

Planning Services Delivery Plan 2016-2017

Overview of Planning Service

The Planning Service

Activities of the Planning Service generally stem from legislative requirements, however close working with other internal departments is essential in providing a comprehensive service to our customers. We also work closely with a number of external clients such as the Local Highways Authority, Environment Agency, Natural England and Historic England, as well as Town and Parish Councils.

It is important that the Planning Service maintains a strong customer focus to the varied range and number of customers that the service has to manage. The range of customers accessing our service includes; applicants, architects/agents, developers, neighbours and community groups as well as internal and external colleagues and consultees.

Planning applications should be determined in accordance with adopted local and national planning policies. The Planning Service operates in the public interest and its main purpose is to facilitate sustainable development throughout the District. Place making is an important objective for the team, alongside the protection and enhancement of the built and natural environment. Close working with internal and external bodies forms an important part of the planning process to ensure the service functions in an efficient and transparent manner.

The Planning Service is one that generates an income for the Council with planning applications fees being set by national government and pre-application fees being set by the Local Planning Authority. The budgeted income for 2016/17 from planning applications and pre-application advice is £559,273 and £29,000 respectively. The level of income received to date is on track to meet this projection. **The net expenditure for the planning service is £66,002.97.**

In the year 2015/16 (01/06/2015-31/05/2016) the Planning Service dealt with a total of 1492 applications, the breakdown of which is given below:

Majors	Minors	Others (includes householders, listed buildings, adverts, conditions, amendments, certificate of lawfulness, prior notifications)	Trees
47	359	689	397

Within the above period, the Council also defended 20 appeals; 6 of which were dismissed by the Planning Inspectorate, 1 withdrawn, 5 allowed and 8 are still in progress.

Staff

The Planning Service includes a number of functions. The team consists of a total of 20 full time equivalent (FTE) staff members. The team is broken into a number of different sections that all fall under the remit of the Planning Manager. The Planning Team consists of Senior Planning Officers and Planning Officers.

The team also incorporates other staff and statutory functions; including Conservation, Trees Officers, Enforcement and the Planning Support Team. The structure of the team is outlined below with a summary of each function and staffing levels.

Support Team

The Support Team consists of 7 FTE staff members and they are the point of receipt for Planning, Tree, Building Control and other applications. They check whether all the information submitted is correct through the validation process. They provide support to officers throughout the planning process as well as conservation, trees and enforcement and being the front face of the Council's general enquiries service.

Planning Officers

There are 3 FT Senior Planning Officers responsible for 5 FTE Planning Officers. They are responsible for managing planning applications. Their role involves giving pre-application advice, carrying out site visits, considering planning applications, determining applications, presenting to committee and providing specialist advice to customers.

Conservation Officer

The Council employs 1 FT Conservation Officer who is responsible for providing specialist advice on the historic built environment. It is their responsibility to secure the preservation and enhancement of East Cambridgeshire's rich and diverse heritage. They manage a case load of applications affecting this historic environment, comment on planning applications, provide pre-application advice and guidance to owners, applicants and agents as well as contributes to the production of local guidance and policy.

Trees Officers

There are 2 FT Trees Officers that are responsible for providing specialist advice on tree related enquiries. They manage a case load of tree works applications, comment on planning applications, serve Tree Preservation Orders, investigate unauthorised works and provide advice and guidance to owners. They also manage the Council's tree stock and planting programme as well as the Council's voluntary Tree Warden Scheme.

Enforcement Team

The Enforcement Team consists of 2 FTE officers who are responsible for investigating complaints about unauthorised development and taking action where required. The provision of an enforcement service is a statutory function of the Local Planning Authority; however the taking of enforcement action is at the discretion of the local authority. The team are also responsible for monitoring development to ensure that it complies with what has been approved as well as dealing with high hedges complaints. They also offer advice to officers on enforcement proceedings as required, working in accordance with the Corporate Enforcement Policy and Local Enforcement Plan.

Forward Planning for Councillors

(Are there any dates which you think Service Delivery Champions might need to be aware of e.g. committee dates, events linked to outputs etc)

Proposed date of decision	Item	Service Area	Service Delivery Champion	Committee
TBC	Member Training	Planning	Cllr Lis Every	
First Wednesday of every month	Planning Committee	Planning	Cllr Lis Every	Planning

End of year report- Planning Services 2015/2016

To deliver statutory functions within specified timescales and within budget constraints	Baseline	Target	Outcome
60% of major applications determined within 13 weeks; 65% of minor applications determined within 8 weeks; 80% of householder applications determined within 8 weeks or within an agreed timescale; 80% of all other applications determined within statutory timescales (prior notifications and certificate of lawfulness)	79% 80% 77% N/A	60% 65% 80% 80%	89% (39 out of 44) 85% (246 out of 291) 87% (379 out of 434) 82% (115 out of 140) Positive outcomes explained (see variance *)
100% of Tree Preservation Order applications and Conservation Area Notices (trees) to be determined within statutory timescales.	100%	100%	100% TPO- 81 TCON-67 TRE-264
100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed.	99.6%	100%	100%
90% of planning applications validated within 5 working days.	70%	90%	32% equating to -58% ** (See variance **)
Reduction in the number of applications, submitted by planning agents, invalid upon receipt by 10%.	21%	11%	01/06/14 – 30/04/15 21% (311 invalid from 1503 received) 01/06/15 – 30/04/16 25% (433 invalid from 1744 received) outcomes explained (see variance ***)
100% of discharge of condition applications determined within 8 weeks unless an extension of time has been agreed.	N/A	100%	54% (equating to -46%) **** (see variance ****)
No more than 40% of planning appeal decisions overturned and no more than 20% of major planning appeal decisions overturned.	40%	40% 20%	38% -100%***** (see variance *****)
*The Planning Service has gone through a service review which has culminated in more efficient working practices, an improvement in partnership working and a quicker turnaround of work.			

