



Cambridge City Council
Planning and Transport Scrutiny Committee

Date: Tuesday, 19 March 2019

Time: 5.30 pm

Venue: Committee Room 1 & 2, The Guildhall, Market Square, Cambridge, CB2 3QJ

Contact: democratic.services@cambridge.gov.uk, tel:01223 457000

Revised Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes (Pages 3 - 18)
- 4 Public Questions

Decisions for the Executive Councillor for Planning Policy and Transport

- 5 Building Control Shared Services Business Plan & Greater Cambridge Planning Service Business Plan 2019/20 (Pages 19 - 72)

Appendix 2 to this report contains exempt information during which the public is likely to be excluded from the meeting subject to determination by the Planning & Transport Committee following consideration of a public interest test. This exclusion would be made under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Greater Cambridge Planning Service Business Plan 2019/20 can be viewed under Appendix 1 of the report.

- 6 To Note Record of Urgent Decision Taken by the Executive Councillor for Planning Policy and Transport since the last Planning and Transport Meeting.
- 6a East West Rail Bedford to Cambridge Routes Consultation. (Pages 73 - 80)

Planning and Transport Scrutiny Committee Members: Sargeant (Chair), Smart (Vice-Chair), Baigent, Bick, Green, Hipkin, McQueen and Payne

Alternates: Massey, Dalzell and Gillespie

Executive Councillors: Blencowe (Executive Councillor for Planning Policy and Transport)

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PLANNING AND TRANSPORT SCRUTINY COMMITTEE 15 January 2019
5.30 - 8.30 pm

Present: Councillors Sargeant (Chair), Smart (Vice-Chair), Baigent, Bick, Green, Hipkin, Payne and Massey

Executive Councillor for Planning Policy and Transport: Councillor Blencowe

Officers:

Director of Planning and Economic Development: Stephen Kelly

Planning Policy Manager: Caroline Hunt

Principal Planning Policy Officer: Jonathan Dixon

Committee Manager: Claire Tunncliffe

FOR THE INFORMATION OF THE COUNCIL

19/17PnT Apologies for Absence

Apologies were received from Councillor McQueen; Councillor Massey attended as an alternate.

19/18PnT Declarations of Interest

No declarations of interest were made.

19/19PnT Minutes

The minutes of the meeting held on 02 October were approved as a correct record and signed by the Chair.

19/20PnT Public Questions

There were no public questions.

19/21PnT Cambridge Northern Fringe Issues and Option 2

Matter for Decision

The report sought approval for the joint Cambridge Northern Fringe Area Action Plan Issues and Options 2 and supporting documents to be published for consultation.

Decision of Executive Councillor for Planning Policy & Transport

- i. Approved the Cambridge Northern Fringe Issues and Options 2 for Regulation 18 public consultation in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 for a period of six weeks jointly with South Cambridgeshire District Council (Appendix 1 as amended attached to the Officer's report).
- ii. Approved the Statement of Consultation (Appendix 2 attached to the Officer's report).
- iii. Noted the findings of the Interim Sustainability Appraisal and Equalities Impact Assessment (Appendices 3 and 4 attached to the Officer's report).
- iv. Agreed to delegate authority to the Executive Councillor for Planning Policy and Transport, in consultation with the Chair and Spokes for the Planning and Transport Scrutiny Committee, to consider and agree, as is consistent with this Council's Corporate Objectives, any changes proposed by South Cambridgeshire District Council.
- v. Delegated authority to the Joint Director of Planning and Economic Development, in liaison with the Executive Councillor for Planning Policy and Transport, and the Chair and Spokes for the Planning and Transport Scrutiny Committee, to make editorial changes to the Issues and Options Report and supporting documents prior to the commencement of the consultation period (to comprise minor amendments and factual updates and clarifications).

Reason for the Decision

As set out in the officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Director of Planning and Economic Development. The report referred to the Cambridge Northern Fringe East area which had been designated in the new local plans for both Cambridge and South Cambridgeshire as an area for regeneration. The area extent, and the quantum and phasing of development, was proposed to be established through the production of a joint Area Action Plan (AAP).

In response to the Committee's comments the Director of Planning and Economic Development said the following:

- i. The use of the term 'Knowledge District' was envisaged as a positive signal to show monetary value could be gained through the industry of knowledge rather than other kind of industries such as manufacturing.
- ii. Important to understand these were statutory documents.
- iii. Noted the Committee's comments they were pleased to include the science park as part of the development. This was necessary as there was limited land available in an urban area and there would be a different way of thinking to show how the park could be used
- iv. Officers would have to justify with evidence and viability the basis on which the figures for the employment and housing numbers had been referenced in the report.
- v. The reality of developing creative quarters, such as artist studios instead of tech industries, was that creative quarters were not as viable and would not pass the test of 'soundness' in a Local Plan. However creative sectors could be developed in the long term,
- vi. Noted the Committee's concern regarding inequality with regard to the lack of affordable business spaces. It was possible with policy framework to secure additional benefits which would not be exclusive to those businesses on the science park as had occurred in the city previously, particularly with the tech industry.
- vii. Affordable enterprises and business spaces were being considered at how this might be included. It was important to remember that this would have a reflective cost and further work and consultation was needed on how this could be delivered.
- viii. Officers recognised the need to work with Members and residents' groups whom had the knowledge and experience of the locality to share.
- ix. Engagement with members of the public through area committee meetings and local residents association on the development had begun. These groups had been asked to identify other resident groups / organisations to further cascade the engagement and consultation process.
- x. It was important to identify all the wide range of users within the locality of the development, various businesses, employees and operators who used the science park, residents who lived adjacent to the park and those residents who lived on the city edge such as those in Milton.
- xi. There was a recommendation in the delegation to make editorial changes to the Issues and Options Report and supporting documents prior to the commencement of the consultation period (to comprise minor amendments and factual updates and clarifications).
- xii. The EQIA would be updated through each stage of the process.

- xiii. The Housing Infrastructure Team had estimated that the capacity of the development could produce 7600 homes on what was a significant piece of land. The report outlined how:
 - To make more efficient use of brownfield land; looking at the volume of traffic to and from the site.
 - The science park could become a ‘mix used district, (not just housing in one area, employment in the other, joined by a road as would have been done in the past).
- xiv. The highway ‘trip budget’ approach referenced in the report identified the level of vehicular trips that could be made to and from the areas east and west of Milton Road without leading to a severe further impact on the strategic road network. It was therefore based on the number of trips generated and not any particular level of development.
- xv. The policy would challenge the developer to demonstrate how their schemes could compliment the overall number of trips on the road; such as looking at the management of car parking spaces, the promotion of linked trips ensuring there were facilities for both employees and residents to avoid travel out of the area. This could be done by the early development of a school and community facilities to reduce vehicular travel.
- xvi. Car parking spaces on the science park covered more of the land (area) than buildings. This provided an opportunity for development and in turn would incentivise businesses to push innovative travel plans for their employees.
- xvii. Developers / businesses needed to move away from one parking space for one person for a 24 hour period and begin to think about communal parking with different functions at different times.

The Committee:

The Chair proposed the following amendments to Appendix A (Cambridge Northern Fringe Area Action Plan Issues and Options 2) additional text underlined, deleted text ~~struck through~~:

The Director for Planning and Economic Development reminded the Committee that any changes to Appendix A would also require approval from the Lead Member at South Cambridgeshire District Council; further amendments may also be considered outside of the meeting.

	PAGE	PARA	CHANGE
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i.	Throughout document		Amend Title to <u>North East Cambridge Area Action Plan</u>
ii.	8 & 42	Para 13 & 4.4	Amend Vision to read: <u>'North East Cambridge Northern Fringe – An inclusive, thriving, and low carbon place for innovative living and working; in which economic growth and prosperity are delivered with social justice and equality, inherently walkable where everything is on your doorstep.'</u>
iii.	8 & 43	Para 13 & 4.5	Amend objective heading: <u>'A high quality, healthy, biodiverse place, which will be a major contributor to achieving zero carbon in Greater Cambridge by 2050'</u>
iv.	8 & 43	Para 13 & 4.5	Replace objective heading: 'An adaptable knowledge district' with <u>'A City Innovation District which will deliver affordable homes, a diverse range of quality jobs and excellent neighbourhood facilities.'</u>
v.	48	5.13	'This new city district needs activity and vibrancy to support the existing and establishing communities. The <u>leisure and</u> cultural offer to enrich lives is a key component of creating successful places and will be needed for residents, workers and visitors alike. Embedding creativity and culture into the scheme is a vital aspect to the success of the CNF as a new city district with its own identity. A <u>leisure and</u> cultural strategy along with a public art strategy will be

			needed early in the process to support the overall masterplanning and decision making for the regeneration of the CNF.’
vi.	50	5.16	Cambridge Regional College As an innovation district, the CNF needs to capitalise on great links to education facilities in the area to improve links to businesses. Cambridge Regional College (CRC) is a major further and higher—education facility with a catchment, which includes Cambridgeshire, Essex, Hertfordshire and Suffolk. The existing CRC site supports 3,000 full-time further and higher education students . Due to its close proximity to the CNF site and the role that the college plays within the immediate and wider area we need to consider how the two can function together and support each other.
vii.	80	9.3	A range of community facilities will be required to serve local residents and staff. This will require either new provision on site, or improvements to existing facilities. <u>Where these are off site, we will need to consider how these can be easily accessed.</u> The Councils are in discussion with service providers on what these needs are, and this will continue as the draft AAP is developed.
viii.	53	Q15	E - Increasing ease of movement across the sites by opening up opportunities to walk and cycle through areas where this is currently difficult, for

			example Cambridge business park and the Cambridge Science Park, <u>improving access to the Kings Hedges and East Chesterton areas as well as the City beyond.</u>
ix.	64	6.13	The Chisholm Trail, creating a mostly off-road and traffic-free route between Cambridge Station, <u>via Abbey,</u> and the new Cambridge North Station, <u>and beyond to St.Ives and Huntingdon.</u>
x.	32	6.26	Effective ‘last mile’ links from the station and from the busway stops to destinations like the Science Park will be key to the area’s success. This potentially could use innovative solutions like autonomous vehicles, <u>demand responsive transport, or cycle hire schemes.</u>
xi.	65	Q25	Question 25: Do you agree that the AAP should be seeking a very low share of journeys to be made by car compared to other more sustainable means like walking, and cycling <u>and public transport</u> to and from, and within the area?
xii.	70	7.3	Employment will form an important part of the mix, <u>bringing together a diverse range of business and employment opportunities</u> to create a vibrant new district for Cambridge, where there are opportunities <u>for existing and new residents</u> to live and work in the area, and which responds to the transport constraints and opportunities in the

			area.
xiii.	70	Add new para after 7.3	<u>'As highlighted in chapter 2 of this report, adjoining wards are among the most deprived in Cambridgeshire. North East Cambridge provides an opportunity to deliver new affordable housing, shops services and infrastructure that can offer opportunity and improve amenities in this part of Cambridge. Development could also provide opportunities for specific measures to share the benefits of new development with surrounding communities, such as training and employment opportunities.'</u>

xiv.	81	9.4	Amend Sentence: ‘Active open space often requires facilities and structures to support and promote this use, such as toilets, walkways, run routes, interpretation material, seating, tables, children’s playgrounds areas and sports fields.’
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This amendment was carried 7 votes to 0.

