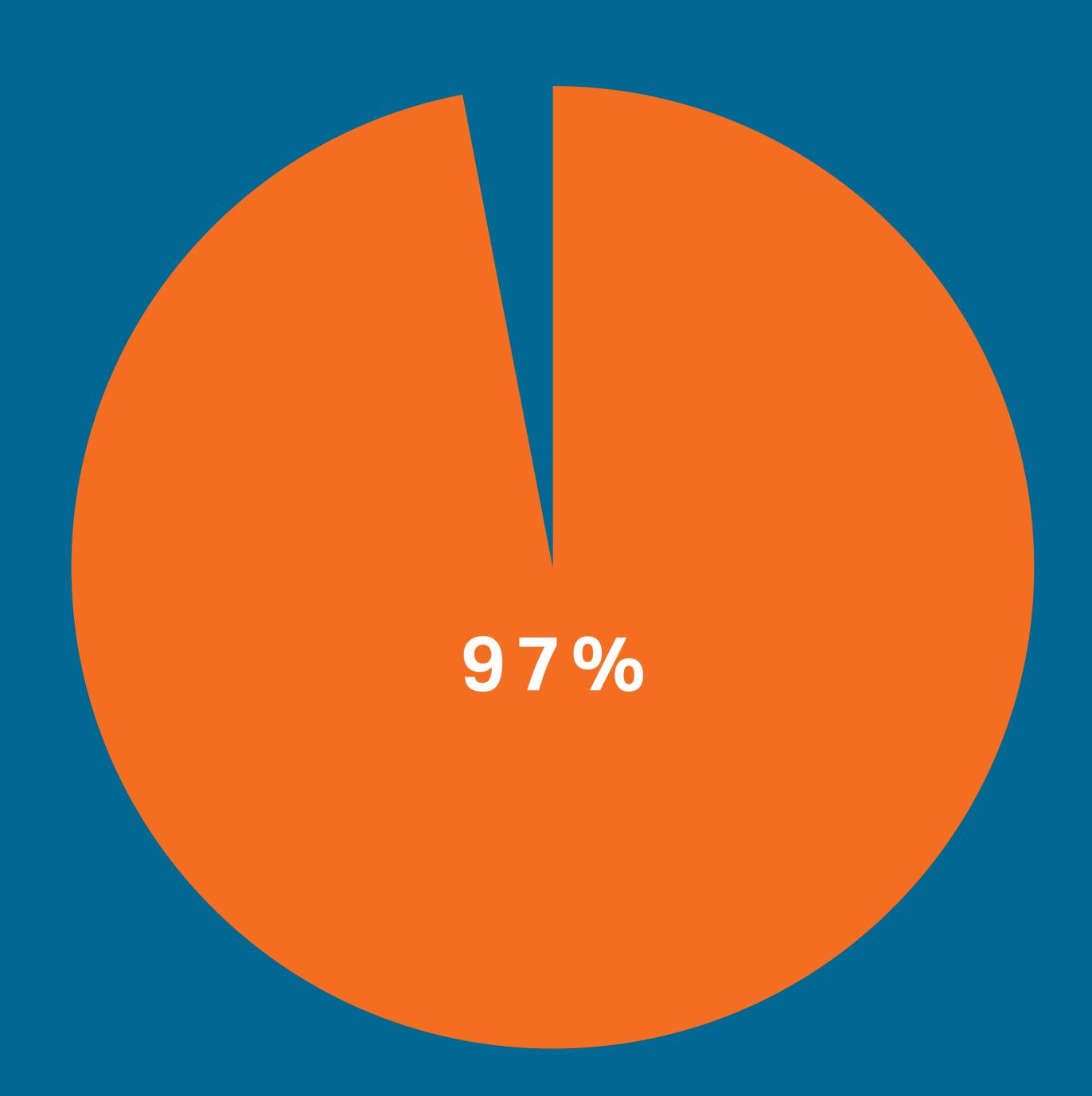
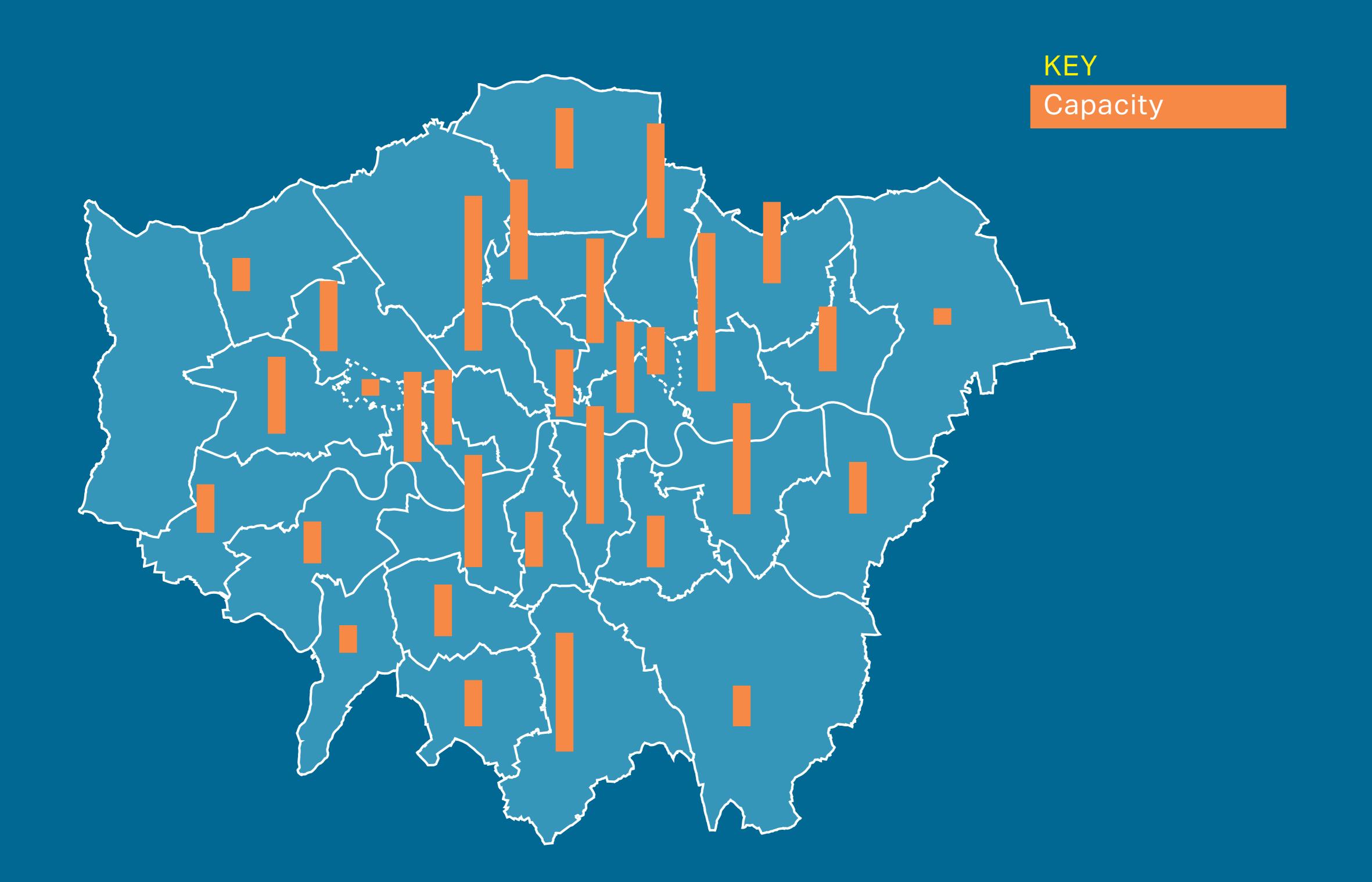
LONDON PLANNING AND REGENERATION DELIVERY CAPACITY 2018



