

Planning Services Delivery Plan 2015-2016

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 to 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 2015/16 from planning applications and pre-application advice is £581,840 and £40,504 respectively. The level of income received to date is on track to meet this projection. The net expenditure for the planning service is £408,133 (this includes staffing costs, central service charges).

In the year 2014/15 (01/10/2014-31/05/2015) the Planning Service dealt with a total of 1011 applications, the breakdown of which is given below:

Majors	Minors	Others (includes householders, listed buildings, adverts, conditions, amendments, certificate of lawfulness, prior notifications)	Trees
21	158	581	251

Within the above period, the Council also defended 7 appeals; 4 of which were dismissed by the Planning Inspectorate.

Staff

The Planning Service includes a number of functions. The team consists of a total of 21.5 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, Planning Officers and a Planning Assistant.

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 5.5 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 being the front face of the Council's general enquiries service.

Planning Officers

There are 2.5 FTE Senior Planning Officers responsible for 5 FTE Planning Officers and 1 FT Planning Assistant (temporary contract). 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 2.5 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 Vince Campbell	

Performance update 2014-15 (01/10/2014 – 31/05/2015)

Statutory functions within timescales	Target	Actual
60% of major applications determined within 13 weeks; 65% of minor applications within 8 weeks; 80% of other applications within 8 weeks.	60%	79% *Variance + 19%
	65%	80% *Variance +15%
	80%	77% *Variance -3%
100% of TPO and Conservation Area Notices determined within statutory timescales.	100%	100%
100% of applications determined within 26 weeks of validation unless a Planning Performance Agreement or an Extension of Time has been negotiated.	100%	99.6% *Variance -0.4%
Reduce percentage of applications invalid upon receipt to 10%.	10%	21% **Variance - -11%
% of applications validated within 5 working days.	90%	70% within 5 days 73% within 7 days ***Variance -23%
No more than 40% of appeals overturned.	40%	33% *Variance + 7%
*Variance of 19% and 15% due to the Service working effectively and determining applications within the prescribed timescales		
**Variance of -11%. Agents performance reports were introduced from 1 st January 2015 and are published on the Council's website. These are promoted as a tool for applicants to help show agents performance in a fair and unbiased manner. As these reports show the number of applications that are invalid on receipt, it is hoped that these will help to improve the quality of submissions moving forward.		
***Variance of -23%. Currently the Uniform system does not allow figures to be provided on the basis of working days and therefore two sets of figures have been provided. This represents a significant achievement as at the start of the January/March 2015 quarter all applications were being validated beyond the 5 working day target.		

Facilitate Sustainable Development (and environment)	Target	Actual
Develop and implement a toolkit based upon the CABE Building for Life criteria to measure the quality of development.	March 2015	Outstanding *Variance 0%
Monitor and report on appeal decisions/cost awards/consultants fees.	Monthly	Achieved
Implement a notification system for when listed buildings are sold, in order to reduce the number of incidents of unauthorised work.	March 2015	Outstanding **Variance 0%
Monitor 20% of approved works to listed buildings by visiting after work	20%	Outstanding

has been carried out.		***Variance 0%
Monitor 20% of tree work by visiting after work has been carried out.	20%	Achieved
*Variance due to the Council requesting that the Design Guide SPD takes precedence over the toolkit. This output has been forwarded into the new Service Delivery plan.		
**Variance due to capacity problems within the service this outcome has not been achieved. Outcome to be reflected within the new Service Delivery Plan.		
***Variance due to the visits not formally being monitored. Whilst visits have been undertaken, these have mostly been during construction works in order to provide more detailed advice on issues that may have arisen and/or in order to comply with conditions placed on listed building consents.		

