**BUSINESS PLAN FOR GREATER CAMBRIDGE SHARED PLANNING SERVICE**
**2020/21**

| Service Leads | | |
|---|---|---|
| **Head of Shared Service** | Stephen Kelly | |
| | **Cambridge City Council** | **South Cambridgeshire District Council** |
| **Sponsor Director** | Fiona Bryant | Susan Gardner-Craig |
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| APPROVED BY | Status | Date |
|---|---|---|
| **Steering Group** | Draft | TBC |
| **Management Board** | | |
| **Joint Leaders and CEX Group** | | |
| **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 2020* as part of the strategic review process set out in Schedule 2 to the Partnership Agreement. | |
| **Version** | **Date** |
| **Version 2.2** | **31/10/2019** |
| **Version 2.3** | **09/01/2020** |
| **Version 2.4** | **31/01/2020** |

**SECTION 1: CONTEXT AND OVERVIEW**

## A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Shared Planning Service for 2020/21. It describes how the service is progressing towards implementation of the Shared Service project principles agreed between the respective Councils in 2015 and subsequently for the shared planning service in 2017 together with the planned outputs for 2020/21.

Based upon the work to date, the service is working towards the following objectives:

- ➢ To create and deliver an effective programme and the continued development of a single, unified "Greater Cambridge" planning capability serving the Planning Committees and policy making of each of the participating Councils
- ➢ To support the effective delivery of both councils shared priorities through their individual business and corporate plan.
- ➢ 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 several statutory roles to perform on behalf of the two Councils, and in addition undertakes several "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, through 2018 and 2019 the service has implemented a "whole service" restructure. This focussed upon 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

ongoing 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 can 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. [NOTE: DRAFT - to be updated following the review of the shared service charges and agreements]

| 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 | 8,443,828 | 8,443,828 |
| Budget Income | (2,918,980) | (3,578,650) | (6,497,630) | (4,350,070) | (4,620,123) | (5,857,401) | (5,857,401) |
| Budget Total (Net) | 2,843,740 | 1,964,350 | 4,808,090 | 4,201,110 | 3,534,057 | 2,586,427 | 2,586,427 |
| Actual Expenditure (Gross) | 6,035,443 | 5,111,661 | 11,147,104 | 8,067,545 | Not Available | | |
| Actual Income | (3,422,509) | (2,849,863) | (6,272,372) | (5,202,830) | Not Available | | |
| Actual Total (Net) | 2,612,934 | 2,261,798 | 4,874,732 | 2,864,715 | Not Available | | |

### 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 2019-20 'Actual Expenditure (Gross)' & 'Actual Income' figures are not known at this point. However, the latest projected outturn, at the end of Quarter 3 reported a circa £0.7m 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.
F) The increase to costs and income budget from 20/21 reflects the inclusion of Business Operations team and costs (previously incorrectly treated as an overhead recharge) and CCC PPA income (previously accounted for only in CCC).

### Review of Budget 2019/20
The Planning service like all Council services operates within a complex environment. The service has a significant component of its operating budget determined by variable external "income" in the form of application fees for planning and related permission and charges levied for advice. This component of the budget is therefore subject to wider economic factors that impact confidence in the development sector – and is generally adversely impacted when confidence declines.
The City Council service budget has in recent years assumed significant increases in fee income year on year. Over the period 2015 to 2019, this has equated to a rise in income of some 60 plus percent that has not fully materialised. As a result, for 2019/20, the service is not expecting to achieve its planning application fee income target for the City Council area of £1.87m. 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 site appeal. Officers are working to determine whether this reassignment will be sufficient to offset the loss of fee income. For future years, the service will apply the draft Shared Service Agreement re-charge schedule – and work is underway to explain through this plan the consequences and choices arising for the Council's.
SCDC has at the same time has experienced a significant increase in fee income (above budget) – arising from the legacy of a greater number of speculative applications, a reduction in planning appeals (and contingency costs assumed) and several "unscheduled" significant planning applications. Pre-application income has also increased above budget. This reflects a transition that is anticipated in the spatial strategy - of new housing growth from sites in the city towards sites beyond the City boundary in South Cambridgeshire.

