

**CAPITA SYMONDS**

**Hewdon Consulting** *with Professor Janice Morphet*



Surrey Improvement Partnership

# Surrey Infrastructure Capacity Study

November 2009

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Final report 1C: Service guides

TRANSPORT  
TRAFFIC  
DEVELOPMENT  
PLANNING  
URBAN DESIGN  
ECONOMICS  
MARKET RESEARCH

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# Surrey Infrastructure Capacity Study

## Final report 1C: Service guides

# 1 Introduction

1.1.1 In 2008 Surrey Authorities began work on a three-year programme assessing infrastructure capacity in Surrey. This will examine the likely effects of the housing, employment and population growth patterns on the current public infrastructure provision. The outcomes of this work will help determine what and where investments in infrastructure will be needed to match future capacity levels.

- 1.1.2 The key outcomes of the Surrey Infrastructure Capacity Project will be:
- An evidence-based analysis of strategic infrastructure capacity and conditions;
  - A strategic assessment / evidence base analysis of supporting infrastructure required to manage the effects of housing, employment and population growth;
  - A monitoring scheme which maintains and updates infrastructure provision (which is delivered by a wide range of bodies including local government);
  - A governance and stakeholder model which empowers and engages the wide spectrum of stakeholders in Surrey;
  - A dedicated set of workshops targeted at Officers and Members to increase their individual skills set when dealing with major planning applications that have a wider effect than their own constituency;
  - An agreed set of strategic infrastructure schedules that are backed up with financial costs for delivering them.

1.1.3 Colin Buchanan, in association with Capita Symonds, Hewdon Consulting and Professor Janice Morphet have been commissioned to undertake work in Year 1 of this project, and to begin to examine the infrastructure needs resulting from the planned additional growth in Surrey over the next 20 years.

1.1.4 In Year 1 the analysis has concentrated on components of strategic infrastructure which have a catchment area which goes beyond that of individual districts. The following infrastructure components were selected for the analysis:

**Table 1.1: Strategic infrastructure included in phase one of the Infrastructure Capacity Programme in Surrey**

Infrastructure Type	Components
Education	Secondary, further and higher
Health	Secondary
Social Care	Adult social care
Green Infrastructure	Strategic open spaces (not local parks and gardens)
Emergency Services	Police, fire and rescue and ambulance services
Waste Disposal	Municipal waste
Utilities	Water supply and treatment, gas and electricity (provision and distribution), renewable energy
Flood alleviation and defence	
Transport	Strategic corridors for roads, rail and buses

1.1.5 This report is one of the key deliverables from Year 1 of the Surrey Infrastructure Capacity Project. It contains a series of Service Guides written for County and District planners detailing the sequential steps, key information sources and methodologies

which are commonly used to undertake a baseline analysis of current provision and project forward future needs for each infrastructure domain considered in the main report. As Local Planning Authorities (LPAs) are now required to prepare Infrastructure Delivery Plans (IDPs) as part of the evidence base to support Development Plan Documents (DPDs), these Service Guides will be important in the preparation of the infrastructure schedules as part of the IDP.

1.1.6 The other outcomes, forming part of this commission comprise the following:

- Report 1A which provides a context for the analysis, gives details of the work undertaken as part of the governance work stream, and provides an overview of funding sources and the hypothetical costs related to the non-provision of the infrastructure.
- Report 1B, which gives details of our supply side assessment of current provision and future needs for the discrete components of infrastructure types identified above.
- A GIS 'live' database showing locations, conditions and levels of capacity (where made available by service providers) for individual components of infrastructure and/or facilities.
- An infrastructure schedule (Excel spreadsheet) detailing future capital commitments, the phasing of the various schemes, capital costs (where made available by service providers), estimated revenue expenditure and lead agencies responsible for their delivery.
- An up-to-date list of contacts for each service/infrastructure provider, detailing key staff in charge of the management of estates and facilities.

## 1.2 Role and purpose of Service Guides

1.2.1 The service guides have been written for local planning officers and aim to:

- Provide contextual information on how individual service providers operate and plan for future capital needs;
- Recommend a series of sequential steps which could be used to liaise with relevant agencies and departments;
- Take a holistic view across the services to identify the spatial implications of future housing and employment growth in relation to infrastructure demand.

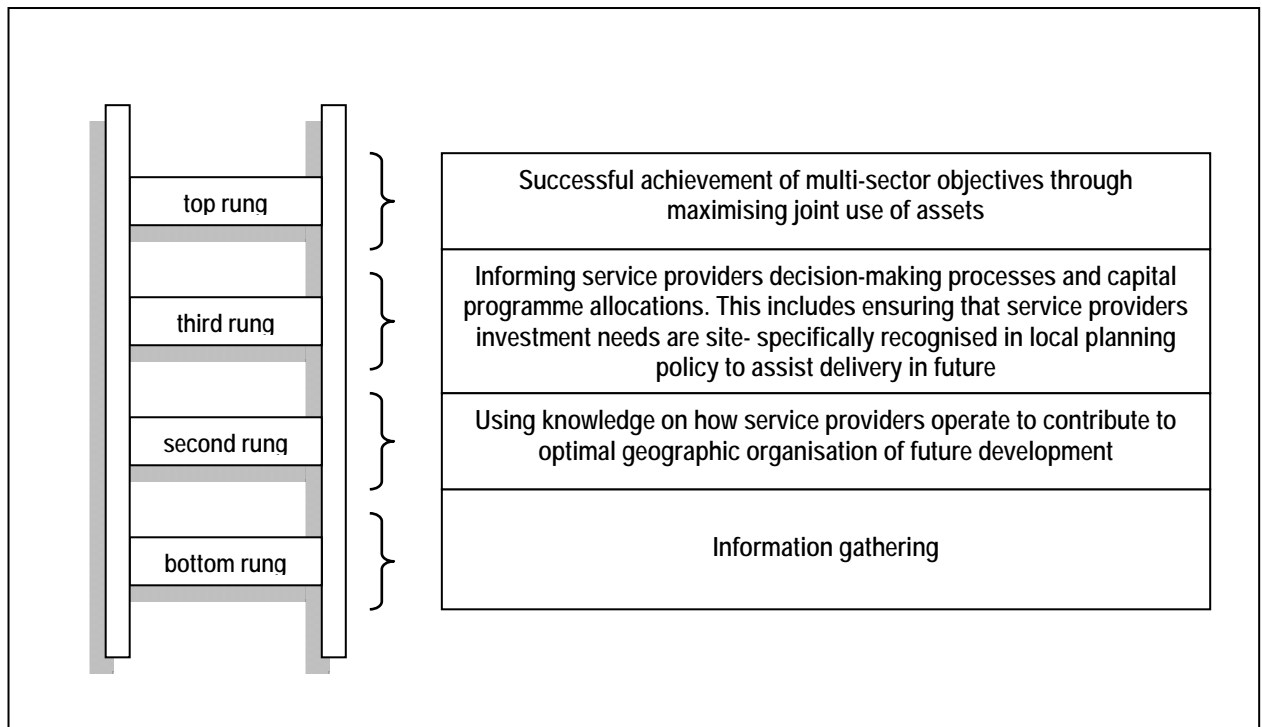
1.2.2 These Service Guides have been produced to assist LPAs with the preparation of infrastructure schedules which will inform the spatial planning process and provide evidence in support of future site allocations.

