BUSINESS PLAN FOR GREATER CAMBRIDGE SHARED PLANNING SERVICE
2019/20

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APPROVED BY	Status	Date
Steering Group	Draft	04/01/2019
Management Board		
Joint Leaders and CEX Group	1.3	12/02019
Cambridge City Council [*Executive Councillor and Scrutiny Committee*]		
South Cambridgeshire District Council Cabinet		

Reporting timetable
Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in *March 2019* as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.

Version	Date
Version 1.4	21/02/2019

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Shared Planning Service for 2019/20. It describes how the service is progressing towards implementation of the Business Plan agreed in 2015 and subsequently in 2017 together with the planned outputs for 2019/20.

Based upon the work to date, the service is seeking to realise the following objectives:

➢ To create and deliver and effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees and policy making 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

B. DESCRIPTION OF THE SERVICE

The Greater Cambridge Shared Planning Service is the "Local Planning Authority" for the areas of SCDC and Cambridge City Council. It therefore has a number of statutory roles to perform on behalf of the two Councils, and in addition undertakes a number of "discretionary" activities that complement the delivery of corporate and strategic planning objectives:

Statutory Services
Determination of Planning and related applications as the District Level Local Planning Authority
Responsibility for the preparation, monitoring and review of local "development plans" for the area
Overseeing the delivery of Neighbourhood Plans
Designation of Conservation Areas
Responding to Land Charges requests/searches

Non-Statutory Activities
Enforcement of planning regulations
Provision of specialist advice on planning and related applications
Preparation of "non-statutory" planning documents
Strategic Spatial Planning
Economic Development

To deliver these services, during 2018 the service implemented a new management structure. THIs comprises two service centred teams (led by an Assistant Director) and a central support/enabling team to assist the Senior management team in managing the efficient operation of the "business." During the implementation phase of the project, the service is also being supported by a discrete implementation capability. The management structure within each of the teams is attached as Appendix 1.

The service although statutory is able to charge fees (set nationally) for planning and related applications and for land charge searches. It also levies a range of discretionary charges for pre-application advice and to support in policy development (see below).

C. FINANCIAL OVERVIEW

The following information illustrates the budget position for Planning.

Budget category	2017-18 SCDC	2017-18 CCC	2017-18 Combined (SCDC & CCC)	2018-19 Combined (SCDC & CCC)	2019-20 Combined (SCDC & CCC)	2020-21 Combined (SCDC & CCC)	2021-22 Combined (SCDC & CCC)
Budget Expenditure (Gross)	5,762,720	5,543,000	11,305,720	8,551,180	8,154,180	8,038,811	7,888,811
Budget Income	(2,918,980)	(3,578,650)	(6,497,630)	(4,350,070)	(4,620,123)	(3,805,000)	(3,805,000)
Budget Total (Net)	2,843,740	1,964,350	4,808,090	4,201,110	3,534,057	4,233,811	4,083,811
Actual Expenditure (Gross)	6,035,443	5,111,661	11,147,104	Not Available	Not Available	0	0
Actual Income	(3,422,509)	(2,849,863)	(6,272,372)	Not Available	Not Available	0	0
Actual Total (Net)	2,612,934	2,261,798	4,874,732	See Note c) below	Not Available	0	0

Notes

a) Outturn 2017/18 for SCDC and CCC includes budgeted and actual recharges, which were recovered through fee income. For the 2018/19 combined budgets and future forecasts overheads are not factored in as the authorities are reviewing how these appropriately feed into the shared services and they will be incorporated in future business case revisions.
b) 2018-19 Budget Expenditure & Income figures include CCC shared budgets received at the start of 2018-19 financial year.
c) Exact 'Actual Expenditure (Gross)' & 'Actual Income' figures are not known at this point. However the latest projected outturn, at Quarter 3 reported a circa £1m net underspend in the service.
d) 2019-20 Budget Expenditure & Income include the combined budgets of the shared service for SCDC and CCC.
e) Recharges are excluded from the figures. The principles and basis of the recharges is currently work in progress and needs developing.

Review of Budget 2018/19

The City Council service budget has experienced significant pressure as a result of falls in planning application income. Through the year, alongside vacancies, the service has sought to re-align costs including staffing where appropriate to reflect the re-deployment of some senior officers onto SCDC project such as the Wellcome Planning application and adjacent appeal. This reassignment is not on its own however expected to be enough to offset the loss of fee income.

SCDC has at the same time experienced a significant increase in fee income (above budget) – arising from a greater number of speculative applications, a reduction in planning appeals (and contingency costs assumed) and a number of "unscheduled" significant planning applications. Pre-application income has also increased above budget.

The net effect of the above; that the service appears to be operating within its budget therefore masks actual deviations from each Council budget position.

Future Years Budget

For 19/20 the service is proposing to operate a single budget, with costs and income split by reference to a "Memorandum of Understanding" – to ensure that the assignment of costs and income is both transparent and related to the proportion of work performed for the two Councils.

Given the uncertainty of Brexit (which is expected to suppress growth) and consequential impacts on developer confidence, there is a risk of a reduction in forecast fee income during the year ahead. Contingency modelling has been undertaken to allow the service to understand the potential range of such impacts and to help inform

consequential adjustments that may be required to the costs within the service. Given the significant vacancy levels carried at the present time, officers consider that there is sufficient scope to manage this potential impact through the year within the service.

A larger budget re-alignment exercise will also be taking place through 2019/20 (reflecting the indicative figures for 2020/21 onwards in the table above). This adjustment will also be accompanied by a project (see below) looking at inter authority re-charges. Future year budgets do nevertheless seek to reflect improvements to "cost recovery" in line with the original (2017) business plan objectives and the benefits from the services integration and business process re-design which are expected to allow improved productivity amongst staff.

Cost share

The cost share between SCDC and CCC is proposed to be addressed through a Memorandum of Understanding (MoU). Feedback from the Member steering group and the Corporate management team has supported a more sophisticated approach to cost assignment than is deployed in other services – which operate to a common service model and more stable set of income/costs across the area. The MoU will assign the cost of the staff, projects and respective income and charges to the appropriate Council on a fair and transparent basis. In addition, given the unpredictability and potential spatial distribution of income and applications, the MoU will provide for a means to address the probable differences in income/cost that will arise – to enable the service to make the best use of "income" and resources in line with the strategic objective of improved resilience of the shared service.

Inter Authority recharges

Support service and other internal costs ("recharges") are not being used for the purposes of comparative costs in this business case. In common with other shared services, partner authorities apply a range of recharges across their services. Existing budgets (carried to 2019/20) apply these across the shared planning service on the basis of historical patterns. During 2019/20, the concepts and cost apportionment is expected to be reviewed for the Planning Service as part of a pan-authority project to ensure that the appropriate costs and recharges are applied to each shared service, and that the impact of residual and irrecoverable recharges in non-lead authorities is mitigated in time for 2020/21.

