

# Forward Planning & Economic Strategy Team

## Service Plan 2013

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### Summary

There has been good progress made on a number of fronts within the team. The progression of the Core Strategy and other planning policy documents has been excellent. In addition there has been progression made on more partnership working and seeking the delivery of projects on the ground that supports the Core Strategy.

The coming year will be challenging with the submission and examination of the Core Strategy and progression on other documents as well as maintaining the work on the Cross-border Partnership and HS2.

### 1 A Review of Last Year (2012)

#### *What went well?*

- 1.1 The Team have developed various planning policy documents throughout 2012. However the focus of the team has shifted to include more economic development related work. Much of this work relates to the implementation of the Spatial Strategy within the Core Strategy.
- 1.2 The list of work includes:
- Publication of the Pre-submission Core Strategy
  - Consultation Draft Site Allocations Plan agreed by Board
  - Infrastructure Delivery Plan agreed
  - Evidence base:
  - Sub-regional Green Infrastructure Study
  - Affordable Housing Viability Assessment completed
  - Servicing and attending the LDF Sub-committee
  - Meetings with stakeholders, landowners and agents
  - Consultation on possible Neighbourhood Plan Area
  - Talks and presentations to various Parish Councils on Neighbourhood Planning and other planning policy work
  - Establishment of the Cross-border Employment & Skills Group as well as two sub-groups – 1. Access to Employment & Learning and 2. Skills Gap
  - Continuing to seek ways of achieving economies of scale to reduce pressure on the budget
  - Continued input into sub-regional working
  - Work on HS2 at national, sub-regional and local levels
  - Work on Cross-border Partnership, including Regional Growth Fund bids and Enterprise Zone for MIRA
  - Working on consortium bid for Rural Growth Network
  - Working with the LEP through the Planning Group
  - Member training on Core Strategy
  - Workshop on Site Allocations Plan
  - Agreed Memorandum of Understanding with Tamworth and Lichfield
  - Agreed Statement of Common Ground with CSW Local Authorities

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- Working with Development Control to prepare the Development Management Plan and the Gypsy & Travellers Plan
- Monitoring completed on time
- Timely responses to planning applications from both planning policy and heritage and conservation perspectives
- Input into Planning Appeals
- National and regional figures completed on time
- Assistance in the negotiation of S106 especially for affordable housing and open space provision

*What has not gone quite so well?*

- 1.3 Although there have been many success in the past year there have been some issues. These are:
- Staff capacity to keep on top of changes taking place
  - Slow progress of Conservation Area Appraisals
  - Expected abolition of RSS and other uncertainties over future of LDF work
  - Outside consultation responses not tying up with Board dates

*Staffing issues*

- 1.4 There were no staffing issues for the majority of the year. However the capacity of staff to keep the momentum going in the long term needs to be assessed on a regular basis.

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**2 Service Plan for the coming Year**

**External Assessment**

- None expected

**External Influences**

**New legislation**

- Final abolition process of RSS
- Continuing understanding of National Planning Policy Framework
- Neighbourhood Planning
- Possible introduction of Community Infrastructure Levy
- Further changes to LEP status
- Changing funding opportunities for infrastructure and affordable housing.

**New Practice or Codes**

- The Planning Advisory Service continually updates their Best Practice Guidance which will need to be reviewed on a continual basis.

**Resource implications**

- A lot of changes expected over a relatively short time
- Infrastructure Delivery Plan will need to be updated
- Changes to Neighbourhood Planning could be staff resource intensive

**Value for Money/Efficiency**

- Continuing to seek partnership working to reduce costs wherever possible.

**Resource Implications**

- Abolition of RSS and the regional structures has implications on the need to provide more in-house monitoring resources

**Performance Indicators**

*Table 1: National Indicators that apply to the Service*

Net additional homes provided	Existing – unchanged indicator or uses existing data return with no recalculation	NWBC report to Housing Flows Return
Number of affordable homes delivered (gross)	Existing – unchanged indicator or uses existing data return with no recalculation	NWBC returns to DCLG (S106 and P2)
Supply of ready to develop housing sites	Existing – unchanged indicator or uses existing data return with no recalculation	Local Planning Authority

*Table 2: NWBC will be monitored on but reported elsewhere*

Flood and coastal erosion risk management	Environment Agency
Improved local biodiversity – active management of local	Local Sites Partnership