1.2.3 Although these service guides are Surrey-specific and can be read as stand alone documents, they address issues related to the wider infrastructure planning agenda and should be read in conjunction with generic guides such as the Planning Advisory Service (PAS) "A steps approach to infrastructure planning and delivery" (2009).

## 1.3 Ladder of Infrastructure Delivery Planning

1.3.1 There is a risk, applicable to all sectors, that the infrastructure delivery process can be simply a question of information gathering. This is very helpful, but to add value the process needs to aim higher. We propose a hierarchy of planning tasks: the aim should be to get as far up the 'infrastructure ladder' as possible. This may not be possible in a single leap. Moving up the ladder will be dependent on building and maintaining relationships with people in partner organisations, including infrastructure providers.

**Figure 1.1: Ladder of Infrastructure Delivery Planning**



1.3.2 The “top rung” of the ladder (i.e. joint use of assets) is a great one to reach because it really delivers benefits to the service providers and also to other sectors. An example would be where the police service wishes to find new premises and an electricity company is looking to decommission one substation and create another. The old substation might contribute to providing a suitable site for the police station.

## 2 Service Guide 1: Education

### 2.1 Introduction

2.1.1 Education infrastructure can cover the following components:

- Nursery and pre-school (local catchment)
- Primary education (local catchment)
- Secondary education (local level catchment extending to district/borough level and can involve cross-district/borough movement)
- Further education (county catchment)
- Higher education (national and international catchment).

2.1.2 As Year 1 of the Surrey Infrastructure Capacity Study focused on strategic infrastructure components, this guide focuses on secondary, further and higher education. Additional service guides on local infrastructure will be developed in year 2 of the Surrey Infrastructure Capacity Study.

2.1.3 A secondary school has a different catchment area from that of a college or a university. As a result, albeit with similarities, the way the Local Education Authority plan for secondary school places differ from the methodologies used by Further and Higher Education institutions to plan for future demand.

2.1.4 In terms of location and size of facilities education needs tend to be difficult to scope due to the combination of the baseline conditions, demographic changes, future housing growth and the element of parental/student choice. In addition, the cyclical nature of pupils entering and leaving the education system results in the added complication of trying to calculate the net number of pupils in the system at any given point.

2.1.5 Clearly it is not the job of land use planners to undertake such analysis; rather we suggest planners should establish an ongoing dialogue with service providers which enables them to obtain a broad understanding of:

- Where deficits/spare capacity currently exist;
- Current state of repairs of existing facilities;
- Methodologies used to calculate the needs for new facilities generated by future housing and employment growth;
- Committed and uncommitted expenditure and relevant capital programmes.

2.1.6 The benefits for the education authority and other institutions include having the opportunity to ensure that education investment needs are fully and site-specifically recognised in local planning policy and that the implications of alternative growth options and relevant 'areas of search' are scoped accordingly throughout the LDF process.

### 2.2 Practical approach to engaging education providers

#### ***Step 1: Familiarisation with future planning position***

2.2.1 Depending on the stage of development of various DPDs, different information is likely to be available in relation to the phasing, scale and location of housing and employment growth. One of the key tasks is to identify any planned major development sites for discussion with the service provider.

2.2.2 What constitutes a 'major' site will be dependent on the size of the existing settlement. As a guideline, for the purposes of the BVPI 205 Quality of Service checklist 'major applications' are defined as "all applications for more than 50 houses or 10,000 square metres of industrial, commercial or retail floorspace". However, for large urban areas or growth points, an authority may wish to define 'major' as being any development over 500 units. It is worth considering that two developments of 250 units within close proximity of each other will have similar demands on some infrastructure components to one site of 500 units.

2.2.3 It will also be important to agree a common set (or sets) of population projections to be used by the planning department and the education providers. The preparation (and refresh) of a joint strategic needs assessment (JSNA), which is required under the Local Government and Public Involvement in Health Act 2007, offers such an opportunity for agreeing demographic assumptions to be used through the Local Strategic Partnership.

### ***Step 2: Identify and analyse existing documentation***

2.2.4 Education authorities have documentation that details the assumptions they are making for planning future provision in addition to current information on an individual school basis such as the numbers of pupils on roll. This information tends to be in the public domain and includes the following:

- Childcare Sufficiency Assessment (usually detailing needs for pre-school and nursery aged children)
- School Organisation Plan (detailing current pupil numbers and forecasted pupil numbers for primary, middle and secondary schools and often sixth forms and further education institutions over a 10 year period)
- BSF application documents
- College capital programmes
- University Estate strategies and masterplans

2.2.5 Understanding the content of these documents leads to far more informed discussions with service providers, saving time and enabling you to build the context for the analysis ahead of your first meeting with service providers.

### ***Step 3: Identify how schools/further education institutions/higher education institutions plan future provision***

#### ***Schools***

2.2.6 The future requirement for schools is affected by the amount and distribution of growth, and the relationship of that growth to existing facilities. It is important to distinguish the baseline situation from the future need created by new housing development. Demographic changes within the existing population can cause fluctuations in the school age population.

2.2.7 The Education Authority generally bases their future growth projections on a number of factors, including:

- Demographic data
- Historic numbers on roll
- Established patterns of demand and parental preference within the borough
- Likely changes in demand identified on an objective basis by the County Council's staff

- 2.2.8 Most service providers are of the opinion that it is not possible to accurately quantify total additional school places over a 20 year period whilst the pace of future development is uncertain and the location is undecided.
- 2.2.9 However, even where pupil forecasts are comprehensive, transferring these figures into requirements for schools is still a complex requirement. Future demand for education services is difficult to estimate without information on the precise location for new development and the anticipated dwelling mix within those developments.
- 2.2.10 Estimates are subject to a large margin of error, and the location and timing of demand is subject to the vagaries of the housing market. To make accurate estimates the following information would be required:
- The location of programmed development
  - The pace of development
  - The size of units planned for each programmed development
  - Details of the capacity of the schools in the catchment area of the programmed development
  - Recent pupil generation rates in the area for specific housing types
- 2.2.11 These factors are likely to change repeatedly over the period covered by the LDF Core Strategy. Hence it is important an on-going relationship with the Local Education Authority is established, which will allow for information to be refreshed on a regular basis.
- 2.2.12 There are standard methodologies used for estimating the future number of pupils generated through housing growth, to provide a long term estimate that can be refined as more spatially specific information on the future quantum and location of development becomes available.
- 2.2.13 For example, future numbers of pupils can be roughly calculated on the basis that there will be 4 children per age group for every additional 100 dwellings. Whilst standard formulae such as this can be usefully applied when calculating developer contributions and potentially CIL contributions for wholly new developments, the method is inadequate for quantifying total demand for school provision over 20 years. The figures produced from such formulae relate only to new housing growth and take no account of underlying demographic change, including potential or forecast changes to birth rates and fertility rates for the whole of the 20 year period. Any generic formulae will also fail to take into account the geography of growth. New housing may create a need for additional schools due to being located where there is no existing provision.
- Further Education***
- 2.2.14 Further education is entering a period of change with responsibility moving from the Learning and Skills Council (LSC) back to local education authorities. This is creating difficulties in gathering information on future needs as Surrey County Council has not begun producing forward plans for post-16 education at the time the study was undertaken. The widely published national review of capital projects for further education also created much uncertainty in funding.
- 2.2.15 In addition, the Education and Skills Act (2008) will make education or training compulsory until the age of 17 from 2013 and 18 from 2015. This is likely to affect the way the service is planned for and delivered in future.

