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| <b>Planning</b> | <b>Cymorth</b>   |
| <b>Aid</b>      | <b>Cynllunio</b> |
| <b>Wales</b>    | <b>Cymru</b>     |

# **Planning Aid Wales Business Plan 2008 to 2011**

**Including Year 1 Action Plan for  
April 2008 to March 2009**

***Working towards a fairer planning system***

Registered Charity (no. 1000115)  
Company Limited by Guarantee (no. 2526875 - Wales)

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## Planning Aid Wales Business Plan 2008 - 2011

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## **1. Planning Aid Wales Business Plan 2008 to 2011**

1.1 Planning Aid Wales (PAW) is an independent, charitable organisation. We help individuals and communities across Wales to participate more effectively in the planning system. This Business Plan sets out a strategic framework for growth over the three year period April 2008 to March 2011.

1.2 In the course of our work to date we have identified a significant but unmet demand for more planning aid. Impending planning reforms suggest a more strategic and proactive role for planning aid services. We aim to help meet this unmet demand and to respond to future challenges by building our organisational capacity. An Action Plan for the period April 2008 to March 2009 details the range of activities and outputs required over the coming twelve months to lay a solid foundation for sustainable organisational growth into the future. A Fundraising Strategy 2008-11 (set out in full in Annex 1) sets out how we aim to achieve the financial dimensions of our proposals.

1.3 The principle of planning aid continues to enjoy cross-party political support in Wales. All sectors of the planning profession recognise its fundamental importance in the context of increasing community participation. Planning Aid Wales currently receives funding from the Welsh Assembly Government and Royal Town Planning Institute Cymru to deliver its core services.

1.4 The scope for and potential benefit of greater community involvement in the planning system is immense. However, we believe that many people do not have the necessary knowledge or resources to participate, or are simply unaware of the opportunities for more meaningful participation. Planning reforms introduced in Wales in 2005 offer significant opportunities for people to get involved at a very early stage of plan-making. The general public needs to be made much more aware of these new opportunities. Disadvantaged and marginalised groups need help to gain a voice in planning the future of their environments. Planning Aid Wales is uniquely placed to work with partner organisations to help make this happen.

1.5 This is the fourth revision of the PAW business planning framework. The review process builds on the momentum achieved since a major review of planning aid provision in Wales was undertaken in 2003. The review resulted in an annual £100K core grant funding allocation to PAW from the Welsh Assembly Government. This has allowed us to improve the spread and quality of our casework service, build the volunteer network, deliver high quality planning training to a variety of audiences, and broaden the reach and impact of our outreach activities.

1.6 Preparation of this business plan has been informed by a PAW Away Day held in January 2008. This considered PAW's future strategic development with a particular focus on governance, organisational growth, partnership working and financial sustainability.

## 2. Our vision, values and key aims

### Our Vision

2.1 Planning Aid Wales' vision is for the people of Wales to fully and effectively participate within a fair, transparent and responsive planning system.

### Our values

2.2 Planning Aid Wales will develop its activities and work with partner organisations to realise this vision. In expressing our vision and in all the work we do to realise it we are guided by the following core values:

- **Charitable:** We are a charitable, not-for-profit organisation.
- **Volunteering:** We use our network of professional, fully qualified planning volunteers to provide advice and support.
- **Free of charge:** We offer our information, advice and support services free of charge to eligible groups and individuals (our criteria for assessing eligibility are shown in Annex 3, page 47).
- **Independent:** The information and advice we provide is impartial.
- **Improving understanding:** We work with people to develop the knowledge and skills they need to engage more effectively with the planning system.

### Our key aims

2.3 We will work towards achieving our vision for a fairer, more responsive and participatory planning system by:

- increasing awareness and understanding of the town and country planning system, particularly among disadvantaged and marginalised groups who would otherwise be denied equal access to the planning system. We can help to make their views heard in the planning process, and encourage decision makers to take them into account;
- ensuring that all the people of Wales have access to impartial information on town and country planning issues;

- supporting individuals and community / voluntary groups with limited resources or who have difficulty in understanding the complexities of the planning system, and;
- identifying and removing barriers to the involvement and participation of people and groups in the Welsh planning system.

### 3. Existing core services and activities

3.1 To achieve our charitable aims, Planning Aid Wales currently provides a range of services and activities including:

- **Training:** Planning training specifically targeted to meet the needs of a range of audiences including Community and Town Councils, members of Community First Boards and the general public.
- **Advice, information and support:** Information, advice and support for eligible groups and individuals via a telephone / email Helpline service and sometimes by referral to a qualified planning volunteer. Eligibility criteria ensure that our limited resources are directed to those people who most need them (see Annex 2 for more information).
- **Publications:** A range of user-friendly guides and leaflets provide easily accessible information about the Welsh planning system and advice on how the public can get more effectively involved.
- **Outreach work:** We work with target communities to build their capacity to participate in the planning system. Target communities are those prevented from effective involvement in planning issues due to discrimination, prejudice or disadvantage.
- **Developing policy:** We submit responses to national planning policy consultations, based on our experience of dealing with planning situations referred to us by members of the public. We also develop policy responses on behalf of specific target communities.

## **4. Strategic opportunities for Planning Aid Wales**

### **A role in better plan-making**

4.1 Each local planning authority in Wales needs to prepare a Local Development Plan for its area. Under the reformed plan-making system, local communities and other stakeholder groups need to be involved from the very earliest stages of the forward planning process. The planning authority prepares a Community Involvement Scheme to explain how it will work to make it happen.

4.2 Planning Aid Wales is uniquely positioned to act as independent intermediary in this process – working with planning authorities and communities, we can deliver the knowledge, skills and encouragement necessary to generate meaningful community engagement from the very earliest stages of LDP preparation.

### **Addressing social inclusion**

4.3 For whatever reason, some communities have had a difficult or remote relationship with the planning system. Other communities have very specific needs of planning, but which may not be being fully met. Planning Aid Wales targets communities which traditionally have not been participating in planning issues, and we work with communities needing help to engage more effectively. We aim to improve understanding of the system from their particular perspective, by preparing user-friendly guidance and responding to policy consultations to progress specific community interests.

### **Community engagement**

4.4 Good planning enjoys broad public support. However, local community energies need to be harnessed to generate this support. We are increasing community engagement with local planning issues through a training programme for Community and Town Councils. This is raising awareness of the new opportunities for local councils in LDP preparation, and providing them with the tools and techniques needed to work with communities to engage with the forward planning and development control processes.

### **Changing the culture of planning**

4.5 Planning Aid has a fundamental role in delivering the aims of the new planning system. It also helps deliver wider reform agendas such as community engagement, social inclusion and revitalising local democracy. This role is being

acknowledged across the UK with increasing core funding allocations for planning aid services in England and Scotland.

4.6 Planning reforms have streamlined the plan preparation process, aiming to increase public confidence in a more open, fair and accessible system. People should have better opportunities to influence the early stages of the plan-making process, and also a much clearer understanding of how planning applications are decided.

4.7 We believe, however, that before the aims of reform can be fully realised a shift of culture is required. Planning professionals in the public and private sectors need to hone their existing skills to work more closely with communities to tap in to and harness local energy. On the flip-side, community groups, organisations and individuals need to realise more of the potential benefits of getting involved in the early stages of forward planning.

4.8 Planning Aid is helping to bring about a change of culture by:

- building the capacity of local communities to engage with the planning system through awareness raising and training;
- supporting people and groups who can not afford professional planning advice;
- undertaking outreach projects to involve people, including hard-to-engage groups, in helping plan the future of their areas;
- working through a network of qualified volunteer planners from the public and private sectors;
- working with planning authorities and developers to develop more effective public engagement with development planning issues, and;
- providing a community perspective to inform the development of national planning policy.

