

ROCHDALE METROPOLITAN BOROUGH COUNCIL

SERVICE PLANNING 2010/11

Service... Planning and Regulation.....

SERVICE PLAN UPDATE

Brief Description of the Service

The Planning and Regulation Services consists of a whole new range of statutory, regulatory and registration services for which the council is responsible. These services are:

- Planning (both Development Control and Strategic Planning)
- Building Control
- Environmental Health
- Licensing
- Trading Standards
- Registrars
- Coroners

Although these services have a strong emphasis on regulation and control the Planning and Regulation Services as a whole are now seeking to adopt a more pro active role, participating in corporate initiatives and pursuing early intervention and education as mechanisms for delivery services.

A new Head of Services, Peter Rowlinson was appointed during the year and took up the post on the 3rd March. As the Service Plan process had begun prior to this it is likely that a number of initiatives will be introduced within the year. These will include:

- A review of administration and ICT to improve, use of technology and increase efficiency.
- Improvements to the communications both internally and externally
- A review of the interface with the business
- Increasing quality of customer care
- A greater corporate awareness and participation in areas such as health, regeneration and community safety.

It has not proved possible to combine service elements within a single service plan given the very different nature of the services. Future service plan updates will look at simplifying the presentation for members and drawing common themes around the services.

Broad Service Objectives

- PR1** To deliver value for money services
- PR2** To deliver continuous improvements in all our service areas
- PR3** To deliver high performing services, setting challenging targets which are regularly monitored and reviewed with appropriate action being taken to address issues of performance, as necessary
- PR4** To focus service delivery and improvements around the needs and desires of our customers and the community
- PR5** To maximise access to our services, both as a deliverer and as an employer, to all members of the community
- PR6** To develop our staff and organisational structures to meet current and future needs/requirements of the services, making the best use of staff resources available
- PR7** To improve the delivery of services through greater integration of working and the development of partnerships and joint working with others
- PR8** To meet our statutory requirements
- PR9** Making a positive and visible contribution to national, regional, and local agendas and to the Councils aspirations and objectives

PART A Review of the Year

Achievements and Headlines 2009/10

The Service Plan for 2007-10 sets out the main service priorities as shown above. **(PR 1 – 9)**

This updated plan reflects new approaches brought into the Service by the Service Management Team and in particular the following key priorities:

- Greater engagement with the Council's Corporate Centre and Partnerships
- An increased culture of engagement with staff and customers and improved communications
- Improvements in Service efficiency and new approaches to Business Transformation
- Increased emphasis on new initiatives and strategic thinking
- Recognition of the role of the Service in achieving regeneration, securing sustainable development and tackling deprivation

These priorities build upon the priorities established within the original Service Plan 2007-10 but set a new direction of travel for the Service and have been reflected in the following major achievements:

Change in the culture of the organisation with an emphasis on the introduction of new ideas and techniques and the creation of opportunities for staff to innovate and act on their own initiative

Greater Corporate Engagement across the organisation including:

- Participation in The LPSB through the Economic Partnership, Community Safety Partnership and Quality of Place Partnership
- Engagement in the Sustainable Communities initiative
- Secondment of SMT member to lead Council initiatives on Health including the development of a Service Health Improvement Plan

The Service has begun the process of Business Transformation through greater use of ICT, the use of Business Process Engineering, abolition of outdated processes and the creation of a Business Transformation Team from all parts of the Service. This follows a review of Admin systems undertaken by a corporate group with membership from all levels within the Service. This now includes leading a pilot initiative on new ways of working and electronic document management across the Council.

Increased Engagement with Staff has been undertaken responding to the results of the staff consultation exercise. Methods employed include;

- Away Days for managers and all staff to identify service priorities
- The establishment of a Communications Group which excluded SMT members to look at how internal communications could be improved
- The production of a staff newsletter

Sickness levels have been maintained at a level over two days per staff member from the 2007/8 levels.

New Consultation processes have been introduced with examples of best practice being adopted.

Examples include:

- consultation on the Local Development Framework Preferred Options, including stakeholder workshops and Township meetings – consultation on a new Transport Strategy for the Borough which secured over 550 responses
- the establishment of an Developers Forum to engage with major customers and encourage positive interaction on new initiatives.
- resident consultation on planning applications is using local libraries

The Service has been the subject of three Audits during the year – two have produced good results. These being those for Strategic Planning and for Registrars. A third Audit for Pest Control has given an adequate score.

The EH Service has been the subject to several Audits during the year – the Health and Safety Team received “good” results.

Changes have been introduced against the background of severe Budget pressures. During the year the Service has reduced staff numbers by 8% and whilst this has caused some specific problems the overall level of service provided has not deteriorated and in some areas there has been a significant improvement.

The Pay and Grading Review has been a major management challenge but whilst the process has had some difficulties the response from staff has been generally supportive and they are to be congratulated on their continued high quality of service to customers.

The opportunity has been taken to improve staff welfare. This has involved:

- The introduction of CCTV in the main reception area
- Kitchen upgrades on both floors of Telegraph House
- Improvements to the accommodation in Registrar's to provide high quality facilities for weddings and other events
- Improvements to the working environment in Telegraph House creating open plan accommodation for Environmental Health and Coroners and improving the efficiency of service delivery elsewhere by locating filing systems on the same floor as the Licensing and Planning Service receptions.
- The introduction of a TV Screen showing service information in the main reception area.