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### **Higher Education**

2.2.16 Although future provision of tertiary education takes into consideration future housing or population growth, these are often deemed by the service providers not to be key factors. The factors generally driving the expansion of university education is a combination of the following:

- The Government's aim to increase the number of people educated to degree level
- Increasing the numbers of international students
- Enhancement of a university's reputation either as a research or teaching institution
- Providing courses or services to meet a particular economic need or new market

2.2.17 Universities tend to have wide catchment areas. There is therefore no direct correlation between growth within a county or district, and a university's future expansion plans. However, it is important to understand the growth and expansion plans of the universities and the locations in which they plan to expand or extend.

#### **Step 4: Identify the most appropriate person to talk to**

2.2.18 Within the Education Authority, staff you need to liaise with include the manager of school places planning within the Education department, and the contact for schools within the Estates Planning and Management team, which is a separate department within the county or unitary council.

2.2.19 For colleges, finding the right person is complicated at the present time as responsibilities are moving from the LSC back to the Education Authority. During 2009, the LSC is extracting itself from the process of forward planning and the Education Authority has yet to take up this responsibility. As an interim solution, it is best to go straight to the college principal for information.

2.2.20 For universities, the most appropriate people to talk include the Pro-Vice Chancellor of Corporate Resources and the Director of Facilities Management (which can also be referred to as the Estates department) at the individual institutions.

#### **Step 5: Arrange meetings with contacts**

2.2.21 Staff working in the Education Authority and institutions are often very busy and can be difficult to contact by telephone. It is therefore suggested that the most effective way to engage the Education Authority, and the colleges and higher education institutions, is to arrange face-to-face meetings.

#### **Step 6: Populate infrastructure schedule**

2.2.22 The schedule prepared in tabular (Excel) format should include the following information:

- Name of the scheme and location
- Information related to why the scheme is needed (KPIs; current deficiencies vis a vis other service standards)
- Lead agency in charge of delivery
- When the scheme is programmed for delivery
- Committed funds and funding gaps

2.2.23 The schedule should also specify the status of schemes with committed (identified) funding sources and those where funding has yet to be secured (even where these are just aspirational).

**Table 2.1: Education summary box**

<b>KEY CONTACTS</b>	<ul style="list-style-type: none"> <li>▪ Secondary Schools:                         <ul style="list-style-type: none"> <li>○ SCC Schools and Learning department (planning for delivery of services)</li> <li>○ SCC Estates Planning and Management (buildings and capital programme)</li> </ul> </li> <li>▪ Further Education: College principals</li> <li>▪ Higher Education:                         <ul style="list-style-type: none"> <li>○ University Pro-Vice Chancellor of Corporate Resources</li> <li>○ Director of Facilities Management (also referred to as the Estates department)</li> </ul> </li> </ul>
<b>MODE OF DELIVERY</b>	<ul style="list-style-type: none"> <li>▪ Secondary Education is provided on a county wide level (divided into local catchments)</li> <li>▪ Services are delivered by individual FE and HE institutions</li> </ul>
<b>KEY DRIVERS OF DEMAND</b>	<ul style="list-style-type: none"> <li>▪ Secondary Education                         <ul style="list-style-type: none"> <li>○ Changes in birth rates</li> <li>○ Housing growth</li> <li>○ Local Area Agreement targets</li> </ul> </li> <li>▪ Further Education:                         <ul style="list-style-type: none"> <li>○ Location of housing growth</li> <li>○ Changes in birth rates (esp. from 2013 when post-16 education / training becomes compulsory)</li> </ul> </li> <li>▪ Higher Education:                         <ul style="list-style-type: none"> <li>○ Government aim to increase number of people educated to degree level</li> <li>○ University's desire to increase number of international students</li> <li>○ University's desire to enhance the reputation either as a research.</li> <li>○ Market and funding driven</li> </ul> </li> </ul>
<b>ACCESS TO INFORMATION</b>	<ul style="list-style-type: none"> <li>▪ Secondary Education:                         <ul style="list-style-type: none"> <li>○ Childcare Sufficiency Assessment</li> <li>○ School Organisation Plan 2009–2018 (2008)</li> <li>○ BSF application documents</li> </ul> </li> <li>▪ Further Education:                         <ul style="list-style-type: none"> <li>○ Capital programmes for individual colleges</li> <li>○ Colleges benchmark space utilisation by using a tool called e-mandate.</li> </ul> </li> <li>▪ Higher Education                         <ul style="list-style-type: none"> <li>○ University estates strategy and masterplans</li> </ul> </li> </ul>

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## 3 Service Guide 2: Secondary Healthcare

### 3.1 Introduction

- 3.1.1 The term secondary healthcare covers acute healthcare (elective and emergency care) provided in hospitals. Secondary healthcare providers operate across administrative boundaries and whilst large hospitals have specialist units serving a regional or even national population; the accident and emergency departments serve a more local population.
- 3.1.2 Although secondary health care is provided in hospitals operated by hospital trusts, the services they provide are generally purchased by Primary Care Trusts (PCTs) and it is the needs of the PCT that largely influence the planning of services provided by the hospitals as well as national targets.
- 3.1.3 Increasingly, medical processes that would traditionally have been provided in a hospital are being provided at the primary level through community hospitals, health centres and GP surgeries. The distinction between primary and secondary health is increasingly blurred. The term acute care is generally used by Surrey PCT and is probably easier to understand in distinguishing between care provided by hospital trusts and that at the primary community level.
- 3.1.4 In total, the Surrey PCT has contracts to provide acute care with 32 hospital trusts, the majority of which operate outside Surrey, which enables patients to have a choice of hospitals when undergoing elective treatment.
- 3.1.5 It is also evident from the baseline assessment that hospitals are treating more patients without necessarily expanding facilities. The use of extended operating hours, day surgery and other changes to treatment methods are all enabling faster treatment processes.
- 3.1.6 In order to determine and plan for future health needs within Surrey, a Joint Strategic Needs Assessment (JSNA) has been undertaken by Surrey CC and Surrey PCT. The JSNA “seeks to identify and understand current and future health and well being needs of the local population over both the shorter term (3-5 years) and the longer term (5-10 years).” The JSNA is required under the Local Government and Public Involvement in Health Act 2007.
- 3.1.7 Currently there is a tension between the principles of place making in the planning system and the mechanisms for commissioning and providing health services. Planning the spatial delivery of health services is not simply a matter of identifying where people will live and aiming to provide appropriate services in that location. All health services are provided on the basis of “any willing provider”, which in theory at least, means that all the hospital trusts in Surrey are competing with each other and other health service providers to deliver any particular service.
- 3.1.8 More importantly, there is increasing commercial sensitivity regarding the identification of sites for future health care requirements. The situation that has arisen in the past is that developers or service providers have locked PCTs into underwriting the costs of buildings, which, after a few years, have no longer been required. This places a considerable financial burden on PCTs and reduces their ability to provide the required service in the right location.
- 3.1.9 PCTs are increasingly cognisant of the development process and in order to retain control over the locations and costs of new facilities they are not in a position to provide

long term indications of locations requiring new facilities. For example, where a large urban extension is proposed, if the local PCT may identify a need for a health facility. The scheme promoter may propose providing the facility. In return for funding the initial capital costs they require a long term lease, which the PCT is unwilling to commit to because this restricts operational flexibility. The PCT may be cautious as the current move towards fewer large health centres could be reversed in future and as a consequence the PCT would not want to have a long term lease on a building that it no longer requires or only partly requires.

