

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL:
DRAFT SERVICE PLAN FOR:
THE PLANNING & SUSTAINABLE COMMUNITIES SERVICE
2009/10 TO 2011/12

Corporate Manager: Gareth Jones

Portfolio Holder/s: Cllr Nick Wright & Cllr Dr David Bard

SERVICE PLAN OVERVIEW

1. Key Functions and Responsibilities

The service is divided into 4 main task-orientated sections, which include some areas that are statutory requirements, as follows:

Planning Policy

Its main role is delivering the Local Development Framework (LDF) as required under section 17 of the 2004 Planning Act. This includes one of the largest growth agendas in the country. Under the Local Development Scheme there is a statutory requirement to produce an annual monitoring report. It also services the recently established section 29 Committee.

In addition, the section helps deliver the Government's bus passes scheme.

Development Control

Its main role is to determine the approximately 2,400 applications (including almost all of the major applications, with the exception of those relating to the major growth sites) and 1,500 significant amendments to these applications. Our customers have varied agendas ranging from applicants and developers, to neighbours, interest groups and parish councils. In an extreme case we received and processed over 30,000 individual representations on one application. It also includes sub-sections responsible for defending the Council's case at appeal and enforcing and monitoring development within the District, as well as High Hedge applications.

Building Control

Its main role is to determine building regulation applications and carry out site visits to check the works at specified stages of the development. As well as being concerned with building safety, building regulations are the most significant tool for delivering the Government's sustainability agenda. The sub-section also provides a dangerous structures service.

Design and Conservation

Its main role is to protect and improve the historic, built and natural environment. Responsibilities include helping to determine planning and other applications relating to landscapes, trees, wildlife habitats and species, and historic buildings and areas, including those designated as locally or nationally important. It also supports community action to improve local places.

Other Services Provided

Administration

Its main role is to register all planning applications, and provide the planning arm of the council's searches service. The administration team is now leading in the development of the new Devcon system, designed to deliver the Government's new agenda for delivery of the planning system electronically.

Pre-application meetings, duty officer

The establishment of an urban design team will enable improved quality of development through work with the policy, design and development control teams, as well as advice to the growth team.

Advice on design issues, natural and built to the Policy, Development Control, and Policy sections as well as the Growth team.

Provision of tourist advice working in partnership with the City Council.

2. Context

External Drivers

Political

The Government's growth agenda continues apace, and there will be continued pressure to deliver housing over and above the Local Development Framework, as has been witnessed by the proposal at Hanley Grange.

Political change locally or nationally could have a significant impact on the growth agenda.

The importance of Climate Change within the wider political framework has, and will continue to make this an important area of work for the Council. Building Control has a strong role to play in delivering more sustainable development. The Government plans step changes to the regulations to new house build to reduce their carbon footprint. The natural and built environment has a key role in reducing the causes and impacts of climate change.

Changes in legislation result in either additional or reduced requirements for applications e.g. new General Development Order and legislation on Biodiversity (NERC Act 2006)

Economic

In addition, we have to address the shortfall in housing completions following the effects of the credit crunch on the development sector through the LDF process. This could also be an issue for planning appeals.

The single issue review by the RSS re Traveller and Gypsy sites will determine how many sites the Council will have to plan to provide.

Delivery of growth is highly dependent on appropriate progress being made by our key partners. Transport is particularly key to this and any delays in delivering transport infrastructure such as the Cambridgeshire Guided Bus or the improvements to the A14 will have significant impact on this service and its ability to deliver.

Green infrastructure – including the natural and historic environment – is a key component of growth and strongly supported by the RSS.

Socio-Cultural

The local population has heightened expectations about its rights and ability to influence the planning process. Increased availability of information through the Internet continues to increase demand on officers' time. The press is quick to pick up on planning issues and given that in most cases there will be one party not satisfied with the outcome of a planning application, it can be a productive area for stories.

The Planning service is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. The Planning & Sustainable Communities Service area will ensure:

- Safer recruitment and employment practices are followed
- Relevant officers are aware of safeguarding reporting policies
- Appropriate safeguarding training is given to officers.

Technological Environment

The development of Devcon and the use of the planning portal impose new demands on staff to scan plans. In addition, there's an increased demand for information and an expectation of an instant response.

Managing environmental data is key to informed decision making and E government. Accurate, digitised information and public access is required. Information is held and managed by this authority and by the Cambridgeshire and Peterborough Records Centre and other partners.

Key Partners

Partnership working is integral to the Planning service with a number of organisations, including other statutory partners, businesses, and third sector organisations. Key partners include, but are not limited to, the following:

- The RSS
- Go-east
- Cambridgeshire Horizons
- Cambridgeshire County Council
- Cambridge City Council
- Parish Councils
- County Building Control teams
- Developers
- Agents
- National agencies
- Voluntary sector

For our major partnerships, robust partnership arrangements are in place and have been checked through the corporate review of partnerships and corporate partnerships register. For example, our relationship with Horizons and others working on growth is shaped by the Horizons Board, and managed through the Senior Officer Board, which regularly review progress, risks and issues.

Strengths and Weaknesses

Strengths

- Core strategy in place
- Highly skilled, motivated staff
- New joint urban design team (now established and additional officers soon to be in post in post), community infrastructure technical/procurement skills; for smaller sites
- S106 implementation officer soon to be in post
- New performance manager soon to be in post
- Good and developing community engagement practice
- Good relationships with most partners and communities
- Developing relationships with Parish Councils
- New development control teams in place
- New registration team in place
- New IT system, Devcon being developed
- Low staff turnover
- Staff development and progression embedded within the section's culture

Opportunities

- Professional development of staff
- Increase management and leadership capacity
- Improved customer service and satisfaction through better service delivery and new Duty Officer system
- Develop clear, understandable targets and systems for reporting on progress against them
- Developing member engagement in the growth agenda
- Development of the Parish panel to improve relationships and training program with parish councils
- Implementing the Task and Finish Group improvement plan
- Using the slowdown in the housing market to maximise affordable housing delivery
- Promoting carbon reduction in existing as well as new settlements
- Increase community involvement on planning issues by implementing a Statement of Community involvement
- Improve delivery of affordable housing on exceptions sites by setting up a forum including parishes and housing associations
- Taking a more proactive role in ensuring the quality of new developments is ensured through the delivery and planning phase.
- Provide an appropriate proportion of retirement accommodation in new developments
- Better meet the needs of the Gypsy and Traveller population by contribute to a revised strategy
- Identify sites to meet the need for Gypsy and Traveller sites that will be identified within the emerging RSS single issue review
- Develop, with others, a Community Transport Plan

- Increased income through charging for pre-application meetings.
- Increase market share for major developments from approved inspectors
- Improve management and digitisation of environmental information with public access (in-house and through partnerships such as with the Cambridgeshire and Peterborough Records Centre)
- Introduce standard planning charges which include a contribution to green infrastructure
- Deliver environmental objectives through the growth agenda

Failures

- Still not reaching the Council's response target for correspondence
- Unable to check out the setting out of new development
- Not able to deliver the work programme of the Conservation and Design section due to staff vacancies (now filled).