Financial objectives

The three-year budget proposed above reflects the changes being undertaken within the service – to increase cost recovery (and income) and to manage staff costs and improve the relationship between cost of service and charges – as well as improved efficiency of the systems and workflows that should allow greater productivity once the ICT solution is fully embedded. The service also expects to be able to service its policy development needs more effectively from within to reduce the external spend upon consultancy. This is shown as a cost reduction rather than an increase in income.

D. STAFFING OVERVIEW

Since spring 2018, all staff within the Service are employed by SCDC. The phase 2 service re-structure is pending but formal consultation (to start in February 2019) including consultation on potential further TUPE transfers has the potential to increase workforce numbers slightly. There were a total of 139 posts within the "original" pre 2018 planning departments structures of the two Councils. The service nevertheless has a significant level of vacancies (28 vacancies based upon the historical structure) accounting for a forecast underspend of (£1,063,005) in 2018//19 of the staff budget.

Through 2018, the service alongside SCDC HR team have undertaken a wide-ranging review of the services "offer" which has led to the introduction of a range of measures designed to respond to the acute national shortage of qualified and experiences planners. These measures have included:

- A review of the recruitment process including the capacity to apply via CV
- Attendance at national conferences to promote Greater Cambridge Planning Service opportunities
- Engagement with Universities offering planning courses
- Provision of graduate "work experience" sessions
- A benchmarking of salary levels across the East of England and London
- Introduction of a staff "finders reward" where planning officers are successfully recruited to the organisation by existing staff
- Payment of a professional fee subscription
- Introduction of a "Golden Hello" payment for specific posts
- Payment of a 15% Market Factor Supplement for hard to recruit roles
- Registration of the service with the Home office to allow for overseas appointments to be sponsored
- Negotiation of a travel discount for staff on Greater Anglia trains
- Investment in professional qualification via post graduate study for "unqualified" graduate staff
- One of the UK apprentice pathfinder authorities for planning

Employee Working patterns

The table below details the number of current staff employed in the service and the breakdown male to female and full/part time. The sharp rise in staff numbers in 2018 reflects the transfer via TUPE of a number of City staff to SCDC:

	Total employees	Total part time employees	Male part time employees	Percentage Male	Female part time employees	Percentage female
2014	51	5	0	0%	5	100%
2015	51	6	2[1]	33%	4	67%
2016	51	2	0	0%	2	100%
2017	53	3	0	0%	3	100%
2018	92	19	1	5%	18	95%

There has been a significant increase in the number of part time employees, which has changed from being 10% of the workforce in 2014, to 21% of the workforce by 2018. It is also noticeable that the clear majority of employees who do work part time are female, and this has consistently been the case for the last five years. This impacts upon the male/female average earnings data below.

Gender Profile
The gender profile of the role has shifted slightly over the last five years, to be more weighted towards females. In 2018 there were 56 female employees, but this only equated to 48.86 FTE. In comparison, there were 35 male employees, but they equated to 34.59 FTE

Despite there being significantly more females in the department, in 2018 the average salary of female employees was £8,326.57 lower than the average salary for males. There are several factors for this, but the most significant factor is that there are far more women working part time within the department than men.

Of the 21 management roles identified within the department, 13 (62%) are currently held by women, and the other 8 (38%) are held by men. 5 of the female managers work part time, whereas only one of the male managers works part time. The average salaries of the managers are shown in the table below:

	Average FTE manager level salary	Average actual salary
Male	£ 51,574.63	£ 49,405.40
Female	£ 44,976.77	£ 41,081.32

It is to be noted that the management team grades are wide, and with the limited number of employees in the sample, variances at this level are magnified. The make up of male and female officers in more senior roles in the service (based upon the current workforce) is as follows:

Role title	Grade	Female	Male
Principal Planning Officer			
Business Excellence Manager			
Principal Planning Policy Officer	Grade 6/ City band 6	8	9
Senior Planner			
Corporate Business Processing Manager			
Senior Sustainability Officer (Design)			
Team Leader			
S.106 Officer	Grade 7/ City band 7	3	6
Principal Planner			
Urban Extensions Project Officer			

Planning Policy Manager	Grade 8	4	0
Delivery Manager			
Head of Implementation			
Head of New Communities	Grade 9	1	0
Assistant Director - Delivery	Grade 10	1	1
Asst. Director - Strategy & Economy			
Joint Director of Plg & Econ Dev	Executive Director	0	1

Ethnicity Profile

The ethnicity profile of the department on the 1st September 2018 is shows 89% of the department identify at white, and 4.4% did not provide an ethnicity, meaning only 6.6% identified themselves as being from an ethnic minority. An estimate for the 2017 local demographic suggested that within South Cambridgeshire 93.3% of residents identified as white, and within Cambridgeshire (including Cambridge City) 92.6% of residents identified as white.

Age Profile

	Average age of all employees	Average age of men	Average age of women	Difference (men - women)
2014	47.04	47.77	46.48	1.29
2015	46.9	46.71	47.07	-0.36
2016	43.35	44.33	42.66	1.67
2017	43.98	44.82	43.39	1.43
2018	43.63	43.2	43.91	-0.71
Difference	-3.41	-4.57	-2.57	-2

Overall the average age of the workforce has decreased over the five-year period, with the average age of men decreasing by 2 years more than the average age of women. However, the average ages remain similar between the two genders.

The youngest female employee in 2014 was 27, and the oldest was 63. The youngest male employee was 32 and the oldest was 66. The youngest female employee in 2018 is 21 and the oldest is 61. The youngest male employee is 24 and the oldest is 66.

Disability

	Total employees	No. employees with a declared disability	Percentage of employees with a declared disability
2014	51	2	4%
2015	51	2	4%
2016	51	2	4%
2017	53	2	4%
2018	92	5	5%

According to Scope the percentage of working-aged adults in the UK with a disability is 19%. However, the number of disabled employees within GCSPS over the last five years has remained consistently under 5%. It is worth noting that the Council data captures only to those employees who have specifically declared that they have a disability and it is possible that other employees have a disability but have chosen not to declare it.

Conclusions

The data on staff within the service is a snapshot of the current position. It is important to note that further change and a re-structure of the service through the forthcoming consultation may change the status of the service having regard to the above measures. The continued national shortages of experienced qualified staff and acute competition for staff with the experience that the greater Cambridge Planning Service offers means that further investment and development of the staffing strategy is required through 2019/20. This will include the development (including through the measures proposed in the round 2 shared service implementation) of a cogent and funded career pathway (from apprentice through to manager) and a clear plan for succession planning.