- 3.1.10 Given the sensitivities for the PCT, it is necessary that there are ongoing dialogues between the districts and boroughs in Surrey and Surrey PCT in order that the need for facilities can be planned for to take account of the evolving operational and commercial situation the PCT finds itself in.

## 3.2 Practical approach to engaging health providers

### ***Step 1: Familiarisation with future planning position***

- 3.2.1 Depending on the stage of development of various DPDs, different information is likely to be available in relation to the phasing, scale and location of housing and employment growth. One of the key issues here is to identify any planned major sites within districts/boroughs for discussion with the service provider.
- 3.2.2 What constitutes a 'major' site will be dependent on the size of the existing settlement. As a guideline, for the purposes of the BVPI 205 Quality of Service checklist 'major applications' are defined as "all applications for more than 50 houses or 10,000 square metres of industrial, commercial or retail floorspace". However, for large urban areas or growth points, an authority may wish to define 'major' as being any development over 500 units. It is worth considering that two developments of 250 units within close proximity of each other will have similar demands on some infrastructure components to one site of 500 units.
- 3.2.3 It will also be important to agree a common set (or sets) of population projections to be used by the planning department and the Primary Care Trust. The preparation (and refresh) of a Joint Strategic Needs Assessment (JSNA), which is required under the Local Government and Public Involvement in Health Act 2007, offers such an opportunity for agreeing demographic assumptions to be used through the Local Strategic Partnership.

### ***Step 2: Identify and analyse existing documentation***

- 3.2.4 The PCT and NHS hospital trusts have documentation that details the assumptions being made for future planning and also how services will be delivered. Documents include:
- PCT "Fit for the Future" (Surrey specific document)
  - Hospital Strategic Plans
  - Service Development Strategy
  - Annual Operating Plan
  - Strategic Commissioning Plans
- 3.2.5 From these documents, it should be possible to extract information on service standards and the population/demographic/housing figures on which future planning for the service is based.

- 3.2.6 Understanding the content of these documents leads to far more informed discussions with service providers, saving time and enabling you to be aware of the information available in the public domain.

***Step 3: Identify how secondary healthcare services plan future provision***

- 3.2.7 Due to the wide catchment area of hospitals and the reasons mentioned above, methodologies used to forecast future needs for hospital places tend to be more than numeric calculations. Whilst a crude calculation can be done to upscale the number of beds per head of population, this will fail to take into account changes in demand due to the changing delivery of services and demographics.
- 3.2.8 The future requirements for hospitals will be dependent on birth rates, fertility rates, the ageing of the population, levels of deprivation, housing growth, and changing patterns of service provision.
- 3.2.9 Specialist units within hospitals can serve a regional or national population, for example the Royal Surrey County Hospital NHS Trust is a specialist tertiary centre for cancer, ENT, oral and Maxillo-facial surgery and pathology. Demand is therefore not strongly influenced by local housing development and population change and tends to be more driven by the need to meet national targets. However, it may be worth separately investigating the impacts of housing and population growth on the A&E departments. Due to the nature of the services offered, housing growth and population change in the immediate area may have a more direct impact on demand for A&E service provision.

***Step 4: Identify the most appropriate person to talk to***

- 3.2.10 The most appropriate person/people to talk to is the Head of Planning and Corporate Services / Head of Planning and Performance at the NHS Hospital Trusts.

***Step 5: Arrange meetings with contacts***

- 3.2.11 Understanding Secondary Healthcare is complex and it is easier to discuss the issues and needs with the service provider rather than trying to get them to complete a questionnaire. You are unlikely to get figures for future needs and therefore a dialogue to understand the way in which services are delivered, and how the service plans for the future, may be more helpful.

***Step 6: Populate infrastructure schedule***

- 3.2.12 The schedule prepared in tabular (Excel) format should include the following information:
- Name of the scheme and location
  - Information related to why the scheme is needed (KPIs; current deficiencies vis a vis other service standards)
  - Lead agency in charge of delivery
  - When the scheme is programmed for delivery
  - Committed funds and funding gaps
- 3.2.13 The schedule should also specify the status of schemes with committed (identified) funding sources and those where funding has yet to be secured (even where these are just aspirational).

**Table 3.1: Second healthcare summary box**

<b>KEY CONTACTS</b>	<ul style="list-style-type: none"> <li>▪ Surrey Acute Trusts (delivery of services)</li> <li>▪ Surrey PCT (commissioning)</li> <li>▪ Strategic Health Authority (SHA) (sets strategic direction and monitors performance)</li> </ul>
<b>MODE OF DELIVERY</b>	Services are delivered directly and through commissioning
<b>KEY DRIVERS OF DEMAND</b>	<ul style="list-style-type: none"> <li>▪ NHS national priorities and targets</li> <li>▪ PCT as commissioner of services</li> <li>▪ NHS trusts internal priorities and aspirations</li> </ul>
<b>ACCESS TO INFORMATION</b>	<ul style="list-style-type: none"> <li>▪ PCT "Fit for the Future" (Surrey specific document)</li> <li>▪ Hospital Strategic Plans</li> <li>▪ Service Development Strategy</li> </ul>

## 4 Service Guide 3: Emergency Services

### 4.1 Introduction

4.1.1 Emergency services infrastructure covers the following:

- Police
- Fire and Rescue
- Ambulance

4.1.2 The needs of the emergency services are difficult to scope in relation to LDF areas because they often operate within areas that do not correspond to district/borough or County boundaries. All emergency services are changing the way they operate and moving from a traditionally rigid structure to one that includes a more flexible approach to service provision. There has been a general shift in emphasis to improving response times and creating a more local presence.

4.1.3 The benefits of engaging with the infrastructure planning process for the emergency services include looking at options for the joint use of assets. With decreasing budgets across the emergency services, rationalising the estates will be important in generating additional funds from the sales of premises and reducing capital and revenue requirements by combining facilities.

### 4.2 Practical approach to engaging emergency service providers

#### ***Step 1: Familiarisation with future planning position***

4.2.1 Depending on the stage of development of various DPDs, different information is likely to be available in relation to the phasing, scale and location of housing and employment growth. One of the key issues here is to identify any planned major sites within districts/boroughs for discussion with the service provider.

4.2.2 What constitutes a 'major' site will be dependent on the size of the existing settlement. As a guideline, for the purposes of the BVPI 205 Quality of Service checklist 'major applications' are defined as "all applications for more than 50 houses or 10,000 square metres of industrial, commercial or retail floorspace". However, for large urban areas or growth points, an authority may wish to define 'major' as being any development over 500 units. It is worth considering that two developments of 250 units within close proximity of each other will have similar demands on some infrastructure components to one site of 500 units.

4.2.3 It will also be important to agree a common set (or sets) of population projections to be used by the planning department and the education providers. The preparation (and refresh) of a joint strategic needs assessment (JSNA), which is required under the Local Government and Public Involvement in Health Act 2007, offers such an opportunity for agreeing demographic assumptions to be used through the Local Strategic Partnership.

