



MANCHESTER
CITY COUNCIL

**Planning and
Building Control Business Plan**

2009/10-2011/12

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Section 1: Business Analysis

1.1 Business Overview

Our vision to support neighbourhoods of choice is to play a pivotal role in the delivery of economic growth and regeneration for the benefit of future generations by providing excellent 'value added' planning and building control services to our range of customers – the City Council, developers and consultees for planning applications – improving economic and social conditions, and the health and well-being of people who live in, visit and work in Manchester.

Strategic Priorities

The business has a number of strategic priorities that will contribute to the Local Area Agreement, Community Strategy and the Corporate Plan, in particular 'neighbourhoods of choice' (see Section 1.2), and the functioning of the business:

- Delivering a range of statutory duties to a range of customers within available resources; adding value through negotiation to deliver corporate priorities; and, meeting national and local target timescales.
- Influencing and implementing changes derived from national legislation and regulations, within the Manchester context.
- Taking forward three Service Improvement Project work packages directed at organisational change including, to improve customer service; to develop a stronger and more robust performance management strategy; and, to develop a 'People Strategy'.
- Managing difficult budget situation after many years of efficiencies and over-recovery of fee income, arising from the current economic situation.

Business Profile

Staff figures currently stand at 152 (143 FTE) for 2008 comprising of 127 full time, 16 part-time and 9 on job share. There are a number of challenges and difficulties relating to recruitment and the loss of staff with key skills and experience that will be addressed in the Workforce Plan. The current gross budget for 2008/09 is £7,826,650 but with the large amount of fee income derived from planning and building regulations, the net budget is £1,846,210, with fee income amounting to the difference between these figures of £5,980,440. The service has undergone job evaluation and a restructure, modelled on SIP outcomes, is complete.

Summary of Key Service Areas

Building Control

- **Building Regulations work** is a statutory duty and relates to the enforcement of regulations that ensure the health, safety and welfare of people in and around buildings. Regulations also deal with access and facilities for people with disabilities, standards for energy conservation. Non-fee earning building

regulations schemes are administered in relation to the adaptation/extension of buildings for use by persons with disabilities.

- **Private Approved Inspectors' Regulations** require local authorities to maintain a public register of information in connection with work supervised by private approved inspectors who are in direct competition with local authorities for fee earning Building Regulations work.
- **Dealing with dangerous structures, demolitions and ruinous and dilapidated buildings** is a service that Building Control is empowered to provide. A 24-hour emergency cover is provided, which is essential in an urban city environment. Action on derelict properties helps prevent neighbourhoods deteriorating and becoming unpopular with residents. This work assists in maintaining a healthy and safe environment for communities by responding to emergencies involving dangerous buildings following explosions, fires, road accidents, falling masonry and collapsed buildings.
- **Ensuring Safety at sports grounds, licensing and attendance at major public events** is a statutory obligation in respect of enforcing regulations regarding the safety of spectators at sports grounds. The Council is required to ensure compliance with terms and conditions of safety certificates in respect of major public events, such as concerts and sporting events held in the City, in stadia and other venues. Although there is discretion on the level of enforcement activity, serious consequences could result from failure to enforce. Recently, responsibility in respect of the Workplace Regulations in respect of fire safety has transformed from the Fire Service to Building Control for respect of Sports Grounds.

Changes to fire safety legislation from 1 October 2006 increased the responsibility for fire safety at Stadia and regulated stands and associated workplaces.

- **Fire Safety legislation in Houses in Multiple Occupation (HMO's)** is enforced by Building Control in conjunction with Private Sector Housing. This work supports corporate housing initiatives aimed at providing suitable residential accommodation for some of the most vulnerable people in the community and has a direct bearing on the City Council objectives of population, health and quality of services.

Planning

- **Development Control** is a generic term given to statutory planning functions defined by the Town and County Planning Acts for which the City Council is responsible as the local planning authority. It is the public face of the planning service and sets out to ensure all proposed development meets the requirements set out in the development plan; that applications are assessed properly against Government Guidance, and are determined having regard to all other material consideration. In brief, development control includes:
 - Processing of applications for planning consent, listed building consent and conservation area consent.

- Processing of applications for consent under the Advertisement Regulations.
- Processing of proposals submitted under the prior approval procedure.
- Advice given to developers, landowner and others about land use and development matters.
- Providing evidence to the Secretary of State for appeals against planning decisions of the Council.
- Enforcement against breaches of planning control.
- Ensuring compliance with conditions attached to any consents.
- Consents for works to trees protected by Tree Preservation Orders or within conservation areas and for works to hedgerows under the Hedgerow Regulations.
- Negotiating and ensuring compliance with legal agreements relating to planning obligations.
- The formulation of Council policies relating to development control.

☐ Planning applications attract a fee, however, there are exemptions and these include listed building consent applications, conservation area consent applications, applications relating to tree work and some telecommunication proposals and those householder schemes where the work is required to aid persons with a disability.

- **Enforcement** is a fundamental part of the development control framework. Through statutory legislation, The Planning and Compensation Act 1991, the local planning authority has power to take action against breaches of planning control. The current enforcement regime provides a mix of powers with which to deal with breaches in a controlled and flexible manner. This work generally does not generate a fee income, with the exception of an appeal against an Enforcement Notice.
- **The Development Plan** is a statutory responsibility for the Council to prepare and maintain, setting out policies for land use and spatial development. The Unitary Development Plan (UDP) is the current plan but work has begun to prepare a Local Development Framework (LDF), which will replace the UDP as the development plan for Manchester, incorporating the Regional Spatial Strategy. Decisions on planning applications and future developments are based on the policies in this framework. Work in this area relates to the approach of AGMA and the development of spatial planning at the City Region level.
- **Planning Projects** is an activity area that is responsible for a range of associated planning work. A project management role is provided for master planning exercises and Section 106 Planning Agreements. Development guidance is provided through development briefs and the work of an Access Team. Support is provided for Regeneration Teams on planning issues including working on compulsory purchase orders.
- **Local Land Charges** is a legal requirement and provides access to land charges and associated relevant search information. This information is coordinated from relevant Departments throughout the Council through computerised systems.

- **Energy Management Unit** is a dedicated team that provides a comprehensive service covering all aspects of energy and water procurement, provision, use and conservation. For most building operators, utility costs represent one of the largest areas of controllable expenditure. The aim is therefore to provide technical support to help minimise expenditure on utilities, reduce energy use and conserve natural resources and improve environmental performance. The Unit has responsibility for advising on reducing carbon emissions for the Council's non-domestic building stock. Work is also undertaken for a number of other public and private sector clients, who see the service as a cost effective way to access professional advice, reduce operating costs and benefit from a range of added value services.

These activities are all aimed to contribute to all the priorities relating to improving our City and our Council. There is a particular area focus emphasis on creating neighbourhoods of choice and a strong commitment to achieving improvements in leadership, service delivery and performance management.

1.2 Contribution to the Local Area Agreement, Community Strategy and Corporate Plan

The service is inextricably linked with delivering change and in the context of the LAA and Community Strategy and makes a significant contribution to 'Neighbourhoods of Choice' priorities:

- Quality Sustainable Physical Environment – *through our close working and support for the work of Regeneration Teams.*
- Safer Communities – *through our innovative approach to requiring crime impact statements with planning applications, helping to ensure 'Secured by Design' in new development.*
- Quality and choice of housing – *through the Development Guide and Housing Choice Supplementary Planning Document and Planning Guidance.*
- Developing locally focussed services – *through spatial planning to help deliver facilities in accessible locations.*
- Encouraging and supporting cultural activities to promote local ownership of neighbourhoods – *through integration of new development, including developer contributions to local facilities.*
- Developing a sense of place – *through using the Development Guide in negotiations on planning applications.*
- Everyone making Manchester feel safer, cleaner and greener – *through the environmental standards set out in the Development Guide.*

This business makes the following contribution to the Council's Corporate Plan (whilst these are not strictly 'quantifiable' they are a genuine and qualitative contribution and help to understand how the business contributes to the range of corporate priorities):

Business Outcomes which contribute to this Priority	
Corporate Plan Priority 1 Promoting Economic Development	<ul style="list-style-type: none"> • Processing planning and building regulation applications within BVPI/KPI timescales and keeping focus on quality & deliverability of schemes. • Engaging with stakeholders and developing partnerships to promote economic development. • Supporting development and improvements to commercial and leisure premises by the provision of an efficient building control service. • Implementation of Regional Spatial Strategy.
Corporate Plan Priority 2 Reaching Full Potential in Education and Employment	<ul style="list-style-type: none"> • Processing planning and building regulation applications for BSF and Academy schemes within programme timescales, by providing partners and other agencies with timely and quality advice throughout the design & development process. • Ensuring building standards that affect educational attainment are improved.
Corporate Plan Priority 3 Promoting Individual and Collective Self Esteem – Mutual Respect	<ul style="list-style-type: none"> • Engaging in effective consultation. • Strengthen communities by the provision of effective enforcement action. • Working with all involved in the construction process in a manner that respects individual aspirations and focuses on corporate objectives. • Encourage use of 'considerate contractor' schemes.
Corporate Plan Priority 4 Creating Neighbourhoods of Choice	<ul style="list-style-type: none"> • Negotiated improvements to development schemes – for higher standards of design quality, access, safety & security, environmental sustainability and access to affordable housing – ensuring they provide community benefit (including through S.106). • Enforcement work to protect communities from illegal construction activity or lack of care and unauthorised activity (development and/or uses). • Responding to dangerous and derelict buildings that blight neighbourhoods. • Deliver the Local Development Framework to timescales within the Local Development Scheme.
Corporate Plan Priority 5 Improving Council and Community Leadership	<ul style="list-style-type: none"> • Public better informed about development processes and regulations. • Change management and support/awareness of community policies embedded through staff development programmes. • Direct links to ward co-ordinators to understand and help resolve issues raised by communities.