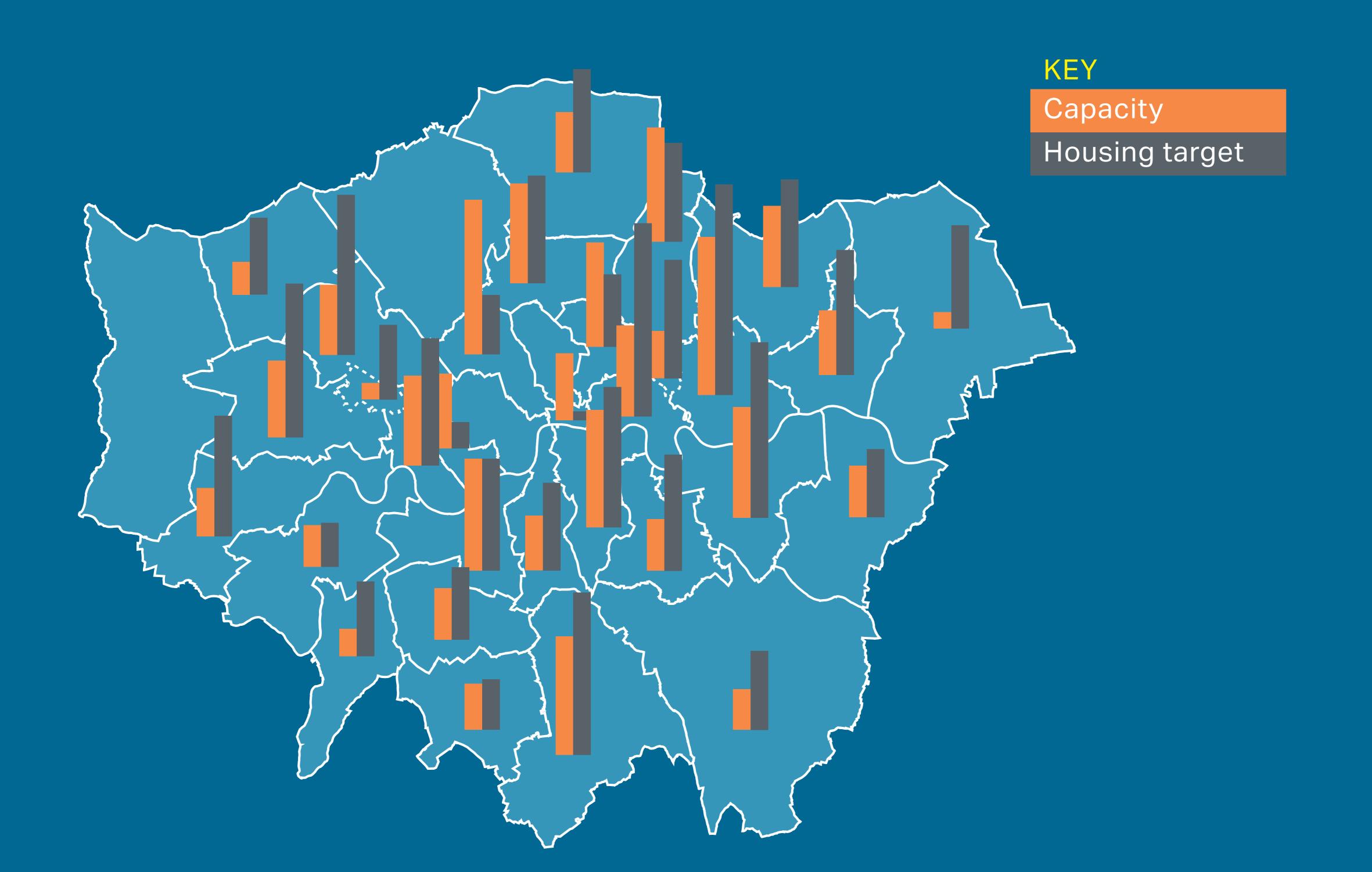
The place shaping capacity survey was carried out between July and September 2018, with responses from all but one borough. Responses are self-reporting, and so rely on the accuracy and knowledge of the particular respondent within the organisation.

