

Service Area Plan 2017/18

- Part 1 - Service Information/links to policy
- Part 2 – Managing Service Delivery
- Part 3 – Managing and Improving People
- Part 4 – Budget
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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 promote and deliver 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.

Providing a variety of well managed events in our district to attract residents and visitors to our towns and villages and provide leisure and recreational activities.

To support the delivery of key corporate studies and projects.

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect	PFH
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 development for major corporate projects that deliver new housing</p> <p>Pre-application advice and efficient development management processes for new housing developments within the district</p>	<p>The provision of a high quality responsive building control service</p>	<p>SC</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 development 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>	<p>SC/NB</p> <p>NB</p> <p>SC/NB</p> <p>NB</p> <p>NB</p> <p>NB</p>
Safer Communities	<p>Assisting in the design process of developments to ensure that they provide safe environments for our communities.</p> <p>Adoption of Policies to enable community safety to be taken in to account in new developments</p>	<p>Assisting in purple flag status. Ensuring development meets the requirements of the Building Regulations.</p>	<p>SC</p> <p>SC</p>
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</p>	<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.</p>	<p>SC</p> <p>SC</p>

	developments Project feasibility development for major corporate projects		NB
Sustainability	The provision of infrastructure through Section 106 contributions/Community Infrastructure Levy to provide community facilities Sustainability appraisal for all major site allocations and development strategy.	Policies through our local plan	SC
	Adoption of Policies to encompass sustainability in new developments	Building Control Regulations	SC
Involving Communities	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.		SC
	Joint working with communities to ensure best outcomes as a result of HS2.		SC
	Engagement with and assistance to business		NB
	Project feasibility development for major corporate projects communities in the district		NB
Narrowing the Gaps	Development of schemes such as Job Clubs and Local Labour agreements.		NB
	Identification of Gypsy and Traveller sites to meet the needs of this community and development of appropriate DPD	Ensuring that there is community cohesion when considering development proposals.	SC

	<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 development for major corporate projects</p>	Assisting in delivering better living conditions through high quality design	<p>SC</p> <p>NB/SC</p> <p>NB</p>
Supporting Families	Developing policies to ensure the provision of an appropriate mix and standard of housing in residential development schemes.	Supporting residents in improving their homes in an affordable way through the provision of design guidance and speedy decision making in the application process.	SC
Rural Issues	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		SC/NB

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		PFH	
Development Management	Providing pre-application advice and processing planning applications to deliver timely decisions in supporting quality development.	2000+ planning applications per year	Up to 200 pre-application requests per year	SC	
	Defending planning and enforcement decisions through the appeal process.	60 appeals per year		SC	
	Addressing harmful unauthorised development through planning enforcement.	Up to 500 complaints per year		SC	
	Protecting the historic heritage of the District through conservation work.			SC	
	Protecting important trees which provide the character of the District through TPO and related safeguards.				
	Supporting the housing market through processing property searches.		1600 full searches per year		SC
	Monitoring of Section 106 contributions.		30-40 active agreements		SC

		monitored per year		SC
Policy and Projects	Implementing the Local Development Scheme, including the Local Plan		Government requirements and response to longer term market forces	SC
	Delivering strategic allocations and providing a facilitating role to assist development through to implementation, including infrastructure requirements			SC/NB
	Supporting neighbourhood plans			SC
	Working with partners in the sub-region to deal with sub-regional strategic policy and development			SC
	Understanding & analysis of the local economy			NB
	Active management and promotion of Town Centres through development and delivery of Town Centre Action Plans with key stakeholders			NB
	Targeted sectoral interventions to enable growth and innovation	Businesses supported 150+ /year		NB
	Promotion of the District to attract and deliver Inward Investment opportunities			NB
	Support for the tourism industry via Destination Management Organisation (Shakespeare's England Ltd), including developing and delivery of Destination Management Plan			NB
	Management of the Enterprise Projects and maximisation of their impact through exploring alternative delivery models			NB
Co-ordination and delivery of the joint authority Business			NB	

	<p>Support Programme 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>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>		<p>NB</p> <p>NB</p> <p>NB</p> <p>SC/NB</p> <p>NB</p>
<p>Building Control</p>	<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>			<p>SC</p> <p>SC</p> <p>SC</p>