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sites	
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**Local Targets**

Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme? :	Yes	Yes	Green	
Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out? :	Yes	Yes	Green	
Percentage of conservation areas in the local authority area with an up-to-date character appraisal. :	20%	On target	Amber	Atherstone complete (although further update required) and work on Coleshill started
Percentage of new homes built on previously developed land. :	85%	87%	Green	

**Use of Technology**

- The Local Plan is interactive on-line but could be improved and hosted on Council's own servers – issue that GIS is no longer updated and cost of bringing back Local Plan in a printable version.
- New web pages have been finalised and web links extended
- Document Management System now in use –scanning of old files to make space in offices is to be pursued as and when staff time available in Central Services
- Due to costs web based consultation has not be pursued.

**Risk Management**

- Annual Moderation of Risks

**Customer Surveys/Consultation**

- Consultations will be carried out in relation to the development of the various Planning Policy documents but not directly about the service that Forward Planning provides. These will be both formal consultation periods as well informal meetings with key stakeholders.
- There are resource implications in terms of staff time that it takes to organise and then run events. The LDF Budget covers the financial costs.

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**Corporate Working**

- Close links with other teams and departments in delivery of Corporate priorities – affordable housing, open space, other planning policy documents as well as development and delivery of projects
- Member training – CIL, Core Strategy, Neighbourhood Planning
- Future corporate work will be around the introduction of the Community Infrastructure Levy

**Community Plan**

- The three key themes are interlinked to the work of the team

**Vision**

- The teams work is cross cutting but mainly it is through the Development Plan policies and delivery of outcomes, community links, implementing National and Regional Policy, joint working with other Agencies and Authorities.
- Forward Planning cuts across practically all of the Council's current seven priorities if objectives are to be delivered.

**Strategies**

- The service is grounded in long term strategic planning most of which shapes Council activity
- It heeds and takes up internal Corporate Strategies
- Its focus is external strategic working and linkages
- The service links with all Corporate Priorities

**Workforce Planning**

- Sickness levels have improved
- Morale of team is generally good but the impact of the momentum of work needs to be assessed on a regular basis.

**Process and Policy**

- LDS updated programme needs to be agreed on a regular basis with the LDF Sub-committee
- Electronic service delivery programme in place but could be improved
- Identified gap in respect of climate change issues being addressed

**Health and Safety**

- Risk Assessments undertaken
- Audits need to be undertaken

**Equalities**

- The team continue to use the EIA when developing policy.

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### **Communication**

The FP Team have the Statement of Community Involvement (adopted January 2007), which it uses when consulting the public, stakeholders and other organisations.

### **Climate Change**

- A Renewable Energy and Low Carbon Development Feasibility Study was completed with a Renewable Energy Toolkit introduced in April 2011.
- Officers have met other officers from neighbouring local authorities to discuss further joint renewable energy work.

### **Previous Years**

As the work of the team is long ranging most actions from the previous year need to be carried forward

### **Resources**

The team is busy. Work is escalating in the Cross-border partnership and with it economic development work, as well as HS2 proposals.

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**SUMMARY ACTION PLAN**

<b>Action</b>	<b>Community Plan / Corporate Priorities</b>	<b>Lead Officer</b>	<b>Start Date</b>	<b>End Date</b>	<b>Priority</b>	<b>Measurement of Success</b>	<b>Resource/Training Implications</b>
1 To submit Core Strategy and take through Examination process	<ul style="list-style-type: none"> <li>• Community Plan: All priorities</li> <li>• Corporate Plan: Priorities 2,3,6,7 and 9</li> </ul>	Forward Planning & Economic Strategy Manager	January 2013	Late 2013	1	<ul style="list-style-type: none"> <li>• Core Strategy approved</li> </ul>	<ul style="list-style-type: none"> <li>• This will take up a lot of staff time</li> </ul>
2 To assist the Development Control team in preparing the Development Management Plan and Gypsy & Travellers Plan	<ul style="list-style-type: none"> <li>• Community Plan: All priorities</li> <li>• Corporate Plan: Priorities 2,3,6,7 and 9</li> </ul>	Head of Development Control	Underway	Autumn 2013	1	<ul style="list-style-type: none"> <li>• Adopted documents</li> </ul>	<ul style="list-style-type: none"> <li>• Development Control staff time as well as Forward Planning staff time – use of the LDF budget</li> </ul>
3 To keep the Infrastructure Plan up to date	<ul style="list-style-type: none"> <li>• Community Plan: All priorities</li> <li>• Corporate Plan: Priorities 2,3,6,7 and 9</li> </ul>	Forward Planning & Economic Strategy Manager	Underway	Ongoing	1	<ul style="list-style-type: none"> <li>• Regular updates be presented to Board</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time initially</li> </ul>

