

**APPENDIX B (II)**  
**Service Delivery Plan –2014/15**

<b>Name of Service / Portfolio</b>												
Development Services												
<b>Purpose/Purposes of Services provided</b>												
Note: please write this from the customer's perspective. You may wish to include more than one purpose												
<b>Helping deliver safer and attractive development, in the right place and at the right time, to meet the future needs of the residents, visitors and businesses within the district.</b>												
<b>Customer Measures – those important to the people/organisations who use our services</b>												
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
Average time taken to process all types of planning applications (No. days)					→	48.55 34.98						
Average time taken to process minor amendment/discharge of condition applications					→	40.92 86.46						
Average time taken to resolve enforcement enquiries					→	58.73						
Average time taken to validate all types of applications					→	7.16						
Building Control Customer Satisfaction Survey (Half Yearly Review) Satisfied or Fairly satisfied					→	99%						
Completion Certificates issued within 5 working days. (Quarterly checks)					→	98%						
Commencement of Works notifications, responded to within 24hrs. (Quarterly checks)					→	100%						
All Applications acknowledged within 3 working days.					→	76%						

Dangerous Structures notifications responded to within 24 hours (2 Hours in emergency).						100%						
Estates Customer Satisfaction Survey (Annual) Average time taken to deal with a land charges search	Feb	2015		5.3	5.7	4.5						
<b>Operational Measures – other (non customer) measures essential to ensure that “purpose” can be achieved.</b> 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
None												
<b>Approved Budget for 2013/14</b> Note : below are listed key income and expenditure targets which could significantly influence financial performance within the service area												
<b>Service Headings</b>							<b>Revenue Cost</b>					
<b>Income</b>												
Building Control							£464,200					
Estate Management							£601,600					
Land Charges							£150,600					
Town Centre Management (including markets)							£174,000(inc Xmas lights, markets, and other contributions)					
Tourism							£20,100					
Development Management							£1008,900					
Policy and Projects							£84,200					
<b>Expenditure</b>												
Town Centre Management							£345,500					
Tourism							£250,400					
Enterprise & Economic Development							£426,900					
Land Charges							£119,900					
Development Management including Conservation and Enforcement							£1,741,900					
Building Control							£594,500					
Policy							£640,900					
Estate Management							£298,500					
Note:(Above figures include Support Services/Capital charges costs)												
<b>Planned Capital Expenditure – Project Heading</b>							<b>Project Costs (2014/15)</b>					
Historic Buildings Grants							£68,000					

Workforce Planning													
Note : Describe predicted staffing issue and indicate when this is likely to impact on the service													
Staffing Impacts	04	05	06	07	08	09	10	11	12	01	02	03	
Succession planning			x	x	x	x	x	x	x	x	x	x	
Integrated training plan across service					x	x	x	x	x	x	x	x	
Review of shared building control service and implement outcome				x	x	x	x	x	x	x	x	x	
Final transfer of Visitor Services to WTC	x	x	x										
Key Projects – key milestones													
Note : this should include any FFF project and any other corporate project for which this service is the lead A = Start of project B = Report if required C = Implementation													
Project Name	Predicted savings (if relevant)	04	05	06	07	08	09	10	11	12	01	02	03
Building Control													
Review temporary arrangement of shared service across four authorities and develop business case for new permanent arrangement	Possible FFF savings				A		B						C
Planning policy													
Progression of draft Local Plan to EIP	None					B				C			
Progression of draft Local Plan to adoption											A		
Masterplanning of local plan sites		A								B			
Develop CIL Scheme	None				B					B			
Preparation of Gypsy and Traveller DPD	None	A			B				B				
Preparation of Leamington AAP		A											

