
**STAFFORD BOROUGH COUNCIL &
STAFFORDSHIRE COUNTY COUNCIL**

NEW GROWTH POINT - STAFFORD

PROGRAMME OF DEVELOPMENT



Staffordshire
County Council

PLANNING FOR THE FUTURE OF STAFFORD



Produced by the Planning & Engineering Service – Stafford Borough Council
& Development Services Directorate – Staffordshire County Council

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Partnership Details

Lead Organisations:	Stafford Borough Council Staffordshire County Council
Principal contacts:	Ian Thompson Chief Executive Stafford Borough Council Civic Centre, Riverside STAFFORD. Staffordshire ST16 3AQ Tel: 01785 619200 Richard Higgs Corporate Director (Development Services) Staffordshire County Council Riverway STAFFORD ST16 3TJ Tel: 01785 276523
Growth Point partners:	Communities & Local Government Highways Agency Environment Agency Natural England
Government Office contact:	Ian Smith Planning Team Leader Government Office West Midlands 5 St. Phillips Place BIRMINGHAM B3 2PW
Date of Submission:	27 th October 2008

Signatories (EQ1)

Signed:		Printed Name	Ian Thompson
Position	Chief Executive	For	Stafford Borough Council
Signed:		Printed Name	Ron Hilton
Position	Chief Executive	For	Staffordshire County Council

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1. Introduction

Key relevant documents

New Growth Point prospectus
Stafford's New Growth Point Expression of Interest
New Growth Point Announcement

- 1.1 The purpose of this document is to set out the Programme of Development for Stafford following the Government's announcement on 16th July 2008 confirming the Partnership for Growth with the Government. Stafford Borough Council and Staffordshire County Council welcome the opportunity to work in Partnership with all key partners in order to deliver sustainable growth for Stafford in the future.
- 1.2 The announcement of Stafford's Partnership for Growth was accompanied by a specific list of conditions to be addressed in order to deliver, re-shaping and regenerate places through sustainable growth. These conditions and the funding case to deliver future sustainable development for the area will be addressed through this Programme of Development. Nevertheless New Growth Point status is not a statutory designation and proposals will therefore be subject to consultation, testing and examination through the statutory planning process.
- 1.3 For ease of reference for assessors of this Programme of Development abbreviations have been included to represent the elements set out in the 'Growth Fund: Programme of Development Guidance 2008' Annex A - Appraisal Template for Programme of Development 2008. Abbreviation EQ represents Entry Question and abbreviation S-A1 represents, for example, the Section followed by the particular element.

2. Our Vision and Statement of Objectives for Stafford (EQ2)

A Vision for Stafford

Key relevant documents

[Stafford Borough Sustainable Community Plan 2006-2020](#)
[Shaping the Future of Staffordshire 2005-2020](#)
(Staffordshire's Sustainable Community Strategy)
[Improving Stafford Borough – Priorities for 2008-2014](#)

- 2.1 Stafford Borough Council and Staffordshire County Council both recognize that given Stafford's geographic position and economic base, the town has the potential to play a more significant role within the West Midlands region in terms of housing and employment growth without undermining policies at the Regional level aimed at the

regeneration of Major Urban Areas. Both authorities have their administrative headquarters in Stafford and share a common vision of a town which is attractive and prosperous but which is not afraid to embrace change and where residents can fully access a wide range of quality local services including employment, retail, leisure, health and education. To this end both Councils can demonstrate a strong track record of effective and practical joint working around town centre regeneration, transportation and service delivery. A key driver has been the recognition that if Stafford town center is to realize its potential as a vibrant County Town it needs to be supported by housing and employment growth. Going forward both councils are committed to delivering growth in ways which benefit the town and its residents, the region and the broader environment.

- 2.2 The key delivery vehicle for this Vision requires strong leadership and Governance from senior politicians and officers from Stafford Borough Council and Staffordshire County Council provided by the respective Leaders who have signed up to the following statement:

“Our vision is to make Stafford Borough a place which continues to be a highly attractive location whilst delivering growth in ways which benefit its residents, the region and the broader environment. The vision for Stafford is of a County town which is attractive, prosperous and embraces change where residents can fully access a wide range of quality local services including employment, retail, leisure, health and education.”

Cllr Mrs Judith Dalgarno, Leader of Stafford Borough Council
Cllr John Taylor, Leader of Staffordshire County Council

Statement of Objectives

- 2.3 Local partners' ambitions for Stafford Borough, set out below, include:
- An additional 7,500 new high quality homes by 2016 with a further 4,500 by 2026 (2006-26) to create new communities supported by district centres, health and education facilities. Around 9,000 new homes will be delivered in the County Town of Stafford which will provide the focus for growth. (SB3).
 - Maintaining Stafford Borough's self sufficiency by supporting existing businesses and employers as well as delivering at least 80 hectares of high quality premium employment land by 2016 for new research and development facilities as well as growth opportunities to provide new businesses for graduates
 - Provision of significant new green infrastructure for the Stafford Borough area including green links from the surrounding open countryside into the heart of communities to encourage healthy living for sport, recreation and leisure time activities

- Delivering new mixed use town centre proposals to make Stafford a regionally significant centre for retailing, leisure and cultural attractions with an emphasis on non-car modes of transport provision
- Supporting and enhancing the role of public sector agencies who have their headquarters or a significant presence in Stafford including Staffordshire University, Stafford College, Staffordshire Police, Staffordshire Fire & Rescue Service, the Ministry of Defence, the Prison Service, the Primary Care Trust and two Foundations Trusts

Key partners

Stafford Borough Council
 Staffordshire County Council
 Central Government - CLG and Government Office West Midlands
 Ministry of Defence
 Stafford & Rural Homes
 Homes and Communities Agency
 Staffordshire Police
 South Staffordshire Primary Care Trust
 Commission for Architecture & the Built Environment
 Advisory Team for Large Applications (ATLAS)
 Staffordshire University
 Highways Agency
 Environment Agency
 Natural England
 English Heritage
 Private sector – landowners & developers

- 2.4 Achieving these ambitions will depend on a range of public and private funding programmes, including developer contributions. In turn the Government has stated that it is committed to work with local partners to achieve sustainable growth to secure the best outcomes from this investment and overcome obstacles to delivery (S-D8).

3. Planning for the Future of Stafford

Key relevant documents

[West Midlands Regional Observatory Lifestyle Survey](#)
[West Midlands Regional Spatial Strategy – Preferred Option](#)
[Stafford Borough Local Development Framework](#)
 State of the Borough – Economic, Social & Environmental Audit of Stafford
 (Local Future’s Group)

- 3.1 Stafford Borough is a very attractive place to live, work and invest with excellent transport and communication links. It is also one of the most

self contained communities in the West Midlands region with the West Midlands Regional Observatory Lifestyle Survey showing that 73% of the Borough's economically active population live and work within its boundary. However in recent years there has been a significant restructuring of the local economy with the loss or contraction of major manufacturing companies in the town. Indeed on one measure of economic performance (% loss of employment 1998-2003) Stafford had the third worst performance of all the English Local Authorities (Source: Local Futures Group). Despite these setbacks there has been a considerable fight back through the Single Regeneration Bid and other programmes to provide a strong and prosperous local community for the future. This is evidenced by the fact that for the past three years Stafford Borough has been the 12th, 1st and 5th best performing English District in relation to the Local Authority Business Growth Incentive scheme (LABGI). This has brought in some £3.3 of additional funding for investment in the local economy and growth. (SD8) Stafford Borough's Regeneration Service was judged 'Good with Promising Prospects' by the Audit Commission (2005) and more recently the Borough has been shortlisted as a Beacon Council for Regeneration through Partnership. Having been identified as an area of significant growth through the regional planning process Stafford Borough now has the opportunity to build on this success and deliver sustainable development (S-C5).

Value for Money Stafford

Channel 5's "The Property List" judged Stafford as the 4th best town to live in terms of value for money.

Presenter Ian Blandford said

"Stafford has a bit of everything, a real sense of history, plenty of new facilities and with that planned investment a very bright future. With house prices 10% lower than the regional average it's no surprise to hear that this town sees thousands of people relocate here every year and I have to say what's not to like? It's a great location and when it comes to property there seems to be something for everyone."

Recent mover Jonathan Langford said "It's not too big, we didn't want to live in a bigger town or city and its got great transport links, good shops, good health and leisure facilities and some great countryside around here."

Local Resident said

"It's a clean environment, it's a nice area, people are friendly, shops are good".

3.2 Table 1, set out below identifies that it is anticipated through recent household projection figures from the Government that the population of Stafford Borough will increase by 15% (Source: Office of National

Statistics). Within the County only East Staffordshire (20%) has a higher rate of population growth.

Table 1 Population Projections 2006 – 2031 for Stafford Borough

	Population Projections 2006 – 2031 (Thousands)						
	2006	2011	2016	2021	2026	2031	% Change 2006-2031
Stafford	123	127	131	135	139	142	15%

- 3.3 As part of Stafford’s vision for the future (EQ2) it is vital to maintain and enhance its existing degree of self containment and sustainability such that the majority of local people can access local jobs and services. This will mean that housing growth is complemented by local employment, retail and leisure growth together with new transport and social infrastructure.
- 3.4 A particular aspect of growth in Stafford is the presence of the Ministry of Defence (MOD) at Beacon Barracks. Following the run down of the Defence Storage and Distribution Agency (DSDA) operating at the former RAF Stafford, the two Councils formed a Task Force to work with the military to ensure a continued presence in the town. An early success has been the decision to location 22 Signals Regiment (800 personnel) to MOD Stafford. 22 Signals Regiment and the retained Tactical Support Wing of the RAF have recently been given the Freedom of the Borough. The Councils continue to support the West Midlands Estate Development Steering Group for an enhanced military presence in the town and Stafford has recently been identified as a core site for the Ministry of Defence potentially leading to the accommodation of an Army Brigade. It is acknowledged that a greater military presence in Stafford will also require more houses to provide Service Family Accommodation. (SB2)
- 3.5 There are already two prisons in the Borough; Stafford Prison and Drake Hall near Eccleshall and the Borough Council has worked with the Governors on a number of joint projects. The Council has responded positively to the consultation from the Ministry of Justice on the need to locate a Titan Prison within the West Midlands and a number of sites have been discussed with the consultant acting for the Ministry. The development of a Titan Prison would be seen as complementing the Council’s regeneration and growth agendas. (SB2)
- 3.6 Stafford has a significant University campus, which forms part of the Staffordshire University. The Borough Council has existing partnership arrangements with the University and as part of the Local Development Framework has been in regular discussion with the University with

regard to expanding the number of students at Stafford by up to 25%. The two Councils have also supported the successful funding bid by Stafford College to redevelop its present campus in the town centre. Growth in the Further Education sector will complement the Growth Point agenda, as well as have economic benefits. (SB2)

- 3.7 In supporting Stafford Borough as a new Growth Point, the Government is committing to a long-term partnership with Stafford Borough Council and Staffordshire County Council by recognising their ambitions for growth, subject to the statutory regional and local planning processes. Individual proposals to deliver the growth agenda must be sustainable, acceptable environmentally and realistic in terms of infrastructure. However both Councils can demonstrate a strong track record of effective and practical joint working both between the local community and with other major partners. (SB2 SB5)
- 3.8 The Programme of Development includes capital and revenue funding requirements to deliver growth through the preparation of an Implementation Strategy to establish requirements for infrastructure investment and securing delivery, a Green Infrastructure study, water resource / water cycle studies, transportation modelling and ecological surveys of specific strategic sites and river catchment / hydrological reports. The Growth Point funding will enable existing work to progress in order to deliver the scale of new development required for Stafford with key partners including the Highways Agency, the Environment Agency and Natural England (S-D7).

4. Relationship to other plans and strategies (SB2)

- 4.1 Our Vision and the Statement of Ambitions for Stafford are underpinned by the visions and objectives in the following key plans and strategies prepared for the Borough area providing the essential governance structures to deliver our growth programme:
- Improving Stafford Borough – Priorities for 2008-2014
A six-year Corporate Plan for the Borough Council
 - Stafford Borough Sustainable Community Plan 2006-2020
 - Shaping the Future of Staffordshire 2005-2020 – The Sustainable Strategy for the County
- 4.2 Throughout these plans and strategies the key priorities identified seek to promote economic and social regeneration through a planning framework for economic growth, ensure that the town centres are attractive, vibrant and distinctive, create an increasingly attractive environment by promoting sustainable development and ensuring an adequate supply of housing including affordable housing for the Stafford Borough community.

- 4.3 The emphasis in this Programme of Development is on the effective implementation and co-ordination of planned growth relying on strategy and policy documents listed above together with the West Midlands Regional Spatial Strategy, the West Midlands Regional Economic Strategy and the Stafford Borough Local Development Framework. Greater detail of the delivery of this Programme are contained within other Plans and Strategies including the Staffordshire Local Transport Plan, the Stafford Borough Economic Strategy, the Housing Strategy and plans and strategies relating to health, design, leisure, green infrastructure and culture.

5. Stafford's Partnership for Growth Programme

5.1 West Midlands Regional Spatial Strategy & Guidance

Key relevant documents

[West Midlands Regional Spatial Strategy](#)

[West Midlands Regional Spatial Strategy Phase 2 Revision - Draft](#)

- 5.1.1 In June 2004 Regional Planning Guidance for the West Midlands (RPG11) was adopted – this has now been revised as the Regional Spatial Strategy (RSS), following commencement of Part 1 of the Planning and Compulsory Purchase Act 2004.
- 5.1.2 The West Midlands Regional Assembly, as the Regional Planning Body, are currently preparing the West Midlands Regional Spatial Strategy – Phase Two Revision to take into account recent changes to national planning policy and the Sustainable Communities agenda. This process is due to be completed by 2009 and will provide regional policy for Local Development Frameworks at the local development plan level in terms of housing, employment, retailing, office, waste and transport matters.
- 5.1.3 Although the West Midlands Regional Spatial Strategy Phase Two Revision is not amending the aims of the current Regional Strategy there is provision for longer term sustainable growth by creating balanced and stable communities beyond the Major Urban Areas through increased housing and employment provision.
- 5.1.4 Stafford, which is the strategic focus for this Programme of Development, has been identified as one of ten "Settlements of Significant Development", as set out in Policy CF2. These replace the four Sub Regional Foci settlements included in the previous Regional Spatial Strategy (S-B3).

5.2 Housing Delivery

Key relevant documents

[The Housing Monitor: Land for New Homes 2008](#)
[West Midlands Regional Spatial Strategy](#)
[Statement of 5 Year Supply of Housing Land](#)

5.2.1 In terms of housing delivery Stafford Borough has a strong and consistent track record, with annual average rates of housing completions exceeding levels set out in the current Regional Spatial Strategy. Stafford Borough Council has therefore proved its commitment to build more houses in the area in line with national planning and housing priorities. During the past five years a total of 240 major planning decisions have been taken (as classified by BVPI groupings) (S-E12).

5.2.2 Over the period 2003 – 2008 a total of 2,397 housing completions have been achieved being an annual rate of 479. This significantly exceeds the annual average completion rate of 280 set out in the adopted Regional Spatial Strategy (RSS) for the Borough area by 58%. Therefore the net additions over and above the average rate provided for by the adopted RSS for the past five year period is a total of 997 dwellings (S-A13).

5.2.3 Currently there are more ready to develop housing sites (i.e. over 100%) than the requirement for a 5 year supply within Planning Policy Statement 3. This is set out in the table below which shows that the 5 year requirement is for 755 homes based on an annual residual requirement of 151. The Stafford Borough Statement of Five year supply of Housing Land (August 2008) identifies a committed supply of 2813 homes as at 31st March 2008. In percentage terms therefore ready to develop housing sites exceed the 5 year requirements by 372%
(S-E14)

Table 2 Five Year Deliverable Housing Supply – Stafford Borough

<u>FIVE YEAR DELIVERABLE HOUSING SUPPLY</u>	1 April 2008 - 31 March 2013
5 Year requirement	755
Annual Average requirement	151
5 Year Identified Supply	2813
Equates to:	18.6 years supply
<i>Other sources of supply within five years</i>	
Potential allocations coming forward	959
TOTAL FIVE YEAR SUPPLY	3772
Equates to:	25.0 years supply

5.3 Housing Growth

Key relevant documents

[West Midlands Regional Spatial Strategy](#)

[West Midland Regional Spatial Strategy – Phase 2 Revision Draft](#)

Stafford New Growth Point Announcement & Partnerships for Growth

[Stafford Borough Housing Strategy 2008 - 2013](#)

[The Housing Monitor: Land for New Homes](#)

[Strategic Housing Land Availability Assessment Partnership](#)

- 5.3.1 Based on the annual average rates of housing provision established through the existing Regional Spatial Strategy and the apportionment methodology using the Ministerial letter dated June 2004 the total requirement figure from 2001-2021 for the Stafford Borough area is 5,602 dwellings. This equates to an annual average completion rate of 280 dwellings as set out in paragraph 5.2.2 above.
- 5.3.2 In November 2005 the Regional Planning Body launched the partial review for the Regional Spatial Strategy, with a project plan published in March 2006. As part of this review process the Regional Planning Body is addressing the level of housing provision for the Region from 2001 to 2026.
- 5.3.3 In December 2007 the Regional Planning Body published the document ‘West Midlands Regional Spatial Strategy Phase Two Revision – Preferred Option’ which identified a figure of 10,300 homes for Stafford Borough covering the period 2006 – 2026 of which at least 7,000 should be provided at Stafford. This provides an annual average requirement of 515 dwellings. The revised figure in the Preferred Option document has regard to the latest 2004-based Household Projections as well as the new base date and timescales. This presents

a net increase of over 80% on the current RSS figure for Stafford Borough.

5.3.4 Based on the annual average requirements set out in the latest Regional Spatial Strategy document the housing provision for Stafford Borough from 2006 to 2016/17 would be 5,150 dwellings of which 3,500 dwellings would be at Stafford with a further 5,150 dwellings to 2026 of which 3,500 dwellings would be at Stafford.

5.3.5 The following table sets out the housing provision for Stafford in the context of the Regional Spatial Strategy (RSS) process and the Partnerships for Growth document published for Second Round Growth Points in July 2008 by the Department for Communities & Local Government which suggest growth of up to 12,000 dwellings for Stafford Borough in the period up to 2026. The table is based on the timescale of 2008 – 2026 although it should be noted that the timescale for the adopted RSS is to 2021 whilst the RSS – Phase 2 is to 2026. The housing provision figures set out in the table are based on the relevant timescales to correspond to these processes using the annual average net completion rates. Therefore the predicted net additions from the Growth Point above the RSS Phase 2 figure up to 2016 is 680 dwellings (S-A1). However it should be noted that this assumes an even delivery of housing numbers over the plan period whereas the plan trajectory (see 5.4) shows an accelerated delivery to 2016.

Table 3 Housing Provision within Stafford additional to the Regional Spatial Strategy

Timescale	RSS adopted	RSS – Phase 2	Stafford NGP ambitions		
			Annualised Rate (12,000 ÷ 20 years)	Increase above adopted RSS (Total)	Increase above RSS – Phase 2 (Total)
2008 - 2016	2240 (280 per annum)	4120 (515 per annum)	(600 per annum)	3760	680
2016 – 2026	N / A	5150 (515 per annum)	(600 per annum)	N / A	850

5.3.5 In terms of existing stock Stafford Borough has approximately 54,500 properties. Based on the latest Regional Spatial Strategy figures the scale of housing development to 2016/17 of 5,150 dwellings would result in a percentage uplift of total net additions of over 10%. The Growth Point ambitions for Stafford Borough has committed up to 6,500 dwellings by 2016/17 which is a percentage uplift of total net additions of 12% above existing stock in the area (S-D9).

