

Service Area Plan –2012/13

Name of Service / Portfolio												
Development Services												
Purpose/Purposes of Services provided												
Note: please write this from the customer's perspective. You may wish to include more than one purpose												
Helping deliver good development <ul style="list-style-type: none"> ○ Economic Development and Regeneration ○ Planning Policy, Projects and Conservation ○ Development Control ○ Planning Enforcement and Appeals ○ Building Control 												
Customer Measures – those important to the people/organisations who use our services												
Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change												
	04	05	06	07	08	09	10	11	12	01	02	03
Number of Corporate Complaints received												
Number of Corporate Complaints upheld (S1 or S2)												
Number of Complaints to Ombudsman upheld												
Number of Compliments received												
Average time taken to process all types of planning applications												
Average time taken to process minor amendment/discharge of condition applications												
Average time taken to resolve enforcement enquiries												
Average time taken to validate all types of												

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applications												
Building Control Customer Satisfaction Survey (Half Yearly Review)						X						X
Completion Certificates issued within 5 working days. (Quarterly checks)			X			X			X			X
Commencement of Works notifications, responded to within 24hrs. (Quarterly checks)			X			X			X			X
All Applications acknowledged within 3 working days.			X			X			X			X
Dangerous Structures notifications responded to within 24 hours (2 Hours in emergency).			X			X			X			X
Estates Customer Satisfaction Survey (Annual)										X		
Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved. Note: <u>this section will not be used by most service areas</u> as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.												
	04	05	06	07	08	09	10	11	12	01	02	03
% of conservation grants fund spent												
Amount spending on historic buildings – levered as a result of Conservation Grants												
% of Estate Void												
Average length of Time void												
Estates income vs projection												
Service Headings	Revenue Cost											
Income												
Building Control	£480,500											
Estate Management	£583,800											
Land Charges	£215,100											
Town Centre Management (including markets and mops)	£212,500											
Tourism	£22,000											
Development Management	£418,200											

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Expenditure													
Town Centre Management							£182,300						
Tourism							£241,000						
Enterprise & Economic Development							£496,200						
Land Charges							£170,000						
Development Management							£1,436,700						
Building Control							£680,000						
Policy and Conservation							£725,000						
Estate Management							£98,100						
Note:(Above figures include Support Services/Capital charges costs)													
Planned Capital Expenditure – Project Heading							Project Costs (2011/12)						
Development of Local Plan							£70,000						
Historic Buildings Grants							£80,000						
Staff Monitoring/Forecast													
Note : Describe predicted staffing issue and indicate when this is likely to impact on the service													
Staffing Issues	04	05	06	07	08	09	10	11	12	01	02	03	
Planned recruitment of a temporary policy planner to assist with the development of the Local Plan	x	x											
Potential retirement (or partial retirement) of Conservation Architects with 5 years						x	x	x	x				
Planned recruitment of up to 7 planners in Development Management	x	x											
Recruitment/retention of above temporary planners										x	x	x	
P&C - Potential retirement of Enterprise Manager						x							
Recruitment of Maternity cover for TCM	x												
Decisions on future of VIC staff still currently employed via Comensura			x										

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Events Experiment removing events from TCM jd			x										
Key Projects – key milestones Note : this should include any FFF project and any other corporate project for which this service is the lead S = Start; R = Report; I = Implement; O = Ongoing													
Project Name	Predicted savings (if relevant)	04	05	06	07	08	09	10	11	12	01	02	03
Building Control													
Land Charges – Convert Manual Searches to wholly Electronic Searches	No Immediate savings.	x	x	x	x	x	x	x	x	x			
Review Service Delivery, thereby reducing staff numbers	£62K												
Review use of External Consultants	£3K												
Review External Subscriptions	£2K												
Policy and Conservation													
Development of draft Local Plan	None	x	Preferr ed Option	x	x	x	x	x	x	x	x	sub mis sio n	
Development of Warwick AAP	None	x	Preferr ed Option	x	x	x	x	x	x	x	x	sub mis sio n	
Review of Development Monitoring	Potentially, but unknown		x	x	x	x	x						
Review of Historic Building Grants	£25k (capital but annual)			x	x	x	x						
Review of conservation team staffing and structure	£8-30K				x	x	x	x	x	x	x		
HS2	none	x	x	x	x	x	x	x	x	x	x	x	x

