



BUSINESS PLAN FOR GREATER CAMBRIDGE PLANNING SERVICE 2018/19

Service Leads		
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APPROVED BY	Status	Date
Management Board	Draft	24/01/2018
Shared Services Partnership Board	Draft	16/02/2018
Joint Advisory Committee	Draft	16/02/2018

CCC/SCDC Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be quarterly at the Shared Service Management Board meetings and then submitted quarterly to the Shared Service Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Quarterly performance reports will be produced to report on performance against key performance indicators agreed in the business plans, budget position and wider benefits.</p> <p>An annual report on the progress of shared services will be produced and presented at the relevant committees of partner authorities in the June/July cycle.</p>	
Version FINAL	Date 26/02/2018



GREATER CAMBRIDGE
SHARED PLANNING

Greater Cambridge Planning Service Vision

Vision

“To be recognised as one of the UK’s best planning services demonstrated by quality of outcomes, meeting our targets and cost effectiveness

Objectives

A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

To build and retain a positive reputation consistent with the aspiration set out in the vision

A shared capacity and capability in a way that seizes opportunities for efficiency whilst providing quality services that meet the needs of users and the community at the lowest net cost.

To be flexible - in deployment and delivery

Principles

1. A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

- Move to a single employer for all staff
- Service delivery with geographically identifiable (and informed) teams.
- A single “brand” and protocols about “how we work”
- A shared set of distinct values across multiple sites/media formats

2. To build/retain a positive reputation consistent with the aspiration set out in the vision

- High quality programme management and business support systems and the delivering high quality outputs to internal and external parties
- A development quality threshold that others aspire towards and we are proud of
- An employer of choice (Royal Town Planning Institute learning partner)
- Best in class employment offer
- A proactive approach to understanding and assessing the needs of our customers and responding constructively to feedback.

3. A shared capacity and capability in a way that seizes opportunities for efficiency whilst providing quality services that meet the needs of users and the community at the lowest net cost.

- Services and process designed around meeting clearly understood customer needs
- Adoption of the principles of LEAN thinking to improve efficiency in delivery
- The use of good data to promote critical enquiry and drive measurable and continuous improvement
- Empowered staff with delegated responsibility to meet customer requirements and solve issues
- That value adding discretionary services will be provided on the basis of securing cost recovery.
- That the service offer will be available to others beyond Greater Cambridge where capacity exists

4. To be flexible - in deployment and delivery

- To promote collaboration and enterprise in delivery – a focus on outcomes not just outputs
- Flexible deployment and working provisions for staff
- Support systems and architecture based upon “Council anywhere” principles



SECTION 1 – CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Planning Service, part of CCC/SCDC Shared Services, for 2018/19.

It describes a range of measures identified through 2017/18 and envisaged to bring about the delivery of the business outcomes in the business case.

Based upon the work to date, the following objectives have been identified:

- To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees of each of the participating Councils
- To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- To deliver a service that can be flexible - in deployment and delivery
- To build/retain a reputation for professionalism, staff development, the delivery of high quality outcomes and competent "business management" amongst peers and partners

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

1. Description & Functions of the Greater Cambridge Planning Service

The Service provides the complete delivery capability for the two partner authorities consistent with their statutory responsibilities as the Local Planning Authority for their respective areas.

This includes:

1. *Development Management*
2. *Strategic Site Development/Major projects*
3. *Planning Enforcement*
4. *Planning Policy and Strategy*
5. *Land Charges*
6. *Application Support*
7. *Specialist Advice Services*
8. *Business Support*



1. Development Management

The Development Management function includes assessment and recommendations on planning and other related applications including visiting every application site as well as:

- Negotiating legal agreements to ensure that new development is well integrated into Greater Cambridge
- Providing pre-application advice to members of the public, elected members, planning agents and other council departments
- Providing management and advocacy for planning and related appeals made to the Secretary of State on Planning Decisions
- Working closely with officers in other sections of the council and external organisations such as Registered Social Landlords and the Highways Authority (Cambridgeshire County Council) to deliver high quality new development
- Providing Member and Community training and development support as appropriate

2. Strategic Site Development/Major Projects

The service contains the respective Council capabilities for the “development management” and promotion and consideration from pre-application through to completion of major strategic growth sites/projects. Activities include:

- Making assessments and recommendations on planning applications relating to strategic/large growth proposals including the effective programming and reporting on progress of planning and related infrastructure threads.
- Providing community engagement capacity for associated with the evolution, development and implementation of major strategic planning proposals across the districts
- Negotiating legal agreements to ensure that the new developments provide elements such as community facilities, schools, local amenities and open space
- Providing advice to members of the public, elected members and developers

Working closely with officers in other sections of the council and external organisations such as Cambridgeshire County Council and other stakeholders such as the Environment Agency, Cambridgeshire NHS and Registered Social Landlords to deliver high quality sustainable and healthy new development.

3. Enforcement

Planning enforcement includes the investigation of alleged breaches of the planning and related regulations by individuals or businesses.

The service also works closely with partners notably the County Council and other District Council services including Environmental Health Services.

The service will also lead on the investigation and prosecution of offences through the Courts under the planning and related acts on behalf of the Local Planning Authority.

Monitoring delivering and quality of development.