Co-ordinated approach to Development Management	Target	Actual
Monthly meetings between tree officer and Parks and Open Spaces Officer.	monthly	Achieved
Regular meetings with forward planning and housing within the Corporate Unit to ensure implementation of Local Plan policy and corporate priorities.	TBC	Outstanding *Variance 0%
Improve engagement with external stakeholder (particularly Parish and Town Councils).	TBC	Outstanding **Variance 0%
*Variance as regular meetings have not been set up with Forward Planning. However, regular non formal meetings have been undertaken on an ad hoc basis.		
**Variance as no formal programmes have been put in place. However, the Service has undertaken a presentation to Ely City Council and there are dates in the diary for Soham and Chippenham.		

Balance needs of varied customers	Target	Actual
All documents uploaded to public access within 5 working days	5 days	Not measured *Variance
Provision of Duty Service (between 10:00-12:00) every day Council office is open	100%	Achieved
Produce and undertake customer satisfaction surveys	March 2015	Outstanding **Variance 0%
Carry out a demand analysis to determine future service improvements	March 2015	Part Achieved
*Variance as no system has been set up due to the maternity leave of the Office Manager. However, the Support Team are now able to scan documents themselves which has helped to improve the effectiveness of the service.		
**Variance as no surveys have been undertaken due to limited resources		

Education	Target	Actual
Update website and guidance leaflets regularly to ensure up-to-date	Dec 2014	Partly Achieved
Provide training for Parish and Town Councils	6 monthly	Outstanding *Variance 0%
Hold Agents Forum twice yearly	6 monthly	Increased to quarterly **Variance + 50%
*Variance as resources have not enabled the Service to provide training for Parish and Town Councils		
**Variance which has enabled more meaningful dialogue between agents and developers with officers. In addition a quarterly Agents Newsletter was introduced to provide information to agents who may not have been able to attend our forums.		

Staff and Member Performance Measure	Target	Actual
20 hours of CPD to be provided annually for all staff.	20 Hrs	9.5hrs *Variance -47%
100% appraisals completed on time.	100%	In process
Service awareness briefings for Service Delivery Champion.	4	Outstanding **Variance 0%
Provide training and development for Members to improve their understanding of the planning system.	100%	Achieved
*There is a clear difference of CPD hours between officers and support staff. It has been identified as being hard to provide CPD to the support team as they find it difficult to identify relevant training opportunities; and they do not have the same CPD requirements as officers for professional memberships. More work will be done in the coming year to identify and provide alternative CPD options for all team members. **Service Delivery Champion invited to engage with service however due to other commitments were unable to arrange regular briefings.		

Planning Services 2015/2016

Strategy map



Measuring Performance (01/06/2015 – 31/05/2016):

To deliver statutory functions within specified timescales and within budget constraints	Baseline (from previous year if applicable)	Target
60% of major applications determined within 13 weeks; 65% of minor applications determined within 8 weeks; 80% of other 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%
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.	99.6%	100%
90% of planning applications validated within 5 working days.	70%	90%
Reduction in the number of applications, submitted by planning agents, invalid upon receipt by 10%.	21%	11%
100% of discharge of condition applications determined within 8 weeks unless an extension of time has been agreed.	N/A	100%
No more than 40% of planning appeal decisions overturned and no more than 20% of major planning appeal decisions overturned.	40%	40% 20%

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 18 months.	Outstanding	Nov 2016
Investigate potential for establishing Design Review panel to assess completed development schemes within 1 year.	N/A	Jun 2016
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%
Canvassing planning agents to ascertain interest in training sessions provided by ECDC within 1 year.	N/A	Jun 2016

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	N/A	Jun 2016
Implement notification system for Conservation Officer to be notified of listed building sales within 12 months	Outstanding	Jun 2016

Monitor 20% of approved tree works	20%	20%
Investigate potential for establishing biennial district Design Awards within 12 months	N/A	Jun 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	N/A	80%
Undertake visits during works to listed buildings for 15% of approved consents	N/A	15%

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%
Introduction of quarterly team building exercise within 12 months.	N/A	Jun 2016
Set up meeting with Building Control to investigate opportunities for linked working within 3 months.	N/A	Sep 2015
Set up meeting with Environmental Health to investigate opportunities for linked working within 3 months.	N/A	Sep 2015
Establish a working party to look at IT processes and systems for planning and enforcement within 12 months.	N/A	Jun 2016