The net effect of the above is that whilst overall, the service appears to be operating within its joint budget there are material deviations from each Council budget position. [Note: Further work is underway to set the budget for the year ahead – data is not yet finished for this draft]

**Future Years Budget**

The previous years' service plan sought to introduce a single budget, with costs and income split by reference to a "Memorandum of Understanding." A draft shared services agreement (and charges schedule) has now been agreed (September 2019) – to ensure that the assignment of costs and income is both transparent and related to the proportion of work performed for the two Councils – and officers are seeking to "build" 2020/21 budget on that basis. Given the uncertainty of Brexit [September 2019] (which is expected to suppress growth) and consequentially impacts on developer confidence, there remains a risk of a reduction in forecast fee income during the year ahead. Some 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. Whilst across the service there may appear to be sufficient scope to manage this potential impact, as recruitment activity continues (and vacancy rates fall) the imbalance will need careful management and monitoring.

This business plan (and last years) have sought to focus future year work programmes towards improved "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 shared services agreement (SSA). Feedback from the Member steering group in 2018 and the Corporate management team through 2019 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 SSA has been drafted and is awaiting completion but will assign the cost of 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 SSA 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.

**Inter Authority recharges**

[NOTE: Subject to ongoing discussion between partners] Section to be revised at conclusion of that discussion.]
*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 based on historical patterns. By the end of 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

- 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

**Commentary**

Since spring 2018, all staff within the Service are employed by SCDC. During the summer of 2019, the service consulted on a comprehensive re-structure of the planning service – in preparation for the ICT roll out in Winter 2019/20 and the move towards new operational areas for Development Management. Most staff also moved to new career graded role profiles in line with the objectives for the service of promoting lifelong learning and professional development. There was a total of 139 posts within the "original" pre 2018 planning departments structures of the two Councils. The total number of posts created in the new structure is 121. The service has undertaken [6] rounds of recruitment through the year but continues to experience significant number of vacancies. In addition, the service has short term contractual arrangements with agency staff who are engaged in transitional work or supporting the shared service journey.

To tie in with the implementation of the new combined ICT system for development management, at the end of 2019-20/ early part of 2020-2021, the service is piloting using an external service provider, Terraquest to supplement in house capacity in terms of validation and development management. This will provide additional resilience during a key period of service change and help managers to manage workloads.

**Employee Working patterns**

The table below (source SCDC data September 2019) details the number of current staff employed in the service and the breakdown male to female and full/part time. The rise in staff numbers in 2018 reflects the transfer via TUPE of several 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% |
| 2019 | 121 | 30 | 4 | 13% | 26 | 87% |

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 25% of the workforce by 2019. It is also noticeable that most employees who do work part time are female, and this has consistently been the case for the last six years. This impact upon the

male/female average earnings data below.

**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 |
| 2019 | 44.78 | 44.39 | 45 | -0.39 |
| **Difference** | -2.26 | -3.38 | -1.48 | -1.9 |

Overall the average age of the workforce has decreased over the six-year period, with the average age of men decreasing by nearly 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 2019 is 21 and the oldest is 76. The youngest male employee is 25 and the oldest is 70.

**Conclusions**

The data on staff within the service is a snapshot of the current position. The data suggests nevertheless that the planning service has begun to embrace flexible working practices and provides broadly balanced opportunities for both male and females. 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 2020 building upon the opportunities provided through the re-structure and new role profiles and career pathways that the structure has opened up.

**Staff Feedback**

Through 2019, the SPS has undertaken a programme of staff engagement in preparation for and as part of the formal consultation around the future service structure. 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, following concerns by managers and staff around recruitment and retention, in 2018 a dedicated project looking at benchmark salaries 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 and have underpinned the approach to the service re-structure (having regard to changes to role profiles and opportunities). The staff survey in August 2019 continues to highlight the continued value that working for the service provides staff- notably around purpose and the positive impact upon communities whilst also reflecting areas for improvement

– centred around levels of support in the pressurised environment, the realisation of opportunities to grow in their career and the development of individuals through personal development plans and reviews.

**Future staff engagement**

The shared planning service programme implementation board have established a dedicated workstream around "people" (see below). That programme is underway with a sponsor and funding and includes measures to promote staff engagement and participation in the design of the future service, as well as team and capacity building projects. The people programme is being overseen by the Operations Manager. Progress against the PID is reported monthly to the shared planning service programme board.

**Sickness**

Over the last eight months the service has experienced higher levels of sickness absence, with consistently high numbers of long-term absence due to a small number of employees.