WHAT IS THE CAPACITY ACROSS AUTHORITIES?



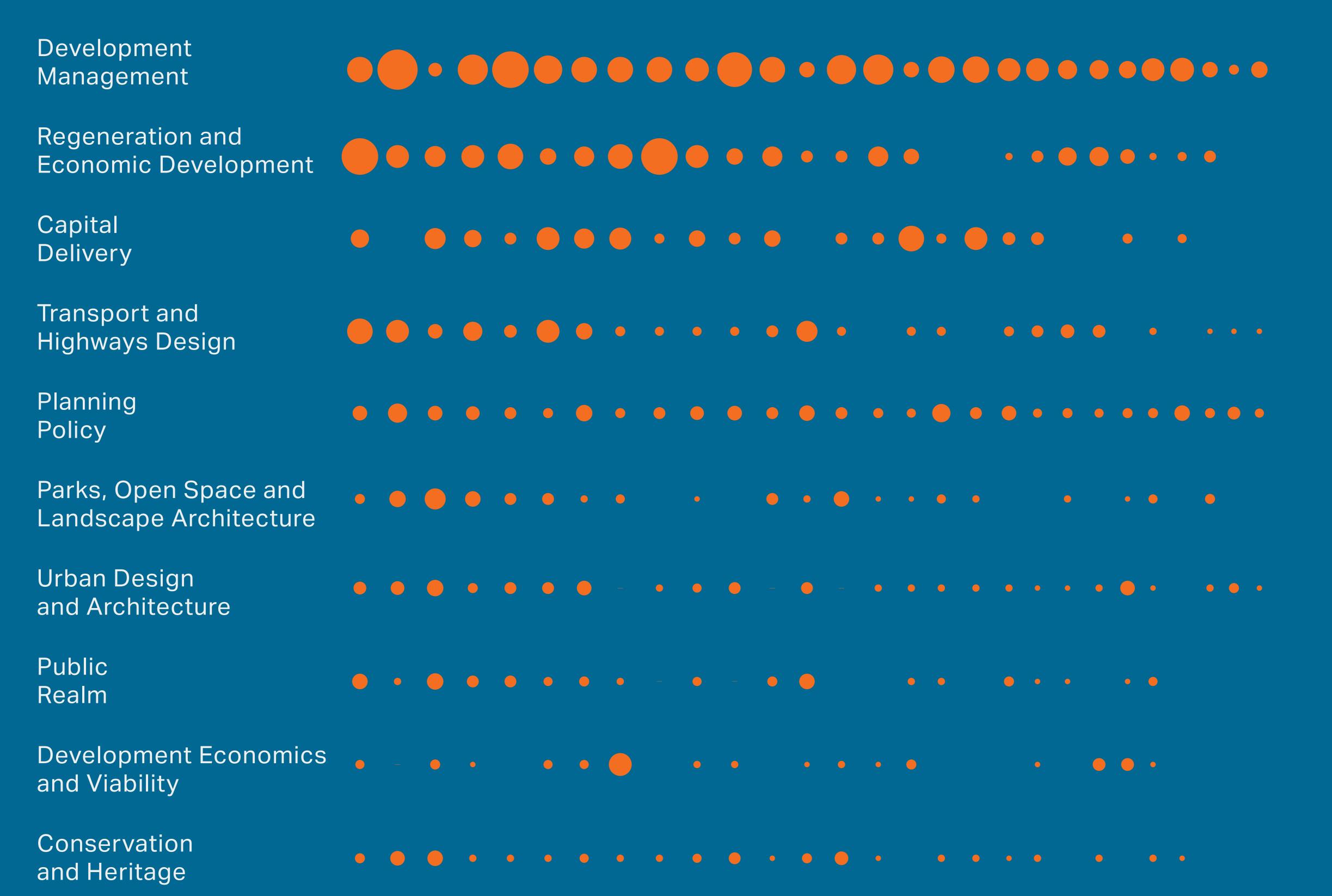
The capacity of placeshaping skills varies quite considerably across boroughs.

EXISTING CAPACITY VS HOUSING TARGET



When mapped against Draft London Plan housing targets, the variance of capacity is notable, with some Outer London boroughs appearing comparatively under resourced, and some central London authorities appearing comparatively well resourced.

CAPACITY BY DISCIPLINE, BY AUTHORITY



72 jobs (FTE)

2 jobs (FTE)

With each column representing an authority, development management is generally the best resourced discipline, with a number of authorities recording no dedicated in house expertise in landscape architecture, public realm or development economics and viability.

