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**STAFFORDSHIRE COUNTY COUNCIL  
& STAFFORD BOROUGH COUNCIL**

**GROWTH POINT  
EXPRESSION OF INTEREST**

**APPENDICES**



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**Staffordshire**  
**County Council**

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***PLANNING FOR THE FUTURE OF STAFFORD***

Produced by the Planning & Engineering Service – Stafford Borough Council

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# IMPROVING STAFFORD BOROUGH

**Priorities for 2007 - 2013**

**A six-year Corporate Plan for the Borough Council**



**Stafford**  
BOROUGH COUNCIL

*Improving the Quality of Life in Stafford Borough*

Priority One: Prosperity for All “To promote economic and social regeneration to improve the quality of life for our community”					
Area of Focus	This year we will ...	We will have met this priority if by March 2008...	In the further next two years we will aim to...	... and by 2013	Resources allocated to meet this priority for a 3 year period
<ul style="list-style-type: none"> <li>• <b>Provide the relevant planning framework for economic growth</b></li> </ul> <p><i>Links to Borough LAA priorities No 5, 19, 21 (refer to addendum pages 23 and 24)</i></p> <p>Note:- LDF - Local Development Framework LSP - Local Strategic Partnership LAA - Local Area Agreement</p>	<ul style="list-style-type: none"> <li>• Agree our Local Development Scheme with Government Office for the West Midlands</li> <li>• Gather evidence and establish links with the Sustainable Community Strategy</li> <li>• Consult on Core Strategy issues and options for the LDF</li> <li>• Involve LSP/LAA Local Delivery Board in the development of the Core Strategy</li> <li>• Refocus Development Control Service to focus on major applications</li> </ul>	<ul style="list-style-type: none"> <li>• The LDF Core Strategy and other development projects have been progressed in accordance with agreed timetable in the Local Development Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Consult on the preferred option for the Core Strategy</li> <li>• Submit Core Strategy to the Planning Inspectorate</li> <li>• Hold a local inquiry for the LDF</li> <li>• Commence production of other development documents in line with the LDF</li> <li>• Develop infrastructure proposals to accommodate growth in the LDF</li> </ul>	<ul style="list-style-type: none"> <li>• Have an approved LDF for the Borough identifying strategy and plans for economic growth</li> <li>• Established implementation, monitoring and review of the Framework</li> </ul>	

<ul style="list-style-type: none"> <li>• <b>Ensure our town centres are attractive, vibrant and distinctive places</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 18, 19, 21</i></p> <p>Note: SMTI - Stone Market Town Initiative</p>	<ul style="list-style-type: none"> <li>• Assist in the redevelopment of the Riverside/Tesco site</li> <li>• Assist in the redevelopment of the St George's site</li> <li>• Complete feasibility work on North Walls Car Park</li> <li>• Assist County Council in proposals for its Tipping Street site</li> <li>• Provide additional car parking in Stone</li> <li>• Prepare a Development Strategy for Westbridge Park</li> <li>• Improve the maintenance of public space through enhanced signage, decriminalisation parking and litter enforcement</li> <li>• Maintain our programme of cultural events</li> </ul>	<ul style="list-style-type: none"> <li>• Major development opportunities in Stafford Town Centre have been progressed including:- <ul style="list-style-type: none"> <li>- Riverside/Tesco</li> <li>- Tipping Street</li> <li>- St George's</li> <li>- North Walls Car Park</li> </ul> </li> <li>• Schemes and proposals for Stone have been progressed in accordance with the Town Centre Vision and Stone Market Town Initiative succession plan</li> <li>• Implement a further phase of the Waterscape project</li> <li>• Vibrancy and public satisfaction with town centres is enhanced</li> <li>• 92% of shop premises are occupied</li> </ul>	<ul style="list-style-type: none"> <li>• Have the new Leisure Centre operating according to the business plan</li> <li>• Commence development work on major town centre sites</li> <li>• Complete the next phase of the Waterscape Scheme</li> <li>• 94% of shop premises are occupied</li> </ul>	<ul style="list-style-type: none"> <li>• All major developments completed</li> <li>• Stafford and Stone Town Centre competing effectively with surrounding retail centres</li> <li>• Significant increase in town centre employment</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Promote regeneration in the rural areas</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 18, 19, 20 Flagship priority - business engagement</i></p>	<ul style="list-style-type: none"> <li>• Complete planned projects within the Stone Market Town Initiative</li> <li>• Provide support for the County Renewals Project</li> <li>• Consult on and establish a Rural Workspace Programme</li> </ul>	<ul style="list-style-type: none"> <li>• The targets within the Market Towns Initiative have been met</li> <li>• The Biomass Project becomes an integral part of the County's renewable project</li> <li>• There is an established programme for rural workspace provision</li> </ul>	<ul style="list-style-type: none"> <li>• The following projects will be completed <ul style="list-style-type: none"> <li>- shop front improvements</li> <li>- gateway features</li> <li>- canal towpath improvements</li> <li>- environmental enhancements</li> </ul> </li> <li>• Staffordshire producing green electricity for national grid</li> <li>• Facilitate the provision of 5 rural workspaces provided</li> </ul>	<ul style="list-style-type: none"> <li>• Stone fulfils function as an attractive, vibrant and distinctive market town</li> <li>• Staffordshire/ Stafford Borough established as centre of excellence for renewable energy</li> <li>• Facilitate the provision of 12 rural workspaces provided</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Promote the take up of benefits and the Council's services</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 3, 15</i></p> <p>Note:- BVPI - Best Value Performance Indicator</p>	<ul style="list-style-type: none"> <li>• Work with Orbit Care and Repair to maximise the number of clients that receive quality benefit advice</li> <li>• Ensure that staff receive training to enable them to provide quality advice which is accurate and timely in terms of benefit take up</li> <li>• Promote benefit take up</li> </ul>	<ul style="list-style-type: none"> <li>• We have assisted residents to identify and claim an additional £30,000 of Housing and Council Tax benefit to which they are entitled</li> <li>• BVPIs for benefits are within the second quartile nationally</li> </ul>	<ul style="list-style-type: none"> <li>• Assisted residents to identify and claim an additional £90,000 of Housing and Council Tax benefit to which they are entitled</li> <li>• Maintain performance of the Benefit Service in the second quartile</li> </ul>	<ul style="list-style-type: none"> <li>• Assisted residents to identify and claim an additional £180,000 of Housing and Council Tax benefit to which they are entitled</li> <li>• Maintain performance of the Benefit Service in the first quartile</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Provide support for new and existing enterprises in the Borough</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 18, 19, 20,21 Flagship priority - business engagement</i></p> <p>Note: LABGI - Local Authority Business Growth Initiative</p>	<ul style="list-style-type: none"> <li>• Support the work of enterprise agencies and partners</li> <li>• Consult with businesses on future support needs</li> <li>• Provide assistance from relevant services to existing local businesses</li> <li>• Assist local businesses to relocate and expand</li> <li>• Streamline the Section 106 Agreement process</li> <li>• Further develop the Council's Development Team</li> </ul>	<ul style="list-style-type: none"> <li>• We have demonstrated continued success in attracting new businesses as evidenced by the LABGI Grant</li> <li>• An enhanced service has been provided to incoming investors and local businesses including the speed of determining planning applications</li> <li>• Relevant feedback has been provided on our business consultation exercise</li> <li>• We cease to be a Planning Standards Authority in respect of BVPI109(a)</li> </ul>	<ul style="list-style-type: none"> <li>• Support new businesses so that at least 50% survive beyond three years</li> <li>• Start up rates for new business and enterprise are above County average</li> <li>• Support an additional 10 new businesses a year</li> </ul>	<ul style="list-style-type: none"> <li>• Stafford's overall economic position (ie economy size; productivity; economic change) as measured by the Local Futures Group has improved by 20 places nationally</li> <li>• Business community satisfaction with Council support and services improved</li> <li>• Significant new major investors achieved</li> <li>• Performance of local economy improving relative to national average</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Ensure the supply of new employment sites in the Borough</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 19, 20, 21</i></p> <p>Note: RSS - Regional Spatial Strategy</p>	<ul style="list-style-type: none"> <li>• Make representation on Regional Spatial Strategy preferred option</li> <li>• Produce and consult on issues and options for the Core Strategy in relation to employment land</li> <li>• Produce a strategy for new infrastructure investment in conjunction with Staffordshire County Council</li> </ul>	<ul style="list-style-type: none"> <li>• There has been a successful outcome to representations made on the Regional Spatial Strategy</li> <li>• A Strategy for employment land provision has been considered in the issues and options stage of the LDF Core Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Make provision for new employment land annually to 2026 to meet the revised RSS requirements</li> <li>• Will have met the LAA Flagship Priority in terms of Business Engagement</li> <li>• Link with colleges and the University to ensure provision for training is realised and targets identified and met</li> </ul>	<ul style="list-style-type: none"> <li>• Sites developed at a rate to justify RSS requirements for new employment land</li> <li>• To be a provider of volunteers and paid workforce from the Stafford area for the 2012 Olympics</li> </ul>	
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The total resource allocation for our priority of Prosperity for all is

