Service Area Plan 2015/16

Part 1 - Service Information/links to policy
Part 2 – Managing Service Delivery
Part 3 – Managing and Improving People
Part 4 – Budget
Part 5 – Managing Planned Changes/Projects

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

1 Purpose of the Services Provided

Helping to deliver safer 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.

Providing support to businesses in the town centres and rural areas and attracting inward investment.

Ensuring that our heritage assets are protected.

1.1 Linkages to Sustainable Community Strategy

	Direct	**Indirect**
Housing	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.	The provision of a high quality responsive building control service

	Provision of suitable sites for the delivery of housing to meet local housing need.	
Prosperity	The development and implementation of the strategy for economic growth and inward investment into our district Provision of suitable sites for the delivery of employment to meet local, and where relevant sub-regional need. Promotion of vital and vibrant town centres	Ensuring that planning applications are dealt with in an efficient and timely manner to support investment into the district. The development and implementation of policies to support investment and growth.
Safer Communities	Assisting in the design process of developments to ensure that they provide safe environments for our communities. Adoption of Policies to enable community safety to be taken in to account in new developments	Assisting in purple flag status
Health and Well Being	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. Adoption of Policies to enable health and wellbeing to be taken in to account in new developments	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	The provision of infrastructure through Section 106 contributions to provide community facilities Sustainability appraisal for all major site allocations and development strategy Adoption of Policies to enable sustainability	Policies through our local plan Building Control Regulations

	to be taken in to account in new developments	
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 Joint working with communities to ensure best outcomes as a result of HS2. Engagement with and assistance to business communities in the district	
Narrowing the Gaps	Development of schemes such as Job Clubs and Local Labour agreements. Provision of Gypsy and Traveller sites to meet the needs of this community. Ensuring that there is adequate provision of affordable housing.	Ensuring that there is community cohesion when considering development proposals. Assisting in delivering better living conditions through high quality design
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.
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 Support for businesses in the rural areas through mechanisms such as the Rural Growth Network and the Growth Hub.	

2 Managing Service Delivery

2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

Service Being Delivered	Priorities (with justification)	Service Demand	
Development Management	Processing planning applications to deliver timely decisions in supporting quality development. Defending planning and enforcement decisions through the appeal process. Addressing harmful unauthorised development through planning enforcement. Protecting the historic heritage of the District through conservation work. Protecting important trees which provide the character of the District through TPO and related safeguards. Supporting the housing market through processing property searches.	1800/year 60/year 250-300 complaints /year 1,000-1,500/year	
Planning Policy	Implementing the Local Development Scheme, including the Local Plan Delivering strategic allocations and providing a facilitating role to assist development though to implementation, including infrastructure requirements Supporting neighbourhood plans	No. of plans in preparation	
Economic Development	Understanding & analysis of the local economy Assessment of economic impacts (and TC Health Checks) Active management of Town Centres (TCs) via Development and delivery of Action Plans – creation of vital and vibrant town centres		

	Support for the tourism industry via tourism company(Shakespeare's England Ltd) – development and delivery of Destination Management Plan Development of policy to increase economic impact of WDC (both economic and social) Management of the Enterprise Projects and maximisation of their impact Development & Delivery of strategic asset plan Management of the Non-Operational Estate Co-ordination and delivery of the authorities skills intervention Providing assistance to businesses Promotion of the District and attracting investment into the district (with partners)		
Building Control (Shared Service)	Processing all types of Building Regulation submissions for Warwick, Rugby and Daventry Providing expertise in dealing with dangerous structures, demolitions, safety at sports grounds. Providing Fire Risk Assessments for Corporate Properties, and fire related advice for HIMO's	3,000-4,000/year	

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				
	Qrt 1	2	3	4

Building Regulation Applications acknowledged within 3 working days (% overall)				
Building Completion Certificates issued with 5 working days of final inspection (% overall)				
Dangerous structures attended to within 2hrs (Imminent danger), within 24hrs (non-imminent)(% overall)				
Customer questionnaires returned satisfied with the Building Control Service(% overall)				
Number of Corporate Complaints received				
Number of Corporate Complaints upheld (S1 or S2)				
Number of Complaints to Ombudsman upheld				
Number of planning applications determined within the statutory timeframe (%)				
Time taken to process minor amendment/discharge of condition applications(no. of days average)				
Time taken to resolve enforcement enquiries – see charter(no. of days average)				
Time taken to validate all types of planning applications(no. of days average)				
No. of dwellings granted planning permission				
No. of dwellings with extant planning permission				
Number of years housing land supply				
Hectares of employment land with extant planning permission				
Hectares of B Use Class employment land granted planning permission during period				

Operational Measures – other (non customer) measures essential to ensure that "purpose" can be achieved.