******26% of applications have been validated within 5 working days at the 6 month review, this has now increased to 32.3%. The Support Team have been dealing with backlogs of applications and a shortage of staff, we are currently back within our 5 day target.

*******The target has not been met for a reduction in the number of applications, submitted by agents, invalid on receipt. We have updated our validation checklist and continue to publish agent's performance reports on our website to try and achieve this target. Ultimately this is out of our hands and depends on the quality of submission by the agent.

********This figure is an increase from the 6 month report. However, increasing workloads during this period have meant that planning conditions have not always been dealt with as a priority. The majority of conditions can be discharged, however, an archaeology or contamination condition may be required to be submitted following the works and this can lengthen the time period quite significantly. We are currently reviewing the conditions to ensure they are meeting the tests and introducing extension of times to ensure applications can be agreed within an agreed time limit if necessary, to help us meet our target.

*********As a department we have had two major planning appeals overturned, one of these was the Gladman's appeal at Witchford and one was a Planning Committee overturn at St John's Avenue, as we only had two major planning appeals and these were both overturned, this does not allow us to meet our target. However, this is completely out of our control as the appeals were decided by the Planning Inspectorate.

To take a proactive approach to enhancing and improving the places in which people live; balancing economic, environmental and social needs	Baseline	Target	Outcomes
Develop a toolkit based upon the CABE building for life criteria as part of Design Guide review within 18 months.	Outstanding	Nov 2016	No change from 6 month review (see variance*)
Investigate potential for establishing Design Review panel to assess completed development schemes within 1 year.	N/A	Jun 2016	Completed- investigated, sent questionnaires and received responses back.
Implement short training sessions for members of the planning committee to take place before monthly meeting within 6 months and have minimum 6 per year.	N/A	Nov 2015 100%	50% achieved ** (see variance**)
Canvassing planning agents to ascertain interest in training sessions provided by ECDC within 1 year.	N/A	Jun 2016	Completed- agents have been contacted, sent questionnaires and received responses back

*Work has commenced on the toolkit, it is hoped this will be completed within the targeted 18 months.

**Lengthy Planning Committee meetings have not enabled the time or capacity to implement short training sessions for Members of the Planning Committee.

To improve the quality of the built & natural environment throughout the District	Baseline	Target	Outcomes
Undertake review & update Design Guide SPD for adoption within 12 months	N/A	Jun 2016	Work on this has started * (see variance*)
Implement notification system for Conservation Officer to be notified of listed building sales within 12 months	Outstanding	Jun 2016	No change from 6 month review ** (see variance**)
Monitor 20% of approved tree works	20%	20%	20% monitored
Investigate potential for establishing biennial district Design Awards within 12 months	N/A	Jun 2016	100%
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt and the complainant contacted within 15 working days to advise of findings	N/A	80%	71% investigation within 10 working days (171 out of 240 cases) 43% response within 15 working days (104 out of 240 cases) equating to -37%*** (see variance ***)
Undertake visits during works to listed buildings for 15% of approved consents	N/A	15%	35% Completed**** (equating to +20%) (see variation ****)

*Work on the Design Guide is taking longer than anticipated. Proposal to extend this date as part of the next service plan and involve all Officers to add comments and amendments.

**Implementing the notification system for listed buildings does not appear to be an easy implementation and more work is required by the Conservation Officer to establish how/if this can be implemented.

***Some of this relates to procedures and Uniform not being used in a manner to record these details and some relate to staff shortages. As part of the planning review, procedures for the enforcement team have been set up to make sure all cases are recorded in the correct way.

****Conservation Officer has achieved beyond expected target due to more efficient working practices.

To improve staff motivation, participation and involvement in service provision & encourage staff development	Baseline	Target	Outcomes
20 hrs of CPD to be identified and to be provided annually.	100%	20hrs – 100%	100% achieved* (see variance *)
Introduction of quarterly team building exercise within 12 months.	N/A	Jun 2016	50% achieved** (see variance **)
Set up meeting with Building Control to investigate opportunities for linked working within 3 months.	N/A	Sep 2015	Weekly Service Leads meetings with the Director of Operations
Set up meeting with Environmental Health to investigate opportunities for linked working within 3 months.	N/A	Sep 2015	Weekly Service Leads meetings with the Director of Operations
Establish a working party to look at IT processes and systems for planning and enforcement within 12 months.	N/A	Jun 2016	Completed- Working party established and 3 meetings held
* Average 21 hours per person across whole team, which includes both full and part time employees.			
** Whole department attended a day's site visit of various housing developments in October 2015 and had a team meeting to look at PAS review at E-space.			

To provide excellent customer service at all times and to improve communication with all customers	Baseline	Target	Outcomes
Monthly recorded meetings between Trees Officers and Parks & Open Spaces Officer.	100%	100%	67% equating to -13%* (see variance *)
Monthly recorded meetings between planning, conservation, trees, enforcement, housing, strategic planning, IT, building control (as required).	N/A	100%	100% completed ** (see ** variance for further explanation)
Continue monthly meetings with Customer Services and arrange for officers to provide and engage in shadowing for Customer Service Advisors within 6 months.	N/A	100% Nov 2015	100% monthly meetings 2 staff shadowed Customer Services Advisors. *** (for further explanation see variance ***)