These achievements have sat alongside continued high performance against key indicators against National Indicators the following performance is being achieved, particularly during the current year when improvements to systems have started to have an effect;

PI 106 % of homes built on previously developed land (National Target 80%)

2005/6	80.0%
2006/7	87.0%
2007/8	88.0%

PI 109 % of planning applications determined

Major applications – government target 60% in 13 weeks

2006/7	74.03%
2007/8	71.62%
2008/9	68.63%
2009/10	76.9%

Minor applications – government target 65% in 13 weeks

2006/7	73.29%
2007/8	79.18%
2008/9	71.29%
2009/10	78.2%

Other applications – government target 80% in 8 weeks

2006/7	84.17%
2007/8	86.34%
2008/9	81.15%
2009/10	84.9%

Other significant achievements include;

- Maintaining service delivery targets for all the regulatory service targets
- Retaining ISO 90001 Accreditation for the Building Control Service
- -Creation of a Greater Manchester Building Control collaborative working business case
- Dealing with 126 Dangerous Building Reports to date this year
- Creating a business case approved by the Transformation Board for the Government "Tell us Once"

initiative to be run through the registrar's service. This includes early adopter application to the Department of Works and Pensions

- Completion of a satisfactory New Governance application to the Registrar General for the Registrars Service.
- Expansion of membership and programme of the Design and Conservation Panel aimed at supporting the Council's design initiative and the successful first run of a design competition
- Consultation on a Borough Transport Strategy for the borough.
- Launching a Design Initiative aimed at improving the quality of new buildings and associated with this an Annual Design Competition
- Developing a Borough Transport Strategy which has just completed its consultation stage
- Introduction of Sunday ceremonies in the Town Hall Roche Suite.
- Introduction of a Sunday 'stand by' service for burials outside UK.
- Introduction of 'Chip and Pin' payment at the Registrars Office in the Town Hall
- Increase in applications submitted online from 7% to 42% by December 2009 to maximise efficiency
- Securing Regional Awards for promoting design quality within Rochdale

The Environmental Health Service has carried staff vacancies and as such has had a reduction in available staff resource during the year. At the beginning of the year the Service management team undertook a further integrated impact assessment to enable work areas to be prioritised and resourced. The Service has continued to perform well and deliver and achieve the targets set in the national and local indicators.

Smoke Free enforcement work has resulted in excellent smoke free compliance. During first 3 quarters of 2009-10 the service inspected 903 premises and 152 vehicles. Compliance is 99 % in premises and 86% in vehicles. 3 written warnings and 18 fixed penalty notices have been issued and there has been 1 successful prosecution for breaching the legislation and non payment of the FPN.

The inspection programmes for businesses in relation to both Food Safety and Health and Safety Team have been on target and all high risk premises due for inspection were inspected. Non compliance was dealt with using the range of enforcement sanctions available.

The Environmental Protection Team have responded to 1890 service requests in the first 3 quarters of 2009-10. 90.2 % of which were responded to within the target response time. All prosecutions for non compliance with noise abatement notices have been successful and seizure of equipment has taken place at several properties where noise nuisance has continued to cause problems.

The EH Service has reviewed, upgraded and improved its information posted on the RMBC website.

The Licensing Service has lead on the implementation of the EU Services Directives to enable all licences issued by Lass to be available online.

Joint working to update existing and create an AGMA wide Convictions Policy for Licensed Drivers.

The TS Service has pioneered the use of Licence Reviews to tackle traders who sell alcohol to underage children. The service also obtained its first Undertaking under the Enterprise Act.

Looking specifically at the Borough's five key priority areas, the Service has contributed in the following ways:

- o Jobs and Prosperity
The Service is leading on the preparation of a number of plans which will support future job creation. Good progress has been made on the development of the Local Development Framework Core Strategy which is on timetable, including the preparation of our preferred option which has been the subject of extensive consultation. Effort has gone into ensuring it is fully aligned with other emerging strategies such as the new Borough Renaissance Masterplan and the Rochdale Town Centre Masterplan. A number of new projects have been identified.
The Borough Transport Strategy has been in preparation during the year and is expected to be formally approved in the Spring.

The AGMA Public Protection Partnership successfully piloted a methodology for "new ways of working" to

ensure businesses are regulated in an effective and non burdensome way across all professional disciplines of public protection services. Environmental Health (EH) lead on the methodology of the second pilot and work is now continuing to develop an implementation plan for the roll out.

Trading Standards (TS) has been awarded the first Proceeds of Crime Act monies following a successful high profile counterfeiting prosecution.

o Making Sure Every Child Matters

We are active in initiatives to tackle underage sales of alcohol , knives, fireworks and tobacco (all ages restricted sales) – TS organised joint initiatives with GMP and other services, and pioneered Licence Reviews to tackle traders who sold alcohol to underage volunteers.

The Responsible Retailer scheme has been developed in partnership with GMP and other council services.

EH & TS Service participated in and led workshops in the “Big Listen” event to influence and impact on work around Tobacco Free Borough and effective noise control.

Licensing staff undertook underage age proxy sales initiatives to raise awareness and reduce proxy sales of alcohol.

We developed and introduced a Smoke Free Nurseries Award which was received very positively by the trade with excellent take up.

o Improving Community Safety

EH, TS and Licensing Services have participated in and responded to priorities of PBG, TTG and PACTS, particular around anti-social behaviour and serious violent crime.

Examples are:

- We have attended community meetings to address anti-social behaviour in the area.
- Conducted visits to Licensed premises to ensure compliance and dealt with non compliance issues using the range of sanctions available.
- Conducted Plying for Hire initiatives to protect the public from travelling in vehicles which are uninsured.
- Conducted joint initiatives with the Gambling Commission to deal with illegal gambling and gaming.
- Worked in partnership with the Town Centre Management on Best Bar None Award. This scheme is now being rolled out to other Townships.
- Processed applications under the Licensing Act 2003 within the tight deadlines, expedited reviews and worked with GM Police when they used closure powers due to serious crime or serious disorder.
- Responded to Government Consultations on Licensing Act 2003, Hackney Carriage, Private Hire and Sex Encounter Establishments to positive influence the policy and legislation to maximise public protection.
- Continued to work with local businesses to reduce violence at work and armed robbery. EH teams conducted visits including multi agency visits involving the crime reduction officer, to premises where violence had taken place. Also targeted 100 high risk premises and carried out proactive advisory visits.
- Continued to provide a 24 hour call out service for dangerous buildings, which included an immediate response to sealing up empty properties subject to crime and vandalism

“Retail Violence” work and EH involvement has been nominated for 2 further awards; The Chief Constable’s Excellence Award and a TILLY Award.