4. Planning Policy and Strategy

The service provides the capability to the two partner authorities to prepare and adopt the statutory development plan for the area in line with the obligations falling to the two Councils and set out in the planning Acts. In addition, the service provides the following additional capabilities Expertise in strategic planning to engage in national, regional and local projects and initiatives, including the Combined Authority and GCP, that can further advance the qualities of Greater Cambridge and deliver strategic improvements and local opportunities:

- Capacity to facilitate and engage in the development of partner strategies to support the delivery of “local Plan” objectives
- Ensuring cross boundary coordination on strategic planning matters through engagement on the Duty to Cooperate
- The development of advice and formal guidance to support development such as Supplementary Planning Documents and development briefs
- Provides specialist advice on policy development relating to climate change and sustainable design and construction
- Providing policy advice on planning applications
- Provides specialist sustainable design and construction advice for corporate projects
- Provides the capability and capacity to plan and manage strategic infrastructure provision, including the introduction and operation of a Community Infrastructure Levy alongside Planning Conditions and Obligations
- Provides capability to support local Neighbourhood planning
- Coordinates and prepares the production of the Annual Monitoring Report which contains information about the effectiveness of planning policies in delivering the strategic outcomes sought across Greater Cambridge and highlighting emerging issues requiring intervention to address

5. Land Charges

Provides the coordinating role on the response to Local land charge search requests that are received and answered within Development Management at SCDC and within Application Support at CCC. The service is also responsible for maintaining the statutory local land charge register for the Greater Cambridge area.

6. Application Support

The service provides specialist technical and administrative support relating to the processing of all planning application types, tree works, and associated administrative work for the entire administrative area of the two Councils. The service works closely across the operational areas outlined to deliver the end to end process for planning decision making including validating applications, support for planning committees, issue of decision notices and processing planning appeals and applications to discharge planning conditions.



7. Specialist Advice Services

The service provides Urban Design, Conservation, Landscape, Horticultural and Ecology expertise to underpin the delivery of planning and related conservation activities consistent with statutory duties and the management of a complex, rich historic environment across the two Local Authority areas. This includes:

- Specialist advice to members of the public, planning agents and other council departments and input into a wide range of private and public sectors projects and development proposals
- Support for the preparation of policies and guidance relating to the built and natural environment including urban design and the historic environment
- Partnership working with other sections of the council and external organisations such as Cambridgeshire County Council
- Natural/Historic Environmental management such as the critique of Environmental Impact Assessments and the preparation of Conservation Area Appraisals, Habitat assessments, Suburbs and Approaches Studies and inventory of Buildings of Local Interest, Architectural studies and codes
- Management of Design and Conservation Panel
- Specialist training for officers and members of the City Council and other local authorities on built and natural environment issues

8. Business Support

The service provides business support functions by working closely with all operational areas. The team lead on business improvements and efficiencies across the service, covering process, compliance and stakeholder engagement, working with the Leadership team to develop and deliver the business plan to ensure long-term competitiveness of the service. In addition through the use of business information, intelligence and customer engagement the team will support the corporate commitment to delivering exceptional customer service standards by engaging and establishing strong relationships with residents and Members to gain a greater insight to customer needs and aspirations.

FINANCIAL OVERVIEW

Financial Strategy:

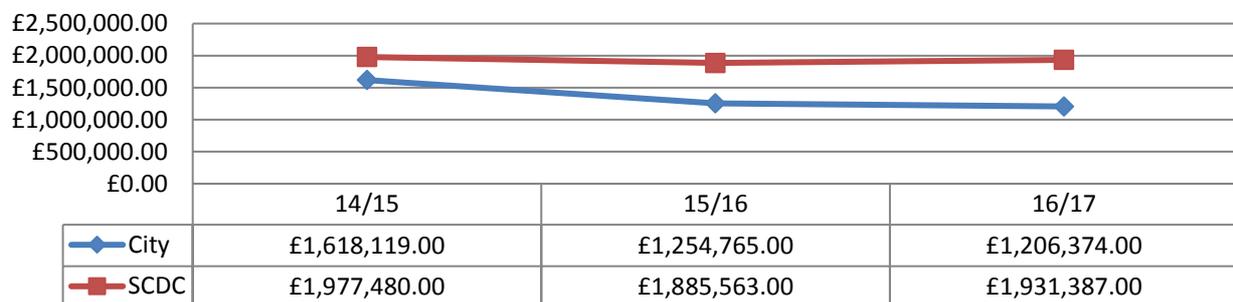
The cost of the planning service to both Councils is a net cost; significant service costs are offset annually by a range of sources of income received.

The primary costs for both SCDC and CCC services relate to the direct costs of employing staff. Each service then has a range of corporate costs (determined using formula) and direct service costs covering a range of services/products including for example ICT which are expended as a direct cost of the service operation.

Income is derived from three sources:

1. Regulated fees - these are fees received in response to nationally prescribed fee regulations (such as for planning applications, search fees etc.).
2. Discretionary Fees - income from a suite of discretionary, charged services - such as pre-application advice or costs received through "planning performance agreements" which pay for specialist advice or services and staffing on major projects. These "fees" can only be secured on the basis of "cost recovery" as opposed to "with profit".
3. Grants and other income – a range of income sources (such as through awards of costs from effective prosecution or appeals) or grant payments for project or thematic outcomes - such as previous planning performance payments from government.

Total income 2013/14 - 2016/17



The formation of the shared service provides a number of opportunities to impact positively upon the net cost of the service to the two authorities by focusing on both careful management of costs and the expansion of opportunities to secure additional income. Through 2018, the service will be carrying out a fundamental review of staff structures and roles, and income, focusing on the removal of duplication and promoting new opportunities to secure income. Consultation with staff on the new organisational structure will take place later in the year, and the SLA dealing with the apportionment of costs (and income) will be concluded in the Spring. The service will therefore be revisiting this business plan in the autumn once these significant components of the "net cost" have been re-set. In the meantime, the following are areas of focus for the service.

Costs

The creation of the shared service provides an opportunity to remove duplication and to optimise the effective deployment of technical and professional staff around both efficient implementation of systems and process, and to enable additional income to be earned through re-assignment of staff to new fee earning areas. Significant expenditure in recent years has arisen because of the turnover and recruitment of staff, and the exceptional costs of temporary staff in operational and managerial roles. The service has already been able to reduce costs for the management function of the shared service as a result of joint appointments for the Head of Service post. Proposals for the shared management team will also realise a modest reduction (circa £30K) in the cost of the second and third tier management within the service.