AVERAGE CAPACITY (FTEs) BY DISCIPLINE

22 Development Management 6 Planning Policy

Conservation and Heritage

Development Economics and Viability

6 Transport and Regeneration Capital Highways Design and Economic Delivery Development Urban Design Parks, Open Space Public and Achitecture and Landscape Realm Architecture

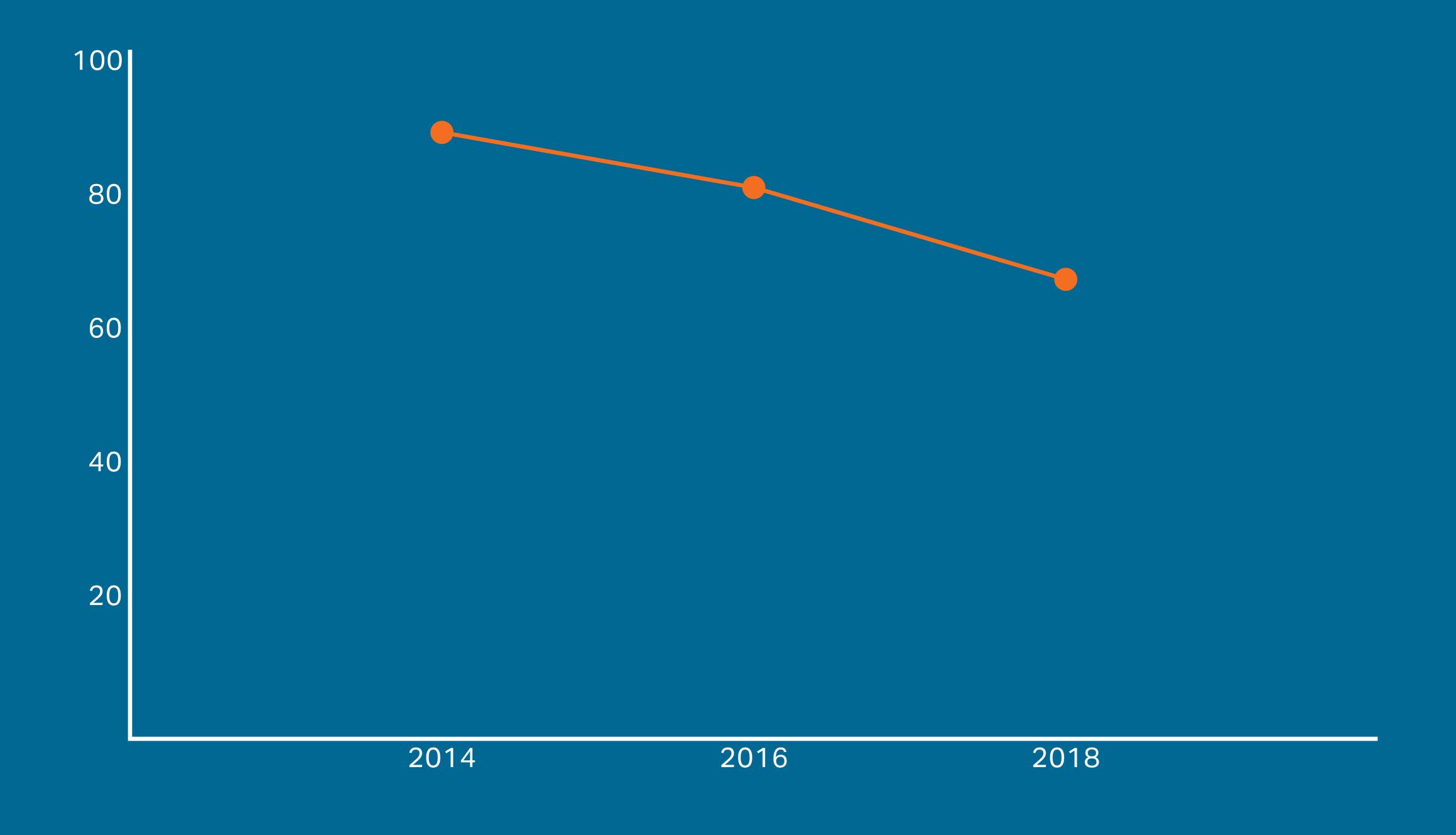
On average, authority resourcing is weighted very heavily to the statutory planning system, with some of the disciplines required for long term strategic planning being very thinly resourced.

CHANGE IN CAPACITY OVER TIME, PER DISCIPLINE

Development Management	2014 2 4		2016		2018 2 2
Regeneration and Economic Development	20		18		13
Capital Delivery	14		13		7
Transport and Highways Design	8		7		6
Public Realm	8		6		2
Planning Policy	6		6		6
Parks, Open Space and Landscape Architecture	3	——————————————————————————————————————	3		3
Urban Design and Architecture	3		3		3
Conservation and Heritage	2	<u> </u>	2		2

The average number of staff (FTEs) over time has dropped over the past four year period, most markedly in the disciplines of regeneration and ecomonic development (-35%), capital delivery (-50%), and public realm (-75%).

AVERAGE AUTHORITY CAPACITY OVER TIME



The average total planning and placeshaping capacity in authorities, measured in FTEs, has decreased by 24% over the past four years.

AUTHORITY CAPACITY NEEDS

Architecture, urban design & masterplanning

Evaluating & monitoring impact

Public realm, highways & landscape design

Development economics, viability & finance

Public sector-led development & delivery

Design-led intensification & small sites

Visual communication & presentation

Consultation & engagement

Design advice

Managing procurement

Negotiating with the private sector

Intelligent commissioning & clienting

Writing briefs, bids & reports

Development management, S106 & CIL

Establishing / managing design review

Evaluating planning applications

Conservation & historic environment

Planning policy, evidence & guidance

DESIGN SKILLS

Strongly required Required

COMMERCIAL SKILLS

Strongly required

Required

MANAGEMENT SKILLS

Strongly required

Required

PLANNING SKILLS

Strongly required

Required

Of the range of skills strongly required, design skills and commercial skills dominate.

