

## **Strategic Planning Service Plan 2016 – 2017**

### **Overview of Strategic Planning**

The Strategic Planning team consists; 1 full-time member of staff – supported by a Service Level Agreement (currently approximately 2.3FTE) with Peterborough City Council.

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 delivering affordable housing, improving infrastructure and improving local transport.

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 2016/17 this means continuing the preparation of a new Local Plan, which commenced in 2015/16 (including a first round consultation which took place in Feb-March 2016). 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. During 2016/17, it is expected that a further consultation on the emerging Local Plan will take place before the end of 2016, and preparation of the third and final consultation draft will be well advanced by the end of 2016/17. 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. 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 Supplementary Planning Documents for specific topics where necessary – in conjunction with landowners, developers, local communities and other public bodies. These support, and add more details to, policies in the Local Plan.
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 2015-16, the Team has been principally engaged in the preparation of the emerging Local Plan, leading up to the consultation which took place in Feb-March 2016. The Team also undertook work on other matters, including the drafting, consulting and subsequent adoption of an SPD on Community-Led Development.

*Service Delivery Champion- Councillors Coralie Green and Alan Sharp.*

**The cost of the service; £80,201**

### **How does the service link in with the Corporate Plan?**

The Strategic Planning Service helps to provide the context for the long term planning and delivery of “appropriate sustainable development across East Cambridgeshire and lays the foundations for the delivery of infrastructure and services at the appropriate time.”

Within the Local Plan they help to ensure developers meet local needs and provide clear strategic priorities and objectives linked to economic, environmental and social aims to support future sustainable development.

Throughout the Local Plan development process, the Service has worked with local residents and businesses to carry out focussed engagement to ensure that the process is customer driven and reflects needs and aspirations.

### Forward Planning for Councillors (October 2016 to October 2017)

Proposed date of decision	Item/Event/ Project Stage	Service Area	Service Delivery Champion	Committee
October 2016	Full Council 20 October 2016 scheduled to approve 2 <sup>nd</sup> round consultation Local Plan, for consultation Nov-Dec 2016	Strategic Planning	Councillor Coralie Green	Full Council
October 2016	SPD on Flood & Water–adoption scheduled by Full Council on 20 October 2016 (work led by Cambridgeshire County Council ).	Strategic Planning	Councillor Coralie Green	Full Council
Feb or April 2017	Full Council 23 Feb or 11 Apr 2017 - scheduled to approve 3 <sup>rd</sup> round consultation Local Plan, for consultation March or May 2017	Strategic Planning	Councillor Coralie Green	Full Council
Throughout 2016/17	Local Plan Member Working Group – various meetings, to keep informed on the preparation of the emerging Local Plan	Strategic Planning	Councillor Coralie Green	Local Plan Member Working Group

## End of Year Report- Strategic Planning- 2015/2016

<b>Maintain a clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities</b>	<b>Target</b>	<b>Outcome</b>
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	Website fully refreshed by 30 Sept 2015, but on-going improvements will be implemented as necessary.
Publication of a new Local Development Scheme (LDS) setting out the future work programme of strategic planning (statutory item).	July 2015 Full Council	LDS Adopted by Full Council on 16 July 2015.
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	SCI adopted by Full Council on 22 October 2015.
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	AMR completed and published by 31 December 2015.
Undertake an audit of all Supplementary Planning Documents (SPDs), and similar documents, to determine which should be retained; amended or deleted.	July 2015	Audit completed by July 2015, and will help inform future work programmes.

<b>To keep our planning policy framework up-to-date, clear and in line with corporate priorities</b>	<b>Target</b>	<b>Outcome</b>
Commence a review of the Local Plan in line with statutory provisions 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	Local Plan Review commenced; first draft for consultation approved by full council 7.1.16. Consultation issued Feb-March 2016, in line with LDS.
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	Two SPDs prepared by August 2015 (Community-led development; flood and water). Both published for consultation late 2015. Community-led development SPD adopted by Council on 25 Feb 2016. Flood & Water SPD timetable set by Cambridgeshire County Council, with adoption due later in 2016.

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	Advice regularly given to communities, and especially parish councils. Bottisham applied for Neighbourhood Area status in Dec 2015, which, following consultation, was approved by Council in Feb 2016.
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<b>To influence, for the benefit of East Cambs, the sub-regional strategic planning framework</b>	<b>Target</b>	<b>Outcome</b>
Play an active role in sub-regional strategic planning work, including attendance at Cambridgeshire and Peterborough Planning Policy Forum (PPPF) (every 6 weeks) and contributing to LEP activities.	Ongoing	All PPPF meetings attended. Relationships with neighbouring districts maintained, and 'Duty to Cooperate' complied with.

