postal  Meeting	After issue decisions/ complete inspections  Quarterly	Head of Development & Building Control
Citizen focused	Significant progress towards development of the Local Development Framework, including: <ul style="list-style-type: none"> <li>▪ Local Development Scheme</li> <li>▪ Development Strategy</li> <li>▪ Urban Capacity Study</li> </ul>	Production of: <ul style="list-style-type: none"> <li>• LDS</li> <li>• DS</li> <li>• UCS</li> </ul>	End of March 2005	LDS agreed by Regeneration Committee 9 <sup>th</sup> July 2004 and submitted to GONE.  UCS agreed by Regeneration Committee 9 <sup>th</sup> September 2004.	On-going	Principal Officer Forward Planning
Management and organisation	Delivery of Planning Service	BVPI 109 on Development Control performance  Customer Charter	Major applications 60%  Minor applications 65%  Others 80%	SX3 system	Monthly	Head of Development & Building Control

Economy						
Council Objective	Critical success factor	Measurement	Target	How collected	How often collected	Responsible officer
Citizen focused	Production of Economic Strategy	Production of Strategy	End of March 2005	Brief for consultants agreed by Regeneration Committee 3 <sup>rd</sup> November 2004.	Report to be completed 2005.	Head of Economic Regeneration
Community led	Review and implementation of Town Centre/Market Town Strategies.	<ul style="list-style-type: none"> <li>Production of Town Centre Strategy</li> </ul>	<ul style="list-style-type: none"> <li>End of March 2005</li> </ul>	Report to Regeneration Committee 3 <sup>rd</sup> November 2004. Extensive work undertaken including:- <ul style="list-style-type: none"> <li>retail assessment</li> <li>town centre master planning</li> <li>public engagement.</li> </ul>	On-going	Director

	Implementation of Weardale Strategy.	<ul style="list-style-type: none"> <li>• Delivery of projects including Weardale business park and Eastgate site development</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Detailed discussions on development and landownership at Wolsingham.</li> <li>• Major drilling operation to be concluded end of November at Eastgate which will present context of site master plan.</li> </ul>	On-going	Head of Economic Regeneration
	Improve the local economy through business advice and financial support	<ul style="list-style-type: none"> <li>• Number of jobs created</li> <li>• Number of businesses advised</li> </ul>	<ul style="list-style-type: none"> <li>• 44</li> <li>• 48</li> </ul>	<ul style="list-style-type: none"> <li>• 72.5</li> <li>• 21</li> </ul>	Monthly	Head of Economic Regeneration
Finance and resources	Maximise available external grants to create new economic infrastructure	<ul style="list-style-type: none"> <li>• ERDF</li> <li>• NRF</li> <li>• SRB</li> <li>• Other allocations to District Developments</li> </ul>	Achieve allocations	<p>Feasibility work completed on Innovation House extension and Low Willington Business Units.</p> <p>Funding bids being developed.</p>	Quarterly monitoring as dictated by funders.	Head of Economic Regeneration

<b>Crime</b>						
Council objective	Critical success factor	Measurement	Target	How collected	How often collected	Responsible officer
Citizen focused	Produce Design Statement including "designing out" crime policies	Production of design guide as part of LDF.	Target date for completion agreed in part of Local Development Scheme with GONE.	Continued preparatory work on LDF and residential design guide.	Annually	Principal Officer Forward Planning

<b>Health</b>						
	Critical success factor	Measurement	Target	How collected	How often collected	Responsible officer
Customer centred	Allocation of Disabled Facilities Grant.	No. of grants awarded.	Full use of capital allocation (4,200,000)	Full grant was committed.	Monthly	Housing Strategy Officer
	Completion of Phase II Contaminated Land Strategy	Completion of survey.	2005	Full report produced	Report to Regeneration Committee	Environmental Officer

Lifelong Learning						
Council Objective	Critical success factor	Measurement	Target	How collected	How often collected	Responsible officer
Community led	Delivery of community based training through community capacity building programmes.	Number of training weeks.	40 by end of March 2005	28	Quarterly as dictated by funders	Head of Economic Regeneration
		Number of community groups supported.	8 by end of March 2005	18	Quarterly as dictated by funders	Head of Economic Regeneration
Developing and empowering the people	Improve staff satisfaction	Number of staff appraisals complete.	100%	Completed appraisals	Annually	Heads of Service

## 8. PERFORMANCE INDICATORS

### Development and Building Control

PI	Description	2002/03 actual	2003/04 actual	2004/5 actual	2004/5 target	On target ?	National Average	2005/6 target	2006/7 target	2007/8 target	Comments
BV107	Planning cost per head of population (£) (Gross)			£11.20		-					No longer to be measured.
BV109	(a) Major applications determined within 13 weeks.	60%	63%	59%	60%	☹	55%	60%	60%	60%	National target
	(b) Minor applications determined within 8 weeks.	47%	78%	57%	70%	☹	67%	65%	65%	65%	
	(c) All other applications determined within 8 weeks.	74.5%	90%	73%	80%	☹	83%	80%	80%	80%	
BV111	Percentage of applicants/agents satisfied with the service received.	84%	90%	Not surveyed	Not surveyed	-	-	85%	85%	85%	No surveys undertaken in 2004/5 but planned for 2005/6.
BV188	Delegation to Officers (Planning)	82%	93%	91%	90%	☺	89%	90%	90%	90%	Scheme of delegation will be kept under review
BV204	% of appeals allowed against the authorities decision to refuse planning applications	22%	38%	43%	25%	☹	34%	25%	25%	25%	New indication for 2005/6.
BV205	Quality of service checklist			15/18			-	15/18	15/18	15/18	New indication for 2005/6.
LPP1	Percentage of householder applications determined within 8 weeks	83%	92%	77%	75% progress to 85% by 2006	☺	Local	80%	85%	85%	Local target
LPP4	Percentage of industrial/economic applications determined within 8 weeks	46%	64%	65%	80%	☹	Local	80%	80%	80%	Local target
LPP5	Percentage of applications vetted and approved within 5 weeks.	46%	61%	56%	Progress to 75% by 2006	☹	Local	70%	75%	75%	Local target
LPP6	Percentage of inspections undertaken in one working day.	100%	100%	100%	100%	☺	Local	100%	100%	100%	Local target

LPP7	Percentage of alleged breaches of planning control acknowledged within 3 days.	74%	61%	50%	80%	☺	Local	?	?	?	DELETED from 2005/6
LPP8	Percentage of alleged breaches responded to within 15 working days.	16.5%	45%	69%	100%	☹	Local	100%	100%	100%	Local target

### Planning and Environmental Policy

PI	Description	2002/03 actual	2003/04 actual	2004/5 actual	2004/5 target	On target ?	National Average	2005/6 target	2006/7 target	2007/8 target	Comments
BV62	The proportion of unfit private sector dwellings made fit or demolished as a result of direct action by the local authority.	4.2%	6.48%*	0.44%	5%	☺	3.2%	5%	5%	5%	The basis for the calculation of figure has changed using the previous figure, the target will be exceed by at least 1% (6% instead of 5%).
BV64	Number of private sector dwellings that have been vacant for more than six months as at 1st April 2004 that are returned to occupation during 2004/05 as a direct result of action by the local authority.	0.4%	24	59	5	☺	17	5	5	5	The yearly target has already been comprehensively exceeded.
BV106	Percentage of new homes built on previously developed land.	56%	41.27%	44.46%	60%	☹	60%	60%	60%	60%	Improved trend now evident.
BV200	Local Plan-has local plan been adopted in last 5 years or proposals on deposit to	N/A	No	No	Yes						
	(a) Plan Monitoring	N/A	N/A	N/A	N/A						New BVPIs for 2005/06.
	(b) Milestones	N/A	N/A	N/A	N/A						

Economic Regeneration

PI	Description	2002/03 actual	2003/04 actual	2004/5 actual	2004/5 target	On target?	National Average	2005/6 target	2006/7 target	2007/8 target	Comments
BV-EC2	Proportion of the working population who are unemployed and claiming benefit.	-	3.4%	3.1%	3.4%	☺		3%	3%	3%	Local target
BV-EC17 (a)	Total number of investment enquiries dealt with per annum	-	108	107	120	☹		120	120	120	Staff shortages in Q1 and Q2 affected numbers
BV-EC17 (b)	Number of re-locations and re-investments annually as a result of "inward investment"	-	6	8	5	☺		6	6	6	
BV-EC17 (c)	Number of jobs created and safeguarded from firms moving to, or re-locating within, the area following "inward investment" enquiries.	-	202	37	50	☹		50	60	70	Although on target with no. of re-locations, BV-EC17(b) no. of employees less than previous year.
BV-EC19	Number of new business start-ups assisted/receiving financial assistance.	-	10	8	12	☺		15	15	20	No. of start-ups receiving assistance low. Financial incentive scheme ended Dec. 04.
LPI5	Respond to workspace enquiries within 3 working days	-	83%	90%	90%	☺		90	90	90	
LPI6	Process grant applications within 8 weeks	-	100%	100%	90%	☺		90	90	100	
LPI7	Jobs created through business grants & other assistance	-	214	217	44	☺		50	50	50	
LPI8	Occupancy rates of WVDC (or jointly owned) factory units & workshops	-	70%	85%	65%	☺		70	80	90	
LPI9	Issue at least 10 press releases	-	12	16	10	☺		15	15	15	