5.4 Housing Trajectory

5.4.1 Stafford Borough Council and Staffordshire County Council are committed to the delivery of significant housing growth over the period to 2026 to meet the Government's aspirations that everyone has the right to a decent, safe and affordable home. Two separate housing trajectories have been prepared as part of the Programme of Development to represent how 12,000 new homes will be delivered across the Stafford Borough area through until 2026 as well as how over 9,000 new homes will be delivered at Stafford Town (see Appendix A).

5.4.2 The housing trajectories are based on

- existing commitments coming forward until 2016
- sites identified through the Strategic Housing Land Availability Assessment
- outstanding housing allocations in the Stafford Borough Local Plan 2001
- broad locations around Stafford town, which will be tested through the Local Development Framework process.

5.4.3 The housing trajectory at Table 4 and Appendix A has a base date of 2001/2 to demonstrate past delivery. In the period 2008-11 the emphasis is on existing commitment (sites with planning permission either under construction or not yet started), with SHLAA sites, existing housing allocations in the Local Plan and strategic sites which will be allocated through the LDF process mainly coming forward post 2011. A total of 1,159 committed homes are suggested for the three year period 2008-11. Given the scale of existing commitments, some 3,140 dwellings in total, there are no planning obstacles to the delivery of this programme up to 2010/11 and the programme does not, therefore, depend on the granting of further planning permission (EQ3). The largest of these committed sites within Stafford are shown on the map at Appendix B. Whilst the programme of delivery up to 2011 is below recent annual completion rates of around 530 dwellings per annum, a cautious approach is considered justified given current conditions in the housing and financial markets and the likelihood that the construction/development industry will take several years to fully recover. This assessment is based on discussions with the Regional Director of the Housing and Communities Agency and other private and public sector partners. Equally, the figure of 1,159 is considered achievable given that there were a relatively large number of starts at 1 April 2008 (335 dwellings) and further starts have been made since that date. However to achieve the programme it is considered that market interventions will be necessary and these are reflected on the next section on affordable housing and in the short/medium term

programme set out later. The predicted net additions 2008/09 - 2010/11 as a percentage of total net additions 2016/17 is 18% (SD11).

- 5.4.4 Post 2011 the assumption has been made that a degree of confidence and stability will have returned to the housing market and the trajectory shows annual house completion rates picking up strongly to reflect elements of suppressed demand. Existing commitments continue to feature in the trajectory post 2011 but increasingly the emphasis is on sites identified in the SHLAA, allocated sites in the Local Plan and new strategic sites principally on the edge of Stafford coming forward through LDF.
- 5.4.5 In July 2008 an independent Strategic Housing Land Availability Assessment Partnership was established including representatives from the private sector and the development industry in order to identify potential future housing sites at Stafford town and across the Borough. In October 2008 the Strategic Housing Land Availability Assessment – Initial Findings document was published for consultation identifying specific sites within and outside of settlement boundaries. The Strategic Housing Land Availability Assessment will be finalised shortly but has initially identified the potential to provide 1,200 new dwellings over the period to 2026 in Stafford town and 1500 for the Borough as a whole (sites within existing residential boundary only). For the purposes of the housing trajectory (see table below) it is considered that these sites will come forward consistently over the whole Plan period from 2011/12 to 2026.
- 5.4.6 Existing allocated sites within the Stafford Borough Local Plan are being considered as part of the consultation process on broad locations for development in the LDF. For the purposes of the trajectory these are shown as coming forward post 2011. The map contained in Appendix C identifies a number of broad locations for housing development on the edge of the Stafford as major strategic areas together with associated infrastructure. In February and March 2009 the Council will be consulting on these areas together with associated infrastructure. Appendix C1 which is cross referenced to the Map at Appendix C gives further detail on each of these sites including a site description, key challenges and proposed strategy to overcome them, developer interest, site capacity, planning/master planning status. Further information on the infrastructure required to support longer term strategic housing sites is included at Section 6.4. In February/March 2009 the Council will be consulting on these areas as part of the Stafford Borough Local Development Framework's Core Strategy process to test the most appropriate location for new development based on the Stafford Transport Study (see paras 5.16, 15-18) and other key evidence including the Strategic Flood Risk Assessment. Therefore it is not possible at this stage to identify specific sites which will be delivered but in any event the map of broad locations currently shows a greater number of houses which could potentially be delivered

than are required to meet the objective of 9,000 new dwellings to Stafford town bearing in mind commitments and SHLAA sites.

Table 4 Housing Trajectories for Stafford Town and Stafford Borough

Stafford Town

STAFFORD TOWN HOUSING TRAJECTORY FIGURES (see Appendix A)		
<i>PHASED PERIOD & YEARS</i>		<i>PROPOSED HOUSING DELIVERY</i>
PHASE 1	2006-2011	438 completions to 31 March 2008 + 465 committed homes in Stafford + 903 total dwellings
PHASE 2	2011-2017	1401 committed homes in Stafford + 1379 strategic housing locations + 570 housing allocations + 430 potential dwellings (SHLAA) = 3,780 total dwellings
PHASE 3	2017-2021	2276 strategic housing locations + 350 housing allocations + 344 potential dwellings (SHLAA) = 2,970 total dwellings
PHASE 4	2021-2026	944 strategic housing locations + 430 potential dwellings (SHLAA) = 1,374 total dwellings
PLAN PERIOD	2006-2026	TOTAL = 9,027 dwellings

Housing Trajectory – Whole of Stafford Borough

STAFFORD BOROUGH HOUSING TRAJECTORY FIGURES (see Appendix A)		
<i>PHASED PERIOD & YEARS</i>		<i>PROPOSED HOUSING DELIVERY</i>
PHASE 1	2006-2011	1030 completions to 31 st March 2008 + 1159 committed homes 2,189 total dwellings
PHASE 2	2011-2016	2879 committed homes +

	1,379 strategic housing locations + 570 housing allocations + 550 potential dwellings (SHLAA) = 5,378 total dwellings
PHASE 3 2016-2021	2276 strategic housing locations + 389 housing allocations + 424 potential dwellings (SHLAA) = 3,089 total dwellings
PHASE 4 2021-2026	944 strategic housing locations + 530 potential dwellings (SHLAA) = 1,474 total dwellings
AN PERIOD 2006-2026	TOTAL = 12,130 dwellings

5.5 **Affordable Housing (S-D10)**

Key relevant documents

[Stafford Borough Housing Strategy 2008 – 2013](#)

[Stafford Borough Homelessness Strategy 2008 – 2013](#)

West Midlands North Housing Area – Strategic Housing Market Assessment

[North Housing Market Area Gypsy and Traveller Accommodation Assessment](#)

[Stafford Borough Housing Renewal Policy 2006 – 2011](#)

[Stafford Borough Local Plan 2001](#)

Stafford Borough Local Development Framework

5.5.1 Both Councils believe that everyone has the right to a decent, safe and affordable home, which is suited to their needs and located in a community where they want to live. Delivering this aspiration forms a central part of the Council's strategies and plans for the future as well as supporting the wider agenda of providing a sustainable community for the future. In February 2007 the Borough Council formally agreed to fully participate in the Local Area Agreement for Staffordshire and any subsequent update. The priorities of the Stafford Borough Housing Strategy and emerging policies in the Local Development Framework's Core Strategy will contribute to the milestones and targets in the Local Area Agreement as they relate to affordable housing.

5.5.2 High house prices have meant that affordability is a significant local issue. Although there has been some recent easing of this pressure due to market conditions, affordability will continue to be an issue over the longer term. Accelerated additional housing growth would help to relieve this pressure. The housing affordability ratio in Stafford Borough is more acute than in six out of the nine adjacent local authority districts and development in Stafford town particularly could

assist in relieving the higher demand areas of South Staffordshire and Lichfield districts.

5.5.3 Stafford Borough Council is part of the West Midlands North Housing Market Area whose Partnership produced the Strategic Housing Market Assessment in April 2008. This document identified a net annual housing need for Stafford Borough of 293 and based on this evidence the Council is pursuing a proactive approach for the programme. On eligible sites of 15 or more homes the Council currently seeks to deliver 30% affordable housing provision with 25% social rented homes and 5% intermediate homes. Draft policy to be considered through the Local Development Framework's Core Strategy envisages increasing this affordable housing provision on eligible sites to 40% with 25% social rented homes and 15% intermediate homes (S-D10).

5.5.4 It is considered that current market conditions present an excellent opportunity to accelerate the delivery of affordable housing in the short term and a number of initiatives have been identified including support to Registered Social Landlords for opportunity land purchase, and the use of Council land holdings to develop affordable housing in partnership with RSL's. If supported such a programme would help maintain the momentum of housing delivery, support local construction, retain the local skills base and help relieve some of the symptoms of present market conditions such as repossessions and homelessness.

5.5.5 In December 2007 the North Housing Market Area Gypsy and Traveller Accommodation Needs Assessment was published with Stafford Borough Council working in partnership with the other North Staffordshire authorities. For the Plan period 2006 – 2026 an additional 70 pitches were identified to meet residential need for the gypsy and travelling families community. Furthermore 2 additional pitches were identified to meet transit needs. Further work will be undertaken to deliver a site search audit and land acquisition.

5.6 **Design & Environmental Aspirations (S-F20)**

Key relevant documents

Stafford Borough Sustainable Community Plan 2006-2020

Shaping the Future of Staffordshire 2005-2020

[Improving Stafford Borough – Priorities for 2008-2014](#)

[Stafford Borough Local Plan 2001](#)

Stafford Borough Local Development Framework

[Stafford Town Centre Vision](#)

Stone Town Centre Vision

5.6.1 Stafford Borough Council has a strong commitment to urban design and sustainable development principles with a Cabinet member appointed as a design champion in 2004. Prior to this appointment

Stafford Borough was the first authority in Staffordshire to employ dedicated urban design officers. More recently, following a competitive process, the consultancy Benoy has been engaged as specialist advisors on all major schemes. Benoy have a strong national and international reputation, and are well known in the West Midlands region as the architects / urban designers of Brindley Place and the Bull Ring in Birmingham.

5.6.2 The Borough Council has actively involved the Commission for Architecture and the Built Environment (CABE) on major schemes. This engagement was developed further when in February 2006 Richard Simmons, the Chief Executive of CABE visited Stafford to lead a seminar for Members and in April 2007 CABE Commissioners spent a day in Stafford looking at plans for the town centre. This constructive engagement with CABE continues in terms of master planning and a high quality design delivered on various opportunity sites in Stafford. Recent levels of success can be evidenced by Stafford Borough winning four out of the six categories at the 2007 Southern Staffordshire Conservation and Design Awards.

Design Case Study Examples (S-C5, S-F20, SD8 & SB2)

- Scheme to replace Riverside Recreation Centre and redevelop site for retail, leisure and residential granted planning permission in 2006. In order to provide for a more comprehensive high quality redevelopment. Developer encouraged to acquire the head lease of the former Tesco's site across the River Sow and appoint a new architectural and urban design team following dialogue with CABI
- Developer of St George's Hospital persuaded to significantly improve proposed scheme following dialogue with CABI. This was achieved following appointment of a new architectural / urban design team
- Staffordshire County Council to increase its town centre office presence as part of a redeveloped Tipping Street site. Benoy have produced a planning brief for the site. A Development partner now appointed for the scheme following a selection process based on financial offer and design quality.
- Following advice from CABI and an indicative scheme from Benoy is supporting a scheme for the Civic Centre including new retail units, a new bridge across the River Sow and opportunities for A3 uses along the river frontage.
- The Councils have jointly commissioned feasibility studies for a proposed mixed use scheme at Kingsmead including multi storey car parking / retail / leisure / hotel at the north end of Stafford town centre with links to St Georges site. Benoy producing an urban design brief prior to the site being marketed.
- Over £2million of investment through the Waterscape Scheme to make improvements in Victoria Park and create walkway / cycleway links along the River Sow through innovative townscape and urban design.
- Regeneration of Bridge Street through £1 million of paving and environmental improvement and traffic management schemes at the south end of the town centre. Jointly funded by Stafford Borough Council and Staffordshire County Council.
- Stafford College organised an Architectural Competition with support from Stafford Borough Council, in order to achieve high quality redevelopment of Stafford College.

- 5.6.3 More recently the Borough and County Councils have involved the Midlands Architecture and the Designed Environment (MADE) organisation in the development of Tipping Street and Stafford College proposals in the town centre.
- 5.6.4 Stafford Borough Council are also working closely with Advisory Team for Large Applications (ATLAS) on a major mixed used scheme at Burleyfields to the west of Stafford for up to 3,000 new homes and key infrastructure. Furthermore ATLAS will also be involved in other major planning schemes in the Stafford, detailed more later in this Programme of Development. (SB2)
- 5.6.5 Stafford Borough Council has been proactive in engaging with the local community in Stafford to provide information on environmental improvements, high quality design led initiatives and major developments. In April 2008 a exceptional successful '[Stafford Renewed](#)' exhibition was held in the town centre attracting over 4,500 visitors to view the various sites and initiatives.
- 5.6.6 In summary the above design case study examples not only demonstrate a strong commitment to urban design but also effective partnership working with the public and private sector including an innovative approach to project delivery and funding.

5.7 **Sustainability or Eco – Aspirations (S-F18)**

Key relevant documents

Stafford Borough Sustainable Community Plan 2006-2020
[Improving Stafford Borough – Priorities for 2008-2014](#)
[A Biodiversity Strategy for Stafford Borough](#)
[Stafford Borough Affordable Warmth Strategy](#)
[Stafford Borough Energy Policy](#)
[Stafford Borough Green Travel Plan](#)
[Stafford Borough Local Agenda 21 Strategy](#)
 Stafford Borough Local Development Framework – Sustainability Appraisals

- 5.7.1 The recent (2006/7) Audit Commission Environment Inspection for Stafford Borough concluded that the environment service was “Good with Promising Prospects”. The Inspector stated the following “The Council has a good awareness of sustainability issues and plays a leading role on environmental and sustainable development issues. It takes a strong role in working with partners and the community to raise awareness of climate change.” (SF 17,18)
- 5.7.2 Stafford Borough Council is committed to building upon its strengths in terms of design and environmental aspirations with all new

development to meet the highest standards set out by CABI and to reach the Building for Life gold standard. Since April 2008 all new housing schemes above 10 dwellings or more have been judged against the Building for Life standard. The Council is also committed to reaching the Code for Sustainable Homes Level 4 in the next 3 years through innovative delivery of large scale development schemes as a central part of the planned programme for the Borough. This process has already begun through partnership working between Stafford Borough Council and Natural England to prepare a Concept Statement for up to four strategic locations around the County Town of Stafford. This master planning exemplar project will demonstrate how sustainability and eco-led development schemes can be delivered to meet the new development growth at Stafford underpinned by green infrastructure.

5.7.3 The Stafford Borough Local Strategic Partnership published the Sustainable Community Strategy 2008-2020 in September 2008 following detailed consultation and engagement with the local community and key stakeholders. The Sustainable Community Strategy is supported by the Local Delivery Board established through the Local Area Agreement programme. The new Local Development Framework and its associated planning policy documents will provide the spatial expression to the vision and objectives in the Sustainable Community Strategy 2008-2020 and the Local Area Agreement objectives through targeted policies and strategic allocations.

5.7.4 Stafford Borough Council is delivering a comprehensive and on-going Sustainability Appraisal process for the Local Development Framework together with all proposals and spatial options being considered against 20 sustainability objectives, which align with those used to guide the Stafford Borough Sustainable Community Plan 2008-2020.

5.8 Sustainable Economic Development (S-C5)

5.8.1 Stafford Borough is the County's largest district in terms of area with the second largest population. Its economic scale score of 84.71 (on an index with GB=100) ranks it as medium size by British standards.

5.8.2 Raising and sustaining economic prosperity has been a focus for both Councils and other public sector partners. The economy of Stafford has seen significant restructuring over recent years with large reductions in previously important manufacturing and engineering sectors and subsequent movement towards a largely service sector led economy with 25.3 per cent of the workforce being engaged in these trades. The economy in the Borough is forecast to grow steadily over the next few years and employment forecasts suggest that we are likely to see increased levels of employment by 2021, with a predicted increase of 4,500 jobs in Stafford itself. The ongoing decline in the birth rate and the increase in the ageing population are likely to have major impacts on our labour force. If our economy is to continue to

thrive we need to ensure that there is a labour force that meets these continuing demands. The Borough has a Gross Value Added (GVA) of £13,811.96 per head, which is below the national average.

- 5.8.3 Raising economic prosperity is very important to the Council and it's partners, this is reflected in the Sustainable Community Strategy and the six year Corporate Plan through the Prosperity for All action plan. There has been much progress made over the past 10 years. The Stafford Single Regeneration Budget Programme (SSRB) has resulted in a total investment of £16 million in the Borough and has in turn created 538 jobs and enabled 123 new business start-ups. The Programme has also supported training activities, which have enabled over 8,000 people to achieve qualifications and 250 to obtain jobs.
- 5.8.4 The SSRB Programme has also been complemented by the Stone Market Town Initiative, which has supported businesses through a Business Development Network, Shop front Improvement Scheme and Retail Workshops. The Initiative has also supported the wider rural community through funding a Community Chest scheme and by supporting the popular Stone Food and Drink Festival.
- 5.8.5 The Borough is a leading location for the renewable energy sector and the Borough Council assisted Biomass Project has now developed further into a Countywide Renewables Project.
- 5.8.6 Success of these and other programmes can be judged by our inspection result for the Regeneration Service, our excellent Local Authority Business Growth Incentive scheme (LABGI) record and our shortlisting for Beacon Council status for "Raising Economic Property through Partnership". Going forward we need to be able to build on this good work which is why continuing to build a workforce for the future in order to get the right skills base is one of our priorities over the next three years. (SC5, SB2)

5.9 **Green Infrastructure (S-F19)**

Key relevant documents

Stafford Borough Sustainable Community Plan 2006-2020
Stafford New Growth Point Announcement & Partnerships for Growth
[A Biodiversity Strategy for Stafford Borough](#)
Landscape & Countryside Character Assessment
[Historic Landscape & Characterisation Assessment](#)
Planning Policy Guidance 17 Assessment – Open Space, Sport & Recreation
Stafford Borough Local Development Framework – Sustainability Appraisals
Nature Conservation Assessment – Habitat Directive Appropriate Assessment
Staffordshire Wildlife Trust – Ecological Study

- 5.9.1 A key element of the future development strategy is to deliver green infrastructure alongside new housing and employment provision to maintain ecological, habitat and landscape features. A number of existing green links and corridors between the current urban areas of Stafford and the surrounding countryside will be protected and enhanced as new development comes forward including the designated Local Nature Reserves. To achieve delivery of green infrastructure it is proposed to produce a comprehensive study for Stafford with recommendations based on viability and future implementation programmes. This would include a range of measures from informal open space to a proposed new country park complementing a comprehensive Planning Policy Guidance 17 Assessment of Open Space, Sport and Recreation recently completed.
- 5.9.2 The Borough Council is carrying out five separate Appropriate Assessment reports for the respective Special Areas of Conservation and RAMSAR sites within the area in accordance with the EU Directive 92/43/EC on the Conservation of Natural Habitats and Wild Fauna and Flora, known more commonly as the Habitats Directive.
- 5.9.3 Stafford Borough Council and Natural England, with support from Staffordshire County Council's Landscape Unit, are currently preparing a Master Planning Exemplar Project for Stafford Borough due for completion by March 2009. This work will build upon evidence already available from the Planning Policy Guidance 17 Assessment, Staffordshire Wildlife Trust's initial ecological work, the Stafford Borough Landscape and Countryside Character SPG produced by Staffordshire County Council's Landscape Unit and site assessments. The project will contribute to a Green Infrastructure Strategy which will set out an overall vision for Green Infrastructure in Stafford town. Further revenue funding will be required to deliver a specific assessment within the Green Infrastructure Strategy for the Cannock

Chase Special Area of Conservation (SAC), links to Doxey Marshes and development of the Landscape Character Assessment.