Short term vs Long Term Absence YTD (days)

## Absence trend vs target YTD
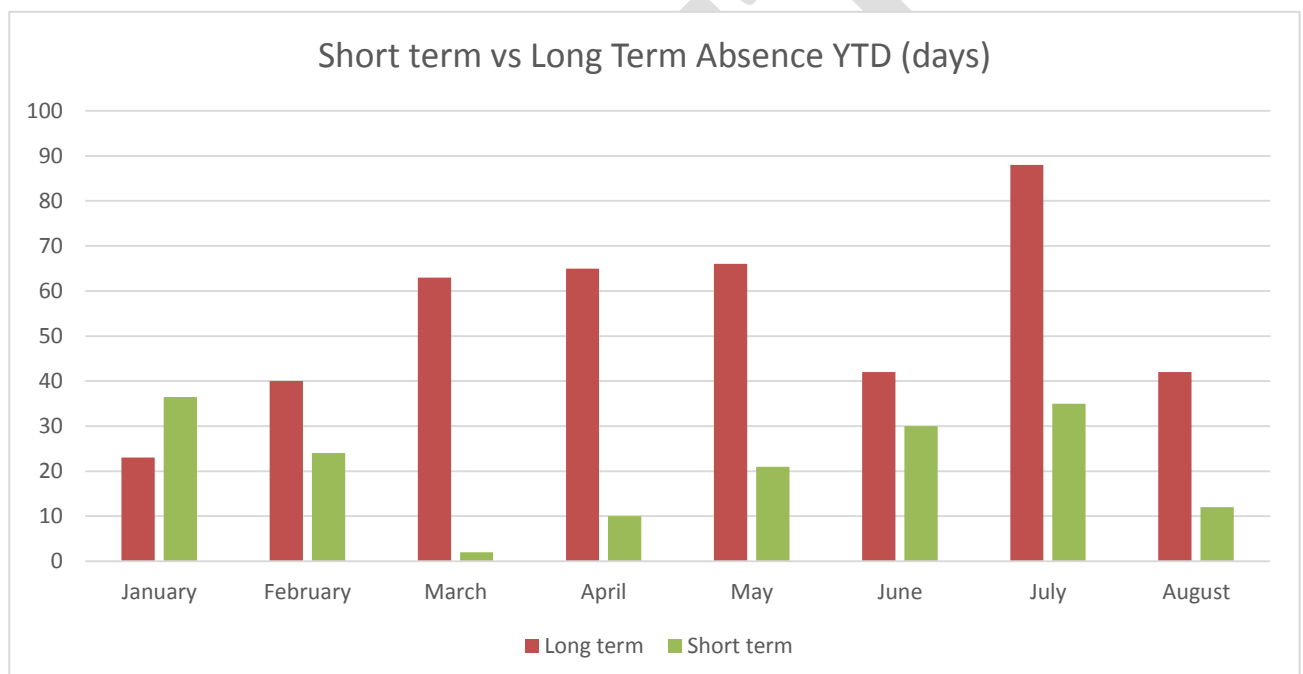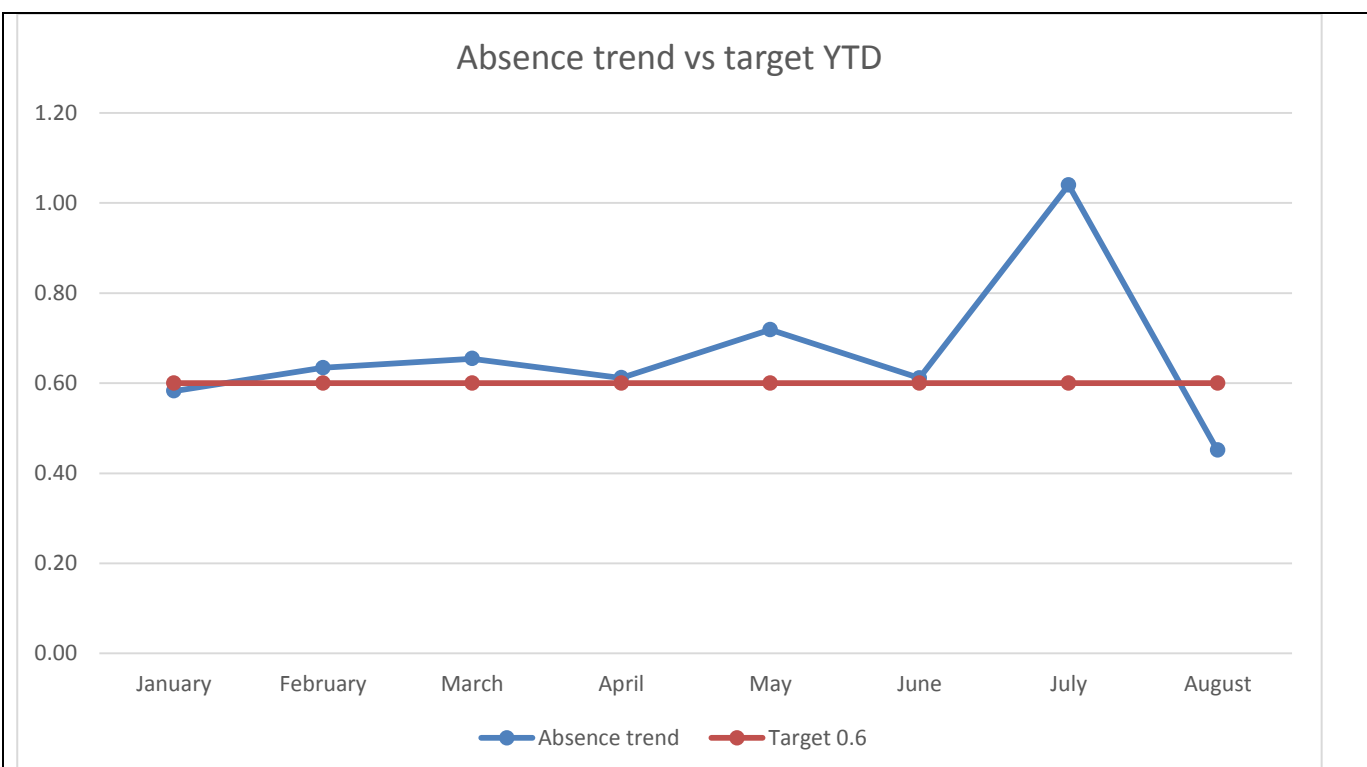


The spike in exceeding the corporate target in July 2019 is primarily due to four employees' long term sickness absences. Of these employees, two are no longer employed by the Council and one has returned to work. HR has continued to support the service in managing its absence rate.

## E. LOOKING BACK

The service has made considerable progress on the two core threads of work in the 2019/20 plan; progressing the implementation of the shared service project and, the delivery of several team specific operational outcomes.

## Shared Service Delivery

Following the implementation of phase 2 of the shared planning service in September 2019, the service is continuing to deliver the second phase of the programme which includes the substantial roll out of structures and integrated working, alongside a new ICT system.  Progress against the project plan through 2019 has included:

- Consultation upon and implementation of new service wide structure and role profiles for all staff
- TUPE of all residual staff from City Council to new Structure
- Procurement and programmed Implementation of ICT solution with target "live" date by December 2019
- Re-design of implementation programme and appointment of new programme manager (secondment)
- A review of governance and creation of a Shared Service Board including members
- Preparation of the draft Shared Services Agreement covering structure and cost rules for SPS

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**
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" and further work has taken place in 2019 alongside ICT and communications investment and the successful rollout of "Council Anywhere" in the first quarter of 2019.