To provide excellent customer service at all times and to improve communication with all customers	Baseline (from previous year if applicable)	Target
Monthly recorded meetings between Trees Officers and Parks & Open Spaces Officer.	100%	100%
Monthly recorded meetings between planning, conservation, trees, enforcement, housing, strategic planning, IT, building control (as required).	N/A	100%
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
Continue to circulate quarterly agents & developers e-newsletter.	N/A	100%
Continue to hold quarterly agents/developers forum to be attended by planning, support, conservation, trees, enforcement, etc as required.	100%	100%
Continue to provide General Enquiries Service during working hours 100% of the time.	N/A	100%
Update and maintain planning services web pages & update trees and enforcement sections within 6 months.	N/A	Nov 2015
Update/produce new guidance leaflets and publish a minimum of 2 on website every 6 months.	N/A	100%

PERFORMANCE MEASURE: To deliver statutory functions within specified timescales and within budget constraints.

Owner	Planning Manager
Co-owner	Senior Planning Officers. Planning Officers. Conservation Officer. Tree Officers
Output/Outcome(s)	60% of major applications determined within 13 weeks; 65% of minor applications determined within 8 weeks; 80% of other applications determined within 8 weeks unless a formal extension of time has been agreed with the applicant.
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. The threshold for special measures is determining less than 40% of major applications within 13 weeks. A higher target of 60% has been set in order to provide a comfortable buffer.</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?	

PERFORMANCE MEASURE: To deliver statutory functions within specified timescales and within budget constraints.

Owner	Senior Trees Officer
Co-owner	Tree Officer; Planning Manager.
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?	

PERFORMANCE MEASURE: To deliver statutory functions within specified timescales and within budget constraints.

Owner	Planning Manager
Co-owner	Senior Planning Officers. Planning Officers. Conservation Officer. Tree Officers.
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 individual officers.
Who measures?	Senior Planning Officers Office Manager.
List processes briefly	<ul style="list-style-type: none"> • Weekly report generated for each 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?	

PERFORMANCE MEASURE: To deliver statutory functions within specified timescales and within budget constraints.

Owner	Office Supervisor
Co-owner	Support Team Planning Manager
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 Director of Service and 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?	

PERFORMANCE MEASURE: To deliver statutory functions within specified timescales and within budget constraints.

Owner	Office Supervisor.
Co-owner	Support Team Planning Manager
Output/Outcome(s)	Reduction in the number of applications submitted by planning agents, invalid upon receipt by 10%.
Links	http://www.eastcambs.gov.uk/planning/planning-agents http://planningguidance.planningportal.gov.uk/
Source of Data	Uniform.
Frequency of reporting (e.g. annually)	Quarterly reports.
Who measures?	Office Supervisor (or Conservation Officer in their absence).
List processes briefly	<ul style="list-style-type: none"> • Quarterly Agents Performance Reports (inc. % of applications valid on receipt) published on the Council website. • Agents updated on any improvements or lack thereof on valid applications through e-newsletter and forum. <p>N.B. The number of applications received which are inaccurate or contain missing information remains too high. More work needs to be done to try and improve the quality of the information submitted by agents and architects. It may be worth considering returning applications immediately when found to be invalid rather than chasing for information.</p>
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To deliver statutory functions within specified timescales and within budget constraints.

Owner	Planning Manager.
Co-owner	Senior Planning Officers Planning Officers. Conservation Officer. Tree Officers
Output/Outcome(s)	100% 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.
Reporting timescale	Quarterly.
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements. Website Agents forum.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To deliver statutory functions within specified timescales and within budget constraints.	
Owner	Planning Manager.
Co-owner	Senior Planning Officers. Planning Officers. Office Supervisor
Output/Outcome(s)	No more than 40% of planning appeal decisions overturned and no more than 20% of major planning appeal decisions overturned.
Links	https://www.gov.uk/government/collections/planning-applications-called-in-decisions-and-recovered-appeals
Source of Data	Uniform
Frequency of reporting (e.g. annually)	<ul style="list-style-type: none"> • Monthly and quarterly reports. <p>N.B 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).</p>
Who measures?	Office Supervisor.
List processes briefly	<ul style="list-style-type: none"> • Reports will be fed back to officers at the relevant team meetings. • Appeal decisions will be fed back and discussed if required, at relevant team meetings. • Report will be taken to Planning Committee quarterly to report back on recent appeal decisions.
Reporting timescale	Monthly and Quarterly.
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager.
Co-owner	Conservation Officer. Senior Planning Officers
Output/Outcome(s)	Develop a toolkit based upon the CABE building for life criteria as part of Design Guide review within 18 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	November 2016.
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