#### ***Step 2: Identify and analyse existing documentation***

4.2.4 The Emergency Services all have documentation that details the assumptions they are making for planning future provision. They often also have conditions assessments of current facilities. These documents include the following:

### Police

- Local Policing Plan
- Conditions Assessment ('Fit for Purpose')
- Capital programme

### Fire and rescue

- Integrated Risk Management Plan
- Conditions Assessment (as part of PFI preparatory work for SFRS)
- Safety Plan

### Ambulance

- Capital Investment Programme
- Estates Condition Survey

4.2.5 Understanding the content of these documents leads to far more informed discussions with service providers, saving time and enabling you to be aware of the information available in the public domain.

## ***Step 3: Identify how emergency services plan future provision***

### Police

4.2.6 Calculating the future level of policing accurately is a difficult task. The Police Authority generally bases its future growth projections on a number of factors, including:

- Demographic data
- Socio-economic characteristics (e.g. levels of deprivation)
- Projected housing growth
- Crime and incident levels
- Quality of existing housing

4.2.7 Transferring these figures into requirements for policing is inevitably a crude assessment. The police force does not make future projections in terms of the number of officers, but an indicative calculation can be made in order to scale up the current number of police staff proportionately to projected population growth.

4.2.8 Surrey Police Force do not have actual 'service standards' in terms of how many officers are required per head of population/per household in relation to crime levels in Surrey. However, at 2007-8 staffing levels, there was 1 police officer employed per 547 population in Surrey or 1 police officer per 222 households in Surrey. In 2007-8, 68,947 crimes were recorded and 418,963 incidents were reported. This equates to 35 crimes reported and 211 incidents per police officer. There were 63.5 crimes recorded per 1,000 population.

4.2.9 In simplistic terms, the service provider considers that an additional 59,000 dwellings equates to a 13.2% increase on current households. The exact demands of this on the police force are hard to predict as this is dependent on a range of factors including the type of dwellings built.

#### Fire and Rescue Service

- 4.2.10 There are no longer national standards for fire cover which make projecting future needs more than just a numeric calculation. The factors taken into account by the fire service in terms of calculating future needs include:
- Demographic data
  - Projected housing growth
  - Socio-economic characteristics (e.g. levels of deprivation, social exclusion etc)
  - Levels of fire risk
  - Transport infrastructure (in relation to road incidents)
  - Quality and type of existing properties
- 4.2.11 The service now focuses on a response to people rather than buildings – another sign of the step-change across the emergency services. It is now understood that fire risk is not only highly correlated with residential property, but also with levels of social exclusion.
- 4.2.12 Standards do exist relating to the percentage of the population that could be reached within 8 minutes of an emergency call. From this it would be possible to do a crude calculation and map where there are areas that are beyond this distance from a fire station. However, the service is more reactive in nature and provision will depend on the level of actual population growth.

#### Ambulance Service

- 4.2.13 It is difficult to scope the needs of the ambulance service in relation to a district/borough or a County. In 2006, the Kent, Surrey and Sussex Ambulance Trusts merged to create the South East Coast Ambulance Service (SECAmab). Therefore, service planning does not conform to geographic boundaries. Patients can be transferred to Surrey hospitals by the London ambulance service and similarly Surrey-based vehicles can be used to respond to emergencies in Kent and Sussex. In addition, ambulances roam around areas and do not always start their calls from their base – therefore it is difficult to map any relationship between provision and locations of housing. However, station location needs to be aligned with the areas of highest demand.
- 4.2.14 The ambulance service takes the following into account when planning for future needs:
- Population and housing growth (RSS figures)
  - Demographic change (esp. ageing of population)
  - Health inequalities
  - Changing patterns of demand
- 4.2.15 Demand moves temporally and geographically and therefore locations of depots need to be flexible to respond to demand as it arises. It is therefore very difficult for the service provider to try and predict these patterns in advance of housing being built. The service provider can only indicate general areas where main depots will likely be sited. These will be in strategic locations and will be supported by a number of operational response posts that will be aligned with demand (these response posts will need to react to demand levels and will not be in fixed locations).

#### ***Step 4: Identify the most appropriate person to talk to***

- 4.2.16 For all emergency services, the staff to liaise are those involved with asset management. For Fire and Rescue in Surrey, the Estates Planning and Management Team hold the information that relates to future capital investment.

**Step 5: Arrange meetings with contacts**

4.2.17 Staff are often very busy and can be difficult to contact by telephone. It can also be difficult to get the information required from questionnaire proformas. It is suggested that the most effective way to engage the emergency services is to arrange face-to-face meetings. This also enables a conversation with more than one person – so someone from the operational side can be accompanied by someone from the estates team to allow for a more comprehensive discussion.

**Step 6: Populate infrastructure schedule**

4.2.18 The schedule prepared in tabular (Excel) format should include the following information:

- Name of the scheme and location
- Information related to why the scheme is needed (KPIs; current deficiencies vis a vis other service standards)
- Lead agency in charge of delivery
- When the scheme is programmed for delivery
- Committed funds and funding gaps

4.2.19 The schedule should also specify the status of schemes with committed (identified) funding sources and those where funding has yet to be secured (even where these are just aspirational).

**Table 4.1: Emergency services summary table**

<b>KEY CONTACTS</b>	<ul style="list-style-type: none"> <li>▪ Police:               <ul style="list-style-type: none"> <li>○ Surrey Police Authority (sets priorities, strategic direction and budget across the force)</li> <li>○ Surrey Police (strategy setting, performance, budget, workforce, modernisation plans at divisional level)</li> </ul> </li> <li>▪ Fire and Rescue Service:               <ul style="list-style-type: none"> <li>○ Surrey Fire and Rescue Service (delivery of service)</li> <li>○ Surrey County Council Estates Planning and Management (condition of buildings and capital programme)</li> </ul> </li> <li>▪ Ambulance service: SECAmb Service</li> </ul>
<b>MODE OF DELIVERY</b>	<ul style="list-style-type: none"> <li>▪ Police:               <ul style="list-style-type: none"> <li>○ Services are provided on a County-wide level.</li> </ul> </li> <li>▪ Surrey Fire and Rescue:</li> <li>▪ Ambulance services: Services are provided on a sub-regional level (Surrey, Sussex and Kent).</li> </ul>
<b>KEY DRIVERS OF DEMAND</b>	<ul style="list-style-type: none"> <li>▪ Police:               <ul style="list-style-type: none"> <li>○ National targets/PSAs</li> <li>○ Performance standards and targets in Local Policing Plan</li> <li>○ Housing growth</li> <li>○ Population growth</li> <li>○ Demographic/socio economic change</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>▪ Surrey Fire and Rescue Service:             <ul style="list-style-type: none"> <li>○ 2006 'Surrey Response Standards' (based on % of population receiving a fire engine within 8 mins and 2 fire engines within 12 mins.</li> <li>○ Fire and Rescue Service: National Framework 2008-11</li> </ul> </li> </ul>
<p><b>ACCESS TO INFORMATION</b></p>	<ul style="list-style-type: none"> <li>▪ Police:             <ul style="list-style-type: none"> <li>○ Local Policing Plan:4 year planning (Current plan 2008-11)</li> <li>○ Building conditions and capacities are monitored through reviews and inspections conducted by HMIC (Her Majesty's Inspectorate of Constabulary) to ensure facilities are 'Fit for Purpose'.</li> <li>○ Some of the information related to conditions of facilities and capital costs is released on a 'restricted' basis i.e. not intended for the public domain</li> </ul> </li> <li>▪ Surrey Fire and Rescue Service:             <ul style="list-style-type: none"> <li>○ Integrated Risk Management Plan to 2020 (action plans are for 3 or 5 years).</li> <li>○ Public Safety Plan has 3 year planning cycle. Current plan 2008-11 (Reviewed annually).</li> <li>○ Surrey County Council Estates Planning and Management (condition of buildings and capital programme)</li> </ul> </li> <li>▪ Ambulance service             <ul style="list-style-type: none"> <li>○ Capital Investment Programme (covering 5 years)</li> <li>○ Business Plan (reviewed annually)</li> <li>○ Estate strategy (covering 5 years)</li> </ul> </li> </ul>

## 5 Service Guide 4: Adult Social Care

### 5.1 Introduction

5.1.1 Adult Social Care is affected more by population and demographic change than by housing growth. Demographic trends over the next 20 years will result in a substantial increase in the number of older people in need of support. It is important to understand how population change and a shift in government policy will impact on the delivery of Adult Social Care.