### **Helping deliver wider public service reforms**

4.9 Planning aid provides an important pathway for increasing public participation in local democracy. It supports broader government agendas aiming to empower local councils and communities.

4.10 With £100K core WAG funding for Planning Aid Wales since 2004, we have been able to deliver quality planning aid services across Wales. Over the last twelve months, we have responded to over five hundred planning enquiries.

We anticipate that as our public profile grows, the numbers of people seeking assistance and support in the future will increase.

4.11 We are currently delivering training for community and town councils and community groups to increase their capacity to understand and influence planning decisions. We are targeting our outreach activities on marginalised communities and deprived geographical areas, aiming to include people who might otherwise be passed by.

### **The case for more planning aid in Wales**

4.12 Planning Aid Wales is currently a small organisation with considerable unrealised potential. We have built a motivated staff team and a respected Board of Directors. We have established a good reputation for quality work and demonstrated demand for our services. However, we see evidence daily of the demand for more planning aid.

4.13 Given the financial and staff resources which are currently available to Planning Aid Wales, we are able to meet the existing demand for our core advice, information and training services. But there is strong evidence of a substantial hidden demand for further planning aid services, much of it arising from people who simply don't know we exist. All the trends indicate a continuing increase in demand for our services into the future.

4.14 Unless the process of building organisational capacity begins now, we believe that Planning Aid Wales in its current form is likely to struggle to continue satisfying the anticipated growth in demand for our services. If this were to happen, it would significantly constrain the potential impacts of our valuable outreach and project development work.

4.15 With a relatively modest but sustained increase in core funding over the three year business plan period to 2011, we propose to extend significantly the reach and impact of our public engagement, planning training and community outreach activities. We intend to direct additional resources towards particular geographic areas (such as Communities First locations and areas where infrastructure projects are identified in National Policy Statements), to helping meet the planning needs of marginalised target communities, and to providing a sustained, Wales-wide programme of public awareness raising and training.

## **5. PAW organisational structure**

5.1 Planning Aid Wales is a registered charity and company limited by guarantee. This is reflected in our governance arrangements and organisational structure. The diagram below (see page 14) shows our existing organisational structure as well as proposals to grow the staff team over the three year business plan period.

5.2 Our services are delivered by a small team of paid staff overseen by a Board of Directors, working with a Wales-wide network of dedicated volunteer planners.

### **Board of Directors**

5.3 Planning Aid Wales is governed by a Board of Directors, made up of fifteen directors. The Board meets formally four times each year and is accountable in charity and company law for ensuring adherence to PAW objectives and for the effective financial management of the organisation. Board Directors represent a wide range of planning and related interests and are drawn from a number of different sectors, including local government, consultancy, academia and affiliated planning and environmental organisations. Two Directors are nominated by the Royal Town Planning Institute Cymru. Directors participate in committees and working groups.

5.4 Directors come from locations across Wales. While a small majority of Directors are still based in South Wales, representation on the Board from other parts of Wales is steadily increasing to reflect our Wales-wide remit.

### **Staff**

5.5 Planning Aid Wales is headed up by a Chief Executive, responsible to the Board of Directors for sustaining and managing the organisation and its staff.

5.6 A Planner and Case Manager is responsible for managing the Helpline caseload, including referrals to volunteers, as well as developing the Wales-wide volunteer network.

5.7 A Development Worker is employed on a part-time basis to develop PAW's outreach work programme with local communities and marginalised groups. To increase the profile and impact of PAW activities beyond South East Wales, where activity has tended to be focused in the past, the Development Worker is based in North Wales and must be a fluent Welsh speaker.

5.8 The Chief Executive and other staff are supported by a part-time Administrator.

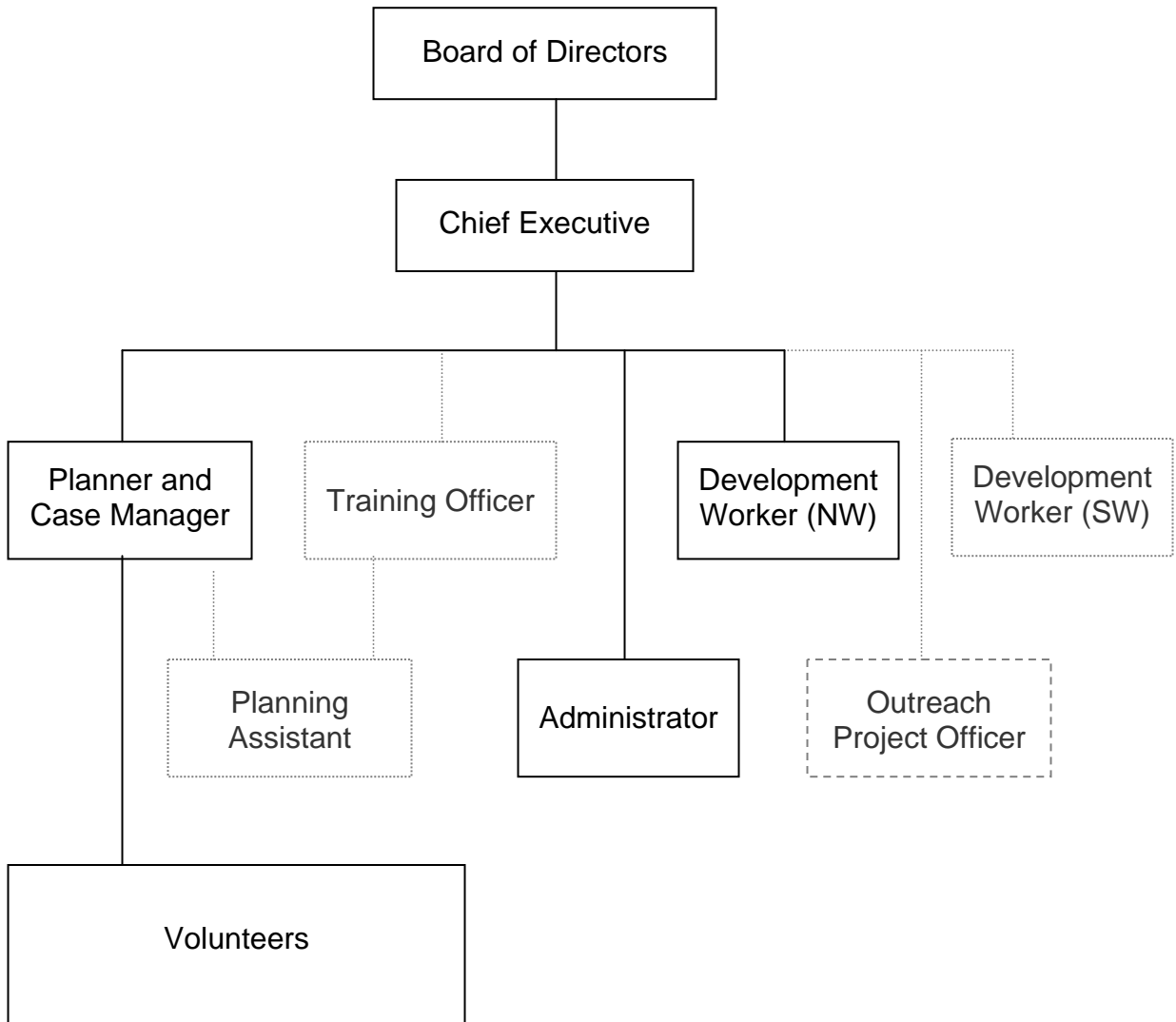
### **Volunteers**

5.9 Casework referrals and other project work are undertaken by a network of volunteers, the majority of whom are experienced and qualified planners. The volunteer network has been expanded over recent years and continues to be developed. It currently consists of over fifty volunteers, the majority of whom work in local government. We intend to further develop the network to embrace other sectors (particularly consultancy) and achieve better geographical distribution and coverage, particularly in rural areas.