Threats

- Slippage in delivering parts of the LDF framework including the Gypsy and Traveller Development Plan document
- Less Income from Housing and Planning grant due to down turn in the market i.e. fewer housing completions
- Additional major development sites either through the LDF or section 78 appeals
- Failure of core strategy due market situation
- Development of Devcon slowed due to financial considerations
- Loss of fee income from planning and building regulation applications
- Loss of market share due to increased competition from approved inspectors in our core business area following shake out from development sector due to financial situation
- Pressure on staff to support growth area work as well as deliver regular commitments.
- Lack of capacity to catch-up and deliver Conservation and Design programme including Conservation Area appraisals.

3. **Service Objectives**

The over-arching service objective is:

To deliver, enable and enhance the social, health, environmental and economic well being of new and existing communities in the district.

In pursuit of this we identified the following service objectives as follows:

- a) To ensure the preservation and enhancement of the district's built and natural heritage and secure high standards of urban and rural design across the new urban extensions and major developments, achieving lasting improvements to the district's environment.
- b) To deliver the LDF and all its component parts in accordance with the agreed program
- c) To deliver an improved development control service that meets all its statutory requirements and improves response rates to customer inquiries
- d) To deliver an improved building control service that meets all its statutory requirements and improves market share
- e) To enable electronic use of the planning service
- f) To improve the quality of development through increased monitoring

- g) A commitment to delivering high standards of design
- h) Provide an efficient and effective service achieving improved public satisfaction.
- i) Safeguard and improve the built and natural environment of the district.
- j) Ensure the continued reductions in carbon growth in line with changing legislation and sustainable development.
- k) To act as stewards of the environment and take positive action to improve it
- l) To protect and make best use of the sustainability benefits of the natural and historic environment
- m) To reduce the causes and impacts of climate change and help the environment to adapt to it
- n) To support housing growth which is sensitive to and enhances the environment
- o) To increase public involvement in and enjoyment of the environment
- p) To provide a high quality and value for money service to the public and other users
- q) Achieving improved customer satisfaction with our services.

4. Our Customers

Our services impact upon everyone within the District, especially through the Local Development Framework.

Customer satisfaction surveys have been in place for users of Building Control and the Conservation sections for some time, and feedback on these services is generally positive. We have now introduced a similar service for planning applicants and the first results show a marked improvement in comparison with the results of the last national survey.

However, to ensure that we take those future customers' likely needs and aspirations into account, we now have agents' forums for both Building and Development Control, and attendance at both continues to grow, as does the positive feedback.

To reach harder to reach elements of our area we have also introduced specialised forums, including a disabled users panel and supported initiatives to bring Travellers and Gypsies into the planning system.

The Planning Policy team, working with the City, have produced our first community Involvement statement and are programming further work for the New Year.

To build on our successful training sessions with Parish Councils, a new forum is to be set up. Planning will always be a significant local issue, and several new initiatives to keep parishes informed have been implemented and been the subject of positive comment from the parishes.

Learning from complaints is an important part of our culture and recent improvements introduced include sending delegation reports to Parish Councils, a training program for Parish Councils as to what are relevant planning issues, and the provision of a Duty Officer system.

5. Progress/Performance Overview

- Highest Housing and Planning Grant (HPG) in the country awarded in recognition of how far advanced we are in delivery of our LDF
- One of the highest HPG awards in the country for delivery of new, including affordable, housing,
- No reduction in HPG as we achieved all our development control targets
- Increase in Development Control user satisfaction increased from 57% to 73%
- Complete overhaul of the Planning Committee including compulsory training for members, public speaking and increased attention to major applications in accordance with best practice
- Building control achieved all its statutory time limit targets
- Development of Devcon, a new operating system for development control
- Maintenance of performance, especially Design and Conservation, despite key posts being vacant. Should end the year with all posts, including new ones, filled
- Delivery of 300 affordable housing units at Orchard Park
- Set up of the new Joint Urban Design team to provide expert advice to improve the standard of development
- Joint Fringes Development Control Committee resolved to approve 600 houses and associated community and leisure facilities at Trumpington Meadows.
- Receipt and processing of Northstowe application in efficient manner: all documents available on-line, and wide community consultation carried out. Use of new IT system to register representations, enabling all to view comments made. Detailed and timely written response back to applicant.
- Established a Cambourne pre-application advice forum

6. Resources

The summary of the budget and outturn for 2007/08 and budget for 2008/09. To be added into final service plan in March with info supplied by Finance.

7. Value for Money Overview

The creation of the Development Control and Registration teams has been designed to enhance Value for Money by promoting more efficient and value-for-money working. In particular these changes address the need to deliver an electronic service and 1App, and current service delivery problems.

Value for money may be considered to consist of two significant components; efficiency improvements and the value derived by the authority from the work carried out by the organisation.

Value is a comparative concept, and is defined in the context as: an amount of service delivered for a given price, at a given quality that is considered fair and reasonable. In assessing this, then we need to consider the impact of the work being carried out, the quality of the work being conducted and the net cost of this to the authority.

Opportunities to use external resources to fund services have been maximised. This includes:

- Outstanding HPG, one of the highest in the country, and one that came in at 3 times what was estimated for our budget
- Funding from Cambridgeshire Horizons has been negotiated, which has benefited a range of service areas, including development of our IT system and the funding of our new urban design team

Actions to implement Value for Money improvements are included in the Improvement Plan.

8. Workforce Overview

We have a highly skilled workforce from a range of technical backgrounds, and the majority have at least one qualification at degree level. We continue to train a significant number of our staff and a number are long serving. However in certain key areas, retirements have meant that there has been a decrease in experience. There is therefore an increasing mentoring role for the remaining experienced staff, to assist in the retention of skilled staff and to continue to develop. Development of individuals is also a high priority, with a focus on both increasing professional skills, and on developing management and leadership capacity.

In addition, certain gaps in the teams have been difficult to fill due to skills shortages: This has particularly apparent in the posts for urban designers, conservation and the performance management. They have now been filled. Where appropriate, interim staff were successfully used to plug the gaps, although not without some loss of service delivery.

There have been concerns from staff about the loss the of our successful Growth team that had been grown over the last 15 years, and retention of strong links and continued professional and technical support to them in their new corporate team needs to be a high priority for 2008/09.

Worries have also been expressed about the new job evaluation scheme, and reported national problems where posts requiring high levels of academic achievement have been marked down relative to those involving caring skills with the concomitant problems of staff motivation and retention.

9. Equalities Overview

One Equality Impact Assessments has been completed this year in collaboration with the City Council in connection with the North West Area action plan. However significant work remains to be carried in other areas of the service.

The service seeks to address the needs of a wide range of people in the district including marginalised groups by:

- Consulting and engaging the population in planning for growth, including through events aimed at engaging young people (e.g. the design event in schools), older people and faith groups
- Delivering affordable housing for people on low incomes, people with disabilities, older people, and people with special needs
- Work with Travellers to involve them in the GTDPD
- Work with Travellers to engage them in the planning process

- Working to ensure that design of new communities will meet the needs of a diverse population, including physical access, access to services, faith facilities, etc

10. Risk Overview

There are risks facing the service in the coming year that have a short or medium term impact on the ability of the service to deliver on its priorities. However, given the long-term nature of the projects in which this team is involved, there are also very significant longer-term risks, which could be mitigated or worsened by actions taken and leadership.