<b>To deliver a cost effective strategic planning service</b>	<b>Target</b>	<b>Outcome</b>
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	Service reviewed by 31 July 2015, with a subsequent report to Corporate Governance and Finance Ctte on 28th Sept 2015. SLA extended to fit Local Plan timetable. Monthly reports produced for Director.
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	Consultee database thoroughly rationalised by 30 <sup>th</sup> October 2015, resulting in considerably fewer 'post-only' communications.

<b>To deliver continuous staff development, together with clear roles and responsibilities</b>	<b>Target</b>	<b>Outcome</b>
100% appraisals completed on time	100%	On target (note – most staff in this service area are contracted via Peterborough City Council and are therefore subject to separate appraisal management)
Service awareness briefings for Service Delivery Champion	2	Monthly briefings in place with Service Delivery Champion
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	On target

## Strategy map 2016/2017

### STRATEGIC PLANNING SERVICES



**Measuring Performance:-**

<b>Maintain a clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities</b>	<b>Baseline</b>	<b>Target</b>
Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website.	Preliminary review and update took place in late 2015	30 Nov 2016, then ongoing
Publication of an Authority's Monitoring Report (AMR) covering period to 31 March 2016, which reports on the performance of the previous year in terms of planning matters (statutory item).	AMR last published by 31 Dec 2015	31 December 2016

<b>To keep our planning policy framework up-to-date, clear and in line with corporate priorities</b>	<b>Baseline</b>	<b>Target</b>
Continue a review of the Local Plan in line with statutory provisions. 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).	1 <sup>st</sup> Draft Local Plan approved at Full Council Jan 2016	Oct 2016 – 2 <sup>nd</sup> draft approved at Full Council Feb or April 2017 – 3 <sup>rd</sup> (and final) draft approved at Full Council
Adopt a Flood and Water SPD, to ensure clear planning guidelines are in place for this important matter (Note: this SPD is being prepared with all Cambridgeshire Districts and County).	N/A	Adoption at Full Council October 2016
Work with those communities wishing to undertake Neighbourhood Planning, ensure ECDC meets its statutory requirements.	Advice regularly given to communities, and especially parish councils.	Advice to be regularly given to communities, and especially parish councils, to reflect their aspirations and needs in line with statutory regulations

To influence, for the benefit of East Cambs, the sub-regional strategic planning framework	Baseline	Target
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	Ongoing

To deliver continuous staff development, together with clear roles and responsibilities	Baseline	Target
100% appraisals completed on time	100%	100%
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.	Twice per year	Monthly
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	As set by RTPi guidelines



## Delivering the Service 2016/2017

<b>Maintain clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities</b>	
<b>Owner</b>	Richard Kay- Strategic Planning Manager.
<b>Co owner(s)</b>	Wendy Hague, Harj Kumar and Ed Dade - Strategic Planning Officers.
<b>Output/Outcome(s)</b>	Review all existing service web pages to ensure that only up to date, accurate and relevant information is live on the Council's website
<b>Links</b>	N/A.
<b>Source of data</b>	N/A.
<b>Frequency of reporting?</b>	As required.
<b>Who measures?</b>	Richard Kay- Strategic Planning Manager.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Review content and structure of web site.</li> <li>• Streamline content.</li> </ul>
<b>Reporting timescale</b>	30 Nov 2016, then ongoing.
<b>What resources are needed to ensure success?</b>	Staff resources from Strategic Planning. May require some input from Developers' Forum.
<b>Are there opportunities for cross-service working?</b>	Yes with the Web Team in Customer Services but only in a supportive role.

<b>Maintain clear planning policy framework which will help facilitate the creation of safe, vibrant, inclusive and sustainable communities</b>	
<b>Owner</b>	Richard Kay- Strategic Planning Manager.
<b>Co owner(s)</b>	Wendy Hague, Harj Kumar and Ed Dade - Strategic Planning Officers.
<b>Output/Outcome(s)</b>	Publication of an Authority's Monitoring Report (AMR) covering period to 31 March 2016, which reports on the performance of the previous year in terms of planning matters (statutory item).
<b>Links</b>	Local Plan, SPDs.
<b>Source of data</b>	Cambridgeshire County Council/DCLG/CPERC/JSPU/EA/DEFRA/others
<b>Frequency of reporting?</b>	Annual
<b>Who measures?</b>	Richard Kay- Strategic Planning Manager. Wendy Hague, Harj Kumar and Ed Dade - Strategic Planning Officers.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Assist County Council in collecting monitoring data.</li> <li>• Assess and format the raw data.</li> <li>• Publish data in the AMR (including, in a separate report, the 5 year housing land supply).</li> </ul>
<b>Reporting timescale</b>	<ul style="list-style-type: none"> <li>• 31 December of each year.</li> </ul>
<b>What resources are needed to ensure success?</b>	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 AMR.
<b>Are there opportunities for cross-service working?</b>	Joint working with County Council/others is required when collecting data and when monitoring development.