<p>Corporate Plan Priority 6 Delivering the Manchester Improvement Programme</p>	<ul style="list-style-type: none"> • Embrace customer service excellence in service delivery. • Single point of contact dealt with by the provision of a new and focused customer service team. • Development of enhanced performance management to aid improvements to service delivery and the delivery of efficiencies. • Planned improvements to service access including web based information and related IT development.
<p>Corporate Plan Priority 7 Continuously Improving Value For Money</p>	<ul style="list-style-type: none"> • The introduction of a Development Team approach. • Unified customer services. • The development of enhanced performance management, IT and business support to identify and develop measures for benchmarking areas of the service.
<p>Corporate Plan Priority 8 Developing Our Workforce To Deliver High Quality Services</p>	<ul style="list-style-type: none"> • Implementation of the SIP restructure outcomes and job evaluation results to develop a quality workforce. • Development, monitoring and review of quality training, skills management and staff development programmes including leadership and management skills and delivery of corporate priorities.
<p>Corporate Plan Priority 9 Ensuring Customer and Neighbourhood Focus, And Equality of Opportunity in Employment and Service Provision</p>	<ul style="list-style-type: none"> • Involvement in neighbourhood initiatives, in particular related to enforcement linked to community needs and cross cutting activity with a range of other Council services and external organisations. • Active identification of buildings that are a blight on neighbourhoods. • Establish closer links with key customers to encourage them to use the in-house Building Regulations service.
<p>Corporate Plan Priority 10 Managing Our Performance and Risks to Ensure We Deliver Our Objectives</p>	<ul style="list-style-type: none"> • Planned improvements to business support and performance management strategies. • Continuing the development of business systems to monitor and manage performance and risk.

1.3 Customer and Neighbourhood Analysis

The Planning & Building Control Service is primarily a customer-focused service and is subject to nationally and locally developed service standards that are regularly monitored.

Building Control has received recognition by the award of Charter Mark and ISO accreditation.

Planning BVPI's are focused on service delivery continued improvement and link to the Corporate Performance Assessment. This underlines the importance of service provision.

Customer Summary

By pursuing quality and engaging with its customers, Planning and Building Control is fostering an environment that will act as a catalyst for further investment and economic growth.

The variety and nature of work reflects the number and range of customers including:

- Developers, architects, planning agents, structural/fire engineers and other designers who are involved in the Building Regulations and Development Control processes and expect short timescales for delivering favourable decisions.
- Communities, businesses, members of the public and other interested parties are consulted as part of the development control process and have expectations that their views will influence decisions; frequently expect longer timescales for consultation; and more extensive consultation.
- Individuals and communities can benefit to a significant degree from enforcement action by reducing disamenity, blight, improving safety and reducing crime & anti-social behaviour. The implementation and enforcement of Building Regulations and public safety legislation contributes strongly to this customer focus. However, complainants sometimes have higher expectations of what action can be taken and the timescales involved.
- Ward co-ordination and area initiative teams benefit from service delivery. Planning and Building Control often work with regeneration bodies to ensure a better-integrated approach to area improvement.
- Members are also consultees in respect of development control and receive essential support needed to fulfil duties, including officer representation at committees and advice when dealing with constituents. Building Control also responds to Members in respect of the health and safety legislation, enforcement and technical enquiries.
- The legal profession are the principal customers for the Local Land Charges Services and a rapid response to enquiries is provided.
- Other departments are customers of the service and initiatives, for example, Building Schools for the Future have benefited from the development team approach and expectations have been met.

- Regeneration Teams work closely with the Service to ensure a consistent approach to delivery of development in accordance with Strategic Regeneration Frameworks and regular meetings are held to discuss implementation issues.
- The work of the Energy Management Unit advising on energy use and conservation across all major Council buildings particularly supporting schools, the BSF agenda and new major developments.

The operation of the planning system means that, for some decisions, there will be customers who feel they have won and others who feel they have lost. This is an inherent tension within the planning system and it is important to ensure that all customers feel that they have been treated fairly, even if they do not agree with the outcome. Decisions on applications are made in accordance with Council policies and other material considerations and should not therefore adversely impact on community cohesion, intergenerational issues and on gender issues.

All customers are treated in accordance with the City Council's policies on equality and examples of our inclusive approach include: information in different languages on the reverse of planning application notification letters; the availability of translation services; and access improvements at the reception.

The following examples illustrate specific issues that feature in our understanding of customer's concerns that are important to the delivery of this business:

Issue	Impact on the Customer/ Neighbourhood	Impact on the Service
The spread of student (and transient) housing has been reported as having a detrimental effect on neighbourhoods.	Destabilisation and potential increased loss of traditional family housing areas but with a potential benefit to the City in terms of promoting student life and welfare within a diverse community.	Pressure to refuse schemes that are in accordance with Government regulations (with potential costs awards) and inability to devise a more robust policy approach without changes in legislation.
Delivery of higher quality schemes across the City.	Enhancing their character and improving 'liveability' will achieve a positive impact on neighbourhoods.	Need for improved staff skill base and capacity to deliver schemes that meet customer expectations and allow analysis of proposals.
Provision of Affordable Housing to ensure choice of housing for residents.	Enabling Manchester residents to access the housing market.	Need operate adopted supplementary Planning Document & Planning Guidance in difficult economic circumstances.

Greenest City – to assist implementation of the climate change strategy.	Reducing carbon footprint of new developments within neighbourhoods.	Ensure standards thoroughly negotiated with developers and review from condition compliance work.

The business faces the following risks to equality of access to service provision:

Ref	Risk	Consequence	Risk Rating
C1	Language accessibility for a multicultural population	Lack of understanding of the complexity of the statutory processes; requirements for planning permission and building regulation approval; and consultation on planning applications	Medium 4

Neighbourhood Funding Strategy

Planning & Building Control is committed to the Neighbourhood Funding Strategy by:

- taking responsibility for concerted action at an operational level;
- assisting other services where they are the clear lead on operational matters;
- working with other services to help mitigate impact from new development in neighbourhoods through the negotiation of S106 obligations for specific purposes; and
- responding to the need to develop approaches to resolve dilapidated structures and associated issues that require solution but where City Council funding should be a last resort or minimised.

1) The following Neighbourhood Funding Strategy proposals have been implemented during the **2008/9** financial year or are the subject of ongoing operational activity.

Brooklands	80506	Options appraisal for redevelopment of Button Lane Police Station: assisting Head of Regeneration who is coordinating the work.
Burnage	80609	Enforce the owner of Shawbrook Meadow to pay for the erection of security fencing and clear debris from Shaw Brook: Head of Environmental Services leading with support as necessary.
Charlestown	80702	Strategy for approving good quality and more easily managed new build development: a combination of design to meet Development Guide standards and condition compliance will address these issues into the future
Didsbury West	81407	Revival of Marie-Louise Gardens: Head of Leisure Services leading with financial contribution available via S106.
Gorton South	81706	New development within centres having the capability to improve local shopping facilities via conditions or S106 agreements from developments close to centres: this is an

		operational issue that can be considered as new developments come forward.
Longsight	82203	Planning enforcement needs to address unauthorised development / changes of use along Stockport Road; Dencombe Street; and Stamford Road: this is underway, with progress reported through Ward Coordination.
Northenden	82601	Car parking; hard surfaces replacing the soft verges in Northern Moor: any applications for hard surfacing of verges will be processed in the usual way and consideration should be given to permeable surfaces. Resolving parking issues is being assisted through schemes funded via S106 contributions.
Northenden	82602	M60 / Parkway and other environmental "gateway" improvements: this is not a matter that Planning is leading on but will assist work being undertaken by the Ward Coordinator and support officer, if required.
Northenden	82603	Maintenance of open spaces especially Northern Moor: this is not a matter that Planning is leading on but will assist if required.

- 2) The following proposals are being supported through the Neighbourhood Funding Strategy for implementation between April 2009 and March 2012:

Didsbury West	81401	Burton Road and surrounding roads – availability of S106 funding: the third S.106 (application ref 80297) negotiated as part of the redevelopment of Withington Hospital, secured £700k and potential schemes could include improvements to Nell Lane Junction and Burton Road.
Miles Platting & Newton Heath	82314	Removal of the New Allen Street railway arches: the future of the derelict arches lies in the hands of Network Rail and until the Council can reach some form of agreement with them no firm timetable can be set and the final outcome remains uncertain.

- 3) Proposals that are not currently funded and being considered in the business planning process: none.
- 4) The following proposals have NOT been supported through the Neighbourhood Funding Strategy: none.

1.4 Key Drivers for the Business

Budget Management

The prevailing economic situation has implications for budget management, owing to the reduction in income from planning application and building regulation fees, that requires:

- A more intensive approach to budget management, trying to balance costs with income.
- Considering ways to supplement income through service delivery activities.