**Workforce Strategy**

Significant work has been undertaken through 2018 and 2019 to both understand the "competitiveness" of the Council's recruitment offer, and to seek to respond to feedback about the Council's 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 Phase 2 service design responded to feedback with a career grade and simplified posts allowing greater agility within the service to deploy and develop staff.

**Branding**

This thread of work has been impacted by limited resource. A programme including creating a new shared email address and web site has been commenced but forms part of the project themes below.

# Operational outcomes

The previous year's business plan included several delivery 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 Plan Issues and Options Consultation has been prepared.
- ➢ Cambridge North AAP Preferred option stage concluded
- ➢ Economic Growth strategy – underway
- ➢ Making Space for People SPD consultation undertaken
- ➢ Update of Biodiversity SPD
- ➢ Continue to support Neighbourhood planning
- ➢ Work with Combined Authority to support LIS, LTP and NSSF

**Business Development**

- ➢ Recruitment of Operations Manager
- ➢ Development of a single service budget and oversee completion and operation of shared service agreement
- ➢ Develop and begin to implement a new centralized recruitment and retention programme to include a staff training/development programme
- ➢ Delivery of the Council Anywhere project across the service to make the most effective use of officers and premises and to allow improved customer contact and responsiveness
- ➢ Begin development of a member development programme and the review of the Committee protocols in SCDC and CCC
- ➢ Begin the development of a single, integrated customer complaint and resolution offer

