



**DRAFT** PORTFOLIO HOLDER DECISION NOTICE

**PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR PLANNING AND ACCESS**

**TOPIC – STRATEGIC PLANNING DIVISION BUSINESS PLAN 2010/11 ONWARDS**

**PROCEDURAL INFORMATION**

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

**If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on 30 April 2010.**

**Contact Officer:**

Steve Opacic, Head of Strategic Planning, Tel 01962 848 101,

Email: <mailto:sopacic@winchester.gov.uk>

**Committee Administrator:**

Nancy Graham, Tel: 01962 848 235, Email: [ngraham@winchester.gov.uk](mailto:ngraham@winchester.gov.uk)

**SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- Production of Local Development Framework 'Core Strategy' DPD. Develop and consult on Proposed Submission stage of the Core Strategy followed by Submission to Government.
- Production of Local Development Framework 'Development Management and Allocations' DPD. 'Front-loading' consultation at the end of 2010.
- Produce LDF 'Annual Monitoring Report', monitor evidence on housing land availability related to the need for release of Local Reserve Sites, and contribute to corporate Evidence Base.
- Lead work on master planning and implementation of large development areas (MDAs, SDAs, urban extensions). Secure high quality of development and creation of successful and sustainable communities.
- Produce Infrastructure Delivery Plan to support LDF Core Strategy and secure adequate infrastructure for development.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown.

### **PROPOSED DECISION**

That the Business Plan for the Strategic Planning Division be approved as attached at Appendix A.

### **REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Environment Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

None.

**FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED  
FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION  
NOTICE**

N/A

**DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR  
OFFICER CONSULTED**

None.

**DISPENSATION GRANTED BY THE STANDARDS COMMITTEE**

N/A

**Approved by: (signature)**

**Date of Decision**

**Councillor Keith Wood. Portfolio Holder for Planning and Access**

## Strategic Planning Division Business Plan 2010 - 2015

### 1. **Brief Description of the Service and its Purpose**

The Strategic Planning Division is primarily responsible for developing and influencing spatial planning policies to implement the Council's strategic priorities and the Sustainable Community Strategy. It has a major contribution to make towards achieving the Community Strategy's overarching aim of Sustainable Development. Its work includes:

- developing spatial planning policies through the production of Local Development Documents which will form part of the emerging Local Development Framework (LDF);
- developing the community planning and engagement process to support the Sustainable Community Strategy and LDF;
- leading the master planning and implementation of large development areas;
- providing a technical input to corporate projects where there is a spatial planning dimension; and
- advising/commenting on/influencing the planning policies being developed by other organisations and Government where they affect Winchester District.

The Division's work seeks to ensure sustainable development to meet the needs of the District and the strategic requirements placed on it.

**2. Links between the Sustainable Community Strategy Key Outcomes and Services**

<b>Strategic Outcome</b>	<b>Divisional responsibility</b>
Economic Prosperity	<i>Through the various Local Development Framework documents the Division will develop spatial planning policies which facilitate the outcomes of the Sustainable Community Strategy. The Division will have a lead role in ‘place-making’, through the LDF, including planning for housing, economic and community needs. This has involved researching the economic and other needs of the District to ensure a sound basis of evidence. The Division will develop planning policies to facilitate housing and employment development and help to address imbalances thereby reducing commuting. It will also develop policies to facilitate diversification in the rural economy and help promote a low carbon economy.</i>
High Quality Environment	<i>The Division will develop planning policies to help ensure that the District is ‘climate change ready’. It will also develop policies to protect the District’s attractiveness and built/natural heritage, including developing, or helping local communities to develop, design guidance to identify and protect local distinctiveness e.g. Village and Neighbourhood Design Statements.</i>
Inclusive Society	<i>The Division will develop planning policies to promote the development of affordable housing and to ensure that strategic housing requirements are met and adequate physical and social infrastructure is provided.</i>
Health & Wellbeing	<i>The Division will develop planning policies to ensure that adequate land and facilities are provided for sport and recreation, as well as social and green infrastructure.</i>
Safe & Strong Communities	<i>The Division will develop planning strategies and policies which seek to minimise car use and ensure a safe environment.</i>

### **3. Summary of Progress in 2009/10**

The work programmed for the LDF has been updated and approval to it has been gained from the Council and Government through the revised Local Development Scheme (LDS), approved by the Government in December 2009.

