

Service Area Plan 2016/17

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Service Area :	Development Services
Service Area Manager:	Tracy Darke
Deputy Chief Executive:	Bill Hunt
Portfolio Holder(s):	Cllr Stephen Cross and Cllr Noel Butler

1 Purpose of the Services Provided

To provide a safe and attractive development, in the right place and at the right time in a timely manner, to meet the future needs of the residents, visitors and businesses within the district, whilst protecting the natural and historic environment.

Providing support to businesses in the town centres and rural areas together with attracting inward investment and encouraging growth.

To support the delivery of key corporate studies and projects.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	<p>The development and implementation of policies that guide and direct housing, meeting the needs of the communities and ensuring the delivery of high quality residential environments.</p> <p>Provision of suitable sites for the delivery of housing to meet local housing need.</p> <p>Project feasibility for major corporate projects</p>	<p>The provision of a high quality responsive building control service</p>
Prosperity	<p>The development and implementation of a strategy for economic growth and inward investment into our district</p> <p>Supporting the delivery of key corporate projects to regenerate areas, encourage growth and support the wider prosperity of the district.</p> <p>Provision of suitable sites for the delivery of employment to meet local, and where relevant sub-regional need.</p> <p>Promotion of vital and vibrant town centres</p> <p>Management and operation of events</p> <p>Project feasibility for major corporate projects</p>	<p>Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district.</p> <p>The development and implementation of policies to support investment and growth.</p>
Safer Communities	<p>Assisting in the design process of developments to ensure that they provide safe environments for our communities.</p>	<p>Assisting in purple flag status.</p> <p>Ensuring development meets the requirements of the Building Regulations.</p>

	Adoption of Policies to enable community safety to be taken in to account in new developments	
Health and Well Being	<p>Supporting the delivery of development which supports and assists the health and well-being of our communities and encouraging investors and developers to incorporate such considerations into their proposals.</p> <p>Adoption of Policies to enable health and wellbeing to be taken in to account in new developments</p> <p>Project feasibility for major corporate projects</p>	The development and implementation of policies and guidance which support this. Providing a vibrant economy, creating additional jobs and consequently contributing to Health and Well-being.
Sustainability	<p>The provision of infrastructure through Section 106 contributions to provide community facilities</p> <p>Sustainability appraisal for all major site allocations and development strategy.</p> <p>Adoption of Policies to enable sustainability to be taken in to account in new developments</p>	<p>Policies through our local plan</p> <p>Building Control Regulations</p>
Involving Communities	<p>In the 'Statement of Community Involvement' there is a clear engagement and consultation process for developing planning policies and dealing with all other related planning matters. Ensure all stakeholders understand how to engage in the planning process.</p> <p>Joint working with communities to ensure</p>	

	<p>best outcomes as a result of HS2.</p> <p>Engagement with and assistance to business</p> <p>Project feasibility for major corporate projects communities in the district</p>	
Narrowing the Gaps	<p>Development of schemes such as Job Clubs and Local Labour agreements.</p> <p>Provision of Gypsy and Traveller sites to meet the needs of this community.</p> <p>Ensuring that there is adequate provision of affordable housing.</p> <p>Supporting regeneration schemes where these can support communities and tackle local deprivation.</p> <p>Project feasibility for major corporate projects</p>	<p>Ensuring that there is community cohesion when considering development proposals.</p> <p>Assisting in delivering better living conditions through high quality design</p>
Supporting Families	<p>Developing policies to ensure the provision of an appropriate mix and standard of housing in residential development schemes.</p>	<p>Supporting residents in improving their homes in an affordable way through the provision of design guidance and speedy decision making in the application process.</p>
Rural Issues	<p>Assisting the rural areas through planning policies to ensure that the rural economy is protected and that villages maintain services, community facilities and the right level of housing</p>	

2 Managing Service Delivery

2.1 Service Overview

Summary of the main aspects of service delivery during the year

Service being delivered	Priorities	Service demand	
Development Management	Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development.	2000+ planning applications per year	300 – 400 pre-application requests per year

	<p>Defending planning and enforcement decisions through the appeal process.</p> <p>Addressing harmful unauthorised development through planning enforcement.</p> <p>Protecting the historic heritage of the District through conservation work.</p> <p>Protecting important trees which provide the character of the District through TPO and related safeguards.</p> <p>Supporting the housing market through processing property searches.</p> <p>Monitoring of Section 106 contributions.</p>	<p>60 appeals per year</p> <p>Up to 500 complaints per year</p> <p>1800 full searches per year</p> <p>30-40 active agreements monitored per year</p>	
Planning Policy	<p>Implementing the Local Development Scheme, including the Local Plan</p> <p>Delivering strategic allocations and providing a facilitating role to assist development through to implementation, including infrastructure requirements</p> <p>Supporting neighbourhood plans</p> <p>Working with partners in the sub-region to deal with sub-regional strategic policy and development</p>		Government requirements and response to longer term market forces
Economic Development	<p>Understanding & analysis of the local economy</p> <p>Active management and promotion of Town Centres through development and delivery of Town Centre Action Plans with key stakeholders</p> <p>Targeted sectoral interventions to enable growth and innovation</p> <p>Promotion of the District to attract and deliver Inward Investment opportunities</p>		