<b>Priority Two: Cleaner, Greener, Safer Communities</b> <b>“To create an attractive environment in which our community feels safe”</b>					
<b>Area of Focus</b>	<b>This year we will ...</b>	<b>We will have met this priority if by March 2008...</b>	<b>In the further next two years we will aim to...</b>	<b>... and by 2013</b>	<b>Resources allocated to meet this priority for a 3 year period</b>
<ul style="list-style-type: none"> <li>• <b>Work towards zero landfill</b></li> </ul> <p><i>Links to Borough LAA priorities No 24 Flagship Priority - The Climate Change Action Portal</i></p>	<ul style="list-style-type: none"> <li>• Have evaluated and let the new waste contract</li> <li>• Work with selected contractor to ensure smooth transition to new working arrangements</li> <li>• Introduced an extensive Communications Strategy to create a greater awareness towards managing household waste and recycling</li> </ul>	<ul style="list-style-type: none"> <li>• 30% of household waste is being recycled or composted</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a minimum of 40% of household waste is being recycled or composted</li> <li>• Bid for further funding as and when available</li> </ul>	<ul style="list-style-type: none"> <li>• 42.5% of household waste is being recycled</li> <li>• working in partnership with Staffordshire Local Authorities and have proposals in place to achieve zero waste to landfill by 2020</li> </ul>	

<ul style="list-style-type: none"> <li>• <b>Enhance and maintain clean public spaces</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 7, 12, 21</i></p>	<ul style="list-style-type: none"> <li>• Use the new enforcement power to reduce incidents of littering, fly posting, fly tipping and graffiti</li> <li>• Progress Heritage Lottery Grant for renovation and enhancement of Victoria Park</li> <li>• In partnership produce a programme of canal side improvements in Stone</li> <li>• Review the Empty Property Strategy to deal effectively with unsightly premises</li> </ul>	<ul style="list-style-type: none"> <li>• 75% of our residents are satisfied with street cleanliness standards in the Borough</li> <li>• 75% of our residents are satisfied with our parks and open spaces</li> <li>• We have obtained a Green Flag Award for Victoria Park</li> <li>• The Empty Property Strategy has been reviewed and implementation commenced by liaising with housing providers to support acquisitions and return voids to use</li> </ul>	<ul style="list-style-type: none"> <li>• Improve customer/public satisfaction by a further 5%</li> <li>• We will maintain the Green Flag Award for Victoria Park</li> <li>• Investigate the potential for Stonefield Park, Stone, qualifying for a Green Flag Award</li> <li>• Survey the level of empty properties and promote remedial campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain our high standards and consolidate public satisfaction levels. Relevant BVPI's in top quartile</li> <li>• Ensure that the Strategy is still relevant and that the level of void and empty properties is reducing</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Make Stafford Borough a safer place</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 7, 8, 9, 10, 11, 12</i></p> <p><i>Flagship Priority - domestic violence</i></p>	<ul style="list-style-type: none"> <li>• Identify future crime reduction initiatives for the LAA such as anti social behaviour and drugs misuse</li> <li>• Enhance CCTV provision in the Borough</li> <li>• Seek additional places of refuge for victims of domestic violence</li> <li>• Used our new licensing powers to ensure licensable activities do not lead to local disturbances</li> <li>• Health and Safety visits have increased emphasis on health outcomes</li> <li>• Ensured that noise nuisance is managed</li> <li>• Reduce areas of dense planting in our parks and open spaces</li> </ul>	<ul style="list-style-type: none"> <li>• There has been a 5% reduction in recorded crime</li> <li>• There has been a 2% increase of residents who feel safe within the Borough</li> <li>• There has been a reduction in health and safety incidents in the Borough</li> <li>• There has been a reduction in persistent noise nuisance incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved the crime reduction targets in the LAA relating to domestic violence, anti social behaviour, misuse of drugs/ alcohol and vehicle crime</li> <li>• Ensured provision of refuge places in line with BVPI 225</li> <li>• Develop management plans for all major open space areas</li> </ul>	<ul style="list-style-type: none"> <li>• Crime rates within the Borough are below national and regional averages as measured by the Local Futures Group</li> <li>• Crime BVPIs are in the top quartile</li> <li>• Reduction in complaints in relation to open space due to damage and vandalism</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Promote sustainable development</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 19, 20, 21, 23, 24 Flagship Priority - The Climate Change Action Portal</i></p> <p>Note: BV - Best Value</p>	<ul style="list-style-type: none"> <li>• Approve a Borough wide Sustainable Development Strategy and Action Plan</li> <li>• Sustainable Community Strategy approved</li> <li>• Promote energy efficiency through the Building Control process</li> <li>• Support sustainable development targets and projects in the LAA</li> <li>• Implement the Contaminated Land Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• 60% of all new homes are built on previously developed land</li> <li>• Total energy usage in Council premises has been reduced by 2%</li> <li>• The emerging LDF Core Strategy is based on sustainable development principles</li> <li>• Waste and Recycling BVPI targets are met</li> </ul>	<ul style="list-style-type: none"> <li>• 10% of all on site energy generation comes from renewable energy</li> <li>• Contribute towards the LAA Flagship Climate Change Portal</li> <li>• Reduce total energy usage in Council premises by a further 2%</li> <li>• Reduce by 20% the amount of paper used by internal printers</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure 20% of all on site energy generation comes from renewable energy</li> <li>• Ensure 65% of Stafford Borough residents who are economically active are in local employment (within Borough) as recorded by the general census</li> <li>• Reduce total energy usage in Council premises by a further 5%</li> <li>• Reduction in CO<sup>2</sup> emissions from domestic premises</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Enhance the built environment</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 21, 24</i></p> <p>Note: CABE - Commission for Architectural and Build Environment</p>	<ul style="list-style-type: none"> <li>• Continue to access urban design advice on all major schemes</li> <li>• Complete two Conservation Area Appraisals</li> <li>• Successfully project manage environmental improvement schemes in conjunction with partners</li> </ul>	<ul style="list-style-type: none"> <li>• All major schemes have been developed with CABE in accordance with best design practice</li> <li>• We have demonstrated continuing commitment to improving the public open space</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to ensure design quality drives all local schemes</li> </ul>	<ul style="list-style-type: none"> <li>• A further two accreditations in Southern Staffordshire Design Awards</li> <li>• Major award winning schemes are completed</li> </ul>	
<p>The total resource allocation for our priority of Cleaner, Greener, Safer Communities is</p>					



Priority Three: Health and Wellbeing “To improve the health and wellbeing of citizens and communities”					
Area of Focus	This year we will ...	We will have met this priority if By March 2008...	In the further next two years we will aim to...	... and by 2013	Resources allocated to meet this priority for a 3 year period
<ul style="list-style-type: none"> <li>• <b>Promote healthy living across the Borough</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 1, 2, 5, 6, 13, 15</i></p>	<ul style="list-style-type: none"> <li>• Develop the Stafford Signpost Highfields Project in line with LAA objectives</li> <li>• Publish our Health Strategy for the Borough</li> <li>• Endeavour to increase usage of our leisure facilities</li> <li>• Ensure the effective introduction of the Smoke Free Legislation</li> <li>• In partnership to reduce fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>• The Stafford Signpost Highfields Project is operational and advising clients on health lifestyles and other services</li> <li>• We have enforced the national no smoking ban in enclosed public places</li> <li>• We have developed closer working relationships with key partners in Health provision</li> <li>• 50 homes brought out of fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>• Targets set within the Borough Health Strategy delivered</li> <li>• Contributed towards measures to encourage independent living</li> <li>• A further 100 households lifted out of fuel poverty</li> <li>• To work in partnership with rural agencies and organisations to encourage local sustainability of health and fitness activities</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed the Borough’s Health Strategy</li> <li>• Average life expectancy rates increased across the Borough above the national average</li> </ul>	