EH introduced a flexible warranting arrangement with the other AGMA LAs and the Health and Safety Executive to allow cross boundary and cross partner enforcement of health and safety legislation. The first work area centred around the digital switchover and raised awareness around bogus aerial installers and improved safety of working at height.

EH successfully bid for and received Food Standards Agency Grant money to carry out preparatory works and publicity needed for implementation of the National Scores on the Doors Scheme. This provides customers with a score rating for food hygiene standards within catering and retail premises to allow them to make informed choices and to drive up standards and conditions within premises.

Doorstep Crime Group theatre productions in each Township.

o Creating a Cleaner, Greener Environment

The Service took over responsibility for developing the Quality of Place Partnership which is now fully operational and is contributing to the LPSB Agenda. The Pennine Edge initiative continues to progress and during the year a contribution of £208,000 towards the Connect2 Project was secured. Rochdale remains the lead for Green Infrastructure at a Greater Manchester level and locally a pilot initiative in Heywood is close to completion.

EH made the first formal declaration of a contaminated land site within the Borough and are now pursuing remediation by the persons responsible.

EH successfully bid for and received two DEFRA grants to carry out investigations at 2 further sites.

Green Infrastructure audit complete and Heywood GI plan prepared for consultation

Building Control continues to actively enforce regulations to promote improved energy conservation in new and existing buildings.

o Improving Health and Well-Being

The Service has a significant role in the Health Agenda and was the first Service to participate in the Health Peer Review process. This identified a number of areas of participation and raised the profile of health within the Service.

EH and Licensing were involved in the “Cancer Chancer Campaign” providing information and advice to workplaces where high risk employees or customers would frequent. The expected outcome is an increased GP attendance rate and a subsequent increased detection rate of cancers within the Borough as a direct result of collaborative working with PCT.

We participated in multi agency initiatives including the “Safer Socialising at Christmas” Campaign and Safe for Summer Initiative.

The year saw the AGMA roll out of the Rochdale pioneered work to reduce salt consumption with traditional fish and chip meals. The Directors of Public Health funded new salt shakers (with fewer holes), information and publicity materials to reduce salt intake and thus positively influence and contribution to improve heart health of the Borough.

We successfully met the challenging Smoking Quits target throughout the Borough and continue to target Smoke Free Homes within the super output areas within the Borough.

We participated in and received AGMA wide nutrition training for all Food Safety and Food Standards Officers to allow them to raise healthy eating and healthy options during routine visits to catering premises.

PART B Key Changes to Service Plan since April 2009

Aiming High 2007 – 2010

The Service is fully engaged in delivering the Council's Aiming High priorities. Specific examples include;

- Supporting the development of the Kingsway Business Park
- Support the Council's Economic Development Strategy through the Investment and Infrastructure Group
- Work on the Development of Rochdale Town Centre including the determination of planning applications such as the 6th Form College, Hopwood Hall College, new Bus Interchange, and Metrolink, together with important development work on Municipal Offices and Town Centre Masterplan
- Work in developing the Sustainable Communities initiative, which is tackling deprivation and poor housing in a number of major communities in the borough such as, Langley and Kirkholt.
- Developing the Pennine Edge Forestry and Countryside enhancements
- Leading on Tobacco Free Borough Strategy
- Restricting Young People's Access to Alcohol
- Active involvement in the Corporate Empty Property Group targeting ruinous and dilapidated buildings and associated land to bring properties back into use.

The Service is also represented on the Aiming High refresh Steering Group

Specific Targets which are the responsibility of the Service include:

- SP3 - Alcohol Initiatives (responsible retailer)
- SP4B - Public Open Space contributions through S106 funding
- SP4 D - Connect 2 walking and cycling project / Green Infrastructure
- SP4E - Newlands Forestry initiative / development of a GM Waste Plan
- SP4H - Supporting the Waithlands waste treatment scheme
- SP5A - Secondment of a Senior Officer to implement Council health and Well Being Strategy
- SP5D - Tackling Smoking in Public
- SP5C - EH&L frontline staff trained in stop smoking brief intervention and promote stop smoking support alongside their normal duties
- SP5D - Tobacco Free Lead Officer hosted by EH actively involved in work to reduce smoking in pregnancy rates, including assisting in development of bid to commission social marketing project on how we can increase uptake of local NHS Stop Smoking Service by pregnant women.
- SP5H - EH Service is the lead service for the co-ordination of the Smoke Free Homes and Cars campaign for the Borough

Pride of Place (the Sustainable Community Strategy)

The service has taken considerable efforts to ensure the alignment of POP, with the LDF Core Strategy (which is the spatial representation of the Communities priorities). The service is taking a significant role in the preparation of the refresh of pride of Place (POP3) and is leading on the Sustainability Appraisal.

Stepping Up

Maximising the Potential of our People

Our Service Management Team has fully participated in the Enterprising Leadership initiative together with a number of middle and junior managers

Workforce briefings have been introduced which are now supplemented by the new Core Brief

We are developing a Future Leaders Initiative which will target those middle and junior managers seeking to develop themselves beyond the opportunity available elsewhere through the Authority. As an example of this, three Planning Assistants have secured professional qualifications. One Building control officer is in the final stages of completing an MSc in Management from Manchester Business School.