PERFORMANCE MEASURE: To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager.
Co-owner	Conservation Officer Senior Planning Officers.
Output/Outcome(s)	Investigate potential 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 PPS 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"> • Canvas agent opinion on the use of such a panel. • Investigate use of similar panels within other local authorities to establish best practice.
Reporting timescale	By July 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.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager.
Co-owner	All Officers.
Output/Outcome(s)	Implement short training sessions for members of the planning committee to take place before monthly meetings within 6 months and have minimum 6 per year.
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)	Every two months, where practicable.
Who measures?	Planning Manager. All officers
List processes briefly	<ul style="list-style-type: none"> • Identify and prioritise topics to be covered and produce a forward plan of training sessions. • Officers take ownership of a topic through team meeting discussions.
Reporting timescale	By July 2016. N.B The above activities will result in officer engaging with members of planning committee on a more informal basis, improving relations and building officers confidence with presenting skills.
What resources are needed to ensure success?	Effective cross-team working arrangements. Training and development for officers. Co-ordination of training program.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To take a proactive approach to enhancing and improving the places in which people live; balancing economic and social needs.	
Owner	Planning Manager.
Co-owner	Conservation Officer. Senior Planning Officers.
Output/Outcome(s)	Canvassing planning agents to ascertain interest in training sessions provided by ECDC 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	Legislation and policy.
Frequency of reporting (e.g. annually)	N/A
Who measures?	Planning Manager. Conservation Officer. Senior Planning Officers.
List processes briefly	Canvas agent opinion on interest in the provision of this service.
Reporting timescale	By July 2016. N.B This would provide opportunities to improve relationships with external customers whilst exploring a commercial opportunity for the Council.
What resources are needed to ensure success?	Survey mechanism. Co-ordination of responses and analysis.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To improve the quality of the built and natural environment throughout the District	
Owner	Planning Manager.
Co-owner	Conservation Officer. Senior Planning Officers. Planning Officers. Trees Officers.
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"> • Production of contents page. • Breaking up into manageable sections to be written and circulated to all officers for comments and amendments. • Discussion at team meetings as required.
Reporting timescale	By July 2016.
What resources are needed to ensure success?	Effective team meetings. Consultation resources.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To improve the quality of the built and natural environment throughout the District	
Owner	Conservation Officer.
Co-owner	Planning Manager.
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	Conservation Officer will approach IT to discuss how a notification system would function and how to go about setting this up.
Reporting timescale	By July 2016.
What resources are needed to ensure success?	IT resources- still to be defined. Uniform
Are there opportunities for cross-service working?	IT

PERFORMANCE MEASURE: To improve the quality of the built and natural environment throughout the District	
Owner	Senior trees officer.
Co-owner	Planning Manager.
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 July 2016.
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?	

PERFORMANCE MEASURE: To improve the quality of the built and natural environment throughout the District	
Owner	Planning Manager.
Co-owner	Conservation Officer. Senior Planning Officer.
Output/Outcome(s)	Investigate potential 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 Officer.
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.
Reporting timescale	By July 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
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To improve the quality of the built and natural environment throughout the District	
Owner	Senior Enforcement Officer (or Planning Manager in their absence)
Co-owner	Enforcement Officers.
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?	Senior Enforcement Officer (or Planning Manager in their absence).
List processes briefly	Quarterly reports will be produced and the Planning Manager will be updated.
Reporting timescale	
What resources are needed to ensure success?	Uniform. Effective cross-team working arrangements.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To improve the quality of the built and natural environment throughout the District	
Owner	Planning Manager.
Co-owner	Conservation Officer.
Output/Outcome(s)	Undertake visits during works to listed buildings for 15% 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.
Are there opportunities for cross-service working?	Potentially with building control if they are attending site visits to prevent double handling

PERFORMANCE MEASURE: To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager.
Co-owner	All officers.
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?	