What the data to date does identify however is:

➢ Trends towards a younger workforce
➢ Trend towards part time working
➢ A balance of male/female staffing but an ongoing gender pay gap significantly influenced by the greater levels of part time working amongst females
➢ A reasonable balance of male/female managers across the service currently
➢ Limited number of staff who are disabled – below the national average – but with notes about the reliability and quality of data
➢ A representative workforce based upon ethnicity

Staff Feedback

Through 2018, the SPS has undertaken a number of staff engagement and briefing events, designed to engage with and seek feedback from the workforce on matters of broad concern and associated with the shared service. These sessions have sought to capture all staff and all grades – including some dedicated work with managers in late summer following the recruitment of the management team.

In addition and following concerns by managers and staff around recruitment and retention, a dedicated project looking at benchmark salary's for staff and recruitment and retention issues was undertaken for the service by the HR team. The results of this work have also been fed back to staff.

A summary of the findings from these exercises has indicated the following:

➢ There is a national shortage of experienced planners
➢ SCDC's job title naming convention is not aligned with the naming convention used in local government nationally. This creates a mismatch of expectation at each grade of expected outcomes as compared to what is obtainable nationally. E.g. Team leaders are known as principal planners nationally, senior planners are equivalent to roles described as principal planners at SCDC.
➢ Majority of employers have a career graded structure to support the development of talent in response to the national shortage of planners
➢ Recruitment into entry roles has been successful generally because of the competitive salary offer.
➢ Exit interviews list a variety of reasons for leaving the council which includes career progression, family pull, relocation and private sector salary.

During January 2019, the service held a number of engagement events as a precursor to the formal consultation on the shape of the service. Feedback from staff focused upon a number of areas:

➢ An exploration of the geographical extent and number of area teams for DM
➢ Questions about the office locations and use by different teams
➢ Recruitment and retention and ongoing concerns around addressing vacancies
➢ Career progression and advancement
➢ Role profiles and the details within
➢ Wellbeing and Support
➢ Training and Development opportunities
➢ Service area specific feedback

Future staff engagement

As the service moves towards full integration and a more "business-like" operating model, the Management team have identified a number of areas for further work/investment related to the staffing of the service:

➢ The need to invest in building a single team ethic across multiple sites.
➢ The need to use evidence of levels of staffing against benchmarks for delivery elsewhere (to demonstrate value for money)
➢ The need to enable/deploy staff to work flexibly and from remote locations – having regard to recruitment, likely future working patterns and to realise the business benefits of ICT investment (including Council anywhere)
➢ Given difficulties in attracting senior/experienced staff to the area and the strong feedback from staff seeking opportunities to develop in their roles, there is a need to invest in and develop an inclusive, accessible and effective programme and pipeline/pathway for developing and retaining staff – especially in hard to reach areas of recruitment.
➢ The service will need to invest in securing and developing specialist skills associated with effective programme management and business processes that underpin the operation of a "commissioned" service operating to an explicit MoU
➢ The continued need to promote opportunities for female members of staff to progress within the organisation to higher salary levels
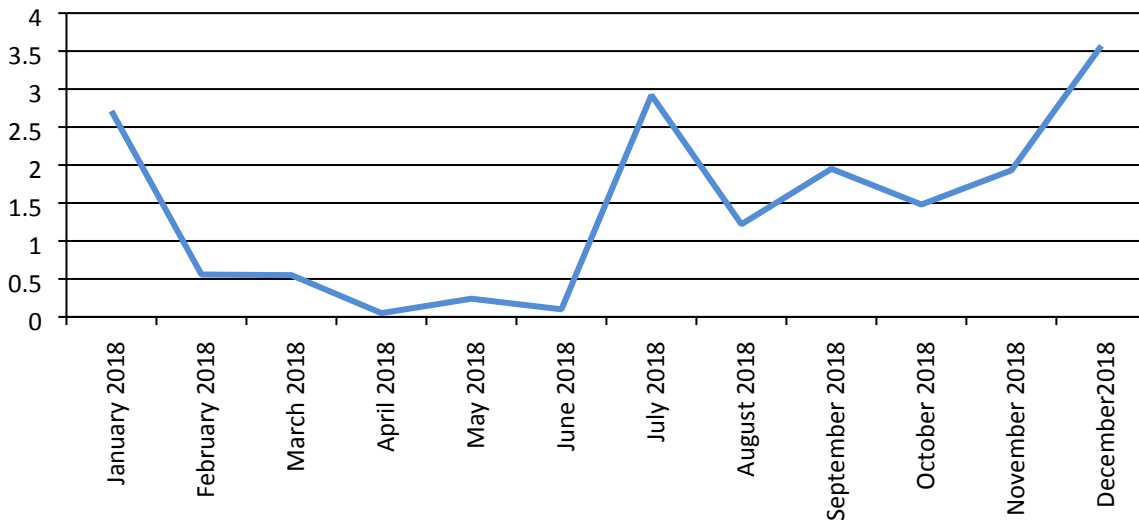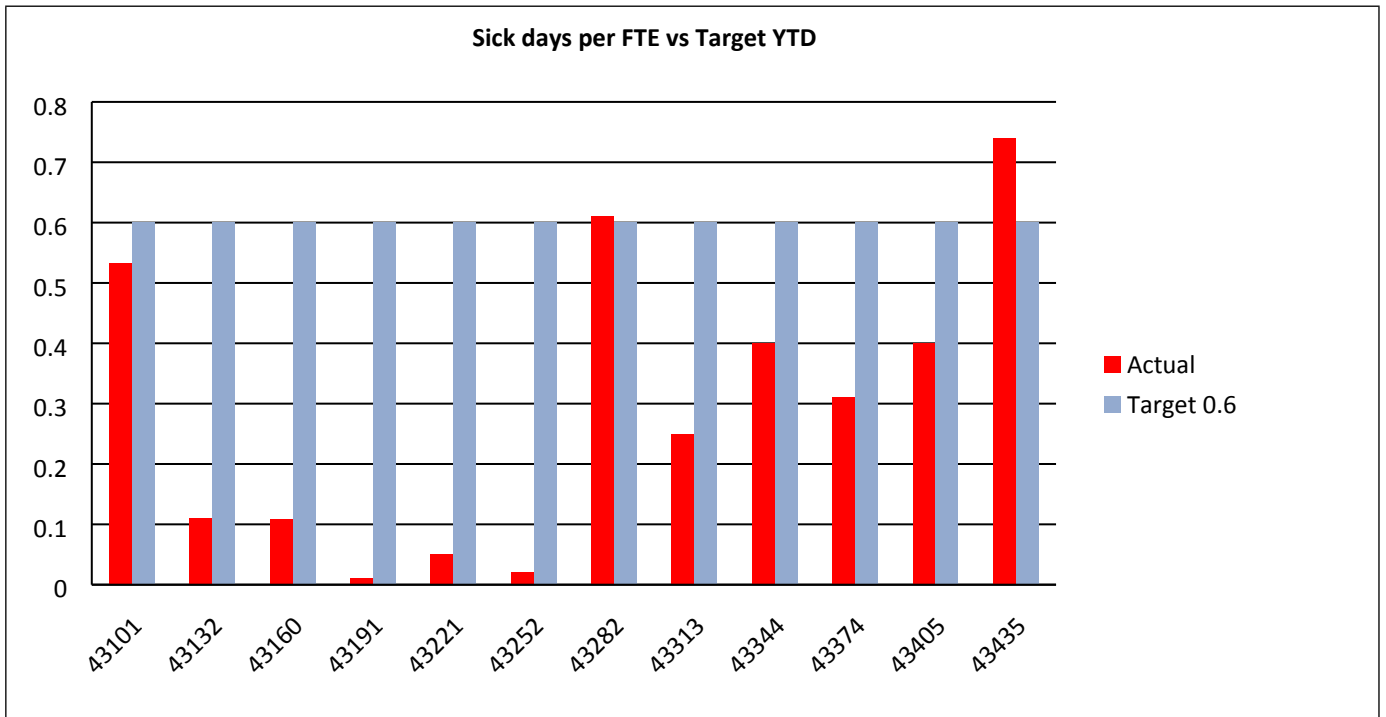
Sickness