**Delivery**

- ➢ Progress the determination of major site strategic planning applications for:

- o Waterbeach
- o Bourn Airfield
- o West Cambridge
- o Darwin Green
- o Wing
- o Land North of Cherry Hinton
- o Northstowe Phase 2
- o Camborne West
- ➢ Support the City Council Housing Investment Partnership
- ➢ Implement a new single service wide ICT back office solution providing digital "paper free" application process capabilities to meet all statutory decision timeframes

## F. LOOKING FORWARD

The Shared Services Business Plan 2019 includes several workstreams that need to be carried forward into 2020. Given the existing delivery challenges and as the service builds upon implementation of phase 2 of the shared service programme, the service has introduced five programmes of work (see section below):

1. Customer and process
2. People
3. Legal, finance and funding
4. Service Design – Delivery
5. Service Design – Strategy and Economy

The Service is in the process of redefining this programme of work to better encompass all its major workstreams. The new programme structure is outlined below and when this re-scoping work is complete, by early March, section 2a of this plan will be updated to reflect the new projects:

1. Strategic Sites Delivery
2. Service Improvement
3. Business systems (Including ICT)
4. People / Workforce Development
5. Strategy and Economy
6. Built and Natural Environment
7. Business Development

To oversee the delivery of the programme, a new programme board and member operational board has been created, alongside Chief Executive Monitoring Group to ensure effective delivery of the overarching priorities for the objectives (above).  In addition, the senior management team has identified a number of priority outcomes for the service within each of the service areas reflecting the positive contribution that the service seeks to make to both the place and to the organisations.

**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**

**Policy**

- ➢ Progress Joint Local Plan progressed to "draft plan" stage
- ➢ Progress Cambridge North AAP Preferred option stage concluded
- ➢ Economic Growth strategy (and Brexit delivery plan) implemented
- ➢ Progress Spaces and Movement SPD
- ➢ Review Green Infrastructure evidence base and explore development of a natural capital framework
- ➢ Develop Zero Carbon Framework for greater Cambridge to inform Joint Local Plan
- ➢ Implement of new cost based resourcing understanding of policy work through timesheet system
- ➢ Review the case for CIL and prepare S106 supplementary guidance
- ➢ 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

Economy

- ➢ Support both councils objectives in facilitating strategic economic prosperity and success through both delivering on corporate plan outcomes and growth related initiatives
- ➢ Create a business team with a single point of contact for business enquiries
- ➢ Establish a specialist single point of contact to support businesses through the planning process
- ➢ Identify gaps in the land and premises available for businesses across the district so these can be addressed in our next Local Plan to inform the local plan review

Built and Natural Environment Consultancy

- ➢ Complete the 4 Conservation Area appraisals and management plans commenced in 2019, and draft a strategy for the remainder and commence a further 4 appraisals/management plans.
- ➢ Establish a Building at Risk register - heritage assets which are at risk of neglect, decay or vulnerable to becoming so; with the aim of highlighting their plight initiating action towards their long term conversation, working with owners or prospective owners.
- ➢ Buildings of Local Interest – working with Parish Councils, establish a process for the designation of buildings of local interest ( architectural or historical interest but which do not meet criteria for listing), a project to be run in parallel with the Conservation Area Appraisals above.
- ➢ Consult and Adopt a Management Plan for a) Cambridge Historic Core CA and b) Romsey CA.
- ➢ Update 4 CA appraisals and management plans ( De Freville, Chesterton &Ferry Lane, Conduit Head Road and Trumpington)
- ➢ Complete review of design review process, and launch Design Review Panel (s) for Greater Cambridge.
- ➢ Carry out review of existing SPDs and establish a programme for their refresh e.g. Design Guide, any more Village Design Guides. Etc.
- ➢ Implement BNE business plan including full cost recovery of development support fees and develop offer to return commercial income generation through trading expertise with other public sector partners

**Business Development**

- ➢ Manage a single service budget and reports in line with shared service agreement
- ➢ Develop and implement a new centralized recruitment and retention programme to include a staff training/development programme
- ➢ Review and coordinate service wide procurement
- ➢ Optimisation of the use of Council Anywhere and 365 capability as an integral part of BAU
- ➢ Develop digital, technology and communications strategy and delivery of improved business outcomes though exploring systems approaches enabled by technology
- ➢ Explore option around alignment of technology platforms (i.e. Idox/Timesheets/Resource planning) to realise efficiencies including join up with 3C Building Control
- ➢ 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 Committee protocols in SCDC and CCC
- ➢ Deliver a single, integrated customer complaint and resolution offer
- ➢ Provide a dedicated business support officer to assist businesses to engage more effectively with the planning service

