



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR PLANNING AND TRANSPORT

TOPIC – STRATEGIC PLANNING BUSINESS PLAN 2008/09 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(s) (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 Friday 28 March 2008.

Contact Officers:

Case Officer: Steve Opacic, Tel: 01962 848 101, Email: sopacic@winchester.gov.uk

Committee Administrator:

Frances Maloney, Tel: 01962 848 155, Email: fmaloney@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, 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 various components of the Local Development Framework (LDF), starting with the Core Strategy and Development Provisions documents
- Production of the Council's Annual Monitoring Report
- Leading work on masterplanning and implementation of large development areas (MDAs, SDAs, urban extensions)

- Coordinating the Council's input to South East Plan and liaising with PUSH and other authorities on sub-regional planning matters
- Implementing Electronic Document Retrieval and Management System (EDRMS).

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations place 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 timescale 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 its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

The Environment Scrutiny Panel has been consulted on this 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 Transport

Strategic Planning Division Business Plan 2008 - 2013

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 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 Community Strategy and LDF;
- leading the masterplanning 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 Council strategic priorities and services

Strategic priority	Divisional responsibility
Economic Prosperity	<i>This priority includes several actions which are relevant to the Division. Through the various Local Development Framework documents the Division will develop spatial planning policies which facilitate the outcomes of the Corporate 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 and strategy to ensure that the delivery of adequate new housing, of an appropriate type/mix, is undertaken in a sustainable way, making efficient use of land and resources and</i>

	<p><i>concentrating development on previously-developed land in sustainable locations.</i></p> <p><i>The Division will monitor housing provision to check the effectiveness of the Council's policies and work with other partners to influence future strategic policies on housing provision within the District e.g. South East Plan.</i></p>
High Quality Environment	<p><i>The Division will develop planning policies to protect the District's attractiveness and built/natural heritage, and to reduce greenhouse gas emissions, through the LDF and Supplementary Planning Documents (SPDs). This includes developing, or helping local communities to develop, design guidance to identify and protect local distinctiveness e.g. Village and Neighbourhood Design Statements. It will monitor the effectiveness of these policies.</i></p>
Safe and Strong Communities	<p><i>The Division will develop planning policies to promote the development of affordable housing, facilities, services and cultural opportunities. It will develop spatial planning policies and strategies to ensure that strategic housing requirements are met and adequate physical and social infrastructure is provided. It will be involved in local consultation exercises to determine potential affordable housing exception sites and their suitability and contribute to the Corporate Housing Enablement Group (CHEG). It will monitor provision to check the effectiveness of those policies.</i></p>
Modern Council	<p><i>The Division will implement and monitor the Council's Statement of Community Involvement, which sets out commitments on community engagement and consultation. It will help develop methods of community planning, in conjunction with other relevant Divisions and Local Strategic Partnership.</i></p> <p><i>The Division has implemented Flexible Working which will result in more efficient and sustainable ways of working and will implement the 'EDRMS' system over the coming year.</i></p>

3. Summary of Progress in 2007/08

The priority for the Division in 2007/08 has been to progress the Local Development Framework (LDF) Core Strategy.

The work programme for the LDF was set out in the Council's revised Local Development Scheme (LDS), approved by the Government in March 2006 and further revised in August 2007. Work on the Core Strategy was delayed slightly early in the year as a result of staff vacancies and a reassessment of the programme. This reassessment followed the results of public examination of other authorities' Core Strategies and lessons learnt from their experience, as well as ongoing changes to Government advice and other developments. The Core Strategy 'front loading' exercise took place in early 2007, followed by a period of intensive work on evidence gathering, including the appointment of several specialist consultants. The majority of the evidence studies were completed in late 2007, enabling the Core Strategy 'Issues and Options' paper to be drafted. This was approved in December 2007 and followed by formal consultation in early 2008. There was extensive public consultation which resulted in a large response to the consultation, which is currently being catalogued and assessed.

2 Village Design Statements and 1 Neighbourhood Design Statement were adopted as Supplementary Planning Documents in 2007/08. 4 Village/Neighbourhood Design Statements were published for consultation in 2007/08. There were delays in the programme for publishing or adopting a number of these Design Statements, mainly because they are produced by volunteers who may not be able to meet the original- planned programme.

Other areas of work to which it was necessary to give priority were the production of an Annual Monitoring Report (a statutory annual requirement), input to the South East Plan and joint planning projects with PUSH and other neighbouring authorities, and work related to the proposed South Downs National Park. The Division has also taken the lead in responding to consultations on various Government and other consultation documents.