5.9.4 Furthermore Stafford Borough Council has had detailed discussions with the strategic environmental agencies in terms of significant proposals coming forward through the Local Development Framework and particular locations, as set out on the maps attached in Appendix 1. Natural England support the Council in the delivery of more detailed ecological assessments being carried out for these locations as part of the proposals in order to provide a more realistic basis for bringing forward new developments through the Partnership for Growth Programme.

5.9.5 Stafford Borough Council is working actively with Natural England on Appropriate Assessment for the Special Areas of Conservation within Stafford Borough including appropriate avoidance or mitigation measures and opportunities for nationally and internationally designated sites and landscapes. The possibility of a Southern / Eastern Distributor Road with adjacent housing is subject to assessment through the Habitat Regulations. Revenue funding will be required to prepare a Landscape and Visual Impact Assessment of this area, through discussions with Staffordshire County Council's Transport and Landscape Units. Such work would complement the Stafford Transport Study Cost Benefit Analysis, the Green Infrastructure Strategy vision for Stafford and Habitat Regulation / Appropriate Assessment requirements.

5.9.6 Staffordshire Wildlife Trust have also prepared an initial report on habitats and protected species in areas subject to future growth pressures across the Stafford Borough area. Stafford Borough Council will consult with the Environment Agency and Natural England to establish the precise nature of further ecological assessment work to be carried out on strategic locations.

5.10 Water-related Infrastructure (S-F17)

Key relevant documents

[Level 1 Strategic Flood Risk Assessment 2008](#)

Stafford New Growth Point Announcement & Partnerships for Growth

[A Biodiversity Strategy for Stafford Borough](#)

Landscape & Countryside Character Assessment

[Historic Landscape & Characterisation Assessment](#)

[Stafford Borough Contaminated Land Inspection Strategy](#)

[Stafford Borough Flood & Coastal Defence Policy](#)

Nature Conservation Assessment – Habitat Directive Appropriate Assessment

Staffordshire Wildlife Trust – Ecological Study

- 5.10.1 The Level 1 Strategic Flood Risk Assessment for the Stafford Borough area was completed in February 2008 with a refresh for the Rivers Sow and Penk completed in August 2008. This project has involved representatives from the Environment Agency in order to make sure that all appropriate implications are taken into account.
- 5.10.2 Although Stafford is subject to flooding there are key strategic locations for delivering housing development outside of flood risk areas. However further feasibility studies will be required to secure future delivery of housing and employment provision, facilitated by Level 2 Strategic Flood Risk Assessments. Stafford Borough Council will consult with the Environment Agency to establish where Level 2 Strategic Flood Risk Assessments are required for precise locations of growth. Furthermore the Environment Agency and Natural England will be engaged in discussions to establish how Doxey and Tillington Marshes can be protected from adverse water quality or flow impacts.
- 5.10.3 The preparation of the Strategic Flood Risk Assessment work will aide development of a Surface Water Management Plan and establish future infrastructure investment required by the development industry and Severn Trent Water including capital funding for Sustainable Drainage Systems.
- 5.10.4 The principal water resource provider, including water supply and sewage capacity, in the Stafford Borough area is Severn Trent Water. Severn Trent Water submitted a draft Water Resources Plan to the Environment Agency in March 2008. Once the Water Resources Plan has been agreed by the Environment Agency it will inform Severn Trent Water's Final Business Plan to be submitted to Ofwat in 2009. Additional infrastructure required to provide water resources to the Stafford Borough area will be managed through the corporate Business Plan, although this would have to be informed by a specific feasibility study in association with Severn Trent Water. Stafford Borough Council has already been working closely with Severn Trent Water and the Environment Agency in terms of water resource implications of increased housing numbers including water supplies and sewage capacity, and in particular investment in the Lammascote pumping station and rising main to Brancote sewage treatment works.
- 5.10.5 Further work will be required on the development and implementation of measures to achieve water saving and efficiency through a holistic Water Cycle Study for the Growth Point area including capital and revenue funding components to support this element of the infrastructure investment programme. A Water Cycle Study will consider the implications of climate change, future water resources and link to the current work being carried out for the Strategic Flood Risk Assessment
- 5.10.6 Both Councils will liaise closely in terms of environmental health matters on the precise growth locations to establish whether site

specific investigations are required of the type and extent of contamination as well as appropriate remediation measures.

- 5.10.7 Both Councils are proud of the fact that no part of Stafford Borough is subject to an Air Quality Management Area.

5.11 Community Infrastructure (S-F21)

Local Schools

5.11.1 Staffordshire County Council's Children and Lifelong Learning Directorate recognise that the allocation of housing for Stafford Borough included in the Regional Spatial Strategy preferred option will have an impact on education provision, whether in the form of enlarging existing provision or new additional provision. The scale of new residential development for Stafford Borough will require education contributions to ensure adequate facilities are provided to accommodate increased pupil numbers across all phases of education.

5.11.2 The County Council's policy is to require the building of a new primary school for developments in an area totaling around 1,000 houses. The preferred provision for much larger sites would be the provision of a single, large primary school rather than a number of smaller schools. If there are a number of large developments across a wider area, this could necessitate a reorganization of current educational provision, which could include new secondary schools. Where a need has been identified for a new school, the Education and Inspections Act 2006 requires a competition which invites proposers to submit their own proposals to establish the new school. Clearly new developments will impact on a range of services, such as libraries, recreation, leisure and community facilities, which could be co-located on school sites. The County Council's strategy for Community and Learning Partnerships gives schools an important role in delivering adult, family, leisure and community services to local residents.

Culture and Libraries

5.11.3 In terms of library provision, Stafford is currently well served with libraries at Shire Hall, Holmcroft, Rising Brook and Baswich. It may be that another site is needed, perhaps in partnership with a school or other organisation such as a clinic or community centre, where substantial development in a particular area occurs. Furthermore new development could increase pressure on Shire Hall in Stafford town centre in terms of capacity. The Library Service would support a facility that could provide additional learning provision and some input from museums or the arts to create a Learning Resources Centre, to particularly benefit the Museums Service but also include elements from the other services such as Arts, Archives etc... This might be

accommodated in the Shire Hall if a new library in the town centre could be developed.

- 5.11.4 Furthermore, both councils wish to see the development of a new music and visual arts centre for Staffordshire in Stafford where local talented musicians, dancers and artists can perform and show their work, and to attract some of the world's best performers to come to Staffordshire.
- 5.11.5 Subject to the above comments regarding town centre library provision, associated with an increase of population / households in Stafford the Library Service would aim to improve existing services rather than develop new service points. For example the libraries could be improved by additional stock, opening hours and activities. Extended opening hours could be supported by the introduction of RFID (Radio Frequency Identification), which would allow more 'self service', at a capital cost of some £50K - £100K.
- 5.11.6 All expansion to existing services would obviously have a cost implication, which the Library service would not be able to absorb in the current financial climate. The library service is currently considering whether it would be possible to enlarge its policy base to enable S106 contributions to be sought to cover such costs. There is a member working party examining all aspects of the County Council's current practice regarding S106 agreements and research has been undertaken at national level by MLA (Museums, Libraries and Arts Council - the government agency for libraries, museums, archives and galleries) and they have produced a document 'Public libraries, Archives and new development: a standard charge approach', which recommends that local authorities adopt a standard charge per person in new housing for library and archive provision in negotiation with developers.

Police Service

- 5.11.7 Section 6 of the Police Act 1996 (that places a duty on a Police Authority to secure the maintenance of an efficient and effective Police Force for its area under the direction and control of its Chief Constable) and Section 17 of the Crime and Disorder Act 1998, requires that Local Authorities, Police Authorities and other agencies consider crime and disorder reduction and community safety in the exercise of all their duties and activities.
- 5.11.8 Planning policy support for securing effective and efficient policing to reduce crime and create safe places is provided by national and regional planning policy guidance and Central Government publications.
- 5.11.9 The provision of adequate policing resources has an essential role to play in the delivery of 'safe, healthy and attractive places to live', a

key policy requirement of national planning guidance in Planning Policy Statement 1 (PPS1).

- 5.11.10 A wide variety of development schemes place additional demand for police resources both in terms of the need for additional capital investment in new police facilities and funding for additional police officers and police staff.
- 5.11.11 The demands on police resources manifest themselves in a variety of forms dependent on the scale and nature of the proposed development, including;
- The need to acquire land and the capital costs of Police buildings and associated facilities for the provision of new Police Stations and facilities;
 - Extend existing Police Stations and facilities;
 - Replace temporary with permanent accommodation;
 - Provide additional staff and resources and equipment to Police the area;
- 5.11.12 To ensure safe places are achieved additional police resources may be required through planning obligation in terms of both:
- Capital expenditure on police facilities, for example new police station, additional cells and/or
 - Revenue expenditure to support additional neighbourhood policing teams (police officers, police community support officers), other specialist response officers and police staff. Revenue expenditure will be calculated based upon existing crime levels and the impact the new development will incur.
- 5.11.13 As a 'unitary authority', Staffordshire Police Authority has prepared a document setting out a scheme for Policing Contributions from Development under Section 106 of the Town and Country Planning Act for adoption by individual District/Borough authorities. The development proposals, part of the Growth Point programme would be expected to contribute to the costs of policing in this way.
- 5.11.14 Significant housing developments in a particular area will impact on Police operations. Fewer than 1,000 homes in any one location within Stafford may not require a new Neighbourhood Policing Unit but this largely depends on the location. However the actual number of houses that triggers a requirement may well vary depending on operational issues. A small policing unit / post should be provided in large scale housing developments, known as a Neighbourhood Policing Unit with Police Officers working out of an office or a retail unit within a District Centre for example. Neighbourhood Police Officers have close links to the community, therefore requiring this

sort of facility. Larger developments may have a requirement to include additional officers and the necessary support.

Fire & Rescue Services

- 5.11.15 Staffordshire Fire and Rescue Service have confirmed that the existing facilities for Stafford Borough will be sufficient to provide cover for the proposed new growth proposals in Stafford town although some increases in capacity may be required in certain locations. The Staffordshire Fire and Rescue Service have suggested that expanded facilities could be used to provide additional community services in certain locations such as gym facilities and meeting rooms. In Stafford town there is a commitment to build a new facility, in the next 1-2 years, in the Rising Brook area including some community facilities to increase capacity in the southern area of the town. Although this new facility does not include a target response vehicle, the fire station at Beaconside will have such a vehicle located there. Stafford Fire Station located at Beaconside has sufficient capacity to deal with fire activity and risk in the Stafford town area. The new fire station at Rising Brook will further enhance that provision.
- 5.11.16 Staffordshire Fire and Rescue Service will shortly be starting a campaign to encourage every house builder / provider to fit residential sprinklers in all new domestic properties as part of its drive to have zero fire deaths and injuries in Staffordshire. The householders taking advantage of affordable housing are statistically more likely to succumb to fire and smoke than many other groups and therefore it is imperative that the providers of such accommodation include sprinklers in all buildings.

Health Services

Key relevant documents

Stafford Borough Sustainable Community Plan 2006-2020

[Improving Stafford Borough – Priorities for 2008-2014](#)

[Stafford Borough Health Strategy](#)

Stafford and Surrounds PBC Public Health Commissioning Plan 2007-2010

South Staffordshire Primary Care Trust Obesity Strategy

- 5.11.17 Stafford General Hospital has confirmed that the current facility at Stafford will be sufficient to meet the demands over the Plan period of increased housing development as well as the changes in the demographic character of the Borough. Discussions with the Southern Staffordshire Primary Care Trust have raised a number of issues to be addressed which are identified through the Health Strategy for Stafford Borough. The Government's agenda for future health provision is greater use of health and General Practitioner

(GP) centres including for minor procedures and consultant appointments. Across Stafford Borough and in particular within Stafford town the level of health services are relatively good but the ability of properties to deliver the services is poor. Therefore during the Plan period four new health centres could be required in Stafford town to meet future demands of existing patients and new residential development to be built. The Primary Care Trust is currently actively seeking development land to bring forward new health centres in Stafford town to meet the increased residential growth provision for the area.

Waste

- 5.11.18 Staffordshire County Council has consulted on its Municipal Waste Management Strategy with consultation closing on 15 September 2007. The title of the strategy is "Zero Waste to Landfill". At present Staffordshire and Stoke-on-Trent collectively generate 600,000 tonnes of municipal waste each year and approximately one third of this is recycled / composted; one third diverted from landfill through the Energy from Waste facility in Stoke-on-Trent where it is used to generate electricity; and one third is landfilled.
- 5.11.19 The Strategy envisages that by 2020 (based on Options 2/3 in the Housing Section of the RSS Spatial Options consultation document of January 2007 that broadly equates with the Preferred Option of December 2007) the combined area will generate about 710,000 tonnes of waste per year. The vision, developed in co-operation with the 8 waste collection authorities in the county and Stoke-on-Trent City Council, is to divert all this waste from landfill and therefore a new waste management facility will be required to serve the south of the County (including East Staffordshire).
- 5.11.20 The County Council's PFI application to Defra to construct a sub-regional facility to serve southern Staffordshire, parts of Warwickshire, Sandwell MBC and Walsall MBC, has been approved and Staffordshire awarded £122.4 million. An advert has been placed in the Official Journal of the European Union for companies to deliver the project. 13 bids were submitted and 5 bidders have been selected to go forward to the Competitive Dialogue stage.
- 5.11.21 A site has been purchased in South Staffordshire. The strategy envisages 5 waste transfer stations (3 of which will serve authorities in Staffordshire) to service the new facility. None of the Waste Transfer Stations are planned to be in Stafford as it is practical for collection vehicles to travel directly to the existing facility at Hanford and the proposed facility at Four Ashes.

5.12 Local Delivery Vehicles / Partnership Working (S-B2)

- 5.12.1 Stafford Borough Council and Staffordshire County Council have a strong track record for progressing partnership working through the local community governance arrangements. For many years ‘Stafford Governance’ brought together all major public sector organisations and the voluntary sector within Stafford to consider and implement joined up working, share needs data and provide networking opportunities. Arising from Stafford Governance there are many examples of better joined up local delivery such as the Signposts Centre in Stafford. This is a multi agency project aimed at reducing health inequalities as well as providing easy one stop access for other services in a deprived neighbourhood.
- 5.12.2 In 2006, to meet the requirements of the Local Area Agreement, Stafford Governance was reconstituted to become the Local Delivery Board to ensure targets set out in the Agreement were met. It also fulfils a dual role in being the Executive to the Stafford Borough Local Strategic Partnership. The Local Delivery Board brings together key public and private sector implementation bodies to secure future initiatives and programmes. In particular the Local Area Agreement has specific targets for the delivery of housing growth and affordable housing which is supported by the Councils.
- 5.12.3 Within this context Stafford Borough Council and Staffordshire County Council jointly submitted an Expression of Interest and are now working on the Programme of Development with the continued full support of both Councils. Therefore in terms of decision-making senior politicians and officers are being engaged in the preparation of these documents.
- 5.12.4 Stafford Borough Council has established a very strong engagement process with key partners for delivery and implementation at the local level. The Council is an active member of the ‘Stafford Public Sector Alliance’ which was initiated by the Vice Chancellor of Staffordshire University Professor Christine King. The Public Sector Alliance comprises the Chief Executive Officers of all the public sector bodies who either have their headquarters in Stafford or who have a significant presence in the town. The Alliance meets regularly “*to share visions and plans, to provide mutual support on topical leadership issues, to explore common learning opportunities and to take a shared approach to enhancing the performance and reputation of the public sector as a whole as well as its individual organisations*”.

All Stafford Public Sector Alliance Member have been supplied with a draft of the Programme of Development and Members have contributed to the final document.

STAFFORD PUBLIC SECTOR ALLIANCE MEMBERS

- Vice-Chancellor and Chief Executive of Staffordshire University
- Chief Executive of Stafford Borough Council
- Chief Executive of Staffordshire County Council
- Chief Constable of Staffordshire
- Chief Fire Officer of Staffordshire Fire Authority
- Chief Executive of Primary Care Trust
- Chief Executive of South Staffordshire and Shropshire Healthcare NHS Foundation Trust
- Chief Executive of Mid-Staffordshire NHS Foundation Trust
- Royal Signals Commander of MOD Stafford
- Chief Operating Officer of West Midlands Ambulance Service NHS Trust
- Chief Executive and Principal of Stafford College
- Head of Stafford Prison
- Chief Executive of Stafford and Rural Homes

5.12.5 In addition to local partners, both Councils have established good working relationships with national and regional partners who have an interest in the Stafford growth agenda. The Highways Agency was involved in setting the Terms of Reference for consultants to produce a new Traffic Model for Stafford. Key partners such as Natural England, The Environment Agency, Staffordshire Wildlife Trust, Severn Trent Water, Sports England, have been involved at every stage of LDF preparation. Stafford Borough's Chief Executive has met the newly appointed Regional Director of the Housing and Communities Agency where there was a discussion around the vision and objectives of the Stafford Growth Point and the mission, purpose and objectives of the HCA. There has been a similar discussion with Advantage West Midlands. The Council's ambitions for Stafford have also been discussed with the Government Office for the West Midlands both within the context of growth points and the LDF and Government Office has commented on the draft programme of development.

5.12.6 Stafford Borough Council's administrative area adjoins East Staffordshire Borough's area. East Staffordshire Borough was recognised as a Growth Point in the first round of designations. While the planned growth of Stafford and Burton are not considered to have direct impacts one on the other, discussions are taking place between the two authorities to share experiences and to establish what level of collaboration can be achieved in terms of evidence based work and sharing resources.

5.12.7 At this stage the joint work between Stafford Borough Council and Staffordshire County Council will be used as resources to progress

with the Growth Point agenda and preparing the Programme of Development. If additional resources are needed these will be provided through revenue funding requests from the Growth Fund. Furthermore Staffordshire County Council has a number of consultants it can access through the 'Call on Commissioning' initiative in place.

5.12.8 On the issue of a Local Delivery Vehicle, it is clear from the above that there is a long standing track record of partnership working within Stafford both at the strategic and local level. However, it is accepted that in order to deliver the Growth's agenda a more task specific Local Delivery Vehicle would need to be developed, drawing on relevant public and private sector partners. Public sector partners are well known and clear links have already been established through the Local Development Framework (LDF) process. Both Councils are working with major private sector investors / developers within Stafford Town Centre. Likely private sector / developer partners to deliver housing growth are being identified through the evidence gathering stage of the LDF and the Strategic Housing Land Availability Assessment (SHLAA). Private sector representation on the Local Delivery Vehicle will clearly depend on the strategic decisions on housing location to be taken next year leading up to the publication of the LDF Core Strategy. The development of a formal Local Delivery Vehicle is therefore a key priority for which a funding programme has been identified.

LOCAL DELIVERY VEHICLE KEY PARTNERS	
<ul style="list-style-type: none"> • Stafford Borough Council • Staffordshire County Council • Housing and Communities Agency • Stafford and Rural Homes • Southern Staffordshire PCT • Staffordshire Police • Natural England • Environment Agency • Staffordshire Wildlife Trust • Highways Agency • Ministry of Defence • Major land owners/developers 	

5.13 Partnership with Private Sector (S-B2 & S-C5)

5.13.1 A key delivery issue will be the speed that land is brought forward by landowners and the development industry for housing development. Much of this housing land will require major infrastructure provision that has been in part funded by contributions from developers. The current economic climate will inevitably have an impact on these

considerations. Similarly, the success or otherwise of other major scheme bids being put forward to Government will be effected by the general economic climate.

5.13.2 Both Stafford Borough Council and Staffordshire County Council have a track record of working with the private sector. Stafford Borough Council was awarded Beacon status in 2006 for 'Transforming Service Delivery through Partnership' and this success has levered in tens of £million of private sector investment to Stafford as well as transport network contributions.