The service has over the years has recorded a relatively low sickness absence rate and experiences more short term absence rather than long term.

Short Term vs Long Term Absence YTD (days)

Absence trend YTD (%)
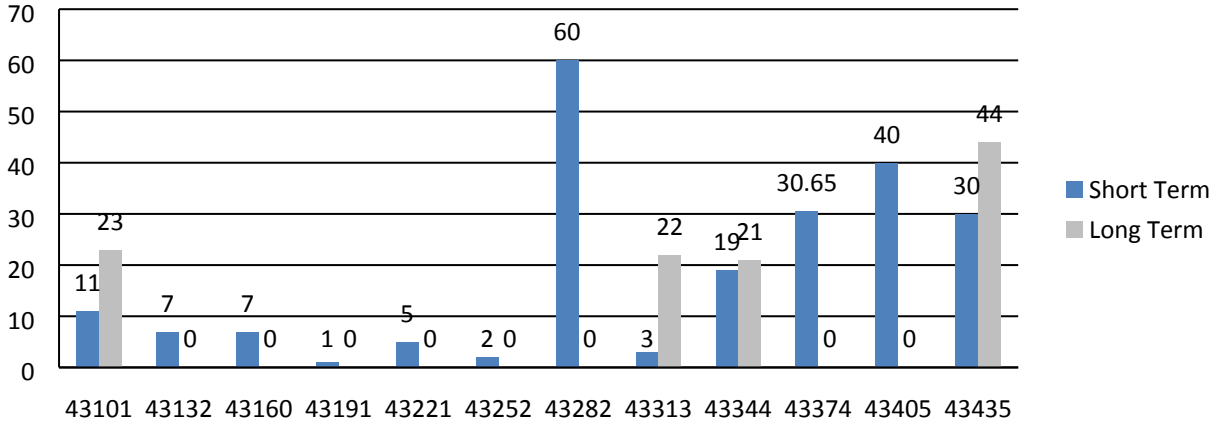
Sick days per FTE vs Target YTD

The spike in exceeding the corporate target in December 2018 is as a result of 2 long term absence recorded in the service. HR has continued to support the service in managing its absence rate.

E. LOOKING BACK

The service has made considerable progress on the two core threads of work in the 2018 plan; progressing the implementation of the shared service project and, the delivery of a number of team specific operational outcomes.

Shared Service Delivery
Following the implementation of phase 1 of the shared planning service in 2018, the service has now entered the second phase of the programme which includes the substantial roll out of structures and integrated working, alongside a new ICT system later in 2019. Progress against the project plan through 2018 has included:

TUPE of all staff to a single (SCDC employer) in April 2018
This was completed successfully on 1 April 2018

Implementation of the SPS Management Structure
The structure was agreed and recruitment of 2 Assistant Directors undertaken in early summer with assimilation of existing managers concluded by July 2018

Procurement and programmed Implementation of ICT solution
The ICT project is on track to deliver a new integrated digital solution in line with the programme timetable (summer 2019)

Engagement and design of new staff structure
The new Management team have spent considerable time progressing the design of the new service including significant round of staff engagement in Winter 2018. Formal consultation is envisaged from March 2019 (subject to Board approval).

Some areas of the project continue to be advanced and have been impacted by capacity within the team (and the impact of other operational work programmes). These include:

Accommodation Review – March 2018 – August 2018
Staff engagement has sought to identify the working issues with the two office bases. Whilst staff in both offices regularly interact virtually and physically with each office, the practical and ICT implications of 2 site working are still being worked through. The accommodation review has seen a re-organisation of office space in Cambourne and Guildhall to introduce "hot desks" but further work in 2019 will be required alongside ICT and communications investment.

Review of Shared Service Business Plan October 2018 - December 2018
This piece of work is ongoing as part of the design of the new shared service. The Service did participate in the processes associated with budget review in the City Council and is undertaking an ongoing "re-design" as par to the development of the proposals for phase 2. A programme milestone plan (Appendix 2) with 5 workstream threads has also been prepared to help communicate and manage the programme implementation.

Workforce Strategy October 2018 – March 2019
Significant work has been undertaken through 2018 to both understand the "competitiveness of the Council's recruitment offer, and to seek to respond to feedback about the Councils processes for recruitment, including enhancement to the "Package" available to existing and future staff. The service has also invested in improved guides and increased its promotion activities nationally to include conferences and Universities. The Ph 2 service design will also be responding to feedback with a career grade and simplified posts allowing greater agility within the service to deploy and develop staff.

Branding April 2018 – March 2019
This thread of work has been impacted by limited resource. In response the service has secured from Feb 2019, additional seconded capability to allow for the development of this thread alongside corporate discussions about the role and "brand" for 2 way and 3-way shared services.