4. Service Priorities 2008/13 – Key Priorities

A) Key Service Priorities 2007/08

Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time* / money will it take?	Who's Accountable?
<i>Legislative requirement and to implement Community Strategy and Corporate</i>	<i>Production of Local Development Framework 'Core Strategy' DPD. Analyse and respond to comments on the 'Issues and Options' consultation and develop preferred options/pre-submission Core Strategy.</i>	<i>Consult on Preferred Options (autumn 2008) and Pre-Submission</i>	<i>Achievement of key milestones in LDS (to be updated).</i>	<i>Approx. £103,000 per annum (contribution to LDF Reserve for production of DPDs). 4.6 FTEs (across all Team)</i>	<i>Head of Strategic Planning</i>

<i>Strategy.</i>		<i>Plan (early 2009).</i>			
<i>Legislative requirement and to implement Community Strategy and Corporate Strategy.</i>	<i>Production of Local Development Framework 'Development Provisions & Allocations' DPD. 'Front-loading' consultation in 2008/09.</i>	<i>Continue pre-production work followed by front-loading (early 2009).</i>	<i>Achievement of key milestones in programme LDS (to be updated).</i>	<i>Approx. £103,000 per annum (contribution to LDF Reserve for production of DPDs). 1.0 FTE (Head of SP, Planning Officer, Planning Assistant)</i>	<i>Head of Strategic Planning</i>
<i>Legislative requirement and to implement Community Strategy and Corporate Strategy.</i>	<i>Produce LDF 'Annual Monitoring Report', evidence to assess need for release of Local Reserve Sites, contribute to corporate Evidence Base. Improve integration with Corporate Strategy Implementation Plan and monitoring of data via Covalent.</i>	<i>Annual Monitoring Report (AMR) to be approved and submitted to Government by 31st Dec. each year.</i>	<i>Approval of AMR by Portfolio Holder and submission in accordance with statutory requirements.</i>	<i>Approx. £200 (publication cost). 0.3 FTE (Head of SP, Planning Officer, Planning Assistant)</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aim (High Quality Environment)</i>	<i>Lead work on masterplanning and implementation of large development areas (MDAs, SDAs, urban extensions), including input to S106 requirements, input to planning applications. Secure high quality of development and creation of successful and sustainable communities.</i>	<i>Dependant on timing of planning applications/decisions and programme set by SEERA, PUSH, etc.</i>	<i>Quantity and quality of development achieved, measured by sustainability indicators, public response and Annual Monitoring Report.</i>	<i>No specific budget (within LDF Reserve + Growth Points funding). 0.5 FTE (Head of SP and MDA Project Officer)</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aim (High Quality Environment)</i>	<i>Coordinate WCC's input to South East Plan. Work with the Partnership for Urban South Hampshire (PUSH) and Central Hampshire/New Forest authorities to respond to Government's Proposed Modifications. Ongoing input until adoption (2008) and subsequent implementation.</i>	<i>Within the programme and deadlines set by SEERA, PUSH and other lead bodies.</i>	<i>WCC responds to consultations and seeks to influence the final form of the South East Plan.</i>	<i>Approx £2000 (PUSH subscription). 0.2 FTE (Head of SP and Principal Planner)</i>	<i>Head of Strategic Planning</i>

<i>To deliver Corporate Strategy aim (Modern Council)</i>	<i>Implement Electronic Document Retrieval and Management System (EDRMS).</i>	<i>To EDRMS programme</i>	<i>Reduction in paper storage and successful transfer to electronic system.</i>	<i>Corporate budget. 0.25 FTE (across all Team).</i>	<i>Head of Strategic Planning</i>
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B) Other Service we aim to deliver 2007/12

Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time* / money will it take?	Who's Accountable?
<i>To deliver Corporate Strategy aim (High Quality Environment, Safe & Strong Communities)</i>	<i>Contribute to community planning initiatives, consult on draft Village/ Neighbourhood Design Statements and adopt as Supplementary Planning Documents, for:</i> <ul style="list-style-type: none"> • <i>New Alresford</i> • <i>Oliver's Battery</i> • <i>West Fulflood & Oram's Arbour</i> • <i>Compton & Shawford</i> • <i>Otterbourne</i> • <i>Littleton</i> • <i>Sparsholt</i> 	<i>All named VDS /NDSs to be published in draft or adopted during 2008/09.</i>	<i>Achievement of key milestones in programme (set out in LDS) and successful adoption of VDS / NDSs.</i>	<i>Approx £15,000 (part of 2007/08 growth funding for design). 0.2 FTE (Head of SP and Planning Assistants). Also involves staff time allocated to other projects, e.g. LDF front loading</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aim (High Quality Environment)</i>	<i>Coordinate WCC's response to reconvened South Downs National Park Public Inquiry and resulting Inspector's Report. Report implications to CMT and Cabinet.</i>	<i>Subject to SDNP Public Inquiry programme..</i>	<i>Impact on WCC and plans to deal with any implications.</i>	<i>Approx. 0.1 FTE (Head of SP and Principal Planner)</i>	<i>Head of Strategic Planning</i>
<i>To implement Community Strategy and Corporate Strategy.</i>	<i>Community engagement as part of review of Community Strategy and LDF. This will meet the requirements of the Council's Statement of Community Involvement and contribute towards community planning initiatives.</i>	<i>Assess responses to Issues & Options consultation early/mid 2008.</i>	<i>Achievement of key milestones in programme LDS (to be updated). Review/ update of</i>	<i>No specific budget/ staffing provision (part of LDF Core Strategy work)</i>	<i>Head of Strategic Planning/ Director of Policy</i>