The Committee **resolved 7 votes to 0** to endorse the recommendations as amended.

The Executive Councillor for Planning Policy and Transport approved the recommendations.

19/22PnT Statement of Community Involvement

Matter for Decision

The report sought approval for the draft Statement of Community Involvement (SCI) for approval.

Decision of Executive Councillor for Planning Policy & Transport

- i. Agreed the draft Statement of Community Involvement (attached at Appendix 1 of the Officer’s report) for consultation purposes.
- ii. Noted the consultation period would take place for six weeks between Monday 4 February and Monday 18 March 2019.
- iii. Agreed the Joint Director of Planning and Economic Development is granted delegated authority, in liaison with the Executive Councillor for Planning Policy and Transport, and the Chair and Spokes for the Planning and Transport Scrutiny Committee, to make any editing changes prior to publication.

Reason for the Decision

As set out in the officer’s report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Planning Policy Manager. The report referenced how the SCI would set out in what ways the public would have an opportunity to engage in the planning process in Greater Cambridge. The SCI described how the public, businesses, interest groups and individuals within the local authority areas could get involved in the creation of local planning policy and the planning application process aiming at shaping where they lived, worked and traded.

In response to the Committees' comments, the Director of Planning and Economic Development and the Planning Policy Manager said the following:

- i. Confirmed there was no change to the Councils approach in the adopted SCI 2013 document apart from an explanation of the Neighbourhood Plan preparation, followed by details of the support available to community groups who were preparing such documents. It also incorporated flexibility to future proof the mechanisms that may be used in future planning consultations.
- ii. It would be possible to include Residents' Association and Parish Councils in the Statement of Intention to Engagement, p317 of the agenda pack.
- iii. Agreed to add Residents' Associations to the list on appendix 2, p35 of the SCI, page 352 of the agenda pack, under Examples of Non-Statutory Consultees that the Councils may Consult (those consulted will vary depending on the type of application).
- iv. By adding Residents' Associations to appendix 2, p35 of the SCI, this could then be cross referenced to the Supplementary Planning Documents (SPD) under consultation methods, 2nd paragraph of the table of page 11 of the SCI, page 328 of the agenda pack. Additional text would be included in the table, 2nd paragraph to reference the appropriate appendix.
- v. Agreed that an additional paragraph would be included in the Statement of Intention to Engagement, (p317 of the agenda pack) setting out the differing role of members of the Planning Committee and of ward members.
- vi. Where possible, officers always undertook to do more than the standard consultation process if time permitted, such as extending the

consultation time or engaging with residents using the City Council's magazine for residents, Cambridge Matters. This information could be highlighted in additional text.

Councillor Bick proposed the following amendment to statement of our intention to engage with our communities, page iii, 3rd paragraph of the SCI page 317 of the agenda pack (additional text underlined, ~~deleted text struck through~~):

We would encourage you, as residents and stakeholders, (including Parish Councils and Residents' Associations as appropriate) to use this Statement of Community Involvement and the protocols set out within it, to hold the Authorities to account and ensure that all local people have sufficient opportunities to have their say. We recognise that consultation and engagement activities are constantly evolving and this SCI will be revisited at regular intervals to ensure it is fully up-to-date and reflects local and national priorities, practices and policies.

This amendment was carried unanimously.

The Executive Councillor reiterated that the Statement of Community Involvement was a starting point for the consultation process and what the Council was accountable for. On city wide SPD, officers worked hard to go above the standard consultation process which could be seen by looking at the list of consultees.

The Committee:

The Committee **resolved unanimously** to endorse the recommendations as amended.

The Executive Councillor for Planning Policy & Transport approved the recommendations.

19/23PnT Local Plan and Housing Monitoring

Matter for Decision

The report sought approval for the Local Plan and Housing Monitoring for approval.

Decision of Executive Councillor for Planning Policy & Transport

- i. Agreed to publish the Cambridge Authority Monitoring Report 2017-2018 (included as Appendix 1), with any further minor editing changes delegated to the Joint Director for Planning and Economic Development where they relate to technical matters.
- ii. Agreed that in future, a Greater Cambridge Authority Monitoring Report is produced, and that these future Greater Cambridge Authority Monitoring Reports would be agreed for publication by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting (together with the Lead Member for Planning at South Cambridgeshire District Council), unless the Authority Monitoring Report identified any significant issue with the implementation of any Local Plan or Area Action Plan policy that requires more detailed consideration by the Executive Councillor for Planning Policy and Transport at a meeting;
- iii. Agreed that a decision on whether to submit a Greater Cambridge Annual Position Statement (relating to five year housing land supply) to the Planning Inspectorate (PINS) for consideration would be made by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting (together with the Lead Member for Planning at South Cambridgeshire District Council) and that the decision will be made before 1 April each year as required by national planning guidance;
- iv. That, whether or not it is decided to prepare a Greater Cambridge Annual Position Statement, the housing trajectory and five year supply calculations will be agreed by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting (together with the Lead Member for Planning at South Cambridgeshire District Council);
- v. Approved to seek agreement from the Ministry of Housing, Communities and Local Government (MHCLG) that Cambridge and South Cambridgeshire should be considered together for the purposes of the Housing Delivery Test; and
- vi. Agreed that, if on publication of the annual Housing Delivery Test results, an Action Plan was necessary in this or future years, it would be agreed by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting.

Reason for the Decision

As set out in the officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Planning Policy Manager. The report set out the current processes for monitoring the Local Plan and housing delivery, and to propose a new approach to the decision making processes for the preparation, consultation, publication and submission of monitoring documents, such as the Authority Monitoring Report and housing trajectory.

Councillor Bick welcomed the report and the joint working with South Cambridgeshire District Council. He requested that any decision made outside of the Planning and Transport Scrutiny Committee that the Chair and Spokes was included in the consultation process as was standard procedure with Cambridge City Council.

It was **unanimously resolved** to do so and the recommendations changed accordingly (additional text underlined).

- i. Agreed to publish the Cambridge Authority Monitoring Report 2017-2018 (included as Appendix 1), with any further minor editing changes delegated to the Joint Director for Planning and Economic Development where they relate to technical matters.
- ii. Agreed that in future, a Greater Cambridge Authority Monitoring Report is produced, and that these future Greater Cambridge Authority Monitoring Reports would be agreed for publication by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting (together with the Lead Member for Planning at South Cambridgeshire District Council), unless the Authority Monitoring Report identified any significant issue with the implementation of any Local Plan or Area Action Plan policy that requires more detailed consideration by the Executive Councillor for Planning Policy and Transport at a meeting.
- iii. Agreed that a decision on whether to submit a Greater Cambridge Annual Position Statement (relating to five year housing land supply) to the Planning Inspectorate (PINS) for consideration would be made by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting (together with the Lead Member for Planning at South Cambridgeshire District Council)

- and that the decision will be made before 1 April each year as required by national planning guidance.
- iv. That, whether or not it is decided to prepare a Greater Cambridge Annual Position Statement, the housing trajectory and five year supply calculations will be agreed by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting (together with the Lead Member for Planning at South Cambridgeshire District Council).
 - v. Approved to seek agreement from the Ministry of Housing, Communities and Local Government (MHCLG) that Cambridge and South Cambridgeshire should be considered together for the purposes of the Housing Delivery Test; and
 - vi. Agreed that, if on publication of the annual Housing Delivery Test results, an Action Plan was necessary in this or future years, it would be agreed by the Executive Councillor for Planning Policy and Transport, Chair and Spokes via a decision outside of a meeting.

In response from a question from Councillor Payne regarding the number of the homelessness recorded as 67 and the number of accepted as homeless and in priority need was 38 between April 2017 and March 2018 (p382 of the agenda pack); the Director of Planning and Economic Development responded that he would request a detailed explanation from the relevant officer.

The Committee:

The Committee **resolved unanimously** to endorse the recommendations as amended.

The Executive Councillor for Planning Policy & Transport approved the recommendations.

19/24PnT Strategic Policies for Neighbourhood Planning

Matter for Decision

The report sought approval for the schedule of strategic policies of the adopted Cambridge Local Plan 2018 for the purposes of neighbourhood planning.

Decision of Executive Councillor for Planning Policy & Transport

- i. Agreed the schedule attached at Appendix 1 of the Officer's report, containing the policies that are considered strategic for the purposes of

neighbourhood planning, taking into account the broad guidance provided by the National Planning Policy Framework (2018) and the planning practice guidance.

Reason for the Decision

As set out in the officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Planning Policy Manager. The report referred to Neighbourhood Plans (NP) which were introduced by the Localism Act (2011) to provide a planning tool for local people to use to guide future development, regeneration and conservation of an area. Government policy and practice guidance for neighbourhood planning had set out in the National Planning Policy Framework (NPPF) and in associated planning practice guidance. NP were prepared by local communities, and in Cambridge by Neighbourhood Forums.

In response to comments from the Committee, the Director for Planning and Economic Director and Planning Policy Manager said the following:

- i. The table in Appendix 1, of the Officer's report (p440) of the agenda pack outlined the policies from the adopted Cambridge Plan 2018 that are recommended to be strategic policies in line with Central Government guidance.
- ii. Regarding non-strategic policies it was possible for a local community to take a different view in a NP to that of the Local Plan (LP). The Local Plan and Neighbourhood Plans together provide a context for considering planning applications.
- i. A NP had to demonstrate general conformity with the strategic policies of the Local Plan.

The Committee:

The Committee **resolved unanimously** to endorse the recommendations as amended.

The Executive Councillor for Planning Policy & Transport approved the recommendations.

19/25PnT To Note Record of Urgent Decision Taken by the Executive Councillor for Planning Policy and Transport since the last Planning and Transport Meeting.

9a Supplementary Planning Documents

The decision was noted.

9b Local Development Scheme

The decision was noted.

The meeting ended at 8.30 pm

CHAIR

Item

SHARED SERVICES 2019/20 Business Plans for 3Cs Building Control, and Greater Cambridge Planning Service

To:

Councillor Kevin Blencowe, Executive Councillor for Planning Policy and Transport

Planning & Transport Scrutiny Committee 19 March 2019

Report by:

Stephen Kelly, Joint Director of Planning and Economic Development

Tel: 01223 – 457103 Email: Stephen.Kelly@cambridge.gov.uk

Fiona Bryant, Strategic Director

Tel: 01223 – 457325 Email: Fiona.Bryant@cambridge.gov.uk

Heather Jones, Head of Building Control

Tel: 01223 – 45 Email: heather.jones@cambridge.gov.uk

Wards affected:

All

NOT FOR PUBLICATION: Appendix 2 of this report relates to an item during which the public is likely to be excluded from the meeting by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Non Key Decision

1. Executive Summary

1.1 The Shared Services Business Plans 2019/20 demonstrate that continued progress has been made over the last year against the Shared Services objectives. Shared Services continue to explore new ways of working. They are an important feature of the transformation agenda, particularly through the use of technology.

- 1.2 The Business Plans have been considered by the Shared Service Management Board, and the Cexs and Leaders/Portfolio holders for each Council. They are now presented for scrutiny in all partner authorities.

Consequently, it is recommended that the Shared Services Management Board is authorised to consider any final amendments to the Business Plans in line with the Exec Cllr approval following scrutiny by committee.