2.2 Measures

Key Corporate Measures

Customer Measures – those important to the people/organisations who use our services					PFH
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					SC
Building Completion Certificates issued within 5 working days of final inspection (% overall)					SC
% of site inspections achieved on time or meeting customer requests					SC
Building Regulation applications determined within the statutory time period					SC
Dangerous structures attended to within 2 hours (imminent danger), within 24 hours (non-imminent danger) (% overall)					SC
Customer questionnaires returned satisfied with Building Control service (% overall)					SC
Number of planning applications determined within the statutory timeframe (%)					SC
Time taken to process minor amendment/discharge of condition applications (no. of average days)					SC
% of planning applications refused permission					SC
Number of pre-application enquiries responded to on time (%)					SC
Time taken to validate all types of applications (no. of days average)					SC

Time taken to resolve enforcement enquiries – see charter (no. of days average for investigations completed without having to take formal action)					SC
Number of Enforcement Notices issued.					SC
Number of dwellings granted planning permission (annually)					SC
Number of dwellings with extant planning permission(annually)					SC
Number of years housing land supply (annually)					SC
Employment land with extant planning permission (hectares)(annually)					SC
Use class B employment land granted planning permission (hectares – annually)					SC
Number of new businesses created or attracted to area (via ESIF programme or Enterprise assistance)					NB
Number of new jobs created (via ESIF programme or Enterprise assistance)					NB
Number of businesses utilising Enterprise facilities who have expanded (either internally or externally)					NB
Customer questionnaires returned satisfied with Enterprise facilities and services (upon exit)					NB
Number of corporate projects (as identified by CMT) that are given a RAG rating of “red” in accordance with agreed project milestones.					NB
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 for our Enterprise units(%)					NB
Number of neighbourhood plans designated					SC
Number of neighbourhood plans adopted					SC
Amount of S106/CIL contributions to be paid (£)					SC

S106/CIL contributions paid but not yet spent (£)					SC
Appeal decisions contrary to WDC decision					SC
Time taken to determine planning applications (no. of days average)					SC

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	Monitoring of budget on a monthly basis
Procurement	Close working with procurement officers in improving procurement processes	DS Team meeting: July, Oct, Jan, April Surgery sessions set up regularly with Procurement
Contract Management	Ensure Contract Register is kept up to date	Reviewed at the DS Team meeting: June, Sept, Dec, March
Audits	Internal audits programmed in the year: - Building Control - Check audit plan and ensure actions are implemented	During 17/18 ensure previous Building Control actions are completed.
Risk Register	Regular review of register at management meetings Local Plan identified as significant risk (red).	DS Team meeting: May, August, Nov, Feb Mitigation put in place
Service Assurance	Procurement/Contract register management training	
Corporate Health & Safety	Health and Safety Assessments to be regularly checked and updated Corporate risk and Liability assessments regarding events in our parks and gardens, road closures, etc. are carried out	

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 Consideration of using apprentices	Within existing budgets	Support from HR	March 2018
2. Skills, Training, Competency Needs	Service area managers	Develop a service area training plan(training matrix) from appraisal PDPs	Budget for training needs to be adequately resourced to support officers, in particular those doing professional courses	Finance	Sept 2017
3. Service Changes	Tracy Darke/Service area managers	Skilling the teams to enable them to be more flexible to change Working	Within existing budgets Within existing	None None	On-going On-going

		differently supporting a work/life balance	budgets		
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Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2017/18	2018/19	2019/20	PFH
2.5% discretionary budget reduction	On-going challenges to budget managers to address savings without affecting service delivery	£21,900	£8,760	£8,760	SC/NB
Pre-application planning charges	Poor take up of scheme may result in lack of income to cover cost of post	£50,000	£50,000	£50,000	SC
Additional work following the outcome of the local plan, particularly preparing Development Plan Documents for Canal side, Gypsy and Travellers and various supplementary planning documents	Preparing evidence, consultations and Examinations	£60,000	£60,000	£60,000	SC
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 – to be reviewed when end of year accounts completed	tbc	tbc	tbc	SC
Forecasting/monitoring planning fee income		£1,072,400	£853,350	5£883,85 0	SC