Operational outcomes
The previous year's business plan included a number of deliver objectives based upon the emerging Delivery, Business Management and Strategy and Economy Teams. The majority of these have been successfully progressed including**:**

Strategy and Economy

  ➢ Local Plans adopted for Cambridge City Council and South Cambridgeshire District Councils
  ➢ North East Cambridge AAP commenced and issues and options consultation undertaken
  ➢ SPD for Mitchams Corner, Grafton Centre
  ➢ Input into Non-Statutory Spatial Framework, CPIER, Local Transport Plan and Local Industrial Strategy
  ➢ Response to consultation on the NPPF review
  ➢ Adoption of Waterbeach Newtown SPD
  ➢ Commencement of work on Bourn Airfield SPD
  ➢ Responses to consultation on E-W Rail, Oxford – Cambridge Expressway, National Infrastructure Commission (CaMKox)
  ➢ Support for Joint Greater Cambridge Housing Strategy
  ➢ Approval for Adoption of Great Abingdon Neighbourhood Plan

➢ Commission of Cambridge City Spaces and Movement SPD
➢ Collaborative development with Parish Councils of 8 Village Design Statements
➢ Celebration Event for 50th Anniversary of Cambridge Central Conservation Area

Business Services

➢ Providing monitoring and management and officer support to the shared planning service implementation
➢ Redesigning customer complaint monitoring to improve response times and GDPR compliance
➢ Supporting the service to achieve targets for performance on all application types
➢ Supporting Member training and briefings and the preparation of material to allow for the promotion of the Shared service recruitment offer.

Delivery Outcomes

➢ Processing and determination of planning application decisions within national performance thresholds .
➢ Supporting the progression of strategic planning applications on 12 strategic sites to meet housing trajectory and Local Plan objectives
➢ Enabling business expansion and growth at locations across the Districts including CB1, Mel born Business Park, Cambridge and St Johns Science Park and Babraham research Campus.
➢ Investigation of 900 alleged breaches of planning control by the 2 planning enforcement teams and 4 successful prosecutions in SCDC securing £84,008 in fines. 41 enforcement notices were served and 2 High Court Injunctions were successfully obtained.

F. LOOKING FORWARD

The Shared Services Business Plan 2018 includes a number of workstreams that need to be carried forward into 2019. Given the existing delivery challenges and as the service transitions through to implement phase 2 of the shared service programme, there are four cross cutting priorities that will require the input of the entire service through 2019 and beyond:

    a)   The continued commitment towards implementing the integrated shared planning service

Staff are now impatient to see the shared service implementation concluded. Formal consultation will take place in 2018/19 but will not conclude until Q1 2019/20. The program contains 5 workstreams (see appendix 2) with nominated lead officers and funding to deliver. Key milestones include the ICT implementation that will allow applications in both Council areas to be processed through a single system and workflow, the implementation of the new service structure and roles and the conclusion of the MoU to provide a single operating framework to aid clarity and transparency on cost and change processes. The service has secured additional seconded resources to help build a one team customer centric culture and a clearly understood identity for the service within the two Councils and into the community.

    b)   The recruitment and retention of staff with the right skills to meet the demands facing the service

The shared service has consistently faced difficulties in recruiting and retaining staff. In 2018/19, the service has experienced significant numbers of vacancies in key areas. This has compounded pressure on existing staff and led to some staff experiencing stress or poor health. The market demand for planning and related skills exceeds the supply of labour. The significant and challenging workloads of the team (over 15 strategic projects and 5000 planning applications) put pressure on the team. Developers willingness to fund additional posts through Pre-app charges cannot be fulfilled because the service is unable to fill vacant roles. Hard to recruit areas include principle planning roles in development management, urban design and conservation and ensuring a stable stock of capable more junior planners.

Through 2018 the HR team and managers have gathered a significant amount of information on the current offer and its competitiveness. The service has recognised the need to adapt its recruitment and retention processes and noted the trend towards more flexible working. Morale within the service and the impact of a transition to a shared service needs to be improved with an active staff engagement and team building programme. Recognising the impact of high house prices on affordability, the service will need to implement programmes to grow and nurture talent. The process for supporting and developing staff within the service also needs to improve so that we can build a reputation as an "employer of choice" with extraordinary professional opportunities alongside being a great place to work and develop.

c) More effective systems for budget and performance management

The service currently relies upon two separate accounting systems and performance management regimes (via the separate ICT planning solutions). This has made dynamic and timely data capture difficult and impacted upon mangers ability to manage performance and costs effectively. The challenges facing finding across both Councils require more effective systems and controls to manage a multi-million pound budget, invested in a significant and business critical staff resource. Through 2019 and beyond, the service will be introducing tighter cost and time recording systems across the service to improve "cost recovery" and the management of available staff resources – to help avoid the accidental "over programming" of finite staff resource and provide members with clear information about the services capability and capacities to assist work and project planning and delivery.

d) Continued development and maintenance of partnerships with public agencies and delivery bodies

The shared service operates in a complex landscape for planning and strategic growth. The new management team has spent considerable time through 2018 working with public and private sector partners to try and facilitate delivery of the planning objectives for the service. The governments focus on the CaMKoX arc and the emerging programme of the Combined Authority, alongside the work of GCP means that the need for developing partnerships with other agencies to deliver the Council's objectives will continue to grow. This will require increased clarity on the areas strategic objectives – to allow these to inform the programmes of partners. Significant engagement and work by the service with Members and Senior officers (and communities) is expected to be required to affirm these objectives and help all staff involved in delivery to translate these objectives into their work outputs.

As a result of Brexit and a slackening economy, a growing area of work will be the requirement for more overt participation in economic development related initiatives on behalf of SCDC. Subject to the outcome of the ongoing management review within SCDC, work to deliver this aspiration within an explicit budget provision will form a part of the phase 2 service implementation.

Service specific outcomes

In addition to support for the above, each of the teams within the service will be responsible for the delivery of the range of outcomes listed below. These reflect the ongoing programmes of work to develop the service and to achieve the outcomes set out in the respective corporate plans for the two Councils. A detailed work plan for the service, based upon these headlines, will be used by the management team to monitor delivery.

Strategy and Economy

- Local Plan issues and options consultation
- Cambridge North AAP Preferred option consultation
- Prepare and deliver an Economic Growth strategy to be delivered through a dedicated team (SCDC)
- Adoption of Spaces and Movement SPD
- Progress the Council agenda "towards zero carbon"
- Review Green Infrastructure evidence base and explore development of a natural capital framework
- Establishment of new cost aware working practices for consultancy and policy teams

➢ Review the case for CIL and prepare S106 supplementary guidance
➢ Preparation of Housing SPD
➢ Adoption of Biodiversity SPD
➢ Preparation of sustainable design and construction SPD
➢ Continue to support Neighbourhood planning
➢ Influence and shape the strategies of strategic partners to ensure the efficient and effective realization of the two Council's objectives through public and private sector investment.