5.1.2 With decreasing budgets across social care, it will be important to understand the likely levels of future need. The revenue costs associated with Adult Social Care is significant (in 2007/8 it consumed almost one third of Surrey County Council's net revenue budget).

5.1.3 Capital expenditure is very small in comparison to revenue expenditure; partly due to the commissioning-based model of service delivery. The most significant implications for spatial planning relate to the provision specialist housing such as extra care housing which in the main is provided by the private sector.

### 5.2 Practical approach to engaging adult social care providers

#### ***Step 1: Familiarisation with future planning position***

5.2.1 It will also be important to agree a common set (or sets) of population projections to be used by the planning department and the social care service providers. The preparation (and refresh) of a Joint Strategic Needs Assessment (JSNA), which is required under the Local Government and Public Involvement in Health Act 2007, offers such an opportunity for agreeing demographic assumptions to be used through the Local Strategic Partnership.

#### ***Step 2: Identify and analyse existing documentation***

5.2.2 The Social Care service has Service Delivery Plans (SDPs) detailing the agreed direction of travel and how the budget will be spent. Surrey County Council has two SDPS covering the following:

- Adult Social Care (covering people with learning difficulties, people with physical and sensory disabilities and people with mental health problems)
- Older peoples' services

5.2.3 Understanding the content of these documents leads to far more informed discussions with service providers, saving time and enabling you to fill gaps in publicly available information.

#### ***Step 3: Identify how adult social care services plan future provision***

5.2.4 It is clear that future demographic changes, and particularly the ageing of the population, is going to put more pressure on services. Pressure on the system is already evident with more young people with physical/learning disabilities and syndromes surviving into adulthood due to medical advances. Every year there are more young people with these medical conditions surviving into adulthood and more elderly people are continuing to live

longer. Understanding demographic projections in the age cohorts over 65 is key to assessing future needs.

5.2.5 At the same time, there is a shift from institutional care to more care at home and personal choice over care. Supported living and Extra Care Housing schemes are becoming popular alternatives to residential care homes. With a high level of privatisation of care homes, it is difficult to calculate the future demand that will be placed on council services. The direction of travel is also towards people having to pay for their own care (through the sale of their own home etc.).

5.2.6 It is believed that the current model of delivery will be unviable in the long term and will not be able to cope with the increasing number of people requiring social care with tightening public sector budgets. There has been no reform of the system for 10 years. A Green Paper on the future shape of the care and support system was published in July 2009 but any changes are unlikely to be implemented in advance of a general election.

***Step 4: Identify the most appropriate person to talk to***

5.2.7 The most appropriate personnel to liaise with are the Heads of Service at SCC and managers of the care homes across the County.

***Step 5: Arrange meetings with contacts***

5.2.8 Understanding Adult Social Care is complex and it is easier to discuss the issues and needs with the service provider rather than trying to get them to complete a proforma. You are unlikely to get figures for future needs and therefore a dialogue to understand the way in which services are delivered may be more helpful.

***Step 6: Populate infrastructure schedule***

5.2.9 The schedule prepared in tabular (Excel) format should include the following information:

- Name of the scheme and location
- Information related to why the scheme is needed (KPIs; current deficiencies vis a vis other service standards)
- Lead agency in charge of delivery
- When the scheme is programmed for delivery
- Committed funds and funding gaps.

5.2.10 The schedule should also specify the status of schemes with committed (identified) funding sources and those where funding has yet to be secured (even where these are just aspirational).

5.2.11 In reality it is likely that there will be very few, if any, major capital projects in relation to adult social care for the reasons discussed above.

**Table 5.1: Social care summary table**

<b>KEY CONTACTS</b>	<ul style="list-style-type: none"> <li>▪ SCC adult social care team</li> <li>▪ Anchor and Care UK (in relation to PFI arrangements)</li> </ul>
<b>MODE OF DELIVERY</b>	<ul style="list-style-type: none"> <li>▪ Services are provided on a county wide level</li> <li>▪ Services are delivered directly and through PFI/commissioning</li> <li>▪ Capacity is measured in terms of staffing levels</li> </ul>
<b>KEY DRIVERS OF DEMAND</b>	<ul style="list-style-type: none"> <li>▪ Impacts of an ageing population</li> <li>▪ Medical advances (increasing life expectancy)</li> <li>▪ Government efficiency savings</li> </ul>
<b>ACCESS TO INFORMATION</b>	Service Delivery Plans (services are reviewed annually)

## 6 Service Guide 5: Utility provision

### 6.1 Introduction

6.1.1 Utilities have been regarded as the “hard to reach” element of infrastructure delivery planning. This is because:

- They are very heavily regulated
- There are issues of engineering standards which can be hard to understand
- They are private companies in competition with each other and with other firms more generally for raising finance
- Their staff may be much less able to devote time to strategic planning for the area than public sector staff

### 6.2 Practical approach to engaging utilities companies

#### ***Step 1: Familiarisation with future planning position***

6.2.1 Depending on the stage of development of various DPDs, different information is likely to be available in relation to the phasing, scale and location of housing and employment growth. One of the key issues here is to identify any planned major sites or potential areas for major development within districts/boroughs for discussion with the service provider, to identify any potential constraints to development as early as possible.

6.2.2 What constitutes a ‘major’ site will be dependent on the size of the existing settlement. As a guideline, for the purposes of the BVPI 205 Quality of Service checklist ‘major applications’ are defined as “all applications for more than 50 houses or 10,000 square metres of industrial, commercial or retail floorspace”. However, for large urban areas or growth points, an authority may wish to define ‘major’ as being any development over 500 units. It is worth considering that two developments of 250 units within close proximity of each other will have similar demands on some infrastructure components to one site of 500 units.

#### ***Step 2: Identify and analyse existing documentation***

6.2.3 Ascertain what stage has been reached in the 5-year price review process for each sector:

- **Water** pricing periods are “AMP5” : 2010-15; “AMP6” : 2015-2020
- Water supply and sewerage have the same regime
- **Electricity** pricing periods are “DPCR5” : 2010-15
- **Gas** pricing periods are 2008-13

6.2.4 The lead into the price review periods is quite long. For example OFGEM began consultation on DPCR5 in late 2007.

6.2.5 The way in which the infrastructure planning process works depends on where in the cycle you are. There is a critical window during which regional and local authorities can influence the process by emphasizing the future level of housing growth, discussing with providers what are the best options (geographical options) for meeting it easily. If the regulator enshrines these choices into the price review it makes it much easier for the supplier to provide the infrastructure when it is needed.