### **Building the staff team**

5.10 We anticipate further development of our staff team structure over the business plan period. The envisaged 2011 staff team structure (illustrated over page) includes four new posts: a Training Officer, a South Wales Development Worker, a dedicated outreach Project Officer and a Planning Assistant. The financial resource implications of these additional posts are detailed in Annex 2 (see page 44).

### Planning Aid Wales organisational structure 2011



## 6. Current context and activities

6.1 Planning Aid Wales continues to receive core funding from the Welsh Assembly Government of £100,000 each year. This has allowed us to build our capacity as an organisation and to improve our services. We are now well-placed to consolidate our existing services to provide the solid foundation needed to develop into new, more proactive areas of activity.

6.2 The Board of fifteen directors is drawn from a balanced geographic representation from across Wales and provides a wide range of skills and experiences. A series of working groups, with membership made up of directors and staff, tap into the wealth of knowledge and skills offered by directors. The groups assist with strategic development across five broad topic areas (staffing and audit; policy and research; volunteer network development; fundraising; and marketing) They help ensure that commitments made in the Business Plan are implemented.

6.3 Our capacity to undertake proactive outreach work with marginalised communities is increasing, and we plan to develop new and innovate outreach activities over the business plan period.

6.4 Each year we receive around five hundred enquiries to our telephone Helpline service. A significant proportion of the enquiry caseload is currently dealt with by Helpline staff, but we are putting in place systems to ensure a greater proportion of cases are referred on to volunteers. We have developed our eligibility criteria to make sure we are meeting the needs of those people who most need our help. A referral strategy is in place, one aim of which is to increase the number and proportion of eligible calls to the Helpline.

6.5 Our network of qualified and experienced planning volunteers is growing. We continue to provide useful training and networking opportunities for volunteers in locations across Wales, and a twelve month programme of volunteer training events is under preparation.

6.6 We are delivering a targeted planning training programme and preparing a supporting suite of distance learning materials for Community and Town Councils across Wales. To give an indication of demand for our training services, over the previous twelve months we have delivered almost forty separate training sessions, workshops or talks for a combined audience of more than six hundred people.

6.7 The PAW website ( [www.planningaidwales.org.uk](http://www.planningaidwales.org.uk) / [www.cymorthcynllunio.cymru.org.uk](http://www.cymorthcynllunio.cymru.org.uk) ) is being redeveloped to improve public accessibility to information and advice about the planning system and related issues. For instance, the new site will allow people to access information about

forward planning in their local authority areas, creating better opportunities for genuine participation in plan-making. It will act as a portal to the array of online planning information available, organising and simplifying to make the planning system accessible to all. Publications, guidance and training materials will be available to download at no cost.

6.8 We have published a '*Public Handbook on the land use planning system in Wales*' and distributed reference copies to all the public libraries and citizens advice bureaux in Wales. A '*Guide to the planning system for community and town councils*' is also available. We are updating the range of our existing publications to ensure they remain relevant and useful.

6.9 We have been commissioned by the Welsh Assembly Government to prepare a user-friendly guidance booklet for Gypsy and Traveller communities seeking new sites. This is an area of outreach work which we will be seeking to expand over the Business Plan period through development of a joint-funded partnership project and appointment of dedicated project staff.

## **7. Strategic development to 2011**

### **Information and advice services**

7.1 This business plan period will see Planning Aid Wales consolidate and improve delivery of casework, information and advice services. These are core activities for PAW, providing us with a unique role and perspective on the planning system in Wales. We plan to develop our information and advice services in innovative ways to meet the varied needs of diverse communities. The Action Plan for the coming twelve months (see page 23) provides aims and targets for priority aspects of our work in these areas.

### **Volunteer network development**

7.2 Our casework services will be supported by training and networking activities designed to build a thriving and stable volunteer network. We will continue to audit volunteer skills and seek to fill any skills gaps identified through targeted recruitment. We will improve the level of support provided to volunteers, including development of a structured annual training programme and continuation of regular email update bulletins.

### **Outreach work**

7.3 We will continue to develop our outreach capabilities, aiming to engage with more of the marginalised communities and groups which traditionally have not been involved in planning issues. Given the huge scale of the task and our limited staff resource, we will work wherever possible with partner organisations and agencies to achieve mutual aims. We will encourage partnership-building through a quarterly PAW update bulletin to a wide range of affiliated referral and partner organisations. Opportunities to attract project funding for targeted outreach work will be pursued.

### **Delivering planning training**

7.4 We will capitalise on the training programme for Community and Town Councils as a means of building our capacity to deliver focused, relevant planning training to other groups and target communities. An example of this happening is the training / capacity building programme for Community and Town Councils, commissioned by the Brecon Beacons National Park Authority in early 2008.

7.5 Opportunities to attract project funding to provide 'good practice' training to specific groups will be pursued. Particular emphasis will be given to delivering high quality training for our planning volunteers, planners working in local authorities, committee members, and local community and voluntary groups. We aim to appoint a Training Officer to drive this ambitious programme.

### **Developing partnerships**

7.6 We can achieve our strategic aims more effectively by working with other organisations and agencies. We will develop partnerships which are reciprocal, delivering on aims common to both organisations. PAW will offer the planning and community engagement dimensions to help a partner organisation achieve its aims, while the partner contributes something (ideas, project support, funding, facilities, etc) which aligns with our strategic aims.

7.7 We identify a range of potential partners, operating at different levels of influence, across different geographical and subject areas, and offering a range of partnership benefits to PAW. We therefore find it useful to define our partners as being either 'strategic partners', 'programme partners', or 'project partners':

7.8 Our **strategic partners** include:

- The Welsh Assembly Government
- Royal Town Planning Institute Cymru
- Welsh Local Government Association

7.9 Our **programme partners** include:

- One Voice Wales
- Wales Council for Voluntary Action \*
- Community Housing Cymru \*
- Communities First \*

*(\* indicates a priority need for partnership-building)*

7.10 Our **project partners** include:

- Other UK Planning Aid services
- Local planning authorities
- Disability Wales
- Organisations supporting Gypsies and Travellers
- Environmental organisations, etc

## **Policy development and research**

7.11 Planning Aid Wales has demonstrated its potential to engage creatively with the policy development process. We are uniquely positioned to draw together and submit comments on draft policy on behalf of the general public and specific groups. We aim to build our policy response and research capabilities over this business plan period. We will carefully select those activities which align with our strategic aims, but which will not overstretch our capacity to deliver. We will investigate opportunities to attract project funding for appropriate research and policy development work.

## **Governance**

7.12 We will continue to expand the range of skills and experience offered by the PAW Board of Directors, looking particularly to attract new directors who can bring community, commercial, legal or fundraising skills. We will continue to strengthen our governance arrangements by developing auditing and risk management frameworks.

## **Financial sustainability**

7.13 A three year Fundraising Strategy for Planning Aid Wales provides the financial underpinning for business plan aspirations for organisational growth. The strategy is an integral element of the business plan and is contained in full as Annex 1 (see page 36) for information.