Private Sector Investment Case Study Examples (S-B2 & S-C5)

- Public / Private Sector Partnership leading to 1,400 new jobs through Pro-Logis on the Primepoint development at Junction 14 of the M6 motorway
- At Staffordshire Technology Park adjacent to Staffordshire University Staffordshire County Council (as landowners) have facilitated a development in excess of 50,000 square metres of quality floorspace and attracted many new firms to Stafford, (partnership with Gladman Developments and the Pritchard Group)
- Significant progress has been achieved by engaging with the private sector applicants, infrastructure providers, land owners and developers including Lord Stafford, concerning the Castlefields / Burleyfields area, a proposed major urban expansion close to Stafford town centre.
- At the Areva site, St Leonard's, Stafford the Borough Council, Advantage West Midlands and other public agencies are working together to secure the long term future of the French company to maintain a presence in Stafford through a mixed-use re-development.
- Following the disposal by Advantage West Midlands of the St George's site Stafford Borough Council has worked closely with the developer and other public agencies to deliver a highly sustainable mixed use development close to Stafford town centre including housing, offices and a retirement village.
- In April 2008 the new Stafford Leisure Centre was opened, a facility costing £15 million, following a successful agreement with developers through the disposal of the Riverside Recreation Centre site. The scheme has been delivered at nil cost to local taxpayers.

5.13.3 A significant level of evidence gathering work is currently taking place including discussions with key stakeholders across the environmental, social and economic sectors in order to establish the level of impact and deliver strategic solutions to overcome particular issues around sustainable growth. In particular close work is being carried out with the Stafford Chamber of Commerce and the Stafford Borough Local Delivery Board through the Local Area Agreement to engage implementation bodies to deliver growth.

5.13.4 The development of significant new houses in Stafford will require the release of Greenfield sites which will be in addition to the committed sites and potential locations identified through the Strategic Housing Land Availability Assessment. The Council has been working closely with the private sector and the development industry over recent years, by inviting landowners and agents to put forward land for future development and establishing how delivery can be achieved.

5.14 Stafford Town Centre (S-B2 & S-C5 (SD8))

5.14.1 The purpose of including this section on Stafford Town Centre is to demonstrate the relationship between the town centre, regeneration and the wider Growth agenda as well as illustrating further delivery achieved by both Councils through public / private sector partnership (see above) and the ways in which both Councils are using their own assets, other public funding and the private sector to deliver growth. (SD8).

5.14.2 The process of regenerating Stafford Town Centre began with the realisation that Stafford was falling behind adjacent centres both in terms of retail and leisure offer and town centre living. This realisation culminated in a Stafford Town Centre Vision document being produced in 2002, which identified major opportunities for redevelopment in the south-east quadrant of the town. This subsequently lead to a Master plan for this quadrant being prepared in 2004.

5.14.3 The massive scale of investment proposed for the Town Centre – estimated at £500 million - over several key sites is helping to realise the vision of both Councils for the County Town to become a competitive and successful sub-regional centre for leisure, retail, office accommodation, public sector headquarters and town centre living.

5.14.4 The proposals for the Town Centre will bring in a new department store, new shops, offices, multi-storey car parks, riverside residential apartments, hotels and cinema and will completely transform Stafford as a place to shop, work and live.

5.14.5 The Town Centre proposals are being marketed by both Councils under the banner of “[Stafford Renewed](#)” and this had led to the Town being promoted in the national media including a feature in Channel 5’s “The Property List”.

Investments taking place in Stafford Town Centre include:-

- Riverside Regeneration – a proposal which includes a new department store, shops, offices, residential apartments, hotel, cinema and multi- storey car park on the site of the former Riverside Recreation Centre, Bridge Street car park and the Queensway island site.

Demolition of the Riverside Recreation Centre and former housing on South Walls has already taken place. A detailed planning application for the overall development is currently being considered by the Borough Council.

Information	<ul style="list-style-type: none"> • <u>New Leisure Centre</u> • 265 housing units (net 236) • A multi-screen cinema • A 148 bedroom hotel • 141 residential care home rooms (8,740m²) • 17,763.5m² shops (12,813.5m² net), including a department store • 1,272m² financial and professional services • 2,220m² (restaurants and cafes) • 2,081m² offices • 1,265 car parking spaces with a provision for cycles, motorcycles and disabled spaces.
Developer	<ul style="list-style-type: none"> • Trent City Securities/Claymoss Group

- St George’s Park – This proposal will restore Listed Buildings at the former St George’s Hospital and create new offices, houses, student accommodation, a retirement village and a new hotel.

Information	<ul style="list-style-type: none"> • Planning permission for 310 residential dwellings (10,101m²). • 83 bedroom hotel proposed (approx 3,300 m²) • 210 student apartments • 2,322m² offices
Developer	<ul style="list-style-type: none"> • Pritchard Group

- Stafford College – the College have unveiled plans for a £60 million transformation of their campus utilising funding through the Learning and Skills Council. The works will be phased over several years and a planning application for the scheme has recently been received by the Borough Council.

- Tipping Street – Staffordshire County Council have selected developers Modus / Stoford to provide new County Council offices and new retail units on the site of the current pay and display car park in Tipping Street. This will bring approximately 1,600 employees into the heart of Stafford town centre. A planning application for these proposals is expected to be received by Stafford Borough Council by Christmas 2008.

Information	<ul style="list-style-type: none"> • 4,500m² shops (on ground floor) • 17,000m² offices (for the County Council)
Developer	Modus / Stoford

- Kingsmead Car Park – Stafford Borough Council and Staffordshire County Council are developing proposals for the creation of a new multi-storey car park along with other town centre uses – possibly including new retail units.

Information	The development will include:- <ul style="list-style-type: none"> • up to 1,800 space multi storey car park • Other town centre uses potentially including shops, hotel residential and leisure.
Developer	Scheme will be taken forward jointly by Stafford Borough Council and Staffordshire County Council who will select a developer partner.

- The Mills – This development on Mill Bank comprises a new restaurant on the ground floor with 20 residential apartments overlooking the River Sow, above. Works are currently on-site and are due to be completed next year.

Information	<ul style="list-style-type: none"> • 20 apartments • 1 Restaurant (4,047m²)
Developer	Site owned by Silex Land Limited

- Civic Centre, Riverside - The owner of the Civic Centre is currently in discussion with the Borough Council with a view to taking forward a range of improvements which could include a new retail frontage on South Walls as well as a new restaurant with a terrace overlooking the river.
- Rail Station Car-Park – Proposal being developed by Network Rail to create a 450 space multi-storey car park (net increase of 280 spaces) on the site of the existing surface car park. Currently being designed with a planned implementation over a two year period.

In total the proposals for Stafford Town Centre are likely to have the following impact:-

- An additional 35,100 sq m (377,816 sq ft) of retail space (over a 50% increase on the current retail offer).
- An additional 24,350 sq m (262,103 sq ft) of leisure provision (including 2 new hotels, a multi-screen cinema and several restaurants)
- An additional 20,587 sq m (221,599 sq ft) of new office space, over twice of what is already available, (with the majority being provided for County Council employees on the Tipping Street site)
- 600 – 700 new homes together with retirement living.

5.15 Section 106 & Tariff Arrangements (S-B2, S-C4 & S-C5)

5.15.1 Stafford Borough Council and Staffordshire County Council have a long-established system in place to bring forward developer contributions for transport schemes, affordable housing, public open space and education. Further details are set out later in this section. Nevertheless the Councils wish to build upon the success of the existing system and Section 106 Agreements to engage fully with the new Community Infrastructure Levy and revised Section 106 Agreements to extend the delivery of a high quality range of social and community infrastructure for the local community through the new Growth agenda. Such an initiative is supported through joint delivery mechanisms, not least the Local Area Agreements

5.15.2 To aid this process the Local Development Framework will bring forward a 'Developers Contribution' Supplementary Planning Document to support a Core Strategy policy on Community Infrastructure Levy and Section 106 requirements by 2011 to cover existing and new infrastructure provisions.

5.15.3 It is envisaged that the new regime for the Community Infrastructure Level and Section 106 Agreements will be based on the existing tariff based approach used for highways and transportation, which works in the following way. A methodology for cost sharing has been devised to apportion the cost of geographically specific improvement schemes e.g. capacity improvements at junctions, and measures that will benefit a wider area e.g. public transport improvements. Such pooling arrangements will take the form of so many £s per dwelling or £s per square metre created of employment space.

5.15.4 The cost borne by each developer for wider mitigating measures is in proportion to the overall implications on the network for that development. Specific schemes such as junction improvements are financed by contributions pro rata to the number of additional trips that pass through the relevant junctions. Staffordshire County Council as Highways Authority pays in proportion to the number of additional trips generated as a result in the growth in background traffic flows.

Affordable Housing

5.15.5 Stafford Borough Council works closely with the development industry and landowners to deliver affordable housing through planning applications and wishes to increase its delivery in the future. Government policy through Planning Policy Statement 3 (PPS3) - Housing recognises that a community's need for affordable housing is a "material planning consideration" which should be considered when determining planning applications and establishing planning policy. The Borough Council have undertaken a number of studies to establish housing needs across the area which has demonstrated an overwhelming need for more affordable housing. The Stafford Borough Local Plan 2001, Policy HOU17 (now a saved policy) requires all qualifying sites to provide 30% of affordable housing of which 25% should be social rented, 5% shared equity. The threshold at which affordable housing can be required has recently been reduced from 25 to 15 in PPS3. The Borough Council established a Task and Finish Group to investigate how to deliver a greater quantity of affordable houses in the future. The recommendation of the Task and Finish Group for a target of 40% affordable houses have been agreed by the Cabinet for inclusion in the Local Development Framework's Core Strategy.

Open Space, Sport & Recreation

5.15.6 The Council has produced a comprehensive set of guidance notes for developers relating to the on-site provision of open space within residential development, off-site open space contributions and commuted payments towards future maintenance. This methodology has been established based on Government guidance in Planning Policy Guidance 17 (PPG17) 'Planning for Open Space, Sport and Recreation', its companion guide and studies carried out recently by consultants. The Borough Council has been very successful in using the financial contributions paid to it by the developer to make provision for equipped children's play space, casual play and amenity space and outdoor sport provision in the locality of the development scheme.

5.15.7 To date the methodology has used the National Playing Fields Association minimum standard of 2.43 hectares of provision per 1,000 population as a starting point. However the Council has recently had a Planning Policy Guidance 17 Assessment completed by Kit Campbell Associates which sets out specific local standards and provision for the future which will now be applied. This will be based on the number of people arising from the proposed development calculated using occupancy rates, based on the number of bedrooms per dwelling. The cost of the provision and maintenance of facilities is calculated based on the estimated land purchase cost, layout and construction costs, purchase of safety equipment etc.

Highways & Transportation

- 5.15.8 New developments have specific site access requirements but can often have wider implications for either the highway network or the need to bring forward sustainable transport measures. It is the Borough Council's policy that each development must deal with its transport implications and supports Staffordshire County Council as the Highways Authority in its negotiations with applicants for planning contributions. For some developments transportation appraisals are required to accompany planning applications and these will need to demonstrate the transportation impact of the proposal including that on the highways network. It is both the Borough Council's and the County Council's policy to encourage sustainable transport measures to be incorporated into developments e.g. "Green Travel Plan" for employment creating development.
- 5.15.9 The cumulative impact of development within Stafford Town upon the ability of the transport and highways system to cope with additional demand for travel has been the subject of a detailed study culminating in the "Stafford Urban Area Transport Management Strategy" (SUATMS). SUATMS is a £5.8 million strategy for a ten year period up to 2011 which identifies a number of schemes / proposals to be part funded by future developments and part funded by the Highways Authority through Local Transport Plan funding and other sources. To date nearly £1.5 million of developer contributions have been collected through SUATMS to deliver substantial transport improvements in town centre and the wider transport network for Stafford.
- 5.15.10 SUATMS has proved popular with developers as the cost of highway improvements are shared equally between the Highway Authority and all developers in the town. It also provides developers with greater certainty with regard to planning conditions and reduces the amount of technical work required by developers when producing their Transport Impact Assessments.

Education

- 5.15.11 The County Council's Children and Lifelong Learning Directorate does not have sufficient resources to construct buildings and other infrastructure to keep pace with the rate of new development. In keeping with legislation, contributions towards providing additional educational infrastructure have been, and continue to be sought from developers through planning obligations. Stafford Borough Council supports this approach through the planning system with weekly updates being provided to the Children and Lifelong Learning Directorate. The current "Education Planning Obligations Policy" sets out the County Council's approach to such contributions summarised below.

5.15.12 To be considered, a development must be of seven dwellings or more or a size of greater than 0.2 hectares. A calculation is made of how many additional pupil places the development will add and what effect this will have on the accommodation in the schools that children from the development are likely to attend. Local spare capacity in existing schools is taken into account and may reduce or eliminate the need for a contribution. Developers are expected to contribute financially toward any shortfall in places that are directly related to the development. Where a development is of sufficient size to exceed capacity of the existing provision the County Council may require the construction of a completely new school and the acquisition of the land, access and relevant services.

5.16 Transport Infrastructure (S-F16)

5.16.1 The transport priorities for Stafford are identified in the Staffordshire Local Transport Plan (LTP) 2006 – 2011. The overall objectives of the LTP are to:

- Provide better accessibility
- Create safer roads
- Reduce the impact of traffic
- Improve air quality

5.16.2 Since 2002 the vision for Stafford has been underpinned by the Stafford Urban Area Transport Management Strategy (SUATMS), which provides a framework for the public/private funding of transport initiatives to release development potential in an integrated and sustainable manner. The strategy aims to help tackle the key transport issues and problems in Stafford and supports the delivery of the LTP objectives and the growth point programme.

5.16.3 Transport issues and problems within the urban area have been identified through analysis of accident, census and traffic data and through extensive consultation with the public and key stakeholders. In summary, the issues to be addressed by the LTP process, Stafford Borough Council, developer contributions, public transport operators, CIF and Growth Point funds include:

- The need to support significant regeneration and housing planned for the town centre
- The need to improve sustainable transport opportunities for existing residents and the residents of additional new homes
- The need to accommodate residual traffic generated from new developments and provide safe and efficient access to the highway network
- Provision of new road infrastructure likely to be required to deliver strategic housing allocations
- Congested conditions evident along certain strategic routes in Stafford

- Bus delays caused by congestion
 - Reliance on the car for many journeys
 - Pedestrian / vehicle conflicts in Stafford town centre
 - Safety concerns at certain junctions
 - Scope to provide improved pedestrian and cycle networks serving Stafford
 - Scope for improving bus and rail services and facilities to increase patronage
- 5.16.4 High quality sustainable links to Stafford town centre are vital locally to unlocking strategic housing sites and enabling the acceleration of delivery. The priority for Stafford Borough Council is to accommodate as much development as possible on previously developed sites within the urban form and the Strategic Housing Land Availability Assessment is indicating significant capacity. There is also a unique opportunity in Stafford to provide a large strategic housing allocation at Castlefields and Burleyfields which is in a highly accessible location close to the town centre, the railway station and bus services. The Stafford Western Access Improvement will be required to access this development site and remove traffic from the town centre.
- 5.16.5 A town centre that is highly accessible by bus, rail, walking and cycling will have a direct impact on the choice of mode of transport that new residents choose to take to their local town. An attractive pedestrian environment within a regenerated Stafford town centre will encourage residents of new homes to choose Stafford as their key destination for leisure, shopping and work, reducing the need to travel longer distances by car to neighbouring towns and maximising the sustainability of this Growth Point. Appendix D shows how existing bus routes serve the proposed housing development sites.

Prioritisation of Transport Schemes

- 5.16.6 The transport schemes within the Programme of Development will help to deliver new homes in Stafford. Schemes that have LTP resources committed to them are considered to be high priority. The LTP does not generally prioritise between walking, cycling and public transport as modes of transport as they are all equally important as part of a balanced sustainable transport strategy. However, the schemes requiring growth point funding have been prioritised based on an initial assessment of the scheme's likely impact on increasing travel by sustainable modes and deliverability of the scheme. The scheme priorities are identified as Medium Projects to 2011.

Consistency with the Community Infrastructure Fund Bid

- 5.16.7 Staffordshire County Council is also submitting an Expression of Interest for Community Infrastructure Funding for a similar package of sustainable transport measures that can be delivered on the ground

by March 2011. If the CIF bid is successful, the funding required to deliver the transport element of this Programme of Development will either be diverted to resourcing other elements of the PoD or will be used to bring forward schemes within the longer term strategy to be identified by the Aktins Transportation Study (see more details below).

Delivery and Value for Money

- 5.16.8 The County Council's excellent delivery record demonstrated through the Local Transport Plan process has been recognised through our invitation by the Government to become a Centre of Excellence for Transport Planning (SB2). The County Council also has a strong track record in providing radical and innovative transport solutions, most recently demonstrated during the delivery of the multi award winning Rugeley Eastern Bypass.
- 5.16.9 All the schemes within the short to medium term strategy have been assessed using a robust LTP scheme appraisal process which quantifies the likely contribution of schemes to LTP targets and objectives.
- 5.16.10 Some schemes within the strategy still require detailed consultation, feasibility and design, however the risks affecting delivery are considered to be low. The risks may delay the programme or require schemes to be modified, but will not prevent sustainable transport improvements from being delivered.
- 5.16.11 Risk will be managed in line with the County Council's Corporate Risk Management Policy. A range of measures will be adopted to mitigate risk, for example, working closely with relevant partners and, if necessary, redirecting resources to schemes within this Programme of Development. Risks that may have the greatest impact on delivery will be closely monitored and managed.
- 5.16.12 Risk will also be managed by maintaining a comprehensive record of scheme costs, and benchmarking our programme against previous performance, to maintain control of costs, hence maximising value for money.

Partnership with the Private Sector (SC4, S-C5)

- 5.16.13 A formulaic cost-sharing methodology is being used to apportion the costs of the proposed transport strategy between relevant developers and the County Council's LTP capital programme. Developer contributions towards the strategy are based on the proportional impact of development flows on the transport network, meaning that contributions are shared equitably between all developers in the town, in addition to their individual access requirements. It also provides developers with greater certainty with regard to likely

planning conditions and reduces the amount of technical work required by developers when producing their Transport Assessments. The spreadsheet model used to calculate contributions can be revised to allow for changes in predicted traffic flows and to add in future developments

- 5.16.14 It is expected that this existing cost-sharing methodology could guide contribution levels to transport schemes that may be secured in the future through the proposed Community Infrastructure Levy.

Transportation Study

- 5.16.15 Atkins consultants were commissioned in mid. 2007 to undertake a Transportation Study to help Stafford Borough Council understand the implications of becoming a New Growth Point in the context of the emerging Regional Spatial Strategy (RSS). Both Councils have committed up front funding of around £100,000 (£200,000 in total) to this study. This work is facilitated by a project board made up of the Highways Agency, the Highways Authority (Staffordshire County Council) and Stafford Borough Council (S-F16 SB2).

- 5.16.16 The brief requires the consultants to develop a new peak hour traffic model, with the capability of measuring a shift to public transport and apply it to:

- Identify the most appropriate locations for new development to take place (in terms of existing infrastructure, programmed improvements and services)
- Recommend the land use package with the least impact on the local and strategic transport networks
- Test transport interventions to remediate the worst impacts of the preferred land use package
- Recommend a costed transport strategy to deliver growth, together with the means of apportioning contributions to the various developers

- 5.16.17 The transport model has achieved exceptional validation and calibration statistics and the Final Calibration and Validation Report was signed off by the Study Steering Group in June 2008. Consultants are now working on assessing the land use options, with a view to recommending a spatial strategy. Once a preferred land use package is recommended, testing of the various transport interventions to deliver growth in the period 2011-2026 can be undertaken.