2. Recommendations

- 1) Approve the Business Plans for each of the Shared Services attached as Appendices hereto; and
- 2) Authorise the Shared Services Management Board to approve final amendments to the Business Plans in line with comments received from all partner councils.

3. Background

- 3.1 In July 2015, Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils (3Cs) or South Cambs and Cambridge City as appropriate (Greater Cambridge Shared Services) each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service.
- 3.2 The partner councils agreed the following shared services objectives:
- Protection of services which support the delivery of the wider policy objectives of each council.
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
 - Savings through reduced managements costs and economies of scale.
 - Increased resilience and retention of staff.
 - Minimise the bureaucracy involved in operating the shared service.

- Opportunities to generate additional income, where appropriate.
 - Procurement and purchasing efficiencies, and sharing of specialist roles which individually, are not viable in the long-term.
- 3.3 For those services which have been in place for a while, much of the work to develop staffing structures, working practices and service parameters has been completed, allowing the development of business plans using a consistent format containing key priorities, objectives, activities and measures of success.
- 3.4 The Greater Cambridge Planning Service went live on 1st April 2018 and is still in implementation stage, with a second phase staff consultation under way.
- 3.4 The format of the Business Plans continues to evolve, with a template format provided for consistency, although there is some variation that reflects the requirements of different services.
- 3.5 The Business Plans contain performance information to the point in the year that they were produced. The Shared Services Management Board monitors performance on a quarterly basis. The Annual Report will contain a comprehensive appraisal of performance and will be submitted for scrutiny in June / July.
- 3.6 A particular feature of the Business Plans for 2019/20 is their emphasis on financial performance compared with the baselines. The Business Plans for consolidated services demonstrate significant levels of savings.
- 3.7 The Business Plans will be implemented within each Shared Service during the year 2019/20. The Head of each Shared Service will be responsible for the overall operation of their service, the delivery of the Business Plan and the achievement of performance and financial targets. These will be monitored by the Shared Services Management Board.
- 3.8 Lead Members at each of the partner councils have been consulted on these plans, their role is to provide advice and oversight, to challenge and recommend for endorsement the Shared Services Business Plans and the aligned budget report provisions. Equally, each of the Shared Services has consulted

with the partner councils' management teams and with their customers. Details are contained within each of the Business Plans attached.

- 3.9 The Shared Services Agreement requires business plans to be approved every year. The Business Plans ensure the services adhere to the original objectives and contribute towards the partner councils' strategic objectives

4. Implications

(a) Financial Implications

Financial implications are reflected in the BSR reports at the partner Councils.

(b) Staffing Implications

There are no staffing implications.

(c) Environmental Implications

Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

(d) Procurement

There are no procurement implications.

(e) Community Safety

There are no community safety implications.

(f) Equality and Poverty Implications

An EqIA has not been required for these business plans.

(g) Consultation and communication

This will be conducted in accordance with the Council's agreed policy.

5. Background papers

- 5.1 The background papers used in the preparation of this report are listed in the appendices below.

6. Appendices

1. Greater Cambridge Planning Service Business Plan
2. 3C Building Control Business Plan

7. Inspection of papers

To inspect the background papers or if you have a query on the report, please contact:

Stephen Kelly, Joint Director of Planning and Economic Development

Tel: 01223 – 457103 Email: Stephen.Kelly@cambridge.gov.uk

Fiona Bryant, Strategic Director

Tel: 01223 – 457325 Email: Fiona.Bryant@cambridge.gov.uk

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APPENDIX 1

BUSINESS PLAN FOR GREATER CAMBRIDGE SHARED PLANNING SERVICE 2019/20

Service Leads		
Head of Shared Service	Stephen Kelly	
	Cambridge City Council	South Cambridgeshire District Council
Sponsor Director	Fiona Bryant	Bob Palmer
Lead Councillor	Kevin Blencowe	Tumi Hawkins

APPROVED BY	Status	Date
Steering Group	Draft	04/01/2019
Management Board		
Joint Leaders and CEX Group	1.3	12/02019
Cambridge City Council [<i>Executive Councillor and Scrutiny Committee</i>]		
South Cambridgeshire District Council Cabinet		

Reporting timetable	
Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.	
Version	Date
Version 1.4	21/02/2019

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Shared Planning Service for 2019/20. It describes how the service is progressing towards implementation of the Business Plan agreed in 2015 and subsequently in 2017 together with the planned outputs for 2019/20.

Based upon the work to date, the service is seeking to realise the following objectives:

- To create and deliver an effective programme for the creation of a single, unified "Greater Cambridge" planning capability serving the Planning Committees and policy making of each of the participating Councils
- To build a shared capacity and capability within the combined teams (and provide opportunities to support others) in a way that seizes opportunities for efficiency and quality improvements by providing services and products (including additional charged services) that meet the needs of users and the community at the lowest net cost.
- To deliver a service that can be flexible - in deployment and delivery
- To build/retain a reputation for professionalism, staff development, the delivery of high-quality outcomes and competent "business management" amongst peers and partners

B. DESCRIPTION OF THE SERVICE

The Greater Cambridge Shared Planning Service is the "Local Planning Authority" for the areas of SCDC and Cambridge City Council. It therefore has a number of statutory roles to perform on behalf of the two Councils, and in addition undertakes a number of "discretionary" activities that complement the delivery of corporate and strategic planning objectives:

Statutory Services

Determination of Planning and related applications as the District Level Local Planning Authority
Responsibility for the preparation, monitoring and review of local "development plans" for the area
Overseeing the delivery of Neighbourhood Plans
Designation of Conservation Areas
Responding to Land Charges requests/searches

Non-Statutory Activities

Enforcement of planning regulations
Provision of specialist advice on planning and related applications
Preparation of "non-statutory" planning documents
Strategic Spatial Planning
Economic Development

To deliver these services, during 2018 the service implemented a new management structure. THIS comprises two service centred teams (led by an Assistant Director) and a central support/enabling team to assist the Senior management team in managing the efficient operation of the "business." During the implementation phase of the project, the service is also being supported by a discrete implementation capability. The management structure within each of the teams is attached as Appendix 1.

The service although statutory is able to charge fees (set nationally) for planning and related applications and for land charge searches. It also levies a range of discretionary charges for pre-application advice and to support in policy development (see below).

C. FINANCIAL OVERVIEW

The following information illustrates the budget position for Planning.

Budget category	2017-18 SCDC	2017-18 CCC	2017-18 Combined (SCDC & CCC)	2018-19 Combined (SCDC & CCC)	2019-20 Combined (SCDC & CCC)	2020-21 Combined (SCDC & CCC)	2021-22 Combined (SCDC & CCC)
Budget Expenditure (Gross)	5,762,720	5,543,000	11,305,720	8,551,180	8,154,180	8,038,811	7,888,811
Budget Income	(2,918,980)	(3,578,650)	(6,497,630)	(4,350,070)	(4,620,123)	(3,805,000)	(3,805,000)
Budget Total (Net)	2,843,740	1,964,350	4,808,090	4,201,110	3,534,057	4,233,811	4,083,811
Actual Expenditure (Gross)	6,035,443	5,111,661	11,147,104	Not Available	Not Available	0	0
Actual Income	(3,422,509)	(2,849,863)	(6,272,372)	Not Available	Not Available	0	0
Actual Total (Net)	2,612,934	2,261,798	4,874,732	See Note c) below	Not Available	0	0

Notes

- Outturn 2017/18 for SCDC and CCC includes budgeted and actual recharges, which were recovered through fee income. For the 2018/19 combined budgets and future forecasts overheads are not factored in as the authorities are reviewing how these appropriately feed into the shared services and they will be incorporated in future business case revisions.
- 2018-19 Budget Expenditure & Income figures include CCC shared budgets received at the start of 2018-19 financial year.
- Exact 'Actual Expenditure (Gross)' & 'Actual Income' figures are not known at this point. However the latest projected outturn, at Quarter 3 reported a circa £1m net underspend in the service.
- 2019-20 Budget Expenditure & Income include the combined budgets of the shared service for SCDC and CCC.
- Recharges are excluded from the figures. The principles and basis of the recharges is currently work in progress and needs developing.

Review of Budget 2018/19

The City Council service budget has experienced significant pressure as a result of falls in planning application income. Through the year, alongside vacancies, the service has sought to re-align costs including staffing where appropriate to reflect the re-deployment of some senior officers onto SCDC project such as the Wellcome Planning application and adjacent appeal. This reassignment is not on its own however expected to be enough to offset the loss of fee income.

SCDC has at the same time experienced a significant increase in fee income (above budget) – arising from a greater number of speculative applications, a reduction in planning appeals (and contingency costs assumed) and a number of “unscheduled” significant planning applications. Pre-application income has also increased above budget.

The net effect of the above; that the service appears to be operating within its budget therefore masks actual deviations from each Council budget position.

Future Years Budget

For 19/20 the service is proposing to operate a single budget, with costs and income split by reference to a “Memorandum of Understanding” – to ensure that the assignment of costs and income is both transparent and related to the proportion of work performed for the two Councils.

Given the uncertainty of Brexit (which is expected to suppress growth) and consequential impacts on developer confidence, there is a risk of a reduction in forecast fee income during the year ahead. Contingency modelling has been undertaken to allow the service to understand the potential range of such impacts and to help inform consequential adjustments that may be required to the costs within the service. Given the significant vacancy levels carried at the present time, officers consider that there is sufficient scope to manage this potential impact through the year within the service.

A larger budget re-alignment exercise will also be taking place through 2019/20 (reflecting the indicative figures for 2020/21 onwards in the table above). This adjustment will also be accompanied by a project (see below) looking at inter authority re-charges. Future year budgets do nevertheless seek to reflect improvements to “cost recovery” in line with the original (2017) business plan objectives and the benefits from the services integration and business process re-design which are expected to allow improved productivity amongst staff.

Cost share

The cost share between SCDC and CCC is proposed to be addressed through a Memorandum of Understanding (MoU). Feedback from the Member steering group and the Corporate management team has supported a more sophisticated approach to cost assignment than is deployed in other services – which operate to a common service model and more stable set of income/costs across the area. The MoU will assign the cost of the staff, projects and respective income and charges to the appropriate Council on a fair and transparent basis. In addition, given the unpredictability and potential spatial distribution of income and applications, the MoU will provide for a means to address the probable differences in income/cost that will arise – to enable the service to make the best use of “income” and resources in line with the strategic objective of improved resilience of the shared service.

Inter Authority recharges

Support service and other internal costs (“recharges”) are not being used for the purposes of comparative costs in this business case. In common with other shared services, partner authorities apply a range of recharges across their services. Existing budgets (carried to 2019/20) apply these across the shared planning service on the basis of historical patterns. During 2019/20, the concepts and cost apportionment is expected to be reviewed for the Planning Service as part of a pan-authority project to ensure that the appropriate costs and recharges are applied to each shared service, and that the impact of residual and irrecoverable recharges in non-lead authorities is mitigated in time for 2020/21.

Financial objectives

The three-year budget proposed above reflects the changes being undertaken within the service – to increase cost recovery (and income) and to manage staff costs and improve the relationship between cost of service and charges – as well as improved efficiency of the systems and workflows that should allow greater productivity once the ICT solution is fully embedded. The service also expects to be able to service its policy development needs more effectively from within to reduce the external spend upon consultancy. This is shown as a cost reduction rather than an increase in income.