Continue to circulate quarterly agents & developers e-newsletter.	N/A	100%	100%
Continue to hold quarterly agents/developers forum to be attended by planning, support, conservation, trees, enforcement, etc as required.	100%	100%	100%
Continue to provide General Enquiries Service during working hours 100% of the time.	N/A	100%	100%
Update and maintain planning services web pages & update trees and enforcement sections within 6 months.	N/A	100%	100%
Update/produce new guidance leaflets and publish a minimum of 2 on website every 6 months.	N/A	100%	100% (series of 9 have been published)
*Monthly meetings are arranged with Park and Open Spaces departments. However, there has to be some flexibility with the meetings and while monthly meetings have been set these tend to occur every 6 weeks.			
**Weekly meetings between planning, conservation, trees and enforcement. No longer have strategic housing section in house, however, monthly meetings held with CLT advisor. Strategic Planning attend meetings at least once a month.			
*** 2 staff shadowed customer service advisors – now that Officers give out direct dial numbers and mobile numbers the number of calls which come through CRM are reduced and therefore felt beneficial to focus on the review and customer service provided rather than how Customer Services work.			

Planning Services 2016/2017

Strategy map



Measuring Performance 2016/2017

To deliver statutory functions within specified timescales and within budget constraints	Baseline (from previous year if applicable)	Target
Increase the amount of major applications determined within 13 weeks (or within an agreed timescale) by 10% from the previous year's target of 60%	89%	70%
Increase the amount of minor applications determined within 8 weeks (or within an agreed timescale) by 10% from the previous year's target of 65%.	85%	75%
Increase the amount of householder applications determined within 8 weeks (or within an agreed timescale) by 10% from the previous year's target of 80%.	87%	90%
Increase the amount of all other applications determined within statutory timescales (prior notification and certificate of lawfulness), or within agreed timescale by 10% from the previous year's target of 80%.	82%	90%
100% of Tree Preservation Order applications and Conservation Area Notices (trees) to be determined within statutory timescales.	100%	100%
100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed.	100%	100%
90% of planning applications validated within 5 working days.	32%	90%
90% of discharge of condition applications determined within 8 weeks unless an extension of time has been agreed.	54%	90%
10% increase in planning (currently £559,273) and pre-application fees (currently £29,000) from current budget.	n/a	10% increase

To take a proactive approach to enhancing and improving the places in which people live; balancing economic, environmental and social needs	Baseline (from previous year if applicable)	Target
Develop a toolkit based upon the CABE building for life criteria as part of Design Guide review within 12 months.	Outstanding	June 2017
Carry out a scoping exercise for establishing Design Review panel to assess completed development schemes within 1 year.	n/a	Dec 2016

Carry out a scoping exercise to ascertain whether Development Management can generate income by providing training sessions to agents.	n/a	Dec 2016
Contact all Parish Councils and attend Parish Council meetings where requested to discuss the planning service.	n/a	Dec 2016
To help facilitate the successful delivery of North Ely through the planning process.	n/a	Pre-application advice, discharge of conditions and reserved matters applications to be determined within statutory timescales or within an agreed timescale.
To help facilitate the successful delivery of the leisure centre through the planning process.	n/a	Reserved matters application and discharge of conditions applications to be determined within statutory timescales or within an agreed timescale.

To improve the quality of the built & natural environment throughout the District	Baseline (from previous year if applicable)	Target
Undertake review & update Design Guide SPD for adoption within 12 months.	Outstanding	Jun 2017
Implement notification system for Conservation Officer to be notified of listed building sales within 12 months.	Outstanding	Dec 2016
Monitor 20% of approved tree works.	20%	20%
Carry out scoping exercise for establishing biennial district Design Awards within 12 months.	N/A	Dec 2016
80% of enforcement complaints to have preliminary investigation completed within 10 working days of receipt and the complainant contacted within 15 working days to advise of findings.	71% 43% response within 15 working days	80% within 10 working days 80% within 15 working days
Undertake visits during works to listed buildings for 20% of approved consents.	35%	20%

To improve staff motivation, participation and involvement in service provision & encourage staff development	Baseline (from previous year if applicable)	Target
20 hrs of CPD to be identified and to be provided annually.	100%	20hrs – 100%
Hold quarterly working party meetings to look at IT processes and systems for planning and enforcement	n/a	100%
Meet quarterly with the Planning Service Delivery Champion	n/a	100%
Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Councils website	n/a	Nov 2016
Introduce information videos on our website for a minimum of 3 topics	n/a	June 2017

To provide excellent customer service at all times and to improve communication with all customers	Baseline (from previous year if applicable)	Target
Introduce a Parish Council and Members e-newsletter within 3 months and circulate quarterly.	n/a	100% produced
Produce new guidance/general information leaflets and publish a minimum of 2 on website every 6 months.	n/a	100% produced
Introduce an online appointment system for householder plan checking appointments within 3 months	n/a	By Aug 2016
To implement customer surveys in association with the Planning Advisory Service	n/a	By Sep 2016
Investigate emailing decision notices and letters associated with planning applications	n/a	By Dec 2016
Introduce the use of social media (Twitter) into the planning service to notify customers of applications	n/a	By July 2016