7.14 In essence, the Fundraising Strategy has three key aims:

- To maximise project income streams during business plan Year 1;
- To provide a financial framework for anticipated stepped core funding increases in business plan Years 2 and 3;
- To build a more sustainable funding mix.

## **8. Key business plan aims, 2008 to 2011**

### **Information and advice services**

- 8.1 Implement quality assurance, case management and user diversity systems to ensure that advice provided to clients is consistent, professional, timely and appropriate.
- 8.2 Monitor the eligibility of people and groups receiving advice from PAW.
- 8.3 Combine casework administration, referral and quality assurance systems within one Integrated Content Management Database.
- 8.4 Develop and maintain the PAW website to provide an easy-to-navigate entry portal to a comprehensive online compendium of accessible and relevant planning information, training materials and links.
- 8.5 Develop the range of PAW publications.

### **Volunteer network development**

- 8.6 Annually audit the volunteer network to identify skills shortages, and recruit new volunteers from across the different sectors to provide the required skills.
- 8.7 Increase the proportion of cases referred on to volunteers.
- 8.8 Deliver annually a Wales-wide volunteer training programme.
- 8.9 Implement a volunteer development programme to increase and promote the benefits of volunteering, possibly within the framework of the Investing in Volunteers standard.
- 8.10 Introduce a volunteer mentoring scheme.
- 8.11 Explore opportunities to recruit volunteers from other professions and sectors.
- 8.12 Continue to produce a bi-monthly volunteer network bulletin.

### **Outreach work**

- 8.13 Provide targeted information and advice to help marginalised communities or groups participate more effectively in plan-making.
- 8.14 In partnership with other organisations, help disadvantaged groups to achieve better representation in the planning process.
- 8.15 Engage traditionally excluded groups in local planning issues by working with a small number of partner local planning authorities.
- 8.16 Access grant funding for full-time Development Worker posts in North and South Wales.
- 8.17 Access dedicated project funding to employ an outreach Project Officer.

### **Delivering planning training**

- 8.18 Develop training packages tailored for specific audiences.
- 8.19 Build our volunteers' capacity to help deliver high quality, in-house training.
- 8.20 Provide training for PAW volunteers and local government planners to support the agenda for better public engagement in plan-making.
- 8.21 Develop a Wales-wide public training programme.
- 8.22 Access funding to employ a Training Officer.

### **Developing partnerships**

- 8.23 Develop effective partnership, liaison and information sharing arrangements with the organisations listed under para. 9.7 above.
- 8.24 Engage with local planning authorities to implement the WLGA / PAW Concordat.

## **Policy development and research**

- 8.25 Working with other UK planning aid services, demonstrate through research our collective 'added value' to the planning system.
- 8.26 Influence the formulation of new planning policy by responding to relevant consultation opportunities, working with partners where appropriate.

## **Governance**

- 8.27 Adopt a suite of performance indicators which enable comparison with other planning aid services.
- 8.28 Develop the PAW Board to provide the full spectrum of skills and perspectives required to achieve our Business Plan aims.
- 8.29 Develop scrutiny and risk management mechanisms to safeguard PAW's future reputation as a respected, independent and effective organisation.
- 8.30 Keep under review the effectiveness of the working group structure.

## **Financial sustainability**

- 8.31 Secure an increase in the level of long-term financial support for our core planning advice and information services.
- 8.32 Access new sources of funding to expand our outreach, training and research activities.
- 8.33 Implement the Fundraising Strategy 2008-11, aiming to achieve a balanced and sustainable funding mix.
- 8.34 Generate income by assisting individual local planning authorities to devise and implement community engagement programmes.
- 8.35 Secure sponsorship for publications and other activities.

## 9. Action Plan for April 2008 to March 2009

**Key:**

- ✓ = development work ongoing
- ☑ = development work complete
- ⇒ = continuing implementation / maintenance
- ◇ = review

VNCM w.g. = Volunteer Network and Case Management working group  
 t.f.g. = Task and finish group

| Action  | 1 <sup>st</sup> Quarter | 2 <sup>nd</sup> Quarter | 3 <sup>rd</sup> Quarter | 4 <sup>th</sup> Quarter | Responsibility                 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------|
| <b>Casework, information and advice services</b>  |                         |                         |                         |                         |                                |
| Develop quality assurance and user diversity monitoring systems   | ✓                       | ✓                       | ☑                       | ⇒                       | Planner / VNCM w.g.<br>Planner |
| Integrate casework administration, referral and quality assurance systems (Integrated Case Management Database) | ✓                       | ✓                       | ☑                       | ⇒                       | Planner / CEx<br>Planner       |

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Monitor eligibility criteria  | ⇒ | ⇒ | ⊕ | ⇒ | Planner   |
| Develop and maintain PAW website  | ✓ | ✓ | ☑ | ⇒ | NWDW / Planner / CEx / Marketing t.f.g.<br>Planner / NWDW |
| Develop PAW publications range  | ⇒ | ⇒ | ⇒ | ⇒ | Planner / CEx<br>Planner                                  |
| Implement Handbook sales strategy   | ⇒ | ⇒ | ⇒ | ⇒ | Planner   |
| <b>Developing the volunteer network</b>   |   |   |   |   |   |
| Develop volunteering policies and protocols   | ☑ | ⇒ | ⇒ | ⇒ | Planner / VNCM w.g. / NWDW<br>Planner / NWDW              |
| Develop volunteer induction pack and procedures   | ☑ | ⇒ | ⇒ | ⇒ | Planner / VNCM w. g.<br>Planner                           |
| Audit the volunteer network   |   | ✓ | ☑ | ⇒ | Planner   |
| Recruit volunteers to address identified skill shortages                                      | ⇒ | ⇒ | ⇒ | ⇒ | Planner / CEx / NWDW                                      |
| Implement referral strategy, aiming to increase proportion of high eligibility case referrals | ⇒ | ⇒ | ⊕ | ⇒ | NWDW / Planner  |

|   |   |                                     |                                     |   |                                |
|---|---|-------------------------------------|-------------------------------------|---|--------------------------------|
| Provide annual national networking / training event for volunteers  | ✓ | ✓                                   | <input checked="" type="checkbox"/> |   | Planner / NWDW / VNCM w.g.     |
| Deliver six volunteer training events   | ⇒ | ⇒                                   | ⇒                                   | ⇒ | Planner / NWDW / VNCM w.g.     |
| Introduce volunteer mentoring scheme  | ✓ | <input checked="" type="checkbox"/> |                                     | ⇒ | Planner / VNCM w.g.<br>Planner |
| <b>Outreach work</b>  |   |                                     |                                     |   |                                |
| Seek project funding to assist access and other disabled groups achieve better representation                             |   |                                     | ✓                                   | ✓ | NWDW / CEx                     |
| Support Communities First area Bowydd a Rhiw (Blaenau Ffestiniog) to develop strategic community input to LDP preparation | ✓ | ✓                                   | ✓                                   | ✓ | NWDW / volunteers              |
| <b>Delivering planning training</b>   |   |                                     |                                     |   |                                |
| Secure funding to develop a public training programme   | ✓ | ✓                                   | <input checked="" type="checkbox"/> |   | CEx / Fundraising t.f.g.       |