- 6.2.6 There are benefits for the suppliers too: if the local authority (town) planning process makes clear provision for the utility infrastructure needed, it reduces “planning delays” to the suppliers down the line. There are potential opportunities too for “wins” to both sides if you can have discussions with companies on the future use of their assets. Utility companies have substantial land holdings which could be put to use in meeting wider LAA objectives than simply providing the utility service.
- 6.2.7 It can save a huge amount of time, and sharpen discussions, if you have digested all the information in the public domain ahead of any meetings. It enables you to ask probing questions about the companies’ plans, it shows respect and it means you are not simply directed to their websites at the beginning of the meetings.
- 6.2.8 The information available will be dependent on the stage of the pricing review cycle for the particular industry.
- 6.2.9 The drawback to an infrastructure planning process taking place after the critical window has closed is that the price review will be fixed and barriers can then arise to the funding of particular infrastructure elements needed for growth. On the other hand companies will be more forthcoming regarding their future plans, as they are no longer in a bidding round with the regulator.

***Step 3: Identify how energy distribution companies, water supply companies and sewerage companies plan future provision***

- 6.2.10 This can be more complicated than it would seem. The reason for this seems to be that, whilst a company can easily tell you whether they supply your house or not, the information is not normally used by them at a small geographical scale such as can assist in strategic infrastructure planning. The best solution is to persuade the companies – or the Environment Agency in the case of water – to give you a GIS layer of their area of operation, if such a thing exists at a useful (small) scale. (National Grid plc may also have information on the distribution companies’ areas.)

***Step 4: Identify specific contacts within organisations***

- 6.2.11 Utility companies can be accustomed to leaving their liaison with local authorities to specially-hired staff. This can be a hindrance to effective dialogue on infrastructure delivery planning, as the liaison staff are practiced at handling approaches from developers seeking planning permission. This can lead to a rather reactive approach. The key individuals needed are those who have been responsible, or are responsible for business planning within the company. These are often termed “asset managers”. You will appreciate that a company will be more approachable if they can see a possible win for themselves in terms of being able to put their property assets to better use.

***Step 5: Arrange meetings with contacts***

- 6.2.12 Greater progress towards common goals can be achieved if you are able to go out to companies and meet them on their own ground. One possible hindrance to this is where, due to various takeovers, the key personnel are located a long way a way – or even in another country.
- 6.2.13 Joint approaches from neighbouring districts can be an effective way of initiating dialogue with utility companies, especially during early stages of the LDF process, when details of planned development may be vague. This may also form a good basis for future joint working with water companies on water cycle studies as evidenced in the Growth Areas and New Growth Points.

**Step 6: Populate infrastructure schedule**

6.2.14 The schedule prepared in tabular (Excel) format should include the following information:

- Name of the scheme and location
- Information related to why the scheme is needed (KPIs; current deficiencies vis a vis other service standards)
- Lead agency in charge of delivery
- When the scheme is programmed for delivery
- Committed funds and funding gaps

6.2.15 The schedule should also specify the status of schemes with committed (identified) funding sources and those where funding has yet to be secured (even where these are just aspirational).

**Table 6.1: Utilities summary table**

<b>KEY CONTACTS</b>	<ul style="list-style-type: none"> <li>▪ Water (waste water and potable water):                             <ul style="list-style-type: none"> <li>○ Thames Water</li> <li>○ SE Water</li> <li>○ Sutton + E Surrey Water</li> <li>○ Southern Water</li> <li>○ Three Valleys Water</li> <li>○ Environment Agency</li> </ul> </li> <li>▪ Energy (gas and electricity):                             <ul style="list-style-type: none"> <li>○ EDF Energy</li> <li>○ Scottish and Southern Energy</li> <li>○ Scotia Gas (Gas: all Surrey distributed by 1 firm)</li> </ul> </li> </ul>
<b>MODE OF DELIVERY</b>	<ul style="list-style-type: none"> <li>▪ Water (waste water and potable water):                             <ul style="list-style-type: none"> <li>○ Direct: base: regulated private investment + developer contributions</li> </ul> </li> <li>▪ Energy (gas and electricity):                             <ul style="list-style-type: none"> <li>○ Firms distribute power and gas provided to them from power suppliers</li> <li>○ Base: regulated private investment + developer contributions</li> </ul> </li> </ul>
<b>KEY DRIVERS OF DEMAND</b>	<ul style="list-style-type: none"> <li>▪ Water (waste water and potable water):                             <ul style="list-style-type: none"> <li>○ Regulator's targets</li> <li>○ Drier summers</li> <li>○ EU environmental directives</li> <li>○ Population/housing growth of limited importance</li> </ul> </li> <li>▪ Energy (gas and electricity):                             <ul style="list-style-type: none"> <li>○ Energy demand from business</li> <li>○ Pressure to reduce energy use</li> <li>○ Renew assets</li> <li>○ Population/housing growth of limited importance</li> </ul> </li> </ul>
<b>ACCESS TO INFORMATION</b>	<ul style="list-style-type: none"> <li>▪ Water (waste water and potable water):                             <ul style="list-style-type: none"> <li>○ Business Plans submitted to regulator for price review</li> <li>○ Contacts at water companies</li> <li>○ Environment Agency</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"><li>▪ Energy (gas and electricity):<ul style="list-style-type: none"><li>○ Business Plans submitted to regulator for price review</li><li>○ Contacts at gas and electricity companies</li></ul></li></ul>
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## 7 Service Guide 6: Flood risk

### 7.1 Introduction

7.1.1 Assessing the existing deficit and future need for flood defence infrastructure can be a complex process. Historically construction of raised flood defences was seen as the predominant method for managing flood risk, however experience has demonstrated that simply constructing new flood defences is often not a sustainable solution in isolation. Defences can be overtopped or breached; can exacerbate flooding elsewhere; may result in degradation of the natural environment; are costly to construct and require continual maintenance.

7.1.2 The provision of flood defence infrastructure is dictated by both the probability of flooding occurring (how likely), but also the consequences when it does (who it will effect). In general funding for flood defence infrastructure is prioritised at the national level by the Environment Agency, with consideration of both probability and consequence. There are significant areas of Surrey that do not meet the minimum standard of protection set by the Government, however this does not necessarily mean that large scale construction of flood defences is the most appropriate solution.

### 7.2 Practical approach to engaging relevant stakeholders

#### ***Step 1: Familiarisation with future planning position***

7.2.1 Depending on the stage of development of various DPDs, different information is likely to be available in relation to the phasing, scale and location of housing and employment growth. One of the key issues here is to identify any planned major sites within districts/boroughs for discussion with the service provider.

7.2.2 What constitutes a 'major' site will be dependent on the size of the existing settlement. As a guideline, for the purposes of the BVPI 205 Quality of Service checklist 'major applications' are defined as "all applications for more than 50 houses or 10,000 square metres of industrial, commercial or retail floorspace". However, for large urban areas or growth points, an authority may wish to define 'major' as being any development over 500 units. It is worth considering that two developments of 250 units within close proximity of each other will have similar demands on some infrastructure components to one site of 500 units.

#### ***Step 2: Identify and analyse existing documentation***

7.2.3 Carry out a high level review at a high level of relevant documents starting with the relevant Catchment Flood Management Plan (CFMP), the Strategic Flood Risk Assessment (SFRA), if one has been completed, and the Surface Water Management Plan (SWMP) if the area needs one. Other key documents include: water resources management plans produced by the water companies; River Strategy Documents; and the LDF.