Neighbourhoods of Choice

'Neighbourhoods of Choice' is a key driver for the business. This translates into a number of challenges and tensions, including within the prevailing economic situation, that need to be reconciled or managed within our performance management framework, including:

- The requirement to maintain the drive for quality development.
- The need to deliver 'added value' from development to enhance quality, including improved access, safety and security, and environmental standards.
- The requirement for the planning process to support the City Council's strategy for affordable housing.
- Ensuring that the development of new and refurbished buildings meet health and safety requirements.
- Developing capacity for more proactive enforcement, with condition compliance and monitoring of sensitive sites and quality checks to establish that 'added value' has been achieved.

Meeting Targets – BVPIs/KPIs

Planning and Building Control have activities that are subject to time-driven targets that are important in terms of:

- Development control needs to achieve nationally set targets for performance on planning application determination timescales, which in turn helps to deliver Housing & Planning Delivery Grant.
- The Local Development Framework Core Strategy needs to be prepared in accordance with the Local Development Scheme, which again helps to deliver Housing & Planning Delivery Grant.
- Local property search requests need to be responded to with a target time of 10 working days.
- Building Regulation work needs to meet timescale targets out of necessity to secure work in the face of competition.

Completing the Service Improvement Project

This requires taking forward three work packages directed at organisational change:

- Improving customer service by the consolidation of front end application processing and development and provision of information systems for better customer and service use.
- Developing a stronger and more robust performance management strategy.
- Developing a 'People Strategy' that enables the workforce to deliver current and proposed service improvement objectives with the development team approach.

National, Regional and local Planning Policy Environment

There are some very major changes in the national, regional and local planning policy environment that will or may affect the business over the next few years are considerable and challenging, and will be affected to varying degrees by the prevailing economic circumstances, although it is too early to estimate the extent at this. In summary these are:

- Changes to development control and development planning that need to be assimilated to operate in the Manchester context.
- Potential changes to Building Control where there is a potential to positively influence outcomes.
- The Regional Spatial Strategy that needs to be influenced through the partial review to help ensure that it does not have negative implications for the Local Development Framework, of which it is part.
- The expanding work at AGMA level that includes a number of work streams, including the preparation of a Greater Manchester Strategic Plan needs to be resourced initially through 'embedded capacity'.

The changes are extensive within the policy environment and all have to be taken forward. Therefore, more details are provided as follows:

- Planning Bill – proposed establishment of an 'Infrastructure Planning Commission' to make decisions in principle on major infrastructure developments and a 'Community Infrastructure Levy' on developments to finance infrastructure. Whilst there are unlikely to be any developments of the scale to warrant involvement of the Commission, in the near future and impact on the service, the introduction of an infrastructure levy will need full consideration in terms of viability, charges, policy framework and administration.
- Permitted Development Rights – changes have recently been introduced and these are intended to reduce the amount of householder planning applications. However, initial experience is that there is a degree of complexity in interpretation that may involve some intense customer interaction without any fee income.

- Killian Pretty Review – established to recommend changes to provide a faster and more responsive system for dealing with planning applications. The Review has been published and is awaiting a response from Government.
- Local Development Framework – changes to regulations intended to help speed up the process will have a negligible effect on timescales and this is far outweighed by the detailed rigour of Core Strategy Examination in Public. There will continue to be a need for a high level of resource commitment.
- Regional Spatial Strategy – the finalised version has been published by the Secretary of State and forms part of Manchester’s Local Development Framework.
- Partial Review of Regional Spatial Strategy – in advance of the Integrated Regional Strategy, this Review will cover provision for Gypsies & Travellers and Travelling Show people, together with Regional Car Parking Standards. Manchester will need to contribute to the Review in its own right and as part of AGMA, through consultation and public examination.
- AGMA Planning & Housing Commission – the Commission is being established to oversee this work for the City Region. There is already a developing work programme aimed at providing the evidence base for a Greater Manchester Strategic Plan and LDF Core Strategies. This work includes Strategic Housing Market Assessment; Strategic Housing Land Availability Assessment; Strategic Flood Risk Assessment; Renewable Energy; Employment; together with other crossover work with the Environment Commission around climate change and the totality of related critical infrastructure. This has already had a significant impact on resource provision that will need to be maintained into the future. At the current time the service is providing the AGMA lead and/or project managing a number of work streams.
- New Growth Point – aimed at improving capacity for new home building. The service has substantial involvement through a project management role and it is likely that this will continue until more formal arrangements for this AGMA work are created.
- Future of Building Control – following consultation with stakeholders the Government has recently undertaken a wide-ranging review of the framework within which Building Control can develop in the future. This includes effective risk based inspection and enforcement, reducing burdens by introducing new routes for compliance, providing tools to aid compliance and improving the approach to regulation by stability and forward planning. The results from the consultation exercise will be available in the next few months. It is likely that the results will lead to the development of working group to consider proposals in greater detail.
- Changes to enforcement – have recently been enacted, this extends the time period for local authorities to take enforcement action and will assist in bringing about successful prosecutions.

- Climate Change – need to reflect principles in all areas of activity and, in particular, to incorporate within performance management standards to understand outcomes.
- Provision of Display Energy Certificates for all Council buildings over 1000sqft identifying the current energy use of that building as required by the Energy Performance of Buildings Regulations.
- Implementing Access to Affordable Housing – the adopted Housing Choice Supplementary Planning Document and Planning Guidance is being used negotiate ‘intermediate’ and other opportunities into new residential schemes although the current economic climate and issues of viability present major challenges.
- Business efficiency – meeting the challenge of providing more efficient, focussed customer service delivery from a reducing resource base.
- Water consumption – a consultation exercise regarding bringing requirements into the Building Regulation to conserve water usage has been concluded and results could lead to the Building Regulations being extended into this area of water conservation.
- Reduction in building activity - is resulting in aggressive marketing by private approved inspectors and is a driver to reduce Building Regulation fees in order to remain competitive.
- Draft Local Authorities (Charges for Property Searches) Regulations 2008 have prompted a review of the charges for property information provided by the Council which if implemented will alter current charges and should make the service more competitive with private search companies.

1.5 Strategic Risk Analysis

This business faces the following strategic risks:

Ref	Risk	Consequence	Risk Rating
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S1	Inadequate budget and effective work practices to deliver LAA, Community Strategy and Corporate priorities.	<p>Not contributing fully to Neighbourhoods of Choice and other Corporate Priorities.</p> <p>Not delivering to statutory requirements, including BVPIs, with consequential reduction in Housing & Planning Delivery Grant.</p> <p>Reduction in number of planning appeals dismissed.</p> <p>Reduced ability to address building and event related health & safety issues.</p> <p>Increased complaints.</p>	High
S2	Impact of the prevailing economic downturn on planning application and building regulation fees.	<p>Inability to fund the service, where Planning Enforcement and Design & Conservation are directly funded through fee income.</p> <p>Inadequate budget provision following required savings.</p> <p>Failure to achieve business objectives. (1,2,3,4,5,6,9)</p>	High
S3	<p>Increased competition from private sector building control bodies.</p> <p>Re-assessed and identified elsewhere as a risk to achieving business objectives.</p>	<p>Loss of work to competitors.</p> <p>Loss of Building Regulation income.</p> <p>Inability to support corporate priorities projects.</p> <p>Failure to achieve business objectives. (1,2,3,4,9,10)</p>	High

S4	Use of Planning Delivery Grant / Housing & Planning Delivery Grant to absorb revenue costs in the short term and potential reduction in award in future years.	<p>Inability to meet Government expectations of planning activity to support economic competitiveness and new housing. Major impact on LDF evidence gathering requirements and funding to achieve LDS timescale, and delivering the scale of new and affordable housing.</p> <p>Failure to provide the specific statutory service.</p> <p>Failure to deliver corporate objectives in particular for economic and developing the capacity for housing development.</p> <p>Failure to achieve business objectives. (5,6,7,9,10)</p>	High
S5	Inability to retain and recruit staff, losing the required levels of expertise and experience.	<p>Unable to respond to Community Strategy positively. Shortage of resources resulting in backlogs that slow development critical to the economic growth of the City.</p> <p>Unable to provide a competitive building control service resulting in loss of work and income.</p> <p>Potential risks to health and safety of residents, employees and visitors to the City.</p> <p>Failure to respond to the concerns of neighbourhoods.</p> <p>Failure to achieve all business objectives.</p>	Medium
S6	Increased concerns of residents about developments of all types.	<p>Potential impact on economic development and jobs, and disaffection of residents in the planning service.</p> <p>Failure to achieve business objectives. (2,5,6,7,9)</p>	High

S7	Perceived lack of visibility of action taken by Planning Enforcement	<p>Concerns about the performance of Planning Enforcement.</p> <p>Lack of confidence in ability to deliver outcomes.</p> <p>Failure to achieve business objectives. (3,4,10)</p>	High
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1.6 Performance Analysis

Planning and Building Control performance is regularly monitored and reviewed using a variety of data from a number of sources. This includes the production of specific reports at pre-defined intervals to measure performance against key indicators. Customer data is also analysed to clearly identify issues that are important to the success of the business and the service contribution to the Corporate Plan/LAA. Regular analysis allows measurement of performance against specific targets and allows work distribution to be balanced by planning resources to cover priority work activities. More information about performance and the issues that arise is developed further later in this section. (Whilst the LAA Indicator includes BVPI 109, others including Net Additional Homes Provided and Number of Affordable Homes Delivered will be reflected will be included in next year's Plan as they have not yet been subject to a full years monitoring).