<ul style="list-style-type: none"> <li>• <b>Develop leisure opportunities and cultural activities</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 1, 4, 6, 13, 15, 18, 21</i></p>	<ul style="list-style-type: none"> <li>• Develop the business plan for the new Leisure Centre</li> <li>• Develop a new Cultural Strategy for the Borough area</li> <li>• Develop initiatives for Leisure and Culture in line with the targets of the LAA</li> <li>• Work with partners to set the foundations for improved tourism opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Maintained usage levels for the present Riverside Recreation Centre pending the provision of a new facility</li> </ul>	<ul style="list-style-type: none"> <li>• Develop services within the new Leisure Centre in Stafford</li> <li>• Increase satisfaction BVPIs in relation to sports/leisure facilities, theatre, parks and open spaces</li> <li>• To have developed an overnight weekend stay package, increasing the numbers of visitors to Stafford Borough by 3%</li> </ul>	<ul style="list-style-type: none"> <li>• Further increase satisfaction in the BVPIs for the Leisure Service to ensure that 2<sup>nd</sup> quartile performance is the minimum standard</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Ensure an adequate supply of housing which meets identified housing needs and the decent homes standard</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 5, 13, 14, 17</i></p>	<ul style="list-style-type: none"> <li>• Complete our Housing Strategy for the Borough together with a Housing Stock Conditions Survey</li> <li>• Invest in the private sector housing block through grants to owners</li> <li>• Increase the number of homes which are adapted for use by disabled persons</li> <li>• Consult on housing provision as part of issues and options for the LDF Core Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Government Regional Office for the West Midlands have approved our Borough Housing Strategy as fit for purpose</li> <li>• Private sector housing that is occupied by vulnerable groups has met the Decent Homes Standard (100 additional homes)</li> <li>• A strategy for new housing provision up to 2026 has been developed through the LDF Core Strategy</li> <li>• 80 homes have been adapted for use by disabled persons</li> <li>• Ensure a mix of housing types and tenure on all new housing schemes</li> </ul>	<ul style="list-style-type: none"> <li>• A new provision made for homeless people within the Borough</li> <li>• 50% of the private sector housing that is occupied by vulnerable groups meets the Decent Homes Standard</li> <li>• Clear strategy for future housing provision is encouraged through the LDF</li> <li>• 160 homes have been adapted for use by disabled persons</li> </ul>	<ul style="list-style-type: none"> <li>• The objectives contained within the Borough Housing Strategy have been met</li> <li>• The private sector housing occupied by vulnerable groups meets the Decent Homes Standard</li> </ul>
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<ul style="list-style-type: none"> <li>• <b>Ensure affordable housing</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 5, 13</i></p>	<ul style="list-style-type: none"> <li>• Carry out research on homelessness in rural areas</li> <li>• Negotiate contribution from developers to build more affordable housing</li> <li>• Promote affordable houses on rural Exception Sites</li> <li>• Develop an Affordable Homes Policy document</li> </ul>	<ul style="list-style-type: none"> <li>• 50 additional affordable homes have been built in urban and rural areas</li> <li>• We have completed our Affordable Housing Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Have built 55 additional affordable homes per annum in urban and rural areas</li> <li>• Have introduced choice based lettings for applicants of social housing</li> </ul>	<ul style="list-style-type: none"> <li>• 60 additional affordable homes have been built per annum in urban and rural areas</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Assist the voluntary and community sectors to provide services and advice</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 3, 15, 16, 18, 20</i></p> <p>Note: SDVS - Stafford District Voluntary Services</p>	<ul style="list-style-type: none"> <li>• Agree a draft Compact with Voluntary and Community Sector and consult on the document</li> </ul>	<ul style="list-style-type: none"> <li>• A compact with the Voluntary and Community Sector agreed</li> <li>• The SDVS has assisted in identifying accommodation to meet its needs for the future</li> </ul>	<ul style="list-style-type: none"> <li>• Have Service Level Agreements with our significant partners in the Voluntary and Community Sector in respect of service/benefits provision to the Borough residents</li> <li>• Have the SDVS located in relevant accommodation for the planning and delivery of services provided by the third sector</li> </ul>	<ul style="list-style-type: none"> <li>• We will have vibrant and strong third sector operating in Stafford Borough</li> <li>• All LAA targets are met where third sector organisations are partners</li> </ul>	
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The total resource allocation for our priority of Health and Wellbeing is

Priority Four: Leading and Delivering for our Community		“To be considered a high performing council which champions the needs and aspirations of its community in a local, regional and national setting”			
Area of Focus	This year we will ...	We will have met this priority if by March 2008...	In the further next two years we will aim to...	... and by 2013	Resources allocated to meet this priority for a 3 year period
<ul style="list-style-type: none"> <li><b>To work in partnership for the benefit of our community</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 1 - 24</i></p> <p>Note: DPE - Decriminalised Parking Enforcement</p>	<ul style="list-style-type: none"> <li>Develop the working procedures of the Local Area Agreement with particular emphasis in ensuring value added benefit for the Borough area</li> <li>Explore opportunities for developing shared services with other councils and organisations</li> </ul>	<ul style="list-style-type: none"> <li>We have responded to the Government’s review on LAAs in terms of local governance and prepared for any new performance requirements</li> <li>We will have entered into an Agreement with Stoke City Council and three other district councils to share DPE Back Office Services</li> </ul>	<ul style="list-style-type: none"> <li>Meet the district targets within the Staffordshire LAA</li> <li>Have one shared service agreement in place</li> <li>Have agreed in principle to one shared public service access point</li> </ul>	<ul style="list-style-type: none"> <li>We will have completed works and achieved targets with the second round of LAAs</li> <li>Three shared service agreements will be in place</li> </ul>	

<ul style="list-style-type: none"> <li>• <b>Ensure that the organisation can demonstrate value for money and remains fit to meet future challenges</b></li> </ul> <p><i>Links to Borough LAA priorities</i> None</p>	<ul style="list-style-type: none"> <li>• Continue to modernise services with particular reference to realising the benefits of IT</li> <li>• Undertake a fundamental review of the Council's budget</li> <li>• Invest in maintaining our public assets and buildings</li> <li>• Agree proposals for an affordable Single Status Agreement</li> <li>• Identify those contracts where savings can be made through our proposed procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>• We have achieved the Government target for efficiency gains of £1.5m for the past three years</li> <li>• We have a balanced budget for 2008/09</li> <li>• Explore the future delivery option for our leisure facilities</li> <li>• We have implemented an affordable Single Status agreement</li> <li>• We have renegotiated our postal contract</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve our efficiency savings in line with the Government's target</li> <li>• Maintain Council Tax increase at or below the rate of inflation</li> <li>• Ensure 50% of our public buildings are accessible to the public</li> <li>• Ensure that the Council's budget allows for resources to be allocated to the Authority's priorities</li> <li>• Have 60% of employees expressing job satisfaction</li> <li>• Have renegotiated 3 major contracts</li> </ul>	<ul style="list-style-type: none"> <li>• In the absence of any Government targets we have continued to deliver 2½% effective savings (cashable and non-cashable)</li> <li>• We have continued to operate on a sustainable budget</li> <li>• 70% of our public buildings will be accessible to the public</li> <li>• 75% of employees expressed job satisfaction</li> <li>• Have renegotiated 6 major contracts</li> </ul>	
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<ul style="list-style-type: none"> <li>• <b>Improve the level and quality of engagement with our community</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 4, 6, 13, 15</i></p>	<ul style="list-style-type: none"> <li>• Develop proposals for a people's panel</li> <li>• Support a member Task and Finish Group investigating engagement with the public</li> <li>• Publicise local election more widely through a variety of media</li> <li>• Hold a Parish Council Homelessness and Housing event</li> <li>• Identify leisure and cultural activities that can be undertaken across the Borough</li> </ul>	<ul style="list-style-type: none"> <li>• A peoples panel for obtaining customer satisfaction is established</li> <li>• We have identified other methods of engagement with the public</li> <li>• We have engaged with Parish Councils on rural affordability and homelessness issues and 40% of registered electors turn out to vote</li> <li>• We have identified alternative venues to roll out leisure and cultural activities</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that 60% of our residents feel that they can engage with the Council and that they feel they can influence decisions affecting their local area</li> <li>• Maintain 40% elector turn out at local elections</li> </ul>	<ul style="list-style-type: none"> <li>• Annual satisfaction survey has been undertaken as well as the Government's tri-annual satisfaction surveys</li> <li>• 70% of residents felt that they would engage with the Council and that they could influence decisions affecting their local area</li> </ul>
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<ul style="list-style-type: none"> <li>• <b>Ensure we are seen as a “customer first” organisation</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 1 - 24</i></p>	<ul style="list-style-type: none"> <li>• Work with our partners to improve and extend the range of services that our customers can access</li> <li>• Develop the Council’s Website further to enable users to access and complete more of their transactions on line</li> <li>• Develop a Customer Charter with associated training of employees</li> </ul>	<ul style="list-style-type: none"> <li>• At least 56% of residents are satisfied with the Council</li> <li>• 45% of customers are satisfied with the way we handled their complaint</li> <li>• We have initiated the new Customer Charter</li> <li>• 70% of all customer requests for information and services are dealt with at the first point of contact</li> </ul>	<ul style="list-style-type: none"> <li>• Have 58% of residents satisfied with the Council</li> <li>• Ensure 55% of customers are satisfied with the way we handled their complaint</li> <li>• Have 95% compliance with the new Customer Charter</li> <li>• Ensure that 80% of all customer requests for information and services are dealt with at the first point of contact</li> </ul>	<ul style="list-style-type: none"> <li>• At least 60% of residents are satisfied with the Council</li> <li>• We will have developed a One Stop Shop in Stafford for across all our services</li> <li>• 70% of all customers are satisfied with the way we handled their complaint</li> <li>• We will have 100% compliance with the new Customer Charter</li> </ul>
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<ul style="list-style-type: none"> <li>• <b>Improving Service Performance</b></li> </ul> <p><i>Links to Borough LAA priorities Nos 1 - 24</i></p> <p>Note: BVPIs - Best Value Performance Indicators</p>	<ul style="list-style-type: none"> <li>• Revise our methods of reporting performance to the Executive, Scrutiny Committees and Corporate Management Group so that value for money can be demonstrated</li> <li>• Develop Improvement Action Plans for all BVPIs</li> <li>• Develop our use of financial benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>• Our Value for Money and Use of Resources Statements are upgraded by 5 points by the Audit Commission</li> <li>• At least 58% of our performance indicators are improving and 35% are in the top quartile</li> </ul>	<ul style="list-style-type: none"> <li>• Have 60% of our BVPIs above the national average</li> <li>• Have our Value for Money and Use of Resources Statements rated "3" by the Audit Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Our performance improvement has been maintained</li> </ul>	
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The total resource allocation for our priority Leading and Delivering for our Community is