|   |   |   |   |   |  |
|---|---|---|---|---|--|
| Develop a suite of training materials for community and town councils   | ✓ | ✓ | ☑ | ⇒ | CEx / Planner / NWDW   |
| Secure funding to deliver a two-part programme of regional engagement training events for volunteers and LPA planners | ✓ | ☑ | ✓ | ☑ | Planner / CEx / VNCM w.g. / Fundraising t.f.g.                         |
| Secure funding to appoint a dedicated PAW training officer  | ✓ | ✓ | ☑ |   | CEx / Chair / Fundraising t.f.g  |
| <b>Developing partnerships</b>  |   |   |   |   |  |
| Implement WLGA / PAW Concordat roll-out strategy with LPAs  | ⇒ | ⇒ | ⇒ | ⊠ | CEx / Board / experienced volunteers                                   |
| Develop and implement a strategy for improving links with identified strategic partners                               | ✓ | ☑ | ⇒ | ⇒ | CEx / Chair / marketing t.f.g.<br>CEx / Board / experienced volunteers |
| Target WCVA, CHC and Communities First as partners  | ✓ | ☑ | ⇒ | ⇒ | CEx / Board<br>CEx   |
| <b>Policy development and research</b>  |   |   |   |   |  |
| Respond to relevant policy consultation documents   | ⇒ | ⇒ | ⇒ | ⇒ | CEx / Planner<br>P & R w. g.   |

|  |   |                                     |   |   |   |
|--|---|-------------------------------------|---|---|---|
| Develop and implement lobbying / public relations strategy | ✓ | <input checked="" type="checkbox"/> | ⇒ | ⇒ | CEx / P & R w. g. / marketing t.f.g<br>CEx / Board / experienced volunteers |
|--|---|-------------------------------------|---|---|---|

| <b>Governance</b>  |                                     |                                     |   |   |                                    |
|--|-------------------------------------|-------------------------------------|---|---|------------------------------------|
| Update Directors' governance pack, including induction materials | ✓                                   | <input checked="" type="checkbox"/> | ⇒ | ⇒ | CEx / Chair                        |
| Update staff employment handbook and PAW policies                | <input checked="" type="checkbox"/> | ⇒                                   | ⇒ | ⇒ | Staffing and Audit Committee / CEx |
| Develop and implement risk assessment framework                  | <input checked="" type="checkbox"/> | ⇒                                   | ⇒ | ◇ | Staffing and Audit Committee / CEx |
| Appraise performance of individual directors                     |                                     |                                     | ✓ | ◇ | Chair                              |
| Make Board meeting minutes publicly available                    | ✓                                   | <input checked="" type="checkbox"/> | ⇒ | ⇒ | CEx                                |

| <b>Financial sustainability</b>                                      |   |   |   |   |                          |
|--|---|---|---|---|--------------------------|
| Implement fundraising strategy                                       | ⇒ | ⇒ | ⇒ | ⊠ | CEx / Fundraising t.f.g. |
| Lobby officials and AM's for a stepped increase in WAG grant         | ✓ | ✓ | ☑ | ⇒ | CEx / Board              |
| Justify increased core funding from RTPi Cymru                       | ✓ | ✓ | ☑ |   | CEx / Chair              |
| Develop a proposal to RTPi Cymru for the allocated £5K project funds | ☑ | ⇒ |   |   | CEx / Planner            |
| Develop a 'corporate friends' package                                | ✓ | ✓ | ☑ | ⇒ | CEx / Fundraising t.f.g  |
| Secure funding for a year-out student (Oct 2008 to Oct 2009)         | ✓ | ✓ | ☑ |   | CEx / Planner            |
| Maximise sales of the Public and CTC handbooks                       | ⇒ | ⇒ | ⇒ | ⇒ | Staff                    |

## **10. Performance measurement framework: Indicators, targets and monitoring**

### **10.1 Casework, information and advice**

#### *Indicator C1*

Proportion of clients expressing satisfaction with the advice service received.

#### *Annual target*

(Set target by end of first quarter.)

#### *Indicator C2*

Proportion of enquiries falling within eligibility criteria level 3.

#### *Annual target*

Increase proportion of cases received from level 3 clients, from 13% (January to March 2008) to 25% of all cases received.

#### *Indicator C3*

Proportion of cases referred on to volunteers.

#### *Annual target*

Increase proportion of case referrals to volunteers from 7% (January to March 2008) to 20% of all cases received.

#### *Indicator C4*

Number of visitors to the PAW website.

#### *Annual target*

(Set target by end of first quarter.)

### **Monitoring**

Quarterly report to Board, commencing July 2008 for C2 and C3, and October 2008 for C1 and C4. Annual review of targets.

### **10.2 Volunteer network development**

**Indicator V1**

Proportion of volunteers retained.

*Annual target*

Retain 95% of volunteers.

**Indicator V2**

Proportion of volunteers attending PAW training events.

*Annual target*

40% of volunteers attending one or more training event.

**Indicator V3**

Proportion of qualified volunteers dealing with at least two cases per year.

*Annual target*

50% of qualified volunteers taking on two or more cases.

**Indicator V4**

Number of volunteers recruited to address identified skills needs.

*Annual target*

Recruit ten new volunteers to address identified skills needs.

**Monitoring**

Quarterly report to Board. Annual review of targets.

**10.3 Outreach work**

**Indicator O1**

Number of groups and people assisted through community support projects.

*Annual target*

(Set target by end of first quarter.)

**Indicator O2**

Number of LPA partnership initiatives assisting with community engagement.

*Annual target*

Provide community engagement support for two LPA partner authorities.

**Indicator O3**

Number of high eligibility cases received via referral organisations.

*Annual target*

(Set target by end of first quarter.)

**Monitoring**

Quarterly report to Board commencing July 2008 for O2 and October 2008 for O1 and O3. Annual review of targets.

**10.4 Delivering planning training**

**Indicator P1**

Number of training events delivered for volunteers.

*Annual target*

(Set target by end of first quarter.)

**Indicator P2**

Number of Community and Town Council training packs requested.

*Annual target*

(Set target by end of first quarter.)

**Indicator P3**

Number of people benefiting from face-to-face planning training.

*Annual target*

500 people attending PAW training events.

## **Monitoring**

Quarterly report to Board commencing July 2008 for P3 and October 2008 for P1 and P2. Annual review of targets.

### **10.5 Developing partnerships**

#### *Indicator D1*

Number of local planning authorities visited to roll-out Concordat provisions.

#### *Annual target*

Visit 20 LPAs regarding Concordat roll-out.

#### *Indicator D2*

Number of bids for new funding developed with partners.

#### *Annual target*

Develop with partners two funding bids for new (non-WAG planning) resources.

## **Monitoring**

Quarterly report to Board commencing July 2007. Annual review of targets.

### **10.6 Policy development and research**

#### *Indicator PD1*

Number of policy documents substantively responded to by PAW.

#### *Annual target*

Respond to four policy documents.

#### *Indicator PD2*

Number of research bids submitted.

#### *Annual target*

Develop with partners one research funding bid.

## **Monitoring**

Quarterly report to Board commencing July 07. Annual review of targets.

### **10.7 Governance**

#### *Indicator G1*

Attendance at Board meetings by directors.

#### *Annual target*

Directors attending at least three out of the four Board meetings annually.

#### *Indicator G2*

Number of instances of working groups successfully engaging in useful work.

#### *Annual target*

(Set target by end of first quarter.)

## **Monitoring**

Quarterly report to Board commencing July 08 for G1. Annual review of targets.

### **10.8 Financial sustainability**

#### *Indicator F1*

Proportion of annual income secured from just one source.

#### *Annual target*

No more than 60% of all funding received over year to come from one source.

*Indicator F2*

Number of planning authorities committing to join a 'corporate friends' programme.

*Annual target*

Four authorities committing to join as 'friends'.

*Indicator F3*

Number of guidance Handbooks sold.