Key Performance Indicators

Planning

Ref	Description	Performance			Targets			
		2005/06	2006/07	2007/2008	2008/09	2009/10	2010/11	2011/12
BV 106	Percentage of new homes built on previously developed land.	90%	92%	93.33%	90%	90%	90%	90%
BV109a	Percentage of major planning applications determined within 13 weeks	67.31%	60.93%	62%	60% National	60% National	60% National	60% National
BV109b	Percentage of minor applications determined within 8 weeks.	79.48%	78.95%	82%	65% National	65% National	65% National	65% National
BV109c	Percentage of 'other' applications determined within 8 weeks.	82.47%	83.44%	86%	80% National	80% National	80% National	80% National

BV111	Customer Satisfaction		69%	69%	National			
BV200a	Plan Making – Development Plan: Did the local planning authority submit the Local Development Scheme (LDS) BY 28 March 2005 and thereafter maintain a 3-year rolling programme?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
BV204	Planning Appeals: The number of planning appeals decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	30%	41%	29%	Deleted from 2008			
BV205	'Quality of Planning Services' Checklist: The local authority's score against a 'quality of planning service' checklist.	88%	100%	100%	Deleted from 2008			

Performance relating to the BVPIs has steadily improved. Performance in one particular area relating to the indicator BV109 remains above the national targets.

These BVPI's will need to be revised in the future to reflect the 'New Performance Framework for Local Authority Partnerships: Many of the BVPIs have been deleted and/or replaced.

Building Control Activities and Service Standards – 2005/2008

Description	Performance			Targets		
	2005/06	2006/07	2007/2008	2007/08	2008/09	2009/10
Plan checking response to applicant/agent within 15 working days of receipt	52%	57%	67%	91%	91%	91%
Site inspections site visited within 24 hours of request	75%	97%	96%	95%	95%	95%
Dangerous buildings attendance on site the same day of report	100%	98%	95%	98%	98%	98%
Emergency dangerous buildings attendance on site within one hour of receipt of call	95%	95%	97%	95%	95%	95%
Demolitions notices issued within four weeks	77%	93%	97%	90%	90%	90%

Member of public event safety team for high risk assessments	100%	99%	100%	100%	100%	100%
Percentage of customers surveyed who are satisfied with the service	78%	97%	100%	97%	97%	97%
Percentage of customers surveyed who considered building control charges to be reasonable	78%	89%	90%	89%	89%	89%

The following areas of this business perform well in comparison to established benchmarks:

Performance Measure /Indicator	Comparator	Impact on Service Outcomes
BVPI 109 – on or above the three development control performance targets	National indicator	Increases certainty for investors and helps deliver a higher proportion of Planning Delivery Grant
BVPI 106 – above targets	National indicator	Contribution to Greenest City
Attendance at reported dangerous structures including emergencies – targets met	Local Indicator	Prompt response to reports ensures action taken early to remove danger to public
Building Regulation site inspections carried out within 24 hours of request – performance improved in previous years and results sustained.	Local Indicator	Confidence from builders/developers in the service with potential for increase in Building Control market share

The following areas of this business perform poorly in comparison to established benchmarks:-

Performance Measure /Indicator	Comparator	Impact on Service Outcomes
Building Regulations, plan checking response to applicant/agent within 15 working days Note: This activity has shown significant improvement but requires further work.	Local Indicator	Lack of confidence in Building Regulations Plan Check services. Potential loss of income
BVPI 111 Customer Satisfaction Survey	National Indicator	Uncertainty about confidence in the

		Planning Service by some applicants in terms of customer relation's management.
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The following key performance issues are important to the success of this business:

- Achieving BVPI 109 development control targets (which is being replaced by a new national indicator).
- Achieving the timescales agreed in the Local Development Scheme for the Local Development Framework.
- Achieving higher standards of design quality, access, safety and security, environmental sustainability within development schemes, especially 'environmental standards' incorporated with the Development Guide.
- Achieving Building Control performance targets for the Building Regulations service, dealing with dangerous structures, involvements in sports ground safety and public events.
- Compliance with new Building Control Performance standards to a level that at least matches other Building Control providers particularly in relation to levels of staff resources and their skills and experience.
- Continued improvements to service delivery recognised by external assessment and ISO Accreditation.

Customer Data

Customer data is collated and analysed from a variety of sources including:

- Management information
- Formal and informal customer feedback
- Complaints/praise
- Surveys including special needs groups
- Suggestion boxes
- Anecdotal information
- Consultation with community groups

Information is regularly reviewed and service improvements implemented where necessary.

Customer Survey Results

Building Control - results of customer surveys 2005, 2007 and 2008 for customers using the building regulations plan checking and site inspection service

General	Good or very good		
	2005	2007	2008

Accessibility of offices	51%	74%	73%
Response to general enquiries	81%	91%	88%
Response to telephone enquiries	74%	91%	88%
Reception services and facilities	83%	69%	73%
Facilities for payment of charges	65%	80%	77%

Plan Check	Percentage		
	2005	2007	2008
Plans checked in less than 5 weeks	39%	58%	64%
Time taken for initial contact less than 3 weeks	53%	58%	79%

Inspection	Percentage		
	2005	2007	2008
Inspection within 24 hours of request	69%	97%	94%
Project adequately inspected	79%	100%	100%

Overall Satisfactory	Satisfactory		
	2005	2007	2008
Number believing charges reasonable	89%	82%	93%
Number satisfied with service	78%	97%	100%

Planning – results of customer survey 2006/7

BVPI 111	Customer satisfaction survey (% satisfied)	74%	(2003/4)
		65%	(2006/7)
		re-runs of the survey increase this to 69%	

Although the results are disappointing and clearly need to be addressed there appears from comparison with Core Cities to be a general decline in respect of this particular BVPI with some as in Manchester failing to achieve a satisfactory sample size.

One noticeable thing from the survey in Manchester was the apparent difficulty some applicants had with contacting a planning officer (as opposed to advice given) and this customer interaction will be a focus for improvement.

Key themes from the result of surveys and customer views are:

1. More staff of the right level of skills and experience are needed for more complex proposals. . – this has been addressed by the production of a detailed workforce development plan that provides essential links to the corporate plan and establishes a foundation for the production of comprehensive training and staff development plans. This will be monitored against objectives to evaluate new staffing structures and their impact on performance.

2. Joint working should be improved to help prevent conflicting advice provided by different service areas – to improve the service has established a Development Team Approach to provide access for developers to all areas of Planning & Building Control related activities to reduce conflicting advice. Joint training and awareness sessions will also take place to improve skills and knowledge.
3. Access to the service should be improved including better access to officers and information – the consolidation of the Customer Services Team will further develop in line with priorities identified by customers, including the ease of being able to contact staff by any communication method. Customers will continued to be surveyed to monitor progress and improvement.
4. Enforcement should be carried out and seen to be carried out and particular concerns have been raised about the implementation of planning conditions – the enforcement team will work towards established targets to ensure that performance matches reasonable customer expectations and responses are provided in a timely and efficient manner.
5. Response times to Building Control applicants should be improved - The actual results show steady improvement in responding to applicants within 15 working days. Results and comments in relation to our response times and appointment keeping have been carefully reviewed. Customer survey results show that internal initiatives have resulted in significant improvement to responding to requests for site inspections and this, in conjunction with other areas, has shown sustained high levels of performance.

1.7 Value for Money Analysis

<p>Service Area/ VFM Indicator</p>	<p>Ranking</p> <p>The core work of Planning and Building Control is based on statutory duties and responsibilities. There is some discretion about delivery and this is firmly rooted in the Manchester context to derive added value. The Community Strategy Spines, Corporate Objectives and Values all influence highly the approach to supporting economic development and regeneration, contributing to the health and safety of residents and visitors, minimising the use of energy in Council buildings and sites and improving our customer relations. This is in the context of service provision within the UK's second city; the focus of the most dynamic economic growth area outside of the South East prevailing economic circumstances accepted; the regional capital for the North West; and the 4th most deprived area in England. This has a considerable influence on service expectations and outcomes that are not the same for other core cities or metropolitan authorities. A cautious approach is therefore needed in making comparisons with other areas.</p>
	<p>The Audit Commission cost comparisons are as follows:</p> <p>Cost per head:</p> <ul style="list-style-type: none"> • Below average spend compared with Metropolitan Authorities. • Below average spend compared with nearest neighbouring authorities.

Economy

- Below average spend compared with similarly deprived authorities.
- Above average spend compared with other core cities. The relationship between cost per head and determining planning applications within target time, showed that targets were achieved, although some authorities delivered more decisions above target.

The relationship between cost per head and determining planning applications within target time, showed that targets were achieved, although some authorities delivered more decisions above target.

Appeal decisions allowed were significantly less in 2007-8 than the previous year.

These findings on performance largely accord with Manchester's ranking on cost per head.

Compared with other core cities development control staff in Manchester deferred determined relatively fewer planning and other applications.

The proportion of gross to net budget has increased over time, to the point where Development Control, Planning Enforcement and Design & Conservation is funded through planning application fee income and some Building Regulation fee income has been used to support the Council's general revenue fund. The Service has consistently achieved savings targets over the years and has contributed approaching £1.25M in over-recovery of planning application fees alone to the corporate budget over the last 5 years. At the same time, Planning Delivery Grant has been awarded from Government, on the basis of performance criteria that is being used to fund development and maintenance of e.enabled services and work on the Local Development Core Strategy that would otherwise have been a cost to the City Council.

Effectiveness

Government targets for dealing with planning applications have consistently been met and exceeded over the last five years. Whilst some authorities have exceeded targets to a greater extent, they do not negotiate the wide range of added value to planning applications compared with those negotiated in accordance with the Guide to Development Supplementary Planning Document and Planning Guidance. 'Secured by Design' being one example where Manchester is at the forefront nationally.