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Develop approach to Neighbourhood Planning	None (potential unknown cost)	x	x	x	x	x	x	Launc h					
Develop CIL Schedule				x	x	x	x	x	x	x	x	sub mis sion	
Development Management													
Complete systems thinking intervention	£200,000 (increased income and savings)		S	O	O	O	O	O	O	I	I	I	R
Economic Development & Regeneration													
Events Intervention	Predicted potential savings in 2013/14			x	x		x	x	x	x	x	x	X
Estates Management Intervention	uncertain												
Economic Development Strategy implementation	none		Exec										
Tourism Strategy Implementation													
Visitor Services Review	tbc					X							
Development and delivery of Asset Management Plan	tbc		x										
Key Risks & Mitigation (including Equalities Impacts)	Cause	Effect				Impact			Probab ility	Mitigation/ Control			
Poor Leadership	Failure of shared Head of Service arrangements; conflict within management team; lack of management training	Poor service delivery outcomes, failure to achieve FFF outcomes				Reduced effectiveness			Low/ Med	Project plan for head of service; Regular leadership team meetings and 1-1s; milestones for Team Operational Plans; Appraisals; Management Development as			

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					required
Reduced team morale	Uncertainty created during service transformation; poor leadership; poor communication	Decreased service delivery	Reduced effectiveness	Med/High	Good communication and team involvement
Workforce change	'Churn' of temporary staff, retirements/leavers in key positions	Decreased service delivery	Reduced effectiveness & capacity	Med/High	Workforce planning
Delays to Local Plan	Political feedback; public feedback; loss of staff resources; external factors (e.g Gateway or similar)	loss of control over development and infrastructure provision	High - Unplanned development	Medium	Recruit additional post; actively undertake Duty to Cooperate; work closely with members; etc
Increased number of major applications; major applications on non-plan sites	Lack of adopted Core Strategy/Local Plan	Increased pressure on staff, reduction in service performance, impact on delivery of intervention	Increased costs in defending planning appeals	High	Request developers to pay for temporary staff to process major applications (PPA approach)
Failure to resolve gypsy encampment at Beausale	Reluctance of families to move from site, lack of alternative sites in District	Increased pressure on staff, reduction in service performance, impact on delivery of intervention	Legal and other costs in removing families from site	High	Provision of alternative site, strategy to evict families
Additional detail and risks covered in the Service Area risk log.					

Any Additional Commentary					
<p>Legislative Change: Managing the implementation of the Localism Act will impact on the way that we deliver our services in Development Services. The proposed changes to Revenue Support Grant and the local retention of Business Rates will change the financial environment that the Council operates within and will require the Council to maintain a balance between maximising development for financial reward (Business rates retention, New Homes Bonus etc) and ensuring that 'good' development only is brought forward.</p> <p>Climate Change: potential to influence development in the District to mitigate the potential negative impact of climate change.</p> <p>Equalities Impacts: monitor the impact of changes to service delivery that could come out of the lean systems intervention.</p> <p>Others Commentary: the Government are considering fundamental changes to the way that Local Planning Authorities can charge for planning applications (and, potentially, other service delivery). This could create a 'self financing' planning process in a similar way to Building Control and Land Charges. Which costs or part of the planning system can be covered has not yet been established.</p> <p>The Localism Act includes provision for Neighbourhood Planning. The impact of this on resources is unpredictable, but if there is extensive interest from local communities it could have an impact on staff resources (through our requirement to support the process) and on cost (e.g cost of examination; referendum etc).</p> <p>New NPPF crystallises risk around 5 year supply of housing and the need to progress fast on the Local Plan. Also provides a single national policy framework which may help.</p> <p>New CIL regulations – opportunities for improving the way we fund infrastructure to support development</p>					