*Annual target*

Sell 2,500 copies of remaining Handbook stock.

**Monitoring**

Quarterly report to Board. Annual review of targets.

## 11. Budget for financial year 2008/09

| INCOME                       | BUDGET £<br>2008/9 |
|------------------------------|--------------------|
| WAG Grant                    | 100,000.00         |
| RTPI Grant                   | 8,000.00           |
| RTPI Project                 | 2,000.00           |
| CTC Training Grant (Phase 2) | 4,000.00           |
| Handbook Sales CTC           | 1,000.00           |
| Handbook Sales Public        | 1,000.00           |
| Brecon Beacons Training      | 9,000.00           |
| Non PdW Project              | 4,000.00           |
| New PdW Project              | 6,000.00           |
| Gypsy and Traveller Project  | 1,500.00           |
| Donations                    | 2,000.00           |
| Interest received            | 500.00             |
| <b>TOTAL</b>                 | <b>139,000.00</b>  |

| EXPENDITURE                       | BUDGET £<br>2008/9 |
|-----------------------------------|--------------------|
| Chief Executive                   | 40,000.00          |
| Case Manager                      | 32,000.00          |
| Development Workers               | 13,500.00          |
| Administrator                     | 9,000.00           |
| Locum                             | 1,000.00           |
| Professional Fees                 | 400.00             |
| North Wales Office                | 2,500.00           |
| Directors' expenses               | 1,000.00           |
| Staff Expenses                    | 4,500.00           |
| Volunteer Expenses                | 800.00             |
| Volunteer Recruitment & Training  | 1,500.00           |
| Staff Training                    | 1,000.00           |
| Audit & Legal                     | 1,000.00           |
| Insurance                         | 1,000.00           |
| Postage                           | 300.00             |
| Venues/Video Conferencing         | 500.00             |
| Office equipment                  | 500.00             |
| Stationery                        | 1,000.00           |
| Marketing/ Publicity Leaflets etc | 2,000.00           |
| Cardiff Office Costs              | 8,000.00           |
| Phone/Internet                    | 3,000.00           |
| Subscriptions/Books               | 1,000.00           |

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|                                 |                   |
|---------------------------------|-------------------|
| Outreach/Network Events         | 1,000.00          |
| Website/IT                      | 8,000.00          |
| Annual Report                   | 1,500.00          |
| Reprint 3 PAW leaflets          | 2,700.00          |
| Welsh Language Scheme           | 4,000.00          |
| Incentive for online submission | (100.00)          |
| <b>TOTAL</b>                    | <b>142,600.00</b> |

## Annex 1

### **Planning Aid Wales Fundraising Strategy 2008-11**

#### **1. Introduction**

1.1 Planning Aid Wales wishes to increase its income in order to be able to improve the quantity and quality of service it provides. This fundraising strategy provides a framework for action over the period 2008-2011 to achieve this aim.

1.2 Sources of income for a charity are considered under four headings:

- **Donations:** Income given without any explicit expectation of receiving something material in return. This provides funds with no restriction on their use.
- **Grants:** Normally given to the organisation / charity by a funder to be spent on specified activities.
- **Projects:** Payment for goods (e.g. commissioned publications) or services (e.g. training) to be supplied to a purchaser on terms agreed in advance of their provision.
- **Open market trading:** Sale of goods and services produced with purchasers usually not known at the time of production. This income is unrestricted.

1.3 These four categories of income are used to frame the discussion of funding needs and opportunities below.

#### **2. Planning Aid Wales's funding needs**

2.1 At present PAW employs four staff (two full time, two part time) to deliver its services. A third part time post (South Wales Development Worker) has been frozen since 2006. The revenue costs of providing our core information and advice service (salaries, accommodation, phone, etc) were approximately £115,000 over the financial year 2007/08. Over this period, PAW received a total of £108,000 core grant (£100K from WAG and £8K from RTPI) to spend on these costs.

2.2 The gap between income and expenditure was met by other income generation such as project work and trading where a financial surplus is achieved through an activity which provides additional income. There is little opportunity to reduce expenditure in a way that would significantly address the funding gap although ways of ensuring that 'best value' is derived from expenditure are continually under review.

2.3 PAW aims to expand its range of services to better meet its charitable objectives. We also aim to pursue outreach project work which PAW considers to be of the highest priority. This strategy provides a framework for realising the income necessary to achieve our aspirations for the next three years.

2.4 The fundraising strategy is an integral element of the PAW business plan; together they provide guidance on how the Board wish the service to evolve over the next three years. Annex 2 (see page 44) provides detail of the forecast cost of building the organisation's capacity over each of the next three years.

2.5 To implement the provisions of the business plan, PAW will need to secure additional revenue income to pay the following additional staffing costs (all costs given at current prices):

- Year 1 additional staff costs: £9,000
- Year 2 additional staff costs: £58,500
- Year 3 additional staff costs: £112,500

2.5 The diagram on page 14 illustrates the proposed shape of the organisation by April 2010. All staff posts shown are full time equivalent.

### 3. Fundraising opportunities

#### Donations

3.1 The principal opportunity for donations arises from clients assisted by the service. It is recognised, however, that due to the nature of the services PAW provides many of its clients do not wish or can not afford to make a donation. However, a proportion of the 500 plus individuals and groups assisted each year can realistically be considered as potential donors.

3.2 In recent years donations income has not exceeded £500 per annum. Donation income of this level was sometimes achieved when PAW was a much smaller organisation prior to receiving WAG funding. Although the amount raised from this source is unlikely ever to exceed £10,000 per year, a more systematic approach to requesting donations should deliver an income of over one thousand pounds per year.

3.3 An opportunity to increase donations will arise when the new PAW website is launched in summer 2008, providing a means for receipt of electronic payment. For this to be effective, new procedures will need to be introduced to inform potential donors (primarily clients who have received assistance) of the opportunity to donate. PAW is registered to reclaim gift aid for donations, increasing their value by 25% when received from a basic rate taxpayer.

3.4 PAW also benefits from money raised by activities such as the quiz nights organised by staff and volunteers. These activities are welcome as they provide opportunities for volunteers to socialise, but they can involve significant staff and volunteer time to organise and run. Income generated from this source is unlikely to be significant over the strategy period. It is also assumed that PAW would not be able to generate any significant donated income from sources such as door-to-door collections and legacies.

#### Grants

3.5 Since 2004, the **Welsh Assembly Government** has provided core revenue grant funding of £100K per year. This has allowed PAW to make a step change in the quality and range of services it provides. The Assembly Government grants the PAW Board a high degree of independence to shape the service as it considers appropriate. Quarterly monitoring meetings ensure officials are kept updated on progress and provide a forum for discussing future opportunities and activities.

3.6 WAG officials are not able to provide assurance as to the continued availability of the £100K annual core grant into the longer term. However, it

seems likely that a similar level of support will be available for PAW until at least April 2011. Continued payment of the grant at its current level seems reasonably assured over the business plan period. The grant is not index linked, which effectively means it buys less each year as a result of inflation.

3.7 Assembly officials have advised that there is a significant budgeting time lag (one to two years) between laying down markers indicating need for future funding and possible future funding allocations being made. In the short term (2008-9), PAW should therefore continue to seek funding for individual projects (see below) to help cover the funding deficit. Lobbying for an increase in core grant funding for the medium term (2009-11) should commence in tandem and without delay.

3.8 While the potential for additional project funding is welcome - it helps broaden our reach, develop new skills and generates income - it is often difficult to integrate the additional work into core work programmes and is a draw on core staff resources. Also, funding for discrete projects does not provide PAW with the flexibility or economies of scale that increased core funding would.