## 9. DEPARTMENTAL/CORPORATE MAPPING

9.1 This section maps the activities undertaken in the Service against the Council Plan.

Objective	Priority number	Description of priority and key actions
Population		
Environment	2a	Produce a Development Strategy for the District (prior to work on the Local Development Framework) <ul style="list-style-type: none"> <li>Produce Development Strategy through a cross cutting corporate approach during 2004/5.</li> <li>Incorporate a clearly developed approach to using Housing as a regeneration tool (including a balanced housing market and affordable housing).</li> </ul>
	2c	Deliver the Weardale Strategy <ul style="list-style-type: none"> <li>Deliver and monitor projects</li> <li>Deliver Wolsingham Business Park (WVDC lead) with first business units open 2005.</li> <li>Progress the development of the Eastgate Cement Works.</li> </ul>
	2e	Develop standards for environmental design by type <ul style="list-style-type: none"> <li>Production, promotion and implementation of design standard.</li> </ul>
	2g	Local Development Framework <ul style="list-style-type: none"> <li>Adopt first round of Local Development Documents by July 2008</li> <li>Produce Statement of Community Involvement.</li> <li>Complete community consultation/engagement and statutory consultation process.</li> </ul>
	2j	Input into Local Transport Plan Review <ul style="list-style-type: none"> <li>Use the data from the mapping exercise to influence the Local Transport Plan in line with the needs of Wear Valley citizens</li> </ul>
	2k	Contaminated Land Strategy <ul style="list-style-type: none"> <li>Complete first stage strategy (identifying extent and scale of contamination).</li> <li>Commence in-depth site investigation and remediation programme.</li> </ul>
Economy	3a	Development a longer-term District Economic (Futures) Strategy <ul style="list-style-type: none"> <li>Re-appraisal of existing approach</li> <li>Identification of strategy economic priorities for District.</li> <li>Establish clear links between the economic strategy and Development Strategy.</li> </ul>
	3e	Infrastructure Development Programme <ul style="list-style-type: none"> <li>Deliver development proposals: <ul style="list-style-type: none"> <li>Wolsingham Steelworks</li> <li>Bracks Farm</li> <li>South Church Phase 3</li> </ul> </li> </ul>
	3f	Business Support Programme <ul style="list-style-type: none"> <li>Full integration of Area Brokerage Model into business support activities in Wear Valley.</li> </ul>

## 10. PEST AND SWOT ANALYSIS

10.1 A Pest and Swot analysis is provided for the 3 key areas of service activity.

### Development and Building Control Service - PEST

Issue	Action
<b>Political</b> 1 Development Control Committee. 2 Changes to legislation, Circulars, Orders, PPG's. 3 Best Value targets set by Government. 4 Local performance indicators agreed by Council. 5 Government intervention in setting local performance targets.	1 Implement Protocol on Planning 2 Implement requirements of Planning & Compulsory Purchase Act. 3 Aim to meet targets 4 Revise list of targets and aim to meet them 5 Avoid by continuing to meet national targets.
<b>Economic</b> 1 Competition with NHBC/Carillion 2 Planning application/Building Regulation fees. 3 House price rises/shortages. 4 Retail development pressures. 5 Need to give priority to applications which will generate jobs.	1 Market service highlight good points. 2 Increases to planning fees. Building Control fees follow national model. 3 Demand on services remain high. 4 Produce new retail policies. 5 Staff will continue to focus on such applications.
<b>Sociological</b> 1 More community involvement in consideration of significant applications. 2 Neighbours wanting more say in planning decisions.	1 Comply with publicity requirements for all applications. 2 Ditto
<b>Technical</b> 1 iPlan. 2 iBuild. 3 Complaints (iPlan). 4 E.Government targets 5 GGP. 6 National Land and Property Gazetteer. 7 Use of telephone technology e.g. voicemail, call divert.	1 Develop usage of the systems 2 Ditto 3 Ditto 4 Links to Public Access/Planning Portal/Submit a Plan. 5 Encourage use of eGGP. Continue to develop overlays/input new info. 6 Ensure all existing and new properties are included 7 Make full use.

## SWOT analysis

### Development and Building Control - SWOT

#### STRENGTHS ANALYSIS

##### Strengths

- 1 Pre-application advice available.
- 2 Accessible staff through duty officer system and direct dialling.
- 3 Planning decisions are made in a fair and transparent way
- 4 High level of delegation to officers (90%).
- 5 PDG used wisely.

##### Actions to optimise

- 1 Implement recommendations of Trevor Roberts Associates/use procedure manual
- 2 Increase staff resources
- 3 Ensure Support staff have appropriate training. Increase to number of Support Officers agreed.

#### WEAKNESS ANALYSIS

##### Weaknesses

- 1 Workloads too much for DC case officers (average 250 cases per officer compared with recommended caseload of 150 cases)
- 2 Lack of incentives for staff to stay. No staff retention and recruitment policy.
- 3 Ability to attract and recruit new staff.
- 4 Inexperienced support team.
- 5 Enforcement is reactive not proactive.

##### Actions to improve

- 1 Implement proposals to attract/retain experienced staff.
- 2 Increase the number of planning officers
- 3 Develop retention/recruitment policy
- 4 Provide training.
- 5 Increase the number of staff working in enforcement.

#### OPPORTUNITIES ANALYSIS

##### Opportunity

- 1 PDG in 2005 to invest in improvements to the service.
- 2 Analysis/recommendations of Trevor Roberts Associates.

##### Actions

- 1 Make sure PDG is used wisely.
- 2 Implement recommendations/use procedure manual.

#### THREATS ANALYSIS

##### Threat

- 1 Overloading staff leading to sickness/stress/dip in motivation/dip in performance.
- 2 Staff retention.

##### Action to turn into opportunity or neutralise

- 1 Ensure the necessary extra staff are agreed/recruited.
- 2 Develop recruitment/retention policy.
- 3 Ensure staffing levels and performance management procedures are adequate to meet targets.

## Economic Regeneration - PEST

Issue	Action
<p><b>Political</b></p> <p>1 Exclusion of District from the “Northern Way” city regions could potentially further marginalise District.</p>	<p>1 Work to maximise opportunities from the Northern Way and promote rural agenda.</p>
<p><b>Economic</b></p> <p>1 Weak economy linked to increasing globalisation in the manufacture of goods and provision of services affects job creation and retention. The lack of physical infrastructure necessary to attract growth industry sectors and of industrial sites on premises, is a real weakness in achieving a sustainable economy.</p>	<p>1 See Priority Key Tasks in Action Plan.</p>
<p><b>Sociological</b></p> <p>1 High unemployment levels and pockets of extremely high levels of deprivation</p>	<p>1 Direct linkage to activities identified in Service Plan Action Plan.</p>
<p><b>Technical</b></p> <p>1 Potential for new and renewable energy sources in District an asset.</p>	<p>1 Direct linkage to Service Plan Action Plan.</p>

## Economic Regeneration - SWOT

### STRENGTHS ANALYSIS

#### Strengths

- 1 Excellent, motivated individual staff members with a wealth of experience and skills

#### Actions to optimise

Continue to utilise strengths of team to achieve Department's objectives.

### WEAKNESS ANALYSIS

#### Weaknesses

- 1 Regeneration initiatives dependent on securing external funding for implementation. Need greater Council flexibility to apply these as required by external funders. Existing projects and initiatives heavily reliant upon external funding. Diminished funding resources (ERDF, SRB, NRF potentially available post March 2006 will undermine the team's ability to continue existing high impact initiatives without additional resources and flexibility.

#### Actions to improve

To be addressed by ongoing staff liaison and launch of Joint Regeneration Managers meetings.

### OPPORTUNITIES ANALYSIS

#### Opportunity

- 1 Team's experience from diverse background allows questioning of activities, encouragement of best practice, establishment of clear objectives and focusing on achievement of targets

#### Actions

Reflected in Action Plan.

### THREATS ANALYSIS

#### Threat

- 1 Reliance upon short period fixed term contract employees linked to external funding requirements.

#### Action to turn into opportunity or neutralise

Maximise opportunities to nullify threats.

## Planning and Environmental Policy - PEST

Issue	Action
<p><b>Political</b></p> <ol style="list-style-type: none"> <li>1 Impact of legislation e.g. Regulatory Reform Order.</li> <li>2 Decent Homes standard applying to private sector housing.</li> <li>3 Brownfield development requirement/PPG3.</li> </ol>	<ol style="list-style-type: none"> <li>1 Housing Strategy Officer to progress as a priority. Local Plans team to be configured to undertake key aspects of LDF.</li> <li>2 Ensure Grants Section aware, and Home Improvement Agency established.</li> <li>3 Monitor closely and ensure amendment to policy is adhered to.</li> </ol>
<p><b>Economic</b></p> <ol style="list-style-type: none"> <li>1 Alteration of funding regimes.</li> <li>2 Closure of major employers in the district.</li> <li>3 Housing market variations.</li> <li>4 Global and regional shifts in the economy.</li> <li>5 Low take up of industrial allocations.</li> </ol>	<ol style="list-style-type: none"> <li>1 Make adequate provision for continuation.</li> <li>2 Ensure suitable sites allocated for new business development in LDF.</li> <li>3 Ensure action is targeted at worst areas.</li> <li>4 Keep change under review and assess impact on land use and implications.</li> <li>5 Review allocations/make changes. Address in development strategy directions.</li> </ol>
<p><b>Sociological</b></p> <ol style="list-style-type: none"> <li>1 A declining and ageing population.</li> <li>2 High indices of multiple deprivation.</li> <li>3 Supporting People agenda.</li> <li>4 Crime.</li> <li>5 Holiday/second homes in Weardale.</li> </ol>	<ol style="list-style-type: none"> <li>1 Assist environment improvement schemes, housing, business to attract incoming population.</li> <li>2 Tackle worst housing problems as a priority</li> <li>3 Establish HIA</li> <li>4 "Liveability" ideas incorporated into planning and development ideas.</li> <li>5 Make provision for affordable homes.</li> </ol>
<p><b>Technical</b></p> <ol style="list-style-type: none"> <li>1 Changes in staff availability.</li> <li>2 Renewable energy targets.</li> <li>3 Home working</li> <li>4 Scientific solutions to deal with contaminated sites.</li> <li>5 Poor access to District</li> </ol>	<ol style="list-style-type: none"> <li>1 Structure tasks to support some part time working.</li> <li>2 Prioritise through staff appointments.</li> <li>3 Adopt enabling approach to maximise benefit for Council and employees</li> <li>4 Ensure contaminated sites plotted correctly in first instance.</li> <li>5 Utilise Local Transport Partnership to lobby for better solutions.</li> </ol>

## Planning and Environmental Policy - SWOT

### STRENGTHS ANALYSIS

#### Strengths

- 1 Planning Policy – adopted plan currently at beginning of review – hence flexibility for procedural change.
- 2 Development planning recognised as a key activity
- 3 Importance of environment as a principal factor in future success of the District is recognised
- 4 Private sector grants service – good strategic policies, very good customer feedback from end user questionnaires.
- 5 Good and motivated individual members of staff.
- 6 Partnership and community working.