7.2.4 Much of the data that informs the assessment of existing flood risk can be taken from the CFMP and from consultation with the Environment Agency. Plans to tackle sewer and surface water flooding are set out in SWMPs where these are prepared, and also in the plans of water companies and highway authorities.

**Step 3: Identify how service providers plan future provision**

7.2.5 Examination of the CFMP and other data should indicate what plans there are to improve or install flood defences in the area, including plans to improve surface water drainage.

**Step 4: Identify specific contacts within organisations**

7.2.6 The key contacts are representatives from the planning and the flood risk management asset systems departments from the relevant Environment Agency region. Since the EA is first and foremost concerned with coastal and fluvial issues, it will also be necessary to make contact with the sewerage company and the person within the highways authority who leads on surface water flooding. (Surface water is a complex area, with opaque boundaries between responsibilities, as the Pitt Review reported).

**Step 5: Arrange meetings with contacts**

7.2.7 At the meetings, one key outcome is to determine the data that needs to be gathered from contacts. This should be requested at the earliest opportunity. A delay in licences for the mapping and GIS information can hold up progress so this should be requested and agreed also at the outset.

**Step 6: Populate infrastructure schedule**

7.2.8 The schedule prepared in tabular (Excel) format should include the following information:

- Name of the scheme and location;
- Information related to why the scheme is needed (KPIs; current deficiencies vis a vis other service standards);
- Lead agency in charge of delivery;
- When the scheme is programmed for delivery;
- Committed funds and funding gaps.

7.2.9 The schedule should also specify the status of schemes with committed (identified) funding sources and those where funding has yet to be secured (even where these are just aspirational).

**Table 7.1: Flood risk summary table**

<b>KEY CONTACTS</b>	Environment Agency District Councils
<b>MODE OF DELIVERY</b>	Direct: EA flood defence budget + developer contributions
<b>KEY DRIVERS OF DEMAND</b>	Increased heavy rain in summer
<b>ACCESS TO INFORMATION</b>	Catchment Flood Management Plan Strategic Flood Risk Assessment Water cycle study (where available) Maps showing flood risk zones

## 8 Glossary

**Table 8.1: Glossary**

Topic	Term	Definition
General	Asset Management Plan (AMP)	An AMP is a plan for managing an organisation's infrastructure and other assets in order to deliver an agreed standard of service
	Baseline analysis	This is an assessment of current infrastructure provision within the defined study area. This considers any spatial variation and identifies where any spare capacity (or lack of capacity) is concentrated (i.e. what there is, where it is and if there is any spare capacity).
	Future needs analysis	This assesses infrastructure needs related to population growth (within a certain time period). This is done through a pro-rata calculation of overall population and household growth in the study area and/or an analysis of site requirements. A broad idea of the scale of new facilities can then be obtained by applying a ratio of population threshold per service and facility. Information obtained from service providers can be validated through a desk based review of existing service plans/investment plans.
	Infrastructure Schedule	This sets out in a tabular format as a minimum what infrastructure is required within a defined area, when, how much it will cost, who is responsible for delivery and how it will be funded.
	Local Area Agreement (LAA)	A local area agreement (LAA) is a three-year agreement between a local area and central government. The LAA sets out how local priorities will be met by applying local solutions. It also contributes to national priorities set out by the government. The LAA is negotiated between the local strategic partnership (LSP) and the regional Government Office (GO). The LSP consists of all the key players in a local area who deliver services. The local authority is the lead partner in the LSP, and now has a statutory duty to prepare it. The local authority negotiates the LAA on behalf of its LSP and is the only body accountable to government. Other key players in a LSP include the police and the primary care trust. The LAA allows services to be delivered by bringing together partners from the public, private and voluntary sectors. The LAA pools the funding for each partner into a single pot. This avoids duplicating effort and wasting money.
	Strategic Plan/Business Plan	Forward planning documents produced by numerous services including health, blue light services, sports and leisure, social services etc. outlining a vision and strategic objectives for future years. Strategic plans often cover a 3 or 5

		years period.
Education	Childcare Sufficiency Assessment	Section 11 of the Childcare Act 2006 states that all local authorities must carry out a Childcare Sufficiency Assessment. This assessment is the key framework for the delivery of the new duty to provide sufficient, suitable childcare places to meet demand. Local authorities are required to undertake an investigation of current and future supply and demand in their local childcare markets to establish gaps in provision and to enable them to plan their strategy for ensuring sufficient childcare.
	Children and Young People Plan (CYPP)	The CYPP is an overarching plan to replace the current range of individual statutory plans, including the School Organisation Plan. All local authorities had a statutory requirement to have a CYPP in place by 1 April 2006. It will cover three financial years, with an annual review. See School Organisation Plan for more detail.
	Learning and Skills Council (LSC)	The LSC is a non-departmental public body which began work in 2001, taking over the roles of the former Further Education Funding Council and Training and Enterprise Councils. The LSC is responsible for funding further education in England. Responsibilities are now being transferred to local authorities from 2010 after which point the LSC will be abolished.
	School Organisation Plan (sometimes called School Places Plan)	The School Organisation Plan provides a breakdown of figures for the numbers of pupils on roll in all the schools within the education authority's boundaries. This is shown in relation to the capacity of the schools and the current surplus of places. Taking account of planned housing development, projected pupil numbers by area are also provided. School Organisation Plans are being phased out and replaced by the Children and Young People Plan (CYPP).
Secondary Healthcare	Annual Operating Plan	An annual operating plan sets out what the PCT will be doing in any given year. The PCT is required to develop an Annual Operating Plan each year to outline what plans it needs to deliver in order to implement its Strategic Commissioning Plan. (See Strategic Commissioning Plan).
	Joint Strategic Needs Assessment (JSNA)	The Local Government and Public Involvement in Health Act (2007) specifies that each local authority and Primary Care Trust has a duty to issue a JSNA to identify and assess the short, medium and long term health needs of their area. The JSNA should then inform the PCT Operational Plans.
	Primary Care Trust (PCT)	PCTs are now at the centre of the NHS and control 80% of the NHS budget. As they are local organisations, they are best positioned to understand the needs of their community, so they can make sure that the organisations providing

		health and social care services are working effectively.
	Strategic Commissioning Plan	This plan sets out the vision for the PCT, its strategic objectives and details what the PCT will be commissioning in order to achieve its vision and goals. It is a five year plan but it is often updated annually.
Police	Strategic Plan	Each police force is statutorily required to produce a three year Strategic Plan, which must be refreshed annually.
Fire Service	Integrated Risk Management Plan (IRMP)	A five year plan which includes performance targets, action and resource plans. All Fire and Rescue Services are required to review the IRMP annually.
Social services	Extra Care Housing	Extra care housing is where older people buy, part buy or rent a property within a dedicated complex (retirement village or block) which also has onsite care professionals.
Utilities	Distribution Price Control Review 5 (DPCR5)	Distribution Price Control Review 5 (DPCR5) is the next price control applicable to electricity distribution network operators, and is expected to commence on 1 April 2010.
Costs and funding	Capital	This is expenditure on fixed assets, such as buildings and open space. Compare to revenue expenditure.
	Revenue	Revenue expenditure relates to operating and maintenance costs of various facilities and infrastructure.

Source: Updated from *Infrastructure Planning and Delivery Resource Book, 2009* (Colin Buchanan, Hewdon Consulting and Professor Janice Morphet for the Planning Advisory Service)