D. STAFFING OVERVIEW

Since spring 2018, all staff within the Service are employed by SCDC. The phase 2 service re-structure is pending but formal consultation (to start in February 2019) including consultation on potential further TUPE transfers has the potential to increase workforce numbers slightly. There were a total of 139 posts within the “original” pre 2018 planning departments structures of the two Councils. The service nevertheless has a significant level of vacancies (28 vacancies based upon the historical structure) accounting for a forecast underspend of (£1,063,005) in 2018//19 of the staff budget.

Through 2018, the service alongside SCDC HR team have undertaken a wide-ranging review of the services “offer” which has led to the introduction of a range of measures designed to respond to the acute national shortage of qualified and experienced planners. These measures have included:

- A review of the recruitment process including the capacity to apply via CV
- Attendance at national conferences to promote Greater Cambridge Planning Service opportunities
- Engagement with Universities offering planning courses

- Provision of graduate “work experience” sessions
- A benchmarking of salary levels across the East of England and London
- Introduction of a staff “finders reward” where planning officers are successfully recruited to the organisation by existing staff
- Payment of a professional fee subscription
- Introduction of a “Golden Hello” payment for specific posts
- Payment of a 15% Market Factor Supplement for hard to recruit roles
- Registration of the service with the Home office to allow for overseas appointments to be sponsored
- Negotiation of a travel discount for staff on Greater Anglia trains
- Investment in professional qualification via post graduate study for “unqualified” graduate staff
- One of the UK apprentice pathfinder authorities for planning

Employee Working patterns

The table below details the number of current staff employed in the service and the breakdown male to female and full/part time. The sharp rise in staff numbers in 2018 reflects the transfer via TUPE of a number of City staff to SCDC:

	Total employees	Total part time employees	Male part time employees	Percentage Male	Female part time employees	Percentage female
2014	51	5	0	0%	5	100%
2015	51	6	2 ¹	33%	4	67%
2016	51	2	0	0%	2	100%
2017	53	3	0	0%	3	100%
2018	92	19	1	5%	18	95%

There has been a significant increase in the number of part time employees, which has changed from being 10% of the workforce in 2014, to 21% of the workforce by 2018. It is also noticeable that the clear majority of employees who do work part time are female, and this has consistently been the case for the last five years. This impacts upon the male/female average earnings data below.

Gender Profile

The gender profile of the role has shifted slightly over the last five years, to be more weighted towards females. In 2018 there were 56 female employees, but this only equated to 48.86 FTE. In comparison, there were 35 male employees, but they equated to 34.59 FTE

Despite there being significantly more females in the department, in 2018 the average salary of female employees was £8,326.57 lower than the average salary for males. There are several factors for this, but the most significant factor is that there are far more women working part time within the department than men.

Of the 21 management roles identified within the department, 13 (62%) are currently held by women, and

the other 8 (38%) are held by men. 5 of the female managers work part time, whereas only one of the male managers works part time. The average salaries of the managers are shown in the table below:

	Average FTE manager level salary	Average actual salary
Male	£ 51,574.63	£ 49,405.40
Female	£ 44,976.77	£ 41,081.32

It is to be noted that the management team grades are wide, and with the limited number of employees in the sample, variances at this level are magnified. The make up of male and female officers in more senior roles in the service (based upon the current workforce) is as follows:

Role title	Grade	Female	Male
Principal Planning Officer	Grade 6/ City band 6	8	9
Business Excellence Manager			
Principal Planning Policy Officer			
Senior Planner			
Corporate Business Processing Manager			
Senior Sustainability Officer (Design)	Grade 7/ City band 7	3	6
Team Leader			
S.106 Officer			
Principal Planner			
Urban Extensions Project Officer	Grade 8	4	0
Planning Policy Manager			
Delivery Manager			
Head of Implementation	Grade 9	1	0
Head of New Communities			
Assistant Director - Delivery	Grade 10	1	1
Asst. Director - Strategy & Economy			
Joint Director of Plg & Econ Dev	Executive Director	0	1

Ethnicity Profile

The ethnicity profile of the department on the 1st September 2018 is shows 89% of the department identify at white, and 4.4% did not provide an ethnicity, meaning only 6.6% identified themselves as being from an ethnic minority. An estimate for the 2017 local demographic suggested that within South Cambridgeshire 93.3% of residents identified as white, and within Cambridgeshire (including Cambridge City) 92.6% of residents identified as white.

Age Profile

	Average age of all employees	Average age of men	Average age of women	Difference (men - women)
2014	47.04	47.77	46.48	1.29
2015	46.9	46.71	47.07	-0.36
2016	43.35	44.33	42.66	1.67
2017	43.98	44.82	43.39	1.43
2018	43.63	43.2	43.91	-0.71
Difference	-3.41	-4.57	-2.57	-2

Overall the average age of the workforce has decreased over the five-year period, with the average age of

men decreasing by 2 years more than the average age of women. However, the average ages remain similar between the two genders.

The youngest female employee in 2014 was 27, and the oldest was 63. The youngest male employee was 32 and the oldest was 66. The youngest female employee in 2018 is 21 and the oldest is 61. The youngest male employee is 24 and the oldest is 66.

Disability

	Total employees	No. employees with a declared disability	Percentage of employees with a declared disability
2014	51	2	4%
2015	51	2	4%
2016	51	2	4%
2017	53	2	4%
2018	92	5	5%

According to Scope the percentage of working-aged adults in the UK with a disability is 19%. However, the number of disabled employees within GCSPS over the last five years has remained consistently under 5%. It is worth noting that the Council data captures only those employees who have specifically declared that they have a disability and it is possible that other employees have a disability but have chosen not to declare it.

Conclusions

The data on staff within the service is a snapshot of the current position. It is important to note that further change and a re-structure of the service through the forthcoming consultation may change the status of the service having regard to the above measures. The continued national shortages of experienced qualified staff and acute competition for staff with the experience that the greater Cambridge Planning Service offers means that further investment and development of the staffing strategy is required through 2019/20. This will include the development (including through the measures proposed in the round 2 shared service implementation) of a cogent and funded career pathway (from apprentice through to manager) and a clear plan for succession planning.

What the data to date does identify however is:

- Trends towards a younger workforce
- Trend towards part time working
- A balance of male/female staffing but an ongoing gender pay gap significantly influenced by the greater levels of part time working amongst females
- A reasonable balance of male/female managers across the service currently
- Limited number of staff who are disabled – below the national average – but with notes about the reliability and quality of data
- A representative workforce based upon ethnicity

Staff Feedback

Through 2018, the SPS has undertaken a number of staff engagement and briefing events, designed to engage with and seek feedback from the workforce on matters of broad concern and associated with the shared service. These sessions have sought to capture all staff and all grades – including some dedicated work with managers in late summer following the recruitment of the management team.

In addition and following concerns by managers and staff around recruitment and retention, a dedicated

project looking at benchmark salary's for staff and recruitment and retention issues was undertaken for the service by the HR team. The results of this work have also been fed back to staff.

A summary of the findings from these exercises has indicated the following:

- There is a national shortage of experienced planners
- SCDC's job title naming convention is not aligned with the naming convention used in local government nationally. This creates a mismatch of expectation at each grade of expected outcomes as compared to what is obtainable nationally. E.g. Team leaders are known as principal planners nationally, senior planners are equivalent to roles described as principal planners at SCDC.
- Majority of employers have a career graded structure to support the development of talent in response to the national shortage of planners
- Recruitment into entry roles has been successful generally because of the competitive salary offer.
- Exit interviews list a variety of reasons for leaving the council which includes career progression, family pull, relocation and private sector salary.

During January 2019, the service held a number of engagement events as a precursor to the formal consultation on the shape of the service. Feedback from staff focused upon a number of areas:

- An exploration of the geographical extent and number of area teams for DM
- Questions about the office locations and use by different teams
- Recruitment and retention and ongoing concerns around addressing vacancies
- Career progression and advancement
- Role profiles and the details within
- Wellbeing and Support
- Training and Development opportunities
- Service area specific feedback

Future staff engagement

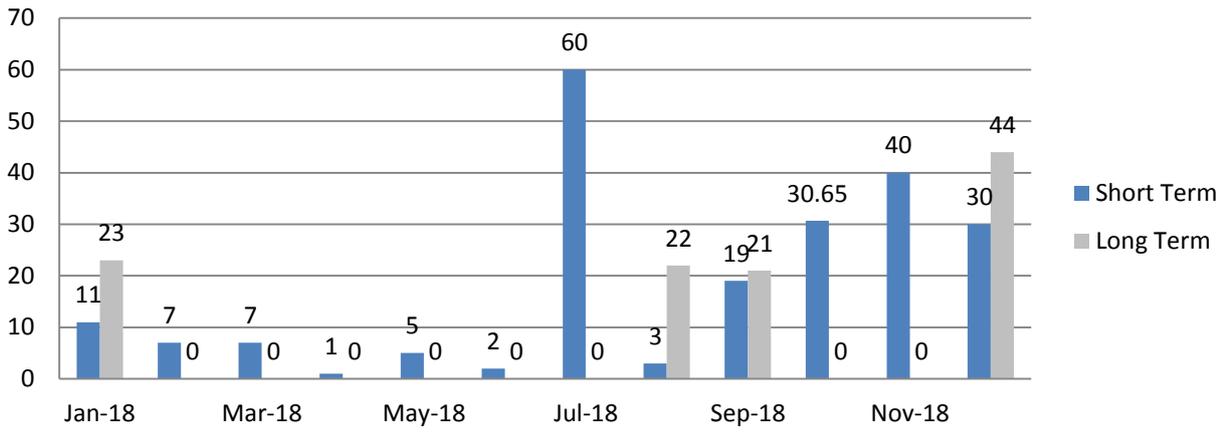
As the service moves towards full integration and a more "business-like" operating model, the Management team have identified a number of areas for further work/investment related to the staffing of the service:

- The need to invest in building a single team ethic across multiple sites.
- The need to use evidence of levels of staffing against benchmarks for delivery elsewhere (to demonstrate value for money)
- The need to enable/deploy staff to work flexibly and from remote locations – having regard to recruitment, likely future working patterns and to realise the business benefits of ICT investment (including Council anywhere)
- Given difficulties in attracting senior/experienced staff to the area and the strong feedback from staff seeking opportunities to develop in their roles, there is a need to invest in and develop an inclusive, accessible and effective programme and pipeline/pathway for developing and retaining staff – especially in hard to reach areas of recruitment.
- The service will need to invest in securing and developing specialist skills associated with effective programme management and business processes that underpin the operation of a "commissioned" service operating to an explicit MoU
- The continued need to promote opportunities for female members of staff to progress within the organisation to higher salary levels

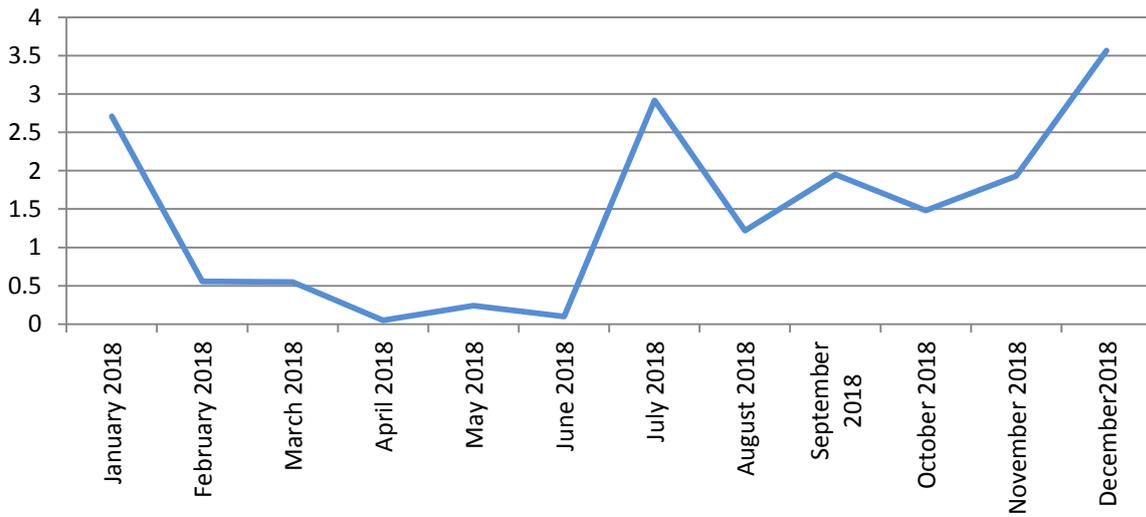
Sickness

The service has over the years has recorded a relatively low sickness absence rate and experiences more short term absence rather than long term.

