

Appendix 2

Strategic Planning Service Plan 2015 – 2016

Overview of Strategic Planning

The Strategic Planning team consists; 1 full-time member of staff – supported by a Service Level Agreement (currently 1.2FTE) with Peterborough City Council. The total cost of the Service is £261,801.

The service is responsible for setting a strategy for the sustainable development of East Cambridgeshire and planning for the delivery of residential and employment growth – including bringing forward key development sites and infrastructure projects. The work includes assisting with the delivery of a number of the Council's Corporate Objectives, including Ely Station Gateway and Soham Eastern Gateway.

The key responsibilities of the team are set out below:

1. Keeping the Local Plan up to date and in line with Member priorities and changes to national planning policy and guidance. For 2015/16 this may mean commencing a review of the Local Plan (subject to Members' approval). The Local Plan sets out a strategy for the future growth of the district, policies to guide growth and identifying key sites for housing, employment and other development and infrastructure. The production of a Local Plan is a statutory requirement.
2. Facilitating, as part of a 'one-team' Council service, the delivery of key growth projects identified in the Council's adopted Local Plan, including Ely Station Gateway, Soham Eastern Gateway, Brook Street Soham, Station Gateway Soham, Bell Road Bottisham, Newmarket Road Burwell, Woodfen Road Littleport, the Littleport Education Campus and other employment and housing sites in villages. This involves working across other teams and in partnership with landowners, developers, infrastructure providers and the local community in the first stages of scheme development (prior to commencement of formal pre-application discussions and submission of planning applications).
3. Producing or enabling the production of Masterplans, Development Frameworks and Supplementary Planning Documents for key development sites and on specific topics –in conjunction with landowners, developers, local communities and other public bodies.
4. Monitoring the delivery of growth and key development sites, through the collection and analysis of demographic, housing, economic and environmental data. Monitoring work also involves regular assessment of key development trends, viability assessments, market trends, future requirements and potential changes to the Council's growth strategy. This is a statutory requirement.

5. To provide policy advice and direction to the Development Management team on preliminary enquiries, planning applications and appeals and to provide general policy advice and guidance to landowners/developers and the public.
6. To assist Parish Councils in the production and adoption of Neighbourhood Plans. This is a statutory requirement under the Localism Act.
7. Under the Section 20 (5) (c) of the Planning and Compulsory Purchase Act 2004, the Council is required to engage constructively with neighbouring Councils and other bodies to maximise the effectiveness of plan preparation. This may at times require joint working on plans or projects.
8. To respond to consultations at national and sub-regional level on proposed changes to national policy and guidance, and emerging strategy documents issued by other public bodies.

Looking back to the Service Plan for 2014-15, the Team has been principally engaged in the Examination of the Local Plan. Hearings were held in January, June and November 2014. The Inspector asked for additional housing sites to be brought forward into the first 5 years of the plan and additional broad locations for later periods were also identified and tested. In finding the Plan sound, the Inspector acknowledged that the Council had already committed to a Review.. The Final Report was due to be issued in December 2014/early January 2015. It was, however, released in early March 2015 and adopted on 21st April 2015. The Adoption of the SPDs has therefore been delayed.

Forward Planning for Councillors (October 2015 to October 2016)

Proposed date of decision	Item/Event/ Project Stage	Service Area	Service Delivery Champion	Committee
July 2015	Local Development Scheme (which sets the timetable for plan making) – to be updated. This will reflect any decision regarding the timing of a Local Plan Review.	Strategic Planning	Councillor Coralie Green	Full Council
July 2015	Review of current Supplementary Planning Documents (SPDs), and agreement on preparation of future SPDs.	Strategic Planning	Councillor Coralie Green	Full Council