Current, short and medium term risks:

- Economic slow-down, and non-availability of credit results in the non-delivery of new housing areas, affordable housing and the inability to negotiate a suitable or satisfactory S.106 agreement.
- Failure of core strategy due to Economic slow-down
- Loss of market share to approved inspectors and decline in income leading to decline in service standards
- Failure to meet traveller and gypsy demand for sites leads to new breaches of planning control
- Lack of capacity in support services – Graphics, ICT, etc. leading to inability of team to deliver.
- Inability to recruit and/or retain appropriately skilled staff.
- Under funding from application fee income could reduce resource in Development Control and jeopardise the delivery of high quality services
- Teams reliant on small number of specialist staff with significant expertise and skills. Loss of experienced staff to other organisations
- Changes to Government policy on Heritage Protection and Biodiversity result in increasing demands on specialist staff and team workload. Diversion of staff resources from existing tasks, reduction in capacity to address existing issues, impact of staff morale, failure to meet targets.

SERVICE PLAN: Planning Policy Service

Relevant Council Actions:

C1 - Set up a forum of Parish Councils, housing associations and others to examine the workings of our exception sites policy in light of recent experience and current market conditions

Relevant Council Aim/s:

- A - We are committed to being a listening Council providing first class services accessible to all.
- C - We are committed to making South Cambridgeshire a place in which residents can feel proud to live.
- E - We are committed to providing a voice for rural life

Relevant Council Approach/es:

- A ii Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- A iii Making South Cambridgeshire District Council more open and accessible

- C i Making affordable housing more available to local people
- C ii Ensuring that affordable housing is in balance with the community
- C iii Achieving a sustainable future for the Council's housing stock

- E v Playing our part in improving rural services including transport links

Service Objective:

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COUNCIL ACTIONS IMPLEMENTATION PLAN: Planning Policy Service

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
A ii Aiii	Prepare and consult on a Statement of Community Involvement on planning issues by Sep 2010.	<p>Additional Resources Required: None, part of base budget</p> <p>Outputs: A Statement of Community Involvement, which shows how the community will be involved in plan-making and in decisions on planning applications.</p> <p>Outcomes: Plans and planning application decisions, which the public have been better able to influence by knowing when and how they will be consulted.</p> <p>Risks: Listed in the Local Development Scheme.</p> <p>Other services affected: The Council will integrate community engagement on planning with other community engagement activities taking place across the Council's wider functions; and in the process consider how its equality duties are being fulfilled.</p>	Sep 2010	Alison Talkington
C ii C iii	Review the Core Strategy DPD by Dec 2012	<p>Additional Resources Required: None, part of base budget</p> <p>Outputs: An updated Core Strategy providing a continuous and up to date planning policy framework for the development and enhancement of South Cambridgeshire to meet the needs of its population which updates targets for responding to climate change and affordable housing.</p> <p>Outcomes: Reductions in CO₂ emissions from new development.</p> <p>Risks: Listed in the Local Development Scheme</p> <p>Other services affected:</p>	Dec 2012	Caroline Hunt
A iii C iii	The preparation of a Gypsy and Travellers DPD by Jan 2012	<p>Additional Resources Required: None, part of base budget</p> <p>Outputs: A Gypsy and Travellers DPD providing for an equitable policy framework for housing all of South Cambridgeshire's residents</p> <p>Outcomes: Planned pitch provision for travellers with local ties to South Cambridgeshire.</p> <p>Risks: Listed in the Local Development Scheme and unauthorised development of illegal travellers sites.</p> <p>Other services affected:</p>	Jan 2012	Jonathan Dixon

COUNCIL ACTIONS IMPLEMENTATION PLAN: Planning Policy Service

(To be used to set out plans to deliver the 33 Council Actions)

Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
C i C ii	The preparation of an Affordable Housing SPD by Jan 2010	<p>Additional Resources Required: None, part of base budget</p> <p>Outputs: An Affordable Housing SPD providing guidance on securing affordable, including retirement homes for the elderly as a proportion of open market housing provision in the District.</p> <p>Outcomes: Affordable housing including retirement homes to meet the proven needs of the residents of South Cambridgeshire.</p> <p>Risks: Listed in the Local Development Scheme</p> <p>Other services affected:</p>	Jan 2010	Caroline Hunt
C iii	The preparation of a Sustainable Design and Construction SPD by Jan 2010	<p>Additional Resources Required: None, part of base budget</p> <p>Outputs: A Sustainable Design and Construction SPD to help achieve the Council's targets for energy & water conservation and energy generation.</p> <p>Outcomes: Reductions in CO₂ emissions from new development.</p> <p>Risks: Listed in the Local Development Scheme</p> <p>Other services affected:</p>	Jan 2010	Keith Miles
E v	Working with the Community Development Team, Cambridgeshire County Council and local communities in South Cambridgeshire to develop a Community Transport Plan by Jan 2010	<p>Additional Resources Required: None within Planning Policy. Focussing existing officers with transport responsibilities for the duration of this policy development.</p> <p>Outputs: A strategy for Community Transport provision in South Cambridgeshire.</p> <p>Outcomes: New community transport schemes in areas of poor public transport provision.</p> <p>Risks: Staff will be diverted on to meeting the DPD and SPD deadlines.</p> <p>Other services affected: Community development team.</p>	Jan 2010	Claire Spencer

OPERATIONAL PLAN: Planning Policy Service

Service Objective: To provide up to date and deliverable planning policies to secure sustainable development and use of land in South Cambridgeshire which also gives effect to the spatial proposals in the Local Strategic Partnership's Sustainable Communities Strategy and Cambridgeshire's Local Area Agreement and to secure by representation appropriate policies in the Regional Spatial Strategy as it affects South Cambridgeshire.

Aim/ & Approach	Service Objective	Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
				2009/10	2010/11	2011/12	
?		Work with the local authority partners in Cambridgeshire to help shape the First Review of the East of England Plan using the programme for the preparation of the East of England Plan .	Work with Cambridgeshire authorities on preferred strategy for submission to EERA by Mar 2009. If completed on time this need not be in 09/10 Service Plan Consultation on submission draft of the East of England Plan by Dec 2009	Dec 09	N/A	N/A	Keith Miles
?		Keep the rolling programme of plan preparation set out in the Local Development Scheme up to date.	Revise Local Development Scheme each year	Apr 2009	Apr 2010	Apr 2011	Keith Miles
A ii A iii		Preparation of a Statement of Community Involvement which shows how the community will be involved in plan-making and in decisions on planning applications using the programme for plan preparation set out in the Local Development Scheme .	Public participation on preferred SCI options and sustainability appraisal report by May 2009	May 09	N/A	N/A	Alison Talkington