#### Actions to optimise

- 1 Prioritise work on Local Development Framework and Development Strategy.
- 2 Further emphasis on implementation of environmental schemes, e.g. West Auckland. Need for further staff assistance in order to prioritise.
- 3 Ensure adequate resources for private sector grant.
- 4 Ensure private sector housing function is adequately resourced. Support the establishment of the Home Improvement Agency by identifying and commissioning new offices.
- 5 Produce statement of Community Involvement as part of LDF.

### WEAKNESS ANALYSIS

#### Weaknesses

- 1 Recruitment, retention and staff development.
- 2 Staff in section spread across the Civic Centre/Old Bank Chambers.
- 3 Acute staffing resource problems leading to unattainable workloads, PI failures, low morale and failure of statutory functions.
- 4 Reliance on external consultants for key elements of the work, resulting from a relative lack of internal expertise.
- 5 No contingency planning for staff shortages etc.

#### Actions to improve

- 1 Appointment of key support staff; better training progression.
- 2 Resolve accommodation difficulties.
- 3 Progressively develop better systems.
- 4 Limit reliance on consultants as far as possible.
- 5 Undertake rationalisation of tasks to accord with staff availability. Prioritise actions more effectively.

## OPPORTUNITIES ANALYSIS

### Opportunity

- 1 New planning system/review of local plan gives scope for fresh approach and motivation of staff
- 2 Maximisation of bids for external funding.
- 3 Increased partnership working with adjacent district councils.
- 4 Regulatory Reform Order proposals for private sector housing service.
- 5 Take lead role in development of Home Improvement Agency (HIA) services.

### Actions

- 1 Extend view of implications of new planning system more widely to staff and members.
- 2 Adequate staff to be available to ensure bids are timely, comprehensive and well-founded.
- 3 Maintain good working relations with nearby district councils.
- 4 Urgent action to prioritise work on RRO.
- 5 Establish HIA services on new base.

## THREATS ANALYSIS

### Threat

- 1 Reduction in staff levels/staff changes.
- 2 PCT not fully committed to HIA development.
- 3 Legislative changes.
- 4 Alterations in funding regimes.
- 5 Sickness and stress levels.

### Action to turn into opportunity or neutralise

- 1 Retain lead role working closely with/through HIA Manager.
- 2 Present new Planning Act as major opportunity for Council to change its approach to planning in a positive way.
- 3 Anticipate change so that provision can be made in good time.
- 4 Ensure good inspection results are maintained and constructive criticisms are acted upon.



## 11. Risk analysis

Type of risk	Risks to the Department	Actions to minimise
Political	Reduction/change in priority accorded to tasks	Have contingency work programme available
Economic	<ul style="list-style-type: none"> <li>▪ Reduction in resources available to service.</li> <li>▪ Availability of external funding.</li> <li>▪ Reduction in economic performance of District leading to reduction in demand on service (building rates).</li> </ul>	Scale back programme, seek partners
Social		
Technological	Computer failure	Have adequate back-up in place
Managerial/ professional	<ul style="list-style-type: none"> <li>▪ Loss of staff/no replacement.</li> <li>▪ Middle management capacity.</li> </ul>	Use PD Grant constructively. Restructuring of service.
Financial	Reduction in resources <b>Revenues</b> <ul style="list-style-type: none"> <li>▪ Failure of revenue bids to budget to fund additional staff.</li> <li>▪ Environmental resources limited.</li> </ul> <b>Capital</b> <ul style="list-style-type: none"> <li>▪ Scale of projects reduced.</li> </ul>	See "Economic" above.  Use of Planning Delivery Grant.  Seek external assistance.
Legal Partnership/ contractual		
Physical	Lack of space	Negotiate space elsewhere
Legislative/ regulatory	Increase in demand on strategy planning/building control facilities leads to more complaints.	Extra resources required to ensure effective service delivery.
Environmental	Flood risk assessment more onerous	Follow set procedures (with Environment Agency)
Competitive	External Building Control providers	Building Control runs at surplus (on fee paying service). Cut back in non-fee activities if service demands decrease.
Customer/citizen	On-going support for partnerships including: <ul style="list-style-type: none"> <li>▪ SRB partnerships</li> <li>▪ Town Centre Forum</li> </ul>	Build on existing capacity of community network to continue partnership arrangements.

**12. ACTION PLAN FOR THE YEAR AHEAD**

**ECONOMIC REGENERATION 2005/06**

**OBJECTIVE 3: ECONOMY**

**Priority:**

<b>Priority Key Task</b>	<b>Major Activities</b>	<b>Responsible Officer</b>	<b>Target Date for Completion</b>	<b>Financial/Resource Costs</b>
<b>Investment in Physical Infrastructure to achieve the necessary 'step change' in the economic performance of the District – Develop quality business and commercial premises to meet the needs of existing and targeted businesses (LSP 1.1)</b>	<p>Task 1 Develop a longer-term District Economic Futures Strategy (incorporating attractiveness survey): Stage 1-baseline assessment of the district; mapping of future scenarios with a preferred option; broad guidance of future investment projects. Stage 2-preparation of a vision; overall development of strategy and investment programme.</p>	Bob Hope/ Sue Dawson	<p>Stage 1-June 05 To be followed by dissemination Stage 2 – Oct 05</p>	Financial allocation of £29,900 specifically for work.
	<p>Task 2 Work with the Weardale Task Force to deliver the Weardale Strategy and develop options for the re-development of the Eastgate site</p>	Bob Hope/ Sue Dawson	Ongoing – Mar 06	To be determined on completion of final master planning exercise for the Eastgate site

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<p>Task 3 Bishop Auckland Renaissance – to seek significant improvement to the environmental quality of public spaces &amp; buildings &amp; to identify &amp; promote critical development opportunity proposals. Two elements: <u>Tourism Renaissance</u> Stage 1 – 2005/6 – undertake feasibility work to obtain HLF stage 2 approval. Stage 2 – 2006 and beyond – implement tourism renaissance project. <u>Urban Renaissance</u> 2005 – 2008 Develop projects to implement Urban Renaissance Action plan</p>	Bob Hope	Ongoing – Mar 08	Potentially £5.1m - £2.1m Heritage Lottery Funding, £0.7m Single programme & £2m Single Prog Urban Renaissance. WVDC £300K. To be bid for during 2005/06.
	<p>Task 4 Investigate the potential of public/private sector partnerships for speculative build on serviced sites</p>	Graham Jonsson	Ongoing – Mar 06	Ongoing, work to be guided by the outcome of Task 1, in addition See Task 5
	<p>Task 5 Phase 1 Bracks Farm (10,000 sq ft B1 office accommodation and 50 jobs)</p>	Sue Dawson	Ongoing – start on site Sept 05 completion March 06	Negotiations taking place with Priority Sites who may fund the development 100%
	<p>Task 6 Low Willington – 1,547 m2 of office accomm. (joint project with DCC)</p>	Sue Dawson	Start on site Sept 05, completion March 06	£2m WVDC £50K NRF £250K
	<p>Task 7 Innovation House Extension – 1,508 m2 of office accommodation.</p>	Sue Dawson	Start on site June 05. Completion end Jan 06.	£1.2m WVDC £100K
	<p>Task 8 Wolsingham Business Park – acquisition of land, site clearance &amp; provision of infrastructure, opening up 1.833 hectares of employment land. Outcome of site investigations &amp; development options being explored with private sector.</p>	Sue Dawson	Ongoing – Mar 06	Final costs to be determined (NRF, ERDF, Single Prog)

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<p>Task 9            South West Crook Business Park - Investigate the potential of developing 10,000 sq ft of office accommodation as Phase 1 of a larger brownfield redevelopment scheme. Preliminary works, demand analysis and feasibility study, to be carried out 2005/06 for potential start on site April 06.</p>	Sue Dawson	Sept 06	Final costs to be determined
<p><b>Investment in Physical Infrastructure to achieve the necessary 'step change' in the economic performance of the District – Decrease void rates within existing business &amp; commercial premises (LSP 1.2)</b></p>	<p>Task 1            Continue 'Property Liaison Group' to ensure flow of information with Commercial Agent.</p>	John Parnell/ Graham Jonsson	Ongoing. Quarterly meetings	Staff resources
	<p>Task 2            Investigate options for reducing void rates at Beechburn.            Discussion on-going with Whittle Jones.</p>	Graham Jonsson	March 06	To be determined
	<p>Task 3</p> <ul style="list-style-type: none"> <li>▪ Maintain and Promote WVDC's Available Business Premises database and search facility</li> <li>▪ New software provides facility for rapid and professional response to premises enquiries.</li> <li>▪ Implement web based system.</li> </ul>	Graham Jonsson	Ongoing – May 05	£31,000