The service will be creating a dedicated business management team (with manager) to enable more effective workforce planning and staff development (to reduce turnover and absence costs). The team will also allow better management and deployment of staff to meet needs across the wider area - particularly specialist staff will also improve agility and reduce current clumsy



recruitment and re-assignment costs for the service and the respective councils. The business management capability will improve purchasing and procurement alongside staff utilisation – in parallel whilst driving a unified business process for both offices. Targeted capability (on business processes) should also realise opportunities to improve data and positively impact upon "cost recovery" through income and new service proposals better utilising existing staff capabilities (such as in the consultancy and policy teams).

In addition to direct staff costs, there are also indirect costs arising from duplication of activity (such as separate ICT systems). Support services in both organisations are also duplicated, and operate with two policy frameworks and processes. This is expected to remain for a period of some 2 years following TUPE after which streamlining and refinement of costs (and cost apportionment) is expected to be undertaken - providing for potential cost savings elsewhere in the organisation subject to member. Work is ongoing within the service to agree a Service Level Agreement to cover cost assignment for future years - reflecting the evolutionary nature of the partner's relationship and charging regimes.

Each of the two Councils has made provision for specific planning outcomes to be delivered, either jointly or through specific budget allocations. This is most apparent in the commissioning of Planning policy and enforcement outcomes in the most recent budget rounds. The new FMS will allow the service to prioritise staff resources towards fee earning activities (alongside a new approach to commissioning based upon prioritisation and the management of staff resources to existing cost envelopes).

Joint Projects

- Adoption of SCDC/CCC Local Plan
- Commencement of evidence studies for new Joint Local Plan
- Development of Local CIL
- Area Action Plan for CNFE
- Affordable housing and S106 SPD
- Land North of Cherry Hinton SPD
- Revision of Both local development schemes
- Production of Annual Monitoring Report

SCDC projects

- Continued Support for 13 Neighbourhood Plans
- Bourn Airfield New settlement SPD
- Waterbeach New settlement SPD

CCC projects

- Adoption of Mill Road SPD
- Adoption of Mitcham's Corner SPD
- Adoption of Grafton Centre SPD
- Adoption of Land North of Cherry Hinton SPD
- Support for Newnham Neighbourhood Plan

Service specific Costs

Both Planning Services' account for their costs differently - and work is ongoing as part of the FMS roll out to seek to unify around a common account. Nevertheless, the shared service expects to be able to simplify and reduce service specific costs through several means.



In the first instance, the phased implementation of a common ICT platform will result in both direct (supplier) savings alongside indirect (support costs) benefits – once the revised system has been implemented. Simplified procurement and improved contract management of suppliers via the newly created business team is also expected to reduce risks on project/contract cost overruns and enable more effective utilisation of (scarce and expensive) professional staff time onto core (fee earning) activities using principles of subsidiarity. Both Councils operate separate decision making processes (including separate committees) and will continue to be liable for their explicit cost risks (such as for planning appeals). Further dialogue with Members on choices to improve the financial efficiency of these existing arrangements will therefore be part of the shared service journey in future.

Corporate costs

Both Councils levy a range of "corporate" service charges for a suite of services using differing formula. As the service migrates to a single authority, the service team will be reviewing with each Council existing shared support costs. This is likely to need to form part of a wider project with other shared services and Members which explores how costs should be assigned in the future.

Income

The budgets of both Councils contain targets for income:

Regulated income

The government has recently introduced changes to planning fees, subject to commitments from the LPA that this income will be re-invested into planning services. The certainty surrounding wider economic and political changes (notably the property and investment markets response to Brexit) means that reliably predicting future income from regulated planning fees is difficult. The timing of "major" planning application fees in particular, can impact upon year end forecasts but is outside of the LPA control. Income from regulated fees differs between the two organisations and can be "lumpy" - depending upon development patterns especially where large strategic developments are promoted. The service is therefore currently focusing on improving the quality and timeliness of data to allow for greater agility in the use and deployment of resources. The service will also be using the management information and aligned workflows to allow benchmarking of unit costs to help track levels of "cost recovery." (see PI's below) This will help drive "lean" reviews and will allow dialogue around service standards/costs with both partners as future budget requirements are settled.

Because SCDC has a more variable fee income profile in recent year the Council has set aside a reserve for the potential fall in application fee income arising from economic /environmental circumstances. Accounting for fee shortfalls will need to be recognised in the SLA. There is currently no similar provision in the City area -where fees are more consistent (based upon past patterns of activity).

Discretionary Fees

Both Services currently provide a range of discretionary services in exchange for a fee. The current fee schedules for pre-application services are different and a project is therefore underway



to harmonise products, fees and costs across the area. The discretionary services are provided based on cost recovery but have consistently failed to achieve this objective due to very low figures for hourly staff costs. Both services provide expert staff into pre-application processes at significantly lower rates than the market (who charge anywhere up to £1800 per day* compared to circa £320 for the LPA's. The service has already expanded the scope of its activities to include being commissioned to bring forward early delivery of planning policy (to support growth) and the City Council has participated in an advanced payment service agreement with the University to provide dedicated support to a large user of the planning service. Lessons learnt from that project are expected to be taken forward for other large projects (and the service offers provided).

In addition to the above, the Service is exploring the scope to secure additional income through offering specialist expertise available within the planning service more widely across the Country. Preliminary discussions have already taken place with potential partners to explore the scope of this future income opportunity. Engaging with this opportunity will require active rationing of resource use within the two services or the introduction of systems to release specialist staff (of high value) from low added value internal activities. Given the stage of implementation of the shared service, this aspiration is not planned to be deliverable until 2019/20.

