



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR PLANNING AND ACCESS

TOPIC – PLANNING MANAGEMENT DIVISION BUSINESS PLAN 2009/10 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.

Contact Officer:

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Committee Administrator:

Ellie Hogston, Tel: 01962 848 155, Email: ehogston@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:

- Exceed CLG performance targets for the determination of planning applications for 2009/10 (NI157).
Majors – 62% in 13 weeks (CLG = 60%)

Minors – 67% in 8 weeks (CLG = 65%)
Others – 82% in 8 weeks (CLG = 80%)

- Review, and up-date as necessary, the Planning Improvement Plan, to reflect corporate priorities and performance targets
- Meet CLG target for number of appeals allowed (30%) following our decision to refuse permission (BVPI204) (% target set locally)
- Continuing to maximise IT development within the division.

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

DECISION

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

REASON FOR THE 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

Signed by Cllr Beckett – Leader, on behalf of Cllr Wood - 9 April 2009

Councillor Keith Wood. Portfolio Holder for Planning and Access

Planning Management Division Business Plan 2009 - 2014

1. Brief Description of the Service and its Purpose

Planning Control includes Development Control, Development Control Administration, Development Control Highways and Enforcement. It currently comprises 42.65 full time employees and in 2008/09 provided the service at a net cost of £1,669,586 to the Council.

Development Control is a statutory function with responsibility for the determination of planning applications and administration of the planning appeals process, as required by the Town and Country Planning Acts. Planning advice is given to developers and their representatives and 'expert' advice is interpreted and co-ordinated.

Development Control Highways provides specialist advice to development control on the highways safety and parking aspects of planning applications, providing technical advice to developers and the development control function.

Enforcement ensures that planning permissions and conditions are complied with and takes further action where appropriate, as well as taking a pro-active role in dealing with unauthorised development and activities and implementing the requirements of the high hedges legislation.

2. Links between Council strategic priorities and services

<i>Strategic priority</i>	<i>Departmental responsibility</i>
Economic Prosperity	Development Control enables the provision of homes (including affordable housing), employment and amenities in urban and rural areas through the determination of planning applications and the application of development plan policies and central government guidance.
High Quality Environment	Reduction in travelling through appropriate location of development and use of green travel plans in planning applications, and support of and participation in corporate initiatives such as the Biodiversity Action Plan, sustainability and climate change. Ensuring all development is 'fit for purpose' and impacts are mitigated against through the uses of conditions and Section 106 and 278 agreements/unilateral undertakings. Ensuring that planning and listed building permissions granted take account of the need to preserve and enhance the historic environment, respect the character of the countryside and produce high quality design.
Safe and Strong Communities	Integrating forms of developments that are inclusive, safe and accessible to all through the determination of planning applications and the application of development plan policies and central government guidance.
Efficient and Effective Council	Continue to improve stakeholders' perception and efficiency of service delivery and facilitate a wider understanding of the planning function and the role of consultees and third parties.

3. Summary of Progress in 2008/09

1. Determination of planning applications

Between April 2008 and February 2009 there has been continued strong performance in the speed of determination of planning applications, with the CLG target for all categories of application being met. The table below shows performance over the last three years.

	06/07	07/08	08/09 *
Major applications (CLG target 60% in 13 weeks)	60.78	66.30	65.00
Minor applications (CLG target 65% in 8 weeks)	68.93	69.89	69.67
Other applications (CLG target 80% in 8 weeks)	84.06	84.06	84.65

* Note: 2008/09 percentage figures relate to the period April 2008 to February 2009

2. Development Control Performance Improvement Plan

The revised Planning Performance Improvement Plan, which incorporated the issues identified by the Planning Advisory Service during their Peer Review in December 2006, split the actions into short, medium and long term ones, with the long term aims originally due for completion by December 2007. Reports have been received by the Environment Scrutiny Panel and the Planning Development Control Committee on progress with the Improvement Plan and all 9 short term aims have now been completed. Of the 7 medium term aims, 3 have been completed, 1 partially completed and work on the remainder is ongoing. Of the 13 long term aims 8 have been completed, with some being regarded as on-going commitments and the remainder are in

progress. Some of the delays have been because of the need to focus on other corporate requirements or because of delays with corporate projects. Limited resources have also slowed down the process.

3. National Planning Application Form (1 APP)

In April 2008 the national planning application form/requirements, and local list of requirements for Winchester, were successfully introduced resulting in a clearer framework for the submission and validation of applications within the District. Winchester also played a leading role in the introduction of the form throughout Hampshire working closely with the local planning authorities and other interested parties.

4. West of Waterlooville

Outline planning permissions for the development the whole of the major development area (MDA) at Waterlooville have been granted by Winchester City Council and Havant Borough Council. The development will include a mix of; housing (2000 residential units), employment, open space, a household waste recycling centre, school, cemetery, local centre and other community facilities.