A ii A iii		Preparation of a Statement of Community Involvement which shows how the community will be involved in plan-making and in decisions on planning applications using the programme for plan preparation set out in the Local Development Scheme .	Consultation on submission of SCI and Sustainability Appraisal Report to SoS by Oct 2009	Oct 09	N/A	N/A	Alison Talkington
A ii A iii		Preparation of a Statement of Community Involvement which shows how the community will be involved in plan-making and in decisions on planning applications using the programme for plan preparation set out in the Local Development Scheme .	Consultation on submission of SCI and Sustainability Appraisal Report to SoS: Sep 2010	N/A	Sep 10	N/A	Alison Talkington
C ii, iii		Review the Core Strategy to provide a continuous and up to date planning policy framework for the development and enhancement of South Cambridgeshire to meet the needs of its population, using the programme for plan preparation set out in the Local Development Scheme	Pre-production including commencement of document preparation and scoping the sustainability appraisal by Jul 2009	Jul 09	N/A	N/A	Caroline Hunt
C ii, iii		Review the Core Strategy to provide a continuous and up to date planning policy framework for the development and enhancement of South Cambridgeshire to meet the needs of its population, using the programme for plan preparation set out in the Local Development Scheme	Public participation on preferred options and sustainability appraisal report: Sep 2010	N/A	Sep 10	N/A	Caroline Hunt

C ii, iii		Review the Core Strategy to provide a continuous and up to date planning policy framework for the development and enhancement of South Cambridgeshire to meet the needs of its population, using the programme for plan preparation set out in the Local Development Scheme	Consultation on proposed submission of DPD and Sustainability Appraisal Report to SoS: Jun 2011	N/A	N/A	June 11	Caroline Hunt
C ii, iii		Review the Core Strategy to provide a continuous and up to date planning policy framework for the development and enhancement of South Cambridgeshire to meet the needs of its population, using the programme for plan preparation set out in the Local Development Scheme	If no significant issues raised during period for representations requiring a change to the DPD, the Council can move straight to Submission to SoS: Nov 2011 .	N/A	N/A	Nov 11	Caroline Hunt
A iii C iii		The preparation of a Gypsy and Travellers Development Plan Document to provide an equitable policy framework for housing all of South Cambridgeshire's residents using the programme for plan preparation set out in the Local Development Scheme .	Public participation on preferred GTDPP options and sustainability appraisal report by Nov 2009	Nov 09	N/A	N/A	Jonathan Dixon
A iii C iii		The preparation of a Gypsy and Travellers Development Plan Document to provide an equitable policy framework for housing all of South Cambridgeshire's residents using the programme for plan preparation set out in the Local Development Scheme .	Consultation on submission of DPD and Sustainability Appraisal Report to SoS: Sep 2010	N/A	Sep 10	N/A	Jonathan Dixon

A iii C iii		The preparation of a Gypsy and Travellers Development Plan Document to provide an equitable policy framework for housing all of South Cambridgeshire's residents using the programme for plan preparation set out in the Local Development Scheme .	If no significant issues raised during period for representations requiring a change to the DPD, the Council can move straight to Submission to SoS: Dec 2010 .	N/A	Dec 10	N/A	Jonathan Dixon
A iii C iii		The preparation of a Gypsy and Travellers Development Plan Document to provide an equitable policy framework for housing all of South Cambridgeshire's residents using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication: Jan 2012	N/A	N/A	Jan 12	Jonathan Dixon
?		Complete the preparation of a Site Specific Policies DPD to set out policies and proposals for development and land use in South Cambridgeshire's villages and countryside by using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication of SSP DPD by Oct 2009	Oct 09	N/A	N/A	Caroline Hunt
?		Complete the preparation of a Cambridge North West Area Action Plan to set out policies and proposals for development to meet the long-term development needs of Cambridge University using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication of CNWAAP by Jul 2009	Jul 09	N/A	N/A	Caroline Hunt

?		The preparation of a Planning Obligations SPD to provide guidance to landowners, developers and stakeholders on development funding for necessary services, facilities and infrastructure using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication of PO SPD by Jan 2010	Jan 10	N/A	N/A	Jonathan Dixon
C i		The preparation of a SPD providing guidance on securing Affordable Housing as a proportion of open market housing provision in the District using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication of AH SPD by Jan 2010	Jan 10	N/A	N/A	Caroline Hunt
C ii		The preparation of a SPD providing guidance on securing Affordable Housing as a proportion of open market housing provision in the District using the programme for plan preparation set out in the Local Development Scheme	Adoption and publication of AH SPD by Jan 2010	Jan 10	N/A	N/A	Caroline Hunt
C ii		The preparation of a SPD providing guidance on securing Sustainable Design and Construction to help achieve the Council's targets for energy & water conservation and energy generation using the programme for plan preparation set out in the Local Development Scheme	Adoption and publication of SDC SPD by Jan 2010	Jan 10	N/A	N/A	Keith Miles

?		Supporting the Design and Conservation Manager to produce a Design Guide SPD to secure high quality design in all new development using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication of DG SPD by Jan 2010	Jan 10	N/A	N/A	Claire Spencer
?		Supporting the Design and Conservation Manager to produce a Listed Buildings SPD to ensure that any alterations to listed buildings are sympathetic and high quality using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication: Oct 2009	Oct 09	N/A	N/A	Claire Spencer
?		Supporting the Design and Conservation Manager to produce a Biodiversity Strategy to preservation and enhancement of the wildlife and ecology of the District using the programme for plan preparation set out in the Local Development Scheme .	Adoption and publication: Oct 2009	Oct 09	N/A	N/A	Claire Spencer
?		Update the Annual Monitoring Report examining the extent to which key policies of the Local Development Framework are being implemented together with meeting the timetable for the preparation of Local Development Documents using the programme for plan preparation set out in the Local Development Scheme .	Submission annually to Secretary of State by December	Dec 09	Dec 2010	Dec 2011	Jenny Nuttycombe

E v		Working with internal service departments and externals service and infrastructure providing partners to ensure that well serviced development proceeds as planned as well as assisting to plan the delivery of service and infrastructure improvements within or affecting South Cambridgeshire using the housing trajectories set out in the East of England Plan and South Cambridgeshire Local Development Framework	Sites identified in the housing trajectories shown in the South Cambridgeshire Local Development Framework. Service and infrastructure projects within or affecting South Cambridgeshire	Mar 10	Mar 11	Mar 12	Keith Miles
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IMPROVEMENT PLAN: Planning Policy Service (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)						
Relevant Council Aim/s: N/A						
Relevant Council Approach/es: N/A						
Service Objective: N/A						
Aim/ & Approach	Service Objective	Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
<p>No specific improvements have been identified.</p> <p>Our systems have already been changed at no cost to the Council and any other changes during the course of 09/10 will also be efficiency improvements again made at no cost to the Council.</p> <p>The improvement that we need to have made is to change our IT consultation systems to take on board new plan-making Regulations.</p> <p>The only 'improvement' that will have a cost is scanning our files, which has gone in as a Corporate Bid for the whole department.</p>						

COUNCIL ACTIONS IMPLEMENTATION PLAN: Development Control Service

(To be used to set out plans to deliver the 33 Council Actions)