Part 5 – Managing Planned Changes, Major Work-streams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	PFH
Designation of the canal as a Conservation Area	Gary Fisher/Nick Corbett	None	None	Mar 2018	SC
Preparation of Canal-side DPD	Dave Butler/Nick Corbett	Unknown	None	Publication Draft by March 2018	SC
Re-design and improvements to Development Management	Tracy Darke/Gary Fisher	Unknown	None	Dec 2017	SC
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.	Adoption Sept 2017	SC
Community Infrastructure Levy charging schedule	Dave Barber	Significant financial opportunities to fund infrastructure	Neighbourhood Services, Culture and Housing.	Examination possibly July 2017 Adoption Sept 2017	SC
CIL Transition Project	Dave Barber	Cost approx. £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	SC

Appendix C

Facilitating and supporting the delivery of significant housing schemes in the district	Dave Barber	Fund for monitoring contributions.	Will involve Housing, Neighbourhood and Cultural Services	Specific milestones predominantly driven by planning applications.	SC/NB
Develop and implement the Infrastructure Delivery Plan	Dave Barber	Significant financial benefits expected by ensuring effective collection of CIL	Neighbourhood and Cultural Services	To align with the local plan	SC/NB
Preparation of a Gypsy and Traveller DPD	Dave Barber	There may be costs associated with establishing sites	Housing	Publication Draft by March 2018	SC
Prepare Supplementary Planning Documents: <ul style="list-style-type: none"> • Parking standards • Custom and Self-Build • Residential design guide • Open Space Standards 	Dave Butler	Some costs associated with compiling evidence base	Neighbourhood Services Housing	Adopted 2018	SC
Review of development monitoring	Dave Barber	None	Joint working with Finance	On-going	SC
FFF priorities linked to the prosperity plan to ensure business growth/inward investment related partnerships are maximised. Business Support review to be implemented.	Bill Hunt/Tracy Darke/Dave Barber	Implementation costs	All service areas	On-going Sept 2017	NB
Embedding redesign to ensure staff are aware of their priorities and are	Tracy Darke	None	Housing, Culture, CE	End 16/17	SC/NB

effective in achieving them					
Marketing of Building Control service	Phil Rook	From Reserves (agreed by Exec)	None	Implemented by Sept 17	SC
Explore AI status for Building Control service	Phil Rook	Implementation costs and insurances	None	End 17/18	SC
Alternative delivery model for Enterprise	Gayle Spencer	unknown	All support services	Implementation 17/18.	NB
Review Events service to focus resources on events that add the greatest value	Dave Barber (plus BM Policy and Development)	Unknown	Culture; Community Protection	Consultation Sept/Oct 2017. Implementation Jan 2018	NB
Provision of advice to assist the development of corporate projects as required, e.g. pre-application for Relocation Project, policy input etc. as required during the year	Tracy Darke/Gary Fisher/Dave Barber/Philip Clarke				SC/NB
Provision of project feasibility support for the development of the Europa Way Project	Tim Hepworth	Potentially £20m (HRA) for affordable housing, £3.5m for the land purchase for the stadium with a further £1.2m to deliver the stadium	Housing, Finance, Culture	Decision on whether to proceed to next stage - April 2017	NB
Provision of project feasibility support for the Creative Quarter project	/ Phil Clarke		Culture, Neighbourhood Services	Developer appointment Apr 2017. Stakeholder engagement and master-planning Dec 2017	NB
Provision of project support for the	Philip Clarke	Provisional budget allocation	All service areas	Stakeholder meeting Apr/May 2017. Public	NB

Leamington town centre vision and strategy		of £80k in Community Projects Reserve		consultation June 2017.	
Provision of project feasibility support for the Lillington regeneration project	Philip Clarke		Housing, Finance, Neighbourhood Services	Decision on regeneration proposal following local plan modifications Summer 2017.	NB
Provision of project feasibility support for the 2 nd Warwick Sea Scouts HQ relocation project	/ Tim Hepworth	Grant of £50k has been agreed.	Neighbourhood Services, Cultural Services	Milestones determined by pace at which Sea Scouts can progress project.	NB