Detailed reserve matters applications for the MDA have also been submitted for principal infrastructure and for the first phase of residential development at the northern end of the site. Furthermore, both developers have supplied design code documents for approval. All 3 applications and the design codes have been considered by the committees of both Councils and there are resolutions to grant permission for these applications and codes subject to certain changes being made. It is envisaged that the decisions should be issued shortly.

Highway works to facilitate access to the MDA are well underway and it is understood that development on site should commence later this year. This project continues to provide an excellent example of successful joint working between Havant Borough Council, Winchester City Council, Hampshire County Council and other interested parties which will continue.

5. Silver Hill Development

Further to a resolution by the Planning Development Control Committee on 27 March to permit the application from Thornfields the permission was issued in February 2009 following completion of the S106 agreement and other post committee work. The compulsory purchase action is on-going.

The proposals by London and Henley for a smaller part of the overall site were refused by the City Council and an appeal was made. This was subsequently withdrawn.

6. Current Economic Situation

The difficult financial climate has had a direct impact upon the planning service which has seen a fall in the number of applications received over the last year and a consequent decline in fee income. Whilst applications have fallen by around 20% income is likely to be approximately 33% down on the predicted figure for 2008/09. This is indicative of the nature of the downturn which has tended to have a greater effect upon the more significant developments proposals which attract higher fees.

The service has responded to this situation through vacancy management and this is reflected in the fact that currently there are vacant Senior and Team Leaders posts within Development Control. Furthermore, a Senior Planner has just returned from maternity leave on part time basis and the other half of this post remains vacant at the moment. One of the part time Principal Planners has just left on maternity leave and her position will not be covered at the present time. Nevertheless, Development Control is still very busy overall with little spare capacity within the division. Certain aspects of the service, such as enforcement for example, do not appear to have been affected by the economic downturn and the level of work remains high.

The business plan reflects the impact upon the service by recognising the role of vacancy management in reducing costs and the potential need of staff to be more flexible should it be necessary to consider options such as re-deployment.

4 Service Priorities 2009/14 – Key Priorities

A) Key Service Priorities 2009/10

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
1 Determination of planning applications	Statutory duty	Exceed CLG performance targets for the determination of planning applications for 2009/10 (NI157). Majors – 62% in 13 weeks (CLG = 60%) Minors – 67% in 8 weeks (CLG = 65%) Others – 82% in 8 weeks (CLG = 80%)	April 2009	March 2010	Delivery of a timely & efficient planning service	1 day/wk – HPC 1 day/wk – DCTM's	HPM
2 Planning Improvement Plan	Efficient & Effective Council – optimise strategies	Review, and up-date as necessary, the Planning Improvement Plan, to reflect corporate priorities and performance targets	May 2009	July 2010	To improve the efficiency and effectiveness of the service building upon improvements already achieved	1day/wk - HPM	HPM
3 Planning appeals	Statutory duty	Meet DCLG target for number of appeals allowed (30%) following our decision to refuse permission (BVPI204)(% target set locally)	April 2009	March 2010	Making planning decisions which are sound and robust.	Case Officer time in dealing with appeals – 1 day per week average. Appeals officer time in carrying out associated administration – 1 x FTE	HPM

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
4 IT Development	Efficient & Effective Council – invest in technology	Continue to maximise IT development. Including improving and maintaining planning element of Council's web site, fully developing and exploiting the CAPS system, including updating templates, introduction of the monitoring module, assisting in implementation and introduction of upgrades, participation in CAPS testing, co-ordinating CAPS training for new and existing staff, co-ordination of e-consultation on planning applications	April 2009	March 2010	To improve the efficiency and effectiveness of the service building upon improvements already achieved	1 x FTE	HPM
5 Equalities	Inclusive society – access to services	To participate fully and pro-actively in the corporate equalities work for the planning service including implementation of the Equality Policy Action Plan	On-going		To ensure the service provided is fully inclusive	HPM 1/month	HPM

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
6 S106 monitoring	Efficient & Effective Council – invest in technology	Development of the Monitoring module in CAPS system for use a S106 monitoring database.	Started	Sept 2009	Improved tracking of Planning obligation requirements including payment of financial contributions	1 FTE 1.5 day/wk	HPM