The priority for the Division in 2009/10 has been to progress the Local Development Framework (LDF) Core Strategy. The 'Preferred Option' version of the Core Strategy was agreed and published in mid-2009 for a 6-week consultation period. The many representations received were recorded and acknowledged and reports responding to the issues raised and recommending the way forward were considered and approved by LDF Committee from October 2009 to March 2010. A range of studies and assessments have been progressed to help ensure that policies are supported by an adequate 'evidence base', including a Stage 2 Transport Assessment, Affordable Housing Viability Study, Renewable Energy Viability Assessment and studies relating to Bushfield Camp, Winchester.

Consultation on a draft Strategic Housing Land Availability Assessment (SHLAA) closed at the beginning of 2009/10 and the large number of comments received has been assessed and further work undertaken to identify and assess potential greenfield sites. This has contributed to evidence on housing land availability issues, which have become important during the year. Other areas of work to which it was necessary to give priority were the production of an Annual Monitoring Report (a statutory annual requirement), assimilation of the South East Plan (adopted in Summer 2009), and joint planning projects with PUSH and other neighbouring authorities. The Division has also taken the lead in responding to consultations on various Government and other consultation documents.

A Village Design Statement for Littleton was adopted as a Supplementary Planning Document in 2009/10 and help or advice was given in relation to the production or updating of about 6 other Village/Neighbourhood Design Statements.

**4. Service Priorities 2010/15 – Key Priorities**

**A) Significant Areas of Work and Projects for 2010/11 (Top Ten Priorities)**

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
STP/PROG/001	Produce LDF for Winchester	Relevant to all Strategic outcomes		See detailed projects below		31 Dec 2013	Approved LDF documents	Steve Opacic
STP/PROJ/001a	Production of Local Development Framework 'Core Strategy' DPD. Develop and consult on Proposed Submission stage of the Core Strategy and submit to Secretary of State.	Relevant to all Strategic outcomes	01 Apr 2010	Preferred Options	Completed (May 2009)	31 Dec 2011	Achievement of key milestones in Local Development Scheme and production of 'sound' Core Strategy	Steve Opacic
				Proposed Submission publication	31 Oct 2010			
				Submission	31 Jan 2011			
				Examination Hearing Starts	31 May 2011			
				Inspector's Report	31 Oct 2011			
				Adoption	31 Dec 2011			
STP/PROJ/001b	Production of Local Development Framework 'Development Management and Allocations' DPD. 'Front-loading' consultation in 2010	Relevant to all Strategic outcomes	01 Apr 2010	Sustainability Appraisal and public participation	31 Dec 2010	31 Jan 2013	Achievement of key milestones in LDS and production of 'sound' document	Steve Opacic
				Publication & Pre-Submission consultation	31 Dec 2011			
				Submission	31 Mar 2012			
				Examination Hearing Starts	31 May 2012			
				Inspector's Report	30 Nov 2012			
				Adoption	31 Jan 2013			

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
STP/STP/004	Lead work on masterplanning and implementation of PUSH large development areas (MDAs, SDAs, urban extensions). Secure high quality of development and creation of successful and sustainable communities	Relevant to all Strategic outcomes	01 Apr 2010	Masterplanning work included in Core Strategy Proposed Submission publication	31 Oct 2010	31 Dec 2011	Quantity and quality of development achieved, measured by sustainability indicators, public response and Annual Monitoring Report.	Steve Opacic
				Submission	31 Jan 2011			
				Examination Hearing Starts	31 May 2011			
				Inspector's Report	31 Oct 2011			
				Adoption	31 Dec 2011			
STP/STP/001c	Produce The Council's Annual Monitoring Report	Relevant to all Strategic outcomes	01 Apr 2010	Approval by Portfolio Holder and Submission to GOSE	31 Dec 2010	31 Dec 2010	Key planning policies monitored and reported, with areas needing adjustment/action identified.	Steve Opacic
STP/STP/005	Lead work on Infrastructure Delivery Plan to support LDF Core Strategy and secure adequate infrastructure for development	Relevant to all Strategic outcomes	01 Jul 2010	IDP included in pre-submission Core Strategy	31 Oct 2010	31 Oct 2010	Completed Infrastructure Delivery Plan contributing to 'sound' Core Strategy and up to date infrastructure policies/requirements	Steve Opacic