In respect of management and monitoring, both Councils have historically sought to levy charges for monitoring S106 agreements. Recent court and appeal judgements have served to reduce the scope of such payments (and hence cost recovery). The Community Infrastructure Levy (CIL) regulations provide for charging authorities to apply up to 5% of levy receipts towards the cost of managing the charge regime. Depending upon the charge set, this is likely to provide a greater income to offset monitoring costs than S106. Whilst the net benefits of CIL/ vs S106 may mitigate this benefit the service does expect to bring forward in 2018/19 a new CIL.

Grants and Other Income

In addition to fees for services provided, the Planning service has previously benefitted from "performance" related income from government (both directly in the form of planning delivery grant) and indirectly in the form of New Homes Bonus (NHB). NHB forms part of the Council's wider budget setting programme. Consultation recently has suggested that in future LPA's may be subject to a "housing delivery test" - which may offer additional financial freedoms around "regulated" fee setting as well as potential penalties for "non- delivery." The service expects to monitor closely the incentives within any proposed "test" to minimise the adverse effects.

In the meantime, the service will continue to seek opportunities for joint working with partners to offset costs of delivery. The Spaces and Movement SPD is an example of such collaboration with the Greater Cambridge Partnership - with the planning service providing skills and expertise and GCP providing consultancy and project management support.

MTFS

Given the ongoing implementation of the shared planning service project, the considerable economic uncertainty prevailing upon income in the lead up to Brexit, and the unclarified implications of the "planning delivery test," forecasting the net cost of the service into the longer term is uncertain. However, the current focus on improved workflows, removal of duplication, unified ICT and improved management of recruitment/workforce to reduce exceptional staff "costs" will have a positive impact upon "cost" this year. Whilst proposed changes to improve cost

recovery around discretionary services/pre-application will impact positively on income. The service has committed (above) to review this business plan in the autumn once the phase 2 re-structure and revised charging regime are in place and once the Implementation and Business Manager roles within the new service are filled. In the meantime, it is not expected that net cost in 2018/19 will exceed the current budget provisions (including one off implementation costs) made within both Authorities budgets for 2018/19.

D. STAFFING OVERVIEW

The combined service on its current assumptions has a total of 159 staff equal to 142 FTE equivalent posts, with a total salary cost (including on costs) of £6.12M. This includes staff who are not currently within the planning service (such as the application support team in the CCC, who provide support to the planning and tree application process as well as local land charges), some of whom are dedicated to the delivery of the service and will therefore be subject to TUPE provisions as the service seeks to move to a single employer. It should be noted that as the final staffing structure emerges in Summer 2018, this figure may change as staff are identified as potentially in or out of scope across both Councils.

TABLE 1 - OVERVIEW OF CURRENT STAFFING			
	SCDC*	CCC**	Total
Total number of staff	82.00	68.00	150
FTE	79.00	55.59	134.59
Agency + Consultant	5.00	4.00	9
Fixed Term	5.00	12.00	17
Permanent + Perm not in Planning Service	72.00	52.00	124

* Includes Executive Support and Local Land Charges

** Includes Application Support, Local Land Charges and S106 Officers, excludes Trees

As stated in the original business case for the service staffing is to be reviewed during 2018/19. This process is already underway and a summary of planned activity is covered off in Section F of this document. A summary of activity already completed or underway if covered off in Section E of this document also.



E. LOOKING BACK

The last 12 months has seen two parallel threads of work for the services; firstly, the work associated with the creation of the Greater Cambridge Planning service and; secondly, the operation of the statutory planning service for both Cambridge City Council and South Cambridgeshire District Council under a single Joint Director of Planning and Economic Development.

Creation of Greater Cambridge Planning Service

Following agreement in principle reached in 2015, in July 2017 the decision was made for the Planning Services at SCDC and CCC to join together into a new shared service to provide all of the functions of the District Councils operating as the Statutory Local Planning Authority for the “Greater Cambridge” area.

A number of activities have been completed or are already underway to assist in the delivery of this project.

- A project board is in place consisting of Stephen Kelly, senior management and Project Manager, the board meet on a 3 weekly basis to review the project progress and project work streams.
 - An experienced project manager (Mike Holmes) with change and planning experience has been recruited to assist with the delivery of the project
 - PRINCE2 methodology is in use for the project management with detailed working documents in place i.e. communications plan, stakeholder’s analysis and risk/issue logs
- Project Initiation Documents have been approved by the SCDC/CCC Joint Advisor Group
- The proposed Business Case for the formation of the Greater Cambridge Planning Service was approved by SCDC and CCC Members in July 2017
- Communication and Stakeholder plan was set and agreed
 - A monthly staff newsletter updates staff in SCDC and CCC on progress of the projects with a Q&A section to address concerns and questions. Regular staff briefings have been held and are in the project plan going forward
 - A Member steering group has been set up and meet regularly to review the project progress and give advice when needed
 - Regular highlight reports have been provided to the Steering Group and Executive Members in SCDC and CCC



- A consultation on the proposals for the new Greater Cambridge Planning Service including the proposed New Management Structure and TUPE transfer of staff from CCC to SCDC took place between 21st August and 25th September 2017 and an outcome report published on 23 November 2017
- On the 4th December a second consultation on the revised proposed management structure commenced and informed staff of the new TUPE transfer date of the 1st April. The second consultation ended on 29th January 2018. An outcomes report will be published in February 2018
- ICT – Work has been carried out assessing current systems, future requirements and soft market testing. The next phase is to procure a supplier and implement system
- Recruitment – A contract with an agency has been approved to assist with the recruitment to the senior management roles within the service after a procurement exercise. Recruitment to the Head of Implementation role is underway
- Branding – A logo has been agreed for the service (which is on the top of this document) as well as brand guidelines for its use

Planning Service – Operation

The two planning services have continued to operate a full suite of planning services for both Local Planning Authorities. The focus has been on continuing to secure effective and timely delivery of planning decisions – to secure high quality development outcomes across both districts. In addition, the policy teams have jointly focused on the progression of the statutory local plans for the two districts through towards adoption.