March 2016	SPD on Flood & Water– adoption (work led by Cambridgeshire County Council).	Strategic Planning	Councillor Coralie Green	Full Council
Throughout 2015/16	If the Local Plan is to be reviewed (see above), meet the various stages of its preparation in line with the updated LDS.	Strategic Planning	Councillor Coralie Green	
Throughout 2015/16	If SPDs are agreed to be produced (see above), produce them in line with member agreed timeframe and relevant regulations.	Strategic Planning	Councillor Coralie Green	Full Council

Strategy map

STRATEGIC PLANNING SERVICES



Measuring Performance:-

1. Maintain a clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities	Target
(A) Undertake a full review of the Strategic Planning website pages with a view to renewing all existing information to make it more accessible, easier to navigate and based on what our customers need.	30 Sept 2015, then ongoing
(B) Publication of a new Local Development Scheme (LDS) setting out the future work programme of strategic planning (statutory item).	July 2015 Full Council
(C) Publication of a new Statement of Community Involvement (SCI) setting out how ECDC will involve the public and other stakeholders in the planning system (statutory item).	Oct 2015 Full Council
(D) Publication of an Authority's Monitoring Report (AMR) covering period to 31 March 2015, which reports on the performance of the previous year in terms of planning matters including figures relating to 5 year housing land supply (statutory item),	31 January 2016
(E) Undertake an audit of all Supplementary Planning Documents (SPDs), and similar documents, to determine which should be retained; amended or deleted.	July 2015 Full Council

2. To keep our planning policy framework up-to-date, clear and in line with corporate priorities	Target
(A) Commence a review of the Local Plan in line with statutory provisions (Subject to a resolution by Full Council). Ensure the Local Plan facilitates delivery of the Council's priorities such as the Ely Southern Bypass, CLT and other key development opportunities (statutory item).	In line with dates as set in the LDS
(B) Commence preparation of Supplementary Planning Document (SPD) work, following audit of existing SPDs (not required by legislation, but must follow statutory procedures if undertaken).	Commences August 2015 then ongoing
(C) Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements.	To reflect the aspirations and needs of communities and in line with statutory regulations

3. To influence, for the benefit of East Cambs, the sub-regional strategic planning framework	Target
(A) Play an active role in sub-regional strategic planning work, including attendance at Cambridgeshire and Peterborough Planning Policy Forum (every 6 weeks) and contributing to LEP activities.	Ongoing

4. To deliver a cost effective strategic planning service	Target
(A) Review SLA arrangements with Peterborough City Council to ensure that it is delivering services as per the SLA and that it is cost effective.	Monthly performance reports; review service requirements by 31 July 2015
(B) Minimise printing and postage costs through rationalisation of consultation database and a greater focus on web and e-mail communications.	30 Sept 2015, then ongoing

5. To deliver continuous staff development, together with clear roles and responsibilities	Target
(A) 100% appraisals completed on time	100%
(B) Service awareness briefings for Service Delivery Champion	2
(C) To ensure that all staff are able to achieve minimum CPD requirements set by the Royal Town Planning Institute and satisfy professional standards.	As set by RTPI guidelines

Delivering the service

Performance Measure- Maintain clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Undertake a full review of the Strategic Planning website pages with a view to renewing all existing information to make it more accessible, easier to navigate and based on what our customers need.
Links	N/A.
Source of data	N/A.
Frequency of reporting?	As required.
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Review content and structure of web site. • Streamline content.
Reporting timescale	30 Sept 2015, then ongoing.
What resources are needed to ensure success?	Staff resources from Strategic Planning. May require some input from Developers' Forum.
Are there opportunities for cross-service working?	Yes with the Web Team in Customer Services but only in a supportive role.

Performance Measure- Maintain clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Publication of a new Local Development Scheme (LDS) setting out the future work programme of strategic planning (statutory item).
Links	N/A.
Source of data	
Frequency of reporting?	Monthly update issued on website.
Who measures?	Richard Kay- Policy Manager
Please list processes briefly	<ul style="list-style-type: none"> • Prepare Draft LDS. • Approval by Full Council. • Place on our web site. • Report monthly progress report on LDS and upload onto website.
Reporting timescale	<ul style="list-style-type: none"> • July 2015 Full Council.
What resources are needed to ensure success?	Staff resources from Strategic Planning to prepare the LDS and then to monitor its progress.
Are there opportunities for cross-service working?	Not in preparing the LDS. There will be opportunities in delivering the LDS .