3.9 It is also noted that core funding (i.e. not project based) allocations for the planning aid services in Scotland and England are increasing significantly (to £265K in Scotland and £3.5M in England for the 2008/09 financial year). We consider that there is a similar case for increasing the core public grant for planning aid in Wales.

3.10 In order to support our organisational objectives for the three year business plan period, we will be seeking a stepped increase in the annual core revenue grant received from WAG. We propose that the current £100K core grant allocation remains constant for Year 1 (April 2008 to March 2009). From April 2009, a step change occurs with core grant for Year 2 increasing to £150K. From April 2009, a further lift in funding will occur with core grant for Year 3 increasing to £200K.

3.11 The lobbying and public relations activity necessary to gain support for the proposed allocations needs to commence in early 2008 with a view to a possible first stage increase of core funding in 2009/10.

3.12 **RTPI Cymru** currently provides PAW with an annual grant of £8,000 to support our core services. In addition, a grant of up to £5,000 will be available in 2008/09 towards a pre-agreed project or activity.

3.13 The value of the administrative and management support which the RTPI provides towards the delivery of the planning aid service in England is difficult to quantify. However, it is likely to increase markedly over the next three years as a result of a three-fold increase in central government funding for the English service. This suggests an opportunity for PAW to request an increase in its

annual core funding from RTPI Cymru to ensure that the Institute's direct and indirect expenditure on planning aid per head of population in Wales and Scotland is similar to that in England.

3.14 We consider it unlikely that another grant source can be found that will provide core funding towards PAW's revenue costs in providing its all-Wales service. However, at a local level it is considered possible that local planning authorities may be willing to fund PAW's general information and advice service if PAW could provide a minimum level of service provision in return. Planning Aid Scotland has established a 'corporate friends' option for supportive Scottish planning authorities. This provides an agreed package of service in return for an annual payment, and has been fairly successful. The opportunity for support of this type will need to be explored when visits are made to LPAs in 2008/09 as part of the implementation of the WLGA Concordat.

## Projects

3.15 This term is used to refer to the provision of goods or services for a client within a specified period. Project income has provided the most important source of funding to supplement the core WAG grant since 2004. In general, funding for discrete projects is easier to obtain than revenue funding for the core service. Project funding has two benefits. First, PAW is able to provide a focused service tailored to the needs of the project commissioning organisation. Second, a financial surplus may sometimes be generated from the staff time component of project work, which can be used to help cover PAW's revenue costs.

3.16 Recent commissioners of project work have ranged from WAG (production of Gypsy and Traveller consultation package, CTC training programme, etc) to planning authorities (LDP engagement training for Brecon Beacons National Park Authority), to training in Communities First areas (CwmNi).

3.17 We consider that project work will continue to be an important generator of income for PAW. The challenges for project work in 2008/10 are considered to be:

- **Project content:** PAW has tended to bid for and undertake project work in response to opportunities identified by or with a third party. This has the advantage of the funding being available for the work and it also broadens our reach and skills. But it also results in PAW carrying out work which may not be of the highest priority in terms of the charity's objectives. PAW should identify its own high priority projects and then seek funding from charitable trusts and work with other planning aid services to carry them out. This is recognised as likely to be more time consuming, but will pay benefits in terms of diversified project funding and better alignment with our charitable aims.

- **Project commissioning:** PAW should seek to reduce its financial dependence on one single project funding stream, namely the proportion of projects which are funded from the WAG planning budget line. Future potential streams of project income include funding secured from local planning authorities, other affiliated partner organisations, and other non-planning WAG budget lines (e.g. equality, diversity, education).
- **Projects to improve PAW:** Recent project work has related to delivering services which help meet our charitable objectives. Project funding may also be available for initiatives to improve the ability of PAW as a charitable organisation to function. An example is the lottery grant received by PAW in 2004 to prepare a marketing strategy. A review should be undertaken in 2008 to determine whether grant funding should be sought for project work relating the operational efficacy of PAW.
- **Sponsorship:** While it would not be appropriate (or possible) to seek a commercial sponsor for the entire service, opportunities may arise for payments to be received from other organisations for discrete outputs with which the sponsor may wish to be associated, thereby indicating support for the charity as a whole. For example, sponsorship of publications such as the Annual Report or marketing material would save the cost of production being paid from revenue expenditure.

### Open market trading

3.18 Income from this source is unrestricted, meaning it can be used in any way that PAW wishes. The sale of publications has been the principal type of trading carried out to date. If income produced by trading became a significant source of income, PAW would need to set up a separate company which was not a charity to undertake its trading, with the company gifting its annual profit to PAW. It is not considered that the level of trading income is likely to reach this level in the three year strategy period, unless PAW were to decide to set up a lower-cost commercial consultancy arm similar to that established by Planning Aid London.

3.19 Publication sales are likely to provide the main trading fundraising possibility in 2008/11. Potential exists to sell the existing two publications providing an introduction to the statutory planning system to the general public and community and town councils. Considerable stocks exist of both although with major changes expected to planning law in later 2008, the value of the two handbooks will greatly diminish in 2009.

3.20 Other publication opportunities may arise which result in sales, including publications produced in conjunction with project work. However, it is considered

that the income likely to be produced from such sources is unlikely to exceed several thousand pounds per year and therefore will not be of great significance in meeting PAW's overall fundraising requirements.

#### **4.0 Other fundraising targets and initiatives**

4.1 In addition to the items listed above, PAW also seeks funding for the following initiatives:

Project: Engagement training programme for LPA planners  
When: Year 1  
Cost: £25,000  
Sources of funding: WCVA / WAG / LPAs

Project: Research / policy development project  
When: Years 1 and 2  
Cost: £15,000  
Sources of funding: Commissioning research body; other PA services

Project: Volunteer network development project  
Date: Year 2  
Cost: £10,000  
Sources of funding: RTPI / grants from trusts, including lottery

#### **5.0 Programme**

##### **Year 1** (April 2008 to March 2009)

Over Year 1, the following fundraising activities are anticipated (further detail of timing is set out in the Action Plan 2008-09):

- Review donations procedures in conjunction with the design and roll out of new PAW web site.
- Discuss with officials / lobby AM's for a stepped increase in WAG core grant, allowing growth of the staff team as outlined above.

- Request / justify increased core funding from RTPI Cymru, further to funding increases for Planning Aid England.
- Develop a funding proposal to RTPI Cymru for the allocated £5K project monies.
- Develop a 'corporate friends' package and encourage Welsh LPA's to join.
- Identify a new project for WAG grant support.
- Obtain funding for a new project from a non-WAG organisation.
- Obtain funding to employ a year-out student between October 2008 and October 2009.
- Maximise sales of the Public and CTC handbook guides.

**Year 2** (April 2009 to March 2010)

- Obtain a first step £50K core grant funding increase (to £150K) to build the proposed staff team structure.
- Obtain grant for a volunteer network development project.
- Obtain funding for a research / policy development project.
- Recruit further corporate friends.

**Year 3** (April 2010 to March 2011)

- Obtain a second step £50K core grant funding increase (to £200K) to consolidate the proposed staff team structure.
- Consolidate the corporate friends programme to develop funding income.
- Develop project funding initiatives with partners.

## **Annex 2**

### **Forecast additional staff costs, April 2008 to March 2011**

- **Year 1** (April 2008 to March 2009)

Post: Training Officer (half time)

Recruit: from October 2008

Cost: £9,000

**Year 1 additional staff costs: £9,000**

**Total Year 1 staff costs at current prices: £124,000**

Commentary: Recruit part-time Training Officer, October 2008.