Local Authority Building Control in Manchester retains a loyal client base and oversees complex schemes within a competitive environment even though some contactors have in-house 'approved inspectors'; examples of major developments using Manchester's building control service include the Spinningfields development (one of the largest redevelopment schemes outside of London), Plymouth Grove Village, Manchester Royal Infirmary, the Origin Complex and the New York building. This represents not only an indication of customers' belief in VFM but also a high degree of confidence in the service provided. Manchester's role as the regional capital also translates into additional work for Building Control through health and safety issues at sports grounds and public events.

A lengthy Service Improvement Project, subject to two MIP 'regimes', has been undertaken and mostly implemented with the exception of a performance management standards system that is now in preparation, and other areas that are subject to continuous improvement including e.enabled service expansion and customer focus. No concerns were raised through the SIP process about performance against targets and budgets, with substantial and continuing improvement from a historic low base towards above average results for planning application performance. There was also evidence in terms of comparative design quality with other major cities and management action to achieve good results. It was however recognised that there was a deficiency in terms of data/information in terms of quality/performance/value for money monitoring and benchmarking. It is intended that this be addressed through work on performance management that will include value added monitoring through condition compliance.

Efficiency	<p>At the current time and in the absence of detailed information, the Service is defined as being low cost and appears to be providing good value for money, considering the context within which it operates.</p> <p>Efficiencies have been achieved in productivity as the number of applications has increased whilst at the same time meeting reductions in mainstream revenue support.</p> <p>Customer satisfaction remains high for Building Control and this is essential for the competitive environment within which it operates. However, customer satisfaction for planning applications has decreased, although this is a trend reflected in other authorities. Manchester remains lower and this probably reflects applicants' concerns about the amount of work required to be submitted to ensure that added value elements are dealt with.</p> <p>In the absence of other measures, the substantial amount of Planning Delivery Grant already awarded by Government and the potentially largest award to any authority of the successor Housing & Planning Delivery Grant provides an alternative indication of performance in the meantime.</p>
Action to reduce costs/improve outcomes	<p>More detailed benchmarking will be undertaken to test the reality of VFM compared with other authorities and better understand potential, and this is being established as a project.</p> <p>Further e.enabled services may reduce direct costs and overheads in the future through improving access to services and working more efficiently.</p> <p>Customer focus improvements are being made through revised customer services arrangements for application processing, and expansion of a 'development team' approach for major developments.</p> <p>A strategy for condition compliance monitoring and the further development of joint work with other enforcement services, in accordance with the corporate Enforcement Concordat, will enhance in Planning Enforcement capability and activity.</p>

1.8 Financial Drivers and Considerations

This section is still under discussion and development

1.9 Workforce Analysis

The following issues/factors are drivers for workforce change in this business:

Driver for Change	Change(s) Needed in the Business	Timescale
<p>Customer needs and expectations, including improved access to services, faster and more efficient processing of planning and building control applications, improved enforcement, joint reception for single point of contact and deployment of duty technical officers for immediate advice.</p>	<p>A stronger focus in relation to performance management, improved customer service and processes and integration of e-planning and building control will produce efficiencies and revised methods of working. Leadership skills will be enhanced to produce the desired outcomes.</p>	<p>2009-2010/12</p>
<p>MIP principles relating to outward facing services backed up by information systems capable of enhancing operational efficiency and customer access to information.</p>	<p>There will be specific training needs and a commitment to the use of new technology to achieve the objectives and provide added value. Revised working practices will be introduced to produce efficiencies and improve service delivery linked to corporate priorities.</p>	
<p>Recruitment and retention is linked to future problems as highly skilled members of staff reach retirement age.</p>	<p>The implementation of SIP outcomes for the revised front of house service will continue to be implemented and monitored to complement joined up working. This will be completed by the 'Development Team' approach.</p>	
<p>Planning and Building Control have been severely affected by the inability to recruit and retain staff with the appropriate skills and this is a key issue.</p>	<p>Identified changes to workforce composition have been identified to deliver objectives highlighted in the business plan.</p> <p>The changes to service and structure implemented in October 2007 has produced a more flexible service and further consideration will be given to adjusting the business operations to improve support for the corporate customer service excellence approach.</p>	

Development of Building Control Enforcement.	The Planning Enforcement Team continues to develop and projected composition changes include the addition of Building Control Surveyor support. Performance and workforce development measures will be implemented and reviewed repeatedly.	2009-2010/12
A review of the Local Land Charges Service will ensure that the service is competitive and follows the cost recovery model required by the Lord Chancellor's office.	Roles and responsibilities will be re-engineered to provide the most effective service delivery within the specified budget. Changes will be implemented and subject to regular reviews.	2009-2010
Increasing complexity of development schemes and policy/regulations.	<p>Changes are required to improve the skill levels of staff to meet the demands of ever increasing complexity of workload and new or revised policies and legislation, in the context of the prevailing economic circumstances.</p> <p>Robust performance management has been introduced including comprehensive training and workforce development plans. These will be rigorously monitored and reviewed in conjunction with appraisal results to ensure maximum effectiveness.</p>	2009-2010/12

1.10 Partnerships, Key Linkages and Cross Cutting Issues

The following partnerships, linkages and cross cutting issues are important to the success of this business:-

- City Council – Regeneration Teams to ensure joined-up approach to development activity; Greenest City Team for embedding environmental standards within the business and its operation; Engineering Services and Environmental Services for productive and timely responses to consultations on planning applications; Housing Department for developing the approach to Access to Affordable Housing, Leisure Services for developing the approach to open space provision, Valuation and Property for preparing development briefs in accordance with Council policies relating to development and work on the Heritage Assets Strategy.
- AGMA level – preparation, review and update of Sub Regional Spatial Strategy to inform consultation and review of the Regional Spatial Strategy; preparation of

the joint Waste Development Plan Document to consistent standards; joint Strategic Flood Risk Assessment to consistent standards; preparation of an infrastructure plan, management of Joint Planning Units to achieve their essential and added value to planning activity.

- Building Schools for the Future – working with a development team approach with Corporate Technical Services and Education to deliver the programme.
- Internal and external enforcement regimes – working with and alongside enforcement colleagues to ensure Planning Enforcement contributes in accordance with the Enforcement Concordat and specific joined-up approaches to priority issues.
- Local Authority National Partner Scheme - Building Control active participation in a national scheme where architects and developers are able to partner with a local authority of their choice who will check their Building Regulations proposals for work anywhere in the country. This preserves consistency of interpretation and assists in retaining market share in an increasingly competitive environment.
- Neighbourhood Initiatives - active participants in neighbourhood initiatives where enforcement agencies (Council and external, including Police and Fire Service) combine to target all aspects of enforcement within defined areas.
- Major Public Events - Building Control has a key involvement in planning and organisation, including advising on safety matters in a forum involving event organisers, relevant council departments and external agencies including the Police.

1.11 Business Continuity

(To be completed by services defined as Priority 1 or Priority 2)

The following is a summary of the position of business continuity planning within this business.

Critical Function Name	Priority	Date of last BIA/ BIA Review	Date of Current Business Continuity Plan	Date Business Continuity Plan Tested
Attending dangerous/dilapidated buildings and arranging to make safe (emergency response role) NB Emergency staff rota for emergency call out 24/7.	1	02/09/08	02/09/08	04/09/08
Safety at Sports Grounds and Events.	1	02/09/08	02/09/08	04/09/08
Checking and approving plans for Building Regulations.	2	02/09/08	02/09/08	04/09/08
Inspection of ongoing building works.	2	02/09/08	02/09/08	04/09/08
Seeking permission to demolish properties and ensuring it is done in a safe manner.	2	02/09/08	02/09/08	04/09/08

Section 2: Business Objectives and Performance Measures

*Key objectives have been developed to support the three priority work packages identified from the MIP/SIP processes:

3. Customer Service Strategy
4. Performance Management Strategy
5. People Strategy

Ref	Objective	Performance Measure	Baseline (date)	Target Performance Tick = Timescale for Delivery			Risk Rating	Contribution to the Corporate Plan Priorities
				2009/2010	2010/11	2011/12		
01	To ensure that budget provision is adequate to deliver LAA Community Strategy and Corporate priorities.	<ul style="list-style-type: none"> Budget regularly reviewed and adequate. 		√			High	4, 6, 7, 8, 9, 10
02	To ensure that working practices are effective enough to deliver LAA Community Strategy and Corporate priorities.	<ul style="list-style-type: none"> Working practices are reviewed and found to be effective within the Performance Management Framework. 		√			High	4, 6, 7, 8, 9, 10
03*	To improve customer service by the consolidation of front end application processing and development and provision of information systems for better customer and service use.			√			High	6, 7, 8
		<ul style="list-style-type: none"> Complaint analysis – number and type of complaints regularly received. 		√	√	√		
		<ul style="list-style-type: none"> Consolidation of front-end services completed. 		√				
		<ul style="list-style-type: none"> Measured improvements to processing and customer satisfaction. 		√				
		<ul style="list-style-type: none"> Annual Review 		√	√	√		