Performance Measure- Maintain clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Publication of a new Statement of Community Involvement (SCI) setting out how the Council will involve the public and other stakeholders in the planning system (statutory item).
Links	Planning and Compulsory Purchase Act 2004 (as amended).
Source of data	Current East Cambridgeshire SCI adopted in May 2012.
Frequency of reporting?	When Required.
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Draft SCI. • Approved by Full Council. • Upload SCI to East Cambridgeshire website. <p>N.B. The output will describe the Council's procedures and arrangements for involving public and stakeholders when considering planning applications.</p>
Reporting timescale	<ul style="list-style-type: none"> • July 2015 Full Council.
What resources are needed to ensure success?	Staff resources from Strategic Planning to prepare the SCI.
Are there opportunities for cross-service working?	Input from the Development Management team will be required in preparing the SCI.

Performance measure- Maintain clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Publication of an Authority's Monitoring Report (AMR) covering period to 31 March 2015, which reports on the performance of the previous year in terms of planning matters including figures relating to 5 year housing land supply (statutory item).
Links	Local Plan, SPDs .
Source of data	Cambridgeshire County Council/DCLG/CPERC/JSPU/EA/DEFRA/others
Frequency of reporting?	Annual
Who measures?	Richard Kay- Policy Manager. Wendy Hague and Harj Kumar- Strategic Planning Officers.
Please list processes briefly	<ul style="list-style-type: none"> • Assist County Council in collecting monitoring data. • Assess and format the raw data. • Publish data in the AMR (including the 5 year housing land supply).
Reporting timescale	<ul style="list-style-type: none"> • 31 January of each year.
What resources are needed to ensure success?	Data is provided by the County Council/others; this needs to be provided in sufficient time to prepare the AMR in time. Staff resources from Strategic Planning required to analyse the data and prepare the MR.
Are there opportunities for cross-service working?	Joint working with County Council/others is required when collecting data and when monitoring development.

Performance Measure- Maintain clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers..
Output/Outcome(s)	Undertake an audit of all Supplementary Planning Documents (SPDs), and similar documents, to determine which should be retained; amended or deleted.
Links	Local Plan and SPDs.
Source of data	Audit all current SPDs and only keep and update SPDs that are necessary to support policies in the Local Plan.
Frequency of reporting?	As required.
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Review all current SPDs and other planning guidance provided by the Council. • Identify those SPDs other planning guidance that need to be updated and retained. • Identify SPDs and other planning guidance that are no longer necessary and could be deleted or revoked. • Set a program for review of SPDs and any new SPDs that need to be prepared.
Reporting timescale	<ul style="list-style-type: none"> • July Full Council.
What resources are needed to ensure success?	Staff resources from Strategic Planning are necessary. Resources from other sections such as Development Management and Infrastructure may be required to prepare new SPDs. Liaison with other councils and public bodies is also required.
Are there opportunities for cross-service working?	Yes with Development Management, Infrastructure, Housing.

Performance Measure- To keep our planning policy framework up-to-date, clear and in line with corporate priorities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	A review of the Local Plan subject to a resolution by Full Council.
Links	Commence a review of the Local Plan in line with statutory provisions (Subject to a resolution by Full Council). Ensure the Local Plan facilitates delivery of the Council's priorities such as the Ely Southern Bypass, CLT and other key development opportunities (statutory item)
Source of data	Numerous – national guidance, other evidence base documents such as population and housing projections, Retail Study, Sustainability Appraisal.
Frequency of reporting?	Regular update to Service Delivery Champion.
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Identify issues that are likely to affect East Cambridgeshire. • Develop options to dealing with these issues. • Consult on the issues and options. • From the consultation responses, develop strategy and policies for the future of East Cambridgeshire. <p>The above do not include all of the processes required. The Local Development Scheme (LDS) provides a full list of the stages and proposed timetable for reaching them.</p>
Reporting timescale	<ul style="list-style-type: none"> • July 2015 a decision whether to commence. • Progress reported onward.
What resources are needed to ensure success?	Staff resources from Strategic Planning (supported by PCC under the SLA agreement). Additional resources likely to be required.
Are there opportunities for cross-service working?	There may be potential to do joint studies or even a joint plan with neighbouring authorities if this becomes necessary. Support from ICT and Community Services may be required during the consultation process.