B) Other Services we aim to deliver 2009/14

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
1 MDA Waterlooille	Economic Prosperity – business/Inclusive society - housing	Contribute to the post decision stages of the West of Waterlooille major development area, including discharging conditions, monitoring development, dealing with reserved matters and other related planning applications and working efficiently in conjunction with Havant Borough Council,	On-going		Creation of a high quality and sustainable urban extension to Waterlooille	1 additional temp FTE funded externally (HPM – 0.5day/week; Planning Officer 2 day/week	HPM
2 Silverhill	Economic Prosperity – business/Inclusive society - housing	Continue to work on the Silverhill redevelopment scheme following the granting of permission. Including discharging of conditions and planning obligations	On-going		Smooth delivery of a development which would enhance the city centre	TM 1 day/wk Planning officer 1day/wk	HPM
3 New MDAs	Economic Prosperity – business/Inclusive society - housing	Start/continue work on Barton Farm/North Whiteley/possible extension to Waterlooille MDA	On-going		Creation of high quality and sustainable urban extensions to Waterlooille/Winchester/Whiteley	3 Planning officers 3 days/wk 3 Planning Assistants 1 day/wk	

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
3 Training staff/councillors	Efficient & Effective Council – support councillors	Continue to provide training for councillors and staff in relation to matters like enforcement, design, tree protection and changes in legislation	On-going		Improved speed and quality of decisions, increased confidence of Councillors, raised profile and understanding of these issues	£5000 for hire of rooms, production of material, and speakers. Within existing resources (0.5 day/month HPC; 0.5 day/month CSS; Legal/Planning Officers – 2 day /event + attendance at the event)	HPM
4 Planning charter	Improvement/development – efficiencies	Update planning charter and initiate new guidance notes for customers. Improve customer care.	April 2009	March 2010	Improved quality of service provided and customer care	Within existing resources (HPM 1 day/month; All team leaders – 1 day/month – other officer 2 days per month	HPM
5 Corporate projects	Efficient & Effective Council – flexible working/Economic prosperity – business/High Quality Environment – climate change	To participate fully in all corporate projects, including those relating to flexible working, local access points, sustainability, business continuity and, climate change	On-going		Improved service delivery and corporate awareness	HPM 4 days/month TMs 1 day/month	HPM

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
6 Enforcement	Improvement/development – improve enforcement	To build upon the increased effectiveness of the enforcement function by reducing the number of open cases, resolving complaints more quickly in line with the new enforcement policy, resolving old cases where possible and enhancing the profile of the service	On-going		Increased confidence of stake holders in the planning service	Within existing resources	HPM
7 Parish Forums	Efficient & Effective Council – work with local communities	Hold parish forums twice a year	April 2009	On-going	Improved image of the planning service and greater awareness of customer needs	HPC 1 day/month TMs 1 day/month Other officers 1 day/month. Hire of venues £1000	HPM
8 Other corporate priorities	Economic Prosperity – stimulate a modern & and creative approach to business/Inclusive Society – access to housing	Improve awareness within the planning service of other corporate priorities including in areas such as tourism, social housing and provision of education facilities	April 2009	On-going	Closer links/improved communications between the planning service and other service areas. Increased corporate awareness	From within existing resources	HPM

Target No.	Why are we doing this?	What will we do?	When will we do it?		Expected Outcome?	How much time / money will it take?	Who's Accountable?
			Planned Start Date	Due Date			
9 Application validation	Efficient & Effective Council - efficiencies	95% of all validations and consultations to be completed within 72 hours	On-going		Efficient and timely validation of applications	From within existing resources	HPM

5 Resource Implications

A) Financial

2008/09 Revised					2009/10 Estimate					
Exp.	Income	Net Overheads	Net Exp.	Service Activity	Exp.	Income	Net Overheads	Net Exp.	FTEs	Notes
£000's	£000's	£000's	£000's		£000's	£000's	£000's	£000's		
93	0	(93)	0	<i>Operations Business Support</i>	95	0	(95)	0	2.00	Staff now transferred to Partnerships, Communications and Improvement Division
167	0	(167)	0	<i>Planning Management & Support</i>	167	0	(166)	1	3.00	
1,374	(1,154)	763	983	<i>Development Control</i>	1,367	(1,396)	808	779	29.69	
271	(10)	201	462	<i>Monitoring & Enforcement</i>	291	(5)	214	500	7.10	
(1)	0	0	(1)	<i>Planning Delivery</i>	0	0	0	0		PDG figures now included with service budgets
18	0	0	18	<i>Grants</i>	518	0	0	518		
1,922	(1,164)	704	1,462	TOTAL	2,438	(1,401)	761	1,798	41.79	

Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> • Planning delivery grant and government performance targets • Planning on the web • Workload – reduction in applications • Public expectations/perception of the service • Improved service delivery • E-government • Legislative changes • Submission of major development proposals 	<ul style="list-style-type: none"> • Vacancy management • Lack of specialist staff • Involvement in corporate projects • Education of others involved in the service • No. of staff required to work on major development proposals
WORKFORCE IMPLICATIONS	
<p>Multi-skilling staff to be encouraged within teams and by additional training within tight budget constraints Assess training requirements through the appraisal process Staff absences and maintaining staffing levels Reduction in PDG/workloads and maintaining staffing levels Increased flexibility of staff</p>	