A significant quantum of new development has been successfully secured through the strategic sites and development management processes whilst extensive engagement of our specialist expertise has helped to secure high quality outcomes across these new growth proposals and in work on SPD's for targeted new development areas. The performance of the two planning services and consistency of approach has also started to converge over the year with the focus on increasing understanding and improving alignment and working practice across the area. Highlights include:

- The conclusion of the Local Plan Examinations Hearings (after 3.5 years) for both local Plans in summer 2017 and publication of “final” modifications in January 2018
- Preparation and publication of a Neighbourhood Planning Toolkit and support to local communities developing neighbourhood plans for their areas
- The adoption of conservation appraisals for Cambridge City Centre and drafting Foxton conservation area appraisal
- The determination of proposals for strategic growth at Northstowe, Cambourne West, Wing, Trumpington Meadows, West Cambridge , North West Cambridge, Babraham Research Institute Cambridge Biomedical Campus (CBC) and the approval of a new



relocated engine testing facility on Cambridge East to facilitate delivery of the Wing residential development

- Commencement of work on SPD's for Waterbeach and Bourn new settlements. SPDS for Grafton Centre and Land North of Cherry Hinton progressed through public consultation and targeted for final Member agreement in February 2018
- The successful transfer of St Denny's Church of East Hatley back to community management
- The successful transfer of a redundant historic church back to community management
- Consistent achievement of all national performance indicators for application processing across both planning services throughout the year.
- Significant milestones reached in the delivery of Eddington, Northstowe and the Cambridge Biomedical campus
- Ongoing redevelopment of CB1 Station Area to deliver on Local Plan vision for an improved transport interchange
- The re-starting of work on the Cambridge Northern Fringe East Area Action Plan
- Successful prosecutions for the breach of planning regulations at SCDC securing fines and legal costs of £34,000. There were no cases in CCC
- A successful "planning open day" event in Cambridge and Cambourne extending the reach of the service to the community.
- Provided timely responses to local plan consultations by Uttlesford, Central Beds, East Cambs
- Sponsored 6 post-graduate students to become qualified Planning Officers

F. LOOKING FORWARD

Creation of Greater Cambridge Planning Service

- **TUPE of staff April 2018**
Subject to consultation outcomes, CCC planning staff will TUPE to SCDC at employing authority on 1 April 2018
- **Management Structure April 2018**
Subject to consultation outcomes, recruitment to the new management structure will commence in March 2018 and post are anticipated to be filled by July 2018



- **Remaining Staff Structure April 2018 – March 2019**

Once the senior management structure is in place and posts are appointed to, the senior management team will focus on the development of the complete structure and further define the future operating arrangements. This will involve analysis of workloads, demand on the service and processes with a view to adopting best practices and maximising efficiencies. This stage will include a review of the activities which are undertaken outside the current services (having regard also to TUPE), for example trees and landscaping, and an assessment of the impact of the new planning service on wider council's service areas that are not in scope, for example the existing customer contact arrangements. The development of the specialist services capability will also be covered during this phase. Once this structure is developed a further formal consultation process will be carried out with staff and unions in accordance to the agreed policies at both partner authorities. Implementation will then be delivered on a phased work programme.

- **Accommodation Review – March 2018 – August 2018**

The service will continue to maintain a presence at both Cambridge and Cambourne. Nevertheless, one of the aims of the service is to work in a flexible and agile way aligned to both partners' individual office accommodation and future investment and delivery strategies. There will be no immediate changes in the locations of individual teams until the future structure is known – although collaboration between officers in different offices engaged on specific tasks is expected to increase. Once the office accommodation is reviewed it is expected that a phased implementation of any accommodation changes, to meet wider corporate programme timelines will be required, learning the lessons from previous shared services projects.

- **Review of Shared Service Business Plan October 2018 - December 2018**

See above. Given the current status of the shared planning service and its ongoing recruitment of the management team, the service will re-visit this existing service plan upon conclusion of the Phase 2 staff re-structure and appointment of all senior management roles.

- **Workforce Strategy October 2018 – March 2019**

Investing in the delivery and development of a unifying workforce plan to bring together both teams under a single organisation culture.

- **Procurement and Implementation of ICT solution April 2018 – October 2019**

Begin implementation by April 2018. A planned is being developed to implement the system by October 2018. The roll out of new workflows across the service aligned to the enhancement of digital capability is likely to be phased and will follow an evolutionary pathway towards a digital planning application process.

- **Branding April 2018 – March 2019**

With the anticipated increased use of the Greater Cambridge brand throughout the year a number of areas will be addressed to assist in this being a success i.e. review of internal and external facing websites, redesigned templates, stakeholder communications and workshops, use of local and national media.

Planning Service – Business as Usual



The operational objectives have been aligned to the proposed organisational structure to be implemented in phase 1. This provides for Assistant Directors leading Strategy and Delivery and for a centralised Business Development team.