PERFORMANCE MEASURE: To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager
Co-owner	Senior Planning Officers. Officer Supervisor. Conservation Officer. Senior Trees Officer. Senior Enforcement Officer.
Output/Outcome(s)	Introduction of quarterly team building exercise within 12 months.
Links	N/A.
Source of Data	N/A.
Frequency of reporting (e.g. annually)	Quarterly
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Seek volunteers to take responsibility to organise individual events. • Planning Manager to ensure volunteers are identified at the start of the year and to encourage 100% participation.
Reporting timescale	Monthly team meetings can be used to discuss options and ideas.
What resources are needed to ensure success?	Effective cross-team working arrangements. Support from management is undertaken during work time (work based).
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager.
Co-owner	Senior Planning Officers.
Output/Outcome(s)	Set up meeting with Building Control to investigate opportunities for linked working.
Links	N/A.
Source of Data	Agenda/Minutes.
Frequency of reporting (e.g. annually)	N/A.
Who measures?	Planning Manager.
List processes briefly	Contact between departments to arrange initial meeting.
Reporting timescale	By September 2015.
What resources are needed to ensure success?	Effective cross-team working arrangements. Officer time to facilitate and participate
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To improve staff motivation, participation and involvement in service provision & encourage staff development	
Owner	Planning Manager
Co-owner	Senior Planning Officers
Output/Outcome(s)	Set up meeting with Environmental Health to investigate opportunities for linked working.
Links	N/A.
Source of Data	Agenda/Minutes.
Frequency of reporting (e.g. annually)	N/A.
Who measures?	Planning Manager
List processes briefly	Contact between departments to arrange initial meeting.
Reporting timescale	By September 2015.
What resources are needed to ensure success?	Effective cross-team working arrangements Officer time to facilitate and participate
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To improve staff motivation, participation and involvement in service provision & encourage staff development

Owner	Planning Manager
Co-owner	Senior Planning Officer. Senior Enforcement Officer Office Supervisor Senior Tree Officer, Conservation Officer
Output/Outcome(s)	Establish a working party to look at IT processes and systems for planning and enforcement within 12 months.
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"> • Identify interested parties to sit on working party. • Seek involvement of Member Champion. • Secure initial date for meeting.
Reporting timescale	By July 2016.
What resources are needed to ensure success?	IT Officer time to facilitate and participate
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Senior Trees Officer
Co-owner	Tree Officer. Planning Manager Parks & Open Spaces Officer.
Output/Outcome(s)	Monthly recorded meetings between Trees Officers and Parks & Open Spaces Officer.
Links	N/A.
Source of Data	Agendas/Minutes/Actions.
Frequency of reporting (e.g. annually)	Monthly.
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • A rough forward plan of meetings will be diarised and the Planning Manager made aware. • Minutes of meetings will be kept on the S drive.
Reporting timescale	Team meetings and through the 1-2-1 process with the Planning Manager as required.
What resources are needed to ensure success?	Officer time to facilitate and participate
Are there opportunities for cross-service working?	These two departments are required to work closely on a number of issues and are responsible for maintaining the Council's tree stock.