6 Key Performance Indicators

Ref. No.	What does this show?	Who reports this	Achieved 2005/06	Achieved 2006/07	Achieved 2007/08	Estimate 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
NI157	Speed of determining planning applications Majors – 60% in 13 weeks Minors – 65% in 8 weeks Others – 80% in 8 weeks	HPM	Major 47% Minor 66% Other 86%	Major 61% Minor 55% Other 76%	Major 66% Minor 70% Other 84%	Major 62% Minor 67% Other 82%	Major 62% Minor 67% Other 82%	Major 62% Minor 67% Other 82%	Major 62% Minor 67% Other 82%
<u>BVPI 111</u>	<u>Percentage of applicants satisfied with the Service received – tri-annual survey</u>	<u>HPM</u>	N/A	69%	N/A	No longer collected	No longer collected	No longer collected	No longer collected
PL1	Percentage of complaints responded to within 10 working days of receipt by Council	HPM	Software unavailable to report this	55%	60%	95%	95%	95%	95%
PL2	Percentage of complaints responded to within 10 working days of receipt in Planning Department	HPM	N/A	N/A	New	96% (to Jan 09)	95%	95%	95%
PL3	Percentage of complaints responded to within 20 working days of receipt	HPM	N/A	N/A	New	85% (to Jan 09)	85%	85%	85%
DC1	Average number of cases per officer	HPM	150	140	140	130	130	130	130
DC2	Planning fee income	HPM	£597,639	£733,760	£755,360	£662,750	£837,750	£837,750	£837,750

Ref. No.	What does this show?	Who reports this	Achieved 2005/06	Achieved 2006/07	Achieved 2007/08	Estimate 2008/09	Target 2009/10	Target 2010/11	Target 2011/12
DC3	Net cost per planning application to the Local Authority	HPM	N/A	N/A	£357	£371	£306	To follow	To follow
DC4	Percentage of appeals allowed against refusals	HPM	39.77%	25%	25%	30%	30%	30%	30%
PA1	Percentage of all validations and consultations to be completed within 5 working days of receipt.	HPM	N/A	N/A	N/A	95%	95%	95%	95%
PA2	Percentage of all validations and consultations to be completed within 3 working days of receipt	HPM	N/A	N/A	New	80%	80%	80%	80%
ENF1	Number of enforcement site visits carried out within 15 working days	HPM	Software unavailable to report this	60%	65%	65%	100%	100%	100%
ENF2	Number of cases served an enforcement notice	HPM	20	20	20	15 as at 26.02.09	20	20	20
ENF3	Number of enforcement cases opened	HPM	N/A	N/A	New	342 as at 26.02.09	Not applicable	Not applicable	Not applicable
ENF4	Number of enforcement cases closed	HPM	N/A	N/A	New	420 as at 26.02.09	Not applicable	Not applicable	Not applicable
ENF5	Total number of enforcement cases outstanding	HPM	N/A	N/A	New	388 as at 26.02.09	350	350	350

7. Proposals for Consultation

What Research or consultation do we intend to carry out	How will we be doing it?	When will we be doing it?	How will we use the results?
Agents requirements from the service	Continue running agents forum	3 times per annum. Meeting scheduled for April 2009	Information will help identify areas for improvement, assist in improving the quality of applications submitted and build up good customer relations. Feedback from the introduction of the charging regime for pre-application advice

8. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
OP	0033	Likelihood – Unlikely Impact - Medium	Managerial/ Professional	Increased public scrutiny of planning process	Simon Finch	Increased expectation relating to service delivery. More decisions/processes disputed.	Increase in time/workload in dealing with customers. Increased legal appeals/Ombudsman cases, increase in complaints. Increased likelihood of reputation damage.	Ensure implementation of Planning Improvement Plan/key and other priorities to ensure processes and procedures revised and maintained.
OP	0034	Likelihood – Probable Impact - Medium	Financial	Increased numbers and cost of appeals?? Are appeal numbers falling?	Simon Finch	Increasingly litigious public attitude and increased awareness of planning process.	Increased legal costs and costs of officer time.	Monitor appeal outcomes and report implications to officers and Members.
OP	0037	Likelihood – Unlikely Impact - Medium	Financial	Award of planning delivery grant	Simon Finch	Variation in planning grant payments year on year	Uncertainty over budget planning	Put actions in place to ensure performance improves and government targets are met. Ensure strategy produced for dealing with impact of reduced PDG or its ultimate removal.
OP	TBC	Likelihood – Probable Impact - Medium	Financial	Economic climate	Simon Finch	Uncertain economic conditions	Unclear as to duration and effect but could result in a longer term reduction in application numbers and fee income although other areas of work are unaffected	Monitor applications and income and assess impact upon workloads across the service.