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<b>Investment in Physical Infrastructure to achieve the necessary 'step change' in the economic performance of the District - Ensure adequate supply and promotion of serviced land (LSP 1.3)</b>	Task 1 Future sites to be guided by the findings of the Economic Futures Strategy.	Sue Dawson John Parnell Graham Jonsson	Ongoing – March 06	Not applicable
	Task 2 <ul style="list-style-type: none"> <li>▪ Promote development site availability</li> <li>▪ Use new enquiry system and develop proactive marketing strategy</li> </ul>	Graham Jonsson	Ongoing – March 06	Part of marketing strategy (WVDC/NRF)
	Task 3 Continue to work with landowner and explore funding opportunities to invest in infrastructure development on the Fieldon Bridge site.	Sue Dawson	Ongoing	External funding resources being sought to facilitate this.
	Task 4 Continue to work with landowners and developers and explore funding opportunities to invest in infrastructure development on land adjacent to SW Crook redevelopment.	Sue Dawson	Ongoing	External funding resources being sought to facilitate this.

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<b>Investment in Physical Infrastructure to achieve the necessary 'step change' in the economic performance of the District – Ensure Wear Valley is able to capitalise on ICT opportunities (LSP 1.4)</b>	Task 1 Monitor existing & proposed provision to identify gaps & opportunities	Sue Dawson	Ongoing – March 06	Monitor One NorthEast/BT Rural Exchange enabling programme & DurhamNET
	Task 2 Work with providers wherever appropriate to establish and enhance broadband capability throughout Wear Valley	Sue Dawson	Ongoing – March 06	Staff resources
	Task 3 Monitor and promote ONE's Market Towns Portal for Crook and Stanhope	Tisha Kalmanovitch	Ongoing – March 06	Staff resources
<b>Increase Inward Investment Opportunities to achieve the necessary 'step change' in the economic performance of the District - Ensure Wear Valley is able to compete for mobile investment projects (LSP 2.1)</b>	Task 1 Further develop marketing strategy, using new promotional materials, to attract investors to the District capitalising on the 'quality of life' the district has to offer. Strategy to be further developed following outcome of the Economic Futures Strategy.	Graham Jonsson	Ongoing – March 06	WVDC/NRF/staff resources

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 2 Research findings from the Economic Futures Strategy of potential business growth opportunities to be incorporated into marketing strategy.	Graham Jonsson	Ongoing –March 06	WVDC/NRF
	Task 3 Work with other agencies such as CDDC and ONE to promote Wear Valley as a destination for 'quality of life' businesses	John Parnell/ Graham Jonsson	Ongoing – March 06	Staff resources
	Task 4 Continue to work with CDDC and ONE to capitalise on opportunities which may be forthcoming as a result of the Lyons review and proposed public sector relocations	John Parnell/ Graham Jonsson	Ongoing – March 06	Staff resources
<b>Improve Business Birth rates, survival rates and the competitiveness of existing businesses, to achieve the necessary 'step change' in the economic performance of the District - (LSP 3&amp;4)</b>	Task 1 <ul style="list-style-type: none"> <li>▪ Monitor the effectiveness of the new Business Support Network for County Durham, to ensure the service offers a high quality, comprehensive and accessible programme of business support for all industry sectors throughout the District</li> </ul>	John Parnell	Ongoing –March 06	Monitor Business Support Programme in Wear Valley. Resources available through WVDA.
	Task 2 <ul style="list-style-type: none"> <li>▪ In conjunction with WVDA continue to offer a tailored package of financial support to encourage Start-ups, improve the competitiveness of existing businesses and to encourage business investment and relocation into WV.</li> </ul>	John Parnell	Ongoing –March 06	Monitor & approve applications from the WVBusiness Support Prog. NRF/WVDC/Single Prog

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 3 <ul style="list-style-type: none"> <li>▪ Develop 'Biz Fizz' initiative, which has operated successfully in other parts of the region, into WV to encourage Community Enterprise and Business Start-up.</li> </ul>	John Parnell/ Tisha Kalmanovitch	March 06	Funding from WV Action Team for Jobs
	Task 4 <ul style="list-style-type: none"> <li>▪ Following results of Tourism Baseline Study, Weardale Consultation, Regional &amp; County Tourism Strategies, source funding to secure a specialist Tourism Business Adviser to work with the Weardale Visitor Network to help improve the competitiveness of Tourism Businesses throughout WV</li> </ul>	John Parnell/Tisha Kalmanovitch	March 06	NRF/MTI Single Prog
	Task 5 <ul style="list-style-type: none"> <li>▪ Promote and encourage the sharing of best practice and supply chain development (LSP 4.3)</li> </ul>	Tisha Kalmanovitch	March 06	Funding approved MTI Single Prog/NRF for a P/T Project Officer
	Task 6 <ul style="list-style-type: none"> <li>▪ Carry out Skills Audit to identify staffing needs and skills shortages (LSP4.4)</li> <li>▪ Following outcome of audit carry out dissemination event with WV LSP Education Thematic group to debate findings &amp; agree implementation programme</li> <li>▪ Encourage better take up of the Modern Apprenticeship Scheme throughout the district</li> <li>▪ Encourage existing providers of 'Young Enterprise' &amp; 'Graduates into Enterprise' to be more pro-active within the District.</li> </ul>	John Parnell/ Tisha Kalmanovitch	March 06	Funding approved WV Action Team for Jobs to able skills audit to be carried out



Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 7 <ul style="list-style-type: none"> <li>▪ Continue to use 'Forum for Business' to business/ community 'proof' WVDC products, services &amp; strategies</li> </ul>	Sue Dawson	Ongoing – March 06	Staff resources
<b>To develop Tourism potential throughout the District, to help achieve the necessary 'step change' in the economic performance of the District and improve the built and natural environment and to help establish vibrant, energetic communities - (LSP 3&amp;4)</b>	Task 1 <ul style="list-style-type: none"> <li>▪ Stage 1 – Following the refinement of consultants proposals in the Districts Tourism Action Plan in light of the recent Regional &amp; County Tourism Strategies,</li> <li>▪ Stage 2 - working with the Weardale Visitor Network commence programme of implementation.</li> </ul>	John Parnell	March 06	Stage 1 - Work being carried out by Teesside University Stage 2- Tourism Adviser/Mike Richardson
	Task 2 <ul style="list-style-type: none"> <li>▪ Develop pilot project to improve the quality of the District's Tourism Product- 'Mine Host'.</li> </ul>	Mike Richardson/ Tisha Kalmanovitch	March 06	Funding approved for P/T Project Officer from MTI Single Prog/NRF/WVDC
	Task 3 Develop and implement a programme of promotion & marketing; including internet marketing; promotion of local attractions, events. <ul style="list-style-type: none"> <li>▪ Update and reprint "Visit Wear Valley" tourist guide</li> <li>▪ Update &amp; reprint Walking/Cycling leaflet</li> <li>▪ Continue successful events calendar at Tourist Information Points</li> </ul>	Mike Richardson	Ongoing – March 06	WVDC/NRF

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 4 <ul style="list-style-type: none"> <li>▪ Promote and support 'supply chain' developments; Farmers Markets; North Pennines Food Promotion, Food Links Project with Teesdale District Council</li> <li>▪ Local Food Links project underway. Farmers Markets on-going.</li> </ul>	Mike Richardson	Ongoing – March 06	Joint project with Teesdale DC & Teesdale Marketing
	Task 5 Encourage and support new tourist developments and attractions.	Mike Richardson	Ongoing – March 06	Staff resources
	Task 6 Work with other bodies such as One NorthEast and DCC to feed into and fit with County Durham Tourism Strategy and Regional Tourism Framework.	Mike Richardson	Ongoing – March 06	Staff resources
<b>To implement the Coundon Settlement Renewal Initiative (Year 4 of 4 year Initiative) to alleviate high levels of economic, environmental and social deprivation in partnership with local communities, and help to establish vibrant, energetic communities.</b>	Task 1 To continue to implement the SRI Programme on behalf of the Coundon & Leeholme Community Partnership.	Avril Hamilton	Ongoing to 31 Mar 06	Core funding for SRI from One NorthEast Single Prog.
	Task 2 To continue to implement the Action Plan approved by One NorthEast for Single Programme funding for 2004-06	Avril Hamilton	Ongoing to 31 Mar 06	Staff resources/part funded through ERDF

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 3 To continue to work with the Coundon & Leeholme Community Partnership to identify and develop new projects, and maximise the funding opportunities to bring about Regeneration Initiatives in the area.	Avril Hamilton	Ongoing to 31 Mar 06	Staff resources/part funded through ERDF
	Task 4 To continue to facilitate and support the Coundon & Leeholme Community Partnership Steering Group.	Avril Hamilton	Ongoing to 31 Mar 06	Staff resources/part funded through ERDF
	Task 5 To continue to assist the development of the Coundon & Leeholme Community Partnership and prepare and begin to implement the exit and succession strategy for the initiative.	Avril Hamilton	Ongoing to 31 Mar 06	Staff resources/part funded through ERDF
<b>To implement the Market Towns Initiative in Crook (Year 4 of 4 year Initiative) to help regenerate the market town as a key service centre to meet the social and economic needs of its rural hinterland, in partnership with Crook MTI Steering Group, and help to establish vibrant, energetic communities.</b>	Task 1 To continue to implement the MTI Programme on behalf of the Crook MTI Steering Group.	Tisha Kalmanovitch	Ongoing to 31 March 06	Core funding for MTI from One NorthEast Single Prog.