COUNCIL ACTION #	Council Action	Actions	Supporting Information	Completion by Month	Responsible Officer
C1 E ii	Set up a forum of parish councils, housing associations and others by Sep 2009 to examine the workings of our exception sites policy in light of recent experience and current market conditions	The Forum will be established and have fully examined with a view to improving the exceptions policy, by Sep 2009.	Additional Resources Required: None. Outputs: Improved understanding by and quality of responses from Parish Councils, Housing Associations and others to applications for affordable housing on exception sites. Outcomes: Improved relationships with Parish Councils, Housing Associations and others and support from them to providing affordable housing on exception sites Risks: The Council not providing sufficient affordable housing to meet the needs of its population. Other services affected: Housing and Legal	Sep 2009	Gareth Jones

OPERATIONAL PLAN: Development Control Service

Relevant Council Aim/s:

- A - We are committed to being a listening Council providing first class services accessible to all.
- C - We are committed to making South Cambridgeshire a place in which residents can feel proud to live.
- E - We are committed to providing a voice for rural life

Relevant Council Approach/es:

- A i Listening to and engaging with our local community.
- A ii working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- A iii making South Cambridgeshire District Council more open and accessible
- A iv Achieving improved customer satisfaction with our services.
- A v. Ensuring that the Council demonstrates value for money in the way it works.

- C i making affordable housing more available to local people
- C ii ensuring that affordable housing is in balance with the community
- C iii achieving a sustainable future for the Council's housing stock
- C vii Taking account of climate change in all the services we deliver.
- C viii Promoting low carbon living and delivering low carbon growth through the planning system.

- E ii working more closely with Parish Councils and local Groups
- E iii implementing planning policies to achieve successful new communities
- E iv maximising planning gain for neighbouring communities
- E v playing our part in improving rural services including transport links

Service Objective:

- c To deliver an improved Development Control Service that meets all its statutory requirements and improves response rates to customer enquiries.

Aim/ & Approach	Service Objective	Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
				2009/10	2010/11	2011/12	
A i A ii A iii A iv E ii	3 4	Introduce a new system of quarterly meetings to which all Parish Councils will be invited by March 10	Contribute to the setting up of the meetings and attend to offer advice and training. Establish Parish training sessions, perhaps 1 per team per year.	March 10	N/A	N/A	David Rush
A v	2 3 4	Provide an efficient service for applicants , to ensure that applications are determined in accordance with Government and local targets.	NI 157a Processing of planning applications as measured against targets for 'major types	71%	72%	73%	David Rush
A v	2 3 4	Provide an efficient service for applicants , to ensure that applications are determined in accordance with Government and local targets.	NI 157b Processing of planning applications as measured against targets for 'minor' types	71%	72%	73%	David Rush
A v	2 3 4	Provide an efficient service for applicants , to ensure that applications are determined in accordance with Government and local targets.	NI 157c Processing of planning applications as measured against targets for 'other' application types	86%	86%	86%	David Rush
A v	2 3 4	Provide an efficient service for applicants , to ensure that applications are determined in accordance with Government and local targets.	SP921 % of householder applications determined within 8 weeks.	90%	90%	90%	David Rush
A iv	1 4	Provide an efficient service for applicants , to ensure that applications are determined in accordance with Government and local targets.	SP902 The %of decisions delegated to officers as a %of all decisions	95%	95%	95%	David Rush

C i C ii C iii	1 2 12	Provide an efficient service for applicants , to ensure that applications are determined in accordance with Government and local targets.	SH320 Affordable housing planning permissions as a % of all residential permissions (excludes new Traveller/Gypsy pitches)	20%	23%	25%	David Rush
A v	3	Provide improved service to applicants and agents.	SP944 % of customers satisfied with the processing of their planning application	73%	74%	75%	David Rush

IMPROVEMENT PLAN: Development Control Service							
COUNCIL ACTION #	Service Objective	Supporting Objective	Performance Indicator or SMART Milestone	Supporting Information	Completion by Month	Responsible Officer	
A i A iii A iv	3 4 5	Improve customer contact with Planning Officers	Establish a Duty Officer System by June 2009	<p>Additional Resources Required: None. Additional Senior Officer recruited as part of 08/09 budget.</p> <p>Outputs: Improved service to the public to provide direct contact with a Planning Officer.</p> <p>Outcomes: Fewer complaints.</p> <p>Risks: Poor quality services, delays in the process and poor quality developments.</p> <p>Other services affected: Contact Centre, ICT.</p>	06/09	David Rush	

IMPROVEMENT PLAN: Development Control Service

<p>A i A iii A iv</p>	<p>1 3 4</p>	<p>Provide an efficient service for applicants and agents</p>	<p>Prepare a protocol for pre-application discussions, by June 2009 following discussions and agreement at the Agents Forum</p>	<p>Additional Resources Required: None other than that generated by the eventual introduction of charging for some pre-application discussions. Outputs: Improved applications and compliance with 1APP requirements. Outcomes: Better quality decisions, improved and more consistent advice and improved quality of development. Risks: Delays in the process, not meeting targets for determination of applications and poorer quality developments. Other services affected: Other Services involved in development, such as Conservation, Environmental Health and Housing.</p>	<p>06/09</p>	<p>David Rush</p>
<p>C i C ii C iii</p>	<p>2 10</p>	<p>To provide a clear and efficient process for future development.</p>	<p>Require the submission of Design Guides with applications for 'major major' developments by Sep 2009 (Arbury Park report recommendation).</p>	<p>Additional Resources Required: None. Outputs: To provide a clear basis for decisions on future applications. Outcomes: To ensure a consistently high quality of development. Risks: Lack of public confidence in the planning system. Other services affected: None.</p>	<p>09/09</p>	<p>David Rush</p>
<p>E iii E iv E v</p>	<p>2 7</p>	<p>Establish a database, which will enable the team to ensure the implementation of S.106 obligations in accordance with agreed timescale.</p>	<p>Increase staff resource to develop, launch and utilise the S106 obligation database by June 2009</p>	<p>Additional Resources Required: Agreed as part of 08/09 budget. Outputs: Better control of S.106 implementation. Outcomes: Better monitoring and provision of services in a timely manner. Risks: Delays in service provision and increase in complaints. Other services affected: Legal.</p>	<p>06/09</p>	<p>David Rush (with Paul Grainger support)</p>

OPERATIONAL PLAN: Building Control Service

Relevant Council Aim/s:

A - We are committed to being a listening Council, providing first class services accessible to all.

C - We are committed to making South Cambridgeshire a place in which residents can feel proud to live.

Relevant Council Approach/es:

A i Listening to and engaging with our local community.

A iv Achieving improved customer satisfaction with our services.

A v. Ensuring that the Council demonstrates value for money in the way it works.

C vii Taking account of climate change in all the services we deliver.

C viii Promoting low carbon living and delivering low carbon growth through the planning system.

Service Objective:

h Provide an efficient and effective service achieving improved public satisfaction.

i Safeguard and improve the built and natural environment of the district.

j Ensure the continued reductions in carbon growth in line with changing legislation and sustainable development.