- 5.16.17 The following reports are expected to be provided before the end of the year:

- Land Use Options Report
- Initial Options Assessment Report

- Strategy Development Report
- Detailed Appraisal Report
- Final Study Report

5.16.18 The study is confidently expected to be completed and fully reported by early 2009.

Short to medium term transport projects 2008/9 to 2010/11 (S-B2)

5.16.19 There are a number of projects underway in 2008/09 or planned for 2009/10 and 2010/11. These will build upon the successes that have already been achieved since 2002 through the delivery of the existing SUATMS strategy. By 2011, LTP, Network Rail and developer funding streams are expected to deliver:

- Town centre traffic management - a jointly funded County Council / Borough Council project to implement part of the Stafford Town Centre Vision
- Introduce Real Time Passenger Information for bus users (RTPI)
- Soft demand management techniques
- Key cycle links
- Pedestrian facilities
- Town centre junction improvements
- Urban Traffic Control
- Further Variable Message Signs
- Railway station car park expansion (Network Rail)

Transport projects linked to Growth

5.16.20 DCLG funding, between 2009/10 and 2010/11, will enable the County Council to deliver an enhanced package of measures required to support sustainable housing growth. Appendix E shows how the schemes directly link to the proposed new homes and Appendices F to I provide further details of the schemes which include:

- Investigation, design and consultation on the Stafford Western Access Improvements (Appendix F)
- Investigation, design and consultation on two Park and Ride proposals
- Accelerated programme of bus priority measures
- Enhancement of existing town centre bus interchange and RTPI
- Additional town centre pedestrian improvements (Appendix G)
- Completion of high quality walking routes to the town centre (Waterscape project)
- Castlefields Walking and Cycling Link (Appendix H)
- Completion of Cycle Strategy (Appendix I)
- Extended package of soft demand management techniques

5.16.21 Further details on projects already underway and medium term projects for 2009/10 – 10/11, including candidate projects for DCLG

funding, are provided in the Medium Project up to 2011. Details include project objectives, priorities, costs, funding sources, timescales for delivery and the reasons for the need for DCLG contributions.

Longer Term Projects (S-D6)

5.16.22 Beyond 2011, the delivery of the growth point agenda will put added pressure on transport infrastructure, exacerbating existing traffic congestion if the right infrastructure is not delivered to encourage sustainable travel and sites are not located in order to minimise the need to travel. The various longer term transport interventions will be tested as part of the Transportation Study and are likely to include:

- Stafford Park and Ride
- Provision of a modern high quality bus fleet
- Enhanced bus priority
- Comprehensive Real Time Passenger Information system for bus users (RTPI)
- Expansion of town centre bus interchange provision
- Rationalisation and relocation of car parks
- Stafford Western Access Improvements
- Stafford Eastern Distributor Road
- Stafford Southern Distributor Road

Stafford Park and Ride

5.16.23 Two Park and Ride sites (see Appendix C) could be provided nearby to M6 junctions 13 and 14 as part of an overall strategy offering a more attractive option to commuters and visitors than taking their cars directly into the town. The Park and Ride sites, with their high quality information and waiting facilities, would be served by dedicated, high frequency and reliable buses to Stafford town centre. The benefits will include:

- Increasing car parking provision without increasing central area land take
- Reducing long stay car parking in the centre
- Generating new development opportunities at the two sites and within the town centre
- Reducing car journeys and levels of traffic congestion downstream of the facility
- Reducing accidents downstream of the facility
- Improving the accessibility of Stafford by sustainable modes of transport

5.16.24 A detailed study will be required by 2010/11 into the costs, feasibility, design and other technical aspects of the proposed park and ride sites. This study forms an important element of this bid and will consider:

- location of potential sites
- potential demand that the sites could generate
- benefits and costs implication, and potential viability
- Funding of the sites and their service
- Complementary Parking Strategy for the town
- Impact on existing public transport systems
- Impact on local road network around the proposed sites and within the town centre

Stafford Western Access Improvements (see Appendix F)

5.16.25 In western Stafford (at Castlefields and Burleyfields), there is a unique opportunity to provide an early 'regeneration' phase of housing and employment, and a larger strategic housing allocation, in a highly accessible location close to the town centre, the railway station and existing public transport services. The phased provision of the Stafford Western Access Improvements, including new highway links between A518 Newport Road and A34 Foregate Street (via Doxey Road) will be necessary to allow access to these areas by new bus services and remove traffic from the town so that town centre services can be enhanced. The development of this site will be integrated with the existing residential area of Castlefields which lies to the east, immediately adjacent to the Station and the Town Centre.

5.16.26 By 2011, a full appraisal of the road scheme will be required in line with Department for Transport's 'Transport Appraisal Guidance'. This work forms an important element of this bid.

Stafford Eastern and Southern Distributor Roads

5.16.27 If major greenfield housing sites in Brocton and the Penk Valley in South Staffordshire were to be released to open up areas of land for development, then the provision of new distributor roads is likely to be needed to open up the sites for development and to accommodate any travel demand that cannot be met by public transport options. (Sites SF3, 4, 5, 7, 8, 9 and 10 on Map at Appendix C) There are two historic routes still currently protected for the Stafford Eastern and Stafford Southern Distributor Roads. At its closest point the Southern Bypass could be within 1km of the edge of the Cannock Chase Area of Outstanding Natural Beauty. It is accepted that these options could have some environmental and engineering constraints and would only be promoted following the outcome of extensive investigations (including a full environmental assessment).

Relationship with other Strategies

Staffordshire Local Transport Plan (2006 – 2011)

5.16.28 The transport strategy for Stafford urban area (SUATMS) encompasses the Staffordshire Local Transport Plan objectives and its delivery is expected to contribute towards achieving the following LTP targets:

Better Accessibility

- To increase the number of bus passenger journeys by 5% by the end of 2010/11
- To increase the number of people satisfied with local bus services to 58% by the end of 2009/10
- To have no reduction in cycling levels from a baseline of 2003/04 to 2010/11
- 90% of the population in Staffordshire's six major settlements will be within 350m of a bus stop with a minimum service provision of 30 minutes to a major centre by 2010/11
- To increase the percentage of the authority's footpaths and rights of way network that is defined as easy to use to 80% by 2008/09 and then to at least maintain this level until 2010/11
- To raise the proportion of pedestrian crossings with facilities for the disabled to 100% by 2010/11

Creating Safer Roads

- To reduce the number of people killed or seriously injured (KSI) by 40% compared to the average for 1994-1998 by 2007 and from 2007 to further reduce the number of KSIs by 4% by 2010
- To reduce the number of children killed or seriously injured by 50% compared to the average for 1994-1998 by the end of 2010/11
- To reduce the number of slight road casualties by 12% compared to the average for 1994-1998 by 2010

Reducing the Impact of Traffic

- To restrain growth in area-wide road traffic mileage to 1.5% per annum
- By 2010/11 95% of buses will depart timing points within the window of 1 minute early and 5 minutes late
- To restrain peak period traffic growth in Burton upon Trent and Stafford to 10% overall by 2011 from a 2002 baseline
- To have no increase in the percentage of journeys to school by single occupancy cars as a proportion of all modes
- To reduce the number of days temporary road controls or closures occur on traffic sensitive roads caused by local authority road works per km of traffic sensitive road to 1.3 by 2010/11

The total cost of the programme from transport schemes is set out in the medium term projects.

6.0 Projects and Prioritisation (S-D7)

6.1 Introduction

6.1.1 The project timescales are split into three categories:

- short term projects underway or planned for 2008-09
- medium term projects for 2009-10 to 2011-12 and
- longer term projects for post 2012.

6.2 Short-term Projects underway or planned for 2008-09 (S-A1)

6.2.1 Appendix B provides a map of projects underway or planned for 2008-09 which support the delivery of the programme to secure the delivery of the proposed housing trajectory and which have planning permission as listed below:

- Brunswick Terrace (59 dwellings) – Full consent
- Land at Alstom, Lichfield Road (181 dwellings) – Full consent
- Crooked Bridge Road (50 dwellings) – Outline consent
- Former Library HQ, Friars Terrace (45 dwellings) – Outline consent
- Riverside Recreation Centre, South Walls (286 dwellings) – Full consent
- Weeping Cross / Cannock Road (116 dwellings) – Outline consent
- UCM Group plc, Doxey Road (150 dwellings) – Outline consent
- Former St George's Hospital, Corporation Street (310 dwellings) – Outline consent
- Former Eagle Inn & 14/14A Newport Road (32 dwellings) – Full consent
- Site off Mill Bank (20 dwellings) – Full consent
- Foregate Street (42 dwellings) – Full consent

6.2.2 In total 1,890 dwellings have been given planning consent in Stafford town up to 31st March 2008 For Stafford Borough as a whole 3140 dwellings have been given planning consent up to 31st March 2008 (EQ3).

6.2.3 In order to support longer term growth aspirations both Councils have financed studies to support the preparation of the Local Development Framework and the Growth Agenda. Details of these studies are included in the above sections together with short term transport projects (para 5.16). A summary is included below.

- New Stafford Transportation Model (Atkins)
- Strategic Housing Land Availability Assessment
- North Strategic Housing Market Assessment
- Strategic Flood Risk Assessment
- Gypsy and Traveller Needs Accommodation Assessment
- Countryside and Landscape Character Assessment
- Historic Landscape Characterisation Assessment
- Planning Policy Guidance 17 Assessment - Open Space, Sport & Recreation
- Stafford Water Resources model to 2026 (with Severn Trent Water)
- Stafford Gas Distribution model to 2026 (with Fulcrum Connections)
- Stafford Electricity Distribution model to 2026 (with Central Networks)

6.2.4 From the project already underway it is clear that both Councils have

- prioritised their programmes and spending to support housing growth both in the short term and in the longer term through a comprehensive approach to evidence gathered for the LDF (SD7) and other means
- Engaged with the private sector and other public agencies to plan and resource projects which support housing growth (SD8)

6.3 Medium-term projects for 2009-10 and 2010-11: to include projects identified for support from the Growth Fund (S-C5, S-D6 & S-D7)

6.3.1 A number of project themes have been identified which will require interventions to enable delivery.

- Providing sustainable transport solutions to facilitate growth within and on the edge of Stafford
- Releasing land for housing and affordable housing to provide everyone with the opportunity of a decent home
- Economic regeneration projects to facilitate new jobs and a diversified employment base
- Strategic water supply and treatment and flood risk management
- Green infrastructure / environmental enhancements
- Delivery of key social infrastructure
- Capacity building to enable delivery of Growth Point Investment Strategy

6.3.2 The following table sets out the projects and activities that will need to be delivered to achieve the planned growth. Most of the project themes will require a package of projects or activities to be brought forward. Funding from a variety of sources will need to be pooled to deliver these projects. Some of the projects will require funding from the Growth Point Fund and other programmes such as the Community Infrastructure Fund (CIF).

6.3.3 Currently limited detail has been included in the Action Plan, as further substantial work needs to be undertaken. A firmer position on the likely projects to be brought forward should be known after the conclusion of the various technical studies.

Investment Strategy Matrices

Table 5 Total cost of programme by theme 2008/9 to 2010/11 - Short & Medium term projects (S-C5)

Project Theme	Total cost of projects £m
A. Sustainable Transport Solutions	£13.55 m
B. Releasing Land for Housing / Affordable Housing	£4.3 m
C. Economic Regeneration projects	£2.48 m
D. Strategic Water Supply and Treatment & Flood Risk Management	£0.3 m
E. Green Infrastructure / Environmental Enhancements	£1.9 m
F. Key Social Infrastructure	£1.07 m
G. Capacity Building	£0.5 m
Total Cost	£24.1 m

Table 6 Total funding requested from DCLG by theme 2009/10 to 2010/11 - Medium term projects

Project Theme	Total DCLG contribution requested £m	2009/10		2010/11	
		Capital	Revenue	Capital	Revenue
A. Sustainable Transport Solutions	£4.58 m	£1.055m	£0.03m	£3.465m	£0.03m
B. Releasing Land for Housing / Affordable Housing	£2.5 m	£1.53m	£0.02m	£0.93m	£0.02m
C. Economic Regeneration projects	£1.32 m	£0.65m	£0.01m	£0.65m	£0.01m
D. Strategic Water Supply and Treatment & Flood Risk Management	£0.3 m	£0.125m	-	£0.175m	-
E. Green Infrastructure / Environmental Enhancements	£1.29 m	£0.51m	£0.01m	£0.76m	£0.01m
F. Key Social Infrastructure	£0.45 m	£0.2m	£0.05	£0.15m	£0.05m
G. Capacity Building	£0.4 m	£0.035m	£0.18m	£0.05m	£0.18m
Total DCLG Contribution requested £m	£10.84 m	£4.105 m	£0.3 m	£6.135 m	£0.3 m

Table 7 Short to Medium Term Projects 2008/09 to 2010/11 (S-C5, S-D6, S-D7 & S-D8)

Project Theme/ Title/ (Lead Authority)	Priority	Projects / activities	Total Cost 08/09– 10/11 Capital (£000s)	Contribution requested from DCLG (£000s) – Capital (& Revenue)		Reasons for DCLG contribution	Other funding sources	Timescale for delivery		
				09/10	10/11			08/09	09/10	10/11
A. SUSTAINABLE TRANSPORT SOLUTIONS										
Stafford Western Access Improvement – appraisal, investigation, design and consultation (Lead Authority - SCC)	HIGH	This is a potential major road scheme that will be required to deliver a highly sustainable regeneration site of housing and employment at Castlefields, and a larger strategic housing allocation at Burleyfields.	600	250	250	The Stafford Western Access Improvement will be required to deliver potentially 2000 + new homes together with employment sites on a highly sustainable site within Stafford urban area and remove traffic from the town centre. DCLG funding for detailed appraisal work would accelerate the delivery of this essential infrastructure.	Staffs County Council (SCC) / developers / Stafford Borough Council (SBC)	✓	✓	✓

Stafford Park and Ride – appraisal, investigation, design and consultation (SCC)	HIGH	Park and Ride sites at M6 junctions 13 and 14 as part of an overall strategy offering a more attractive option to commuters and visitors than taking their cars directly into the town.	250	-	250	DCLG funding would enable a detailed study to be completed by consultants by 2010/11 into the costs, feasibility, design and other technical aspects of the proposed park and ride sites.	-			✓
Stafford Eastern and Southern Distributor Roads – initial economic viability appraisal & cost benefit analysis. (SCC/ Consultant)	HIGH	This is a proposed major road scheme that will be required to deliver major urban extensions for sustainable communities including housing and employment to the east and south of Stafford (part of which is within South Staffordshire District).	100	50	50	The Stafford Eastern and Southern Distributor Road will be required to deliver potentially thousands of new homes on major urban extensions adjacent to the existing Stafford urban area. DCLG funding for initial economic and cost assessments would accelerate the delivery of this essential infrastructure.	SCC / developers / SBC / South Staffordshire District Council	✓	✓	✓
Railway station car park expansion (Network Rail/ Virgin)	HIGH	A significant expansion of the railway station car park to encourage commuting by rail rather than car and to remove traffic away from surrounding residential areas.	4950	100	50	Multi storey car park being constructed under Transport Work Order. Need for consequential reorganisation / improvements to bus and taxi facilities and access.	Network Rail / SCC		✓	

Bus priority and town centre junction improvements (SCC)	MEDIUM	<p>Bus priority on key corridors and junction improvements within the town (e.g. A449, A518 and A34) to help reduce bus journey times, increase bus patronage and reduce car travel.</p> <p>Traffic signals will be linked to improve highway network efficiency to help relieve existing traffic congestion and accommodate residual traffic generated from new developments.</p>	650	200	200	<p>Bus priority corridors will directly link new homes to the town centre, key facilities and employment sites, at the same time as improving bus services for existing residents.</p> <p>LTP funding is currently insufficient for the completion of all bus priority proposals by 2011 within the existing transport strategy</p>	SCC / developers	✓	✓	✓
Town centre bus interchange and Real Time Passenger Information for bus users (RTPI) (SCC/Bus Operators)	MEDIUM	<p>Improve the existing bus interchange at Gaol Square with a new community facility including information and safe access to make it more attractive for residents to travel by bus to and from the town centre.</p> <p>Investment will also be focused on real time bus information in the town</p>	1250	150	600	<p>There is clear evidence from local bus surveys that high quality at-stop infrastructure and information encourages more bus use, in combination with bus reliability and high quality vehicles and services.</p> <p>DCLG funding would enable proposals for RTPI and high quality interchanges within the</p>	SCC / developers / SBC/ Bus Operators		✓	✓

		centre and at other key bus stops in the corridors that have the strongest physical links to the housing growth areas.				town centre to be completed by 2011. This will encourage sustainable travel to/from new developments and reduce car travel.				
Walking and Cycling provision (Waterscape and cycling strategy) *SCC)	HIGH	Increase walking and cycling through the provision of high quality and safe routes between new and existing housing areas to the town centre and key facilities.	3500	100	900	DCLG funding up to 2011 would build on existing significant investment by SCC and SBC, and enable us to accelerate the delivery of our Walking and Cycling Strategies	SCC / developers / SBC / SUSTRANS	✓	✓	✓
Castlefields Walking and Cycling Link (SCC)	HIGH	The scheme provides a direct sustainable link between a residential proposal and the town centre. The scheme requires: <ul style="list-style-type: none"> ○ A significant upgrade to the existing National Cycle Network ○ A new vehicular access to an existing employment site which will also serve around 10% of the proposed 	750	100	650	Part of the planned residential development to the west of the town centre at Castlefields is dependent upon the completion of this proposed Castlefield to Town Centre segregated walking and cycling route. LTP funding is unavailable to deliver this scheme.	SCC SBC Developers Sustains		✓	✓

		<p>new homes</p> <ul style="list-style-type: none"> ○ Conversion of the existing vehicular access route to a segregated walking and cycling route 								
Town centre traffic management and pedestrian improvements (SCC)	HIGH	Town centre pedestrian improvements that enhance connectivity, safety and environmental quality, and support key regeneration sites for housing, employment, leisure and retail.	1390	65	475	<p>DCLG funding will accelerate the delivery of town centre improvements that will encourage local residents to use their local town rather than travelling longer distances to neighbouring towns.</p> <p>The improvements connect with the regeneration and housing sites and the walking and cycling corridors.</p>	SCC / developers / SBC	✓	✓	✓
Soft demand management techniques (SCC)	MEDIUM	Soft demand management techniques alongside physical measures, for example improving access to jobs for those without a car, travel plans, car sharing, producing area specific leaflets detailing cycle routes and other	110	40 (+ 30 revenue)	40 (+ 30 revenue)	A reduction in car use will be achieved by promoting the sustainable travel message and providing information on sustainable travel options alongside the provision of physical measures.	SCC / developers	✓	✓	✓

		marketing and publicity				Both revenue and capital DCLG funding will enable us to enhance the existing programme of delivering soft demand management techniques.				
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Project Theme/ Title	Priority	Projects / activities	Total Cost 08/09– 10/11 Capital (£000s)		Contribution requested from DCLG (£000s) – Capital (& Revenue)		Reasons for DCLG contribution	Other funding sources	Timescale for delivery		
					09/10	10/11			08/09	09/10	10/11
B. RELEASING LAND FOR HOUSING / AFFORDABLE HOUSING											
Opportunity Land Purchase Fund for affordable housing (SBC)	HIGH	Work with Registered Social Landlord (RSL) partners to encourage opportunity purchases of land for affordable housing, taking advantage of current market conditions.	1500	380 (+ 20 revenue)	380 (+ 20 revenue)		Opportunity to support local construction, deliver housing numbers in difficult market conditions and to increase affordable housing. Only limited SBC money available	Homes & Community Agency (HCA) / Local RSLs SBC		✓	✓
Delivery of supporting people / extra care scheme for the elderly (SBC)	HIGH	The St George's development will not deliver significant affordable housing because of the cost of restoring the Listed Building (approx £20m). Market opportunity to purchase land for Extra Care Scheme	1400	600	-		Short term opportunity to take advantage of market conditions to increase affordable housing / extra care provision	Stafford & Rural Homes / South Staffs Housing Association / Homes & Community Agency		✓	✓
Gypsy and	MEDIUM	Following on from the					To provide a sustainable	SBC			