To deliver statutory functions within specified timescales and within budget constraints.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Senior Planning Officers. – Andrew Phillips, Barbara Greengrass, Julie Barrow Planning Officers – Gareth Pritchard, Lesley Westcott, Oli Haydon, Richard Fitzjohn, Ruth Gunton Conservation Officer – Lorraine Brown
Output/Outcome(s)	<p>Increase the amount of major applications determined within 13 weeks (or within an agreed timescale) by 10% from the previous year's target of 60%.</p> <p>Increase the amount of minor applications determined within 8 weeks (or within an agreed timescale) by 10% from the previous year's target of 65%.</p> <p>Increase the amount of householder applications determined within 8 weeks (or within an agreed timescale) by 10% from the previous year's target of 80%.</p> <p>Increase the amount of all other applications determined within statutory timescales (prior notification and certificate of lawfulness), or within agreed timescale, by 10% from the previous year's target of 80%.</p>
Links	http://planningguidance.planningportal.gov.uk/
Source of Data	Uniform.
Frequency of reporting (e.g. annually)	Annual monitoring and quarterly reports.
Who measures?	Office Supervisor.
List processes briefly	<ul style="list-style-type: none"> • Office Supervisor to run annual reports and complete annual returns to DCLG. • Quarterly reports will be produced and the Planning Manager will be updated. <p>N.B. Each target has been increased by 10% since the last Service Plan. The threshold for special measures is determining less than 50% of major applications within 13 weeks. A higher target of 70% has been set in order to provide a comfortable buffer and to reflect the current determination rates.</p>
Reporting timescale	Quarterly and annual monitoring reports have to be fed back to DCLG and they then determine whether any designations for Special Measures will be made in Oct/Nov (performance over the preceding 2yrs is considered).
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

To deliver statutory functions within specified timescales and within budget constraints.	
Owner	Senior Trees Officer- Cathy White
Co-owner	Tree Officer – Neil Horsewell Planning Manager – Rebecca Saunt
Output/Outcome(s)	100% of Tree Preservation Order applications and Conservation Area Notices (trees) to be determined within statutory timescales.
Links	N/A
Source of Data	Uniform
Frequency of reporting (e.g. annually)	Quarterly reports
Who measures?	Office Supervisor Senior Trees Officer
List processes briefly	The Senior Trees Officer to undertake assessment of all Tree Preservation Order applications under statutory legislation.
Reporting timescale	<ul style="list-style-type: none"> • Updates to be provided to the Planning Manger at fortnightly 1-2-1 system. • Quarterly monitoring reports have to be fed back to DCLG.
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

To deliver statutory functions within specified timescales and within budget constraints.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Senior Planning Officers – Andrew Phillips, Barbara Greengrass and Julie Barrow Planning Officers - Gareth Pritchard, Lesley Westcott, Oli Haydon, Richard Fitzjohn, Ruth Gunton Conservation Officer – Lorraine Brown Tree Officers – Cathy White, Neil Horsewell
Output/Outcome(s)	100% of planning applications determined within 26 weeks of validation unless a planning performance agreement or extension of time has been agreed.
Links	N/A.
Source of Data	Uniform
Frequency of reporting (e.g. annually)	Weekly reports drawn off and given to Senior Officers.
Who measures?	Senior Planning Officers Office Supervisor.
List processes briefly	<ul style="list-style-type: none"> • Weekly report generated for each Senior Officer showing applications that are close to or over their determination date and therefore require extensions of time to be agreed. • Officers will request extension of time and update UNIFORM once signed. <p>N.B. Applications should be determined within statutory timeframes. Extensions of time should only be sought where there is sufficient justification and should not be used to avoid processing applications in a timely manner.</p>
Reporting timescale	Weekly and fortnightly through the 1-2-1 process.
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

To deliver statutory functions within specified timescales and within budget constraints.	
Owner	Office Supervisor – Lucy Flintham
Co-owner	Senior Support Officer – Sarah Parisi Support Team – Aimee Johnson, Bobbie Athinodorou, Denise Ison, Mandy Scott, Shirley Atkinson, Wendy Hislop, Yvonne Carnichan Planning Manager – Rebecca Saunt
Output/Outcome(s)	90% of planning applications validated within 5 working days.
Links	N/A.
Source of Data	Uniform. Physical applications received.
Frequency of reporting (e.g. annually)	Daily reports.
Who measures?	Office Supervisor (or Planning Manager in their absence)
List processes briefly	<ul style="list-style-type: none"> • Office supervisor to correlate data on numbers of applications being processed by the team. • Whiteboard in the office updated daily to show date working on and number of days in the backlog.
Reporting timescale	Daily report to Planning Manager on the number of applications validated and invalidated, current working date and number of applications in the backlog. They then direct appropriate course of action.
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

To deliver statutory functions within specified timescales and within budget constraints.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Senior Planning Officers – Andrew Phillips, Barbara Greengrass and Julie Barrow Planning Officers - Gareth Pritchard, Lesley Westcott, Oli Haydon, Richard Fitzjohn, Ruth Gunton Conservation Officer – Lorraine Brown Tree Officers – Cathy White, Neil Horsewell
Output/Outcome(s)	90% of discharge of condition applications determined within 8 weeks unless an extension of time has been agreed.
Links	http://planningguidance.planningportal.gov.uk/
Source of Data	Uniform
Frequency of reporting (e.g. annually)	<ul style="list-style-type: none"> • Weekly reports. • Quarterly reporting within the council. • End of year report.
Who measures?	Office Supervisor.
List processes briefly	<ul style="list-style-type: none"> • Officers provided with weekly list of discharge of condition applications that are due decisions within 2 weeks of their 8 week deadline. • Officers to ensure decisions are issued within timescales or agree an extension of time. <p>N.B. The target has been decreased by 10% from 100% to 90% since the last Service Plan, given the current baseline of 54%. This sets a more realistic target to achieve, which would still be an increase on the current baseline.</p>
Reporting timescale	Weekly/quarterly
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements. Website. Agents Forum.
Are there opportunities for cross-service working?	