Aim/ & Approach	Service Objective	Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
				2009/10	2010/11	2011/12	
A i A iv	9 11	To provide accurate, current and consistent advice on Building Regulations, sustainability and energy efficiency and allied legislation using Audited sources	Carry out the annual customer survey in December 2009. Other actions include a Customer forum, training technical meetings and seminars to ensure accurate and consistent advice.	12/09 SP927 SP935	12/10 SP927 SP935	12/11 SP927 SP935	Andy Beyer
A iv A v	9	To ensure all Building Regulation Applications are Registered and processed efficiently.	Monitor the time taken to acknowledge applications or provide a meaningful response and ensure procedures are updated	SP922 SP923	SP922 SP923	SP922 SP923	Andy Beyer
A iv A v	9	To ensure all Full Plans applications and Building Notices are checked efficiently and consistently and within statutory and internal target time limits	Monitor and check time taken to check applications and issue decisions and ensure consistency of approach through guidance and training	SP924 SP925	SP924 SP925	SP924 SP925	Andrew Dearlove, Nick Kendall

A ii A iv A v	9 10	To inspect all building work under our control to ensure compliance with current building regulations efficiently and effectively	Monitor the number of inspections and time taken to carry out and ensure the resources are targeted to ensure speed and accuracy, consistency and recording	SP926	SP926	SP926	Andrew Dearlove
A i A ii A iv A v	10	To respond to all dangerous structure reports efficiently and within specific time limits	Ensure time taken to respond is commensurate with risk. Procedures are in place to ensure consistency of response on notification	SP928 SP929 SP930	SP928 SP929 SP930	SP928 SP929 SP930	Andy Beyer Andrew Dearlove
A iv A v	10	To enforce building regulations throughout the district in a consistent and professional manner	Produce new enforcement procedures by June 2010 , to ensure any enforcement takes place in a consistent manner and follows a specific procedure maintaining accurate records of any action	06/10	N/A	N/A	Andy Beyer
A iv A v	9	To provide additional monitoring of planning conditions and consultations (subject to current financial bid)	Introduce a method of monitoring the time taken to respond to consultation requests by June 2010 and ensure site monitoring and accurate responses process audit	06/10	N/A	N/A	Andy Beyer/ Andrew Dearlove

IMPROVEMENT PLAN: Building Control Service

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

Relevant Council Aim/s:

- A - We are committed to being a listening Council, providing first class services accessible to all.
- C - We are committed to making South Cambridgeshire a place in which residents can feel proud to live.

Relevant Council Approach/es:

- A i Listening to and engaging with our local community.
- A iv Achieving improved customer satisfaction with our services.
- A v. Ensuring that the Council demonstrates value for money in the way it works.
- C vii Taking account of climate change in all the services that we deliver.
- C viii Promoting low carbon living and delivering low carbon growth through the planning system.

IMPROVEMENT PLAN: Building Control Service

(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

Service Objective:

9 Provide an efficient and effective service achieving improved public satisfaction.

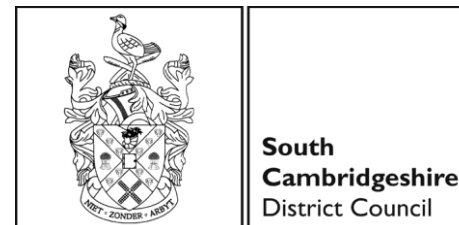
10 Safeguard and improve the built and natural environment of the district.

11 Ensure the continued reductions in carbon growth in line with changing legislation and sustainable development

Aim/ & Approach	Service Objective	Improvement or Change Objective	Actions	Supporting Information	Completion by Month	Responsible Officer
A i A iv A v	9	To improve operation and enable acceptance of on line applications, information and compatible integration with existing council software and enable the Egov initiative to continue.	To upgrade the existing building control computer system, by June 2009 , to a supported or web based version and provide software and hardware to plan check and record on site	Additional Resources Required: Funding for software and equipment Outputs: Improved service and integration with other services Outcomes: Greater efficiency, Compliance with government guidelines Risks: Critical unsupported system risks total failure. Other services affected: Planning, Legal. Finance	June 09	A Beyer / Paul Grainger
A v A iv	9	To explore the sharing and pooling of resources with adjoining authorities to provide a consistent county wide approach to improve market share and service to our customers	Discuss with adjoining authorities the sharing of training, expertise, methods of working and secondment possibilities when workload dictates by Sep 2009.	Additional resources required: minimal some development of SLAs etc, Outputs: Increased marketing, greater levels of expertise, increased consistency. Outcomes: Possible increase in market share, improved customer service. Income. Other services affected: Legal, Planning	09/09	A Beyer/ A Dearlove.

Planning Services (Building Control) Risk Register

Date completed, Draft 24th October 2008



No. Title Description a) The risk event, b) <i>Leading to</i> consequence for service/Aim/Approach/Action, c) <i>Resulting in</i> possible outcome(s).	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
1a. Reduction in market share or slowing of construction sector 1b. Leading to inability to provide first class service 1c. Reduction in value for money.	B/1	<input type="checkbox"/>	A iv,	A Beyer	06/2009
4a. Under funding 4b. Leading to a failure to meet statutory requirements 4c. Affecting ability to provide a first class service	B/2	<input type="checkbox"/>	A iv A v	A Beyer	06/2009
8a. Under funding and lack of qualified staff 8b. Leading to a reduced response to dangerous structures a loss of site control and reduced levels of public safety 8c. Injury and Claims against the Council	A/3	<input type="checkbox"/>	E i	A Beyer	06/2009
a. Under funding b. Leading to reduced engineering and surveying public and interdepartmental advice c. Reduced site control and increased enforcement loss of market share	C/3	<input type="checkbox"/>	A iv	A Beyer	04/2009

<u>Impact</u>	<u>Likelihood</u>	<u>Direction of Travel</u>
A Extreme	1 Almost certain	<input type="checkbox"/> Priority reduced from last review (bracket indicates previous priority)
B High	2 Likely	<input type="checkbox"/> Priority equal to last review
C Medium	3 Possible	<input type="checkbox"/> Priority increased from last review (bracket indicates previous priority)
D Low	4 Unlikely	
	5 Seldom	
	6 Rare	

Notes: 1. The dotted line shows the Council's risk tolerance line.

2. The Council is due to adopt new Aims, Approaches and Actions for 2009/10 onwards; please cross reference each risk to the relevant Aim(s), Approach/es and/or Action(s), as appropriate (e.g. A. v., or E. ii. 2.).

OPERATIONAL PLAN: Conservation and Design Service

Relevant Council Aim/s:

- A: We are committed to being a listening Council, providing first class services accessible to all.
- B: We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C: We are committed to making South Cambridgeshire a place in which residents can feel proud to live.
- E: We are committed to providing a voice for rural life

Relevant Council Approach/es:

- A i. Listening and engaging with our local community.
- A ii. Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- A iv. Achieving improved customer satisfaction with our services.
- A v. Ensuring the Council demonstrates value for money in the way it works.
- B iii. Promoting active lifestyles and increasing sport and recreation to improve the health of all age groups
- C iv. Working with local residents to promote community cohesion and addressing the needs of the most vulnerable in the community
- C vii. Taking account of climate change in all the services that we deliver.
- C viii. Promoting low carbon living and delivering low carbon growth through the planning system.
- E i. Protecting existing communities, villages and the countryside.
- E iii. Implementing planning policies to achieve successful new communities.
- E iv. Maximising planning gain for neighbouring communities.