 20%
 40%

 50%
 80%

 100%

AUTHORITY CAPACITY NEEDS: STRONGLY REQUIRED

Design-led intensification & small sites

Architecture, urban design & masterplanning

Public realm, highways & landscape design

Visual communication & presentation

Negotiating with the private sector

Design advice

Development economics, viability & finance

Public sector-led development & delivery

Consultation & engagement

Evaluating & monitoring impact

Evaluating planning applications

Managing procurement

Intelligent commissioning & clienting

Establishing / managing design review

Conservation & historic environment

Planning policy, evidence & guidance

Writing briefs, bids & reports

Development management, S106 & CIL

DESIGN SKILLS

Strongly required

Required

COMMERCIAL SKILLS

Strongly required

Required

MANAGEMENT SKILLS

Strongly required

Required

PLANNING SKILLS

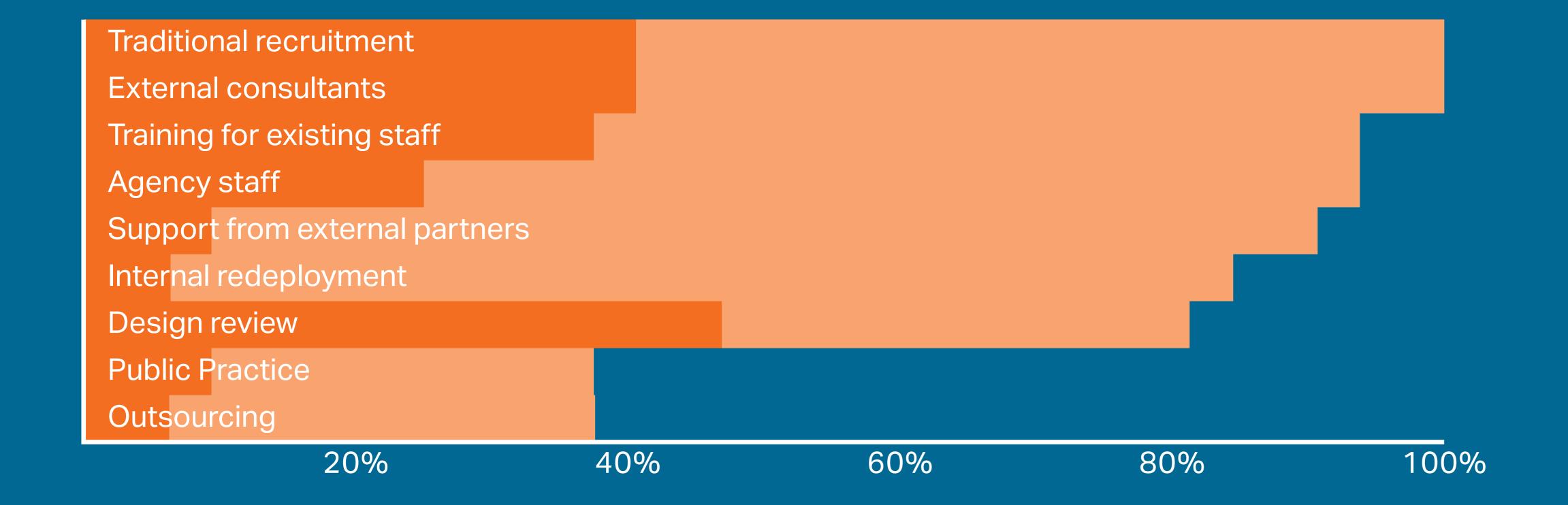
Strongly required

Required

When the need is ranked by strongly required responses, in house design skills are the most in demand.