To deliver statutory functions within specified timescales and within budget constraints.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Senior Planning Officers - Andrew Phillips, Barbara Greengrass and Julie Barrow Planning Officers - Gareth Pritchard, Lesley Westcott, Oli Haydon, Richard Fitzjohn, Ruth Gunton Conservation Officer – Lorraine Brown
Output/Outcome(s)	10% increase in planning (£559,273) and pre-application fees (£29,000) from current budget.
Links	n/a
Source of Data	Finance
Frequency of reporting (e.g. annually)	Monthly reports.
Who measures?	Planning Manager
List processes briefly	<ul style="list-style-type: none"> Monthly Performance Reports produced by finance and sent to Planning Manager to show planning application and pre-app fees received.
Reporting timescale	Monthly N.B This would help to highlight if confidence in the planning service has been embraced and that the department is a facilitator for development and is open for business.
What resources are needed to ensure success?	Finance Monthly Spreadsheets Effective cross-team working arrangements.
Are there opportunities for cross-service working?	Finance

To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Conservation Officer – Lorraine Brown Senior Planning Officers – Andrew Phillips, Barbara Greengrass, Julie Barrow
Output/Outcome(s)	Develop a toolkit based upon the CABE building for life criteria as part of Design Guide review within 12 months.
Links	https://www.gov.uk/government/publications/national-planning-policy-framework--2 http://planningguidance.planningportal.gov.uk/blog/guidance/
Source of Data	CABE Buildings for Life; Deleted PPS guidance; Design Guide SPD
Frequency of reporting (e.g. annually)	Update 3-5 years along with Design Guide SPD. N.B It is important to try and establish a review mechanism for the qualitative aspect of planning as this reflects local expectation of a quality built environment.
Who measures?	Planning Manager Conservation Officer.
List processes briefly	<ul style="list-style-type: none"> • Investigate the use of a PAS quality performance system. • Ensure toolkit can be applied throughout the District.
Reporting timescale	June 2017.
What resources are needed to ensure success?	Effective cross-team working arrangements. Training and development for officers and members on Design issues.
Are there opportunities for cross-service working?	Strategic Planning

To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Conservation Officer – Lorraine Brown Senior Planning Officers – Andrew Phillips, Barbara Greengrass, Julie Barrow
Output/Outcome(s)	Carry out a scoping exercise for establishing Design Review panel to assess completed development schemes within 1 year.
Links	https://www.gov.uk/government/publications/national-planning-policy-framework--2 http://planningguidance.planningportal.gov.uk/blog/guidance/
Source of Data	CABE Buildings for Life; Deleted Planning Practice Guidance; Design Guide SPD.
Frequency of reporting (e.g. annually)	N/A
Who measures?	Planning Manager. Conservation Officer. Senior Planning Officers.
List processes briefly	<ul style="list-style-type: none"> • Investigate use of similar panels within other local authorities to establish best practice. • Seek Member and Service Champion involvement. • Raise in agents newsletter and forum. • Set our programme of work. <p>N.B Agents were canvassed to ascertain their opinion on use of such a panel and were supportive.</p>
Reporting timescale	By December 2016 N.B It is important to try and establish a review mechanism for the qualitative aspect of planning as this reflects local expectations of quality built environment.
What resources are needed to ensure success?	Effective cross-team working arrangements. Training and development for officers and members on Design issues. Officer time. Internal and External partners commitment.
Are there opportunities for cross-service working?	

To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Senior Planning Officers - Andrew Phillips, Barbara Greengrass, Julie Barrow Conservation Officer – Lorraine Brown Office Supervisor – Lucy Flintham
Output/Outcome(s)	Carry out a scoping exercise to ascertain whether Development Management can generate income by providing training sessions to agents.
Links	https://www.gov.uk/government/publications/national-planning-policy-framework--2 http://planningguidance.planningportal.gov.uk/blog/guidance/
Source of Data	Legislation and policy.
Frequency of reporting (e.g. annually)	N/A
Who measures?	Planning Manager. All officers
List processes briefly	<ul style="list-style-type: none"> • Identify and prioritise topics to be covered • Officers take ownership of a topic and gauge interest and research costs and likely fees to be charged. <p>N.B Agents have already been canvassed and shown an interest in training sessions.</p>
Reporting timescale	By December 2016. N.B The above activities will result in officers engaging with agents and external customers, whilst exploring a commercial opportunity for the Council.
What resources are needed to ensure success?	Survey mechanism. Training and development for officers. Co-ordination of training program. External partner commitment.
Are there opportunities for cross-service working?	

To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager- Rebecca Saunt
Co-owner	Senior Planning Officers - Andrew Phillips, Barbara Greengrass, Julie Barrow
Output/Outcome(s)	Contact all Parish Councils and attend Parish Council meetings where requested to discuss the planning service.
Links	https://www.gov.uk/government/publications/national-planning-policy-framework--2 http://planningguidance.planningportal.gov.uk/blog/guidance/
Source of Data	Legislation and policy and Parish Councils
Frequency of reporting (e.g. annually)	N/A
Who measures?	Planning Manager. Senior Planning Officers.
List processes briefly	<ul style="list-style-type: none"> • Email all Parish Councils to advise we are providing this service; • Arrange dates to attend Parish Council meetings; • Feedback any comments/queries to team/senior meetings.
Reporting timescale	By December 2016. N.B This would provide opportunities to improve relationships with Parish Councils.
What resources are needed to ensure success?	External partner commitment. Officer time. Effective cross team working arrangements.
Are there opportunities for cross-service working?	