**B) Other areas of work (including 'business as usual')**

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
STP/STP/006b	Coordinate WCC's input to review of South East Plan, including provision of data and evidence	Relevant to all Strategic outcomes	01 Apr 2010	To be set by South East Partnership Board	31 Mar 2011	31 Mar 2013	Timely input of information and response to consultations and disseminating results of South East Plan review	Steve Opacic
STP/STP/007b	Provide Planning Policy advice on WCC's handover to South Downs National Park Authority	Efficient and Effective Council	01 Apr 2010	Assess proposals for planning/policy produced by South Downs NPA	31 Mar 2011	31 Mar 2011	Maintain up-to-date planning policy on SDNP area of the District	Steve Opacic
STP/STP/008	Consult on draft Village/ Neighbourhood Design Statements and adopt as Supplementary Planning Documents, for: - Exton - St Giles Hill - Compton & - Shawford - South Wonston - Colden Common - Wickham	Relevant to all Strategic outcomes		Exton VDS - draft	30 Jun 2010	31 Mar 2011	Achievement of key milestones for each document and successful adoption of VDS / NDSs	Steve Opacic
				St Giles Hill NDS Revision - draft	30 Jul 2010			
				Compton & Shawford VDS - draft	30 Sep 2010			
				South Wonston VDS - draft	31 Dec 2010			
				Colden Common VDS - draft	31 Jan 2011			
Wickham VDS Revision – draft	31 Mar 2011							
STP/STP/009	Specialist/expert input to Corporate projects and groups, e.g. Corporate	Relevant to all Strategic outcomes	01 Apr 2010	As determined by relevant groups		31 Mar 2011	Achievement of targets/outcomes set for each group/project	Steve Opacic

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APPENDIX A

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
	Housing Enablement Group, Housing Board, Sustainable Community Strategy Review, Evidence Base							

5. **Resource Implications**

A) **Financial**

**Divisional Summary**

		<i>Actual</i>	<i>Original</i>	<i>Revised</i>	<i>Budget</i>
<i>Subjective Analysis</i>		<i>08-09</i>	<i>09-10</i>	<i>09-10</i>	<i>10-11</i>
Expenditure	Employees	337,745	324,678	325,129	279,123
	Premises	1,194	1,000	1,000	1,000
	Transport	23,921	20,649	26,018	25,121
	Supplies & Services	66,545	91,000	109,546	71,246
	Depreciation & Impairment				
	Losses	0	0	0	0
<b>Expenditure Total</b>		<b>429,405</b>	<b>437,327</b>	<b>461,693</b>	<b>376,490</b>
Income	Income	(5,100)	0	0	0
	Income (Internal)				
	<b>Income Total</b>	<b>(5,100)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Support Services	Support Services	126,897	126,211	61,795	61,795
<b>Strategic Planning Total</b>		<b>551,202</b>	<b>563,538</b>	<b>523,488</b>	<b>438,285</b>

**Budget Book Line Summary**

		<i>Actual</i>	<i>Original</i>	<i>Revised</i>	<i>Budget</i>
<i>Budget Book Line</i>		<i>08-09</i>	<i>09-10</i>	<i>09-10</i>	<i>10-11</i>
Business Unit		551,202	563,538	523,488	438,285
<b>Strategic Planning Total</b>		<b>551,202</b>	<b>563,538</b>	<b>523,488</b>	<b>438,285</b>