04*	To develop a stronger and more robust performance management strategy.	<ul style="list-style-type: none"> Completion of performance management strategy. Improved performance measured against key KPI's. 		√			High	5, 6, 7, 10
		<ul style="list-style-type: none"> Annual Review of performance management reporting and effectiveness of workforce development/ training plans. 		√	√	√		
		<ul style="list-style-type: none"> Measured improvements to performance. Agreed performance reports and monitoring procedures in place and fully operative. 		√	√			
05*	To develop a 'People Strategy' that enables the workforce to deliver current and proposed service improvement objectives with the development team approach.	<ul style="list-style-type: none"> Annual Review of workforce development plans. Training plans produced fully implemented and reviewed. Measured improvements to service delivery by the use of the Development Team approach. 		√	√	√	Medium	5,6,7,8,10
06	To maintain a high quality effective Building Regulation service by enhanced performance management and the introduction of independent quality assessment.	<ul style="list-style-type: none"> Participation in new national performance measures and review key local indicators. 		√	√	√	High	1, 2, 4, 7, 6, 9, 10
		<ul style="list-style-type: none"> Production and evaluation of performance measure to meet national requirements. 		√	√	√		
		<ul style="list-style-type: none"> Improved performance against Core City and local targets. 		√	√	√		
		<ul style="list-style-type: none"> Annual Review. 		√	√	√		
07	To maintain Development Control Performance in accordance with national indicators.	To meet and exceed national BVPIS 109a, b and c, 204 and 205.		√	√	√	Medium	1, 2, 3, 4, 7, 6, 9, 10
08	To ensure compliance with the principles of the	<ul style="list-style-type: none"> Monitor effectiveness and through condition compliance. 		√	√	√	Medium	1, 2, 4, 5

	Development Guide 2.							
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09	To prepare the new statutory development plan in accordance with LDS (BVPI 200)	To meet national BVPI targets:		√			Medium	3, 4, 5
		• Preferred options						
		• Public Examination			√			
10	To develop and maintain an effective business model for the Local Land Charges Service.	• Adoption				√	High	10
		• Business model completed and implemented.		√				
11	To consolidate and enhance the planning and building control enforcement processes.	• National indicators met and exceeded.		√	√	√	Medium	3, 6, 4, 9 10
		• Develop new indicators to measure effectiveness of enforcement.		√				
		• Increase in enforcement activity stakeholder feedback used to monitor effectiveness.		√				
		• Enhanced pro-active policies introduced.			√			
12	To ensure that new staffing structures are effective and provide value for money.	• Review service input to the Enforcement Concordat		√			Medium	7, 8, 6, 10
		• Development of specific indicators and targets and high performance management framework.		√				
		• Measured improvement against targets.		√	√	√		
14	To develop and maintain an effective delivery model for the Energy Management Unit to meet corporate energy and climate change agenda.	• Measurement of the effectiveness of new structures against VFM indicators.					Medium	6, 7, 10
		• Energy procurement against financial targets.		√				
		• Issue of display Energy Certificates.		√				

Key to Corporate priorities

- 1 Promoting Economic Development
2 Reaching Full Potential in Education and Employment

- 6 Delivering the Manchester Improvement Programme
7 Continuously Improving Value for Money

- | | | | |
|---|--|----|--|
| 3 | Promoting Individual and Collective Self Esteem - Mutual Respect | 8 | Developing Our Workforce to Deliver High Quality Services |
| 4 | Creating Neighbourhoods of Choice | 9 | Ensuring Customer and Neighbourhood Focus, and Equality of Opportunity in Employment and Service Provision |
| 5 | Improving Council and Community Leadership | 10 | Managing our Performance and Risks to ensure we deliver our Objectives |

Section 3: Operational Plan

3.1 Financial Plan

Ref	Objective / Budget Headline	Current Cash Limit Revenue Budget		Proposed Gross Cash Limit Revenue Budgets			Budget Funding	Budget Funding			New Capital Investment Required?
		Gross	Net	2009/10 (£000)	2010/11 (£000)	20011/12 (£000)	Source	2009/10 (£000)	2010/11 (£000)	20011/12 (£000)	(Y/N)
	Costs excluding budget pressures and savings:										
	Target Totals										
				Total Target Mainstream Funding							

Efficiency Proposals

Ref	Efficiency Proposal	Type of Saving*	Savings Profile (£)			Impact on Customers/ Stakeholders	Risk Rating
			2008/9	2009/10	2010/11		
P1							
P2							
P3							

Notes

No savings have been identified for reasons stated in 1.9 above.

Type of Saving: C: Reduction in cost base (e.g. through improved value for money)

A: Change in activity

This table is designed to collate proposals for efficiencies to consider during the Council's budget setting process. If, and when, these proposals are accepted should be included in Section 1.9 of the plan under Financial Drivers. This table should not be included in the final copy of the plan.

Details of Potential Capital Investment Currently in the Gateway Process but not yet included in the Capital Programme

Stage of Gateway Process	CPG Ref. No.	Main Service Area/ Corporate Objective (Budget Headline)	Description of investment	Justification for investment (e.g. Service Need, Statutory Requirement, VFM, to further council objectives)	Ranking	Explanation	Will this be subject to a capital bid for 200/8/9 to 2010/11 programme (Y/N)	Potential Impact on Revenue Costs (for proposals that will be subject to bids)
		NOT APPLICABLE						

Ranking:

- 1 Crucial to continuation of the service
- 2 Essential to achievement of the Business Plan
- 3 Supports the achievement of the Business Plan

Potential impact:

- 1 Will increase revenue costs within planning period
- 2 Will increase revenue costs but outside planning period
- 3 Will reduce revenue costs within planning period
- 4 Will reduce revenue costs but outside planning period
- 5 Will increase income within planning period
- 6 Will increase income but outside planning period

Neighbourhood Funding Strategy Proposals

Proposal	Benefits To Residents	Reasons Why This Cannot Be Addressed Through Existing Resource Allocation	Options For Future Resourcing	Strategy Director And Executive Member Approval Yes/No
	NOT APPLICABLE			

3.2 Work Force Plan

Planning and Building Control

The work force of this business comprises the following:-

Age/Grade profiles

Planning and Building Control	Number of Employees	<18	18 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60+
Grade 1 - 5 (and equiv)	34		2	4	9	8	6	5
Grade 6 - 8 (and equiv)	85		1	23	23	23	11	4
Grade 9 - 10 (and equiv)	29			3	12	6	4	4
Above Grade 10	4					4		
Total	152		3	30	44	41	21	13

Equality data/representation of ethnic minorities

Planning and Building Control	Number of Employees	Number of Employees With EO Data	Number of BME Employees	BME as % of Employees With EO Data	Number of Female Employees	Percentage of Female Employees	Number of Employees With Disability Data	Number of Disabled Employees	Disabled as % of Employees With Disability Data
Grade 1 - 5 (and equiv)	34	34	6	17.65 %	27	79.41 %	31	3	9.68 %
Grade 6 - 8 (and equiv)	85	85	6	7.06 %	36	42.35 %	83	5	6.02 %
Grade 9 - 10 (and equiv)	29	28	3	10.71 %	5	17.24 %	28	1	3.57 %
Above Grade 10	4								
Total	152	151	15	9.93%	69	45.39%	146	9	6.16%

Labour turnover and days lost

Average days lost	
Planning & Building Control	8.42
Chief Executives	10.50
Manchester City Council (excluding schools)	13.51

LTO calculation June 2008

Department	Permanent			Temporary			All		
	No of employees	No of leavers	LTO%	No of employees	No of leavers	LTO%	No of Temps	No of leavers	LTO%
Planning & Building Control	146	1	0.68%	2	0	0.00%	148	1	0.68%

Staff numbers

Department	Number of Employees	FTE Employees	Number of Full Time Employees	Number of Part Time Employees	Number of Job Share Employees	Number of Manchester Residents
Planning & Building Control	152	143.09	127	16	9	42

The drivers for work force change in this Business are:

Driver for Change	Change(s) Needed in the Business	Timescale
<p><i>Describe current workforce challenges and pressures driving further workforce change</i></p> <p>Customer needs and expectations, including improved access to services, faster and more efficient processing of planning and building control applications, improved enforcement, joint reception for single point of contact and deployment of duty technical officers for immediate advice.</p> <p>MIP principles relating to outward facing services backed up by information systems capable of enhancing operational efficiency and customer access to information.</p>	<p>A stronger focus in relation to performance management, improved customer service and processes and integration of e-planning and building control will produce efficiencies and revised methods of working. Leadership skills will be enhanced to produce the desired outcomes.</p> <p>There will be specific training needs and a commitment to the use of new technology to achieve the objectives and provide added value. Revised working practices will be introduced to produce efficiencies and improve service delivery linked to corporate priorities.</p>	<p>2009-2010/12</p>

<p>Recruitment and retention is linked to future problems as highly skilled members of staff reach retirement age.</p> <p>Planning and Building Control have been severely affected by the inability to recruit and retain staff with the appropriate skills and this is a key issue.</p>	<p>The implementation of SIP outcomes for the revised front of house service will continue to be implemented and monitored to complement joined up working. This will be complemented by the 'Development Team' approach. Identified changes to workforce composition have been identified to deliver objectives highlighted in the business plan.</p> <p>The changes to service and structure implemented in October 2007 has produced a more flexible service and further consideration will be given to adjusting the business operations to improve support for the corporate customer service excellence approach.</p>	
<p>Development of Building Control Enforcement.</p> <p>The Local Land Charges Service has been subject to a review of the service provision and the effects on the workforce are dependant upon how much of the proposals are accepted, customer demand and influence.</p>	<p>The Planning enforcement team continues to develop and projected composition changes include the addition of Building Control Surveyor support. Performance and workforce development measures will be implemented and reviewed repeatedly.</p> <p>Roles and responsibilities will be re-engineered to provide the most effective service delivery within the specified budget. Changes will be implemented and subject to regular reviews.</p>	<p>2009-2010/12</p> <p>2009-2010</p>