To keep our planning policy framework up-to-date, clear and in line with corporate priorities	
<b>Owner</b>	Richard Kay- Strategic Planning Manager.
<b>Co owner(s)</b>	Wendy Hague, Harj Kumar and Ed Dade - Strategic Planning Officers.
<b>Output/Outcome(s)</b>	<p>Continue a review of the Local Plan in line with statutory provisions. 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).</p> <p>Oct 2016 – 2<sup>nd</sup> draft approved at Full Council Feb or April 2017 – 3<sup>rd</sup> (and final) draft approved at Full Council</p>
<b>Links</b>	Community Land Trusts & Ely Southern Bypass.
<b>Source of data</b>	Numerous – national guidance, other evidence base documents such as population and housing projections, Retail Study, Sustainability Appraisal.
<b>Frequency of reporting?</b>	Regular update to Service Delivery Champion.
<b>Who measures?</b>	Richard Kay- Strategic Planning Manager.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Identify issues that are likely to affect East Cambridgeshire.</li> <li>• Develop options to dealing with these issues.</li> <li>• Consult on the issues and options.</li> <li>• From the consultation responses, develop strategy and policies for the future of East Cambridgeshire.</li> </ul> <p>The above do not include all of the processes required.</p>
<b>Reporting timescale</b>	<ul style="list-style-type: none"> <li>• Via regular Local Plan Member Working Group meetings.</li> <li>• Progress reported onward.</li> </ul>
<b>What resources are needed to ensure success?</b>	Staff resources from Strategic Planning (supported by PCC under the SLA agreement). Additional resources likely to be required.
<b>Are there opportunities for cross-service working?</b>	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.

To keep our planning policy framework up-to-date, clear and in line with corporate priorities	
<b>Owner</b>	Richard Kay- Strategic Planning Manager.
<b>Co owner(s)</b>	Wendy Hague, Harj Kumar and Ed Dade - Strategic Planning Officers.
<b>Output/Outcome(s)</b>	Adopt a Flood and Water SPD, to ensure clear planning guidelines are in place for this important matter (Note: this SPD is being prepared with all Cambridgeshire Districts and County).
<b>Links</b>	The adopted Local Plan and Planning Regulations.
<b>Source of data</b>	Local Plan and current SPDs.
<b>Frequency of reporting?</b>	As and when required.
<b>Who measures?</b>	Richard Kay- Strategic Planning Manager.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Prepare new SPDs following planning regulations.</li> <li>• Consult on the draft SPD (this took place in 2015/16)</li> <li>• Consider representations received.</li> <li>• Adopt SPD, following consultation, by Full Council.</li> </ul>
<b>Reporting timescale</b>	<ul style="list-style-type: none"> <li>• October 2016.</li> </ul>
<b>What resources are needed to ensure success?</b>	Staff resources from Strategic Planning. Resources from other sections such as Development Management and Infrastructure may be required.
<b>Are there opportunities for cross-service working?</b>	Yes with Development Management and Infrastructure.

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

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

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

<b>Performance Measure- To deliver continuous staff development, together with clear roles and responsibilities</b>	
<b>Owner</b>	Richard Kay- Strategic Planning Manager.
<b>Co owner(s)</b>	Wendy Hague, Harj Kumar and Ed Dade - Strategic Planning Officers.
<b>Output/outcome(s)</b>	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.
<b>Links</b>	
<b>Source of data</b>	
<b>Frequency of reporting?</b>	Monthly.
<b>Who measures?</b>	Richard Kay- Strategic Planning Manager.
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>Monthly meeting to ensure Service Delivery Champion is fully briefed on all relevant matters</li> </ul>
<b>Reporting timescale</b>	Monthly.
<b>What resources are needed to ensure success?</b>	Regular feedback from the Corporate Management Team is essential along appropriate officer being available to brief Service Delivery Champion.
<b>Are there opportunities for cross-service working?</b>	



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