Business Development

➢ Develop a single service budget and oversee completion and operation of shared service MoU
➢ Develop and implement a new centralized recruitment and retention programme to include a staff training/development programme
➢ Oversee and enable the delivery of the Council Anywhere project to make the most effective use of officers and premises and to allow improved customer contact and responsiveness.
➢ Review and coordinate service wide procurement
➢ Implement improved customer/user engagement information and media including promoting improved understanding of the planning process
➢ Coordinate delivery of a member development programme and the review of the Cttee protocols in SCDC and CCC
➢ Deliver a single, integrated customer complaint and resolution offer
➢ Provide a dedicated business support officer to assist businesses engage more effectively with the planning service

Delivery

➢ Progress the determination of major site strategic planning applications for:
  Waterbeach
  Bourn Airfield
  West Cambridge
  Darwin Green
  Wing
  Land North of Cherry Hinton
  Northstowe Phase 2
  Camborne West
➢ Review pre-application and post application advice and project management capability within the service and introduce new fee schedule and service offer to improve cost recovery
➢ Support the City Council Housing Investment Partnership.
➢ Operate a digital "paper free" application process to meet all statutory decision timeframes
➢ Create a new, service wide, planning enforcement policy for consultation and adoption
➢ Alongside Planning Committee's review existing schemes of delegation to ensure that it is transparent, fit for purpose and makes efficient use of the officer resources.

Risks and Threats:

Risk description	Risk mitigation
Timely delivery of Strategic Transport and other Infrastructure supporting growth	- Effective partnership working on GCP/CPCA schemes providing planning input in a timely way to support delivery of high-quality projects on time and on budget. - Effective input to LTP and major transport schemes at all stages of the planning and implementation process. - Securing financial contributions to strategic infrastructure through S106 contributions. - Effective programme management between schemes and infrastructure delivery.
Inadequate provision for Gypsy and Travellers and those not meeting new definition leads to significant unauthorised occupation of sites.	- The Local Plan Inspectors concluded that this is an issue to be addressed through the early Local Plan review. The Local Plan for adoption will provide the statutory basis for decision making pending the consideration through the Local Plan review. - Provision to draw down resources to address enforcement service requirements.
Proposed shared service arrangements and other change projects impact upon service delivery through a reduction in service focused capacity.	- Effective communication strategy. - Secondments and promotion opportunities. - Effective recruitment practices with interim support as required. - Project management arrangements and new joint management team in place. - Organisational Development Strategy as part of wider corporate work streams. - Further work being done on recruitment practices/processes - Shared Service Board established.
Recruitment and Retention of appropriate skills to ensure delivery of corporate and service priorities.	- Continued funded programme of professional development and corporate investment to retain staff. - Regular review of resourcing at management team.

	• Development of competency matrix and career grade progression scheme with HR to support career progression. • Market supplement for hard to recruit posts in place. • Service wide recruitment and retention project with HR and corporate task group to explore further improvements to recruitment "offer". • Discussions to be held with staff, agencies and planning consultancies to improve recruitment strategy.
National Planning Policy Changes impacting effective planning of the area.	• Joined up approach between Planning and Housing teams to prepare for housing reforms including senior member briefings, discussions with RP's. • Identify opportunities for engagement with Planning Advisory Service (PAS) and CLG and subscriptions to TCPA and RTPI professional and practitioner networks on emerging planning threads to help service to anticipate change effectively. • Working with CA and through Policy planners network on Non-Statutory Spatial Plan to help shape future
Securing and retaining sufficient capacity and expertise to maintain delivery of Growth Sites	• Programme management resources to be put in place. • Pre-app scheme to be updated and more PPAs secured to enable greater resource flexibility. • Major Sites board set up.
Ensuring planned growth is supported by strategic plans and accompanying infrastructure investment.	• Support GCP delivery programme to unlock planned growth • Engage with the Combined Authority and influence effectively the preparation of the non-statutory spatial plan, local transport plan and local industrial strategy. • Engage with the Network Rail and transport agencies on the Cambridge-Milton Keynes-Oxford-Arc. • Engage partners/agencies within sub region including LA's, LSCC, NIC etc.

Failure to meet Housing delivery test leading to unplanned development and inadequate housing to meet local need.	• Develop effective systems within SPS to enable timely delivery of implementing planning decisions (e.g. high quality sustainable development).
	• Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR).
	• Tracking of outline planning permissions through to implementation.
	• Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff.
	• Neighbourhood Planning Toolkit to enable parishes to shape and develop local housing and design polices reflecting local circumstances.
	• Ensure joint Local Plan services joint housing trajectory with Cambridge and agree with PINs method of 5 year supply calculation.
	• Tracking of delivery against Housing Delivery test.

G. COMMUNICATION AND ENGAGEMENT

Growing out from the two Councils, the service does not currently have a unified marketing or engagement plan that can be used to provide a single, coherent narrative. Instead, the service supports delivery of the corporate plan objectives for SCDC and the City Council as set out (and consulted upon) annually.

To support its service development, the shared service will be undertaking further insight work into our users, and our workforce through:

➤ Participating in and leading formal and informal training events for staff and professionals, members, parishes and associated amenity bodies and the development community
➤ Preparing new material to underpin service promotion for recruitment and place recognition
➤ Having an active presence in social media platforms including Linked in and You tube
➤ Encouraging staff chat groups through snapchat to help build a one team culture
➤ Presenting and contributing to "thought leadership" on planning and growth matters through conference attendance and media briefings
➤ Presenting the work of the service to CMT/SMT in the respective Councils
➤ Developing a single brand presence through new business cards, email address and promotional materials

Through the Business Plan and the organisational design/re-structure the service is also seeking to recognise and invest in improving user feedback and responsiveness – including managing the challenges of a flexible, increasingly part time and dispersed workforce and the rising expectations from customers for service delivery on line and in the field. This will require careful configuration of the ICT as well as a mobile enabled workforce using Council anywhere and mobile telephones to effect delivery from anywhere.

SECTION 2: OPERATIONAL PLAN 2019/20

SECTION 2A: BUSINESS PLAN PROJECTS

	Priorities for the service	State where these priorities are outlined *(Corporate plans, strategies)*	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Implement Phase 2 of shared planning service		Delivery of the shared planning service programme (Appendix 2)	Single, integrated planning service with consistent service offer delivered across Greater Cambridge Geography	More efficient use of professional resources Retention of staff Increased customer satisfaction Quality decision making securing high quality development
2	Planning software upgraded to allow area wide paper free processing alongside Council anywhere programme roll out.		Workflow and business process redesign Mobile communications roll out to frontline/operational staff Data and GIS migration and alignment across both Councils Implementation of new Enterprise software	Enhanced and robust processes are in place for planning applications Ability to improve "self-service" through better case "tracking" Digital first allows agile/remote and flexible working Improved management information to ensure effective performance and output management	Planning service makes better use of officer resource Fewer handling "errors" in application process Customers/interested parties are better informed and able to see progress of proposals for themselves. Improved performance management of the service and its outcomes