Strategy Outcomes

- Conclusion and adoption of the Statutory Local Plans for both Areas
- Commission the evidence base to inform the Joint Local Plan
- Begin preparations for a new Local Plan with Cambridge City Council to manage a sustainable future growth for the area
- Conclusion of SPD's for new settlements (Waterbeach and Bourn Airfield new settlement) and strategic development sites (Grafton Centre)
- Development of the Joint CIL for Greater Cambridgeshire
- Final Adoption of SPD's "on hold" pending Local Plan adoption plus preparation of a joint SPD for affordable housing and S106
- Progression of the Cambridge Northern Fringe East AAP through to issues and options stage
- Continuing to support Parish Councils and local communities in the preparation of Neighbourhood Plans and village design guides
- Expansion of strategic planning capability to enable greater reach and collaboration on the wider Greater Cambridge geography – reflecting the important strategic work of the service (notably Greater Cambridge Partnership and the Combined Authority)
- The commissioning of the Greater Cambridge green infrastructure framework across the area and development of a spaces and movement SPD for Cambridge
- Transfer of Landbeach Tithe barn on a long term lease to a local community charity
- Reviewing Councils involvement Statement of community involvement/LDS

Business Services

- Achieving targets for performance on all application types



- The gathering and analysis of monitoring data for reporting and informing strategies and improvements to service delivery
- Review and re-alignment around a single service offer to users – consistent with the service vision. This is likely to focus upon internal (processes and delegations) and external (pre-application services and web services) workstreams
- Effective performance, programme and budget management systems to grow the reputation and resilience of the new service and allow effective high-quality management of service outcomes
- A further round of resident and business engagement “roadshows” to build improved relationships with businesses, parishes and Communities across the Shared service area
- Review of systems and processes for discretionary services
- Responsive customer services
- Consistently meeting targets on suite of service performance indicators
- Member protocol scheme of delegation
- Member training
- Phased implementation of a programme to realign processes, services and systems to secure improved customer experience

Delivery Outcomes

- Continuing to determine applications for and secure early implementation on homes and jobs on strategic development sites across the area; including Southern Fringe and Cambridge Biomedical Campus, Wing, Land North of Cherry Hinton, North West Cambridge, Darwin Green, Cambourne West, Waterbeach and Northstowe
- Effective determination of planning applications to deliver new homes/amenities on “high profile” sites such as CB1, Darwin Green and a suite of controversial 5-year land supply sites in villages
- Ensuring the early delivery of homes and jobs and associated infrastructure to support the housing and economic needs of the area
- Supporting economic growth in the area by securing economic growth of the area on appropriate allocated sites across Greater Cambridge
- Supporting Council self-build programme to deliver new homes
- Development of enforcement policy



G. COMMUNICATION AND CONSULTATION

Creation of Greater Cambridge Planning Service

There is a communication plan in place for this project, some of items covered are:

- Staff – Staff will be communicated through the use of briefings, shared intranet, meetings, service newsletters and consultation documents
- Members – The service will report through existing shared service governance arrangements. A Members Steering Group, consisting of the two portfolio holder, director and project manager, is in place and meets monthly for project updates
- Stakeholders – A stakeholder plan is incorporated into the communications plan and identifies stakeholders and the appropriate channel and level of communication required

Planning Service – Business as Usual

The service already operates a feedback process for SCDC decisions and is expecting to review and extend that process through implementation of the new ICT solution. In Spring 2018, the service proposes to carry out multi-site “road shows” targeted at residents to raise awareness and improve openness about the service and its objectives amongst users. Both Services hold bi-annual “agents” forums and SCDC has a quarterly Parish Forum of which 2 each year are focused primarily on planning matters.

Through 2018, the service will continue to reach out to the development community via Local Bodies (Cambridge Ahead, Cambridge Construction Awards) and targeted partnership working with public (County, GCP and CA). Once the full managed team are in place, capacity to extend the dialogue with key landowners/promoter’s developers building upon existing lines of communication will grow. The service is already fully embedded in the area forums at the City and networked with local community bodies such as FeCRA, University, and Cambridge PPF etc.



SECTION TWO – OPERATIONAL PLAN 2018/19

This Section sets out the “Business as Usual” priorities and the activities that Greater Cambridge Planning Service will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined (i.e. Corporate plans, ICT strategy)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Phased implementation of the shared planning service	Corporate priority	See business case	A new Joint planning service for Greater Cambridge	Improved resilience, enhanced capability and potentially lower net cost delivery of a nationally significant growth agenda through the planning process	Implementation Manager



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2	Adoption of Cambridge City/South Cambridgeshire District Local Plans	Corporate plan	Conclusion of consultation and await outcome of Inspectors report – prior to Councils resolutions	An up to date development plan for greater Cambridge Area	Greater control of development and the ability to align infrastructure investment and related funding (CIL etc.) to a single coherent development strategy for the areas. Providing a context for bringing forward new strategic developments including Bourn Airfield, Waterbeach and land North of Cherry Hinton. Less disruptive/speculative development in the area	Caroline Hunt/Sara Saunders
3	Strategic Development programme	Corporate plan/Local Plans	Submission/Determination of planning applications on strategic sites across the Districts	<p>Planning Decisions on key strategic local plan sites</p> <p>Commencement of housing and employment related development on Darwin Green, Wing, Northstowe PH2, Grafton Centre, CBC, West Cambridge</p>	Significant new place making and growth opportunities underpinning delivery of the spatial vision for the Greater Cambridge Area	Assistant Director for Delivery