Performance Measure- To keep our planning policy framework up-to-date, clear and in line with corporate priorities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Commence preparation of Supplementary Planning Document (SPD) work, following audit of existing SPDs (not required by legislation, but must follow statutory procedures if undertaken).
Links	The adopted Local Plan and Planning Regulations.
Source of data	Local Plan and current SPDs.
Frequency of reporting?	As and when required.
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Carry out audit of all current SPDs. • Keep SPDs that support and deliver current Local Plan (may require refresh of SPD). • Revoke all SPDs that are out-of-date and are no longer necessary. • Prepare new or update existing SPDs following planning regulations. • Adopt SPDs that have been through the statutory planning process.
Reporting timescale	<ul style="list-style-type: none"> • July 2015 and then onward.
What resources are needed to ensure success?	Staff resources from Strategic Planning (supported by PCC under the SLA agreement). Resources from other sections such as Development Management and Infrastructure may be required to prepare new SPDs.
Are there opportunities for cross-service working?	Yes with Development Management and Infrastructure.

Performance Measure- To keep our planning policy framework up-to-date, clear and in line with corporate priorities.	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements to; keep planning policy framework up-to-date, clear and in line with Corporate Priorities.
Links	Local Plan and Localism Act 2011.
Source of data	Local Plan.
Frequency of reporting?	Annually in the Authority's Monitoring Report.
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<p><i>Note: process led by parish or town council</i></p> <ul style="list-style-type: none"> • Agree Neighbourhood Area. • Prepare a Neighbourhood Plan. • Independent examination. • Community referendum. • Legal adoption of a Neighbourhood Plan.
Reporting timescale	Annually (via MR).
What resources are needed to ensure success?	Staff resources from Strategic Planning to help facilitate any local community within East Cambridgeshire to prepare their Neighbourhood Plan.
Are there opportunities for cross-service working?	Community Services, ICT for consultation process and Parish Councils or other Community Groups preparing Neighbourhood Plans.

Performance Measure- To influence, for the benefit of East Cambridgeshire, the sub-regional strategic planning framework	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Play an active role in sub-regional strategic planning work, including attendance at Cambridgeshire and Peterborough Planning Policy Forum (every 6 weeks) and contributing to LEP activities.
Links	Numerous
Source of data	National Guidance and Local Plan
Frequency of reporting?	Annually
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Attend regular meeting with County Council and other sub regional organisations. • Ensure views of the authority are fully articulated. • Influence any sub regional document to reflect aspirations of East Cambridgeshire. • PPF meets every 6 weeks just before the meetings timetabled for Chief Planning Officers.
Reporting timescale	Annually.
What resources are needed to ensure success?	Staff resources from Strategic Planning.
Are there opportunities for cross-service working?	There are opportunities to work with Cambridgeshire County Council and other sub regional bodies.

Performance Measure- To deliver a cost effective strategic planning service	
Owner	Emma Grima- Corporate Unit Manager.
Co owner(s)	Richard Kay- Policy Manager.
Output/Outcome(s)	Review SLA arrangements with Peterborough City Council to ensure that it is delivering services as per the SLA and that it is cost effective.
Links	Corporate objectives.
Source of data	SLA Agreements.
Frequency of reporting?	
Who measures?	Emma Grima- Corporate Unit Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Review progress of work and service provided. • Is the work and service provided in line with the SLA. • Rectify any differences between SLA and outputs
Reporting timescale	Annually.
What resources are needed to ensure success?	As set out in SLA.
Are there opportunities for cross-service working?	N/A.