The service has taken part in the Future Jobs programme with five participants working in the service. We also have two modern apprentice employees within the service.

Workforce Planning and Development

The Service has put a major effort into staff engagement and development during the year. Major initiatives have included:

- The continuation of Staff Workshops involving all staff

- Reinvigoration of Staff Development Review Process – survey results showed only 34% of staff had received a review in 2007/8. This is now over 90%
- Encouragement of all managers to participate in the Enterprising Leadership Programme
- Other staff supported in personal development through the Stepping Stones initiative
- Introduction of Business Improvement programme within Service driven by a cross-service team
- Introduction of Coaching initiative with one member of staff trained and coaching other staff
- Introduction of European Computer Driving Licence and Web editing within Service
- Encouragement of personal development activities amongst staff eg Planning Assistants undertaking professional development, other staff in Planning have completed Masters degrees and HND's, Two Building Control Officers supported on a masters programme and two doing degree courses in surveying.
- Training and staff development to expand use of ICT applications across the Service
- Introduction of a staff newsletter.

This represents a good start on the staff development agenda. This will continue through the year ahead and will embrace further work on communications and the start of delivery against the initiatives described above.

Restructuring proposals have been developed, which reflect current service and customer needs. This follows an extensive review of Service activities and future needs, looking at models of services elsewhere in the country and latest working practices and use of technology. These are based heavily on the principles of:

- Responding to Corporate priorities and the aspirations of the Service to play a more central role in the development of the borough.
- Creating clear career development routes for staff within a coherent and consistent staff structure
- Recognising the need to 'grow our own staff' generating loyalty and commitment to the Service
- Maximising the potential of our own staff
- Responding to the increased emphasis on the sub-regional work through AGMA
- Embedding Single Team principles of
Positivity
Openness, trust and respect
Ambition
Support for staff
Openness and accountability
Learning
Enjoyment (including encouragement of staff social events)

Customer Focus

A series of consultation initiatives have been undertaken across the service including:

- Consultation on LDF and related documents including the core strategy
- LDF Consultation process which secured over 550 responses
- Creation of Architects Forum
- Introduction of Customer Survey in Development Control
- Introduction of NI 182 on Business Satisfaction and NI 14 on Customer Contact
- Introduction of single consultation process across Environmental Health and Trading Standards

These will continue throughout the year ahead and will be supplemented by work on engaging with customers in areas not yet covered including Licensing.

The statutory Statement of Community Involvement (which sets out how the Council proposes to involve the local community and stakeholders on the preparation of planning policy and decisions has been reviewed and will be published for consultation early in 2010. This sets out new and improved methods of consultation.

The Licensing Team have carried out an unmet demand survey for Hackney Carriage Vehicles.

The EH Teams conduct customer satisfaction surveys and respond positively to suggestions for service improvements.

The TS service has made changes to advice provision so that officers have more time to tackle problem traders within the Borough, developing their enforcement and investigative skills.

The performance and conduct of all staff is imperative to ensure effective service delivery by positive role models for our customers and communities. The Service Management is committed to dealing with underperformance and disciplinary issues that are brought to their attention.

Feedback forms have been introduced in the Service reception area to better understand customer needs.

Value for Money

The Service has developed a new Balance Scorecard during the year which reflects fully the breadth of the Service and our key targets.

In addition the Service has seven individual Balanced Scorecards, which measure Value for Money. All are up to date and all demonstrate good scores apart from one for Environmental Health, which shows an average score. An Action Plan is being developed to respond to this one average score.

The Service is not resting on its laurels and further work is progressing to assist the Service in improving performance. These include;

- Benchmarking with AGMA for Building Control / Development Control / Trading Standards. Including participation within the AGMA Benchmarking Club
- Parts of the Service are in direct competition with other bodies e.g. Building Control, Registrar's. We acknowledge this competition and are successful in competing – beating off competition from the private sector. (Building Control has a 94% market share of work in Rochdale despite all work being open to competition).
- Using Limehouse software to publish LDF documents to manage consultation databases and to consult electronically, thereby reducing publishing and consultation costs as well as ensuring a more efficient preparation process.

The Pest Control Service has entered into an arrangement to share depot facilities with Bury MBC. This arrangement ensures improved facilities at a reduced cost. Work is ongoing as to how development of this partnership can improve service delivery and maximise income generation for Rochdale.

Rochdale EH have headed up the work on the AGMA wide procurement of pesticides and equipment. Tenders are currently being evaluated and it is hoped the new contract will come into being from 1 April 2010 and will have both financial savings and non cashable benefits for the Pest Control Service.

Performance Management 2010-2011

As described earlier we have introduced a new Balanced Scorecard which reflects the breadth of the Service and the alignment of indicators across National Indicators, the LPSB, QoP, LAA and Service Plan. Thirteen Indicators have been adopted and are actively measured.

Township Devolution

The Service is unique in having a Township structure for decision making through the Planning Sub Committees, supported by Regulatory Committee. We are regular attendees of the Town Centre Committee, and the Middleton Regeneration Group and Middleton Culture and Leisure Working Group.

We attend every Township Committee at SMT level regardless of whether there are specific items on the agenda. A significant proportion of our decision-making is through Townships for example, Conservation Areas and Green Infrastructure.

We have a commitment to consult Townships at every opportunity – recent example being the LDF process and the recent decision to devolve decision making on section 106 open spaces funding to Townships. Consultation on the LDF Core Strategy has involved consulting with Townships Committees and the local communities through public meetings / workshops within the Townships.

Initiatives by us on behalf of Townships include. Responsible Retailer in Middleton, Dilapidated Buildings in Rochdale. EH, TS and Licensing Services have participated in and responded to the priorities of the PBG, Township TTS and PACTS, particular around anti-social behaviour and serious violent crime. They attend community meetings to address anti-social behaviour in the area.