<p>Increasing complexity of development schemes and policy/regulations.</p>	<p>Changes are required to improve the skill levels of staff to meet the demands of ever increasing complexity of workload and new or revised policies and legislation in the context of the prevailing economic circumstances.</p> <p>Robust performance management has been introduced including comprehensive training and workforce development plans. These will be rigorously monitored and evaluated in conjunction with appraisal results to ensure maximum effectiveness.</p>	<p>2009-2010/12</p>
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(Note: this is the same table as in Section 1.8)

Over three years the work force in this business will change as follows:

The Work Force as at March 2012

<i>What workforce will be needed to deliver the service model predicted as at 31 March 2012 – numbers, types of staff, skills, competencies</i>	<i>Describe the gap to be addressed between the workforce as at 1 April 2009 and the workforce as at 31 March 2012, numbers, types of staff, skills, competencies</i>
<p>Planning and Building Control</p> <p>The Planning Service is responsible for strategy implementation and enforcement of Planning and associated legislation, and delivering other related activities including Projects, Local Land Charges and Energy Management.</p> <p>Building Control has a responsibility for the administration and enforcement of Building Regulations and related disciplines that include public safety, dangerous structures, demolitions and fire safety.</p> <p>Customer Services provide technical and administrative support to both service areas that deal directly with customers by a variety of communication methods. This section also has responsibility for performance management information, staff training and development, and the development of reports required for management and policy purposes.</p>	<p>Planning and Building Control currently have a vacancy level of approximately 12% against the establishment. This can be addressed in relationship to the structure and improvements to front office delivery but the principal gap lies in the numbers of vacancies actual and projected, for senior staff who are highly skilled and experienced. Structures will be reviewed in line with decreasing workload.</p> <p>External economic factors have resulted in a down turn in Planning and Building Control applications received in 2008/09 highlighting the need to have a flexible workforce able to respond to troughs and peaks and to diversify to respond to specific demands.</p> <p>The Trainee and Graduate Schemes are required to be reviewed to establish their effectiveness and numbers may be increased to produce staff with the essential skills.</p> <p>Flexible working should be evaluated and fully implemented to improve the level and efficiency of the service.</p>

<p>Teams are structured and organised to deliver their area of work with Managers having the relevant business, leadership and management skills being responsible for key areas of work.</p> <p>The service is primarily customer focussed and all officers are required to have appropriate skills to communicate at all levels, including negotiation.</p> <p>Senior members of staff require professional qualifications and a high degree of technical and legislative knowledge and experience in addition to management, leadership and problem solving skills.</p> <p>Planning – staffing and skills Planning currently comprises 98 members of staff plus two Section Managers who report directly to the Head of Planning.</p> <p>Key skills include the knowledge and understanding of all areas of planning and regeneration. The ability to assess technical and legislative matters, resolve issues creatively, manage projects and develop skills appropriate to the relevant discipline.</p> <p>Building Control Building Control currently comprises 42 staff plus one Chief Building Surveyor who reports directly to the Head of Planning.</p>	<p>Partnership working will be enhanced, particularly in Building Control, to facilitate service improvements.</p> <p>Requirements for electronic delivery of service will be fully implemented with essential staff fully trained to implement new technology and working practices.</p> <p>The Development Team approach will be fully implemented involving key staff with essential skills to aid customers in the provision of a single point of contact.</p>
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Key skills are having a strong technical and professional knowledge in all aspects of construction, legislation, fire safety, structural design, energy consumption and ability to respond positively in emergency situations involving dangerous buildings. Leadership skills are particularly relevant as surveyors have individual responsibility for decisions affecting the safety of people in the built environment and public events.

Customer Services

This section comprises 25 staff members plus one Customer Services Manager who reports directly to a Planning Section Manager.

Key skills include the ability to communicate with customers from a broad spectrum including members of the public, architects and planners, developers and members.

Technical skills are required in the planning and building control applications, including registration, capture on GIS, scanning of documents and carrying out public consultations.

Specific posts require excellent IT ability and the skills to develop performance management information.

The ability to process financial information is important, as is a knowledge of technical matters and legislation covering both Planning and Building Control.

Workforce development Objective	Responsibility	Timescale
<p><i>Based upon the gap analysis, state the objective for workforce development activity.</i></p> <p><i>Make sure the objective is clear enough for you to be able to performance manage this piece of work.</i></p>	<p><i>Who will take the lead on this?</i> <i>e.g. HR/OD/Service managers</i></p>	<p><i>Timescale for completion</i></p>
<p>Trainee schemes and the introduction of graduates will be further developed to grow on qualified and experienced staff whilst reducing the risk of them leaving when qualified.</p>	<p>Business Mangers Group Leaders</p>	<p>2009-12 and ongoing</p>
<p>Some posts will be assigned to assess the potential for diversity, for example, to cover the broader spectrum of the regeneration policies and processes.</p>	<p>Head of Planning and Building Control</p>	<p>June 2009</p>
<p>Training and staff development will be key to the workforce development identified by MIP. This will include awareness of corporate priorities. Training plans linked to the workforce development plans will be introduced, monitored and reviewed.</p>	<p>Section Managers Group Leaders</p>	<p>2009-12 (ongoing implementation and review)</p>
<p>The enhancement of technical staff who are multi skilled where there is further potential to introduce more flexibility in posts to support broader initiatives.</p>	<p>Section Managers</p>	<p>2009-12</p>

To move towards this the following will be achieved in the following year:

The Work Force as at March 2010		
<i>What workforce will be needed to deliver the service model predicted as at 31 March 2010 – numbers, types of staff, skills, competencies</i>	<i>Describe the gap to be addressed between the workforce as at 1 April 2009 and the workforce as at 31 March 2010, numbers, types of staff, skills, competencies</i>	
Workforce development Objective	Responsibility	Timescale
<i>Based upon the gap analysis, state the objective for workforce development activity. Make sure the objective is clear enough for you to be able to performance manage this piece of work.</i>	<i>Who will take the lead on this? e.g. HR/OD/Service managers</i>	<i>Timescale for completion.</i>
Building Control will continue to maintain and potentially improve market share. More flexible working practices for Planning and Building Control will be introduced to respond to changes in demand. This will be supplemented by internal and external support.	Section Managers	2009
Enhanced performance management measures to further analyse and review performance and dedicated training and staff development planning will be monitored and action plans developed where appropriate.	Head of Planning and Building Control	2009 (Complete Framework)
The Planning Enforcement Team will be enhanced with Building Control Surveyor support to maximise the required potential.	Section Managers Group Leaders Enforcement	2009
A review of electronic service delivery to meet customer and government demands will take place to complete the process for Planning and Building Control for submitting applications on line and associated activities including scanning, remote working and working with partners and external agencies.	Section Managers Business Managers Customer Services Manager	2009
The introduction of a comprehensive Development Team approach that is well documented and marketed.	Section Manager Business Manager	2009

3.3 Business Risk Register

BUSINESS PLAN RISK ASSESSMENT SECTION 1: CONSEQUENCE AND LIKELIHOOD ANALYSIS

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead
S1	Unable to provide adequate budget and effective working practices.	<p>Not contribute fully to neighbourhood of choice and other corporate priorities.</p> <p>Not delivering to statutory requirements, including BVPI's with consequential reduction in Housing and Planning delivery grant.</p> <p>Reduction in number of planning appeals dismissed.</p> <p>Reduced ability to address building and relevant relative Health and Safety issues.</p> <p>Increased complaints.</p>	3	2	High 6	Regular reviews to evaluate budget provision prioritisation of work activities.	A	

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead
S2	Inability to maintain income from Planning and Building Control fees due to economic downturn.	<p>Inability to fund the services where Planning Enforcement and Design and Conservation are directly funded through fee income.</p> <p>Inadequate budget provision follows required savings.</p> <p>Failure to achieve business objectives.</p>	3	2	High 6	<p>Regular reviews of income/expenditure and funding priorities evaluated.</p> <p>Enhanced marketing of Building Control to increase or maintain income levels.</p>		
S3	<p>Increased competition from private sector building control bodies.</p> <p>Re-assessed and identified elsewhere as a risk to achieving business objectives.</p>	<p>Loss of work to competitors.</p> <p>Loss of Building Regulation income.</p> <p>Inability to support corporate priorities projects.</p> <p>Failure to achieve business objectives.</p>	2	3	High 6	<p>Enhanced market share analysis.</p> <p>Marketing service and monitoring of performance.</p> <p>Constant reviews of performance and planned implementation of improvements.</p> <p>Regional approach to marketing and setting of building control charges.</p>	A	

Rank	Risk Description	Consequence Description	C	L	Risk Rating	Existing Controls Description	A/R	Lead
S4	Loss of Housing & Planning Delivery Grant (the successor to Planning Delivery Grant).	<p>Inability to meet Government expectations of planning activity to support economic competitiveness and new housing. Major impact on LDF evidence gathering requirements and funding to achieve LDS timescale, and delivering the scale of new and affordable housing.</p> <p>Failure to provide the specific statutory service.</p> <p>Failure to deliver corporate objectives in particular affects economic growth.</p> <p>Failure to achieve business objectives. (5,6,7,9,10).</p>	2	3	High 6	New Housing & Planning Delivery Grant final allocations confirmation	A	