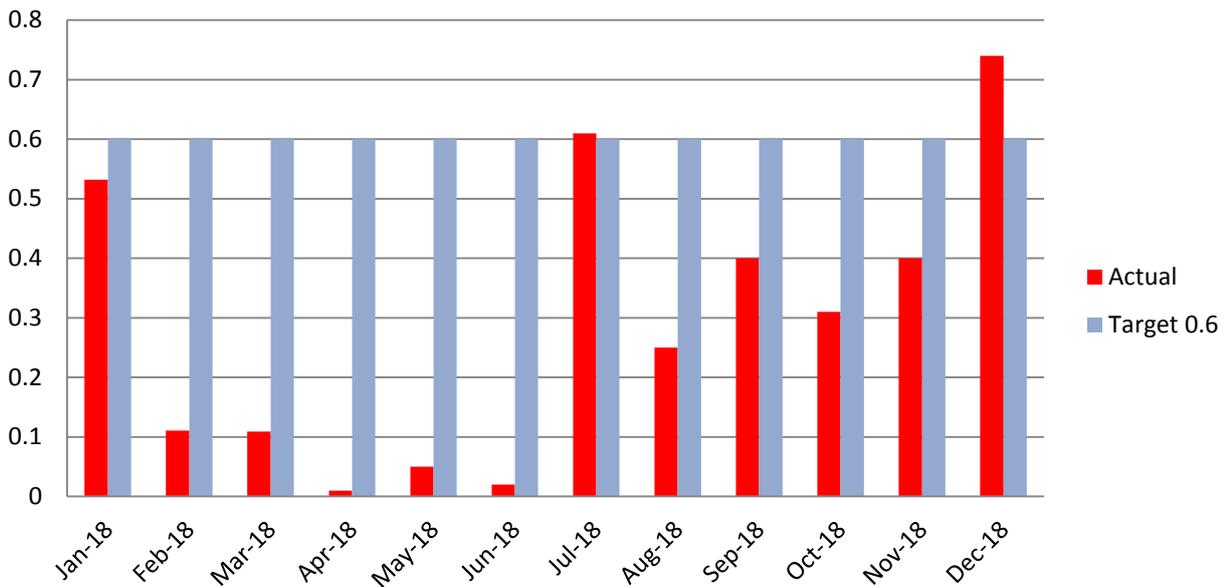
Short Term vs Long Term Absence YTD (days)



Absence trend YTD (%)



Sick days per FTE vs Target YTD



The spike in exceeding the corporate target in December 2018 is as a result of 2 long term absence recorded in the service. HR has continued to support the service in managing its absence rate.

E. LOOKING BACK

The service has made considerable progress on the two core threads of work in the 2018 plan; progressing the implementation of the shared service project and, the delivery of a number of team specific operational outcomes.

Shared Service Delivery

Following the implementation of phase 1 of the shared planning service in 2018, the service has now entered the second phase of the programme which includes the substantial roll out of structures and integrated working, alongside a new ICT system later in 2019. Progress against the project plan through 2018 has included:

TUPE of all staff to a single (SCDC employer) in April 2018

This was completed successfully on 1 April 2018

Implementation of the SPS Management Structure

The structure was agreed and recruitment of 2 Assistant Directors undertaken in early summer with assimilation of existing managers concluded by July 2018

Procurement and programmed Implementation of ICT solution

The ICT project is on track to deliver a new integrated digital solution in line with the programme timetable (summer 2019)

Engagement and design of new staff structure

The new Management team have spent considerable time progressing the design of the new service including significant round of staff engagement in Winter 2018. Formal consultation is envisaged from March 2019 (subject to Board approval).

Some areas of the project continue to be advanced and have been impacted by capacity within the team (and the impact of other operational work programmes). These include:

Accommodation Review – March 2018 – August 2018

Staff engagement has sought to identify the working issues with the two office bases.

Whilst staff in both offices regularly interact virtually and physically with each office, the practical and ICT implications of 2 site working are still being worked through. The accommodation review has seen a re-organisation of office space in Cambourne and Guildhall to introduce “hot desks” but further work in 2019 will be required alongside ICT and communications investment.

Review of Shared Service Business Plan October 2018 - December 2018

This piece of work is ongoing as part of the design of the new shared service. The Service did participate in the processes associated with budget review in the City Council and is undertaking an ongoing “re-design” as par to the development of the proposals for phase 2. A programme milestone plan (Appendix 2) with 5 workstream threads has also been prepared to help communicate and manage the programme implementation.

Workforce Strategy October 2018 – March 2019

Significant work has been undertaken through 2018 to both understand the “competitiveness of the Council’s recruitment offer, and to seek to respond to feedback about the Councils processes for recruitment, including enhancement to the “Package” available to existing and future staff. The service has also invested in improved guides and increased its promotion activities nationally to include conferences and Universities. The Ph 2 service design will also be responding to feedback with a career grade and simplified posts allowing greater agility within the service to deploy and develop staff.

Branding April 2018 – March 2019

This thread of work has been impacted by limited resource. In response the service has secured from Feb 2019, additional seconded capability to allow for the development of this thread alongside corporate discussions about the role and “brand” for 2 way and 3-way shared services.

Operational outcomes

The previous year’s business plan included a number of deliver objectives based upon the emerging Delivery, Business Management and Strategy and Economy Teams. The majority of these have been successfully progressed including:

Strategy and Economy

- Local Plans adopted for Cambridge City Council and South Cambridgeshire District Councils
- North East Cambridge AAP commenced and issues and options consultation undertaken
- SPD for Mitchams Corner, Grafton Centre
- Input into Non-Statutory Spatial Framework, CPIER, Local Transport Plan and Local Industrial Strategy
- Response to consultation on the NPPF review
- Adoption of Waterbeach Newtown SPD
- Commencement of work on Bourn Airfield SPD
- Responses to consultation on E-W Rail, Oxford – Cambridge Expressway, National Infrastructure Commission (CaMKox)
- Support for Joint Greater Cambridge Housing Strategy
- Approval for Adoption of Great Abingdon Neighbourhood Plan
- Commission of Cambridge City Spaces and Movement SPD
- Collaborative development with Parish Councils of 8 Village Design Statements
- Celebration Event for 50th Anniversary of Cambridge Central Conservation Area

Business Services

- Providing monitoring and management and officer support to the shared planning service implementation
- Redesigning customer complaint monitoring to improve response times and GDPR compliance
- Supporting the service to achieve targets for performance on all application types
- Supporting Member training and briefings and the preparation of material to allow for the promotion of the Shared service recruitment offer.

Delivery Outcomes

- Processing and determination of planning application decisions within national performance thresholds .
- Supporting the progression of strategic planning applications on 12 strategic sites to meet housing trajectory and Local Plan objectives
- Enabling business expansion and growth at locations across the Districts including CB1, Mel born Business Park, Cambridge and St Johns Science Park and Babraham research Campus.
- Investigation of 900 alleged breaches of planning control by the 2 planning enforcement teams and 4 successful prosecutions in SCDC securing £84,008 in fines. 41 enforcement notices were served and 2 High Court Injunctions were successfully obtained.
-

F. LOOKING FORWARD

The Shared Services Business Plan 2018 includes a number of workstreams that need to be carried forward into 2019. Given the existing delivery challenges and as the service transitions through to implement phase 2 of the shared service programme, there are four cross cutting priorities that will require the input of the entire service through 2019 and beyond:

a) The continued commitment towards implementing the integrated shared planning service

Staff are now impatient to see the shared service implementation concluded. Formal consultation will take place in 2018/19 but will not conclude until Q1 2019/20. The program contains 5 workstreams (see appendix 2) with nominated lead officers and funding to deliver. Key milestones include the ICT implementation that will allow applications in both Council areas to be processed through a single system and workflow, the implementation of the new service structure and roles and the conclusion of the MoU to provide a single operating framework to aid clarity and transparency on cost and change processes. The service has secured additional seconded resources to help build a one team customer centric culture and a clearly understood identity for the service within the two Councils and into the community.

b) The recruitment and retention of staff with the right skills to meet the demands facing the service

The shared service has consistently faced difficulties in recruiting and retaining staff. In 2018/19, the service has experienced significant numbers of vacancies in key areas. This has compounded pressure on existing staff and led to some staff experiencing stress or poor health. The market demand for planning and related skills exceeds the supply of labour. The significant and challenging workloads of the team (over 15 strategic projects and 5000 planning applications) put pressure on the team. Developers willingness to fund additional posts through Pre-app charges cannot be fulfilled because the service is unable to fill vacant roles. Hard to recruit areas include principle planning roles in development management, urban design and conservation and ensuring a stable stock of capable more junior planners.

Through 2018 the HR team and managers have gathered a significant amount of information on the current offer and its competitiveness. The service has recognised the need to adapt its recruitment and retention processes and noted the trend towards more flexible working. Morale within the service and the impact of a transition to a shared service needs to be improved with an active staff engagement and team building programme. Recognising the impact of high house prices on affordability, the service will need to implement programmes to grow and nurture talent. The process for supporting and developing staff within the service also needs to improve so that we can build a reputation as an “employer of choice” with extraordinary professional opportunities alongside being a great place to work and develop.

c) More effective systems for budget and performance management

The service currently relies upon two separate accounting systems and performance management regimes (via the separate ICT planning solutions). This has made dynamic and timely data capture difficult and impacted upon managers ability to manage performance and costs effectively. The challenges facing finding across both Councils require more effective systems and controls to manage a multi-million pound budget, invested in a significant and business critical staff resource. Through 2019 and beyond, the service will be introducing tighter cost and time recording systems across the service to improve “cost recovery” and the management of available staff resources – to help avoid the accidental “over programming” of finite staff

resource and provide members with clear information about the services capability and capacities to assist work and project planning and delivery.

d) Continued development and maintenance of partnerships with public agencies and delivery bodies

The shared service operates in a complex landscape for planning and strategic growth. The new management team has spent considerable time through 2018 working with public and private sector partners to try and facilitate delivery of the planning objectives for the service. The governments focus on the CaMKoX arc and the emerging programme of the Combined Authority, alongside the work of GCP means that the need for developing partnerships with other agencies to deliver the Council's objectives will continue to grow. This will require increased clarity on the areas strategic objectives – to allow these to inform the programmes of partners. Significant engagement and work by the service with Members and Senior officers (and communities) is expected to be required to affirm these objectives and help all staff involved in delivery to translate these objectives into their work outputs.