Financial Planning and Budget Update

PLANNING AND REGULATION

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	Budget by Service Area			
	Management and support			
107	<i>Expenditure</i>	48	47	48
-43	<i>Income</i>	-43	-43	-44
-275	<i>Net effect of Internal service recharges</i>	-5	-4	-4
3	<i>Contribution to/-from a reserve</i>	3	3	4
-208	Total	3	3	4
	Development Control			
1,064	<i>Expenditure</i>	909	905	834
-1,043	<i>Income</i>	-945	-896	-860
194	<i>Net effect of Internal service recharges</i>	152	158	157
215	Total	116	167	131
	Building Control			
639	<i>Expenditure</i>	569	631	639
-401	<i>Income</i>	-297	-297	-297
178	<i>Net effect of Internal service recharges</i>	154	160	159
416	Total	426	494	501
	Environmental Health			
1,534	<i>Expenditure</i>	1,482	1,527	1,553
-176	<i>Income</i>	-149	-143	-146
319	<i>Net effect of Internal service recharges</i>	228	233	234
1,677	Total	1,561	1,617	1,641
	Licensing			
477	<i>Expenditure</i>	467	477	487
-686	<i>Income</i>	-706	-726	-747
211	<i>Net effect of Internal service recharges</i>	182	189	190
2	Total	-57	-60	-70
	Trading Standards			
560	<i>Expenditure</i>	509	545	553
-38	<i>Income</i>	-36	-36	-36
149	<i>Net effect of Internal service recharges</i>	105	114	115
671	Total	578	623	632
	Registrars Service			
302	<i>Expenditure</i>	296	303	308
-228	<i>Income</i>	-230	-228	-225
191	<i>Net effect of Internal service recharges</i>	162	164	165
265	Total	228	239	248
	Strategic Planning			
735	<i>Expenditure</i>	550	510	479
-303	<i>Income</i>	-152	-80	-44
129	<i>Net effect of Internal service recharges</i>	117	120	121
561	Total	515	550	556
	Coroners Service			
595	<i>Expenditure</i>	656	667	680
-428	<i>Income</i>	-458	-465	-473
47	<i>Net effect of Internal service recharges</i>	33	34	34
214	Total	231	236	241
	East Lancs Railway			
10	<i>Expenditure</i>	11	11	11
0	<i>Income</i>	0	0	0
0	<i>Net effect of Internal service recharges</i>	0	0	0
10	Total	11	11	11
3,823	Net cost of providing services to the Public	3,612	3,880	3,895

PLANNING AND REGULATION

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	<u>Budget by Expenditure Type</u>			
4,580	Employees and related expenses	4,178	4,166	4,123
54	Premises related expenses	30	31	32
185	Transport related expenses	177	181	183
818	Supplies and services	703	834	847
361	Agency and contracted services	384	386	382
25	Depreciation	25	25	25
0	Management costs	0	0	0
6,023	Total Service Expenditure	5,497	5,623	5,592
1,269	Central departmental and support services	1,257	1,300	1,305
-126	Less internal service departmental recharges	-129	-132	-134
1,143	Net effect of internal service recharges	1,128	1,168	1,171
7,166	Total Service Expenditure net of Internal Service Recharges	6,625	6,791	6,763
	<u>Income</u>			
-2,821	Rents, Fees & Charges	-2,773	-2,801	-2,832
	<u>Grants</u>			
0	Dedicated Schools Grant	0	0	0
-525	Other Grants	-243	-113	-40
-3,346	Total Income	-3,016	-2,914	-2,872
3	Contribution to/-from a reserve	3	3	4
3,823	Net cost of providing services to the Public	3,612	3,880	3,895

Tackling Health Inequalities

Health and Well-being Improvement Plan

The Service was the subject of the Council's first peer Review of its role in health. This identified the strengths of the Service and highlighted areas where more could be done.

The Planning and Regulation Service acknowledges and embraces the fact that much, if not all of the functions carried out by the service have a potential for considerable impact upon health and well-being within the Borough. Indeed, the very existence of the service, both in terms of its regulatory and advisory functions are there to protect and improve the environment, health and well-being. The service further recognises that the way that these functions are carried out, as well as impacting upon the overall health and well-being of the citizens (particularly as compared to the national picture), can also lead to the reduction in health inequalities across the Borough.

In recognition of this, the service will prioritise health and well-being in its policies, resourcing, service planning and delivery processes. The impact of policies and decisions will be considered in terms of their impact (either positive or negative) upon health and well-being. All reasonable steps will be taken to maximise the positive impact and minimise any potential negative impact of any actions taken by the service.

It is envisaged that this will be part of an authority wide initiative, but this service is committed to playing a major part in this, given the above linkages.

Government Office for the North West is promoting our LDF Core Strategy as an example of best practice on how the health agenda should be addressed through the spatial planning process. This has led to interest from other Councils.