## **ADDENDUM - BOROUGH LAA PRIORITIES**

### The Children's Trust Board

- 1 Reduction in the prevalence of obesity and over weight children and young people also including schools with an approved travel plan
- 2 Reduction in alcohol consumption and drugs misuse amongst children and young people
- 3 Improved social and language skills, emotional, independence and problem solving skills
- 4 Increased number of young people involved in consultation and participation
- 5 Reduction in young people in serious housing need
- 6 Children and Young People provided with good access to high quality leisure, cultural and sport experience

### The Community Safety Partnership Board

- 7 Reduction of crime in line with LPSA2 targets
- 8 Reduction in domestic violence incidents
- 9 Reduction in anti social behaviour
- 10 Improved road safety, with particular emphasis on reducing speeding
- 11 Reduction in the harm caused within the community by the mis-use of drugs and alcohol
- 12 Public reassurance in crime and community safety to reduce the gap between perception and reality

### The Health and Social Care Board

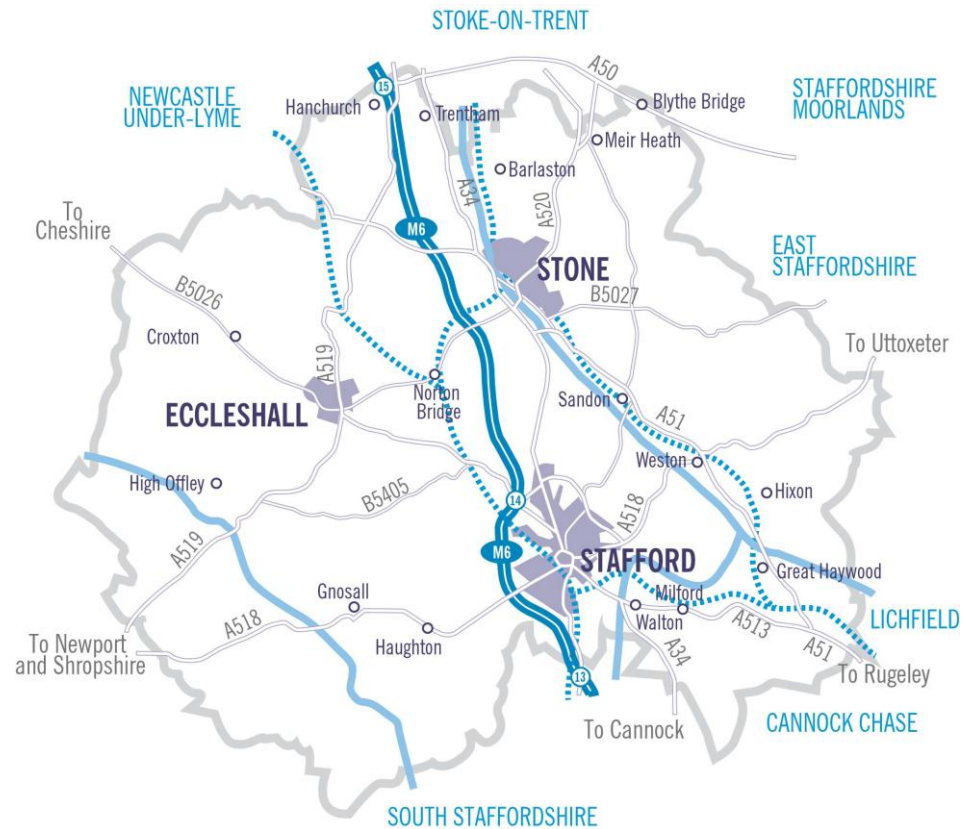
- 13 Reducing health inequalities in the Borough
- 14 Providing disability grants for housing adaptations
- 15 Service knowledge and advice across the health and social care sector - creation of one signpost point
- 16 Creating inclusive employment and education opportunities for elderly and people with disabilities
- 17 Supporting the disabled at home

## The Economic and Sustainable Development Board

- 18 Support and assistance to business and enterprise
- 19 Further opportunities for new business space to meet the needs of future employment
- 20 Developing a workforce for the future
- 21 To respond to the opportunities that current proposals for Stafford Town Centre present
- 22 Implementation of Staffordshire Washlands Project
- 23 Transport inter change at Stafford Railway Station
- 24 Implementation of Stafford Waste Action Plan

# APPENDIX 2

# STAFFORD BOROUGH



# SUSTAINABLE COMMUNITY PLAN 2006 - 2020

## **Introduction**

This Sustainable Community Plan is for the whole community of Stafford Borough. It is about steps we need to take together to bring about real improvements that will change lives for the better. In particular we must set about achieving real progress in six priority areas that are set out clearly in this Plan relating to:

- Economic Development
- Prosperity
- Community Safety
- Health
- Community and Voluntary Capacity
- Biodiversity and Environment

There is a requirement under the Local Government Act 2000 to prepare a Community Plan for Stafford Borough which promotes the economic, social and environmental wellbeing of the area whilst contributing towards the achievement of long term sustainable development for the community.

This Plan builds upon the success of the previous Community Plan which covered the period 2003-2006 and take account of the Borough's Local Agenda 21 Strategy produced in 2001. In keeping with the County-wide Community Strategy and as encouraged by the Audit Commission, the Plan has a long term vision to 2020. It has been approved by the Local Strategic Partnership (LSP) - Stafford Borough Partnership and endorsed by Stafford Borough Council.

The Vision, Themes and Intervention areas together with projects contained within this Plan, take into consideration :

- The aspirations of the local community as obtained via various consultation exercises
- The wishes and aspirations of the partners within the LSP
- The local priorities of Stafford Borough Council together with Central Government priorities and other strategic plans which apply to the area, such as the Local Area Agreement.

## **Stafford Borough Partnership – Your Local Strategic Partnership**

Stafford Borough Partnership was formed in 2001 and consists of a wide range of organisations that provide services and activities for the benefit of the public in Stafford Borough. Over 300 key local organisations from the public, private, voluntary community and environmental sectors comprise the Partnership. Many of these organisations have a part to play in improving the quality of life within the area.

At present the Partnership has an Executive of 21 Members together with a number of Task Groups which oversee the development and implementation of various projects contained within this Plan and act as a networking opportunity to raise awareness of community aspirations and service provision across a broad spectrum of activity.