Note: this section will not be used by most service areas 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.

	Qrt 1	2	3	4
% of Conservation Grants Fund spent				
Amount spending on historic buildings – levered as				

a result of Conservation Grants				
% of vacant non-operational property				
Property income expected vs performance %				
No. of Neighbourhood Plan areas designated				
No. of Neighbourhood Plans adopted				
Amount of S106/CIL contributions due 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)				

2.3 Managing Risk

Risk	**Planned Actions during year**	**Comments**
		Corporate issues to be dealt with at DS Team meetings; expected dates below:
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
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,September, December, March
Audits	Internal audits programmed in the year: - Section 106 contributions - Building Control - Land charges - Estates management 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	Annually

Part 3 – Managing and Improving People

3.1 Staff Resource

There are currently 61 posts in the department.

3.2 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 officer roles	Within existing budgets	Support from HR	On-going
2. Skills, Training, Competency Needs	Service Managers	Develop a service area training plan from appraisal PDPs	Budget for training needs to be adequate to support officers in doing professional courses	None	
	Bill Hunt	Child safeguarding training – basic awareness	Corporate training budget	Working with HR	Dec 2015

3. Service Changes – Demands on staff resource	Tracy Darke/Service Managers	Skilling the teams to be able to be more flexible to change.	Within existing budgets	None	
		Economic Development Review	tbc	tbc	Dec 2015
		Building Control Review	tbc	None	Dec 2015

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
5% discretionary budget reduction	Ongoing challenges to budget managers to address savings without affecting service delivery	22,000	21,900	21,900
Cost of significant appeals as a result of the local plan	Unable to predict	tbc	tbc	tbc
Additional work following the outcome of the local plan	May require topping up reserves for further up to date evidence work	tbc	tbc	tbc
Review of Building Control salaries due to difficulty In recruiting as directly competing with the private	Building Control account is ring-fenced and service has to be cost neutral	tbc	tbc	tbc

sector				

Part 5 – Managing Planned Changes, Major Workstreams and Projects

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Pre-application charging project	Gary Fisher	Initial cost of additional post to carry out the work, although this will be recovered through the charging mechanism for the service	Will impact on internal and external consultees on planning applications	Executive approval in July 2015	Sept 2015
Introduction of Accredited Agents Scheme	Gary Fisher	None	None		Oct 2015
E D & R Review	Tracy Darke/Joe Baconnet	This will evolve through the review	Parameters of the review to be defined	Employment committee Nov 2015	Jan 2016
Local Plan Adoption	Chris Elliott	Significant cost in preparation, examination and adoption. Significant financial opportunities to fund infrastructure	Significant financial opportunities to find infrastructure	Currently being revisited in response to inspector's letter	Earliest date for adoption would by Q4 of 2015/16

CIL Charging Schedule	Tracy Darke	Significant financial opportunities to fund infrastructure	Significant financial opportunities to find infrastructure	Currently being revisited in response to inspector's letter.	Earliest date for adoption would by Q4 of 2015/16
CIL Transition Project	Tracy Darke	Cost approx £10,000 Significant financial benefits expected by ensuring effective collection of CIL.	Will require input from finance	To be in place alongside adoption of Local Plan and CIL Charging Schedule	
Delivering significant housing schemes south of the district	Dave Barber	MSMO fund until 21/3/17 Included within established delivery fund	Will involve housing, neighbourhood services, Culture	Specific milestones predominantly driven by planning applications. Projects need to be established and able to progress without additional support by 2017	
Develop and implement the IDP	Dave Barber	Significant financial benefits expected by ensuring effective collection of CIL.	Neighbourhood Services, Culture	To align with Local Plan.	
G&T DPD	Dave Barber	There may be costs associated with establishing sites (still to be determined)	Housing	To align with Local Plan	
Building Control Joint Service re-structure	Denis Maddy	Need to be determined when structure	None	Employment committee in November 2015	Dec 2015

		established			
Review of development monitoring	Dave Barber	None	None		End Mar 2016
Update of Property Systems	Joe Baconnet	Streamlining / prioritisation of workload Robustness Potential costs of digitisation of property records ahead of property move	H&PS, Neighbourhood, Culture, Legal, finance	Programme developed by Sept 2015	Delivery end 2016
Development of Prosperity Plan	Bill Hunt/Tracy Darke	Potential implementation costs	All service areas	tbc	
Business satisfaction survey	Tracy Darke	Costs of development, postage, analysis		Annually	Oct 2015