Planned Actions 2010/11

- Jointly funded secondment of Chief Environmental Health and Licensing Officer to Performance and Development Service to lead on the implementation of the Health and Well-being Strategy across the Council and its delivery partners.
- Evidence based targeting of activities and actions to reduce health inequalities.
- Discretionary Fees and Charges levels to be considered to be set according to health and well-being impact.
- Extensive use of Health Impact Assessment for strategies, policies, major planning and licence applications as well as service plans and priorities.
- Adapting strategies, policies and procedures to maximise the positive impact and minimise the negative impact upon health and well-being eg ;
 - Setting planning policies and conditions where appropriate to promote healthy, safe, and active lifestyles.
 - Licensing Policies in terms of alcohol related ill-health and anti-social behaviour, gambling related debt and deprivation, public and private hire vehicle emissions standards.
 - LDF in terms of protecting and maximising use of green spaces, affordable and appropriate housing development, promoting walking and cycling, location of new health facilities, travel plans etc
- More effective use of existing resources through VFM to release resources as well as reduction or cessation of certain activities of negative, neutral or minimal positive health impact where possible, prudent and politically acceptable.
- Working with Elected Members, other services and partners to continue to raise awareness and prioritisation of health and well-being together with effective targeting to improve health and reduce inequalities.
- Moving resources (staff and finances) to deliver upon the priorities established based upon health and well-being considerations e.g. health promotion and education, tobacco free, exercise, nutrition, recreation, leisure, sustainable communities and development, air quality, contaminated land, healthy workplaces, home safety etc.
- Raising health awareness of all staff appropriate to their role, in order to promote the prioritisation of health and well-being.
- Encouraging staff to become “advocates for health” in their day-to-day activities and interactions with the public, Elected Members, business representatives, partners etc
- Innovative use of Section 106 agreements to deliver health improvements, for example, footpath and cycling improvements.
- Seeking additional funding streams to assist in the delivery of our ambitions.
- Promote the health of our own staff through encouraging a healthy work-life balance, flexible working to allow for a healthy lifestyle to be adopted, encouraging the use of the Active Work-force Co-ordinator and participation in activities.

Tackling Deprivation

Tackling Deprivation is an activity given greater priority in the past twelve months. Examples of this include:

- Contribution to Corporate Empty Property Strategy
- Active participation in the Sustainable Communities Initiative
- Active participation in Building Homes for Future initiative
- All planning applications for Building Schools for the Future approved within statutory timescales to meet project deadlines e.g. Hollingworth and Siddal Moor
- Local labour recruitment initiatives secured within major developments e.g. Tesco, Middleton and Hareshill, Heywood
- Heywood SPZ bringing the prospect of new jobs to Heywood
- Concentration of Service delivery in deprived communities for example Responsible Retailer / Loan Sharking / Trading Standards work / Smoke Free Homes
- The LDF Core Strategy includes policies which will:
 - ensure a range of quality sites for employment and housing (including high value housing) with ease of access by varying modes of travel.
 - Improving transport infrastructure particularly public transport to improve access to centres, jobs and community facilities

- identify priority areas for regeneration and development
- identify policies to improve environmental conditions and access to facilities and Greenspace particularly in areas of deprivation.
- LDF will promote access to services for areas of deprivation
- LDF will allocate sites for employment with ease of access by varying modes of travel for areas of deprivation.
- Partnership Business Group
- The development of a Townscape Heritage Initiative Bid for part of Middleton Town Centre, emphasises the relationship to Langley and regeneration of the wider Town Centre

Collaborative Working

The Service has placed great emphasis on collaborative working and engagement with partners. Examples of joint/ corporate groups where the Service takes a leading role include:

- Support for LPSB and Partnerships, including leading on Quality of Place Partnership and active participation in Health and Well-being, Safer Communities, and Economic Partnerships
- Town Centre Management Group and other Town Centre structures
- Coroners Forum where the Service provides a joint service on behalf of Bury, Oldham and Rochdale
- Joint Pest Control service – the Service already provides a service for Rossendale Council and discussions are underway about a merged service including Bury and Oldham leading to an AGMA Animal Health proposal.
- Rochdale is a member of Trading Standards North West
- The Greater Manchester Public Protection Partnership is developing new joint approaches to Environmental Health, Fire, Police, Licensing and Trading Standards. The Partnership governance arrangements are via a Steering Group, Operations Groups and Technical Groups. The Technical / Sub groups cover all the professional and technical disciplines within Environmental Health, Trading Standards, Licensing and the Fire Service. They share good practice, develop consistent approaches and benchmark performance. Other workstreams include shared, collaborative services and joint procurement.
- AGMA Planning Initiatives – a range of collaborative work is undertaken on behalf of the new Planning and Housing Commission through officer groups such as Strategic Planning and Information Group / Planning Officers Group/ Development Control Officers Group. The service is increasing its involvement in spatial planning initiatives involving other GM districts, 4NW, GONW, and the AGMA Commissions and this is putting additional pressures on the Strategic Planning Service in terms of costs (contributions to new projects) and staff resources. Initiatives / projects include:
 - LDF evidence base (e.g. employment and housing studies, transport modelling etc)
 - Joint Plans (e.g. Preparation of minerals and Waste Development Plan Documents
 - Collaboration on responding to national and regional policy
 - Leading on key projects e.g. green Infrastructure, Strategic Flood Risk Assessment.
- The Council is part of the Steering Group for the Greater Manchester Town Centres Initiative
- The Service is the Lead member of the Doorstep Crime Action Group
- Licensing Enforcement Forum
- Anti Social Behaviour Forum
- Empty Properties Forum
- Public Health Liaison Meetings with Untied Utilities
- Public Health / Health Protection Agency / PCT Liaison Meetings
- Rochdale leads on Green Infrastructure for Greater Manchester and is piloting work on how this tackles deprivation.
- The Service has a strong contribution to the Sustainable Communities initiative.
- Ability for residents to access, view and comment on planning applications electronically has been developed through all 17 local libraries across the Borough, increasing visitor numbers by 20% since September 2009.
- Promotion of library events using planning consultation letters to encourage local participation of libraries.
- Training of internal agents to submit planning applications electronically using the Planning Portal to maximise efficiency.

The Single Equality Bill

The Service has been a leading participant in the process of securing level Four and progression onto Level 5 of the previous Equality Standard. Specifically the Service has had a full participation in Equality Contacts Group and has initiated a voluntary Internal Working Group with representation from all seven parts of the

Service.