To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Senior Planning Officers - Andrew Phillips, Barbara Greengrass, Julie Barrow
Output/Outcome(s)	To help facilitate the successful delivery of North Ely through the planning process.
Links	ECDC Local Plan, Draft North Ely SPD, planning applications, discharge of condition applications, pre-application enquiries, work with consultants and partners
Source of Data	Uniform
Frequency of reporting (e.g. annually)	As required
Who measures?	Planning Manager. Senior Planning Officer.
List processes briefly	<ul style="list-style-type: none"> • Issue pre-application advice within agreed timescales. • Agree PPAs for discharge of strategic planning conditions, pre-application and reserved matters applications. • Issue advice where necessary during the course of the application to keep applicant/agent updated. • Report applications to Planning Committee at earliest opportunity. • Issue decisions with the statutory timescales or within an agreed timescale. • Deal with discharge of condition applications within statutory timescales or within an agreed timescale. • Work with Strategic Planning to co-ordinate and manage the North Ely development.
Reporting timescale	June 2017
What resources are needed to ensure success?	External partner commitment. Officer time. Effective cross team working arrangements. PPA to secure funds for Senior Planner - North Ely. PPA to secure consultant experts in Urban Design and Landscape Design to respond to strategic Discharge of Conditions.
Are there opportunities for cross-service working?	Strategic Planning Parks and Open Spaces Strategic Housing Environmental Health Waste Collections Leisure and Community Service

To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Senior Planner - Andrew Phillips, Barbara Greengrass, Julie Barrow
Output/Outcome(s)	To help facilitate the successful delivery of the leisure centre through the planning process.
Links	ECDC Local Plan, planning applications, discharge of condition applications, work with consultants and partners
Source of Data	Uniform
Frequency of reporting (e.g. annually)	As required
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Issue advice where necessary during the course of the application to keep applicant/agent updated. • Report the application to Planning Committee at its earliest opportunity. • Issue decision with the statutory timescale or within an agreed timescale. • Deal with discharge of condition applications within statutory timescales or within an agreed timescale.
Reporting timescale	June 2017
What resources are needed to ensure success?	External partner commitment. Officer time. Effective cross team working arrangements.
Are there opportunities for cross-service working?	Strategic Planning Leisure and Community Service Environmental Health

To improve the quality of the built and natural environment throughout the District	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Conservation Officer – Lorraine Brown Senior Planning Officers - Andrew Phillips, Barbara Greengrass, Julie Barrow Planning Officers - Gareth Pritchard, Lesley Westcott, Oli Haydon, Richard Fitzjohn, Ruth Gunton Trees Officers – Cathy White, Neil Horsewell
Output/Outcome(s)	Undertake review and update Design Guide SPD for adoption within 12 months
Links	https://www.gov.uk/government/publications/national-planning-policy-framework--2 http://planningguidance.planningportal.gov.uk/blog/guidance/
Source of Data	Design Guide SPD, Legislation and policy.
Frequency of reporting (e.g. annually)	N/A.
Who measures?	Planning Manager. Conservation Officer.
List processes briefly	<ul style="list-style-type: none"> • Breaking the Design Guide up into manageable sections to be written and circulated to all officers for comments and amendments. • Discussion at team meetings and Senior Officer weekly meetings as required.
Reporting timescale	By June 2017.
What resources are needed to ensure success?	Effective team meetings. Consultation resources.
Are there opportunities for cross-service working?	Strategic Planning

To improve the quality of the built and natural environment throughout the District

Owner	Conservation Officer – Lorraine Brown
Co-owner	Planning Manager – Rebecca Saunt
Output/Outcome(s)	Implement notification system for Conservation Officer to be notified of listed building sales within 12 months.
Links	N/A.
Source of Data	Land Registry.
Frequency of reporting (e.g. annually)	As required.
Who measures?	Conservation Officer.
List processes briefly	<ul style="list-style-type: none"> • Conservation Officer will approach IT to discuss how a notification system would function and how to go about setting this up. • Conservation Officer to approach other authorities to ascertain if this system is in place and if so, how it was implemented.
Reporting timescale	By December 2016.
What resources are needed to ensure success?	IT resources- still to be defined. Uniform
Are there opportunities for cross-service working?	IT

To improve the quality of the built and natural environment throughout the District	
Owner	Senior trees officer – Cathy White
Co-owner	Planning Manager – Rebecca Saunt
Output/Outcome(s)	Monitor 20% of approved tree works per year.
Links	N/A.
Source of Data	Tree applications and enforcement files.
Frequency of reporting (e.g. annually)	Monthly.
Who measures?	Senior tree officer Tree Officer.
List processes briefly	<ul style="list-style-type: none"> • A random selection of applicants will be chosen for officers to undertake a post approval site visit each month. This will equate to 20% of all applications received in any 12 month period. • Tree Officers will keep a record of all site visits carried out and any actions required.
Reporting timescale	By June 2017.
What resources are needed to ensure success?	Officer time to ensure visits are carried out and documented. Uniform.
Are there opportunities for cross-service working?	

To improve the quality of the built and natural environment throughout the District	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Conservation Officer – Lorraine Brown Senior Planning Officer – Andrew Phillips, Barbara Greengrass, Julie Barrow
Output/Outcome(s)	Carry out scoping exercise for establishing bi-annual district Design Awards.
Links	http://planningguidance.planningportal.gov.uk/blog/guidance/
Source of Data	Uniform
Frequency of reporting (e.g. annually)	N/A.
Who measures?	Conservation Officer. Senior Planning Officers.
List processes briefly	<ul style="list-style-type: none"> • Investigate use of similar award schemes within other local authorities to establish best practice. • Liaise with member champion and members of planning committee to gain support and seek input. • If proceeding advise Members, Parish Councils and agents through newsletter and forum.
Reporting timescale	By December 2016. N.B. This would provide opportunities to improve relationships with external customers whilst recognising the importance of high quality design.
What resources are needed to ensure success?	External and internal partner commitment Officer time.
Are there opportunities for cross-service working?	