<b>Development Management</b>													
Review an consider potential for pre-application charging scheme				A			B		C				
Introduction of accredited agents scheme					A			B		C			
Electronic delivery of land charges service				C									
Review the monitoring of S106 contributions and their effectiveness				A		B		C					
<b>Economic Development &amp; Regeneration</b>													
Develop and implement Action Plan for Prosperity Agenda									B			C	
<b>Key Risks &amp; Mitigation (including Equalities Impacts)</b>	<b>Cause</b>	<b>Effect</b>			<b>Impact</b>			<b>Probability</b>			<b>Mitigation/ Control</b>		
Adjustment to changes in service	Need to improve service	Unsettled staff			Medium			Low			Implement change ensuring that staff are informed		
Lack of succession planning	Absence of planning staff resources in the future	Poor service through lack of training			Medium			Medium			Training plan to be developed		
Delays to Local Plan and/or applications for major development in advance of Submission	See Local Plan Risk register. Political feedback;	Loss of control over development and infrastructure provision			High - Unplanned development			Medium			Actively undertake Duty to Cooperate;		

Draft	public feedback; loss of staff resources; external factors (e.g Gateway or similar)				work closely with members; Maintain up to date legal advice etc
Local Plan being found unsound	See Local Plan Risk register  Poor evidence base  Failure to reach agreement with neighbours on housing numbers	Loss of control over development and infrastructure provision  Damage to reputation  Resource implications / impacts of other pieces of work such as Leamington AAP	High	Medium	Actively undertake Duty to Cooperate; work closely with members; Maintain up to date legal advice etc
CIL scheme being found unsound or delayed	See Local Plan Risk register  Poor evidence base	Funding gap for infrastructure to support new development	Medium	Low	Build strong evidence base
G&T Sites DPD being found unsound or delayed	See Local Plan Risk register  Poor evidence base	Impact on the Local Plan; no sites available making illegal or unauthorised encampments more likely	Medium	Medium	Build strong evidence base; work closely with members; Maintain up to date legal advice etc

Increased number of major applications; major applications on non-planned 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 of shared building control service	Loss of customers/income	Revert back to single service	High	Low	Trial scheme Motivation of staff Cross selling of BC services by all staff of DS

#### Any Additional Commentary

**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 only 'good' development is brought forward.

**Climate Change:** potential to influence development in the District to mitigate the potential negative impact of climate change. Opportunity to work closer with Environmental Health in developing a joint approach to energy efficiency and the climate change agenda.

**Equalities Impacts:** monitor the impact of changes to service delivery that could come out of the lean systems intervention.

#### Other Commentary

The Localism Act includes provision for Neighbourhood Planning. The impact of this on resources is unpredictable, and

whilst there is some grant funding available, 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).

NPPF crystallises risk around 5 year supply of housing and the need to progress the Local Plan as soon as possible. It also provides a single national policy framework which is helpful.

CIL regulations – opportunities for improving the way we fund infrastructure to support development. CIL has an impact on many services across the Council.

Significant progress has been made on the Building Control shared Service with Coventry, Warwick, Rugby and Daventry authorities, which is now in a trial period, expecting to become permanent by January 2015. This will provide resilience for the service area in the future.

#### **Linkages to Sustainable Community Strategy**

	<b>Direct Contribution</b>	<b>Indirect Contribution</b>	<b>None</b>
<b>Housing</b>	Development and implementation of policies that guide and direct housing meeting the needs of the communities	Providing high quality responsive building control service	
<b>Jobs, Skill and Economy</b>	Development and implementation of the strategy for economic growth and inward investment into our district	Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district Development and implementation of policies to support investment and growth	
<b>Safer Communities</b>	Developments can be guided		

	through the design process to ensure they provide safe environments		
<b>Health and Well Being</b>	Provision of infrastructure through Section 106 contributions to provide community facilities	Policies through our local plan Creation of job opportunities for residents, in particular long term unemployed through job clubs, local labour agreements etc.	
<b>Sustainability</b>	Provision of infrastructure through Section 106 contributions to ensure development is sustainable	Policies through our local plan Building Control Regulations	
<b>Involving Communities</b>	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 Joint working with communities to ensure best outcomes as a result of HS2		
<b>Narrowing the Gaps</b>	Development of schemes such as Job Clubs and Local Labour agreements.	Ensure that there is community cohesion when considering development proposals. Assisting in delivering better living conditions through high quality design	
<b>Supporting Families</b>	Developing policies to ensure good standard of housing and	General service delivery	

	supporting residents in improving their homes in an affordable way		
<b>Rural Issues</b>	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		