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 2 To continue to implement the Action Plan approved by One NorthEast for Single Programme funding for 2004-2006	Tisha Kalmanovitch/ Jackie Donnelly	Ongoing to 31 March 06	Core funding for MTI from One NorthEast Single Prog.
	Task 3 To continue to work with the Crook MTI Steering Group to identify and develop new projects and maximise the funding opportunities to bring about regeneration initiatives in the area.	Tisha Kalmanovitch/ Jackie Donnelly	Ongoing to 31 March 06	Core funding for MTI from One NorthEast Single Prog.
	Task 4 To continue to facilitate and support the Crook MTI Steering Group.	Tisha Kalmanovitch/ Jackie Donnelly	Ongoing to 31 March 06	Core funding for MTI from One NorthEast Single Prog.
	Task 5 To continue to assist the development of the Crook MTI Steering Group and prepare and begin to implement the exit and succession strategy for the MTI initiative	Tisha Kalmanovitch	Ongoing to 31 March 06	Core funding for MTI from One NorthEast Single Prog.
<b>To finalise and implement a succession strategy for the Crook/Willington former Coalfields Regeneration SRB 5 Programme.</b>	Task 1 Continue to support the management arrangements in relation to the closure procedures of SRB 5.	Dawn Egglestone	Ongoing to Sept 05	Staff resources
	Task 2 Ensure the financial completion of the SRB5 Programme meets the requirements of the Accountable Body and One NorthEast eg audit procedures in place, all paperwork is complete in relation to the scheme.	Dawn Egglestone	April to Sept 05	Staff resources

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<b>To implement the Bishop Auckland and Neighbourhoods SRB 6 Programme (Year 6 of 6 Year Initiative) to assist economic, social and environmental regeneration, in Partnership with local communities, and to help establish vibrant, energetic communities</b>	Task 1 Continue to contribute to the work of the County Durham Regeneration Partnership to ensure the maximum benefit for the SRB 6 area.	Alan Weston.	Ongoing to 31 March 06	Core funding SRB6
	Task 2 To continue to facilitate and support the management arrangements for the implementation of SRB 6.	Mark Rowland	Ongoing to 31 March 06	Core funding SRB6
	Task 3 Continue to appraise, monitor and support the implementation of projects in the SRB 6 programme to ensure all available resources are utilised.	Mark Rowland	Ongoing to 31 March 06	Core funding SRB6
	Task 4 Meet the requirements of the 'Accountable Body' and One NorthEast in relation to the delivery of the SRB 6 schemes.	Alan Weston/Mark Rowland	Ongoing to 31 March 06	Core funding SRB6

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<p><b>To encourage and facilitate representative community participation in neighbourhood lead regeneration initiatives to maximise the benefit to the communities of Wear Valley.</b></p>	<p>Task 1 Continue to work with Teesdale DC and CDEP to develop and implement the Rural Pathfinder pilot project in SW Durham</p>	<p>Community Capacity Co-ordinator/ Sue Dawson Alan Weston</p>	<p>Ongoing</p>	<p>Staff resources</p>
	<p>Task 2 Continue to explore opportunities to maximise the funding opportunities to bring about neighbourhood regeneration initiatives in the area.</p>	<p>Community Capacity Co-ordinator/ Alan Weston Ross Cowling</p>	<p>Ongoing</p>	<p>Staff resources</p>
<p><b>To implement the North of England Objective 2 Programme 2000-2006 to assist the economic, social and environmental regeneration, in the District's 3 'Package Areas'; Bishop Auckland; Wear-One; and Weardale in Partnership with other agencies and local communities, and to help establish vibrant, energetic communities.</b></p>	<p>Task 1 To continue to develop and assist with the implementation of the prioritised Community Economic Development Projects in each of the 3 Package areas.</p>	<p>Ross Cowling</p>	<p>Ongoing to 31 March 06</p>	<p>Staff resources</p>

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 2 To continue to develop and assist with the implementation of the Objective 2 Priority 4.1 ERDF Programme of "Establishing Capacity in Target Communities- and Investing in Sustainable Communities"	Ross Cowling	Ongoing to 31 March 06	Staff resources
	Task 3 To continue to develop and assist with the implementation of the Objective 2 Priority 4.4 ESF Programme of "Improving Employability-Pathways from School to Work – and ILM Projects"	Ross Cowling	Ongoing to 31 March 06	Staff resources
	Task 4 To continue to assist with the implementation and monitoring of existing project within the programme	Dawn Egglestone Mark Rowland Ross Cowling	Ongoing to 31 March 06	Staff resources
<b>To implement the Neighbourhood Renewal Strategy – Action Plan 2003-2006, in Partnership with other agencies and local communities.</b>	Task 1 To continue to manage and administer the NRF Programme for 2005-2006 to ensure that WVDC as 'Accountable Body' meets all its requirements and commitments to the LSP in relation to service delivery and to GO-NE in relation to monitoring and audit trails.	Alan Weston (In association with the LSP Manager & Chairs of the respective thematic groups)	Ongoing to 31 March 06	NRF/Staff resources
	Task 2 To continue to assist with the development, appraisal and implementation of projects within the NRF Programme.	Alan Weston	Ongoing to 31 March 06	NRF/Staff resources
	Task 3 To continue to assist with the implementation and monitoring of existing projects within the Programme.	Dawn Egglestone Mark Rowland	Ongoing to 31 March 06	NRF/Staff resources

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 4 To continue to assist the development of the LSP and prepare and begin to implement the exit and succession strategy for NRF	Alan Weston	Ongoing to 31 March 06	NRF/Staff resources
<b>To maximise the opportunities for public sector regeneration investment.</b>	Task 1 To continue to work with funding partners to identify and develop new projects, and maximise the funding opportunities to bring about regeneration initiatives in the area.	Economic Regeneration Team	Ongoing to 31 March 06	Staff resources
	Task 2 To identify new funding opportunities as successors to SRB/SRI/MTI etc and ensure that Wear Valley is in a position to capitalise upon these opportunities.	Economic Regeneration Team	Ongoing to 31 March 06	Staff resources
	Task 3 To continue to assist with the implementation and monitoring of existing projects funded through Single Programme and any other funding sources successfully brought to the area to undertake regeneration activity.	Dawn Egglestone Mark Rowland Ross Cowling	Ongoing - March 06	Staff resources
	Task 4 To continue to work in partnership with other stakeholders to influence service delivery and ensure that maximum benefit can be derived from other projects being implemented in the district eg Leader+, North Pennines Partnership, Mineral Valleys etc.	Economic Regeneration Team	Ongoing –March 06	Staff resources
	Task 5 YR3 of 3 Continue to support the work of North Energy Associates and the Energy for Enterprise Scheme and encourage the take up of this initiative in the district.	Sue Dawson	Ongoing to 31 March 06	Staff resources



## PLANNING AND ENVIRONMENTAL POLICY

### OBJECTIVE 1: POPULATION

Priority:

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<b>To monitor the implementation of the adopted Local Plan and produce a new plan to cover period 2006-2021.</b>	Task 1 <ul style="list-style-type: none"> <li>▪ Preparatory work for the Local Development Framework “Core Strategy” (Development Plan Document) including housing/leisure/commercial/transport needs.</li> <li>▪ Preparation of Core Strategy Document (Development Strategy)</li> <li>▪ Preparation of Proposals Map</li> <li>▪ Preparation of Statement of Community Involvement</li> <li>▪ Produce “Development Control” DPD, Housing DPD and Action Area Plan for South and East Bishop Auckland</li> <li>▪ Sustainability Appraisal/Environmental Assessment of DPD documents.</li> </ul>	C Dillon	In accordance with LDS timetable for individual LDF documents Mid 2005	Local Plan budget / Staff resources
<b>To monitor development and land use in the district, and to maintain registers of development land availability, and assess development needs.</b>	Task 1 <ul style="list-style-type: none"> <li>▪ Monitor the National Land Use Database on brownfield land development opportunities.</li> <li>▪ Review, update and publish housing and industrial land availability and housing completion schedules.</li> <li>▪ Provide data to input into the Council's Housing investment Programme.</li> <li>▪ Monitor the Housing Land Availability.</li> <li>▪ Review of Urban capacity Study</li> </ul>	B Magraw  C Dillon  R Roddam  C Dillon C Dillon	Base date 31 March for publication in July (annually)	Salary costs

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 2 To prepare development briefs and concept statements for important housing and employment sites. <ul style="list-style-type: none"> <li>▪ Development brief for 'The Hollow'</li> <li>▪ Other sites as required</li> </ul>	C. Dillon/other planning officer	2005/06	L. P. budget
<b>To make full representations on the Regional Spatial Strategy for the North East of England.</b>	Task 1 <ul style="list-style-type: none"> <li>▪ Contribute to Structure Plan Monitoring Group</li> </ul>	C. Dillon	Continuing 2005/6	Salary costs
	Task 2 <ul style="list-style-type: none"> <li>▪ Contribute/engage with Regional Planning Guidance Working Groups.</li> </ul>	B Hope/C Dillon	Continuing 2005/6	Salary costs
<b>To monitor IMD 2000 data.</b>	<ul style="list-style-type: none"> <li>▪ Annual monitoring in relation to NRF requirements.</li> </ul>	R. Roddam	April 2005 (annually)	Salary costs