	<p>Support for the tourism industry via Destination Management Organisation (Shakespeare’s England Ltd), including developing and delivery of Destination Management Plan</p> <p>Management of the Enterprise Projects and maximisation of their impact through exploring alternative delivery models</p> <p>Co-ordination and delivery of the authorities skills intervention</p> <p>Providing assistance to businesses, through Enterprise team and ED interactions and interventions</p> <p>ED policy development of the prosperity agenda</p>	<p>Approx. 100/year Businesses supported 160+ /year</p>	
Building Control	<p>Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry</p> <p>Providing expertise in dealing with dangerous structures, demolitions, safety at sports grounds.</p> <p>Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HIMO’s</p>		
Corporate projects	<p>Undertaking feasibility and other studies to support Council decision-making on key corporate project.</p> <p>Working with partner organisations, landowners and developers to understand development opportunities.</p> <p>Undertaking stakeholders and public consultation as required to progress projects.</p>	<p>Projects have different milestones as set out in part 5 below.</p>	

2.2 Measures

Key Corporate Measures

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				
	Qtr. 1	2	3	4
Building Regulation Applications acknowledged within 3 working days				
Building Completion Certificates issued within 5 working days of final inspection (% overall)				
% of site inspections achieved on time or meeting customer requests				
Building Regulation applications determined within the statutory time period				
Dangerous structures attended to within 2 hours (imminent danger), within 24 hours (non-imminent danger) (% overall)				
Customer questionnaires returned satisfied with Building Control service (% overall)				
Number of planning applications determined within the statutory timeframe (%)				
Time taken to process minor amendment/discharge of condition applications (no. of average days)				
% of planning applications refused permission				
Number of pre-application enquiries responded to on time (%)				
Time taken to validate all types of applications (no. of days average)				
Time taken to resolve enforcement enquiries – se charter (no. of days average)				

Number of dwellings granted planning permission				
Number of dwellings with extant planning permission				
Number of years housing land supply (annually)				
Employment land with extant planning permission (hectares)				
Use class B employment land granted planning permission (hectares – annually)				
Number of new businesses created or attracted to area (via ESIF programme or Enterprise assistance)				
Number of new jobs created (via ESIF programme or Enterprise assistance)				
Number of businesses utilising Enterprise facilities who have expanded (either internally or externally)				
Customer questionnaires returned satisfied with Enterprise facilities and services (upon exit)				
Annually, the percentage of all corporate projects (as identified by SMT) that successfully complete the feasibility stage and move to formal project management stage				
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.				
	Qtr. 1	2	3	4
Occupancy levels of property – optimal rent income V actual (%)				
Number of neighbourhood plans designated				
Number of neighbourhood plans adopted				
Amount of S106/CIL contributions to be paid (£)				
Percentage of S106/CIL contributions paid but not yet spent (£)				
Appeal decisions contrary to WDC decision				
Time taken to determine planning applications (no.				

of days average)				
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2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	Regular budget monitoring, Training of budget managers Better day to day management of budgets, ie. PO's/invoice	Monthly
Procurement	Close working with procurement officers in improving procurement processes	DS Team meeting: July, Oct, Jan, April
Contract Management	Ensure Contract Register is updated regularly. Follow up any actions following report to Finance and Audit Scrutiny in June 2015	DS Team meeting: June, Sept, Dec, March
Audits	Internal audits programmed in the year: <ul style="list-style-type: none"> - Building Control - Business applications (IT) - Conservation Check audit plan and ensure actions are implemented	
Risk Register	Regular review of register at management meetings Local Plan identified as significant risk (red). Mitigation to be put in place.	DS Team meeting: May, August, Nov, Feb
Service Assurance	Procurement/Contract register management training	
Corporate Health & Safety	Health and Safety Assessments to be regularly checked and updated	

Part 3 – Managing and Improving People

Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
1. Succession Planning (E.g. planning for leavers)	Tracy Darke	Planning for career development and any loss of staff through retirement. Planning for more generic planning and administration roles	Within existing budgets	Support from HR	On-going
2. Skills, Training, Competency Needs	Service area managers	Develop a service area training plan from appraisal PDPs	Budget for training needs to be adequately resourced to support officers, in particular those doing professional courses	Finance	
3. Service Changes	Tracy Darke/Service area managers	Skilling the teams to enable them to be more flexible to change Working differently supporting a work/life balance	Within existing budgets Within existing budgets	None None	On-going On-going