3	Review advice services		Redesign and redefine service paid service offer at pre and post application stages Improved customer feedback process Dedicated staff resource focused on administering delivery User engagement on priorities for service Introduction of more effective time and cost recording systems for staff	Improved quality and effectiveness of advice services Reduced cost of service provision to the Council Better use of scarce officer resources More effective and targeted advice services	Meeting customer needs with the right service offer The cost of providing the service by the Council reduces Better advice and support to applicants reduces risk of unacceptable/inappropriate proposals being submitted.
4	Budget and cost of service review		Review and identify full cost of each staff member to Council Develop a system to record and reliably capture staff time spent on projects Ensure ridged application of time recording system amongst officers (phased rollout) Revise discretionary charges schedule to reflect findings above	Accurate data on cost of delivery to assist budget planning and cost estimating Consistent and business-like approach to service provision Improved understanding of staff deployment (and capacity) to allow for effective workforce planning Effective recovery of costs associated with discretionary project-based work	Improved management understanding and scrutiny of service budget New discretionary charge regime that reflects actual cost of delivery (and improved estimating for service users) Bette staff deployment and reduced "over commitment" of staff to projects will help manage programme expectations Reduced cost of Planning service to partner Councils
5	Recruitment and retention programme		Review of recruitment material and package Review of recruitment and induction processes Development of professional and management training programme to support staff advancement and retention	Clearly defined recruitment offer is effective at filling roles Staff satisfaction with SPS as an employer improves Annual training and development programme operate and can be "publicised"	Improved ability to attract the best staff (including in hard to recruit areas) Reduced staff turnover Recognition/positive association of SPS as a "learning organisation" developing trainees and staff Highly developed and effective workforce able to bring forward high quality development

SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures *(provide a list only - target information is included in section 4)*	Dependencies *(ICT, Finance, Human Resources, accommodation etc)*	Key risks to delivery *(include how these will be mitigated)*
KPI-1	Acknowledgement of planning and related applications received by Service	UNIFORM management system, ICT	Peaks and Troughs in workload Mitigated by allocation of resources across whole service
KPI-2	Registration and validation (including consultation) completed	UNIFORM management system, ICT	Peaks and Troughs in workload Mitigated by allocation of resources across whole service
KPI-3	Decision making within statutory timelines by application type	UNIFORM management system, ICT	Peaks and Troughs in workload Other demands on Professional Team / Resources Mitigated by prioritisation
KPI-4	Percentage of applications submitted electronically/online	UNIFORM management system, ICT	Agent/applicant preference Council and 3rd arty ICT system resilience (planning portal) Future Govt charges for use of portal
KPI-5	Percentage of applications valid upon submission	UNIFORM management system, ICT	Poor quality agents refuse to engage with target (mitigate by publishing performance) Consistency of officer interpretation regarding validity
KPI-6	Average Number of days for householder decisions	Uniform Management System, ICT	Potential for significant outliers to skew data Mitigated by regular "cleansing" of data and "old" case management.
KPI-7	Percentage of Business planning and related applications approved	Uniform Management System, ICT	Clarity in identifying applications from businesses Mitigation - review of local validation requirements
KPI-8	Percentage of all planning and related applications approved (by type)	Uniform management system, ICT	
KPI-9	Customer satisfaction with the service	Survey Monkey online survey, ICT	Failure to deliver service Mitigated by prioritisation and allocation of resources

KPI-10	Percentage of comments received to application online	UNIFORM management system, ICT	User (consultee) resistance Mitigated by promotion of benefits and training sessions to Parish Councils and local residents' groups plus online "how to" guide.
KPI – 11	Number of new homes delivered (affordable/market)	Uniform and BC systems, ICT	System integration and reliability, plus officer's commitment to keep record up to date. Mitigation: staff training and ongoing ICT data project delivery.
KPI – 12	Percentage of posts vacant (for more than 1 month)	Workforce HR system	Tracking vacant posts (and impact of economic downturn) Mitigation: Using payroll system should render data accurate. Management review quarterly of what "full" structure would look like to ensure figure is relevant to circumstances

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SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

DEVELOPMENT OBJECTIVE

Development objective 1 – workforce development	Deliver a comprehensive recruitment, development and retention package for the workforce, to include all stages of the staff recruitment journey and a programme for development targeted at ensuring the service has the skills necessary to meet needs, including the ability to reduce consultancy spend on projects with in house expertise.	Describe the desired outcome – what will it look like when it has been achieved?	The service is effective at recruiting skills and expertise required and becomes recognised for its workforce management and development so that staff consistently rate the service as a good employer.	Lead officer	TBC
Is this a Project? *(Yes/ No) and description*	Yes - taking the benchmarking work, feedback from staff and applying best practice to our recruitment (process and material), induction (onboarding processes and material) and ongoing staff review and development processes (PDR) including exploring creating specific "development time" as part of the service and staff offer.				

Business Benefits	How will it be measured?
1. Ability to compete with private sector and successfully recruit and retain expertise	No of vacant posts unfilled
2.Reduced opportunity costs associated with high staff turnover	Staff satisfaction measures (annual survey)
3.Greater staff satisfaction leading to improve productivity, customer feedback and wellbeing.	Staff turnover Service complaints upheld

Outputs & products	Resources	Responsible Officer	Target delivery date
Recruitment "pack" and process Induction "pack" and process PDR feedback	HR/Business Support/Project implementation officer time Training budget allocation increased (to £100K) Dedicated monthly development days	Implementation Manager (secondment)	July 2019
Key risks	Lack of stakeholder support Staff participation not forthcoming due to workloads Lack of dedicated resource impacts upon delivery of outputs listed (induction/recruitment materials)		

DEVELOPMENT OBJECTIVE

Development objective 2 – Quality Planning service	Improved responsiveness to customers and improving the actual and perceived quality, accessibility, value and responsiveness of the planning service to users	Describe the desired outcome – what will it look like when it has been achieved?	Customers contacting the service for advice will receive prompt and high-quality responses to enquiries. Members/Managers will spend less time chasing up responses to queries Customers will feel more confident in the service.	Lead officer	Heather Jones
Is this a Project? *(Yes/ No) and description*	Yes – the project has a series of threads including improved pre-application process, recognition of changing work patterns and the consequences and opportunities from Council Anywhere project. Alongside it is proposed to invest in new systems and processes (plus online resources) to increase on demand/self service and roll out of mobile phones to allow frontline officers to contact customers when out on site/stationed at offsite offices/home.				
Business Benefits			**How will it be measured?**		
1. Reduced failure demands (incl case escalation to senior manager)			Number of complaints received (and upheld)		
2. Improved efficiency and workflow throughput			Average end to end processing times		

3. Improved outcomes for applicants (applications approved)	*Application approval rates by category*		
4. Effective use of scarce resources	*On hand and cases per officer data plus end to end times (above)*		

Outputs & products	Resources	Responsible Officer	Target delivery date
New online web-based tools and information New Mobile enabled frontline staff (Council Anywhere)	Council Anywhere (Corporate investment) Mobile Phone roll out (£17,020)	Cat Quy (TBC)	May 2019
Key risks	Rollout of Council Anywhere and mobile technology delayed by ICT capability Inadequate staff resource to deliver website information User acceptance of shift to online advice prevents introduction Associated projects (pre-application advice review) is delayed.		