20% 40% 60% 80% 100%

MEETING CAPACITY NEEDS



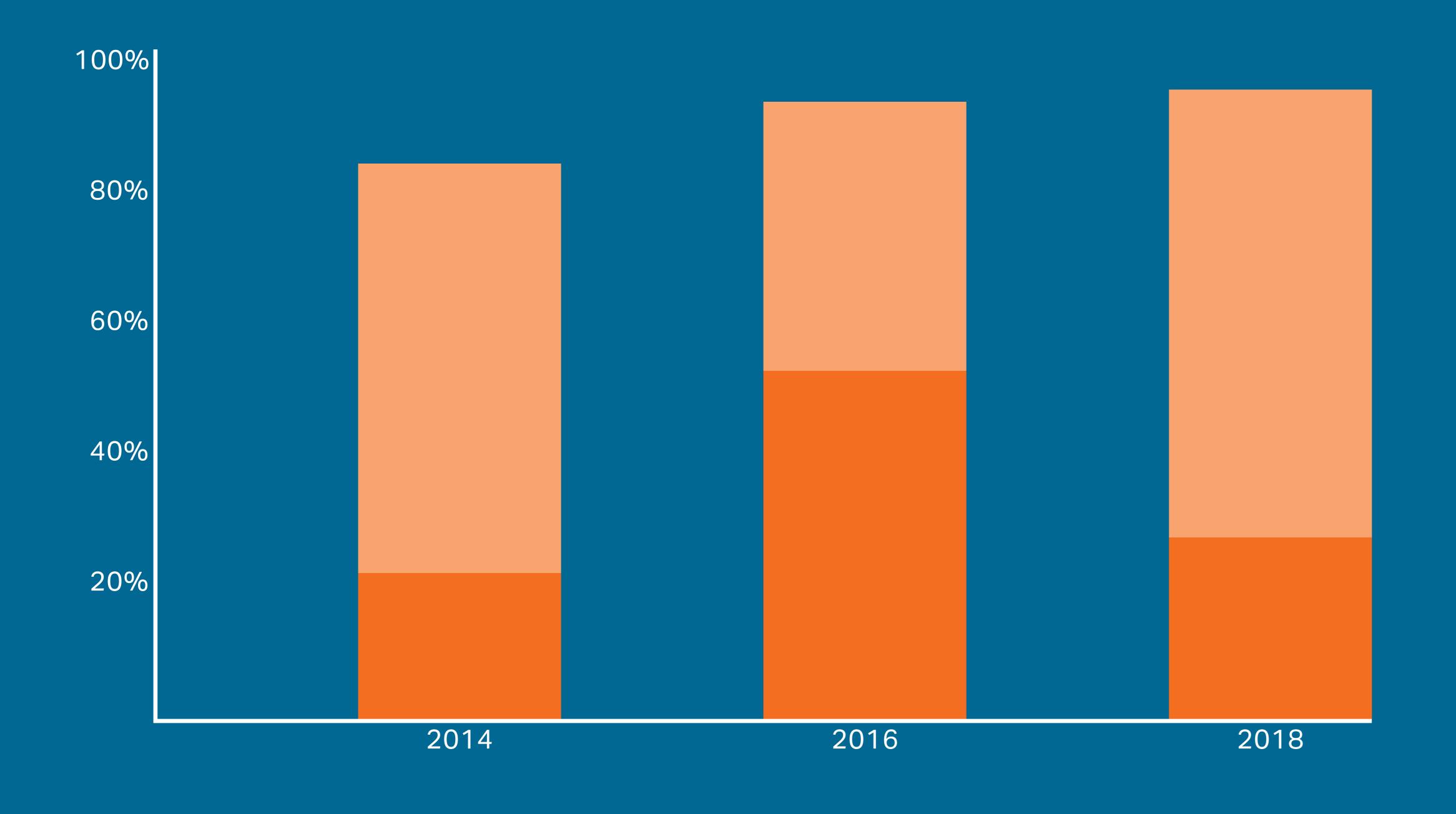
The use of consultants and traditional recruitment are the principle ways to recruit staff, though the process of design review is also routinely used to meet capacity needs.

KEY

Routinely

Sometimes

USE OF AGENCY STAFF OVER TIME



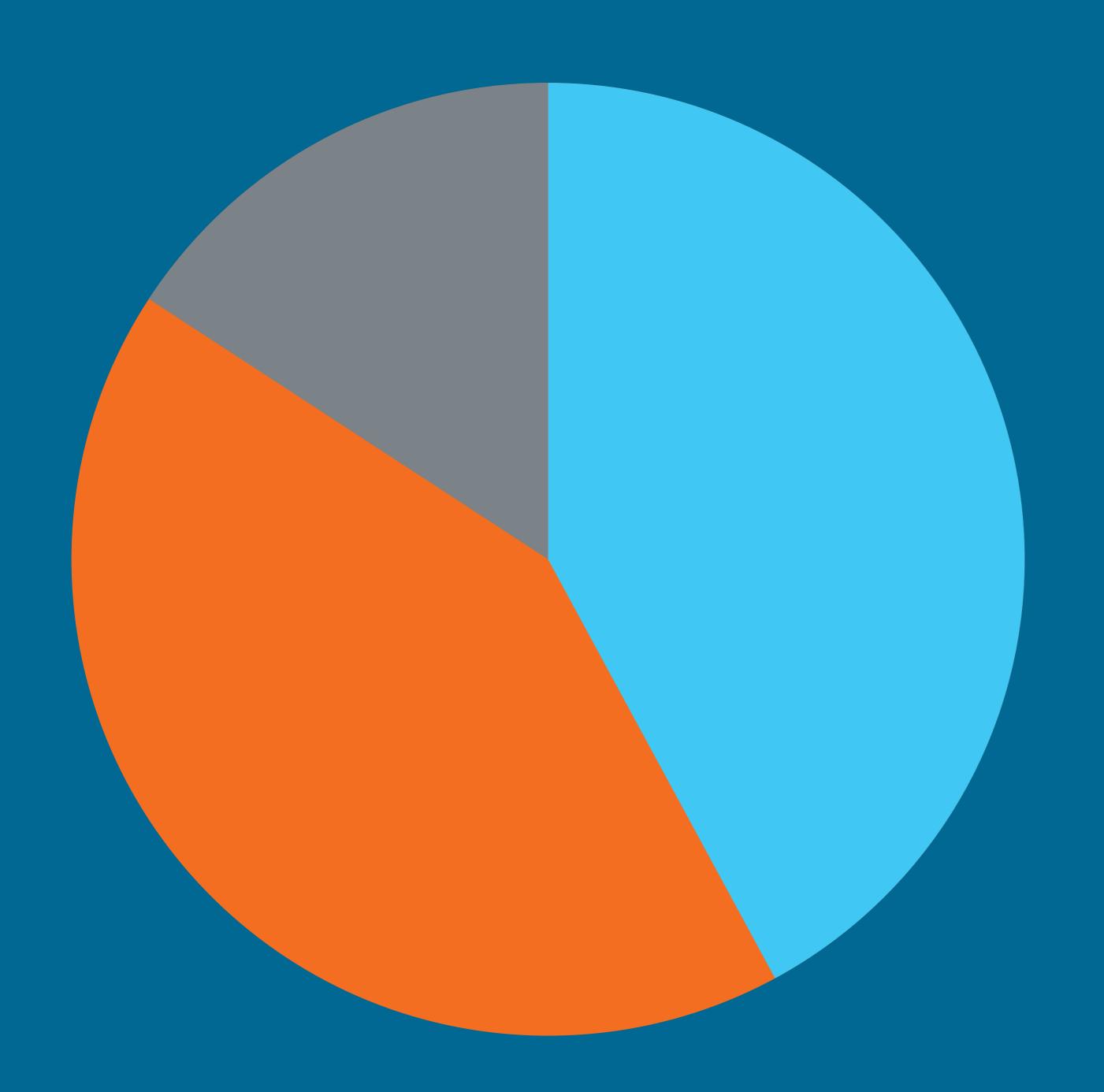
94% of authorities routinely or occasionally use agency staff to meet their capacity needs, an increase of 11% over the past four years.