**OBJECTIVE 2 : ENVIRONMENT**

Priority:

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<p><b>To make full representations to the County Council during any revision of the Minerals and Waste Local Plans and comment on any other Plans of neighbouring authorities on Policies which may affect the District.</b></p>	<ul style="list-style-type: none"> <li>▪ Comment and assist when necessary Durham County Council with revision to production of the Waste Local Plan.</li> <li>▪ Comment on the Local Plans of neighbouring authorities when consulted.</li> </ul>	C Dillon	Ongoing 2005/6	Salary costs
<p><b>To work with Durham County Council in partnership to produce and monitor the implementation of the Annual Local Transport Plan and the Local Transport Partnership.</b></p>	<p>Task 1</p> <ul style="list-style-type: none"> <li>▪ Mapping of transport issues in the District to inform LDF and LTP.</li> <li>▪ Promote the implementation of District schemes agreed within the Local Transport Plan.</li> <li>▪ Facilitate the Council's involvement in the Local Transport Partnership.</li> </ul>	C Dillon	Ongoing 2005/6	Salary costs Local transport plan budget via County Council and Local transport Partnership
	<p>Task 2 To contribute to the implementation of the West Durham Rural Transport Development Fund.</p>	C Dillon	Ongoing 2005/6	Contribution to Rural Transport Partnership (£2,000)

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<b>To lobby and respond to Government and other agencies when consulted on draft strategies, advice and consultation</b>	Consider and comment upon consultations received.	C Dillon	Ongoing 2005/6	Salary costs
<b>To work with other Departments to assist in meeting corporate goals.</b>	Task 1 Assist in the preparation of <ul style="list-style-type: none"> <li>▪ the Housing Investment programme,</li> <li>▪ Economic Development Strategy,</li> <li>▪ Coalfield Housing Study</li> <li>▪ Open Space strategy and</li> <li>▪ Sports Action Strategy.</li> </ul>	C Dillon R Roddam	Ongoing 2005/6	Salary costs
<b>To contribute to the Councils Community Strategy.</b>	Task 2 To assist in the preparation of the Council's Community Strategy	C Dillon	Mid 2005	Salary costs
<b>Implement the Councils environmental protection policies and monitor adherence.</b>	Task 1 <ul style="list-style-type: none"> <li>▪ Monitor number of planning applications approved consistent with Local Plan Policies.</li> <li>▪ Monitor number of applications approved contrary to Local Plan Policies. (Measurement to be included in Development Control Annual Report</li> </ul>	Head of Development Control	Ongoing 2005/6	Salary costs
	Task 2 <b>Wear Valley District Local Action 21 Strategy.</b> <ul style="list-style-type: none"> <li>▪ Implement Local Action 21 strategy and monitor Council's environmental performance with aim of significantly improving performance by 2006.</li> <li>▪ Contribution to the Liveability Strategy</li> <li>▪ Production of Local Action 21 Monitoring Report.</li> <li>▪ Production of revised strategy</li> </ul>	I Bloomfield	Mid 2006  Ongoing  Mid 2005	Salary costs; LA 21 Budget

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 3 <b>To assist in the review and implementation of the North Pennines AONB Management Plan, including:</b> <ul style="list-style-type: none"> <li>▪ Attendance on North Pennines AONB Partnership.</li> <li>▪ Assist in the preparation of a North Pennines AONB Supplementary Planning Document.</li> </ul>	C Dillon	Ongoing 2005/6  2006	Salary costs
<b>To facilitate environmental improvement within the District.</b>	Task 1 <ul style="list-style-type: none"> <li>▪ To manage Environmental Improvement Budget to implement improvement scheme.</li> <li>▪ Monitor total financial assistance received from external sources.</li> <li>▪ To work with GWD to achieve 5 environmental improvement a year</li> </ul>	P. Dunn	March 2006	Environmental improvement budget/assistance from external sources
	Task 2 <ul style="list-style-type: none"> <li>▪ Assist in the implementation of the Bishop's Park management plan over a 5 year period.</li> <li>▪ Submit Heritage Lottery Fund bid for the implementation of the Bishop's Park Landscape Restoration Management Plan in conjunction with the Church Commissioners.</li> </ul>	A. Weston/	Ongoing; formal bid mid 2005	External funding (English Heritage/European Funding) plus Council owned buildings and salary costs. Capital budget approval.
	Task 3 <b>To implement programme of reclamation of derelict land.</b> <ul style="list-style-type: none"> <li>▪ Preparation of Phase II of the Contaminated Land Strategy</li> <li>▪ Production of Reclamation Strategy and implementation of reclamation programme.</li> <li>▪ Maximise grant available to derelict land scheme.</li> </ul>	P. Dunn/ I. Bloomfield	Mid 2005  Early 2006  From early 2006	Salary costs; Capital programme allocation; Government grant

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 4 <ul style="list-style-type: none"> <li>▪ To work in partnership with English Nature and Groundwork West Durham in the implementation of projects related to the Mineral Valleys Project.</li> <li>▪ Liaison on implementation of individual schemes</li> </ul>	P Dunn/C Dillon	Continuing 2005/6	Salary costs; capital programme allocation
<b>To ensure that the Council's policies, particularly with respect to Listed Building and Conservation Areas, are adhered to.</b>	<ul style="list-style-type: none"> <li>▪ Monitor number of listed building and conservation area consents granted and endorsed by GONE (measurement in Development Control Annual Report).</li> <li>▪ Commence programme of Parish Plans.</li> </ul>	Head of Development Control	Annual return (early 2006)	Salary costs Local Plans Budget
		V Robson/C Dillon	Continuing. Aim to complete 1 plan in 2005	
<b>To achieve built environment improvement</b>	Task 1 Implement Comprehensive Improvements in Bishop Auckland Town Centre. <ul style="list-style-type: none"> <li>▪ Review and consult on a Town Centre Strategy Plan.</li> <li>▪ Continue the North Bondgate/Market Place building improvement grants.</li> <li>▪ Under take public realm improvements to North Bondgate and Newgate Street.</li> <li>▪ Continue North Bondgate/Market Place building improvement grants.</li> <li>▪ Continue shop front improvement grants elsewhere in the town centre.</li> <li>▪ Continue Newgate Street improvements.</li> <li>▪ Implement town centre gateways improvements.</li> </ul>	Director/ D Toon B Harris	April 2005	Capital budget via Urban Renaissance budget
		B Harris via County Council	Continue 2005/6	
		“ “	Continue 2005/6	
		“ “	“ “	
		“ “	“ “	
		“ “	“ “	

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<p>Task 2  <b>Implement the Crook Town Centre and Market Place Historic Enhancement Regeneration Scheme jointly with Durham County Council.</b></p> <ul style="list-style-type: none"> <li>▪ Fully access the financial assistance secured through SRB5 and Heritage Economic Regeneration Scheme (Heritage Lottery Fund). To be continued through Market Towns Programme.</li> <li>▪ Implement 8 building improvement grants per annum.</li> <li>▪ Preparation and consultation on scheme for Hope Street the Green.</li> <li>▪ Produce full evaluation report.</li> </ul>	T. Kalmanovitch/ B. Harris	Ongoing  Complete by April 2005 Mid 2005	Market Towns Budget  Urban Renaissance Budget
	<p>Task 3  <b>Implement the Shop Front improvement Schemes for Willington and surrounding villages.</b></p> <ul style="list-style-type: none"> <li>▪ Target 10 shop front improvement grants/buildings per year assisted in Willington and the surrounding villages</li> </ul>	B. Harris	March 2006	Capital Programme allocation
	<p>Task 4  <b>Implement Shop Front Improvement Scheme in South Bishop Auckland.</b></p> <ul style="list-style-type: none"> <li>▪ Target 5 shop front improvement grants</li> </ul>	Groundwork	March 2006	Capital programme allocation
	<p>Task 5  <b>Implement Shop Front Improvement Scheme in Coundon.</b></p> <ul style="list-style-type: none"> <li>▪ Target 3 shop front improvements each year for 3 years.</li> </ul>	B. Harris	March 2006	Capital programme allocation

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
To improve housing quality in the District	<p>Task 1 To collect and maintain information to assist area improvement.</p> <ul style="list-style-type: none"> <li>▪ Undertake general study of Eldon Lane and detailed assessment of Randolph Street.</li> <li>▪ Implement Council's obligations under the Eldon Lane declared renewal area.</li> <li>▪ Carry out risk assessment of houses in multiple occupation <ul style="list-style-type: none"> <li>▪ Desk top study</li> <li>▪ Fieldwork period</li> <li>▪ Implementation period.</li> </ul> </li> <li>▪ Collate statistics for assessing the proportion of long-term vacant properties brought back into use resulting from Council action.</li> </ul>	<p>R. Roddam R. Roddam</p> <p>M. Mallen</p>	<p>Complete early 2005 Mid 2005</p> <p>Quarterly/Annually</p>	Capital allocation/salary costs
	<p>Task 2 To carry out phased property improvements to target areas.</p> <ul style="list-style-type: none"> <li>▪ Carry out group repair schemes in the Eldon Lane, Coundon Grange and Bridge Place Renewal Area.</li> <li>▪ Carry out demolition of properties in renewal area. <ul style="list-style-type: none"> <li>▪ Declare clearance areas</li> <li>▪ Acquire properties and/or instigate compulsory purchase powers.</li> <li>▪ Demolition of properties and restoration of land.</li> </ul> </li> <li>▪ Subject to outcome of study report.</li> </ul>	R. Roddam/S. Wild	Early 2006	Capital allocation
	<p>Task 3 To provide financial assistance by way of grants to eligible household to repair, adapt and improve their homes.</p> <ul style="list-style-type: none"> <li>▪ Provide Disabled Facilities Grants</li> <li>▪ Provide Renovation Grants</li> <li>▪ Provide Home Repairs Assistance</li> </ul>	R. Roddam/S. Wild	Ongoing	Capital allocation



Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	Task 4 To develop and support the Home Improvement Agency and to operate an effective and efficient in-house agency service for potential grant applicants. <ul style="list-style-type: none"> <li>▪ Set up fully functioning unit.</li> <li>▪ <b>Move to dedicated premises.</b></li> </ul>	S. Wild	Continuing April 2005	Capital Allocation
	Task 5 <b>To respond to complaints.</b> <ul style="list-style-type: none"> <li>▪ <b>Investigate initial response to complaints within 5 working days</b></li> </ul>	R. Roddam	continuing	Salary costs
	Task 6 Facilitate a vibrant private rented sector by encouraging responsible landlords. <ul style="list-style-type: none"> <li>▪ Continue to facilitate and encourage Wear Valley Landlords Association.</li> <li>▪ <b>Arrange 6 no. meetings per annum.</b></li> </ul>	M. Mallen	continuing	Capital allocation/NRF
	Task 7 Fully implement and monitor the powers outlined through the Regulatory Reform Order.	R Roddam	Continuing	Salary costs
	Task 8 Carry out and fully implement a Sustainability Index mapping exercise to better inform future policies.	R Roddam	August 2005	Salary costs

## DEVELOPMENT AND BUILDING CONTROL

### OBJECTIVE 2 : ENVIRONMENT (Statutory Function)

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<b>To deal with planning applications as speedily as is compatible with ensuring that the correct decision is made.</b>	<b>Task 1</b> To continually monitor the procedures carried out within the Department and to bring forward improvements to the service, where necessary, in dealing with applications in order to minimise delays in the process. To choose according to criteria when to negotiate and when not. To have strict checks before validating applications. To monitor response times of consultees/review when and which consultees to consult. Examine the time taken to complete S106 Agreements and consider ways to minimise delays	Principal Planner DC Officers DC Support Team Head of Dev & Build Control	In 2005–6 achieve the following percentages of applications determined within 8 weeks:-  Major 60% BVPI 109 Minor 65% BVPI 109 Other 80% BVPI 109 Householder 80% LP1 P1	Salary costs.
	<b>Task 2</b> To use Crystal Report and iPlan to monitor the performance of the service.	Information Officer Principal Planner DC Officers DC Support Team Head of Dev & Build Control	Throughout 2005/06.	Salary costs. Capital budget through PDG.
	<b>Task 3</b> To review the content of application forms, advice notes, guidance notes, pre-application enquiry and pd forms.	Principal Planner DC Officers	Throughout 2005/06.	Salary costs
	<b>Task 4</b> To review implementation of scheme of delegation.	Head of Dev & Build Control	Aim to determine at least 90% under scheme of delegation.	Salary costs

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<p><b>Task 5</b> To provide opportunities for pre-application discussions with applicants to ensure compliance with planning standards and policies, and to encourage good design and high standards of development.</p>	Principal Planner DC Officers	<ul style="list-style-type: none"> <li>• Percentage of applications where pre-application advice was provided.</li> <li>• Percentage of applications which are valid on receipt.</li> <li>• Percentage of applications –approved/ refused/ withdrawn.</li> <li>• Percentage of applications where negotiations were involved.</li> <li>• Percentage of such applications where improvement secured.</li> <li>• Percentage of such applications where improvement secured approval.</li> <li>• Number of applications taken to appeal.</li> <li>• Percentage of appeals dismissed/upheld</li> <li>• Number of applications approved as departures from the adopted Local Plan.</li> </ul>	Salary costs
	<p><b>Task 6</b> To continue to give priority to applications when jobs or inward investment into the District are involved.</p>	Principal Planner DC Officers	In 2005-2006 80% of commercial and industrial applications (PS Codes 2, 3, 4, 7, 8 and 9) to be determined within 8 weeks.	Salary costs

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<p><b>Task 7</b>            To carry out customer satisfaction survey by means of questionnaire to be sent to all applicants/agents.            To carry out customer satisfaction survey by means of questionnaire to be sent to all consultees.            To carry out customer satisfaction survey by means of questionnaire to be sent to all objectors.            To carry out survey by means of questionnaire to be sent to non-respondents.            To improve service in response to comments received.</p>	Principal Planner DC Officers DC Support Team Head of Dev & Build Control	For full year achieve 85% satisfaction.  For full year achieve 85%.  For full year achieve 75% satisfaction.	Salary costs
	<p><b>Task 8</b>            To establish a stakeholder user panel.            To identify areas of the service in need of improvement and make changes accordingly.</p>	Principal Planner DC Officers Head of Dev & Build Control	Throughout 2005/6	Salary costs
	<p><b>Task 9</b>            To undertake a benchmarking exercise with good performing district planning authorities.            To identify areas of the service in need of improvement and make changes accordingly.</p>	Principal Planner		Salary costs
	<p><b>Task 10</b>            To maintain procedure manual</p>	Princ Plan Officer Mark Arbutnot Diane Bowron Ian Coulthard Joanne Grant	Throughout 2005/6	Salary costs
	<p><b>Task 11</b>            Produce an Annual Development Control Report.</p>	Head of Dev & Build Control	End of June each year	Salary costs

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<b>Task 12</b> To develop and maintain Public Access SX3 so that the public view and comment on planning applications, and find useful planning information, on-line.	Head of D&BC Planning Info Officer	Throughout 2005/6	Salary costs/capital budget through PDG
	<b>Task 13</b> To carry out annual tour by Committee.	Head of Dev & Build Control	June each year	Salary cost
<b>To maintain and where possible improve the quality of the Building Control Service</b>	<b>Task 1</b> To continually monitor the procedures carried out within the Department and to bring forward improvements to the service where necessary, to ensure a quality and speedy service is provided.	Principal Building Control Officer BC Officers	Number of building control applications vetted and determined within 5 weeks measured against target of 75%.	Salary cost
	<b>Task 2</b> Continue to develop use of the iBuild system, to enable improvements to be made to the administrative procedures and to monitor performance of the plan vetting/inspection services.	Administrative Technician	Throughout 2005/6.	Salary cost/capital budget through PDG
	<b>Task 3</b> To keep a Procedure Manual up to date. To ensure correct procedures are followed. To ensure consistency of approach at all stages.	Principal Building Control Officer	Throughout 2005/6.	Salary cost
	<b>Task 4</b> To carry out all statutory inspections within the prescribed period.	BC Officers	100% of inspections undertaken within one working day of notice being received.	Salary cost

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<b>Task 5</b> To carry out customer satisfaction surveys by means of a questionnaire to be sent to all applicants/agents, and builders for both the plan vetting and site inspection services.	Administrative Technician	For full year achieve 85% satisfaction.	Salary cost
	<b>Task 6</b> To provide opportunities for pre-application advice on Building Regulations, Means of Escape and Access for the Disabled.	Principal Building Control Officer BC Officers	Percentage of building control applications not requiring amendment/additional information.	Salary cost
	<b>Task 7</b> To revisit sites within 3 months of last inspection.	BC Officers	100% of all current cases.	Salary cost

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
To ensure that the Planning and Building Control legislation is complied with in the District.	<b>Task 1</b> To investigate speedily alleged breaches in planning or building control and in accordance with agreed procedures.	Planning Enforcement Officer Principal Planner Principal Building Control Officer	<ul style="list-style-type: none"> <li>• Number of complaints received.</li> <li>• % acknowledged within 3 working days.</li> <li>• % of sites visited within 15 working days.</li> <li>• Number of alleged breaches of planning control identified.</li> <li>• % of cases resolved in 8 weeks.</li> <li>• % found on investigation not to be a breach of planning control.</li> <li>• % which are resolved by negotiation.</li> <li>• % that remain unresolved.</li> <li>• Number of alleged breaches of building regulations responded to within 2 working days (Target 100%).</li> </ul>	Salary cost
	<b>Task 2</b> To continually monitor and review the planning enforcement procedures and bring forward improvements where necessary to ensure a speedy service.	Planning Enforcement Officer Principal Planner Head of Dev & Build Control	Throughout 2005/6.	Salary cost
	<b>Task 3</b> To develop and make full use of iPlan (Complaints) to assist in the administration and monitoring of the enforcement service.	Planning Enforcement Officer Principal Planner Support Officers	Throughout 2005/6	Salary cost/capital budget through PDG

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
	<b>Task 4</b> To develop and make full use of iBuild to assist in the administration and monitoring of the enforcement service.	Administrative Technician Principal B C Officer	Throughout 2005/6	Salary cost
	<b>Task 5</b> To exploit opportunities for the development and building control sections to assist one another in the investigation of enforcement cases. To promote closer working links with the Environmental Health Enforcement Officer.	Planning Enforcement Officer Principal Planner DC Officers Principal Build Control Officer BC Officers	Throughout 2005/6	Salary cost
	<b>Task 6</b> To serve appropriate notices, following up where necessary with prosecution.	Planning Enforcement Officer Principal Planner Principal Build Control Officer	<ul style="list-style-type: none"> <li>Number of enforcement notices, breaches of condition notices, stop notices and court proceedings pursued in response to unauthorised development.</li> </ul>	Salary cost
	<b>Task 7</b> To keep Members informed on planning enforcement cases.	Planning Enforcement Officer Principal Planner	Weekly list to be sent to all Members.	Salary cost