The objectives of the Partnership are to:

- Identify a Vision for a successful Stafford Borough area up to 2020 in terms of economic, social and environmental wellbeing.
- Identify the various communities within the Borough area and engage with them to ascertain need, aspirations and opportunities
- To promote and champion the interests of the area regionally, nationally and internationally
- To create a Sustainable Community Plan in line with the Vision based on recognised needs and aspirations of the community
- To encourage joint working and co-operation between agencies, organisations and communities
- To undertake appropriate action to encourage and facilitate the development and utilisation of community capacity

Web based details of the Partnership can be found at [www.staffordbc.gov.uk/live/cme3982.htm](http://www.staffordbc.gov.uk/live/cme3982.htm). For further information on the Partnership, including applying for Membership please contact David Rawlings, Partnership Secretary at the following address:

Stafford Borough Council, Civic Centre, Riverside, Stafford ST16 3AQ  
Telephone Number: 01785 619200  
Email: davidrawlings@staffordbc.gov.uk

## **Stafford Borough – Profile and Baseline**

### The Borough Area

Stafford Borough is situated in the West Midlands and contains the county town of Staffordshire. It is located between the Black Country Authorities to the south and Stoke City Council and Newcastle-under-Lyme Borough to the north. To the west are rural parts of Shropshire and to the east rural areas of East Staffordshire and the southern fringes of the Staffordshire Moorlands. It covers some 240 square miles of mixed urban and rural land use and is geographically the largest authority in Staffordshire. It includes areas of high quality landscapes, bio-diversity and agriculture assets.

The Borough contains a number of attractive and award winning town and village centres, a range of schools, colleges, various leisure centres, shopping centres and business parks. The main Staffordshire University campus, the District General Hospital and the Psychiatric Hospital, the headquarters of various health agencies, Fire, Police, Probation and Ambulance Services, two prisons, Crown and County Court and the headquarters of the County Council are also located in the Borough. The area is a major manufacturing, distribution and services centre for Staffordshire with 25.3% of the workforce engaged in these trades.

### The Population

The population of just over 120,000 is split between Stafford (57,000), Stone (14,000) and 35 rural parishes (49,000). The overall population of Stafford district is expected to rise over the next twenty years by about 3% to nearly 126,000 people.

Both nationally and locally the population is ageing with the proportion of people over 65 expected to increase during the time span of this Plan.

### The Economy

Stafford's economy is slowly, but continuously, changing. Many major employers of previous generations no longer figure in Stafford, whilst new business interests and sectors continue to emerge and are set to become the economic mainstay of the Borough in the future. In addition any public sector reorganisations have the potential to adversely effect the economy of a county town.

A few key indicators assess how our economy shapes up. Unemployment consistently falls between 1.5% and 3% - which is below the regional average, although wage levels are approximately 10% below the national and regional average. Average house prices



are slightly higher than the England and Wales average and there are low levels of deprivation, although small pockets are evident in specific areas.

In business terms our Gross Domestic Product per head of population remains lower than the national index level as does the level of productivity (Gross Value Added). Rate of growth of employment during the 1990's was slower than the UK average. The retail sector remains fairly buoyant with our retail index comparison coming out above the UK average. Although Stafford Borough is not experiencing serious economic pressures we need to focus on the potential for growth if we are to improve the economy in key areas, and could potentially seek to break out of the static to slow growth pattern that has been evident locally for a decade or more.

### Housing

There are approximately 50,000 households in the Borough area. Pre 1919 properties accounts for 16.9% of the stock with 69.2% being constructed after 1945.

7.9% of our housing stock is estimated to be unfit with a further 9.3% defective. This is above the national average particularly in the private rented sector where the rate of 30% is well above the national average of 19%. It is estimated that approximately £35.22M is required just to deal with the backlog of repairs to make properties fit. In addition there is an increasing need to adapt homes for disabled residents.

In respect of affordable housing, supply can only cope with approximately half the demand with an annual shortfall of 536 units per year.

In respect of energy efficiency and affordable warmth a 30% improvement for the existing housing stock is technically possible however this would cost almost £80M to implement.

### Training and Skills

Approximately 79% of 16 + school leavers within Stafford Borough continued with structured learning. 9.4% continued learning in the workplace. In 2003-04 50.7% of young people achieved 5+ A\*-C at GCSE however, this figure varied between schools from 72% to 27%.

The Flexibility Project has enabled young people between 14 and 16 years of age to attend vocational courses provided by a partnership consisting of Stafford and Rodbaston Colleges, Francesco Group and Indigo Training.

Post 16, the schools and colleges provide a common A Level programme through Stafford Collegiate, in addition vocational training is offered by Stafford College and the University. Stafford College attracts 70% of the local young people in college education of which 52% are enrolled at Level 3. The college also provides programmes to improve the literacy, language and numeracy programmes for adults from Pre-entry level to Level 2.

Staffordshire University has over 11,000 undergraduates studying up to 800 full-time and part-time courses. 40% of students are over the age of 21 and 3,000 students study part-time.

Adults and Community Learning in the Borough is provided by Staffordshire County Council's Adult and Community Learning Service in conjunction with Stafford College and Walton High School. This service delivers directly to groups of hard to reach learners and contracts with voluntary organisations to provide learning and progression opportunity for service users. Provision is mainly on a part-time basis and a significant proportion of learners are over the age of 60.

### Access to Services and Benefits

Few areas within Stafford Borough have poor access to services, measured by geographical access to Post Offices, Food Shops, GP and Primary School; 95% of the population live within 2 kilometres of a Post Office and a Primary School, 21% within 2 kilometres of a Food Shop and 71.9% within 2 kilometres of a GP Practice.

Both the Borough and County Councils are members of the Staffordshire E-Government Partnership which aims to improve electronic access and delivery of local and other public services to meet Government targets.

The proposed Local Development Framework will highlight the importance of monitoring accessible services to local communities.

In considering access to services and benefits the need to preserve and enhance our public transport is essential.

69.5% of people aged 16-74 in employment travel to work by car (higher than the national average) with 5.2% travelling by public transport (lower than the national average). This probably reflects deficiencies in the public transport network and the rural nature of parts of the Borough. Local transport opportunities also include an improving cycle route network.

Access to cultural and leisure activities such as arts, sport, museums, galleries, libraries, tourism and creative industries count towards the wellbeing of individuals.

## Health

Health is generally slightly better than the average for England as a whole with fewer people describing their health as “not good” or saying they have a long-term illness, health problem or disability which limited daily activities or work. The Council seeks to ensure that its strategies make a proper contribution to improving health locally.

17.6% of residents have a limiting long-term illness and 8.3% of residents stated that their general health was “not good”. Progress is being made in improving the health of the local community and this work needs to continue.

Stafford has the lowest rate of teenage pregnancy in Staffordshire. Drug related problems are below the national average. However, there are some key issues that will affect the health requirement agenda in the future. These are:

- a) an ageing population
- b) health inequalities across the Borough
- c) need to promote a healthy lifestyle
- d) cases of mentally and ill health

## Community and Voluntary Sector

Stafford has a relatively low deprivation (ODPM index 234 out of 354 local authorities making the Borough relatively prosperous). However there are within the Borough areas of deprivation, notably in the Highfields, Common and Coton wards in Stafford.

The voluntary and community sector has an important role to play not only in terms of benefits to the wider community but also for the individual engaging in such events reinforcing their sense of worth, community engagement and personal/health benefits.

9% of people over 65 years of age need help to live at home. Over 20% of the Borough population have poor numeracy and literacy skills. The proportion of residents describing themselves, as from a white background is 97.4%; above the national average of 91.3%. The largest minority black and ethnic group is Indian (0.6%). (Mixed race 0.8%, Asian or Asian British 1.0%, Black or Black British 0.5%, Chinese or other 0.3%).

There are over 800 voluntary and community organisations and groups Borough wide including faith groups, village, arts and sports clubs, Rotary clubs etc.

A Citizens' Panel survey carried out in October 2002 by Stafford Borough Council found that 32% of those who responded already carried out voluntary work; a further 6% stated that they would like to carry out voluntary work but did not know how to go about it. Of those already carrying voluntary work; 36% were involved in a club or group, 20% worked with young/old people with disabilities and 18% as a neighbourhood watch co-ordinator.

In terms of registered charitable organisations there are 441 in Stafford. From this it can be recognised the immense contribution that voluntary services make towards the wellbeing of Stafford Borough not only in meeting the needs of the Community but providing activities and networks which enhance leisure, sporting and cultural pursuits.