Traveller Assessment – areas of search and land acquisition (SBC)		North Housing Market Area Gypsy and Traveller Accommodation Needs Assessment work is now required on establishing a study to identify areas of search to deliver new provision and land acquisition. The possible disposal of an existing facility to open up a development site near the town centre and on the western access road corridor also needs to be examined.	250	100	100	community for the Stafford Borough area to meet all of the local population’s housing needs.			✓	✓
Delivery of land through land acquisition fund and possible Compulsory Purchase Orders (SBC)	HIGH	Support strategic land delivery to unblock key sites and deliver provision of infrastructure including purchase of railway siding from Network Rail to deliver Burleyfields / Castlefields development (2000+ houses and employment)	800	300	300	The significant increase in housing growth will mean proactively bringing forward difficult sites where public intervention is required to accelerate delivery. No alternative funding sources available	Advantage West Midlands (AWM) / (SCC) / Developers / SBC		✓	✓
Riverside	HIGH	The developer agreement /				Opportunity to deliver	Developers			

Affordable Housing – increased delivery (SBC)		Section 106 delivers 113 affordable homes on land owned by Stafford Borough Council external to the Riverside site. With small scale land purchase, garage court re-organisation and other interventions this programme could be increased to 150 – 160 affordable homes	350	150	150	increased levels of affordable housing. No alternative funding sources available.	/ Stafford & Rural Homes / South Staffs Housing Association		✓	✓
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Project Theme/ Title	Priority	Projects / activities	Total Cost 08/09– 10/11 Capital (£000s)	Contribution requested from DCLG (£000s) – Capital (& Revenue)		Reasons for DCLG contribution	Other funding sources	Timescale for delivery		
				09/10	10/11			08/09	09/10	10/11
C. ECONOMIC REGENERATION PROJECTS										
Delivery of land through remediation works (SBC)	HIGH	Deliver strategic housing land by implementing site remediation work on redundant land in Stafford	1000	250	250	The significant increase in housing growth will mean proactively bringing forward difficult sites where contaminated land work will be required to encourage investment by house building industry to accelerate delivery.	SCC / developers / SBC		✓	✓
Kingsmead feasibility study – appraisal, investigation, design and consultation SCC/SBC Joint Project	HIGH	This is a potential major mixed use scheme at Kingsmead adjacent to Stafford town centre that will deliver a highly sustainable regeneration site of retail, housing and employment.	200	50	50	The Kingsmead scheme will be required to deliver new retail, housing and town centre uses on a highly sustainable site within Stafford urban area. DCLG funding for detailed appraisal work would accelerate the delivery of	SCC / developers / SBC	✓	✓	✓

		Initial feasibility work has been carried out on flood risk with Environment Agency. May also require some land assembly on North Walls properties to make the proposal viable				this site.				
Delivery of serviced employment land to support the Economic Strategy (SBC)	MED	The Economic Viability Study will identify whether locations for employment sites can be delivered and any associated constraints that could prevent them from coming forward	200	80	80	Market viability testing of priority sites will accelerate delivery.	Advantage West Midlands (AWM) / SCC / Developers	✓	✓	
Stafford Gateways (SBC)	LOW	Delivery of Stafford Gateways including the enhancement scheme at Foregate Street	500	150	150	Quality of life and gateway improvements required to support sustainable lifestyles and access to the town centre due to the scale of new development for Stafford town. Capital funding from SBC and SCC is limited.	SCC / developers / SBC		✓	✓
Support the development of an enterprise culture (SBC)	MEDIUM	Study and business plans to support development of 'enterprise hubs' in Growth areas to provide specialist	80	20	20	Market viability testing; lack of interest from private sector due to high cost / risk	SCC / developers	✓	✓	✓

		workspace for new and growing small businesses								
Delivery of a tourism and cultural package (SBC)	LOW/ MEDIUM	<p>This will involve activities to deliver Stafford as a high quality regional and national visitor destination, providing high quality visitor attractions and cultural activities</p> <ul style="list-style-type: none"> - Stafford Castle improvements - Gateway projects including public art - Town centre enhancements 	500	100 (+ 10 revenue)	100 (+ 10 revenue)	Support the future sustainability of Stafford town's community through high quality local visitor attractions to support the scale of new development. No alternative source of funding available	SBC / SCC / private sector	✓	✓	✓

Project Theme/ Title	Priority	Projects / activities	Total Cost 08/09– 10/11 Capital (£000s)	Contribution requested from DCLG (£000s) – Capital (& Revenue)		Reasons for DCLG contribution	Other funding sources	Timescale for delivery		
				09/10	10/11			08/09	09/10	10/11
D. STRATEGIC WATER SUPPLY AND TREATMENT & FLOOD RISK MANAGEMENT										
Strategic Flood Risk Assessment – Level 2 (SBC)	HIGH	<p>A Level 1 Strategic Flood Risk Assessment has been completed for Stafford during 2008. Work is now required on a more detailed Level 2 Strategic Flood Risk Assessment for specific locations to assess the effects of Growth on surface water drainage infrastructure and the flood plain in and around the County Town of Stafford.</p> <p>The study to provide high level overview of capital costs for infrastructure required for flood risk scheme for strategic locations.</p>	250	100	150	The flooding experienced in Stafford has highlighted that capacity of surface water drainage systems needs to be address at individual locations to reduce flood risk	Environment Agency / Severn Trent Water / SBC	✓	✓	✓

Water Cycle Strategy SBC	MEDIUM	<p>A Water Cycle Strategy to be commissioned to assess the effects of Growth on the water supply and drainage / disposal of water in major house building schemes.</p> <p>The study will provide a high level overview of the capital costs of the infrastructure required to provide a sustainable water cycle strategy for the area.</p>	50	25	25	Water resources are likely to suffer with increased development and this project will ensure that important networks are enhanced across Stafford	Environment Agency / Severn Trent Water / SBC	✓	✓	
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Project Theme/ Title	Priority	Projects / activities	Total Cost 08/09– 10/11 Capital (£000s)	Contribution requested from DCLG (£000s) – Capital (& Revenue)		Reasons for DCLG contribution	Other funding sources	Timescale for delivery		
				09/10	10/11			08/09	09/10	10/11
E. GREEN INFRASTRUCTURE / ENVIRONMENTAL ENHANCEMENTS										
Green Infrastructure Strategy (SBC/Natural England)	HIGH	<p>A series of Concept Statements have been commissioned for key strategic locations around Stafford to assess the effects of Growth on the natural environment and landscape in major house building schemes.</p> <p>Produce a Green Infrastructure Strategy to provide a high level overview of capital costs of green infrastructure required to provide multi-functional open space for the area.</p>	100	50	50	<p>The proposed actions to implement components of a green infrastructure strategy are essential early projects to offer immediate impact, provide reassurance to the community that this Growth agenda will bring considerable benefits and begin to set the environmental context for later developments.</p> <p>In order to deliver this funding is being sought from DCLG. When the Green Infrastructure Strategy is fully in place, together with its own action</p>	Natural England / Environment Agency / SBC / SCC) /Developers		✓	✓

		Staffordshire Wildlife Trust have completed an initial ecological assessment of strategic locations in and around Stafford. More detailed ecological studies on specific locations have been identified for completion which will facilitate new development capacity for housing.				plan and means of implementation, it will be expected that through the delivery mechanism considerable contributions will be made by the private sector. Financial support is required to achieve this, as set out in the Programme.				
Victoria Park, Stafford (SBC)	MEDIUM	<ul style="list-style-type: none"> • Delivery of increased capacity through improved recreational facilities and provision for young people within a heritage setting. 	1000	250	500	Quality of life and recreational interests required to support the scale of new development for Stafford through delivery of healthy informal open spaces.	SBC / Heritage Lottery Fund / Stafford College		✓	✓
	HIGH	<ul style="list-style-type: none"> • Land acquisition to rationale park boundary and release housing site 	150	50	50					
Local Nature Reserves for Stafford (SBC)	MEDIUM	Delivery of new and enhanced Local Nature Reserves in and around Stafford to provide increased access to nature conservation interests to support healthy living and quality of life.	50	10 (+ 10 revenue)	10 (+ 10 revenue)	Quality of life and nature conservation interests required to support the scale of new development for Stafford through delivery of healthy informal open spaces of tranquillity.	Natural England / Environment Agency / SBC Staffordshire Wildlife Trust		✓	✓

Country Park south of Stafford (SBC)	MEDIUM	Delivery of new landscape and biodiversity focused countryside park to the south of Stafford providing a local / sub regional facility taking pressure off the Cannock Chase Special Area of Conservation.	600	150	150	The proposed Country Park would implement components of a green infrastructure strategy as an essential project to offer immediate impact, provide reassurance to the community that this Growth agenda will bring considerable benefits and deliver health benefits.	Natural England / Environment Agency / SBC / SCC / developers		✓	✓
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Project Theme/ Title	Priority	Projects / activities	Total Cost 08/09– 10/11 Capital (£000s)	Contribution requested from DCLG (£000s) – Capital (& Revenue)		Reasons for DCLG contribution	Other funding sources	Timescale for delivery		
				09/10	10/11			08/09	09/10	10/11
F. KEY SOCIAL INFRASTRUCTURE										
Development Capacity & Infrastructure Strategy (SBC)	HIGH	<p>It will be necessary to establish the scale and cost of infrastructure capacity required to deliver growth including utilities and transportation. This will support delivery of the Community Infrastructure Levy regime.</p> <p>Additional provision required could include education facilities, health facilities; library services; leisure and recreation services; police services.</p> <p>Need to prepare an Infrastructure Strategy to ascertain the level of</p>	120	75	25	Infrastructure capacity will be seriously effected by increased development and this project will ensure that important capacity requirements for networks across Stafford are enhanced and contribution strategy developed.	<p>Developers / SBC</p> <p>Possible joint procedurement with East Staffordshire Borough Council</p>	✓	✓	✓

		provision required and to assess new development's capacity to deliver this viably. This will inform future projects.								
Health & Well-being (SBC)	MEDIUM	<p>Agencies to integrate service delivery for health and education within new communities.</p> <p>Work with service providers and the community to effect behaviour changes.</p> <p>Work with PCT and other LSP partners to develop healthy living centres in Stafford including Holmcroft & Tillington and Littleworth</p> <p>Establish a robust monitoring regime to enable changes in sustainable behaviour and lifestyle.</p>	700	(50 revenue)	(50 revenue)	<p>Expansion of the economy and housing growth will increase the burden on sustainable communities.</p> <p>Ensure delivery of the new development including key infrastructure projects and programmes to support healthy living initiatives and reduce health inequality in Stafford</p>	South Staffs PCT / Local Strategic Partnership (LSP) / SBC	✓	✓	✓

Quality sport & recreation provision (Sbc)	MEDIUM	Study into a leisure hub to serve Stafford town as a centre of excellence for sport and recreation	100	50	50	Expansion of the economy and housing growth will increase the burden on existing leisure facilities. Ensure delivery of the new development including key infrastructure projects and programmes to support healthy living initiatives and reduce health inequality in Stafford	SBC / developers	✓	✓	✓
Expansion of Stafford Leisure Centre (SBC)	HIGH	Strategic land purchase to facilitate extension to Stafford Leisure Centre to make provision for future population growth (also consolidate SCC land holding on adjacent site which has housing potential)	150	75	75	Opportunity purchase to allow further expansion of leisure centre as leisure demand increases. No other funding source	SBC	✓	✓	✓

Project Theme/ Title	Priority	Projects / activities	Total Cost 08/09– 10/11 Capital (£000s)	Contribution requested from DCLG (£000s) – Capital (& Revenue)		Reasons for DCLG contribution	Other funding sources	Timescale for delivery		
				09/10	10/11			08/09	09/10	10/11
G. CAPACITY BUILDING										
Capacity to deliver (SBC)	HIGH	Enhancement of local authority planning capacity and sustainable transport delivery team with a Programme Manager and 2 project officers.	250	(125 revenue)	(125 revenue)	Ensure delivery of the new development including key infrastructure projects and programmes will have implications for staffing levels that cannot be met by existing budgets	-	✓	✓	✓
Urban Design / master planning advice (SBC)	HIGH	Continued provision of high quality urban design / master planning advice to support housing growth.	150	(50 revenue)	(50 revenue)	Existing funding from SBC not adequate to support higher level of activity	SBC	✓	✓	✓
Local Delivery Vehicle (SBC)	HIGH	Project to initially create a Growth Point delivery team to undertake project management and delivery	100	35 + (5 revenue)	5 + (5 revenue)	Ensure delivery of the new development including key infrastructure projects and programmes	SCC / SBC	✓	✓	✓

		<p>Establish a Partnership for Growth Management Board to assess the feasibility and develop a business case to enable the delivery vehicle to undertake implementation and delivery of the growth.</p> <p>Professional visioning event and master planning scheme for Stafford</p>								
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6.4 Potential Longer Term projects (Post 2011) (S-D6)

6.4.1 Many of the short/medium term projects will deliver housing growth in the longer term. Appendix C provides a map of the strategic development sites / locations around Stafford which will deliver the housing and employment provision beyond 2011 including key infrastructure schemes. Further details of these schemes are included in the table at Appendix C1. In September 2007 the Secretary of State saved the outstanding housing proposals not committed to date within the Stafford Borough Local Plan 2001. These outstanding housing proposal sites have been included within the strategic sites identified on the map of strategic housing / distribution options for Stafford town'

In relation to the infrastructure required to support the development of these strategic sites, it is difficult to be specific until the completion of evidence gathering for the LDF process. However, based on the work completed so far as set out in previous sections and the site summary at Appendix C1, a number of broad conclusions can be drawn which can be used to assess the scale of the infrastructure challenge (SD6).

- None of the sites are with functional flood plain, although further local studies will be required in some cases.
- Although sites vary in terms of their landscape/environmental impact, closeness to AONB etc, there does not appear to be any insurmountable obstacle to the development of any of the sites, subject to local mitigation eg development of new green infrastructure
- Service providers do not appear to have raised any significant service delivery issues which would prevent the scale of growth proposed proceeding.
- Major utility providers eg gas, electricity and water do not anticipate any major supply difficulties.
- The main difference between the sites appears to be traffic impact and in particular
 - Sites to the west of Stafford are likely to require the construction of the Western Access Road
 - Sites to the east of Stafford the construction of the Eastern Distributor Road
 - Sites to the South of Stafford the construction of the Southern Distributor Road.

Given the proposed housing numbers, the level of existing commitments, and the number of SHLAA sites within existing residential development boundaries etc it is unlikely that the preferred option in the LDF will suggest the development of all major strategic sites and therefore, by inference all three road proposals are unlikely to be required in the plan period. However, each are major items of infrastructure investment which will require a significant level of public investment, even if developer contributions are maximised.

6.4.2 It should be noted that one of the strategic housing locations south of Stafford, SF-8 is within the administrative boundary of South Staffordshire District. Policy CF3 – Level and Distribution of New Housing Development in the Regional Spatial Strategy Preferred Options Report (December 2007) states that *“In the following locations, local authorities must jointly consider the most appropriate locations for development before producing or revising Local Development Documents (iv) Stafford and South Staffordshire in relation to Stafford town”* with a further footnote *“10,100 dwellings for Stafford Borough of which Stafford town 7,000 – dependant upon the outcome of further local studies, some of the Stafford town allocation could be made, adjacent to the settlement, in South Staffordshire District”*. Stafford Borough Council is working closely with South Staffordshire District and the respective landowners to investigate the potential for land south of Stafford to be used for residential development to meet the housing requirements in this regionally significant location. Meetings have been held between the two councils at Leader/Chief Executive level and the regional Assembly have provided a staff resource to facilitate delivery (SB2)

6.4.3 The Regional Spatial Strategy Phase Two Revision – Preferred Option sets out that Stafford Borough should have a rolling five year reservoir of readily available employment which amounts to 40 hectares available at any given time, with an indicative longer term requirement of 120 hectares for the Plan period. Some of this will be found through brownfield sites within the existing urban area. Elsewhere there is scope to expand existing employment sites. The following locations have been identified as potential new employment areas around Stafford town to deliver sustainable growth and maintain its high degree of self containment:

Stafford (SF) - Employment Locations

SF-a	Land east of Beaconside
SF-b	Land west of Tollgate Drive
SF-c	Land west of Weston Road
SF-d	Land east of Fairway
SF-e	Land east of Wolverhampton Road A449
SF-f	Land east of Kingsway
SF-g	Land south of Creswell Grove
SF-h	Land west of A34 Stone Road

7. Partnership Arrangements

- 7.1 This programme is submitted jointly by Stafford Borough Council and Staffordshire County Council and has been written and edited by staff from both authorities. As indicated previously, all members of the Stafford Public Sector Alliance have been given the opportunity to contribute to the POD. Stafford's growth aspirations as expressed in the POD and the LDF have been discussed with other major public sector agencies including Highways Agency, Housing and Communities Agency, Natural England, the Environment Agency, Government Office for the West Midlands, Advantage West Midlands, CABE, ATLAS, the Housing Corporation and Stafford and Rural Homes. Where known private sector/developer interests have been engaged either directly or through the SHLAA partnership. Any significant changes to the POD will be notified to the above parties.
- 7.2 Stafford Borough Council has agreed to act as the lead authority for the payment of grant. Initially the distribution of funding will be agreed between the Chief Executive of Stafford Borough Council and the Chief Executive of Staffordshire County Council with the appropriate agreement of their respective Cabinets. Once the local delivery vehicle is established all major decisions on spending will be agreed by the LDV Board with the appropriate involvement of both Cabinets.