		<i>Contribute to review/ update of Community Strategy.</i>	<i>Community Strategy to LSP programme.</i>		
<i>Legislative requirement and to implement Community Strategy and Corporate Strategy.</i>	<i>Production of Local Development Framework 'Development Control Policies' DPD. All work is post-2008/09.</i>	<i>To be programmed in future LDS.</i>	<i>Achievement of key milestones in programme (to be set out in LDS).</i>	<i>Funding from LDF Reserve. No finance or staff time needed in 2007/08</i>	<i>Head of Strategic Planning</i>
<i>To deliver Corporate Strategy aims (general)</i>	<i>Specialist/expert input to Corporate projects and groups, e.g. strengthen affordable housing policies, Corporate Housing Enablement Group, Housing Board, Biodiversity Action Plan, Community Strategy Review, Corporate Evidence Base</i>	<i>Within the programme and deadlines set by the relevant group / project.</i>	<i>Achievement of targets / outcomes set for each group / project.</i>	<i>Approx. 0.2 FTE (across all Team)</i>	<i>Head of Strategic Planning</i>

5. Resource Implications

A) Financial

- *No allowance is made for Planning Delivery Grant income in 2008/09 or future years.*
- *Budget for 2007 and beyond assumes savings will continue to be made in LDF production costs through joint working with our authorities, particularly on evidence production (Housing Market Assessment, Strategic Flood Risk Assessment, etc).*

2007/08 Revised			Service Activity	2008/09 Estimate			FTEs	Notes
Exp. £000's	Income £000's	Net £000's		Exp. £000's	Income £000's	Net £000's		
683	84	599	<i>Strategic Planning</i>	611	72	539	7.2	

Key projected changes in financial requirements 2008/13

The main changes in expenditure relate to the estimated increased costs of producing the Local Development Framework (LDF). Previously, a Reserve had been established for the Local Plan Review, to cater for major expenditure (particularly publication costs and the public inquiry) during the course of that project. This principle has been carried forward for the LDF by setting up an LDF Reserve, but the projections of expenditure mean that the amount put into this reserve annually needed to be increased substantially. Growth of £63,000 per annum was agreed in the 2007/08 budget for LDF expenditure over the 5 years to 2011. This may need to be updated or extended in due course.

B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
<ul style="list-style-type: none"> • <i>Implementation of 2004 Planning Act and procedures with new/unfamiliar processes</i> • <i>Planning Delivery Grant/new Government initiatives and targets</i> • <i>South East Plan</i> • <i>Local Strategic Partnership / Community Strategy / Community Planning</i> • <i>General shortage of professional staff/staff retention</i> • <i>Political priorities</i> 	<ul style="list-style-type: none"> • <i>Staff turnover/retirement</i> • <i>Flexible working/EDRMS</i> • <i>Financial pressures</i> • <i>Need for additional admin support</i> • <i>Corporate status of Local Development Framework</i>
WORKFORCE IMPLICATIONS	
<ul style="list-style-type: none"> • <i>On-going need for training, new skills and specialist advice/consultancy to deal with new procedures</i> • <i>Increased joint working with neighbouring authorities on evidence base, strategic planning issues and major development proposals</i> • <i>Maintain job satisfaction/attractiveness to retain/recruit staff (difficult given external drivers)</i> • <i>Continue to improve liaison/integration with other parts of Directorate</i> • <i>Maintain links and working relationships with other Planning Officers and related professionals following office moves</i> 	