Key projected changes in financial requirements 2010/15

The main expenditure expected in the coming 5 years relates to the costs of producing the Local Development Framework (LDF). A Reserve has been established for the LDF, to cater for major expenditure (particularly the cost of specialist consultancy studies and the public examination) during the course of the project. The projections of expenditure meant that the budget needed to be increased substantially - growth of £63,000 per annum was agreed in the 2007/08 budget for LDF

expenditure. The requirements for LDF Core Strategies have evolved since work started, with more emphasis on the evidence base and strategic allocations. Also, major areas of development need to be planned for and are now starting to be brought forward. These will require additional resources, and growth of £50,000 was agreed for 2009/10 and 2010/11 but has been withdrawn as a result of budget constraints. In addition, a one-off saving of £45,000 is required in 2010/11 which will be funded from vacancy management. With current vacancy levels within the Division and budget constraints it will be necessary for the Division to give priority to progressing the LDF, possibly to the exclusion of other work. Even so, resource limitations will make meeting the current programme challenging, which may result in it needing to be reviewed.

**B) Workforce**

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> <li>• <i>Continuing revisions to LDF procedures and processes</i></li> <li>• <i>Possible changes following the 2010 Election</i></li> <li>• <i>Housing and Planning Delivery Grant/new Government initiatives and targets</i></li> <li>• <i>Local Strategic Partnership / Community Strategy</i></li> <li>• <i>Political priorities</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Resource limitations resulting in vacancy management and funding restrictions</i></li> <li>• <i>Staff sickness/retirement</i></li> <li>• <i>Flexible working/EDRMS</i></li> <li>• <i>Corporate status of Local Development Framework</i></li> </ul>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> <li>• <i>On-going need for training, new skills and specialist advice/consultancy to deal with new procedures</i></li> <li>• <i>Increased joint working with neighbouring authorities and stakeholders on evidence base, strategic planning issues and major development proposals</i></li> <li>• <i>Maintain job satisfaction/attractiveness to retain/recruit staff (difficult given external drivers)</i></li> <li>• <i>Maintain links and working relationships with other Planning Officers and related professionals, now in other Divisions</i></li> </ul>	

6. **Key Performance Indicators**

Code	Description	Managed By	How frequently is data gathered	2007/08	2008/09	2009/10		2010/11	2011/12
				Actual	Actual	Value	Target	Target	Target
BV106	New homes built on previously developed land	Steve Opacic	Annually	93.41%	98.00%	TBA	75.00%	70.00%	65.00%
BV200a	Plan-making: Local Development Scheme submitted?	Steve Opacic	Annually	Yes	Yes	Yes	Yes	Yes	Yes
BV200b	Plan-making: Milestones Met?	Steve Opacic	Annually	Yes	No	Yes	Yes	Yes	Yes
BV200c	Plan-making: Monitoring Report	Steve Opacic	Annually	Yes	Yes	Yes	Yes	Yes	Yes
LPI0802	Percentage of affordable housing permitted on sites falling within Local Plan Review Policy H.5	Steve Opacic	Annually	33%	34%	TBA	34%	35%	36%
NI 154	Net additional homes provided	Steve Opacic	Annually	562	359	TBA	917	740	741
NI 159	Supply of ready to develop housing sites	Steve Opacic	Annually	No data for this range	129.0%	73%	100.0%	100.0%	100.0%

**Note:** TBA = figures for 2009/10 will be available after the end of March 2010

**7. Key elements of Risk Management**

Risk Number	Short Name	Risk Ownership	Cause	Consequence	Current Risk Matrix	Target Risk Matrix	Linked Strategic Risk
OP0070	Unsound LDF	Steve Opacic	<ol style="list-style-type: none"> <li>1. Failure to follow/understand fully procedures and guidance</li> <li>2. Over critical Inspector</li> <li>3. New guidance/procedures published at a late stage</li> <li>4. Prolonged staff vacancies/illness/recruitment difficulties/staff budget cut-backs</li> </ol>	<ol style="list-style-type: none"> <li>1. Need to rectify unsound elements, need to return to earlier stage in process additional work on unsound elements</li> <li>2. Loss of Council reputation</li> <li>3. Loss of planning and housing delivery grants</li> <li>4. Council's preferred policies unavailable to implement, including affordable housing and economic policies</li> </ol>			SR0012