Other elements of work have included:

- Involvement in the Future Jobs Programme and Modern Apprentice Scheme providing training opportunities and work development for unemployed people.
- Presentation to all staff at Service Away Day
- 2 staff have voluntarily completed NVQ Equality Training
- The Service was fully involved in the recent Listening Event and led a workshop during the event.
- BSF programme
- Libraries consultation for those without access to PC
- Work on specific projects e.g. Kingsway, Bus interchange, 6th form college etc
- S106 contributions have been secured for bus improvements, local labour recruitment etc.

Legislative Changes

Trading Standards

This year has seen the development of investigations under the Consumer Protection from Unfair Trading Regulations to tackle unfair commercial trading practices. Whilst they have built on old techniques of criminal prosecutions, they have also placed much more emphasis on Trading Standards authorities seeking redress in the form of civil Undertakings, to achieve compliance.

Similarly, the use on the Licence Review process has seen the service move away from the traditional criminal prosecution of traders who sell alcohol to underage children.

Coupled with the new Regulators' Compliance Code and the National Indicator 183, the Service has evolved from a reactive, inspection based service to a more proactive, business supportive service.

However, where criminal prosecution is the only way to tackle serious crimes such as counterfeiting, the Service is continuing to develop its use of the Proceeds of Crime Act.

Proposed changes to legislation in relation to the sale of cigarettes and tobacco products (vending machines, branding, non-display) will be enforced by TS.

Building Control

Within Building Control new regulations are to be introduced in 2010 to continue to underpin the Government's carbon reduction programme. This includes the ambitious target for zero carbon homes in 2016. Other new regulations will also introduce regulations for water efficiency for the first time. These form part of a wider programme of activity leading to more stringent controls over the sustainability of buildings. In addition to this, the government is introducing new legislation to require building control to risk assess their inspections of building work to promote the targeting of areas of greatest risk. This will be combined with new charges regulations to modernise the financial accounting of building control and permit greater flexibility in competing with the private sector.

This legislation will further widen the knowledge base of building control officers. It will provide demands for increasing training and development and will place greater responsibility on officers for assessing activity based costs. The rate of change in low carbon technologies alone will place considerable demands on officers to be trained and developed in sustainable energy products.

Strategic Planning

The bedding in of the Planning and Compensation Act the introduction of the new Regulations has maintained pressure on resources for the preparation of the LDF. The requirement for maintaining a robust evidence base, continuous engagement and a continuous programme of document preparation and review is presenting real difficulties and risks in resource terms. Mainstream budget is unlikely to cover costs in future years and Housing and Planning delivery Grant (which has funded the bulk of the programme) is coming to an end.

Development Control

In April 2009, new legislation was introduced affording greater rights for householders to alter or extend their properties without the need for planning permission via an 'impact based' approach rather than by volume as at present. This has removed a large proportion of householder planning applications from the planning

system. (a figure of 25% is predicted) Whilst this fall in householder application numbers coincides with an economic downturn making predictions difficult, it is resulting in a drop in subsequent fee income and likely number of householder planning applications received by the Council in 2009.

Furthermore, an independent review of the development management system, the Killian Pretty Review, was recently undertaken on behalf of the Department for Communities and Local Government (CLG). The Killian Pretty Review has made a series of recommendations to provide a faster and more responsive planning system and greater certainty for developers and third parties. CLG has confirmed its intention to implement these recommendations through legislation and policy guidance. Some of the key changes include:

- Greater flexibility to make changes to existing approved development without the need for further planning permission.
- Ability to extend the life of an existing planning permission through a simplified application procedure to support stalled schemes in the recession.
- A review of non householder permitted development rights to allow works such as shop fronts to take place without full planning permission has taken place and new legislation to be introduced in April 2010. This is expected to result in a fall in application numbers and reduced fee income.

The government has published a draft Planning Policy Statement on Development Management. This will be introduced in 2010 to support authorities in the culture shift from development control to more positive development management, and will require a restructure of the way in which the service is delivered and how the service engages with Members and communities on emerging development proposals. The service is being restructured in response to this.

The government has set a target of 60% of planning applications to be submitted electronically using the Planning Portal. The Service has invested in new software and is reengineering processes to support this.

New Code of Conduct for Members for which guidance will be issued by CLG
Greater Member and community involvement to be encouraged at pre application stage. The Service should allocate more Officer time to the delivery of effective pre application advice and use ICT to record pre application discussions.

More targeted Member involvement in planning decisions with a minimum of 90% delegation to Officers to be achieved by the end of 2009. A new delegation scheme has been introduced to support this CLG requirement.

Review of the complexity of information currently required to accompany and register a planning application to make it easier for individuals to make an application without an automatic need for professional involvement.

Review the performance measurement of decision speed with greater weight given to service quality criteria eg customer satisfaction ratings

A formal requirement upon developers to hold pre application discussions with the Service prior to submitting a major planning application to ensure the application submitted complies with Council policies and to agree any Section 106 requirements.

Local authorities to agree scope of Community Consultation with developers
Greater variation to approve minor amendments to existing planning permissions, without the need for a fresh planning application to be submitted. This may reduce the number of resubmissions with consequent impacts on future fee income.

Encourage Business Transformation. Faster validation and consultation on planning applications through greater use of ICT, use of websites to promote service, provide interactive customer information and links to the online Planning Portal, maximise the number of online planning application submissions, publicise the receipt of planning applications and decisions taken online.

Environmental Health

National Indicators have influenced service priorities towards a greater emphasis towards customer service and satisfaction. The review of 58 of the indicators includes some which are measures of EH performance, will continue to have influence on the service priorities.

The NI about the Council's performance in relation to air quality emissions from its vehicle fleet. Whilst this is not "our indicator", the Service should use its role in Air Quality to influence and improve this.