DEVELOPMENT OBJECTIVE

Development objective 3 – Effective staff deployment and cost recovery	Improving the procurement, deployment and cost recovery of specialist staff within the planning service to underpin policy and project delivery priorities at lower cost.	Describe the desired outcome – what will it look like when it has been achieved?	The skills and abilities of team members are used to undertake professional work for internal and external public sector clients and thereby reduce net costs on the service and Council	Lead officer	Paul Frainer
Is this a Project? *(Yes/ No) and description*	Yes – the planning service spends a significant sum (£300K) each year on consultancy services to underpin projects, in addition to commissioning further external advice through planning performance agreements with applicants on areas such as landscape appraisal, urban design, graphics and policy development. The service possesses some of these capabilities in house (and needs to recruit to vacant posts). The project will improve the management and costing/recharging within the service, and promoting an internal first				

Business Benefits	How will it be measured?
1. Improved capability within the service to deliver high quality outcomes through the planning process with expert resources at lower cost	Consultancy spend on planning programme is reduced
2. Effective task and workload planning means that "cost recovery" within the service improves to reduce net cost of delivering policy and planning outcomes	Reduced net cost of SPS to the Councils
3. More effective staff management provides for additional work opportunities beyond greater Cambridge, and make s working for GCSPS more rewarding for staff	Additional income to the Council

Outputs & products	Resources	Responsible Officer	Target delivery date
Clearly defined cost for each staff members Improved understanding of project costs and staff deployment Improved "estimating" for future work leading to better management of specialist resources (and workloads) A defined "service offer" for third party LA's looking to "buy" services Improved project commissioning and planning is possible – with true costs identified.	Professional staff within SPS Business Development Team to manage invoicing etc New financial management and time recording systems	Paul Frainer	March 2020
Key risks	Insufficient capacity within service and staff to participate in the learning and system development Inability to recruit specialist staff to key posts Market collapse prompts fall off in service demands		

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans *(i.e. what do we want to achieve and why are we doing it?)*	Lead Officer(s)
1 – Workforce development	The establishment of a motivated, unified, happy and effective workforce is imperative in a service that relies upon its "intellectual capital" to deliver project outcomes.	Heather Jones
2 – Quality Planning Service	In recent years the Planning service has experienced increased negative customer feedback and complaints. Investing in improving the customer/user experience – whether for advice or as an applicant seeking to bring forward a project is imperative if the service and members are to rebuild confidence in our ability to manage change and growth effectively. Key to this is communication and information.	Liz Jackson
3 – Effective staff deployment and cost recovery	This is a key objective for the future – to ensure that we properly account for and recover where possible to costs of delivering project, or advice or services to others in line with the objective of maintaining our capabilities (to deliver high quality development on behalf of communities) at lower net cost.	Paul Frainer

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.

KPI Reference and Description		Reporting frequency	2019/20 Target (Interim)
Key Service PIs *(to be selected from the action plan at section 2B)*			
KPI-1	Acknowledgement of planning and related applications received by Service within 2 days	Monthly	95%
KPI-2	Registration and validation (including consultation) completed within 5 days	Monthly	90%
KPI-3	Decision making within statutory or agreed timelines for Major applications	Monthly	70% (65%)
KPI-4	Decision making within statutory or agreed timelines – Minor applications	Monthly	80%
KPI-5	Decision making within statutory or agreed timelines – Other applications	Monthly	80%
KPI-6	Decision making within statutory or agreed timelines – all business applications	Monthly	95% (75%)
KPI-7	Percentage of applications submitted electronically/online	Annually	80%
KPI - 8	Percentage of applications valid upon submission	monthly	80% (65)
KPI – 9	Percentage of all planning and related applications approved (by type)	monthly	90%
KPI-10	Average Number of days for planning decision householders	Monthly	56 days
KPI-11	Customer satisfaction with the service	Monthly	TBC
KPI – 12	Percentage of comments received to applications submitted online	Monthly	70%
KPI - 13	Number of new homes delivered (affordable/market)	Annually	As per Housing delivery test requirement

KPI Reference and Description		Reporting frequency	2019/20 Target (Interim)
KPI – 14	Percentage of "live "posts vacant in the service (for more than 1 month)	Monthly	<10%
1.		Annual	-
2.		Annual	-
3.		Annual	-
4.		One off	-

Appendix 1
Service management structure

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          │ Joint Director Planning and │
          │   Economic Development      │
          │                             │
          │      Stephen Kelly          │
          └─────────────────────────────┘
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- Joint Director Planning and Economic Development — **Stephen Kelly**
  - AD Delivery — **Sharon Brown**
    - Delivery Manager — **Eileen Paterson**
    - Delivery Manager — **Vacant**
    - Delivery Manager — **Vacant**
  - Business Development Manager
  - AD Strategy and Economy — **Paul Frainer**
    - Manager Strategy & Economy — **Sara Saunders**
    - Manager Planning Policy — **Caroline Hunt**
    - Manager Built and Natural Env — **Jane Green**

Appendix 2

Greater Cambridge Planning Phase 2 - Milestone Plan at 13th February 2019

Workstream	January	February	March	April	May	June
Stream 1 Service Design	Design of structures / Staff engagement	Engagement outcomes	Formal consultation	Consultation outcomes	SD – phased implementation	
Stream 2 Workforce development	New Induction pack – Liz Jackson / Incentive package created & costed – Bukky Gray	Recruitment website moved and redeveloped– Liz Jackson				
Stream 3 NWoW – dates to be agreed with lead	Implement new ways of working (to include accommodation, ICT and agile working)	Process mapping for IT implementation		Proposed Council Anywhere implementation (slipped from Oct 18) / Building one team approach (inc workshops, learning sessions, team building)		
Stream 4 One team	Change email address & email sign off, including approvals and ICT implementation	Implement agreed branding for email, business cards, templates etc				
Stream 5 IT	IT - Data mapping, cleansing and preparation - Nick Burton / Building servers – Nick Burton / Build live and test systems & load test data – Nick Burton			Testing and training – Nick Burton		Go live
Stream 6 Legal & Finance	Legal and finance (L&F) – Revise business case / L&F – Development of & agreement to draft MoU					