6. **Key Performance Indicators**

Ref. No.	What does this show?	Who reports this ?	Achieved 2004/05	Achieved 2005/06	Achieved 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
<i>BV106</i>	<i>New homes on brown field sites. Government target is 60% by 2008</i>	<i>Head of Strategic Planning</i>	<i>60%</i>	<i>90%</i>	<i>93%</i>	<i>70%</i>	<i>68%</i>	<i>65% - falls as major green-field sites developed</i>
<i>BV200a</i>	<i>Did the authority submit the LDS by 28 March 2005 and maintain a rolling programme?</i>	<i>Head of Strategic Planning</i>	<i>NA</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>
<i>BV200b</i>	<i>Has the Authority met the milestones which the current LDS sets out?</i>	<i>Head of Strategic Planning</i>	<i>NA</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>
<i>BV200c</i>	<i>Did the authority publish an annual report by 31 December each year?</i>	<i>Head of Strategic Planning</i>	<i>NA</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>	<i>Yes</i>
<i>Homes & Jobs</i>	<i>Percentage of affordable housing permitted on sites falling within Local Plan Review Policy H.5</i>	<i>Head of Strategic Planning</i>	<i>30%</i>	<i>38%</i>	<i>32%</i>	<i>32%</i>	<i>33%</i>	<i>35%</i>
<i>Homes & Jobs</i>	<i>New housing completions within the District (target of 7295 dwellings 1996-2011, an average of 486 per annum).</i>	<i>Head of Strategic Planning</i>	<i>694</i> <i>(4559 cum)</i>	<i>490</i> <i>(5049 cum)</i>	<i>496</i> <i>(5545 cum)</i>	<i>656</i> <i>(6201 cum)</i>	<i>637</i> <i>(6838 cum)</i>	<i>7295 cum by 31.3.2011</i>

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?
<i>Consultation on LDF Core Strategy.</i>	<i>Consultation on Core Strategy preferred option and/or Pre-Submission document, depending on outcome of Government changes to LDF system (consultation document),. Consult on submitted Core Strategy (public examination). All to be in accordance with SCI and statutory requirements for Development Plan Documents. Needs to incorporate ‘hard to reach’ groups, and promote equalities.</i>	<ul style="list-style-type: none"> - Preferred option consultation Q3 of 2008/09 - Submitted document consultation Q4 of 2008/09. 	<i>To consult on issues/options and to refine the options to a preferred option. This will be subject to consultation and lead to a submitted Core Strategy which will be subject to public examination.</i>
<i>Consultation on LDF Development Provision and Allocations.</i>	<i>‘Front-loading’ consultation to identify potential development land (questionnaires), followed by consultation on issues/options (consultation document). Consultation on preferred option (consultation document), and submitted Core Strategy (public examination). All to be in accordance with SCI and statutory requirements for Development Plan Documents.</i>	<ul style="list-style-type: none"> - Front-loading Q1 of 2008/09. - Issue/options consultation Q3 of 2008/09. - Preferred option consultation Q2 of 2009/10 - Submitted document consultation Q4 of 2009/10. 	<i>To identify issues and options to be addressed by the Development Provisions document, to consult on the issues/options and to refine the options to a preferred option. This will lead to a submitted document which will be subject to public examination.</i>

<p><i>Community planning and consultation on draft Village Design Statements and Neighbourhood Design Statements.</i></p>	<p><i>Initial ('front-loading') consultation during document production, and public consultation on draft Design Statements. In accordance with SCI and statutory requirements for Supplementary Planning Documents. VDSs and NDSs produced by local communities, who will take the lead on public consultation/ involvement.</i></p>	<p><i>Ongoing over the next 5 years as there are several Design Statements in production or being reviewed.</i></p>	<p><i>Front-loading will influence the content of draft Design Statements. Formal public consultation may lead to revisions to be incorporated in adopted Supplementary Planning Documents.</i></p>
<p><i>Possible need to organise consultation/ information on South East Plan (Government Modifications), and Gypsy & Traveller partial review of SE Plan.</i></p>	<p><i>Articles on web site, leaflets and public meetings to raise awareness of South East Plan and encourage comments on it (to SEERA).</i></p>	<p><i>Q1 of 2008/09 (for Gypsy & Travellers consultation) and Q3 of 2008/09 (for Proposed Modifications consultation).</i></p>	<p><i>Awareness raising of consultation by another body (GOSE/SEERA).</i></p>

8. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
<i>Strat. Plan</i>	<i>NA</i>	<i>D1</i>	<i>NA</i>	<i>LDF documents found to be 'unsound'</i>	<i>Head of Strategic Planning</i>	<i>Failure to meet 'tests of soundness'.</i>	<i>The LDF document may need to be re-produced</i>	<i>Follow published guidance, check requirements regularly. Changes to LDF system make it easier to rectify 'unsoundness'.</i>
<i>Strat. Plan</i>	<i>NA</i>	<i>B3</i>	<i>NA</i>	<i>Major changes to South East Plan strategy/ development requirements.</i>	<i>Head of Strategic Planning</i>	<i>EIP Panel recommendations and Government's Proposed Modifications</i>	<i>Possible need to re-assess Core Strategy options</i>	<i>Try to ensure Core Strategy anticipates all potential options and is not too far advanced to be changed.</i>