**Delivery**

- ➢ Progress housing and infrastructure delivery on major site strategic planning applications for:
    - o Waterbeach
    - o Bourn Airfield
    - o West Cambridge
    - o Darwin Green
    - o Wing
    - o Land North of Cherry Hinton
    - o Northstowe Phase 2 and 3
    - o 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
- ➢ Continued support for 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 |
|---|---|
| PROGRAMME RISK<br><br>Proposed shared service arrangements and other change projects impact upon service delivery through a reduction in service focused capacity<br>AMBER 🟡 | • Effective communication strategy.<br><br>• Secondments and promotion opportunities.<br><br>• Effective recruitment practices with interim support as required.<br><br>• Project management arrangements and new joint management team in place.<br><br>• Organisational Development Strategy as part of wider corporate work streams.<br><br>• Further work being done on recruitment practices/processes<br><br>• Shared Service Board established. |
| PROGRAMME RISK<br><br>Recruitment and Retention of appropriate skills to ensure delivery of corporate and service priorities<br>AMBER 🟡 | • Continued funded programme of professional development and corporate investment to retain staff.<br><br>• Regular review of resourcing at management team.<br><br>• Optimising opportunities formed by career grade progression scheme with HR to support staff retention.<br><br>• Market supplement for hard to recruit posts in place.<br><br>• Enhanced workforce management programme and high quality recruitment process.<br><br>• Discussions to be held with staff, agencies and planning consultancies to improve recruitment strategy.<br><br>• Digital footprint to be enhanced to improve profile and visibility of service |
| SERVICE RISK<br><br>Timely delivery of Strategic Transport and other Infrastructure supporting growth<br>GREEN 🟢 | • 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.<br><br>• 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.<br><br>• Effective programme management between schemes and infrastructure delivery. |
| SERVICE RISK<br><br>Inadequate provision for Gypsy and Travellers and those not meeting new definition leads to significant unauthorised occupation of sites GREEN ● | • The Local Plan Inspectors concluded that this is an issue to be addressed through progressing new Joint Local Plan.<br><br>• Provision to draw down resources to address enforcement service requirements. |
| SERVICE RISK<br><br>National Planning Policy Changes impacting effective planning of the area GREEN ● | • Joined up approach between Planning and Housing teams to prepare for housing reforms including senior member briefings, discussions with RP's.<br><br>• 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.<br><br>• Working with CA and through Policy planners network on Non-Statutory Spatial Plan to help shape future |
| SERVICE RISK<br><br>Securing and retaining sufficient capacity and expertise to maintain delivery of Growth Sites AMBER ● | • Programme management resources to be put in place.<br><br>• Pre-app scheme to be updated and more PPAs secured to enable greater resource flexibility.<br><br>• Major Sites board set up. |
| SERVICE RISK<br><br>Ensuring planned growth is supported by strategic plans and accompanying infrastructure investment GREEN ● | • Support GCP delivery programme to unlock planned growth<br><br>• Engage with the Combined Authority and influence effectively the preparation of the non-statutory spatial plan, local transport plan and local industrial strategy.<br><br>• Engage with the Network Rail and transport agencies on the Cambridge-Milton Keynes-Oxford-Arc.<br><br>• Engage partners/agencies within sub region including LA's, LSCC, NIC etc. |

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

Growing out from the two Councils, the service has begun a project to create a more coherent approach to communications (see below). The service supports delivery of the corporate plan objectives for SCDC and the City Council as set out (and consulted upon) annually through positive interaction with the respective communications teams.