To improve the quality of the built and natural environment throughout the District	
Owner	Planning Manger and Senior Planning Officer – Rebecca Saunt, Julie Barrow
Co-owner	Enforcement Officers – Juleen Roman, Pippa Winson, Steve Harrison
Output/Outcome(s)	80% of Enforcement complaints to have a preliminary investigation completed within 10 working days of receipt and the complainant contacted within 15 working days to advice of findings.
Links	http://www.eastcambs.gov.uk/planning/enforcement
Source of Data	CRM and Uniform
Frequency of reporting (e.g. annually)	Quarterly reports
Who measures?	Planning Manager and Senior Planning Officer
List processes briefly	Quarterly reports will be produced and the Planning Manager will be updated.
Reporting timescale	Quarterly
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

To improve the quality of the built and natural environment throughout the District	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Conservation Officer – Lorraine Brown
Output/Outcome(s)	Undertake visits during works to listed buildings for 20% of approved consents
Links	N/A
Source of Data	Uniform
Frequency of reporting (e.g. annually)	Annually
Who measures?	Conservation Officer
List processes briefly	A selection of approved works shall be identified to attend site visits during the works being carried out Site visits noted on electronic file for the property.
Reporting timescale	Annually and through the 1-2-1 process
What resources are needed to ensure success?	Officer time The implementation of the listed building database in Uniform would allow this information to be recorded in a more formal manner. IT input required in relation to Uniform.
Are there opportunities for cross-service working?	Potentially with building control if they are attending site visits to prevent double handling

To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager – Rebecca Saunt
Co-owner	All officers – Aimee Johnson, Andrew Phillips, Barbara Greengrass, Bobbie Athinodorou, Cathy White, Denise Ison, Gareth Pritchard, Juleen Roman, Julie Barrow, Lesley Westcott, Lorraine Brown, Lucy Flintham, Mandy Scott, Neil Horsewell, Oli Haydon, Pippa Winson, Richard Fitzjohn, Ruth Gunton, Sara Parisi, Shirley Atkinson, Steve Harrison, Wendy Hislop, Yvonne Carnichan
Output/Outcome(s)	20 hrs of CPD to be identified and to be provided annually.
Links	http://www.rtpi.org.uk/education-and-careers/cpd-for-rtpi-members/ http://www.ihbc.org.uk/learning/cpd/index.html
Source of Data	Appraisals
Frequency of reporting (e.g. annually)	Annually
Who measures?	All officers responsible for identifying their own training needs.
List processes briefly	<ul style="list-style-type: none"> • Continue to liaise with other Cambridgeshire Authorities to source cheaper training opportunities (shared). • Team meetings attended by external consultees or person to provide short training session on particular issues, as practicable. • Officers shall record their own CPD and update line managers during appraisal process.
Reporting timescale	Through the 1-2-1 process which is fortnightly officers can identify training needs.
What resources are needed to ensure success?	Training budget & provision. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	Strategic Planning

To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Senior Planning Officer – Andrew Phillips, Barbara Greengrass, Julie Barrow Office Supervisor – Lucy Flintham Senior Tree Officer – Cathy White Conservation Officer – Lorraine Brown Planning Officers – Gareth Pritchard, Oli Haydon
Output/Outcome(s)	Hold quarterly working party meetings to look at IT processes and systems for planning and enforcement
Links	N/A.
Source of Data	Uniform/Website/Users.
Frequency of reporting (e.g. annually)	N/A.
Who measures?	Planning Manager
List processes briefly	<ul style="list-style-type: none"> • Appoint lead officer to facilitate the working party. • Seek involvement of Member Champion. • Set up dates for the meetings to be held. • Arrange appropriate visits where necessary to investigate use of tablets. • Feed into the requirements of IT through the requirements of the service.
Reporting timescale	Annually
What resources are needed to ensure success?	IT Officer time to facilitate and participate
Are there opportunities for cross-service working?	IT

To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Senior Planning Officers – Andrew Phillips, Barbara Greengrass, Julie Barrow Officer Supervisor – Lucy Flintham Conservation Officer – Lorraine Brown Senior Trees Officer – Cathy White
Output/Outcome(s)	Meet quarterly with the Planning Service Delivery Champion
Links	Planning Service Plan
Source of Data	Notes of team meetings and planning review meetings, any feedback received
Frequency of reporting (e.g. annually)	Quarterly
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Service Champion to undertake induction in the service area and meet with appropriate staff. • Invite Service Champion to shadow staff if they wish • Invite Service Champion to team meetings and planning review meetings • Include Service Champion in distribution of performance reports.
Reporting timescale	Quarterly
What resources are needed to ensure success?	Effective cross-team working arrangements. Officer time
Are there opportunities for cross-service working?	

To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Senior Planning Officers – Andrew Phillips, Barbara Greengrass, Julie Barrow Officer Supervisor – Lucy Flintham Conservation Officer – Lorraine Brown Senior Trees Officer – Cathy White
Output/Outcome(s)	Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Councils website
Links	http://www.eastcambs.gov.uk/planning/planning
Source of Data	National legislation, guidance, planning portal.
Frequency of reporting (e.g. annually)	By November 2016
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Attend website review meetings. • Review live pages associated with planning and advise if no longer required • Look at relevance of required pages, do they need to be updated or re-written before moving to new website.
Reporting timescale	By November 2016
What resources are needed to ensure success?	Effective cross-team working arrangements. Officer Time
Are there opportunities for cross-service working?	IT and Web Development