Service Objectives:

- k - To act as stewards of the environment and take positive action to improve it
- l - To protect and make best use of the sustainability benefits of the natural and historic environment
- m - To reduce the causes and impacts of climate change and help the environment to adapt to it
- n - To support housing growth which is sensitive to and enhances the environment
- o - To increase public involvement in and enjoyment of the environment
- p - To provide a high quality and value for money service to the public and other users

Supporting Objectives:

- (a) Increasing understanding of the natural and historic environment and influencing and guiding change
- (b) Providing an effective and efficient environmental planning service to applicants and other customers
- (c) Protecting, enhancing and managing the natural and historic environment
- (d) Working with communities and other partners to achieve improvements to local places

Aim/ & Approach	Service Objective	Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
				2009/10	2010/11	2011/12	
C viii E i,iii, iv	1-4	Increasing understanding of the natural and historic environment and influencing and guiding change – Subject SPD	Work with Planning Policy to produce the adopted SPD for Listed Buildings for the LDF	Adoption Sept 09	N/A	N/A	David Bevan
C viii E i,iii, iv	1-4	Increasing understanding of the natural and historic environment and influencing and guiding change – Subject SPD	Work with Planning Policy to produce the adopted SPD for Landscaping of New Developments for the LDF	Adoption Sept 09?	N/A	N/A	David Hamilton
C viii E i,iii, iv	1-4	Increasing understanding of the natural and historic environment and influencing and guiding change – Subject SPD	Work with Planning Policy to produce the adopted SPD for Biodiversity for the LDF.	Adoption Sept 09	N/A	N/A	Rob Mungovan
C viii Ei,iii	1-4	Increasing understanding of the natural and historic environment and influencing and guiding change – Design Guide SPD	Work with Planning Policy to revise the District Design Guide and prepare for adoption as SPD.	Consultation draft July 09 Adoption January 10?	N/A	N/A	Corrie Newell
Aii E I, iii	1-4	Increasing understanding of the natural and historic environment and influencing and guiding change – Conservation Area Appraisal programme	BV 219b - % of conservation areas in the local authority area with an up to date character appraisal.	TBC following review of existing work	TBC	TBC	David Bevan
Aii E I, iii	1-4	Increasing understanding of the natural and historic environment and influencing and guiding change – Conservation Area Appraisal programme	NEW PI - Number of conservation area appraisals completed.	TBC following review of existing work	TBC	TBC	David Bevan
A iv, v	6 1-4	Providing an effective and efficient environmental planning service to applicants and other customers – Speed of response to applications	SP 907 - % Listed Building Applications determined in 8 weeks. Note: Will contribute to NI157b (minor planning applications)	71%	72%	73%	Corrie Newell

A i, iv, v	6 1-4	Providing an effective and efficient environmental planning service to applicants and other customers – Customer satisfaction	SP 908 - % of listed building applicants who agree or strongly agree that they were treated fairly	91%	92%	93%	Corrie Newell
A iv, v	6 1-4	Providing an effective and efficient environmental planning service to applicants and other customers – Speed of response to applications	SP 909 - % of listed tree consent applications processed within 8 weeks of receipt	91%	92%	93%	Roz Richardson
A iv, v	1-4, 6	Providing an effective and efficient environmental planning service to applicants and other customers – Monitoring implementation	SP931 - The number of implemented landscape schemes monitored	50	50	50	David Hamilton/ Cariona Campbell
A ii C vii E i	1-3	Protecting, enhancing and managing the natural and historic environment – Improving site management	NI 197 - Improved local biodiversity – active management of local sites	45%	52%	55%	Rob Mungovan
A ii C vii E i	1-4	Protecting, enhancing and managing the natural and historic environment – Extent and quality of resource	SP939 - Net area of County Wildlife Sites and Sites of Special Scientific Interest (in South Cambridgeshire) combined - Hectares	3,282 ha	3,282 ha	3,282 ha	Rob Mungovan
Ai, iv, v E i	1-2, 6	Protecting, enhancing and managing the natural and historic environment – Conservation repairs	SP904 - Number of historic buildings repaired with the support of SCDC grants	12	12	12	Shona Smith
Ai, iv, v E i	1-2, 6	Protecting, enhancing and managing the natural and historic environment – Removing threats	SP903 - Historic buildings at risk taken off the register as a % of all buildings at risk	3	4	5	Stacey Weiser-Jones
A i, ii, v B iii, iv C viii E i	1-3, 5,6	Working with communities and other partners to achieve improvements to local places – New planting	SP905 - Metres of hedges and hedgerow trees created with the support of SCDC grants	2,500	2,500	2,500	Roz Richardson

A i, ii, iv B iii C viii E I, iii, iv	1-3, 5	Working with communities and other partners to achieve improvements to local places – Increasing people's contact with wildlife	SP 901 – Hectares of accessible wildlife space per 1,000 population	7.1	7.6	8.1	Rob Mungovan
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Planning Services (Conservation & Design) Risk Register

Date completed, Draft ??/??/ 2008

No. Title Description a) The risk event, b) <i>Leading to</i> consequence for service/Aim/Approach/Action, c) <i>Resulting in</i> possible outcome(s)).	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
Implementation of Biodiversity Duty (NERC Act 2006), which sets out the responsibilities of local authorities across their functions. Increased workload and demands on specialist staff. Diversion of staff resources from existing tasks and programme, and from meeting corporate, LAA and national targets. Impact on staff morale.	D2	□	2(a), 2(c), 2(d)	?	?
Fundamental changes to Heritage Protection proposed with new legislation. (Probable timetable: parliamentary sessions 08/09, enactment '09, and implementation '10). New responsibilities for local authorities include the transfer of the Scheduled Ancient Monument system from English Heritage and the delivery of an integrated heritage approach. Increased demands on specialist staff and team workload. Need to revise SPDs. Diversion of staff resources from existing tasks. Reduction in capacity to deliver existing programmes and meet corporate and LAA targets. Impact on staff morale.	B6	□	2(d), 3(b)	?	?
Significant increase in housing growth work without extra capacity reduces the ability to deliver programmes and meet targets. For example, there is less time to support partnership working with communities and improve local places.	B/C1	↑ (not included in last review)	?	?	?
Lack of resources to improve the accuracy of environmental data, and digitise information backlog and new data, which applies across the section's areas. This conflicts with national planning policy and reduces the quality, effectiveness and efficiency of the section's work and the quality of planning policy, development control and other council services. Ultimately it harms the protection, management and enhancement of the environment. It also prevents the delivery of e Government and full public participation and access to information.	C1	↑ (not included in last review)	?	?	?

<u>Impact</u>	<u>Likelihood</u>	<i>Direction of Travel</i>
A Extreme	1 Almost certain	<input type="checkbox"/> Priority reduced from last review (bracket indicates previous priority)
B High	2 Likely	<input type="checkbox"/> Priority equal to last review
C Medium	3 Possible	<input type="checkbox"/> Priority increased from last review (bracket indicates previous priority)
D Low	4 Unlikely	
	5 Seldom	
	6 Rare	

Notes: 1. The dotted line shows the Council's risk tolerance line.