### Community Safety

Home Office Crime statistics for 2003/04 show that the number of offences for Stafford Borough (all crime) was 72 per 1000 population compared to 112 for England and Wales. The overall crime figures can be broken down into some specific crime comparators which can be seen in the table below:

Offence	Offences per 1000 population	Offences per 1000 England/Wales population
Burglary	9.9	15.6
Criminal Damage	16.7	27.9
Drugs Offences	2.5	2.8
Robbery	0.5	2.0
Vehicle and other theft	30	43
Violence	17.1	18.2

Source: Home Office Website

Data supplied from the Stafford Borough Crime and Disorder Partnership review of the 2002 – 2005 Community Safety Strategy show that progress was made in the following areas:

- Violence and Anti Social Behaviour
- Drug and Alcohol Misuse
- Criminal Damage
- Road Safety
- Burglary and Theft
- Vehicle Crime

### The Natural Environment

Stafford Borough contains 2 National Nature Reserves (NNRs), 16 Sites of Special Scientific Interest (SSSIs), 6 Local Nature Reserves (LNRs) with further sites in the pipeline and 256 Sites of Biological Importance (SBIs). Biodiversity conservation in the Borough is now guided by the Staffordshire Biodiversity Action Plan and Stafford Borough's Biodiversity Strategy and benefits from a Biodiversity Steering Group, made up of partner organisations with a wide range of expertise.

There are increasing species of note in the locality including the otter, buzzard, polecat, nightjar and woodlark.

However, Stafford Borough has experienced significant biodiversity losses in recent years which include local extinction of the red squirrel, marsh fragrant orchid and marsh helleborine; 75% decline in water vole breeding sites; 50% of marshy grassland lost between 1979 and 1999; almost all flower rich meadows destroyed since 1945. Other species such as brown hare, skylark, lapwing, snipe, grass snake, black poplar and small pearl bordered fritillary butterfly are declining. Furthermore, since 1980, 37% of Sites of Biological Importance in Stafford Borough have been lost, the biggest casualty being over 50% of the wet grassland resource, with losses running at about 100 hectares.

The Borough has relatively low air pollution although localised air pollution is experienced above the M6 corridor. The current survey for harmful contaminants indicates that only 1% to 2% of the area may have contaminants.

Kerbside collection of dry recyclables and organic waste (one of the most extensive in the County and Family Group) significantly reduces the amount of waste sent to landfill. Recycling and composting rates continue to improve throughout the Borough.

In order to protect and enhance our environment the proposed Local Development Framework being developed by the Borough Council will act as a blue print for future land use within the Borough in relation to employment opportunities, anticipated demand for homes, the use of brownfield sites, the protection of our historic buildings and environment and the protection of greenbelt areas together with leisure opportunities.

### Transport

Transport is a key challenge. We need to tackle over-dependence on the car and road based freight transport with careful planning. Issues such as congestion, air pollution and its health impacts, CO2 emissions and their contribution to climate change, road traffic accidents and resource consumption in its broadest sense (land take, fossil fuels etc.) all require a response. The County Council's new Local Transport Plan and the inclusion of transportation as a key theme in the Staffordshire and Stoke on Trent Looking Forward Together Strategy gives clear targets and direction for transport management to 2020 within the Borough.

### Stewardship of the Environment

Further initiatives such as the Partnership's Sustainability Charter and the Sustainable Development Checklist will encourage partner organisations in our community to think about the impact of their operations upon the environment, as will the Borough Council's Local Agenda 21 efforts including the Green Awards, Local Food sector work, Eco-Schools Networks and Bio-diversity Programme amongst others. The work of Voluntary Groups such as Sustainability Matters, Friends of the Earth, Renew Stafford and Friends of Riverway also make an important contribution.

## **Sustainability Objectives for Projects in the Plan**

The Stafford Borough Partnership believes that the Sustainable Community Plan for the area must embrace the characteristics of a sustainable society and adheres to the principles of sustainable development. The Executive of the LSP has agreed a number of sustainable development objectives against which projects contained within the Plan can be assessed. They are divided into three areas.

### **Economic objectives**

- To create high, stable and equitable levels of employment
- To ensure high and stable levels of economic diversity and competitiveness that recognises social and environmental issues
- To sustain the vitality and viability of Stafford Borough's towns and villages, and their communities
- To support the needs of the local rural economy and communities
- To reduce vulnerability to the effects of climate change such as risk of flooding, on public well-being, the economy and the environment.

### **Social objectives**

- To ensure that everyone has the opportunity of a decent and affordable home
- To improve opportunities for access for all to work, education, health, and local services
- To reduce and prevent crime and reduce the fear of crime
- To reduce the impact of noise and light pollution
- To improve health, safety and well-being across the whole community

### **Environmental objectives**

- To reduce societal contributions to climate change
- To protect and enhance biodiversity
- To protect and conserve soil
- To protect and enhance water quality of the Borough's rivers whilst maximising their carrying capacity and achieving sustainable water resource management

- To protect, enhance and, where necessary, restore designated landscape areas and town character, scenic beauty, local distinctiveness and historic and cultural character.

#### Community Objectives

- To create a sense of community identify and belonging
- To ensure tolerance, respect and engagement with people from different cultures, backgrounds and beliefs recognising their rights and responsibilities
- To ensure that all individuals and groups in society have the opportunity to effectively engage in issues relating to their community
- To encourage a strong, inclusive, community and voluntary sector
- To engender a sense of civic and neighbourhood values, responsibility and pride.



## Our Visions for 2020

By 2020 we want Stafford Borough to:-

- Have a thriving economy, where businesses are supported in their development, a culture of enterprise is nurtured and new businesses enjoy every opportunity to develop and grow.
- Be an area where all members of the community can share in its prosperity to include appropriate decent housing, educational and training opportunities together with personal development to take advantage of economic and social opportunities that arise and are able to access services and benefits which enhance quality of life.
- Be an area where all members of the community are safe in their homes, in the street, in Town Centres and the Countryside while pursuing leisure activities and while at work and that they feel safe and free from the fear of crime.
- Be a community where all its members live longer healthy and happy lives through the promotion of healthy life styles and reduced health inequalities.
- Be a place where there is a strong community and voluntary sector, which enhances quality of life and enables people to be active and participate fully in society.
- Be a place where the environment is protected and enhanced and a sustainable way of life for the community is promoted, supported and delivered.

## Intervention Action Points

In order to fulfil our Vision for 2020 Stafford Borough Partnership has identified and agreed the following intervention actions across the six priority areas. In addition it has also been agreed that transportation and cultural issues should be cross cutting matters where appropriate in each theme. These actions points are as follows:-

### Economic Development Theme

#### (a) Enterprise and Business Support

To enhance the ongoing spirit of enterprise in Stafford by ensuring the necessary support to develop successful businesses is available to current and future entrepreneurs. To promote a network of business mentors in Stafford to support these companies. In addition we will develop and co-ordinate our portfolio of business support, to provide a rapid and effective response to our business community's needs.

(b) Marketing the Borough

To actively promote, as a Partnership, and individually as partner organisations, Stafford Borough as a location for business investment. To highlight the quality of opportunity that exists, in terms of workforce, accessibility, accommodation and environment, local distinctiveness and develop further our targeted inward investment campaign.

(c) Infrastructure for Growth

To provide adequate infrastructure support for both new and existing organisations. The provision of a range of land and premises, with good access and communications attributes, and a skilled workforce, all ready to respond to the future business needs of the Borough will be a priority with particular emphasis on high quality jobs and the importance of improved economic opportunities in deprived areas.

Prosperity Theme

(a) Housing Issues

To work with partners and developers to ensure that our housing stock offers to everyone the opportunity of a decent home at a price they can afford. Such homes whether new or existing to be secure, accessible and resource efficient thereby removing fuel poverty from the Borough as well as being environmentally friendly. New housing provision shall reflect local circumstance whilst recognising the broader context of regional strategies.

(b) Access to Services

To ensure that access to services and benefits is available for all sections of our community. Access to benefits being consolidated through a common gateway. Public and voluntary agencies would contribute towards benefit awareness and take up for the vulnerable people within our community.

(c) Education, Training and Skills

To raise the aspirations of all people within the Borough in respect of educational achievement and accessible training in the workplace. To ensure a high standard of educational provision, basic and specialist skills training for all members of the community, in particular to promote vocational training and business development.

## Community Safety Theme

### (a) Young People

Engage with young people and encourage participation in education activities who are often misrepresented and perceived to contribute to the feeling of vulnerability among other groups within our urban and rural communities e.g. space – speak out project shows that positive engagement with young people reduces crime.