Performance Measure- To deliver a cost effective strategic planning service	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/Outcome(s)	Minimise printing and postage costs through rationalisation of consultation database and a greater focus on web and e-mail communications.
Links	N/A
Source of data	
Frequency of reporting?	Annual
Who measures?	Richard Kay- Policy Manager.
Please list processes briefly	<ul style="list-style-type: none"> • Review consultation database. • Keep only on postal consultees list those requested to be notified. • Encourage all to view any documents on website. • Print only minimum number of documents. • Ensure Data Protection Act adhered to at all times.
Reporting timescale	
What resources are needed to ensure success?	Staff resources from Strategic Planning.
Are there opportunities for cross-service working?	ICT to upload documents on website.

Performance Measure- To deliver continuous staff development, together with clear roles and responsibilities	
Owner	Emma Grima- Corporate Unity Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/outcome(s)	100% of appraisals submitted on time.
Links	HR Policy and Procedure.
Source of data	
Frequency of reporting?	Annually.
Who measures?	Emma Grima- Corporate Unity Manager. Richard Kay- Policy Manager. Wendy Hague and Harj Kumar- Strategic Planning Officers.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • CM/PM to book appraisal, issue staff with paperwork, and agree internal deadlines with staff for the return forms – allowing for completion of the process within the HR timeframes. • SPOs to complete appraisal paperwork and return to PM within the mutually agreed timeframe. • CM/PM to insert commentary on the appraisal forms and return within the mutually agreed timeframe. • CM/PM and SPOs to participate in the appraisal meeting, agree training and accountabilities for next year, and sign-off the documentation. • CM/PM to send completed appraisal documentation to HR.
Reporting timescale	As set by HR.
What resources are needed to ensure success?	Appropriate training for staff carrying out the appraisals and those receiving them.
Are there opportunities for cross-service working?	Working with HR would be essential.

Performance Measure- To deliver continuous staff development, together with clear roles and responsibilities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/outcome(s)	To provide regular updates to the Service Delivery Champion on the work of the Strategic Planning Service and to provide an opportunity to work in partnership on key issues/areas of work.
Links	
Source of data	
Frequency of reporting?	Quarterly.
Who measures?	Richard Kay- Policy Manager.
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • The Service Delivery Champion to undertake an induction in Service Area. • The Policy Manager to invite Service Delivery Champion to regular service meetings. • Policy Manager to send draft Committee reports and other key documents to Service Delivery Champion to allow feedback and input.
Reporting timescale	Monthly.
What resources are needed to ensure success?	Regular feedback from the Corporate Management Team is essential along appropriate officer being available to brief Service Delivery Champion.
Are there opportunities for cross-service working?	

Performance Measure- To deliver continuous staff development, together with clear roles and responsibilities	
Owner	Richard Kay- Policy Manager.
Co owner(s)	Wendy Hague and Harj Kumar- Strategic Planning Officers.
Output/outcome(s)	To ensure that all staff are able to achieve minimum CPD requirements set by the Royal Town Planning Institute and satisfy professional standards.
Links	RTPI Professional Standards / HR Policy and Procedure.
Source of data	Professional CPD record.
Frequency of reporting?	Every 2 years.
Who measures?	PM/SPOs / RTPI
What will be done? Please list processes briefly	<ul style="list-style-type: none"> • Work with staff to identify courses, seminars and training opportunities that fit within identified budgets. • Allow sufficient time in the work programme for training and structured learning.
Reporting timescale	N/A.
What resources are needed to ensure success?	Sufficient training budget is essential to ensure sufficient CPD is maintained for all professional staff.
Are there opportunities for cross-service working?	There may be opportunities to host training events and share costs with other Councils.