As a result of Brexit and a slackening economy, a growing area of work will be the requirement for more overt participation in economic development related initiatives on behalf of SCDC. Subject to the outcome of the ongoing management review within SCDC, work to deliver this aspiration within an explicit budget provision will form a part of the phase 2 service implementation.

Service specific outcomes

In addition to support for the above, each of the teams within the service will be responsible for the delivery of the range of outcomes listed below. These reflect the ongoing programmes of work to develop the service and to achieve the outcomes set out in the respective corporate plans for the two Councils. A detailed work plan for the service, based upon these headlines, will be used by the management team to monitor delivery.

Strategy and Economy

- Local Plan issues and options consultation
- Cambridge North AAP Preferred option consultation
- Prepare and deliver an Economic Growth strategy to be delivered through a dedicated team (SCDC)
- Adoption of Spaces and Movement SPD
- Progress the Council agenda “towards zero carbon”
- Review Green Infrastructure evidence base and explore development of a natural capital framework
- Establishment of new cost aware working practices for consultancy and policy teams
- Review the case for CIL and prepare S106 supplementary guidance
- Preparation of Housing SPD
- Adoption of Biodiversity SPD
- Preparation of sustainable design and construction SPD
- Continue to support Neighbourhood planning
- Influence and shape the strategies of strategic partners to ensure the efficient and effective realisation of the two Council's objectives through public and private sector investment.

Business Development

- Develop a single service budget and oversee completion and operation of shared service MoU
- Develop and implement a new centralized recruitment and retention programme to include a staff training/development programme
- Oversee and enable the delivery of the Council Anywhere project to make the most effective use of officers and premises and to allow improved customer contact and responsiveness.
- Review and coordinate service wide procurement

- Implement improved customer/user engagement information and media including promoting improved understanding of the planning process
- Coordinate delivery of a member development programme and the review of the Cttee protocols in SCDC and CCC
- Deliver a single, integrated customer complaint and resolution offer
- Provide a dedicated business support officer to assist businesses engage more effectively with the planning service

Delivery

- Progress the determination of major site strategic planning applications for:
 - Waterbeach
 - Bourn Airfield
 - West Cambridge
 - Darwin Green
 - Wing
 - Land North of Cherry Hinton
 - Northstowe Phase 2
 - Camborne West
- Review pre-application and post application advice and project management capability within the service and introduce new fee schedule and service offer to improve cost recovery
- Support the City Council Housing Investment Partnership.
- Operate a digital “paper free” application process to meet all statutory decision timeframes
- Create a new, service wide, planning enforcement policy for consultation and adoption
- Alongside Planning Committee’s review existing schemes of delegation to ensure that it is transparent, fit for purpose and makes efficient use of the officer resources.

Risks and Threats:

Risk description	Risk mitigation
<p>Timely delivery of Strategic Transport and other Infrastructure supporting growth</p>	<ul style="list-style-type: none"> • Effective partnership working on GCP/CPCA schemes providing planning input in a timely way to support delivery of high-quality projects on time and on budget. • Effective input to LTP and major transport schemes at all stages of the planning and implementation process. • Securing financial contributions to strategic infrastructure through S106 contributions. • Effective programme management between schemes and infrastructure delivery.
<p>Inadequate provision for Gypsy and Travellers and those not meeting new definition leads to significant unauthorised occupation of sites.</p>	<ul style="list-style-type: none"> • The Local Plan Inspectors concluded that this is an issue to be addressed through the early Local Plan review. The Local Plan for adoption will provide the statutory basis for decision making pending the consideration through the Local Plan review. • Provision to draw down resources to address enforcement service requirements.
<p>Proposed shared service arrangements and other change projects impact upon service delivery through a reduction in service focused capacity.</p>	<ul style="list-style-type: none"> • Effective communication strategy. • Secondments and promotion opportunities. • Effective recruitment practices with interim support as required. • Project management arrangements and new joint management team in place. • Organisational Development Strategy as part of wider corporate work streams. • Further work being done on recruitment practices/processes • Shared Service Board established.
<p>Recruitment and Retention of appropriate skills to ensure delivery of corporate and service priorities.</p>	<ul style="list-style-type: none"> • Continued funded programme of professional development and corporate investment to retain staff. • Regular review of resourcing at management team.

	<ul style="list-style-type: none"> • Development of competency matrix and career grade progression scheme with HR to support career progression. • Market supplement for hard to recruit posts in place. • Service wide recruitment and retention project with HR and corporate task group to explore further improvements to recruitment “offer”. • Discussions to be held with staff, agencies and planning consultancies to improve recruitment strategy.
<p>National Planning Policy Changes impacting effective planning of the area.</p>	<ul style="list-style-type: none"> • Joined up approach between Planning and Housing teams to prepare for housing reforms including senior member briefings, discussions with RP’s. • Identify opportunities for engagement with Planning Advisory Service (PAS) and CLG and subscriptions to TCPA and RTPi professional and practitioner networks on emerging planning threads to help service to anticipate change effectively. • Working with CA and through Policy planners network on Non-Statutory Spatial Plan to help shape future
<p>Securing and retaining sufficient capacity and expertise to maintain delivery of Growth Sites</p>	<ul style="list-style-type: none"> • Programme management resources to be put in place. • Pre-app scheme to be updated and more PPAs secured to enable greater resource flexibility. • Major Sites board set up.
<p>Ensuring planned growth is supported by strategic plans and accompanying infrastructure investment.</p>	<ul style="list-style-type: none"> • Support GCP delivery programme to unlock planned growth • Engage with the Combined Authority and influence effectively the preparation of the non-statutory spatial plan, local transport plan and local industrial strategy. • Engage with the Network Rail and transport agencies on the Cambridge-Milton Keynes-Oxford-Arc. • Engage partners/agencies within sub region including LA’s, LSCC, NIC etc.

<p>Failure to meet Housing delivery test leading to unplanned development and inadequate housing to meet local need.</p>	<ul style="list-style-type: none"> • Develop effective systems within SPS to enable timely delivery of implementing planning decisions (e.g. high quality sustainable development). • Annual monitoring of delivery against housing trajectory in Annual Monitoring Report (AMR). • Tracking of outline planning permissions through to implementation. • Planning Performance Agreements (PPAs) in place for all strategic sites to set out agreed programmes and secure monies for staff. • Neighbourhood Planning Toolkit to enable parishes to shape and develop local housing and design polices reflecting local circumstances. • Ensure joint Local Plan services joint housing trajectory with Cambridge and agree with PINs method of 5 year supply calculation. • Tracking of delivery against Housing Delivery test.
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G. COMMUNICATION AND ENGAGEMENT

Growing out from the two Councils, the service does not currently have a unified marketing or engagement plan that can be used to provide a single, coherent narrative. Instead, the service supports delivery of the corporate plan objectives for SCDC and the City Council as set out (and consulted upon) annually.

To support its service development, the shared service will be undertaking further insight work into our users, and our workforce through:

- Participating in and leading formal and informal training events for staff and professionals, members, parishes and associated amenity bodies and the development community
- Preparing new material to underpin service promotion for recruitment and place recognition
- Having an active presence in social media platforms including Linked in and You tube
- Encouraging staff chat groups through snapchat to help build a one team culture
- Presenting and contributing to “thought leadership” on planning and growth matters through conference attendance and media briefings
- Presenting the work of the service to CMT/SMT in the respective Councils
- Developing a single brand presence through new business cards, email address and promotional materials

Through the Business Plan and the organisational design/re-structure the service is also seeking to recognise and invest in improving user feedback and responsiveness – including managing the challenges of a flexible, increasingly part time and dispersed workforce and the rising expectations from customers for service delivery on line and in the field. This will require careful configuration of the ICT as well as a mobile enabled workforce using Council anywhere and mobile telephones to effect delivery from anywhere.

SECTION 2: OPERATIONAL PLAN 2019/20

SECTION 2A: BUSINESS PLAN PROJECTS

	Priorities for the service	State where these priorities are outlined (Corporate plans, strategies)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
1	Implement Phase 2 of shared planning service		Delivery of the shared planning service programme (Appendix 2)	Single, integrated planning service with consistent service offer delivered across Greater Cambridge Geography	More efficient use of professional resources Retention of staff Increased customer satisfaction Quality decision making securing high quality development
2	Planning software upgraded to allow area wide paper free processing alongside Council anywhere programme roll out.		Workflow and business process redesign Mobile communications roll out to frontline/operational staff Data and GIS migration and alignment across both Councils Implementation of new Enterprise software	Enhanced and robust processes are in place for planning applications Ability to improve “self-service” through better case “tracking” Digital first allows agile/remote and flexible working Improved management information to ensure effective performance and output management	Planning service makes better use of officer resource Fewer handling “errors” in application process Customers/interested parties are better informed and able to see progress of proposals for themselves. Improved performance management of the service and its outcomes

3	Review advice services		<p>Redesign and redefine service paid service offer at pre and post application stages</p> <p>Improved customer feedback process</p> <p>Dedicated staff resource focused on administering delivery</p> <p>User engagement on priorities for service</p> <p>Introduction of more effective time and cost recording systems for staff</p>	<p>Improved quality and effectiveness of advice services</p> <p>Reduced cost of service provision to the Council</p> <p>Better use of scarce officer resources</p> <p>More effective and targeted advice services</p>	<p>Meeting customer needs with the right service offer</p> <p>The cost of providing the service by the Council reduces</p> <p>Better advice and support to applicants reduces risk of unacceptable/inappropriate proposals being submitted.</p>
4	Budget and cost of service review		<p>Review and identify full cost of each staff member to Council</p> <p>Develop a system to record and reliably capture staff time spent on projects</p> <p>Ensure ridged application of time recording system amongst officers (phased rollout)</p> <p>Revise discretionary charges schedule to reflect findings above</p>	<p>Accurate data on cost of delivery to assist budget planning and cost estimating</p> <p>Consistent and business-like approach to service provision</p> <p>Improved understanding of staff deployment (and capacity) to allow for effective workforce planning</p> <p>Effective recovery of costs associated with discretionary project-based work</p>	<p>Improved management understanding and scrutiny of service budget</p> <p>New discretionary charge regime that reflects actual cost of delivery (and improved estimating for service users)</p> <p>Better staff deployment and reduced "over commitment" of staff to projects will help manage programme expectations</p> <p>Reduced cost of Planning service to partner Councils</p>