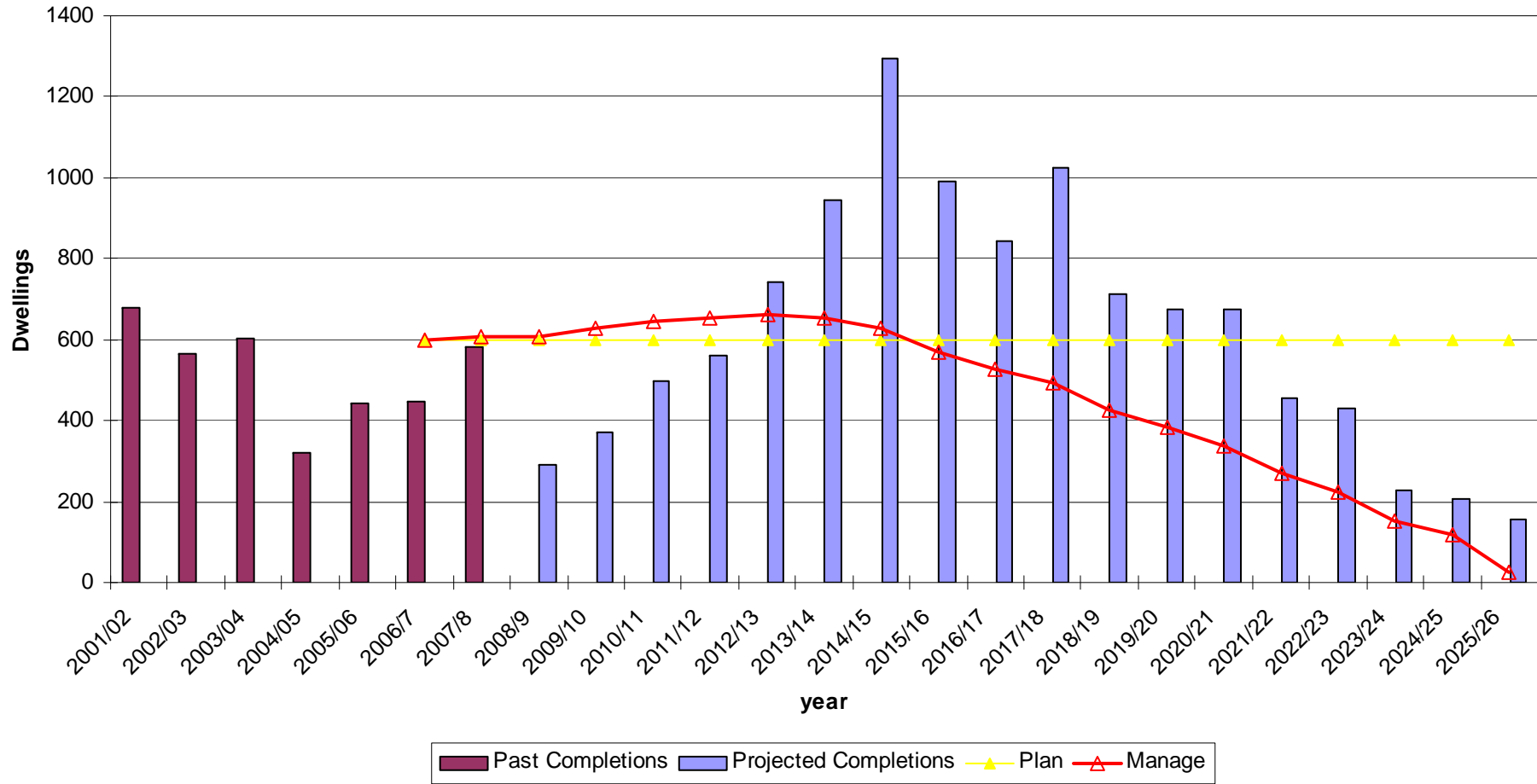
8. Conclusion

- 8.1 Stafford is in a strong position to deliver long term sustainable growth and in particular to deliver housing numbers in excess of local demand. Stafford's role as a strategic centre is recognised in the emerging Regional Spatial Strategy and it is considered that all relevant criteria are met to enable its recognition as a new Growth Point. This POD has demonstrated that the two authorities have a strong track record of delivering both housing and major regeneration schemes, have effective partnership in place with both public agencies and the private sector and have developed a programme which is realistic and deliverable, reflecting current economic conditions.

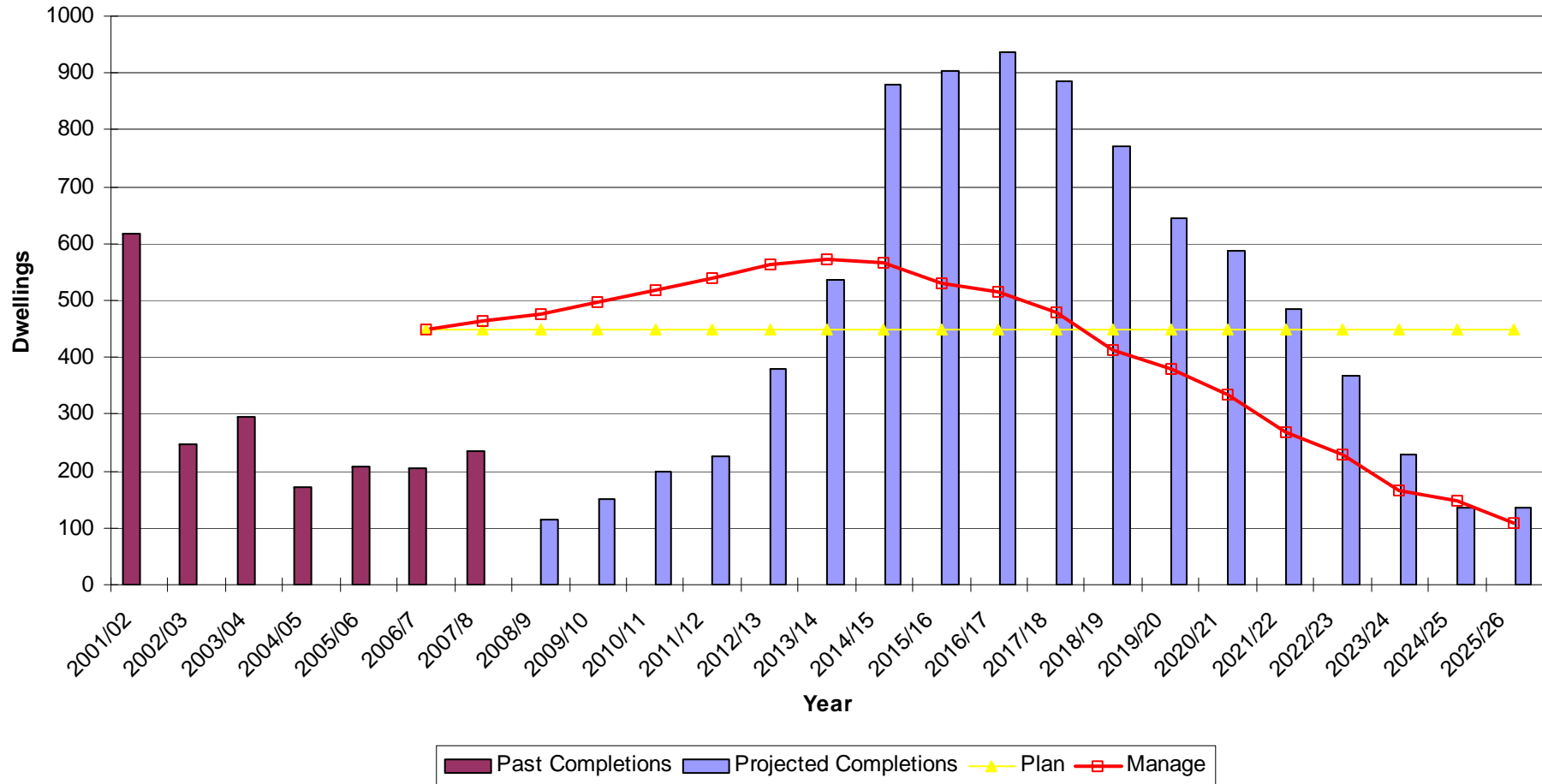
APPENDIX A

HOUSING TRAJECTORIES - STAFFORD TOWN & STAFFORD BOROUGH

Housing Trajectory for Stafford Borough



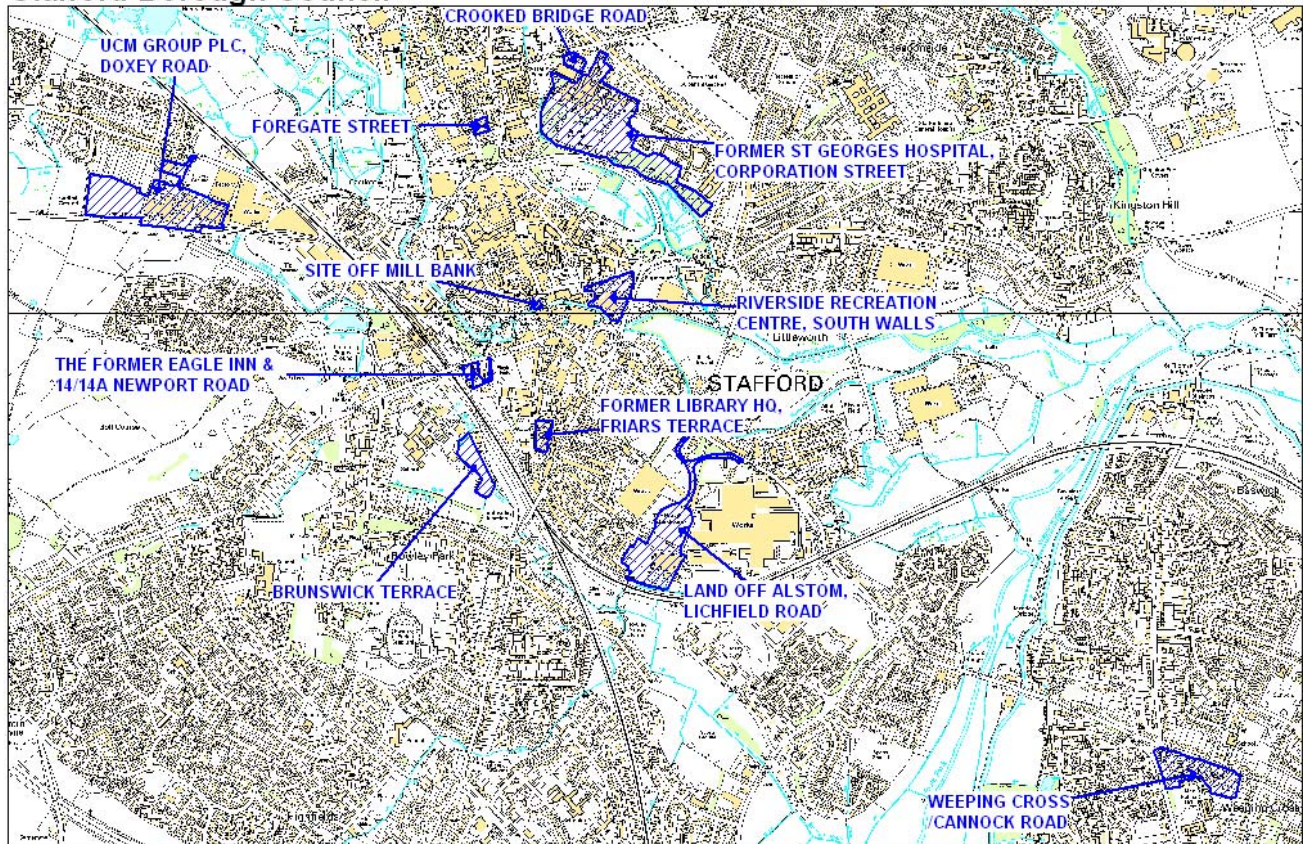
Housing Trajectory For Stafford Town



APPENDIX B

STAFFORD TOWN MAP OF KEY SITES – PROJECTS UNDERWAY OR PLANNED FOR 2008-09

Stafford Borough Council



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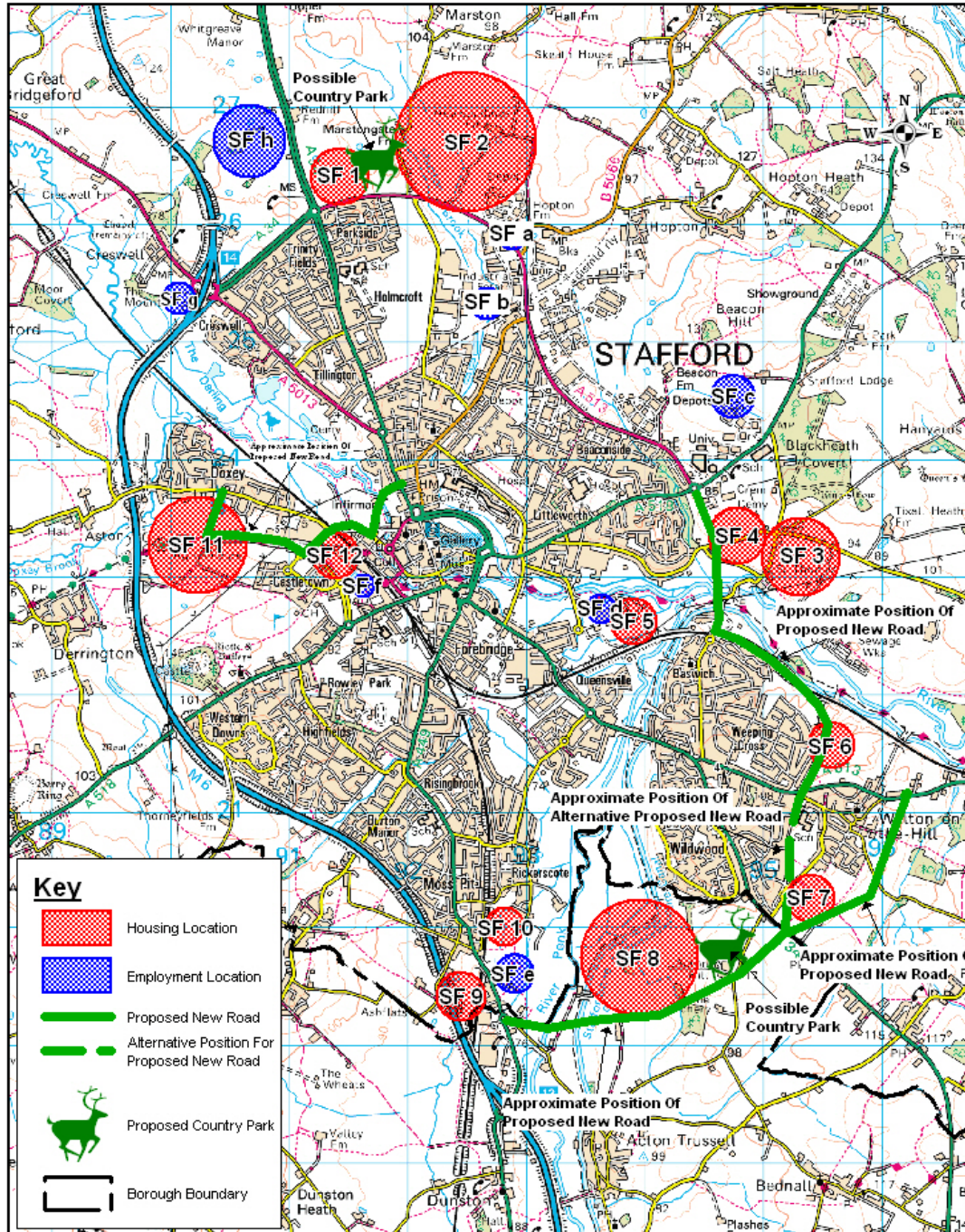
Scale : 1 : 17500
By : J. L.
Department : Forward Planning

**APPENDIX C
PROJECTS**

**MAP OF KEY SITES – LONGER TERM
FOR POST 2011**

Stafford Borough Council

MAP OF STAFFORD TOWN - BROAD LOCATIONS AS OPTIONS



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Scale : Not To Scale
By : J.L.
Department : Forward Planning
Date : 5th August 2008

APPENDIX C(i) - Description of Key Sites

Site	Ref	Capacity	Developer/ Land owner interest	Planning Status	Description	Key Challenges	Proposed Strategy	Master Plan
Land junction of Beaconside/A 34	SF1	800	Yes	Allocated site in Stafford Borough Local Plan	Accessible site close to junction 13, M6 and major existing employment site. Well related to existing urban area.	No major physical, environmental or access difficulties. Likely network contribution to wider Transportation Strategy	If pursued through LDF master planning likely to be undertaken in conjunction with SF2 with likely joint provision of Country Park and linked access	Some initial Master planning work undertaken
Land north of Beaconside	SF2	3000	Yes	SHLAA site	Large scale strategic site north of Beaconside adjacent to MOD Stafford. Close to employment sites and University.	No obvious physical or environmental constraints. Landscape constraints between SF1/2 (Country Park proposal). Site could be linked to expansion of MOD Stafford (possibly as part of super garrison proposal). Network contribution to Transportation Strategy.	If preferred option in LDF likely to be developed in conjunction with SF1. Master planning required and further site investigation, possibly in conjunction with MOD	None to date
Land south of Tixall Road and west of Baswich Lane	SF3 SF4	1160	Yes (common to both sites)	Part of SF4 allocated in Local Plan	Relatively flat, easily developable land, not within flood plain. Accessible to town centre by non car modes	Development of these sites likely to require construction of Stafford Eastern Distributor Road between Tixall Road and Lichfield Road - high construction costs due to flood plain. Further Master planning required if selected as preferred option,	Traffic impact currently being tested through new Traffic Model. Initial economic viability appraisal indicates road as medium term project. Develop Master planning further if preferred option site.	Initial Master planning work undertaken

Site	Ref	Capacity	Developer/ Land owner interest	Planning Status	Description	Key Challenges	Proposed Strategy	Master Plan
Land east of Fairway	SF5	350	Yes	Within existing residential development boundary.	Existing employment site. Proposals by St Modwen/Areva for comprehensive development for employment/housing.	No physical, environmental or access constraints. Some local site constraint issues. Possible issues over financial viability	Assistance from Advantage West Midlands being sought. Project Group established since 2006. Planning application anticipated early 2009.	Yes
Land east of Stockton Lane	SF6	300	Yes	LDF	Elevated site well related to existing built form	Visible at distance from an ONB. Likely to require construction of all/part of the Eastern Distributor Road	Master plan/site appraisal work required if selected as preferred option site.	No
East of Cannock Road	SF7	300	Yes	SHLAA site	Area of open countryside well related to existing built form	No obvious physical/environmental constraints but development of site likely to require construction of part of Southern Distributor Road between Lichfield Road and Cannock Road	Assess traffic impact through new Stafford Traffic Model. Undertake Master planning	No
Land between Cannock Road and Wolverhampton Road	SF8	2000+	Yes	SHLAA	Substantial area of open countryside south of Stafford	Flood plain to west of site, some landscape constraints to east (Country Park proposal). Delivery depends on construction of Southern Distributor Road between Cannock Road and Wolverhampton Road. Bulk of site lies within administrative area of South Staffs DC.	Dialogue between SBC and South Staffs DC facilitated by Regional Assembly and GOWM. If selected as strategic option in LDF further Master planning work to be undertaken	No
Land west of Wolverhampton	SF9	420	Yes	SHLAA	Site enclosed by railway, Wolverhampton Road	Access may require localised demolition. No other obvious physical/ environmental constraints.	Test traffic impact through Traffic Model. Further Master planning following	No