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2016/17	2017/18	2018/19
2.5% discretionary budget reduction	On-going challenges to budget managers to address savings without affecting service delivery	£21,900	£21,900	
Cost of significant appeals as a result of the local plan	Estimate based on 15/16 impact	£150,000(approx)	£100,000(approx)	£50,000(approx)
Additional work following the outcome of the local plan	May require topping up reserves for further up to date evidence work	£120,000		
Review of Building Control salaries due to difficulty in recruiting as directly competing with the private sector	Building Control account is ring-fenced and service has to be cost neutral – report to be done Sept 2016	tbc	tbc	tbc

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones
Introduction of Accredited Agents Scheme	Gary Fisher	None	None	Oct 2016
Local Plan Adoption	Chris Elliott/Dave Barber	Significant cost in the preparation of the local plan examination and adoption. Significant financial opportunities to fund infrastructure	Neighbourhood Services, Culture and Housing. Significant financial opportunities to fund infrastructure	Submit modifications in May/June. Examination hearings in Autumn 2016. Adoption Spring 2017
CIL charging schedule	Dave Barber	Significant financial opportunities to fund infrastructure	Significant financial opportunities to fund infrastructure	Submit modifications in May/June. Examination hearings in Autumn 2016. Adoption Spring 2017
CIL Transition Project	Dave Barber	Cost 71pprox.. £10,000. Significant financial benefits expected by ensuring effective collection of CIL	Will require input from Finance	Commence Autumn 2016. Complete on adoption of Local Plan
Delivering significant housing schemes in the district	Dave Barber	Fund for monitoring contributions.	Will involve Housing, Neighbourhood and Cultural Services	MOUs for urban extensions by Autumn 2016. Other specific milestones predominantly driven by planning applications.

Appendix D – Development Service SAP

Develop and implement the IDP	Dave Barber	Significant financial benefits expected by ensuring effective collection of CIL	Neighbourhood and Cultural Services	To align with the local plan
Gypsy and Traveller DPD	Dave Barber	There may be costs associated with establishing sites	Housing	To align with the local plan
Review of development monitoring	Dave Barber	None	Joint working with Finance	On-going
FFF priorities linked to the prosperity plan to ensure business growth/inward investment related partnerships are maximised	Bill Hunt/Tracy Darke	Implementation costs	All service areas	End 16/17
Outcome of the Housing and Planning Bill	Tracy Darke	unknown	Housing, Finance	tbc
Embedding redesign to ensure staff are aware of their priorities and are effective in achieving them	Tracy Darke	None	Housing, Culture, CE	End 16/17
Marketing of Building Control service	Phil Rook	From Reserves (agreed by Exec)	None	Completed by Oct 16
Alternative delivery model for Enterprise	Gayle Spencer	unknown	All support services	Project commencement Sept 16. Implementation earlier 17/18.
Review Events service to focus resources on events that add the greatest value	Dave Barber (plus BM Policy ad Development)	None	Culture; Community Protection	March 2017
Purchase of land at Europa Way for housing (incl. affordable housing) and other uses incl. stadium	Chris Elliott / Tim Hepworth	Potentially £26m (HRA) and up to £10m (general fund) for	Housing, Finance, Culture	Decision on whether to proceed to next stage - April 2016

		purchase of stadium.		
HQ relocation project (incl. redevelopment of Covent Garden car park)	Bill Hunt / Duncan Elliott	£300k corporate revenue savings projected from Q.3 2018. Project costs being met by the LLP. WDC budget (for Project Mgr.) currently being sought.	All service areas	Executive 20.4.16 for next stage work. Planning application to be submitted Dec 2016. Executive July 2017 seeking full commitment to project. Building works to commence Sept 2107. New HQ offices open Oct 2018.
Regeneration at Leamington railway station	Bill Hunt / Philip Clarke	None in 16/17. £200k to fund acquisition of new car park (likely required in 18/19)	Housing, Neighbourhood Services	Land agreements signed June 16 Commence on site July 16 Completed 18/19.
Creative Quarter	Bill Hunt / Duncan Elliott	£4k Procurement advertising budget only at this stage.	Culture, Neighbourhood Services	OJEU developer procurement to commence in June 2017. Co-operation agreements with developer to be signed in Dec 2017. Further programme yet to be determined.
Leamington town centre vision and strategy	Bill Hunt / Duncan Elliott / Philip Clarke	None	All service areas	Initial meeting to be held April 16 Completed April 17.
Lillington regeneration feasibility work	Andy Jones / Philip Clarke	£30k to support further technical work. May require further £25k to	Housing, Finance, Neighbourhood Services	Report on further feasibility work to Executive autumn 16 (subject to progress of Housing & Planning Bill)

		support public consultation during 16/17.		
Kenilworth Public Service Centre	Chris Elliott / Tim Hepworth	None	None	Project on hold during 16/17 pending completion of Neighbourhood Plan by Kenilworth Town Council (est. completion Sept 17)
2 nd Warwick Sea Scouts HQ	Chris Elliott / Tim Hepworth	Grant of £50k has been agreed.	Neighbourhood Services, Cultural Services	Watching brief only. On hold whilst the Sea Scouts undertake fundraising.