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4 To start work on bringing forward CIL	<ul style="list-style-type: none"> <li>• Community Plan: All priorities</li> <li>• Corporate Plan: Priorities 1, 2,3,6,7 and 9</li> </ul>	Forward Planning & Economic Strategy Manager	March 2013	April 2014	2	<ul style="list-style-type: none"> <li>• Implementation of scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time initially but will require consultancy assistance</li> </ul>
5 Monitoring, including keep under review the five year housing supply	<p>Community Plan:</p> <ul style="list-style-type: none"> <li>• Improving access to services</li> </ul> <p>Corporate Plan: Priorities 2,3,6,7 and 9</p>	Forward Planning & Economic Strategy Manager		Ongoing basis	1	<ul style="list-style-type: none"> <li>• Maintaining a robust evidence base</li> <li>• Maintaining information on our five year supply</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping up to date with changing monitoring requirements both nationally and regionally</li> <li>• Staff time</li> </ul>
6 Cross-Border Partnership	<p>Community Plan:</p> <ul style="list-style-type: none"> <li>• Raising aspirations, educational attainment and skills</li> <li>• Improving access to services</li> </ul> <p>Corporate Plan: Priorities 2,3,6,7 and 9</p>	Forward Planning & Economic Strategy Manager		ongoing	1	<ul style="list-style-type: none"> <li>• Delivery of projects that deliver results hitting the SCS targets</li> </ul>	<ul style="list-style-type: none"> <li>• Staff resource and possible future budget issues</li> </ul>



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7 Maintain advice on planning control matters including policy advice and specialist heritage advice.	<ul style="list-style-type: none"> <li>• Community Plan: All priorities</li> <li>• Corporate Plan: Priorities 2,3,6,7 and 9</li> </ul>	Forward Planning & Economic Strategy Manager		ongoing	1	•	•
8 Involvement in specialist projects such as HS2, Tame Valley Partnership.	<ul style="list-style-type: none"> <li>• Community Plan: All priorities</li> <li>• Corporate Plan: Priorities 2,3,6,7 and 9</li> </ul>	Forward Planning & Economic Strategy Manager		ongoing	1	•	•
9 Equalities - Continuing to prepare EIA's for new policy areas		Forward Planning & Economic Strategy Manager		Before policy presented to Board	1	• All new policy areas accompanied by EIA	•

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**Workforce Implications of the Corporate and Service Plan**

<b>Workforce Area</b>	<b>Long Term Objectives</b>	<b>Objectives 2013/14</b>	<b>Action By</b>	<b>Performance Measure</b>	<b>Milestone Dates</b>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• All staff more knowledgeable</li> <li>• Better resilience</li> <li>• Widen range of knowledge / skill</li> </ul>	<ul style="list-style-type: none"> <li>• Continued understanding of policy changes</li> </ul>	All	Training undertaken	Within 2013
<b>Recruitment &amp; Retention</b>	<ul style="list-style-type: none"> <li>• Retention of experienced staff</li> <li>• Challenge staff</li> <li>• Delegation of projects</li> <li>• Widen skills base</li> </ul>	<ul style="list-style-type: none"> <li>• Look at work and opportunities within it</li> </ul>	D Barratt	Appraisals	Within 2013
<b>Learning &amp; Development</b>	<ul style="list-style-type: none"> <li>• Training integral to work</li> <li>• Training focused on known gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Focused training plan</li> </ul>	All	Training completed Evidence of knowledge in reports	Within 2013
<b>Health &amp; Welfare</b>	<ul style="list-style-type: none"> <li>• Safe office environment</li> <li>• Annual risk assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Regular safety audits</li> </ul>	All	Annual Risk Assessments	Within 2013
<b>Flexible Working</b>	<ul style="list-style-type: none"> <li>• To ensure the office changes allow continued flexible working</li> </ul>	<ul style="list-style-type: none"> <li>• To implement the accommodation changes successfully</li> </ul>	All	Office move completed	By end of office changes in 2014