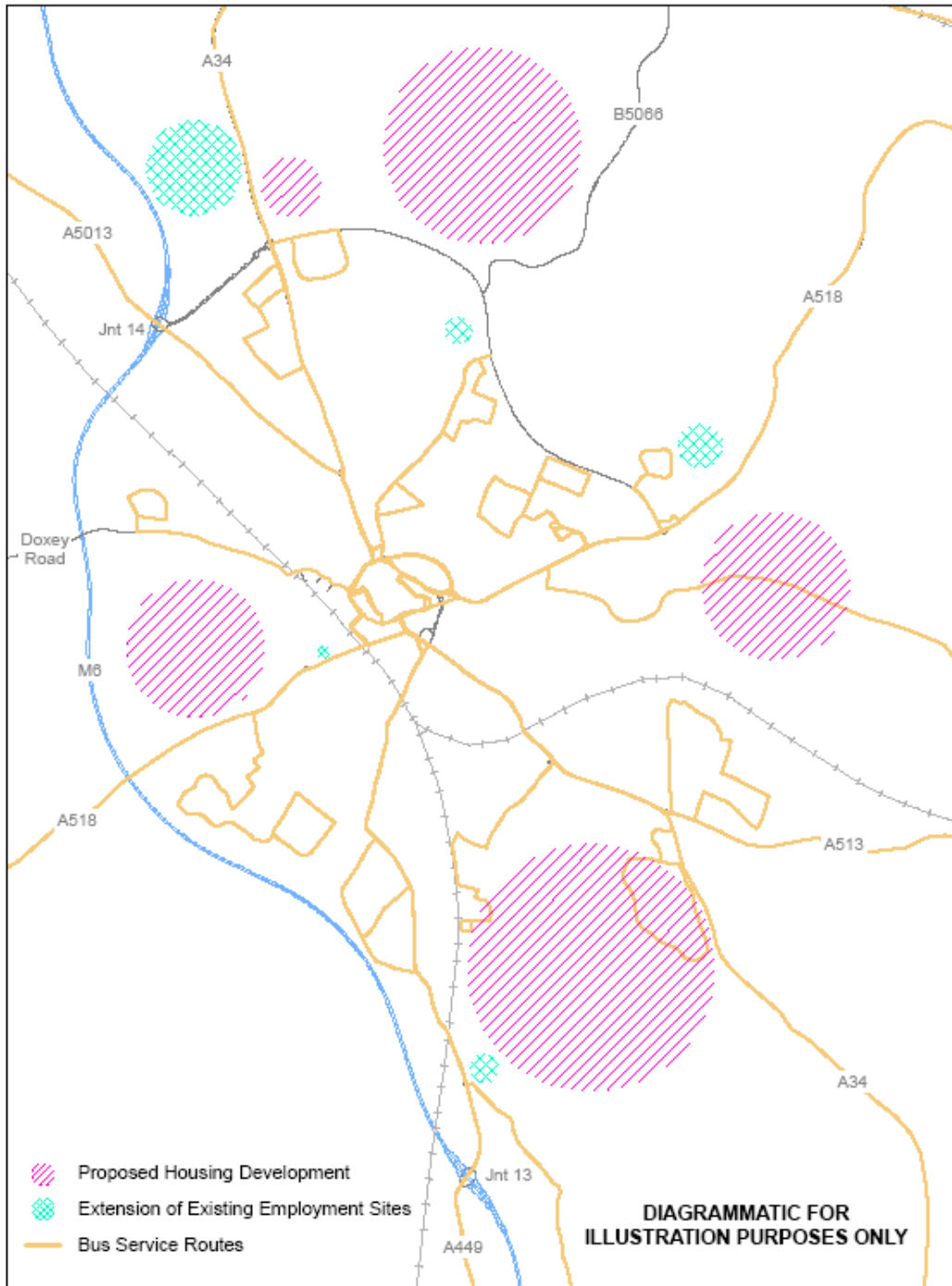
Site	Ref	Capacity	Developer/ Land owner interest	Planning Status	Description	Key Challenges	Proposed Strategy	Master Plan
Road					and existing development	Flood plain to the west but no other obvious physical/ environmental constraints. Site would contribute to cost of Southern Distributor Road.	outcome of LDF consultation.	
Land south of School Lane	SF10	450	Yes	Allocated site in Local Plan	Area of open countryside well related to existing built form	Flood plain to the west but no other obvious physical/ environmental constraints. Site would contribute to cost of Southern Distributor Road	Test traffic impact through Traffic Model. Further Master planning following outcome of LDF consultation.	
Burleyfields	SF11	2000+	Yes	Part allocated in Local Plan SHLAA site	Large area of agricultural land north of Stafford Castle/Golf Course, south of Doxey. Highly sustainable site close to Stafford Town Centre/ Railway Station.	Some localised nature conservations constraints. Development of site likely to require construction of Stafford western access road. Localised areas of contaminated land.	Project Group established since 2005. Some initial assistance given by ATLAS. Development of site is currently being tested through Stafford Traffic Model. Master planning to be developed further.	Initial Master planning undertaken
Castlefields	SF12	300	Yes	SHLAA	Brownfield site adjacent to Stafford Railway Station and Town Centre. Mixed use site for employed and housing.	Relocation of Stafford Rugby Club (site identified). Further flood risk assessment work required. Development of site probably requires construction of Western access road. Some localised type contamination.	Link development to SF13 through joint Master planning. Continue to engage with ATLAS. Further Flood Risk Assessment work required.	Initial Master plan prepared

APPENDIX D

BUS SERVICE ROUTES

Plan 5

Stafford Urban Area : Bus Service Routes



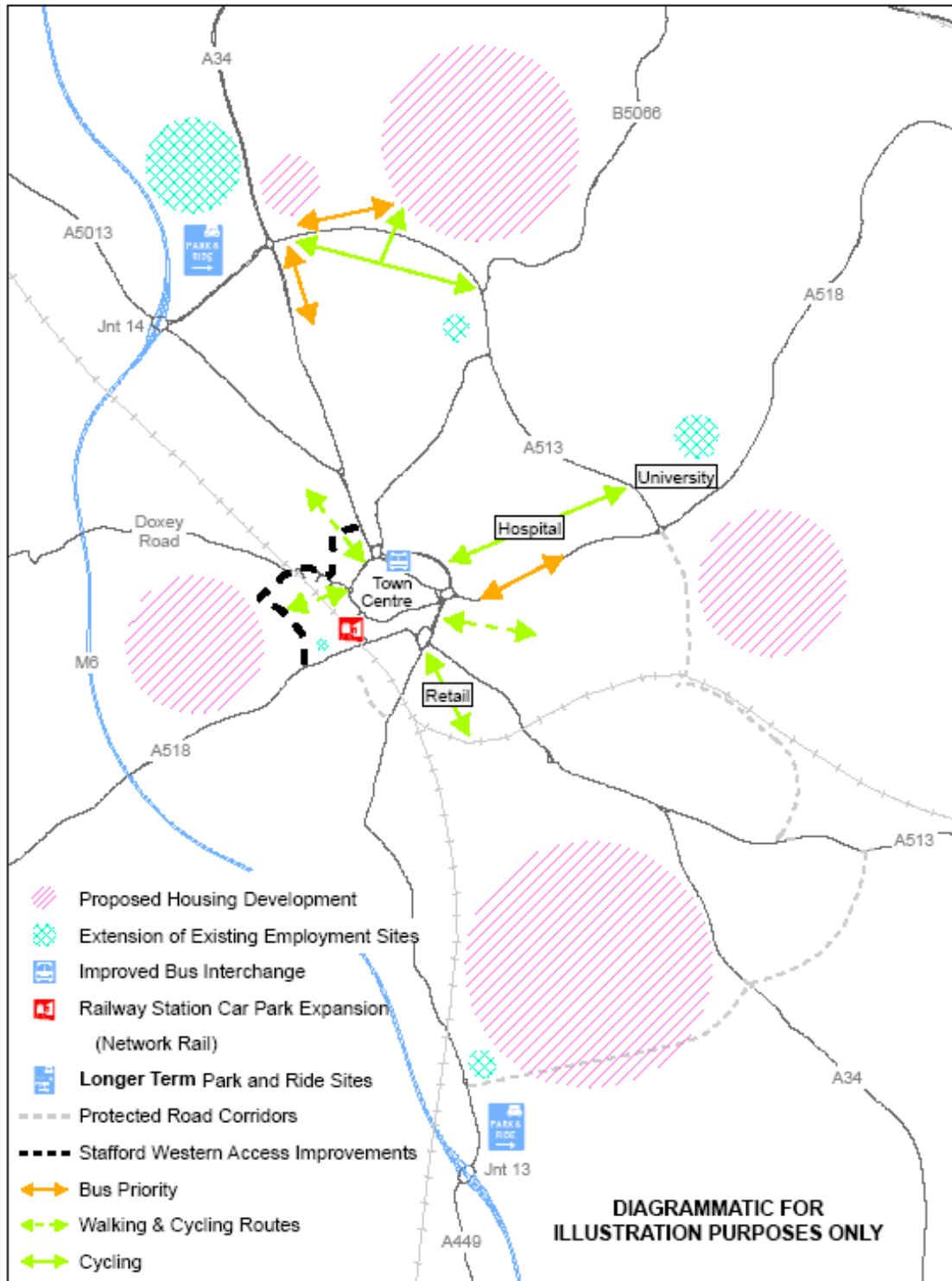
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APPENDIX E TRANSPORT INTERVENTIONS TO DELIVER HOMES & JOBS

Plan 1
 Stafford Settlement of Significant Development
 Transport Interventions to Deliver Homes and Jobs

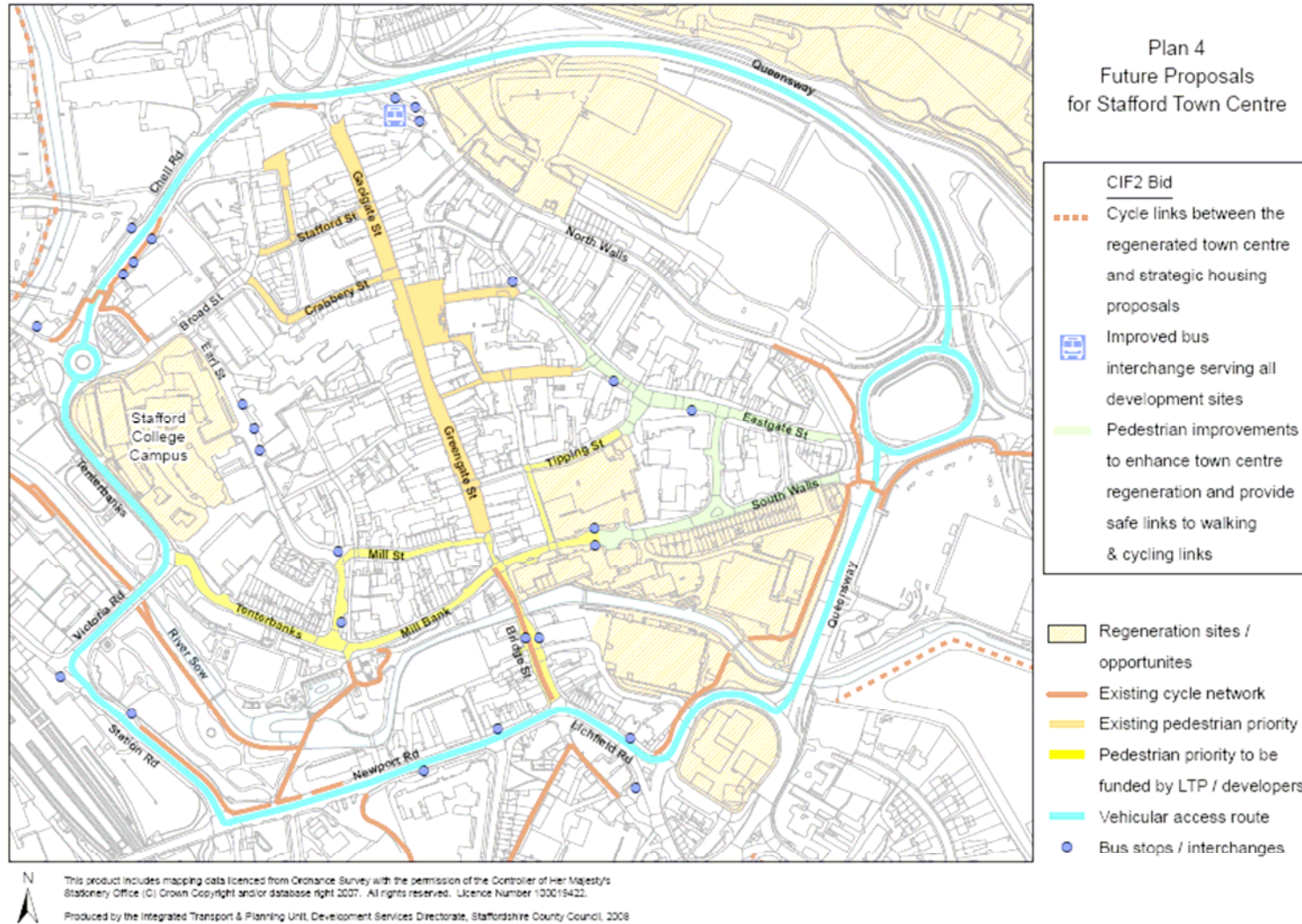


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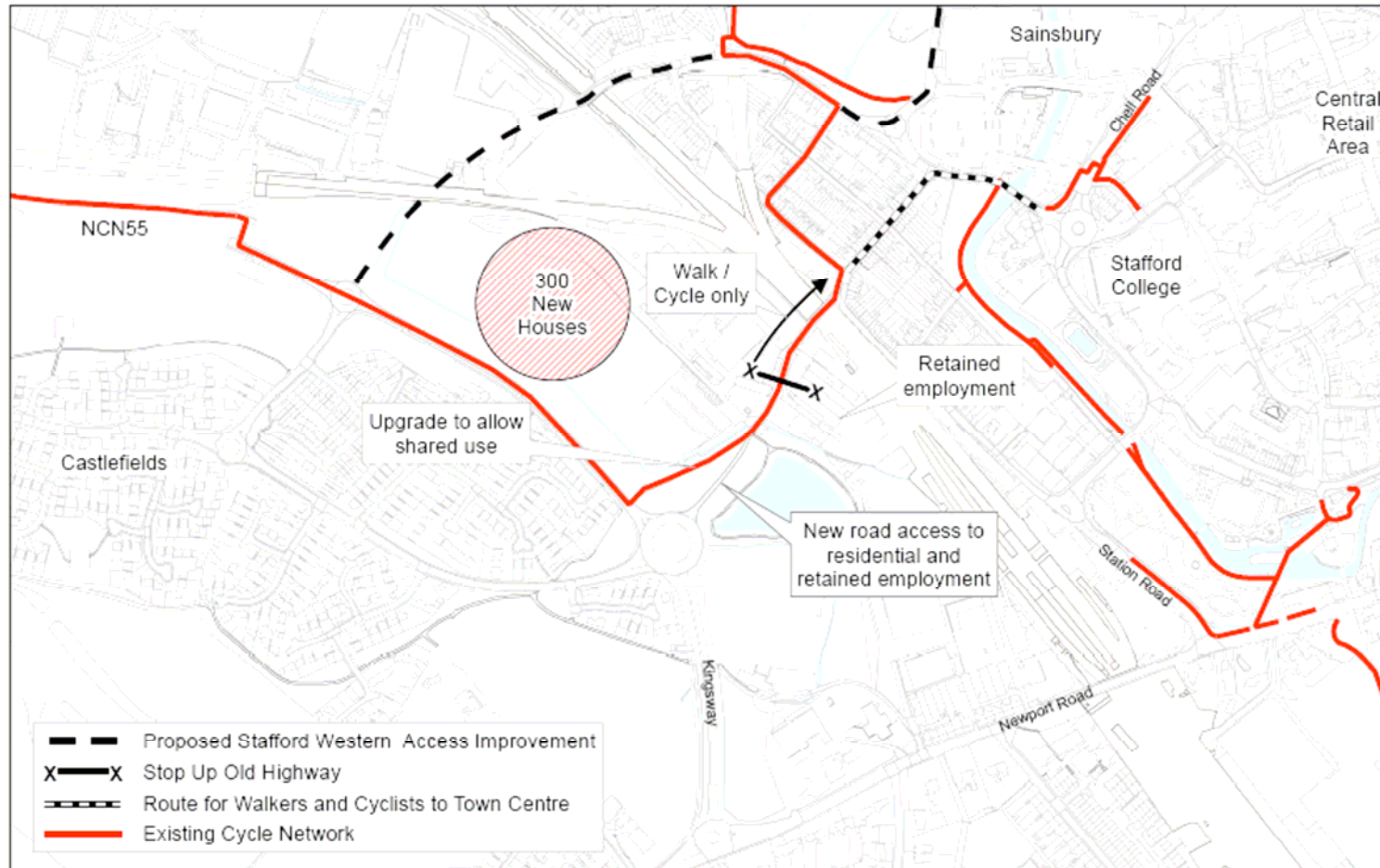
APPENDIX G FUTURE PROPOSALS FOR STAFFORD TOWN CENTRE



APPENDIX H

CASTLEFIELDS WALKING & CYCLING LINK

Castlefields Walking and Cycling Link



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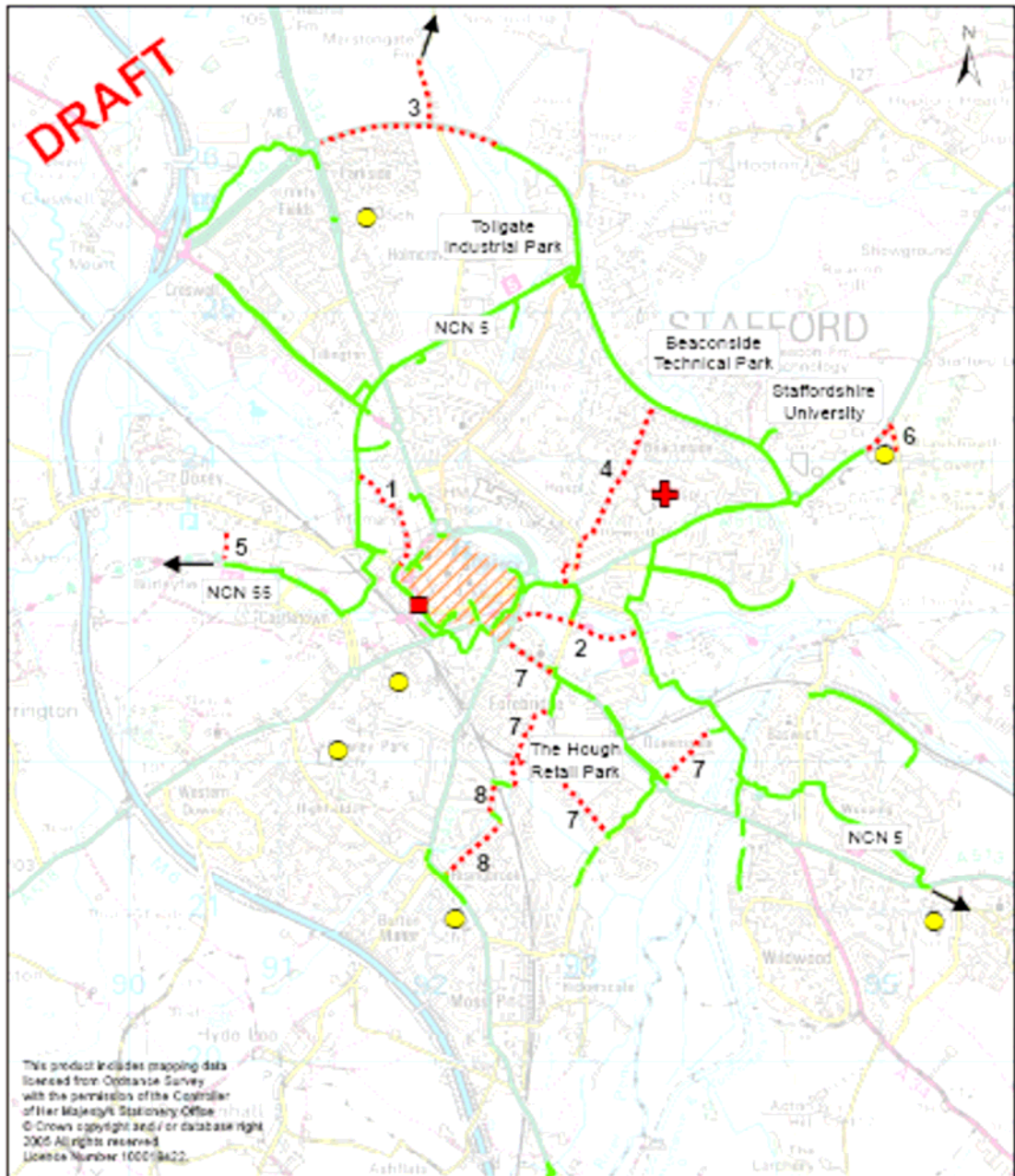
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APPENDIX I

STAFFORD URBAN AREA CYCLING MAP







Plan 2

Stafford Urban Area : Cycling Map



Proposed Cycle Routes

- 1 Doxey Marshes to Broad Eye
- 2 Queensway to Fairway
- 3 Beaconside Route
- 4 Beaconside to Town Centre
- 5 Doxey & Castlefields to NCN55
- 6 A518 & Staffordshire University
- 7 A34 / Riverway to Town Centre & NCN5
- 8 Rising Brook Link

-  Town Centre Area
-  Existing Cycle Routes
-  Proposed Cycle Routes
-  School Locations
-  Hospital Location
-  Railway Station Location

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