Covering the cost: Additional Year 1 staff costs to be covered by net project income generated over the year.

- **Year 2** (April 2009 to March 2010)

Post: South Wales Development Worker (half time)

Recruit: April 2009

Cost: £15,000

Post: Training Officer (post upgraded to full time equivalent)

Recruit: from October 2009

Cost: £27,000

Post: Administrator (upgraded to full time equivalent)

Recruit: from October 2009

Cost: £6,500

Post: Planning Assistant (full time)

Recruit: from October 2009

Cost: £10,000

Post: Project Officer (part time)

Recruit: April 2009

Cost: £12,000 (to be paid from dedicated project income)

**Year 2 additional staff costs: £58,500**

**Total Year 2 staff costs at current prices: £173,500**

Commentary: Recruit part-time South Wales Development Worker, April 2009  
Recruit dedicated Project Officer, April 2009  
Upgrade Training Officer post to full time, from October 2009  
Upgrade Administrator post to full time, from October 2009  
Recruit full time Planning Assistant, October 2009

Covering the cost: £50K of the additional £58.5K staff costs is sought from WAG as a first stage increase in core grant from April 2009. The remaining £8.5K to be covered by net project and other income generated over the year.

• **Year 3** (April 2010 to March 2011)

Post: Training Officer (full time equivalent)

Cost: £35,000

Post: SW Development Worker (upgraded to full time equivalent)

Recruit: April 2010

Cost: £30,000

Post: NW Development Worker (upgraded to full time equivalent)  
Recruit: April 2010  
Cost: £15,000

Post: Project Officer (upgraded to full time equivalent)  
Recruit: April 2010  
Cost: £26,000 (to be paid from dedicated project income)

Post: Administrator (full time equivalent)  
Cost: £12,500

Post: Planning Assistant (full-time)  
Cost: £20,000

**Year 3 additional staff costs: £112,500**

**Total Year 3 staff costs at current prices: £227,500**

Commentary: Upgrade SW Development Worker post to full time, April 2010  
Upgrade NW Development Worker post to full time, April 2010  
Upgrade Project Officer post to full time, April 2010 (to be paid from dedicated project income)

Covering the cost: £100K of the additional £112,500 staff costs is sought from WAG, representing a second stage increase of £50K in core grant from April 2010. The remaining £12,500 to be covered by net project and other income generated over the year.

## **Annex 3**

### **Planning Aid Wales Eligibility Criteria**

Planning Aid Wales operates eligibility criteria to ensure that our services are provided to those most in need. We offer three levels of service, which are provided according to the circumstances of the client:

#### **Information**

- An outline of the relevant area of the planning process (such as planning applications, development or appeals procedures).
- Referral to guidance literature explaining procedures in greater detail.
- Outline of rights within the planning system.
- Referral to organisations which may be able to provide further assistance.
- Referral to a list of consultants certified by the Royal Town Planning Institute.

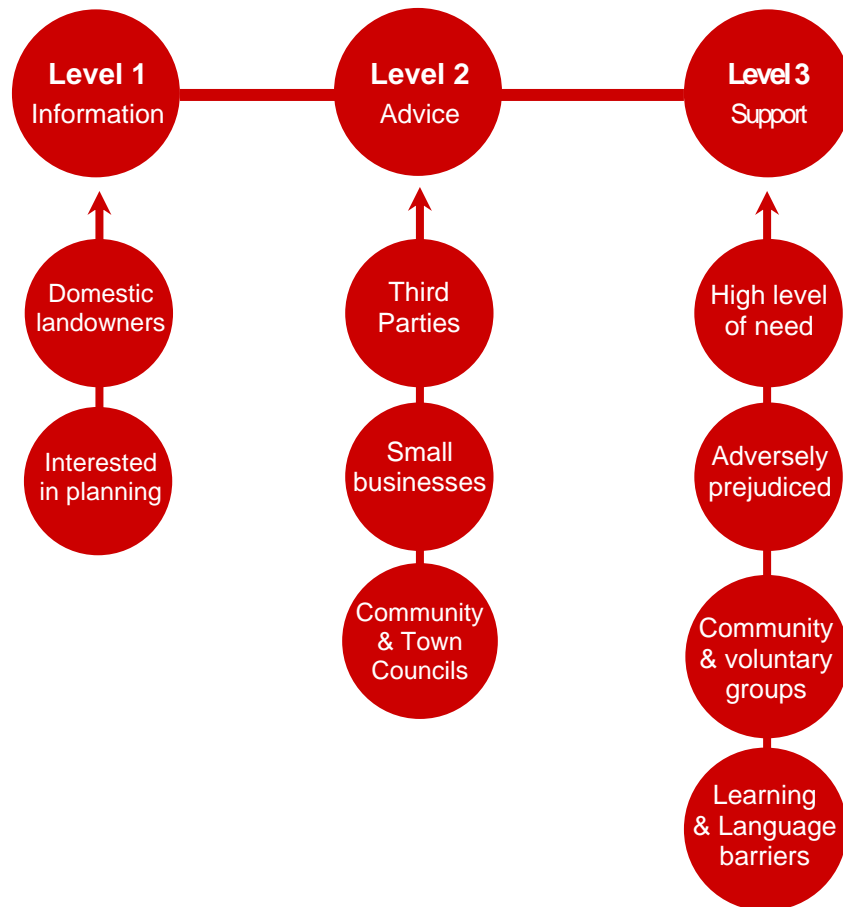
#### **Advice**

- Appropriate basic information.
- Detailed information on specific aspects of the planning system.
- Helping clients develop strategies to address planning issues and navigate the planning system.
- Assistance in the development of arguments to support a client's case. Basic research and referral to relevant policies or cases, including direction on how they can be used most effectively

#### **Support**

- Ongoing information and advice
- Delivery of information in different formats.
- Client representation and liaison with associated parties (advocacy).
- Site visits as appropriate.
- Preparation and completion of correspondence and forms as appropriate.
- Assistance in the preparation of consultation responses, planning applications or the preparation of feasibility studies / other research as appropriate.

## Eligibility Levels



### Level 1 (Information)

- Domestic landowners who wish to carry out a development.
- People who are unaware of the planning system and would like to participate.

### Level 2 (Advice)

- Third parties wishing to express their views on a planning application or development plan issue.
- Businesses with five employees or less.
- Community and Town Councils.

### **Level 3 (Support)**

- Community and voluntary groups.
- People wishing to engage with the planning system who may be adversely prejudiced due to age, race, nationality, language or literacy issues, disability, gender, sexuality or social background.
- Groups wishing to promote inclusive design within the planning process.
- Anyone unable to engage with the planning system due to learning or language barriers.

### **Who we can't help**

- Planning consultants, architects, surveyors, agents, etc.
- Medium to large commercial businesses.
- Individuals or groups who stand to make a profit from anything other than a minor householder development.
- Those with sufficient disposable income to engage a planning consultant.

Anyone not eligible for PAW services will be referred to a list of Royal Town Planning Institute-certified planning consultants, or to relevant guidance literature for further help.

### **Additional information**

- The current eligibility criteria were adopted on 22<sup>nd</sup> January 2008 and replace previous eligibility criteria.
- Planning Aid Wales reserves the right to vary the level of support offered according to our assessment of a client's individual circumstances.
- In some cases, Planning Aid Wales may ask the client to provide evidence of their financial circumstances in order to determine their eligibility.
- Clients who feel Planning Aid Wales staff or volunteers have misjudged their eligibility may appeal to the Chief Executive.