To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Senior Planning Officers – Andrew Phillips, Barbara Greengrass, Julie Barrow
Output/Outcome(s)	Introduce information videos on our website for a minimum of 3 topics.
Links	http://www.eastcambs.gov.uk/planning/planning
Source of Data	National legislation, policy, guidance, planning portal.
Frequency of reporting (e.g. annually)	N/A
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Identify key topics, i.e. pre-app enquiries. • Arrange dates to film videos in office. • Officers to review videos and check content. • Upload videos onto planning pages of the website.
Reporting timescale	June 2017
What resources are needed to ensure success?	Effective cross-team working arrangements. Officer Time IT and Web development to ensure videos can be uploaded onto website successfully.
Are there opportunities for cross-service working?	IT and Web development

To provide excellent customer service at all times and to improve communication with all customers	
Owner	Conservation Officer – Lorraine Brown
Co-owner	Planning Manager – Rebecca Saunt Office Supervisor – Lucy Flintham
Output/Outcome(s)	Introduce a Parish Council and Members e-newsletter within 3 months and circulate quarterly
Links	N/A.
Source of Data	Legislation, Guidance.
Frequency of reporting (e.g. annually)	Quarterly.
Who measures?	Conservation Officer.
List processes briefly	<ul style="list-style-type: none"> • Staff and other departments asked if there is any information they wish to be disseminated to agents. • Correlation of legislation changes, policy updates, staff changes, procedural changes brought together to form newsletter. • Any good news also correlated. • Newsletter sent out Spring/Summer/Autumn/Winter.
Reporting timescale	Annually
What resources are needed to ensure success?	IT Officer time to compile
Are there opportunities for cross-service working?	Collate information from Strategic Planning; Housing; Building Control to provide updates to Members and Parish Councils if required.

To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Senior Planning Officer – Andrew Phillips, Barbara Greengrass, Julie Barrow Conservation Officer – Lorraine Brown Senior Trees Officer – Cathy White
Output/Outcome(s)	Produce/update new guidance/general information leaflets and publish a minimum of 2 on website every 6 months.
Links	www.eastcambs.gov.uk
Source of Data	Legislation, Guidance, Policy.
Frequency of reporting (e.g. annually)	6 monthly.
Who measures?	Planning Manager
List processes briefly	<ul style="list-style-type: none"> • Identify and prioritise topics which are not already covered and produce a forward plan of leaflets to be provided. • Officers to take ownership of a topic through team meeting discussions.
Reporting timescale	Team meetings and 1-2-1 process as required.
What resources are needed to ensure success?	IT Staff time to collate
Are there opportunities for cross-service working?	

To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager – Rebecca Saunt Office Supervisor – Lucy Flintham Senior Support Officer – Sarah Parisi
Co-owner	Support Team - Aimee Johnson, Bobbie Athinodorou, Denise Ison, Mandy Scott, Shirley Atkinson, Wendy Hislop, Yvonne Carnichan Planning Officers - Gareth Pritchard, Lesley Westcott, Oli Haydon, Richard Fitzjohn, Ruth Gunton
Output/Outcome(s)	Introduce an online appointment system for householder plan checking appointments within 3 months. .
Links	www.eastcambs.gov.uk .
Source of Data	Website/Users/CRM
Frequency of reporting (e.g. annually)	N/A
Who measures?	Planning Manager, Officer Supervisor
List processes briefly	<ul style="list-style-type: none"> • Review processes set out by Web/CRM team. • Implement the appointment system. • Monitor the use and feedback of the appointment system.
Reporting timescale	August 2016.
What resources are needed to ensure success?	Officer time.
Are there opportunities for cross-service working?	Customer services IT Web Development

To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Officer Supervisor – Lucy Flintham
Output/Outcome(s)	To implement customer surveys in association with the Planning Advisory Service
Links	http://qualityframework.net/
Source of Data	Planning Advisory Service, Uniform, Lime survey, responses received from customer surveys
Frequency of reporting (e.g. annually)	Quarterly
Who measures?	Planning Manager Senior Officers Office Supervisor
List processes briefly	<ul style="list-style-type: none"> • PAS to attend agent's forum to discuss with agents. • Letter to be sent out to agents, Parish Councils and Members. • Set up procedures for sending out. • Initial surveys to be sent out. • Review feedback received and report to agents/Parish Council/Members and members of the planning team.
Reporting timescale	September 2016
What resources are needed to ensure success?	Staff time to collate External and internal partner commitment
Are there opportunities for cross-service working?	

To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Office Supervisor – Lucy Flintham
Output/Outcome(s)	Investigate emailing decision notices and letters associated with planning applications
Links	http://www.legislation.gov.uk/ukxi/2015/595/pdfs/ukxi_20150595_en.pdf
Source of Data	Uniform
Frequency of reporting (e.g. annually)	N/A
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Review legislation • Set up meetings with IT • If able to email decision notices, etc. set up procedures and roll out to the support team. <p>N.B This will reduce the amount of printing carried out by the planning department and also reduce the number of letters which will be sent out, whilst ensuring the customer receives their decision notice and any other associated material in a timely manner.</p>
Reporting timescale	December 2016
What resources are needed to ensure success?	Officer time to facilitate IT
Are there opportunities for cross-service working?	IT

To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager – Rebecca Saunt
Co-owner	Planning Officers - Gareth Pritchard, Lesley Westcott, Oli Haydon, Richard Fitzjohn, Ruth Gunton
Output/Outcome(s)	Introduce the use of social media (Twitter) into the planning service to notify customers of applications
Links	www.twitter.com
Source of Data	Twitter, feedback received
Frequency of reporting (e.g. annually)	n/a
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Set up Twitter account for the department. • Set up procedures for inputting information. • Publicise the page to Members, Parish Councils and agents. • Monitor Twitter page and the number of follows.
Reporting timescale	By July 2016
What resources are needed to ensure success?	Officer time to facilitate
Are there opportunities for cross-service working?	IT Web Development Team