The service is already:
- ➢ Participating in and lead 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 a presence in social media platforms including Linked in and You tube
- ➢ Encouraging staff chat groups through Whatsapp 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 (Note – to be updated to reflect new programme structure once work complete in March)

| | 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 | Customer and Process | The PIDs for these workstreams have been approved by the GCSP Board and form part of the strategy for the implementation of GCSP | Workflow and business process redesign<br>Mobile communications roll out to frontline/operational staff<br>Data and GIS migration and alignment across both Councils<br>Implementation of new Enterprise software<br>Improved customer feedback process<br>User engagement on priorities for service | Enhanced and robust processes are in place for planning applications<br>Ability to improve "self-service" through better case "tracking"<br>Digital first allows agile/remote and flexible working<br>Improved management information to ensure effective performance and output management<br>Improved quality and effectiveness of advice services | Planning service makes better use of officer resource<br>Fewer handling "errors" in application process<br>Customers/interested parties are better informed and able to see progress of proposals for themselves.<br>Improved performance management of the service and its outcomes<br>Meeting customer needs with the right service offer |
| 2 | People | The PIDs for these workstreams have been approved by the GCSP Board and form part of the strategy for the implementation of GCSP | Review of recruitment material and package<br>Review of recruitment and induction processes<br>Development of professional and management training programme to support staff advancement and retention | Clearly defined recruitment offer is effective at filling roles<br>Staff satisfaction with GCSPS as an employer improves<br>Annual training and development programme | Improved ability to attract the best staff (including in hard to recruit areas)<br>Reduced staff turnover<br>Recognition/positive association of GCSPS as a "learning organisation" developing trainees and staff<br>Highly developed and effective workforce able to bring forward high quality development |

| 3 | Legal, Finance and Funding | The PIDs for these workstreams have been approved by the GCSP Board and form part of the strategy for the implementation of GCSP | Review and identify full cost of each staff member to Council Develop a system to record and reliably capture staff time spent on projects Revise discretionary charges schedule to reflect findings Shared Service Agreement to be drafted and signed | 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 Shared Service Agreement including details of resource, budgets, scope, recharges, data sharing etc. | 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 Shared Service governance in place and agreed by all parties |
|---|---|---|---|---|---|
| 4 | Service Design - Delivery | The PIDs for these workstreams have been approved by the GCSP Board and form part of the strategy for the implementation of GCSP | 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 | 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 |

| 5 | Service Design – Strategy & Economy | The PIDs for these workstreams have been approved by the GCSP Board and form part of the strategy for the implementation of GCSP | 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 | 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 |
|---|---|---|---|---|---|

## 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 | Registration and validation (including consultation) completed within 5 days | UNIFORM management system, ICT | Peaks and Troughs in workload<br>Mitigated by allocation of resources across whole service |
| KPI-2 | Decision making within statutory or agreed timelines for major applications | UNIFORM management system, ICT | Peaks and Troughs in workload<br>Other demands on Professional Team / Resources Mitigated by prioritisation |
| KPI-3 | Decision making within statutory or agreed timelines for minor applications | UNIFORM management system, ICT | Peaks and Troughs in workload<br>Other demands on Professional Team / Resources Mitigated by prioritisation |
| KPI-4 | Decision making within statutory or agreed timelines for other applications | UNIFORM management system, ICT | Peaks and Troughs in workload<br>Other demands on Professional Team / Resources Mitigated by prioritisation |
| KPI-5 | Decision making within statutory or agreed timelines for all business applications | UNIFORM management system, ICT | Peaks and Troughs in workload<br>Other demands on Professional Team / Resources Mitigated by prioritisation |
| KPI-6 | Customer Satisfaction with 'Delivery' element of the service | Survey Monkey online survey, ICT | Resourcing in the team<br>Capability of ICT systems to support service delivery<br>Mitigated through prioritisation and effective staff deployment |
| KPI-7 | Quality of determination - number of decisions overturned on appeal | UNIFORM management system, ICT | Peaks and Troughs in workload<br>Mitigated by allocation of resources across whole service |
| KPI-8 | Acceptance of recommendations at planning committees | | Potential new cohort of councillors following CCC elections<br>Mitigated through member training programme |

| | | | |
|---|---|---|---|
| KPI-9 | Effectiveness of resident engagement | Survey Monkey online survey, ICT | Resourcing in the team<br>Ability of ICT to support effective engagement<br><br>User / consultee resistance |
| KPI-10 | Member satisfaction with Strategy and Economy engagement | Survey Monkey online survey, ICT | |
| KPI-11 | Effective cost recovery of 'specialist consultancy' staff | ICT - time sheeting system | New system availability and capability. Resource to administer. Mitigated by working with ICT to source system and recruiting accountant whose responsibilities include supporting implementation and initial administration of system |
| KPI-12 | Promoting and supporting staff development (Staff engaging with at least five days development activity a year) | Workforce HR system | Capacity / willingness for staff to engage<br>Mitigated through consistent messaging and effective PDR process |
| KPI – 13 | Properly resourced service (number of posts filled by permanent or fixed term staff) | Recruitment process, retention policies | Economic factors / strong competition for staff<br>Mitigated through effective campaigns emphasising benefits of working for the service |
| KPI – 14 | Improve staff retention (reduce staff turnover) | Line management capability, adequate resourcing | competition in employment market. High workloads.<br>Mitigated through improving resourcing position, better staff engagement. |