KEY

Routinely

Sometimes

UPLIFT IN PLANNING FEES



KEY

Permanent posts
Temporary posts
Consultants

46% of authorities report securing new posts (24% permanent, 24% temporary), but most posts are processing planning applications rather than strategic planning.

BARRIERS TO MEETING CAPACITY NEEDS

TALENT

Significant barrier
Occasional barrier

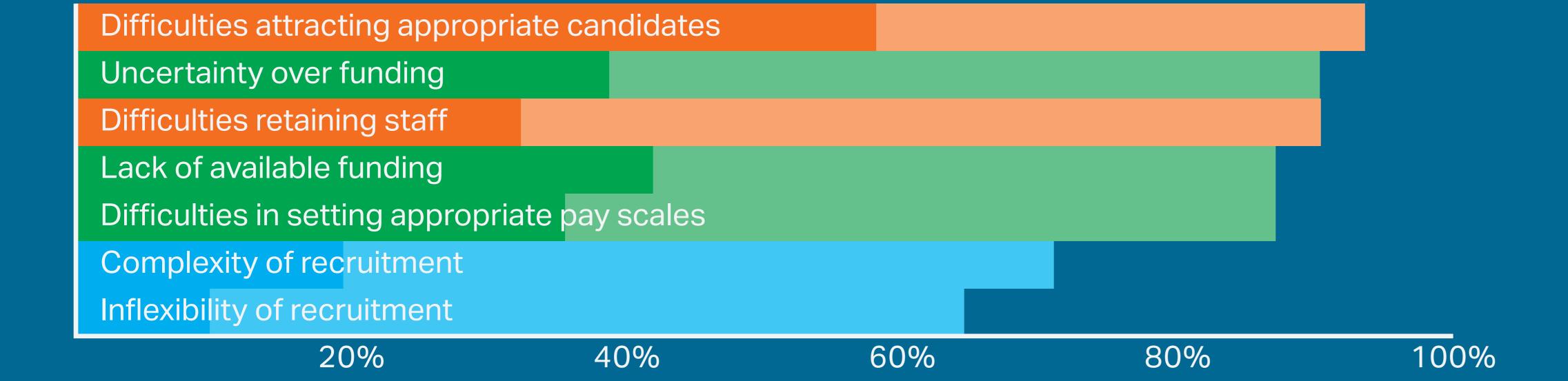
FUNDING

Significant barrier