### (b) Safety Awareness

To raise the profile of the proactive work being carried out by Partners through an increased visible presence and through effective communication of achievements in reducing crime and improving Community Safety. This will actively promote Stafford Borough and its diverse neighbourhoods as a safe place in which to live, travel, work and visit.

### (c) Vulnerable Groups

To target those most in need through the identification of vulnerable groups and individuals using effective data exchange, with a view to addressing needs.

## Health Theme

### (a) Health Inequalities

To implement the agreed approach to tackling Health inequalities, through Stafford Together and the LSP. This approach, if successful may be extended to other areas of the Borough.

### (b) Healthy Lifestyles

To implement the recommendations of the Annual Report of the Director of Public Health on Adult Lifestyles. Promoting healthy lifestyles for all groups in the population, especially the young and older people, is key to a healthier population should be developed for joint health promotion programmes and targeting resources to reach vulnerable and deprived populations.

(c) Choosing Health White Paper

To work together to implement the 'Choosing Health' White Paper., which covers not only the above issues, but other important public health areas, for example sexual health, mental health, obesity, active life style, alcohol misuse, smoking, the health of children, young people and older people.

Community and Voluntary Capacity Theme

(a) A strong Stafford District Voluntary Services infrastructure

To promote a strong and 'Compact' supported voluntary and community sector, including the Stafford District Voluntary Services in respect of:

- Core funding
- Income to CVS's from other funding bodies
- Support from other public bodies
- Training and development
- Accommodation and facilities

(b) Promoting Positive attitudes to voluntary and community involvement

To enhance community and voluntary capacity in the Borough. To encourage volunteering and value it through raised awareness of activities and benefits to deliver benefits to the community

- Links to Staffordshire Local Government Association programme; increasing the capacity of the voluntary sector in Staffordshire
- Encourage further engagement of the voluntary sector in Local Strategic Partnership decision making

(c) Partnering arrangements

To work with other public and private agencies to encourage all in the community to take an active part in the community.

- Working with organisations in the Borough
- Links to the Local Area Agreement and Local Public Service Agreement II
- Implementing the provision of any Compact agreed

### Biodiversity and Environment Theme

#### (a) Biodiversity

To make measurable progress in conserving and enhancing biodiversity across the Borough with an emphasis on rebuilding biodiversity in the Staffordshire Washlands (from Trentham to Wolseley along the Trent and along the major tributaries of the Sow and Penk) with additional benefits for the local community and economy.

#### (b) Managing Waste - Reduce, Recycle and Re-use

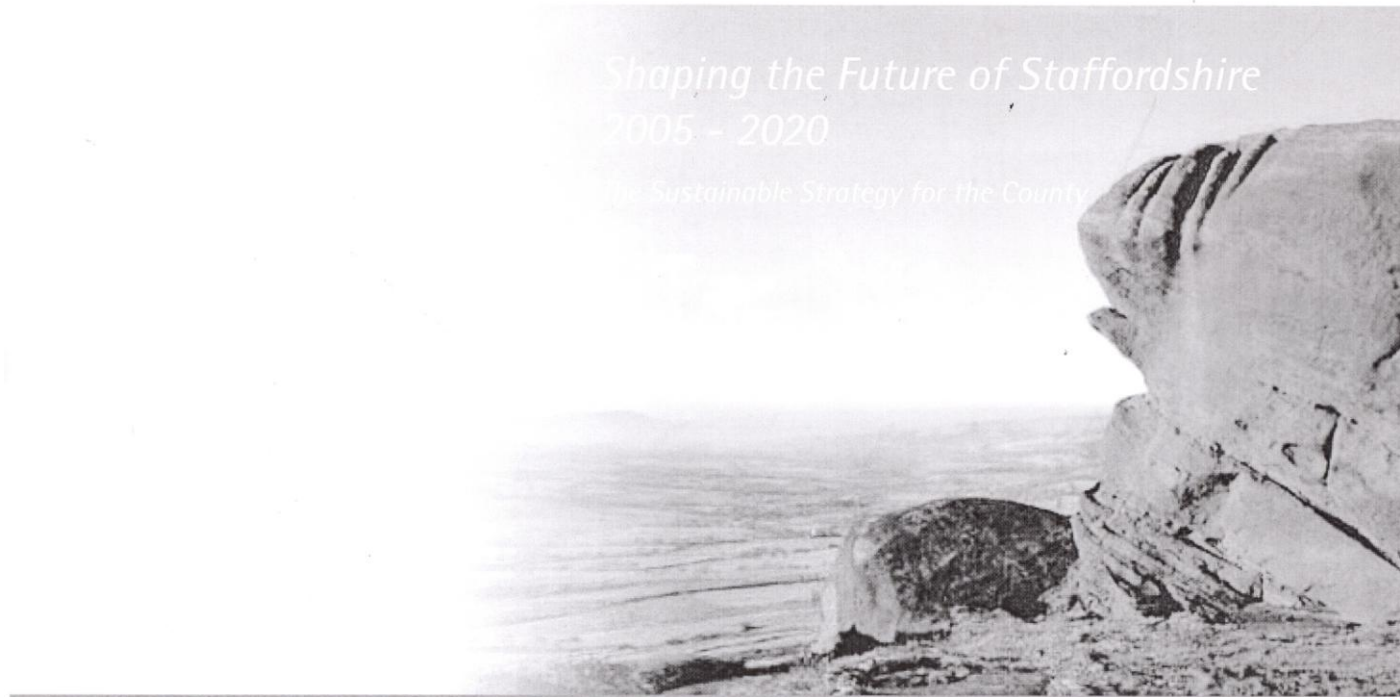
To increase recycling and composting rates thereby reducing waste to landfill. The recycling service is to become the primary service and the collection of residual waste the secondary service. To achieve progress in waste minimisation by reduction and re-use.

#### (c) Planning for the Future

Ensure that all plans, policies, programmes and strategies together with the promotion of other initiatives (e.g. LSP Charter) contribute towards a sustainable borough and community. All members of the Partnership being encouraged to undertake environmental assessments and develop policies which when implemented will reduce our impact on climate change.