## 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 | Steven Winsor |
|---|---|---|---|---|---|
| **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<br>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 | Steven Winsor | Dec 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**

| | | | | Lead officer | Sharon Brown |
|---|---|---|---|---|---|
| **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. | | |

| **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 Nov 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 makes 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<br>Improved understanding of project costs and staff deployment<br>Improved "estimating" for future work leading to better management of specialist resources (and workloads)<br>A defined "service offer" for third party LA's looking to "buy" services<br>Improved project commissioning and planning is possible – with true costs identified. | Professional staff within SPS<br>Business Development Team to manage invoicing etc<br>New financial management and time recording systems | Steven Winsor / Cat Guy | March 2020 |
| **Key risks** | Insufficient capacity within service and staff to participate in the learning and system development<br>Inability to recruit specialist staff to key posts<br>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. | Steven Winsor |
| 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. | Sharon Brown |
| 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 YTD Apr - Nov | 2020/21 Target (Interim) |
|---|---|---|---|---|
| | **Key Service PIs** *(to be selected from the action plan at section 2B)* | | | |
| KPI-1 | Registration and validation (including consultation) completed within 5 days | Monthly | 57% | 90% |
| KPI-2 | Decision making within statutory or agreed timelines for major applications | Monthly | 73% | 70% (65%) |
| KPI-3 | Decision making within statutory or agreed timelines for minor applications | Monthly | 65% | 80% |
| KPI-4 | Decision making within statutory or agreed timelines for other applications | Monthly | 73% | 80% |
| KPI-5 | Decision making within statutory or agreed timelines for all business applications | Monthly | 67 | 90% (75%) |
| KPI-6 | Customer Satisfaction with 'Delivery' element of the service | Monthly | New KPI – in development | 70% |
| KPI-7 | Quality of determination - number of decisions overturned on appeal | monthly | New KPI – in development | 10% |
| KPI - 8 | Acceptance of recommendations at planning committees | monthly | New KPI – in development | 90% |
| KPI – 9 | Effectiveness of resident engagement | Quarterly | New KPI – in development | 10% increase |
| KPI- 10 | Member satisfaction with Strategy and Economy engagement | Quarterly | New KPI – in development | 70% |

| KPI-11 | Effective cost recovery of 'specialist consultancy' staff | Monthly | New KPI – in development | 50% |
|--------|----------------------------------------------------------|---------|--------------------------|-----|
| KPI – 12 | Promoting and supporting staff development (Staff engaging with at least five days development activity a year) | Monthly | New KPI – in development | 90% of staff with 5 days development |
| KPI - 13 | Properly resourced service (number of posts filled by permanent or fixed term staff) | Monthly | New KPI – in development | 90% |
| KPI – 14 | Improve staff retention (Reduce staff turnover) | Monthly | New KPI – in development | 10% reduction |

# Appendix 1
## Service management structure

**Greater Cambridge Planning Service Structure**

**Head of Implementation**
Heather Jones
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**Joint Director of Planning and Economic Development – Stephen Kelly**
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**Executive Support**
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**AD Delivery - Sharon Brown**
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**Operations Manager**
Steven Winsor

**AD Strategy and Economy – Paul Frainer**
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**Delivery Manager**
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**Delivery Manager**
X 2
Vacant

**Strategy and Economy Manager –**
Caroline Hunt
Caroline.hunt@scambs.gov.uk

**Planning Policy Manager**
Philip Bylo
Philip.bylo@scambs.gov.uk

**Built and Natural Environment Manager**
Jane Green
Jane.green@scambs.gov.uk

**Development Management**
Area Teams, Enforcement team, Application Support team

**Strategic Sites & CIL/S106 office**

**Business Support**
Communication and Engagement
Procurement
Staffing
Financial
Planning

**Strategy and Economy**
Planning Policy
(Incl. Neighbourhood Planning)

**Conservation, Urban Design, Trees, Landscape & Ecology**