S5	Inability to retain and recruit staff losing the required levels of expertise and experience.	<p>Unable to respond to community strategy. Shortage of resources resulting in backlogs that slow development critical to the economic growth of the City.</p> <p>Unable to provide a competitive building control service resulting in loss of work and income.</p> <p>Potential risks to health and safety of residents, employees and visitors to the City.</p> <p>Failure to respond to the concerns of neighbourhoods.</p> <p>Failure to achieve all business objectives.</p>	2	2	Medium 4	<p>Improved Marketing to enhance market share analysis.</p> <p>Review of recruitment procedures and attraction of package.</p> <p>Appointment of trainee/graduates to grow on qualified staff.</p> <p>Production of staff development and training program with regular reviews.</p>	A	
S6	<p>Increased concerns of residents about major developments.</p> <p>Re assessed as operational risk.</p>	<p>Potential impact on economic development and jobs, and disaffection of residents in the planning service.</p> <p>(2,5,6,7,9)</p>	2	3	High 6	<p>Attempting to improve customer confidence by more effective communication.</p> <p>Implementation of service improvements as a result of analysis and review of stakeholders' views.</p>	A	

S7	Planning Enforcement action perceived to lack visibility.	Concerns about the performance of Planning Enforcement. Lack of confidence in ability to deliver outcomes. Failure to achieve business objectives.	2	3	High 6		A	
01	Unable to provide adequate budget provision.	Reduced contribution to Neighbourhoods of Choice. Failure to meet statutory requirements. Potential reduction in Housing and Planning Delivery Grant. Reduced ability to address building and event related health and safety issues. Increased complaints.	3	2	High 6	Financial and management controls including regular reviews of budget impact.	A	
02	Working practices are not effective enough to deliver LAA, Community Strategy and Corporate priorities.	Reduced contribution to Neighbourhoods of Choice. Failure to meet statutory requirements. Potential reduction in Housing and Planning Delivery Grant. Reduced ability to address building and event related health and	3	2	High 6	Performance managements and leadership controls. Planning training and performance reviews.	A	

		safety issues. Increased complaints.						
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03	Development team not established or not fulfilling potential	Lack of improvement to service delivery. Delays to design process due to lack of identification of overlapping requirements. Loss of work to private sector building control bodies and loss of building control income. Potential damage to reputation.	2	3	High 6	Implementation of SIP workstream outcomes. Clearly documented processes and procedures. Analysis and review of outcomes.	A	
03	Failure to deliver best value joined up working at front office	Reduced contribution to CRM. Lack of improvement to Customer Service. Efficiency savings not achieved.	1	2	Low 2	Implementation of SIP workstream outcomes. Analysis and review of customer survey results. Financial monitoring.	A	
03	New processes not delivered and information systems not adequate	Unable to contribute to CRM. Continued poor service in some areas. Inability of customers to properly access the service.	2	3	High 6	Clearly defined progress monitoring and review of the effectiveness of improvements.	A	
04	Not having an effective performance management system in place.	Lack of data security. Damage to reputation Failure to achieve e-planning standards and requirements. Reduced input CRM.	2	3	High 6	Production of performance management date. Monitor progress of the performance management team.	A	
04	Inability to monitor performance and quality of service.	Failure to meet government targets. Failure of Council to meet CPA standards. Inability to attract Planning grants.	2	3	High 6	Regular management reviews against a defined implementation plan.	A	

05	Failure to retain and recruit key members of staff.	Failure to deliver service objectives. Financial loss. Loss of Building Control market share.	2	3	High 6	Completion and implementation of job evaluation. Review of posts and structure. Market forces analysis.	A	
05	Failure to develop staff having design expertise and regeneration skills.	Inability to deliver design aspirations. Lack of appropriate staff development.	2	2	Medium 4	Ongoing implementation of SIP outcomes. Recruitment analysis. Training and staff development improvements reviewed against detailed plans.	A	
05	Development team approach not implemented.	Service not improved. Potential loss of work/income. Not contributing fully to corporate initiatives.	2	2	Medium 4	Ongoing work and implementation of SIP workstream. Financial monitoring clearly documented processes and procedures. Analysis of review of outcomes. Review of improvement results from customer comments.	A	

05	Enforcement team not fully integrated.	Lack of joined up working.	1	1	Low 2	Ongoing development of the team and implementation of SIP workstream. Review of analysis of performance data.	A	
06	Failure to maintain and improve service	Loss of work to competitors. Loss of income. Inability to contribute to corporate policies and initiatives. Inability to contribute to initiatives relating to improved joined up working.	2	3	High 6	SIP workstream introduction of Quality Management Processes. Regular financial monitoring and reviews. Review performance against national and local indicators. Review of performance management data and implementation of planned improvements.	A	
06	Inability to retain and recruit staff	Lack of staff with the current level of expertise to initiate the expected quality and level of service delivery. Loss of work to competition. Loss of income.	2	2	Medium 4	Measured improvements in staff skills and performance. Ongoing development of structured training and development plans. Financial monitoring and reviews.	A	

06	Failure to recruit and retain staff with the key skills	Inability to develop design concepts to the required quality. Lack of staff with relevant expertise. Inability to carry out statutory duties. Loss of income. Inability to respond fully to corporate initiatives.	2	3	High 6	In house training programmes Financial monitoring. Monitor and review against key indicators.	A	
06	Increased competition from private sector building control bodies.	Loss of work to competitors. Loss of Building Regulation income. Inability to support corporate priorities projects. Failure to achieve business objectives.	2	3	High 6	Enhanced market share analysis. Marketing service and monitoring of performance. Constant reviews of performance and planned implementation of improvements. Regional approach to marketing and setting of building control charges.	A	

07	Performance not improved	Output from Planning decisions not of the highest quality. Speed and quality of planning responses inadequate. Reduced community benefits.	1	3	Low 3	Implementation of new structure and SIP outcomes. Monitoring of BVPI's. Review of stakeholder feedback. Monitoring and review of the quantity and effectiveness of enforcement.	A	
07	Failure to recruit and retain staff with the key skills	Inability to develop design concepts to the required quality. Lack of staff with relevant expertise. Inability to carry out statutory duties Loss of income. Inability to respond fully to corporate initiatives.	2	2	Medium 4	In-house staff development and training. 'Growing on' staff within key skills. Review recruitment packages.	A	
07	Inability to independently set planning application fees.	Inadequate budget provision following required savings. Failure to achieve business objectives. (1,2,3,4,5,6,9)	2	3	High 6	Current legislation does not allow for LPA's to set independent planning fees.	A	

07	Impact of Planning White Paper proposals on the householder consent regime.	Potentially increased and more complex workload, as an unintended consequence of extending permitted development rights. Failure to achieve business objectives. (1,2,3,5,6,7,8)	2	3	High 6		A	
07	Increased concerns of residents about major developments.	Potential impact on economic development and jobs, and disaffection of residents in the planning service. (2,5,6,7,9)	2	3	High 6	Attempting to improve customer confidence by more effective communication. Implementation of service improvements as a result of analysis and review of stakeholders' views.	A	
08	Failure to ensure that the principles of Development Guide 2 are adhered to	Policy aspirations not delivered. Designs not of the highest quality. Inability to fully deliver Council quality agenda and objectives.	2	2	Medium 4	Monitoring of applications and the effectiveness of guidance.	A	
09	Not meeting programme for development plan delivery	Potential for meeting planning decisions based on an out of date plan. Risk of increase in successful appeals.	2	2	Medium 4	Detailed monitoring and review to keep plan delivery within programme.	A	
10	Failure to respond to changing legislation, competition.	Reduced quality of Customer Service. Loss of work to competitors. Loss of income.	2	3	High 6	Development of specific training, plans, marketing techniques and awareness of changing	A	

						legislation.		
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11	Poor performance or inability to meet predicted targets.	Inability to respond to demands of members, public and communities. Reduced input to Council initiatives and policies.	2	2	Medium 4	Review of performance and targets.	A	
11	Failure to ensure Building Regulations compliance	Risk to health and safety Risk of developments not achieving energy efficiency standards. Possibility of poor access and facilities for people with disabilities.	2	3	High 6	Ongoing integration of enforcement. Monitoring and review of enforcement, in particular, against key standards.	A	
11	Failure to identify and deal with problem buildings	Inability to contribute to neighbourhood initiatives Potential danger to public Negative input on communities.	1	2	Low 2	Ongoing commitment to involvement in neighbourhood schemes. Pro-active response to problem buildings.	A	
11	Enforcement Performance not improved	Lack of effective enforcement. Failure to maximise benefits of the City's historic assets.	2	2	Medium 4	Reviews of enforcement procedures and development of targets.	A	
12	New SIP evaluated structures not fully operational	Failure to improve service delivery. Customer service not meeting expectations. Loss of building control work to competitors. Inability to address problems with recruitment and retention of staff. Staff not fully trained and lacking appropriate skills.	2	2	High 6	Performance management, leadership controls and planned implementation/training	A	

14	Failure to match energy procurement against targets.	Additional expenditure on energy.	3	2	High 6	Performance management and monitoring controls to a high standard.	A	
14	Failure to comply with legislation and City Councils energy policies.	Failure to meet City Council objectives and policies.	2	2	Medium 4	Regular monitoring and review of procedures.	A	

BUSINESS PLAN RISK ASSESSMENT SECTION 2: MITIGATING ACTION PLANNING

Rank	Risk Description	Existing Control Description	Accept/Reject? Include rationale for decision	Additional Controls Required	Lead Manager	Target Date
1						
2						
3						
4						
5						