## Departmental Management

To provide for staff development and effective internal communication

Priority Key Task	Major Activities	Responsible Officer	Target Date for Completion	Financial/Resource Costs
<b>Task 1</b> To assess, provide and monitor staff training and development of all staff	Undertake Departmental Service Plan/Personal Development Plans. <ul style="list-style-type: none"> <li>▪ Develop Training Plan</li> <li>▪ Introduce mentoring programme for new/inexperience staff</li> <li>▪ Support training programmes for staff (including personal and professional training)</li> <li>▪ Develop team approach to major developments</li> </ul>	Heads of Service	Annual	
<b>Task 2</b> To continue to monitor and develop progress at Business Unit level	Departmental Service Plan	Heads of Service	Annual	
<b>Task 3</b> To monitor and evaluate sickness absence	<ul style="list-style-type: none"> <li>▪ Implement sickness policy</li> <li>▪ Set sickness target</li> </ul>	Heads of Service	Annual	

### 13. EMERGING GROWTH AND SAVINGS PROPOSALS

Contents	Responsible Officer	2005/06 Value £	
<b>Revenue Growth</b>			
▪ Make existing Enforcement Investigation Officer post permanent and re-designate Enforcement Officer	D Townsend		30,000
▪ Press Notices			10,000
▪ Planning Liaison Officer			24,570
▪ 1½ Support Officers			32,755
▪ Additional Enforcement Investigation Officer			24,570
▪ 2 Additional Planning Officers			65,393
▪ Brownfield Sites			10,000
▪ Training (additional)	Various		15,000
▪ Health and Safety	Various		3,000
▪ <b>Coundon &amp; Leeholme Settlement Renewal Initiative – SRI Project Co-ordinator</b>	<b>Avril Hamilton/ Ross Cowling</b>		<b>4,513</b>
▪ <b>Community Capacity Building Co-ordinators</b>	<b>S Dawson/ A Weston</b>		<b>60,000</b>
▪ Home Energy Efficiency Assistant			18,000
▪ Dangerous Structure Call Out Charge			2,600
▪ LA21 Budget			4,000
▪ Regeneration Technical Assistant			28,125
▪ Conservation Officer			30,000
<b>7 Capital Bid</b>			
New Schemes carried forward from 2004/05:-			
▪ <b>Car Parking Improvement Budget</b>			<b>100,000</b>
▪ <b>Minerals Valley Project</b>			<b>15,000</b>
▪ <b>Bishop Auckland Urban Renaissance</b>			<b>100,000</b>
▪ <b>Eastgate Development</b>			<b>20,000</b>
▪ <b>Wear Valley Business Centre – Innovation House Extension</b>	<b>S Dawson</b>	Gross <b>Net</b>	1,100,000 <b>100,000</b>
▪ <b>Bishop Auckland Tourism Renaissance</b>	<b>R Hope / A Weston</b>	Gross <b>Net</b>	150,000 <b>42,000</b>
▪ <b>Low Willington Business Park</b>	<b>S Dawson</b>	Gross <b>Net</b>	1,800,000 <b>50,000</b>
▪ <b>Stanhope Shop Front Improvement Scheme (Weardale Commercial Building Improvement Scheme)</b>	<b>Tisha Kalmanovitch</b>	Gross <b>Net</b>	80,000 <b>20,000</b>
▪ <b>Crook Renaissance</b>	<b>R Hope / A Weston</b>	Gross <b>Net</b>	535,000 <b>50,000</b>
▪ <b>Dene Valley Renewal Area</b>		Gross <b>Net</b>	100,000 <b>300,000</b>
▪ <b>Disabled Facilities Grants (DFG)/Home Repairs Assistance (continuation of rolling programme)</b>	<b>8</b>	Gross <b>Net</b>	280,000 <b>400,000</b>
▪ <b>West Auckland Improvement Scheme</b>		Gross <b>Net</b>	300,000 <b>40,000</b>
▪ <b>South West Crook Industrial Estate Expansion</b>		<b>Net</b>	<b>350,000</b>
▪ <b>Bracks Farm</b>		<b>Net</b>	<b>150,000</b>

Successful proposals are those **highlighted**.

## 14. MAKING THE PLAN WORK

14.1 The following identifies the data monitored by the Department both for the purpose of BVPI monitoring and for activity based monitoring.

### Planning and Environmental Policy

Indicator	Description	Report	Frequency	Proforma	Target For 2005/06
	Number of grant applications by category	C.M.Team Via MSU Dept M.T, Members	Twice Yearly (April/October) Quarterly Twice Yearly	L	
BV 62	The proportion of unfit private sector dwellings made fit or demolished as a result of direct action by the local authority.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly  Quarterly Twice Yearly	Deleted as BVPI for 2005/6. Retain as Local Indicator.	5%
BV 64	Number of private sector dwellings that have been vacant for more than six months as at 1st April 2004 that are returned to occupation during 2004/05 as a direct result of action by the local authority.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly  Quarterly Twice Yearly	L	5
	Number of housing completions	C.M.Team Via MSU Dept M.T, Members	Twice Yearly	L	N/A
BV 106	Percentage of new homes built on previously developed land.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly	L	60%
	Land available for housing development	Dept M.T	Quarterly		N/A
	Shopping use patterns	Dept M.T	Quarterly		N/A
	Land available for industrial development	Dept M.T	Quarterly		N/A
BV 200a	Plan Monitoring : Development Plans	C.M.Team Via MSU Dept M.T, Members	Twice Yearly	N	Local. Agreed through LDS with GONE.
BV 200b	Plan Making : Milestones				
LP 1	Proportion of complaints made about housing defects in the private sector investigated within 5 working days.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly	L	90%
LP 2	Proportion of full applications for Renovation Grant assistance determined in <ul style="list-style-type: none"> <li>• 3 months</li> <li>• 6 months</li> </ul>	C.M.Team Via MSU Dept M.T, Members	Twice Yearly	L	90% 100%
LP 3	Proportion of full applications for Disabled Facilities Grant assistance determined in <ul style="list-style-type: none"> <li>• 3 months</li> <li>• 6 months.</li> </ul>	C.M.Team Via MSU Dept M.T, Members	Twice Yearly	L	90% 100%
LP 4	Proportion of applications for	C.M.Team	Twice Yearly	L	

	Home Repair Grant assistance determined in <ul style="list-style-type: none"> <li>• 3 months</li> <li>• 6 months</li> </ul>	Via MSU Dept M.T, Members			90% 100%
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### Economic Regeneration

Indicator	Description	Report	Frequency	Proforma	Target For 2005/06
BV-EC2	Proportion of the working population who are unemployed and claiming benefit.	DMT Members	Quarterly	L	3%
BV-EC17(a)	Total number of investment enquiries dealt with per annum	Dept. M. T.	Quarterly	L	120
BV-EC17(b)	Number of re-locations and re-investments annually as a result of "inward investment"	Dept. M. T.	Quarterly	L	5
BV-EC17(c)	Number of jobs created and safeguarded from firms moving to, or re-locating within, the area following "inward investment" enquiries.	Dept. M. T.	Quarterly	L	50
BV-EC19	Number of new business start-ups assisted/receiving financial assistance.	Dept. M. T.	Quarterly	L	12
LPI 5	Respond to workspace enquiries within 3 working days	Dept. M. T.	Quarterly	L	90%
LPI 6	Process grant applications within 8 weeks	Dept. M. T.	Quarterly	L	90%
LPI 7	Jobs created through business grants & other assistance	Dept. M. T.	Quarterly	L	44%
LPI 8	Occupancy rates of WVDC (or jointly owned) factory units & workshops	Dept. M. T.	Quarterly	L	65%
LPI 9	Issue at least 10 press releases	Dept. M. T.	Quarterly	L	10

### Development and Building Control

Indicator	Description	Report	Frequency	Proforma	Target For 2005/06
BV 107	Planning cost per head of population.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly  Quarterly Twice Yearly	Deleted as for BVPI 2005/6	N/A
	Number of planning applications received/processed by category	Dept. M. T.	Quarterly		N/A
BV 109	• Major applications determined within 13 weeks.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly	N	60%
	• Minor applications determined within 8 weeks.		Quarterly		65%
	• All other applications determined within 8 weeks.		Twice Yearly		80%
BV 111	Percentage of applicants satisfied with the service received.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly  Quarterly Twice Yearly	L	Top quartile.
BVPI 204	Planning appeals.	C.M.Team Via MSU	Quarterly	N	Local

		Dept M.T, Members			
BVPI 205	Quality of Planning Services Checklist	C.M.Team Via MSU Dept M.T, Members	Yearly	N	Local
BV 188	Delegation to Officers (Planning)	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	Deleted as for BVP 2005/6. Retain as Local	90%
LPP 10	Percentage of householder applications determined within 8 weeks	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	L	85%
LPP 11	Percentage of industrial/economic applications determined within 8 weeks	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	L	Target 80%
	<b>Building Control</b>				
LPP 12	Percentage of applications vetted and approved within 5 weeks.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	L	75%
LPP 13	Percentage of inspections undertaken in one working day.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	L	Target 100%
	<b>Enforcement</b>				
LPP 14	Percentage of alleged breaches of planning control acknowledged within 3 days.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	L	Target 80%
LPP 15	Percentage of alleged breaches responded to within 15 working days.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	L	Target 100%
LPP 16	Percentage of alleged breaches of building regulations responded to within 2 working days.	C.M.Team Via MSU Dept M.T, Members	Twice Yearly Quarterly Twice Yearly	L	Target 100%