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager
Co-owner	All Officers.
Output/Outcome(s)	Monthly recorded meetings between planning, conservation, trees, enforcement, housing, strategic planning, IT (as required).
Links	N/A.
Source of Data	Agendas/Minutes/Actions.
Frequency of reporting (e.g. annually)	Monthly.
Who measures?	Planning Manager.
List processes briefly	Meetings will be set up on a monthly basis.
Reporting timescale	Team meetings and through the 1-2-1 process with the Planning Manager as required.
What resources are needed to ensure success?	Officer time to facilitate and participate
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager.
Co-owner	Senior Planning Officers. Office Supervisor.
Output/Outcome(s)	Continue monthly meetings with Customer Services and arrange for officers to provide and engage in shadowing for Customer Service Advisors within 6 months.
Links	N/A.
Source of Data	Officer notes/Action plans.
Frequency of reporting (e.g. annually)	Monthly.
Who measures?	Planning Manager.
List processes briefly	<ul style="list-style-type: none"> • Meetings are held on a monthly basis. • Action points to be disseminated to officers. • Organise timetable for shadowing opportunities.
Reporting timescale	This will be fully implemented by November 2015.
What resources are needed to ensure success?	Officer time to facilitate and participate
Are there opportunities for cross-service working?	Customer service.

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Conservation Officer.
Co-owner	Planning Manager Office Supervisor.
Output/Outcome(s)	Continue to circulate quarterly agents & developers e-newsletter.
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	
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 agents if required

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Conservation Officer
Co-owner	Conservation Officer. Senior Planning Officers. Office Supervisor. Tree Officers Enforcement.
Output/Outcome(s)	Continue to hold quarterly agents/developers forum to be attended by planning, support team, conservation, trees, enforcement, etc as required.
Links	N/A.
Source of Data	Legislation/Policy/Guidance.
Frequency of reporting (e.g. annually)	Quarterly.
Who measures?	Conservation Officer.
List processes briefly	<ul style="list-style-type: none"> • Forward plan of meetings to be informally discussed. • Agents asked at previous meetings to put forward any suggestions for agenda items. • Agenda's circulated 2-3 weeks in advance. <p>N.B. This is an important and very beneficial way to engage with a number of our regular customers. Feedback from agents is generally very positive and they find the forums useful.</p>
Reporting timescale	
What resources are needed to ensure success?	IT Officer time to compile.
Are there opportunities for cross-service working?	

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager. Office Supervisor.
Co-owner	Support Team. Planning Officers.
Output/Outcome(s)	Continue to provide General Enquiries Service during working hours 100% of the time.
Links	www.eastcambs.gov.uk .
Source of Data	CRM, Legislation, Policy.
Frequency of reporting (e.g. annually)	Daily.
Who measures?	Planning Manager, Officer Supervisor
List processes briefly	<ul style="list-style-type: none"> • A monthly rota is produced for support team and corresponding planning officer. • The service details are on the Council's website. • Officers to complete and close CRM records as they deal with enquiries and to check and respond where necessary the Duty email inbox. <p>N.B. This is an important and very beneficial way to engage with a number of our regular customers. Feedback from agents is generally very positive and they find the forums useful.</p>
Reporting timescale	
What resources are needed to ensure success?	Staff to be able to provide adequate service provision to cover sickness/meetings/etc.
Are there opportunities for cross-service working?	Customer services.

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Conservation Officer
Co-owner	Officer Supervisor. Planning Manager
Output/Outcome(s)	Update and maintain planning services web pages & update trees and enforcement sections within 12 months.
Links	www.eastcambbs.gov.uk .
Source of Data	National legislation, guidance, planning portal.
Frequency of reporting (e.g. annually)	
Who measures?	Planning Manager, Senior Officers,
List processes briefly	The planning services sections have been updated. <ul style="list-style-type: none"> • Conservation Officer to speak to Trees and Enforcement to establish their needs as a service and what information they want on the website. • Creation of new sections to follow implemented format for approval by each service. • Work with IT to upload new pages within 12 months.
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?	IT

PERFORMANCE MEASURE: To provide excellent customer service at all times and to improve communication with all customers	
Owner	Planning Manager
Co-owner	Senior Planning Officer. Conservation Officer. Senior Trees Officer. Senior Enforcement Officer.
Output/Outcome(s)	Update/produce 2 new guidance leaflets and publish 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 to be 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?	