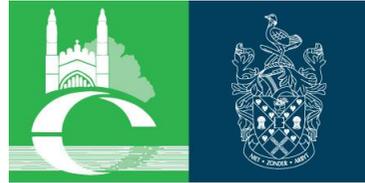
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4	Progression of the CNFE Area Action Plan and suite of SPD and a CIL to underpin managed growth and enhancement of the area	Local Plan	<p>Commissioning of consultants and preparation of Issues and options draft for AAP</p> <p>Adoption of SPD's for strategic growth sites</p> <p>Adoption of spaces and movement SPD</p> <p>Introduction of a CIL for the area</p>	<p>Support for HiF Bid process by AW/CCC</p> <p>Opportunity to secure sustainable growth at scale to support economic and housing needs of the area</p> <p>A clear "vision" for spaces and movement across the City with engaged and progressive debate on City Centre access</p> <p>Implementation of a new infrastructure funding regime providing additional income for infrastructure</p>	<p>Sustainable and managed growth with engaged and activated communities working alongside the Councils/LPA</p> <p>Significant contribution to strategic housing & economic growth</p> <p>Framework for securing high quality development</p> <p>Mechanisms for funding infrastructure delivery</p>	Caroline Hunt/Sara Saunders
5	Workforce Strategy	Corporate Plan	<p>Creation of a microsite to showcase Greater Cambridge Planning Service</p> <p>Review staff development processes - flexible deployments/promotion opportunities to provide agility across service</p>	<p>Fully staffed planning service that meets needs of business and opportunity to sell expertise to external organisations</p>	<p>Recruitment of staff to fill vacancies, reduce turnover and increase customer/staff satisfaction levels.</p> <p>Adopted workforce strategy and clear recruitment offer and appointment process</p>	Business Delivery Manager



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SHARED PLANNING

6	Customer Insight and Engagement	Corporate Plan	Analyse customer feedback and review customer engagement processes. Establish a customer focused approach with the teams through training and development.	Greater insight to customer needs and aspirations. Reduce number of complaints and an increase in service compliments. A service provider that offers value for money.	Enhanced reputation of the Greater Cambridge Shared Planning Service. Increase in staff morale.	Business Delivery Manager
7	Communications Strategy	Corporate Plan	Implement Greater Cambridge branding – incl. emails/letter templates Review how we engage with key stakeholders.	Planning Service has a clear identity associated with a consistent level of quality	Reinforce identify of unified planning service and the areas the service covers	Business Delivery Manager



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SHARED PLANNING

Priority	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
1	<p>(Phased implementation of the shared planning service)</p> <p>Please refer to the approved business case approved July 2017</p>	See Business Case	
2	(Adoption of Cambridge City/South Cambridgeshire District Local Plans)	<ul style="list-style-type: none"> • ITC – GIS/mapping/website update/Server capacity • Monitoring capability • Member, Officers & Stakeholder Training • Impact of Data Protection Regs 	<ul style="list-style-type: none"> • Inspectors Reports • Legal Challenge/Appeals • 5YHLS • Changes to National Planning Policy



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SHARED PLANNING

3	(Strategic Development Programme)	<ul style="list-style-type: none"> • Communications/community engagement • Staff resources/project management • SPDs progress • County Council engagement – Highways and Education • Infrastructure delivery • CA and wider stakeholder engagement 	<ul style="list-style-type: none"> • Regulatory processes • Economic uncertain, housing market, and Delivery rates • Successful recruitment • Quality outputs
4	<p>(Progression of the CNFE Area Action Plan and suite of SPD and a CIL to underpin managed growth and enhancement of the area)</p> <p>Caroline/Sara to update</p>	<ul style="list-style-type: none"> • ITC – File sharing, web platform, CIL Module • HIF Bid & DCO • County Council – transport, waste and minerals plan • Staffing and Project Management • Evidence base, SA/SEA • S106 alignment of processes 	<ul style="list-style-type: none"> • Unsuccessful HIF Bid • Changes to National Planning Policy • Shared corporate compliance • Regulatory processes • Audit, governance and budgetary systems • Quality outputs



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SHARED PLANNING

5	<p>(Workforce Strategy)</p> <ul style="list-style-type: none"> • Establishing a compelling recruitment proposition • Reduced turnover of staff • Effective management of skilled workforce required to meet workloads 	<ul style="list-style-type: none"> • External training resources • Resource to develop training programme • Communications team • Effective performance management & monitoring systems 	<ul style="list-style-type: none"> • Funding to invest into the service – monitor of budgets to identify any underspends/additional fee income that can be reinvested • Lack of staff engagement due to caseloads – reallocation of work to enable officers to addend training courses
6	<p>(Customer Insight and Engagement)</p> <p>Customer satisfaction rating</p>	<ul style="list-style-type: none"> • ICT reporting capabilities • Resources to analyse feedback, identify and deliver enhanced customer care improvements 	<ul style="list-style-type: none"> • ICT capabilities – ensure correct level of funding and resource is available • Staff buy-in - Explaining importance of delivering quality customer service and invest in staff development • Lack of engagement from customers – engage with customers to explain why engagement is important with the planning service as their feedback with drive measures to improve quality of customer care standards • Lack of customer intelligence – ensure surveys are in formats accessible to residents without planning jargon and not time consuming



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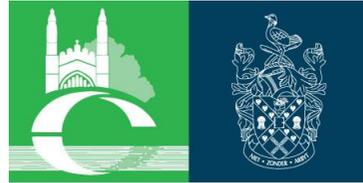
7	<p>(Communications Strategy)</p> <ul style="list-style-type: none"> • Higher attendance at Forums e.g. Agents, Parish Forums • Higher use of pre-applications 	<ul style="list-style-type: none"> • ICT (use of digital media) • Resources – capacity to create and delivery communications strategy 	<ul style="list-style-type: none"> • ICT capabilities – ensure correct level of funding and resource is available • Lack of staff, Member and stakeholder engagement – stakeholder mapping exercise to establish level and detail of communication required
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SECTION 3: 2018/19 SERVICE DEVELOPMENT ACTIVITIES

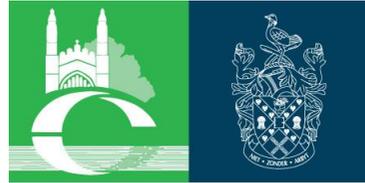
Guidance on completing action plan tables for service improvement work and projects