5	Recruitment and retention programme		<p>Review of recruitment material and package</p> <p>Review of recruitment and induction processes</p> <p>Development of professional and management training programme to support staff advancement and retention</p>	<p>Clearly defined recruitment offer is effective at filling roles</p> <p>Staff satisfaction with SPS as an employer improves</p> <p>Annual training and development programme operate and can be "publicised"</p>	<p>Improved ability to attract the best staff (including in hard to recruit areas)</p> <p>Reduced staff turnover</p> <p>Recognition/positive association of SPS as a "learning organisation" developing trainees and staff</p> <p>Highly developed and effective workforce able to bring forward high quality development</p>
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SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures <i>(provide a list only - target information is included in section 4)</i>	Dependencies <i>(ICT, Finance, Human Resources, accommodation etc)</i>	Key risks to delivery <i>(include how these will be mitigated)</i>
KPI-1	Acknowledgement of planning and related applications received by Service	UNIFORM management system, ICT	Peaks and Troughs in workload Mitigated by allocation of resources across whole service
KPI-2	Registration and validation (including consultation) completed	UNIFORM management system, ICT	Peaks and Troughs in workload Mitigated by allocation of resources across whole service
KPI-3	Decision making within statutory timelines by application type	UNIFORM management system, ICT	Peaks and Troughs in workload Other demands on Professional Team / Resources Mitigated by prioritisation
KPI-4	Percentage of applications submitted electronically/online	UNIFORM management system, ICT	Agent/applicant preference Council and 3 rd arty ICT system resilience (planning portal) Future Govt charges for use of portal
KPI-5	Percentage of applications valid upon submission	UNIFORM management system, ICT	Poor quality agents refuse to engage with target (mitigate by publishing performance) Consistency of officer interpretation regarding validity
KPI-6	Average Number of days for householder decisions	Uniform Management System, ICT	Potential for significant outliers to skew data Mitigated by regular “cleansing” of data and “old” case management.
KPI-7	Percentage of Business planning and related applications approved	Uniform Management System, ICT	Clarity in identifying applications from businesses Mitigation - review of local validation requirements
KPI-8	Percentage of all planning and related applications approved (by type)	Uniform management system, ICT	
KPI-9	Customer satisfaction with the service	Survey Monkey online survey, ICT	Failure to deliver service Mitigated by prioritisation and allocation of resources

KPI-10	Percentage of comments received to application online	UNIFORM management system, ICT	User (consultee) resistance Mitigated by promotion of benefits and training sessions to Parish Councils and local residents' groups plus online "how to" guide.
KPI – 11	Number of new homes delivered (affordable/market)	Uniform and BC systems, ICT	System integration and reliability, plus officer's commitment to keep record up to date. Mitigation: staff training and ongoing ICT data project delivery.
KPI – 12	Percentage of posts vacant (for more than 1 month)	Workforce HR system	Tracking vacant posts (and impact of economic downturn) Mitigation: Using payroll system should render data accurate. Management review quarterly of what "full" structure would look like to ensure figure is relevant to circumstances

SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

DEVELOPMENT OBJECTIVE

<p>Development objective 1 – workforce development</p>	<p>Deliver a comprehensive recruitment, development and retention package for the workforce, to include all stages of the staff recruitment journey and a programme for development targeted at ensuring the service has the skills necessary to meet needs, including the ability to reduce consultancy spend on projects with in house expertise.</p>	<p>Describe the desired outcome – what will it look like when it has been achieved?</p>	<p>The service is effective at recruiting skills and expertise required and becomes recognised for its workforce management and development so that staff consistently rate the service as a good employer.</p>	<p>Lead officer</p>	<p>TBC</p>
<p>Is this a Project? <i>(Yes/ No) and description</i></p>	<p>Yes - taking the benchmarking work, feedback from staff and applying best practice to our recruitment (process and material), induction (onboarding processes and material) and ongoing staff review and development processes (PDR) including exploring creating specific “development time” as part of the service and staff offer.</p>				
<p>Business Benefits</p>			<p>How will it be measured?</p>		
<p>1. Ability to compete with private sector and successfully recruit and retain expertise</p>			<p>No of vacant posts unfilled</p>		
<p>2.Reduced opportunity costs associated with high staff turnover</p>			<p>Staff satisfaction measures (annual survey)</p>		
<p>3.Greater staff satisfaction leading to improve productivity, customer feedback and wellbeing.</p>			<p>Staff turnover Service complaints upheld</p>		

Outputs & products	Resources	Responsible Officer	Target delivery date
Recruitment “pack” and process Induction “pack” and process PDR feedback	HR/Business Support/Project implementation officer time Training budget allocation increased (to £100K) Dedicated monthly development days	Implementation Manager (secondment)	July 2019
Key risks	Lack of stakeholder support Staff participation not forthcoming due to workloads Lack of dedicated resource impacts upon delivery of outputs listed (induction/recruitment materials)		

Page 48 **DEVELOPMENT OBJECTIVE**

Development objective 2 - Quality Planning service	Improved responsiveness to customers and improving the actual and perceived quality, accessibility, value and responsiveness of the planning service to users	Describe the desired outcome – what will it look like when it has been achieved?	Customers contacting the service for advice will receive prompt and high-quality responses to enquiries. Members/Managers will spend less time chasing up responses to queries Customers will feel more confident in the service.	Lead officer	Heather Jones
Is this a Project? (Yes/No) and description	Yes – the project has a series of threads including improved pre-application process, recognition of changing work patterns and the consequences and opportunities from Council Anywhere project. Alongside it is proposed to invest in new systems and processes (plus online resources) to increase on demand/self service and roll out of mobile phones to allow frontline officers to contact customers when out on site/stationed at offsite offices/home.				
Business Benefits			How will it be measured?		

1. Reduced failure demands (incl case escalation to senior manager)	Number of complaints received (and upheld)		
2. Improved efficiency and workflow throughput	Average end to end processing times		
3. Improved outcomes for applicants (applications approved)	<i>Application approval rates by category</i>		
4. Effective use of scarce resources	<i>On hand and cases per officer data plus end to end times (above)</i>		
Outputs & products	Resources	Responsible Officer	Target delivery date
New online web-based tools and information New Mobile enabled frontline staff (Council Anywhere)	Council Anywhere (Corporate investment) Mobile Phone roll out (£17,020)	Cat Quay (TBC)	May 2019
Key risks	Rollout of Council Anywhere and mobile technology delayed by ICT capability Inadequate staff resource to deliver website information User acceptance of shift to online advice prevents introduction Associated projects (pre-application advice review) is delayed.		

DEVELOPMENT OBJECTIVE

Development objective 3 – Effective staff deployment and cost recovery	Improving the procurement, deployment and cost recovery of specialist staff within the planning service to underpin policy and project delivery priorities at lower cost.	Describe the desired outcome – what will it look like when it has been achieved?	The skills and abilities of team members are used to undertake professional work for internal and external public sector clients and thereby reduce net costs on the service and Council	Lead officer	Paul Frainer
Is this a Project? (Yes/ No) and description	Yes – the planning service spends a significant sum (£300K) each year on consultancy services to underpin projects, in addition to commissioning further external advice through planning performance agreements with applicants on areas such as landscape appraisal, urban design, graphics and policy development. The service possesses some of these capabilities in house (and needs to recruit to vacant posts). The project will improve the management and costing/recharging within the service, and promoting an internal first				
Business Benefits			How will it be measured?		
1. Improved capability within the service to deliver high quality outcomes through the planning process with expert resources at lower cost			Consultancy spend on planning programme is reduced		
2. Effective task and workload planning means that “cost recovery” within the service improves to reduce net cost of delivering policy and planning outcomes			Reduced net cost of SPS to the Councils		
3. More effective staff management provides for additional work opportunities beyond greater Cambridge, and makes working for GCSPS more rewarding for staff			Additional income to the Council		
Outputs & products		Resources	Responsible Officer		Target delivery date

<p>Clearly defined cost for each staff members Improved understanding of project costs and staff deployment Improved “estimating” for future work leading to better management of specialist resources (and workloads) A defined “service offer” for third party LA’s looking to “buy” services Improved project commissioning and planning is possible – with true costs identified.</p>	<p>Professional staff within SPS Business Development Team to manage invoicing etc New financial management and time recording systems</p>	<p>Paul Frainer</p>	<p>March 2020</p>
<p>Key risks</p>	<p>Insufficient capacity within service and staff to participate in the learning and system development Inability to recruit specialist staff to key posts Market collapse prompts fall off in service demands</p>		

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans <i>(i.e. what do we want to achieve and why are we doing it?)</i>	Lead Officer(s)
1 – Workforce development	The establishment of a motivated, unified, happy and effective workforce is imperative in a service that relies upon its “intellectual capital” to deliver project outcomes.	Heather Jones
2 – Quality Planning Service	In recent years the Planning service has experienced increased negative customer feedback and complaints. Investing in improving the customer/user experience – whether for advice or as an applicant seeking to bring forward a project is imperative if the service and members are to rebuild confidence in our ability to manage change and growth effectively. Key to this is communication and information.	Liz Jackson
3 – Effective staff deployment and cost recovery	This is a key objective for the future – to ensure that we properly account for and recover where possible to costs of delivering project, or advice or services to others in line with the objective of maintaining our capabilities (to deliver high quality development on behalf of communities) at lower net cost.	Paul Frainer

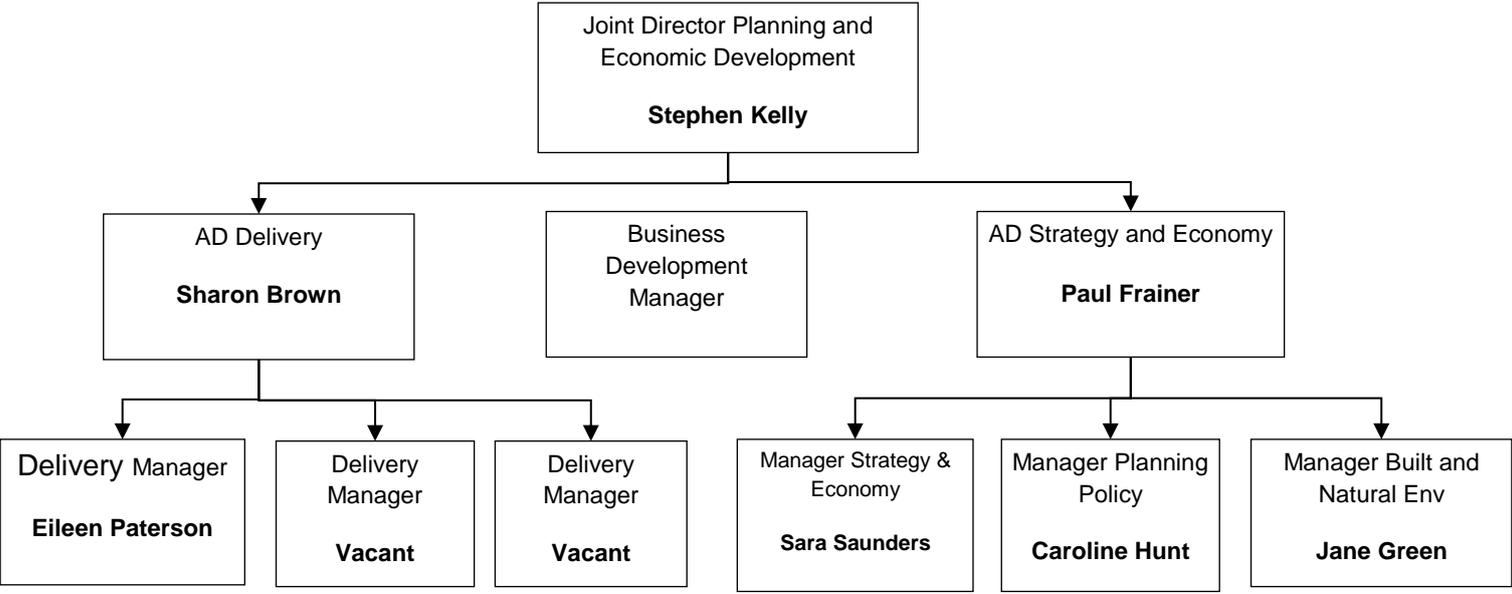
SECTION 4: KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description		Reporting frequency	2019/20 Target (Interim)
Key Service PIs (to be selected from the action plan at section 2B)			
KPI-1	Acknowledgement of planning and related applications received by Service within 2 days	Monthly	95%
KPI-2	Registration and validation (including consultation) completed within 5 days	Monthly	90%
KPI-3	Decision making within statutory or agreed timelines for Major applications	Monthly	70% (65%)
KPI-4	Decision making within statutory or agreed timelines – Minor applications	Monthly	80%
KPI-5	Decision making within statutory or agreed timelines – Other applications	Monthly	80%
KPI-6	Decision making within statutory or agreed timelines – all business applications	Monthly	95% (75%)
KPI-7	Percentage of applications submitted electronically/online	Annually	80%
KPI - 8	Percentage of applications valid upon submission	monthly	80% (65)
KPI - 9	Percentage of all planning and related applications approved (by type)	monthly	90%
KPI-10	Average Number of days for planning decision householders	Monthly	56 days
KPI-11	Customer satisfaction with the service	Monthly	TBC
KPI - 12	Percentage of comments received to applications submitted online	Monthly	70%
KPI - 13	Number of new homes delivered (affordable/market)	Annually	As per Housing delivery test requirement
KPI - 14	Percentage of “live “posts vacant in the service (for more than 1 month)	Monthly	<10%
1.		Annual	-
2.		Annual	-
3.		Annual	-
4.		One off	-