**APPENDIX 3**  
**Shaping the Future of Staffordshire 2005-2020**  
**The Sustainable Strategy for the County**

Please refer to separate PDF document

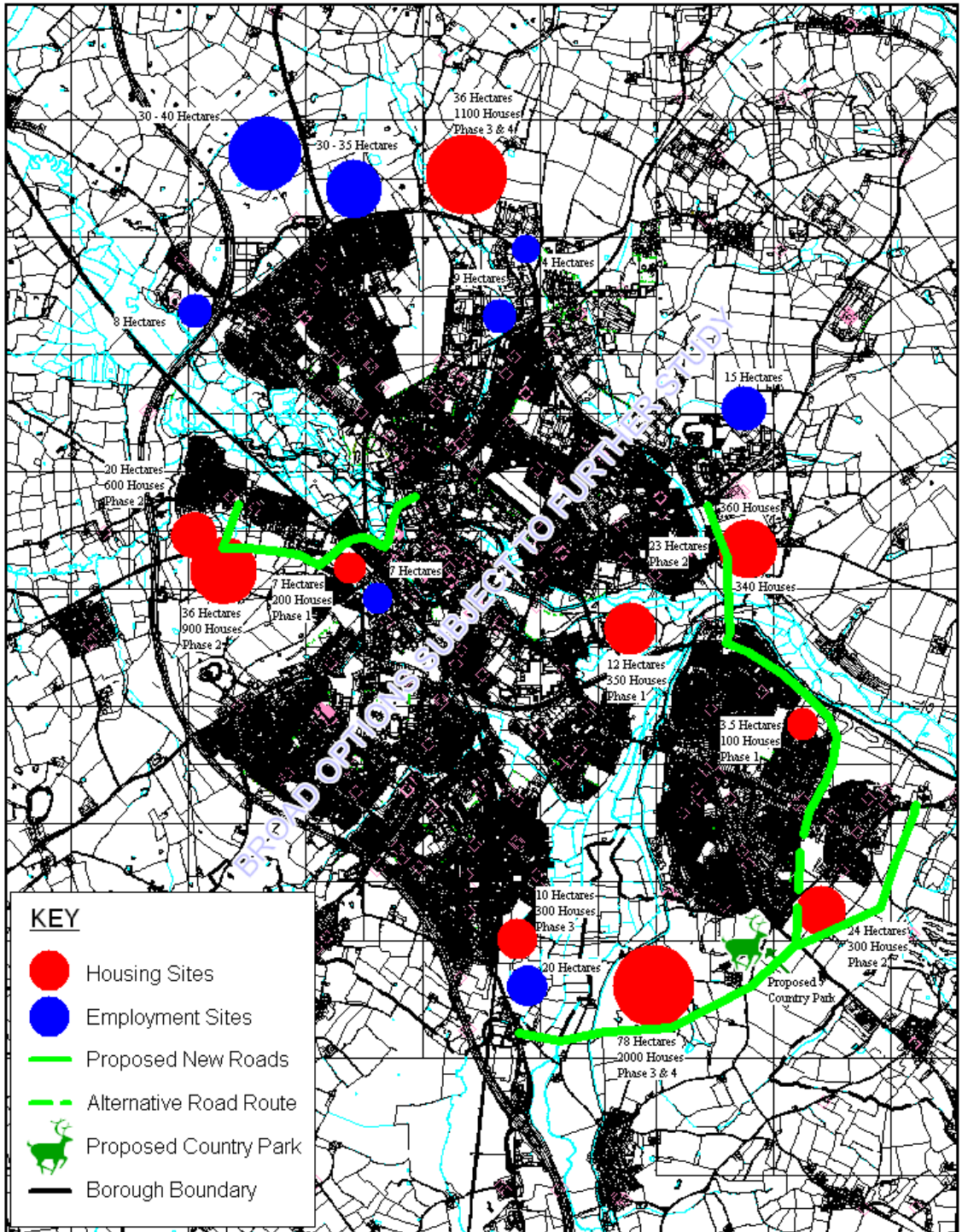


# APPENDIX 4

## Map for Growth Point Expression of Interest Development linked to Infrastructure

Stafford Borough Council

MAP FOR GROWTH POINT EXPRESSION OF INTEREST  
DEVELOPMENT LINKED TO INFRASTRUCTURE



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Scale : Not To Scale  
By : J L  
Department : DE/TECH

**APPENDIX 5**  
**Extracts from Regional Spatial Strategy –**  
**Regional Centres Study: Final Report**

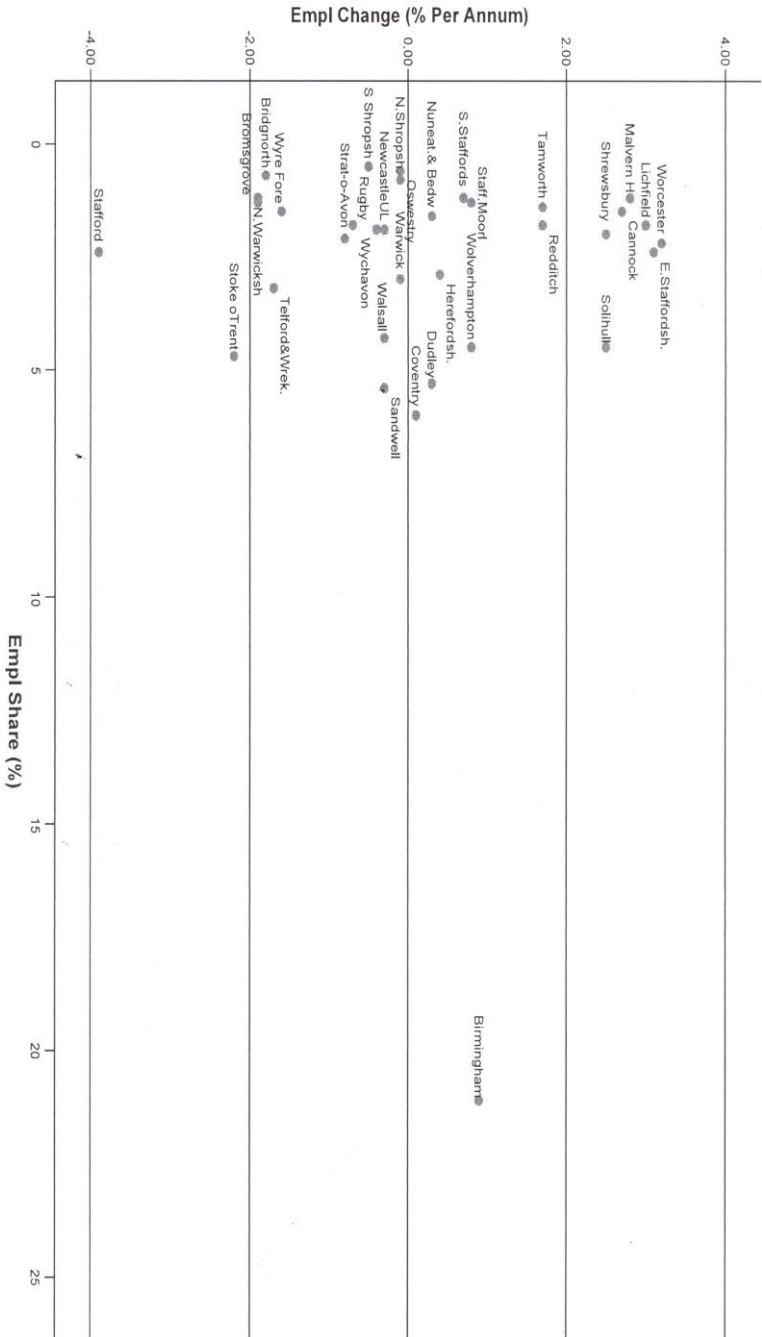
**Table 3.3 Employment Change in the Network of Town and City Centres**

	Growth (1991- 2002)	Growth (1991- 1998)	Growth (1998- 2002)	Change (1991- 2002)	Change (1991- 1-98)	Change (1998- 2002)
	Per Cent, Per Annum			Absolute Change		
Great Britain	1.2%	1.1%	1.2%	2,969,200	1,784,800	1,234,800
West Midlands	0.8%	1.0%	0.4%	179,100	146,700	34,000
Telford	6.3%	7.1%	5.0%	6,900	4,500	2,700
Tamworth	4.5%	4.1%	5.3%	5,400	2,800	3,000
Solihull	3.7%	2.9%	5.2%	4,900	2,200	3,100
Cannock	2.8%	2.4%	3.5%	4,300	2,200	2,200
Walsall	2.4%	2.9%	1.4%	7,800	6,000	1,700
Sutton Coldfield	2.2%	-0.5%	7.0%	6,000	-800	6,900
Lichfield	2.1%	3.0%	0.7%	2,500	2,200	300
Rugby	1.7%	2.4%	0.4%	2,900	2,600	300
Burton-upon-Trent	1.6%	-0.4%	5.3%	2,600	-400	3,000
Newcastle-u-Lyme	1.6%	0.7%	3.2%	1,500	400	1,100
Stratford upon Avon	1.1%	2.7%	-1.7%	1,800	3,000	-1,300
West Bromwich	1.0%	-2.1%	6.6%	2,500	-2,900	5,300
Coventry	0.7%	-0.1%	2.2%	2,300	-200	2,600
Birmingham	0.7%	0.4%	1.3%	14,100	4,800	9,500
Redditch	0.6%	1.1%	-0.3%	800	900	-200
Hereford	0.5%	0.4%	0.6%	1,300	700	700
Leamington Spa	0.2%	1.2%	-1.5%	500	1,900	-1,500
Worcester	0.1%	-1.4%	2.9%	200	-1,300	1,800
Wolverhampton	-0.7%	-2.5%	2.4%	-4,700	-10,000	6,200
Hanley	-0.9%	-1.5%	0.0%	-2,200	-2,200	0
Stafford	-1.2%	2.4%	-7.2%	-1,700	2,600	-4,500
Dudley	-1.3%	-0.1%	-3.3%	-3,200	-100	-3,600
Shrewsbury	-1.8%	-2.6%	-0.5%	-1,900	-1,700	-200
Kidderminster	-1.8%	-1.7%	-2.1%	-2,000	-1,200	-900
Nuneaton	-2.6%	-3.7%	-0.7%	-3,200	-3,000	-300
Total change in Centres as a Share of total Regional Change				28%	9%	112%
MAX	4.5%	7.1%	7.0%	14,100	6,000	9,500
MIN	-2.6%	-3.7%	-7.2%	-4,700	-10,000	-4,500
Average for 25 Centres	0.9%	0.7%	1.4%	2,000	500	1,500

Source: Annual Business Inquiry 1998-2003; Annual Employment Survey 1991-1998



Figure 3.3 Employment Change (per cent, per annum) in the Period 1998 to 2003 related to Each District's Share of Regional Employment in 2003



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