2. The Council is due to adopt new Aims, Approaches and Actions for 2009/10 onwards; please cross reference each risk to the relevant Aim(s), Approach/es and/or Action(s), as appropriate (e.g. A. v., or E. ii. 2).

SERVICE PLAN: Registration Team (Registration/Administration/Secretarial Assistant Service)

Relevant Council Aim:

A) We are committed to being a listening Council, providing first class services accessible to all.

Relevant Council Approaches:

A iii Making South Cambridgeshire District Council more open and accessible
 A iv Achieving improved customer satisfaction with our services.
 A v Ensuring that the Council demonstrates value for money in the way it works.

Service Objectives:

Deliver high quality services that represent best value and area accessible to all our community by:

p - A commitment to improvement and good quality services.
 q - Achieving improved customer satisfaction with our services.

OPERATIONAL PLAN: Registration Team

Aim/ & Approach	Service Objective	Supporting Objective	Performance Indicator or SMART Milestone	PI target or deadline (month) for action			Lead Officer
				2009/10	2010/11	2011/12	
A iii A iv A v	p, q	To improve internal and external customer service satisfaction.	Revise Contact Centre business rules for the Planning Service to take into account training and development needs for the customer liaison officers, by Sep 09	Sep 09	N/A	N/A	Rachael Fox
A iii A iv A v	p, q	To improve internal and external customer service satisfaction.	Coordinate Contact Centre Training for the Planning service	Mar 10	Mar 11	Mar 12	Rachael Fox
A iv A v	p, q	To ensure the validation of Planning Applications to Development Control Area Teams is done in an efficient and effective manner.	SP936 - % Major Planning Applications average process time for registration team	7 days	6 days	5 days	Rachael Fox

A iv A v	p, q	To ensure the validation of Planning Applications to Development Control Area Teams is done in an efficient and effective manner.	SP937 - % Minor Planning Applications average process time for registration team	5 days	4 days	3 days	Rachael Fox
A iv A v	p, q	To ensure the validation of Planning Applications to Development Control Area Teams is done in an efficient and effective manner.	SP938 - % Other Planning Applications average process time for registration team	3 days	2 days	2 days	Rachael Fox

Registration/Administration/Secretarial Assistant Risk Register
Date completed 5 November 2008



**South
Cambridgeshire**
District Council

No. Title Description (The risk event, <i>Leading to</i> consequence for service/Aim/Approach/Action, <i>Resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Council Aims, Approaches, Actions	Owner	Timeline for Progress
1.Under funding and lack of additional hardware and software would not enable the effective and efficient checking, validation, registration and determination of on-line and paper copy planning applications. Dissatisfaction from customers of service.	B		A (i) A (iii) A (iv) A (v)	Rachael Fox	

2. Under funding and lack of additional hardware and software would restrict the amount of information the service would publish on the Council's website. We would not be able to keep our customers informed at what stage their planning application was at.	B		A (i) A (iii) A (iv) A (v)	Rachael Fox	
3. Lack of funding would restrict consultants from further improving, developing and maintaining of all ICT systems and databases.	A		A (i) A (iii) A (iv) A (v)	Rachael Fox	
4. Increased stress and pressure that could lead to short-term and/or long-term sickness/illness put upon employees if flexible working is not introduced and monitored effectively within the workplace.	B		A (iv) A (v)	Rachael Fox	
5. Lack of knowledge and training provided by the Planning service to our Contact Centre affects our performance and the ability to provide a first class customer care service standard.	C		A (iii)	Rachael Fox	
6. Lack of funding leads to staff not being fully trained and up to date with legislation, cannot provide adequate advice leading to under performing staff, incompetency and unprofessional manner. Dissatisfaction from customers of service, compensation because of bad decision-making.	A		A (iv) A (v)	Rachael Fox	

Impact

Likelihood

Direction of Travel

- | | | | |
|-----------|------------------|--------------------------|---|
| A Extreme | 1 Almost certain | <input type="checkbox"/> | Priority reduced from last review (bracket indicates previous priority) |
| B High | 2 Likely | <input type="checkbox"/> | Priority equal to last review |
| C Medium | 3 Possible | <input type="checkbox"/> | Priority increased from last review (bracket indicates previous priority) |
| D Low | 4 Unlikely | | |
| | 5 Seldom | | |
| | 6 Rare | | |

Notes: 1. The dotted line shows the Council's risk tolerance line.

2. The Council is due to adopt new Aims, Approaches and Actions for 2009/10 onwards; please cross reference each risk to the relevant Aim(s), Approach/es and/or Action(s), as appropriate (e.g. A. v., or E. ii. 2.).

Registration function:

The processing of an application will involve the following stages:

- Checking to ensure forms are properly completed, plans included, the owner and/or leaseholder of the property notified, if required, and the correct fee paid.
- The application requirements, advice and checklists for the submission of different types of applications are contained within the relevant application forms and guidance notes on the “1App” forms. All this information can be viewed and obtained from either the Planning Portal or the Council’s website.
- Advertisements, if necessary, are placed in newspapers or site notices are put up in appropriate places.
- Consultations – these cover clearing technical aspects with other statutory and technical bodies and supply services; informing those people who might be affected by the application; they all have the right to ask the local authority for more information and to raise objections.
- Comments on applications may be made in writing to both Team East and Team West quoting the planning reference number whilst the application has not been decided. Alternatively the Council’s on-line system for viewing applications “Planning Application Search” also enables comments to be made direct to these teams via the Council’s website.
- Consideration of applications against existing and emerging Council policies and any past history of decisions on that site or for similar applications.
- More technical checks that the application meets the Council’s standards for such things as parking, day lighting and visibility near road junctions, etc.
- Following a site visit by a planning officer who might also contact the agent and/or applicant if more information or amendments are advisable.
- The application will either go to Planning Committee made up of Councillors, or will be considered by the Chief Officer responsible for planning matters. Should the application be referred to Planning Committee members of the public may attend the meeting and take part in the debate.
- A link is provided to view the Council’s on-line Committee information “Modern.Gov”. All agendas, minutes, delegation and committee reports for Planning Committee applications are available at least 5 working days before the relevant meeting. The information is updated on a daily basis where necessary.
- Shortly after Planning Committee the applicant and/or agent will receive a ‘decision notice’.
- Any time during the above process you can contact the Case Officer handling your application to discuss its progress and to give any information supporting the application.

- All local planning authorities are required to deal with an application within prescribed time periods. The process could be delayed beyond the target period by, for example, requests to the applicant and/or agent for amendments or the need to fit into the Planning Committee meeting schedule. If the application is complicated, it is advised to engage with a professional consultant. You can help speed up the process by contacting the planning duty officer before you submit the application to see if there are any standards or policies which could apply to your application. You may even be told that planning permission is not necessary, though you may still need approval under Building Regulations. To help try and identify if you need planning permission or not please view our “Planning Expert System” on-line to answer any questions.