Appendix 1 Service management structure



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Non Key CAMBRIDGE CITY COUNCIL

Record of Executive Decision

EAST WEST RAIL ROUTES CONSULTATION RESPONSE

Decision of: **Councillor Blencowe.** Executive Councillor for Planning Policy and Transport

Reference: 19/URGENCY/P&T/2

Date of decision: 05/03/19 **Published on:** 13/03/19

Decision Type: Non Key

Matter for Decision: To ensure that the Council responds within the consultation period, the Executive Member is now seeking to finalise the attached Cambridge City Council response outside of the committee cycle.

Why the decision had to be made (and any alternative options): Five routes between Bedford and Cambridge are being consulted upon, with the closing date March 11 2019. The preferred route is due to be announced later in the year.

This decision will be reported in March 19 2019 to the Planning and Transport Scrutiny Committee.

The Executive Councillor's decision(s): To support the principle of East West Rail which will support key priorities set out in the Council's Corporate Plan 2019-22.

Reasons for the decision: As set out in the briefing paper from the Principal Planning Policy Officer

Scrutiny consideration: The Chair and Spokespersons of Planning and Transport Scrutiny Committee were consulted prior to the action being authorised.

Report: Attached documents can be viewed with this document titled 'Member Consultation' and 'Cambridge City Council response to the East-West Rail Bedford to Cambridge consultation' on the Planning and Transport Agenda, 19 March Meeting

Conflicts of interest: None known

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To Councillor: Councillors Sargeant, Bick and Hipkin Cc: Councillor Smart	Comment to: Claire Tunnicliffe, Committee Manager
Date: 6/3/19	Tel: 01223 457135
E-mail: claire.tunnicliffe@cambridge.gov.uk	



MEMBER CONSULTATION

East West Rail routes consultation response

Urgency Action

As the Chair or Spokesperson of the Planning and Transport Scrutiny Committee, you are being informed of a matter on which action must be taken as a matter of urgency, in accordance with the Council's Constitution.

The Executive Councillor for Planning Policy and Transport is minded to make the decision set out in the attached Record of Decision relating to the Council's response to the current East West Rail Bedford to Cambridge routes consultation.

The reasons for making the decision out of the committee cycle are set out in the attached Record of Decision. If you have any comments on the decision please let me know before Monday 11th March 2019.

A briefing document report is also attached setting out the background and current situation. If you have any comments on the documents please speak to Stephen Kelly, Joint Director for Planning & Economic Development, or Stuart Morris, Principal Planning Policy Officer.

The Council's Constitution requires the Chair and Spokespersons of the relevant Scrutiny Committee to be informed of the matter on which the decision is to be made.

After 5 clear working days have elapsed, the remaining members of Scrutiny Committee will be notified of the decision on 12th March 2019.



Urgent Decision **Briefing document report**

The East West Rail Bedford to Cambridge route options consultation is being held between 28th January and 11th March 2019. Five routes between Bedford and Cambridge are being consulted upon, with a preferred route due to be announced later in the year.

The Bedford to Cambridge section forms part of the wider Oxford to Cambridge East West Rail project, which itself sits within Government's wider ambitions for the Oxford to Cambridge Arc, building on proposals from the National Infrastructure Commission in its Partnering for Prosperity November 2017 report. The project is being led by the East West Rail Company (EWR Co.), which was set up in 2017 by Government.

The current route options consultation follows the announcement of Bedford-Sandy-Cambridge as the preferred broad corridor; beyond selection of a preferred route drawing on this current consultation, there will be further consideration and consultation relating to the detailed alignment ahead of a formal Development Consent Order process intended for completion in 2023. EWR Co. aims to open the line by the mid-2020s.

All route options included in the consultation enter Cambridge via the south, and therefore the consultation route choices and resulting physical changes may affect other authority areas more than Cambridge itself. The attached response therefore focuses on issues of direct relevance to Cambridge, albeit it supports the broad views expressed by neighbouring authorities, and particularly those of South Cambridgeshire. A joint letter is also intended to be sent on behalf of the leaders of Cambridge, South Cambridgeshire, Huntingdonshire and Bedford Borough authorities, alongside responses such as this from individual authorities. The joint response will reflect the views expressed in individual authority responses.

To ensure that the Council responds within the consultation period, the Executive Member is now seeking to finalise the attached Cambridge City Council response outside of the committee cycle.

Further background information

South Cambridgeshire District Council Cabinet papers for 6th March supporting that Council's draft response, which is closely aligned with the attached Cambridge response:

<http://scambs.moderngov.co.uk/ieListDocuments.aspx?CId=293&MId=7364&Ver=4>

East West Rail Bedford to Cambridge routes consultation webpage:
<https://eastwestrail.co.uk/haveyoursay>



INVESTOR IN PEOPLE

Cambridge City Council response to the East-West Rail Bedford to Cambridge consultation

1. Introduction

Cambridge City Council supports the principle of East West Rail which will support key priorities set out in our Corporate Plan 2019-22¹, including:

- Supporting sustainable economic growth - connecting key employment locations across the Oxford Cambridge Arc;
- Protecting our environment and tackling climate change, including our goal to make Cambridge zero-carbon by 2050 - enabling more people to travel to Cambridge by rail from the west, thereby reducing carbon emissions, congestion and pollution; and
- Supporting the delivery of our joint housing strategy – enabling further growth of a range of housing types and tenures within the Cambridge housing market area, including affordable housing, and connecting areas of housing with better affordability with key employment areas.

The consultation route choices and resulting physical changes may affect other authority areas more than Cambridge itself. Whilst sharing the views of South Cambridgeshire District Council and Huntingdonshire District Council, our response below focuses on issues of direct relevance to Cambridge.

This consultation relates to the Bedford to Cambridge section of the East West Rail project. Cambridge is not however the end of the economic corridor between Oxford and Cambridge but sits centrally within a larger economic area extending eastwards from the City towards Bury St Edmunds and the East Coast ports. The future economic performance of the region depends upon better connections east, as well as west. Realising the economic performance of the Cambridge City region requires that this phase of East West Rail is matched by a clear commitment to the delivery of the Eastern Phase of the project, meeting the objectives set out in the East West Rail Eastern Section Prospectus for Growth². To do otherwise would not capitalise upon the potential economic growth of the Cambridge Economy highlighted in the Cambridge and Peterborough Independent Economic Review (CPIER).

In making our response to the current consultation, it is also important to note that it does not prejudice an in-depth consideration of issues through the forthcoming Greater Cambridge Local Plan (to be jointly prepared by Cambridge City Council and South Cambridgeshire District Council), which will include consideration of all reasonable strategy options.

2. The overall approach taken to developing route options

We note the very limited detail in the consultation as to the levels of growth envisaged to be supported by the railway, the environmental and community impacts, and delivery expectations. The absence of an Environmental Impact Assessment also means that at this stage, the

¹ <https://www.cambridge.gov.uk/corporate-plan>

² <https://www.eastwestrail.org.uk/2019/02/19/prospectus-makes-case-for-direct-east-west-rail-services-from-ipswich-and-norwich-to-oxford/>

Council's comments below in relation to route preferences must be conditional on the findings of further detailed evidence on these issues.

One of the Council's priorities is to plan for growth, ensuring that our new communities are successful. East West Rail and other transport projects must be sensitive to long term spatial planning priorities, including at a local level through the forthcoming Greater Cambridge Local Plan process. For this to be achieved, the Council will require certainty on delivery. We therefore require close engagement with EWR Co. as the railway project and the Local Plan develop, so that we can consider how the Local Plan takes account of the challenges and opportunities created by the railway, and so that the railway project is informed by the local economic, social and environmental issues raised by the Local Plan.

3. Challenges and opportunities relating to the route options

Subject to the uncertainties and limited information currently available, we support our neighbouring authorities in identifying possible in-principle benefits of routes going via Cambourne (options B and E), provided that, in particular, it can be demonstrated that environmental impacts can be mitigated, including those close to Cambridge.

We share with our neighbouring authorities the concern that the East West Rail project is brought forward in a complementary way with proposed local public transport infrastructure projects, including the emerging proposals for a Cambridge Autonomous Metro. This could provide a stepping stone/transfer from East West Rail onto a local public transport corridor that serves not only Cambridge itself but also the science parks and university campus to the west of Cambridge. The East West Rail project must have proper regard to this transfer opportunity.

4. Focus on route options that approach Cambridge from the south

The Council supports the approach taken to the assessment of route options for the approach to Cambridge. For the reasons above, any approach to the City should enable efficient connection with Norwich, Ipswich and other destinations to the east of Cambridge and northwards to Ely.

The consultation has only limited information however on the physical impact of the railway on its approach to the City (through the Cambridge Green Belt). The potential impact upon the historical setting of the City, and upon City residents and businesses impacted by the environmental effects of the railway and its operation, must be carefully considered as the route options are refined, with consideration of appropriate mitigation and biodiversity and landscape compensation measures an integral part of the project.

In common with South Cambridgeshire District Council, we also note the critical need for Government and all partners to remain focused on the delivery of the Cambridge South station, as a separate but linked project to East West Rail. Delivery of the station will support sustainable travel opportunities to underpin continued growth at the Cambridge biomedical campus - at the heart of one of Europe's most significant life sciences research clusters.

5. Request for closer future working

Together with our neighbouring authorities, we note the transformational impact that the East West Rail project could have on our area, and in particular the interrelationship between the project and the forthcoming Greater Cambridge Local Plan. We ask that EWR Co. collaborates

with us closely beyond the close of this consultation, as it progresses the Bedford to Cambridge project.

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