Development objective	Review of ICT infrastructure	Describe the desired outcome – what will it look like when it has been achieved?	A single, paperless workflow for both LPA to enable the agile processing of planning and related applications from multiple locations	Lead officer	Implementation Manager
Is this a Project? (Yes/ No) and description	Yes – proposal will result in the greater Cambridge Planning Service operating to a single ICT solution and workflow for the processing of planning and related applications				
Business Benefits			How will it be measured?		
Reduction in number of contracts for ICT services (from 2 to 1) consistent with ICT strategy and allowing improved support			Cost of ICT contracts for Planning application processing		
Singular workflow solution providing resilience and greater capacity within support teams – plus capacity to create “super users” within service to optimise system			No of staff trained on future ICT solution. ICT support costs		
Opportunities to consolidate other user systems onto a lower cost corporate platform (depending upon final decision re product)			Corporate costs for “total” ICT solution		
Outputs & products		Resources	Responsible Officer	Target delivery date	
The service will operate to a single supplier with an enhanced paperless workflow for all Planning and related applications		£200 K estimate (subject of capital bid)	Implementation Manager	December 2018	
Key risks		Procurement delays implementation, 3C ICT capacity to implement in 2018/19, Delays on implementation, inadequate user training, poor workflow design, ICT “network” capacity inadequate, Software solution not available			



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Development objective	Phase 2 shared service project implementation	Describe the desired outcome – what will it look like when it has been achieved?	Completion of the new “structure” with appropriate consultation, recruitment and engagement to secure shared service delivery	Lead officer	Implementation Manager
Is this a Project? (Yes/ No) and description	Yes – see business case approved July 2017				
Business Benefits			How will it be measured?		
Greater resilience of planning service with lower staff turnover and maintaining high quality outcomes at lower net cost (see business case 2017)			Performance (see above), Net cost		
Outputs & products	Resources	Responsible Officer		Target delivery date	
A new “shared service” for Greater Cambridge	£280K (from planning fee increases)	Stephen Kelly		December 2018	
Key risks	See business case 2017				



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Development objective	Review and development of shared Planning Enforcement Policy/Strategy	Describe the desired outcome – what will it look like when it has been achieved?	A shared Planning Enforcement Policy and procedures	Lead Officer	Assistant Director of Delivery
Is this a Project? (Yes/ No) and description	Yes – consistent approach to Planning Enforcement across Shared Planning Service				
Business Benefits			How will it be measured?		
<ul style="list-style-type: none"> • Greater resilience of enforcement • Consistent approach to enforcement across Greater Cambridge • Higher quality outcomes • Additional income generated from proceeds of crime • Pro-active monitoring of conditions • Greater transparency on enforcement activity 			<ul style="list-style-type: none"> • Reduced turnover of staff and higher staff morale – staff feedback/survey • Investigations taking less time to process – performance reporting • Improved cost recovery though fines and pursuit of POCA 		
Outputs & products		Resources	Responsible Officer		Target delivery date
<ul style="list-style-type: none"> • Revised processes/ guidance alongside ICT implementation • Increased discretionary income for service to reduce Net cost –promotion of South Cambridgeshire’s drone 		<ul style="list-style-type: none"> • Existing service resource • ICT/Web based services • Financial service, to ensure revised charging is optimised 	Assistant Director of Delivery		March 2019



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Key risks	Staff engagement, requirements demanded from ICT solution, political support for extended charges
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Development objective	Introducing commercial practices	Describe the desired outcome – what will it look like when it has been achieved?	Reduction of the net cost of the service	Leader Officer	Business Development Manager
Is this a Project? (Yes/ No) and description	Project outline – reduce net cost of service by reviewing charging regime for pre-application and planning performance agreements. Promotion and encouragement of the use of the pre-application service, to reduce the amount of “free go” applications – “Get it right first time”. Review of processes to optimise efficient methods of working. Marketing of in house skills, such as urban design advice. Explore other avenues for income generation, example – one off fee paid to have your application checked before submitting – ensuring all of the correct documents, forms are submitted				
Business Benefits			How will it be measured?		
<ul style="list-style-type: none"> • Reduction of net cost of the service • Effective workforce planning – ensuring correct level of perm/temp resources are available to deliver the service and effective use of skills and staff Reduction of cost in determining planning applications • Delivering of majors sites in more timely manner • Increased customer satisfaction • Reduced “failure demand” 			<ul style="list-style-type: none"> • Monitoring against budget • Effective resource management • Improved and consistent performance figures • Customer satisfaction ratings • Increase in “discretionary” income 		
Outputs & products	Resources	Responsible Officer	Target delivery date		
<ul style="list-style-type: none"> • Revised Pre-application/planning performance agreements charging regime • Revised processes/ guidance alongside ICT implementation • Increased discretionary income for service to reduce Net cost • Marketable service/partnership using internal skillsets 	<ul style="list-style-type: none"> • Existing service resource • ICT/Web based services • Financial service, to ensure revised charging is optimised 	Business Development Manager	March 2019		



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SHARED PLANNING

Key risks

Political support for extended charges, economic prosperity and continued service demand in the local development market.



SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

These are currently in development and will form part of the partnership agreement for the service.

National BVPI indicators

Major Applications determined in time

Minor Applications determined within time

Other applications determined within time

Quality of Decision making (Designation criteria)

Combined Housing trajectory (5Years plus)

New/affordable homes completed and permitted

Net cost of service (City/SCDC)

Number of enforcement notices served

% of service costs recovered

% of invalid applications

Number of householder applications with extensions of time



% of staff professionally qualified /working towards a vocationally specific qualification in planning

Customer satisfaction levels

Ratio of applications subject to pre-app approved

Number of pre-apps

% of conservation areas with current area action plan

% of applications received through portal

NB – the suite of PI's by which the SLA for the service is monitored is still under development and is partly dependent upon ICT capability to report. A final schedule will be prepared in due course.