New legislation relating to private water supplies and water distribution systems comes into force on 1 April 2010. It has wide implications for the Environmental Health Services as it places obligations regarding the identification, monitoring and enforcement of both private water supplies and distribution systems. The legislation also changes the charging framework to recover the costs of some of samples undertaken. Initial work to identify supplies has started and we think there are approximately 300 private water supplies throughout the Borough. Work has yet to start on the identification of the distribution systems.

There is continuing need to recognise and increase work around our local priorities. This is especially the case in relation to contaminated land where we need to secure long term funding to increase resource to continue to work towards the identification of sites and securing appropriate remediation, and also in relation to Smoke free and Tobacco free agendas. Whilst compliance levels are high, there is a DOH expectation to continue to monitor compliance and take enforcement action for non-compliance.

Tobacco free is the biggest way in which we can influence and reduce inequalities. The Service continues to identify tobacco free work as a main priority for the coming year.

Licensing Service (and some TS);

Policing and Crime Act; We have been advised that the Home Office is aiming to implement the various provisions in the (PCA) Policing and Crime Act including:

- S33 - Individual members of licensing authorities to be interested parties.
- Lap dancing – April 2010
- S32 Mandatory conditions – April 2010
- S28 of the PCA, changing the offence from 3 to 2 or more different occasions (of selling alcohol to children) - 29 January 2010.
- S29 (confiscation of alcohol from under 18's);
- S30 (new offence of persistently possessing alcohol in a public place by under 18's);

Key Improvement Activity 2010/11

Specific developments include:

- Ongoing use of ICT for submission of planning applications
- Ongoing IT developments to aid efficiency, to provide management information and improve information on website.
- Staff training to maximise potential of information technology systems and develop documented procedures to streamline procedures, increase competency, skills and knowledge to deal with emerging demands and changes, to assist in the retention of professional staff and to build in succession planning.
- Review organisational structures within Planning and Regulation to deal with emerging demands and to improve our efficiency and effectiveness in service delivery.
- Improved customer and stakeholder consultation to inform future service improvements.
- Improved QA systems through development of written procedures and codes of practice.
- Development of robust performance management systems & revisions to procedures/practices to aid achievement of performance targets. Also to further develop a performance management culture.
- Improved customer information by providing information and advice documents (in alternative formats and languages as appropriate) and development of the Services website and on-line consultation portal.
- Improvements to working relationships and more integrated approach with partner services and other organisations and authorities, e.g. Environmental Health and PCTs.
- Specific improvements in performance and service delivery across individual service areas having regard to statutory responsibilities and Council priorities.

Asset Management

As the Service has comparatively little property the immediate impact of the Asset management Plan is relatively small. The wider Transformation Agenda and the forthcoming move to new Municipal Offices will, however, have a wider impact. Likely impacts foreseen include:

- The introduction of mobile working and remote working. There are significant opportunities for the Service to develop these activities allowing staff to operate without regular visits to the office. Examples include – Building Control officers picking up jobs and reporting to central files without

visiting the office, similarly Development Control staff could operate more independently of the office and some Environmental health staff.

- Electronic Document Management is already being introduced and has the potential to save space and time. Examples include Development Control where storage needs have been reduced and where new software will save time on logging in new planning applications and consultation with neighbours and members
- The Improvement Agenda takes in the above but the Service has introduced Business Process Engineering to look at speeding administrative processes such as planning application submissions.
- The Service is participating fully in the Municipal Offices Steering Group, including sitting on the Panel to appoint the selected architects to ensure a high quality office development and the identification of suitable alternative uses for other Council buildings, which are to be vacated as part of the project
- On - Line access to information is important and the Service is seeking to improve its customers ability to access information through the web sites. Examples include advertising of local libraries as a venue where planning applications may be viewed and commented upon, the Local Development Framework where an on –line consultation system has been introduced allowing stakeholders to see other comments as well as their own.
- On - Line applications have been possible for Planning Applications for some time but Rochdale had the lowest rate of submissions in Greater Manchester in 2008 at 7%. This has been reversed successfully using the agents forum, training of all internal agents and service marketing. We now stand at 42% of on line applications placing the Council mid way within Greater Manchester authorities.
- On - Line payments remain an aspiration of the Service but appears to be dependent on Corporate progress. The inability to adopt this has been an issue in external audits. We are also concerned that we should be able to use other electronic payment methods given the scale of income received by the service through over the counter methods.
- The Service is looking at opportunities to increase the value and effectiveness in use of the Council's assets including the potential to allocate underused land for development and opportunities to create value by joint working with developers
- The Service is a member of the Quirk Asset Transfer Group that is looking to identify Council owned land or buildings, which could be more beneficially used or owned by the voluntary sector.
- Pest Control Depots stated earlier under Value for money.

Sustainable Development

Living within environmental limits is one of the key drivers of sustainable development.

The UK sustainable development principles identify that respecting the limits of the planet's environment, resources and biodiversity are necessary to improve our environment and ensure that natural resources needed for life are unimpaired and remain so for future generations.

The Council is committed to the above principles and therefore all services will ensure that when making decisions about spending and service delivery, they consider the effects purchases and service delivery have on the environment and the depletion of natural resources. There is also an intention to reduce services' reliance on carbon based products e.g. electricity, gas, fuel and oil and make progress in reducing the carbon footprint in line with the Carbon Reduction Commitment

Any Other Comments

The Service feels that it has made a substantial start on securing its transformation into a modern outward looking and pro-active Service looking strategically and leading on improvements rather than reacting to external events. The Service now engages in the establishment of corporate priorities and in delivering against this corporate agenda. Whilst a good start has been made it is recognised that the task is larger than first envisaged and transformation will continue for some time in order to create a Service not only fit for the 21st century but also capable of leading improvement across the Borough in the future.

Approved by Portfolio Holder
Opposition Member
Opposition Member
Head of Service

Cllr Maguire.....
Cllr Beswick.....
Cllr Metcalfe.....
Peter Rowlinson.....