Occasional barrier

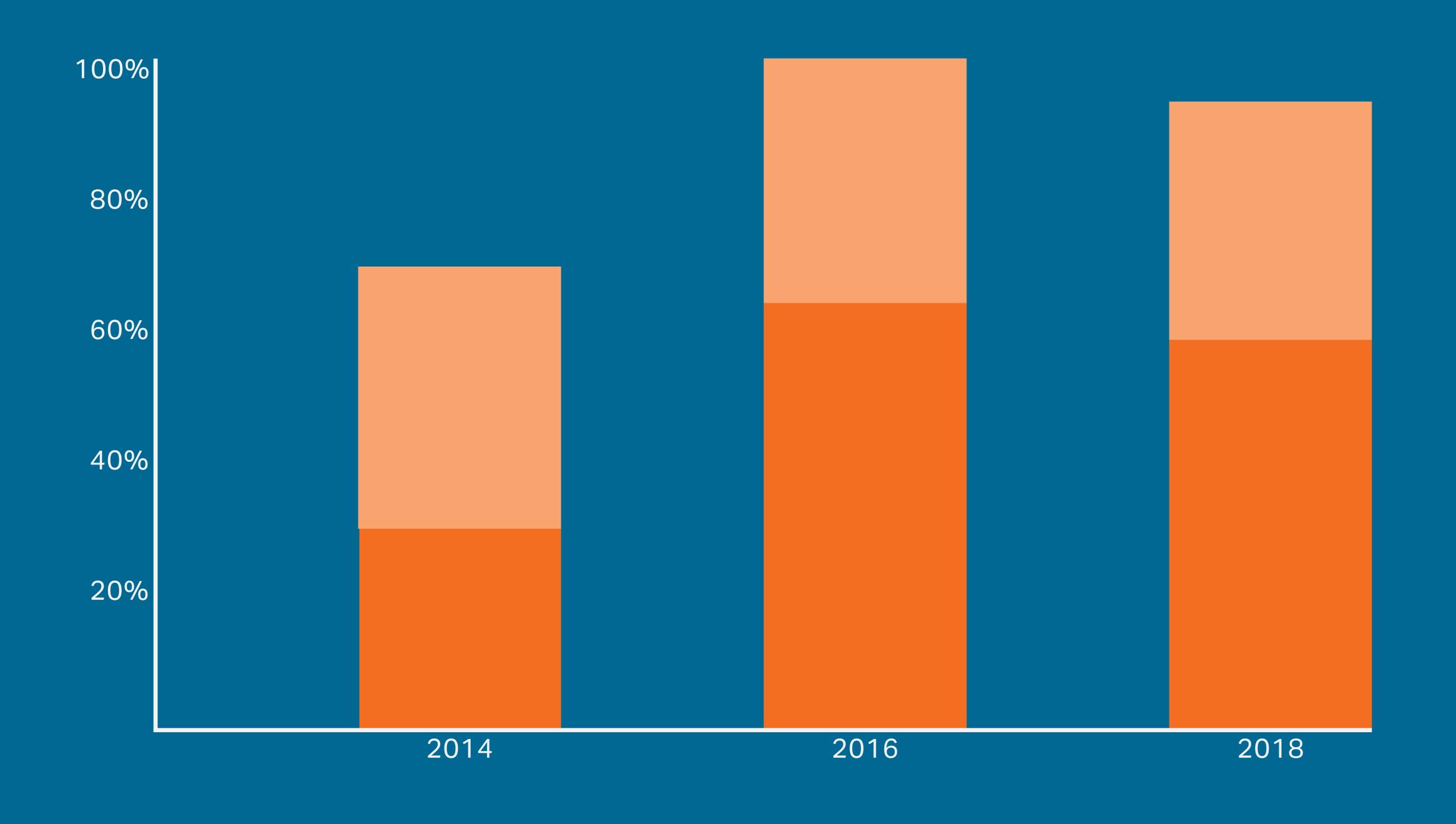
PROCESSES

Significant barrier
Occasional barrier

Problems recruiting appropriate staff tops the list of barriers to meeting needs.



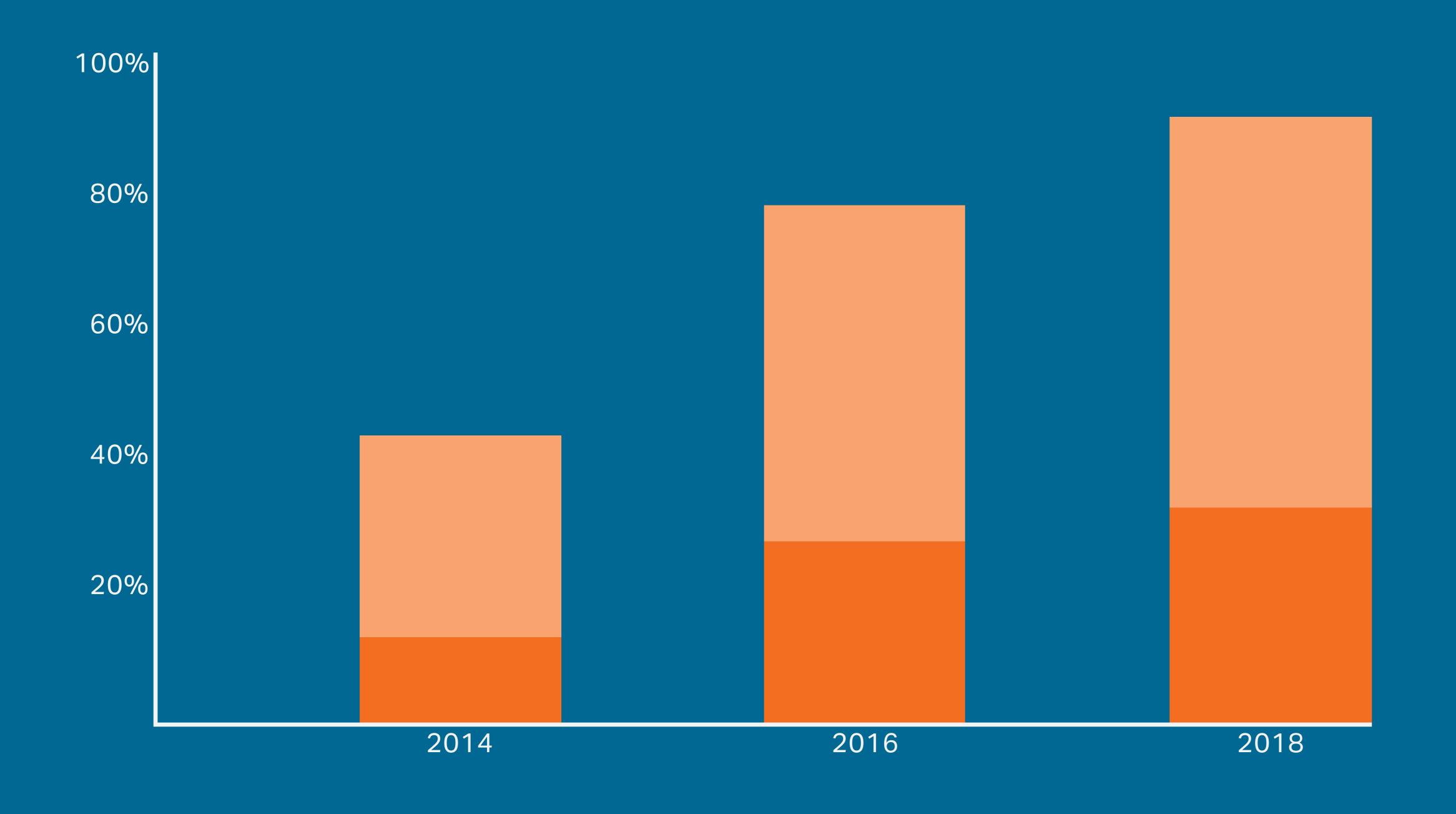
DIFFICULTIES ATTRACTING CANDIDATES



Over 90% of authorities report difficulty attracting candidates.

KEY
Significant barrier
Occasional barrier

DIFFICULTIES RETAINING STAFF

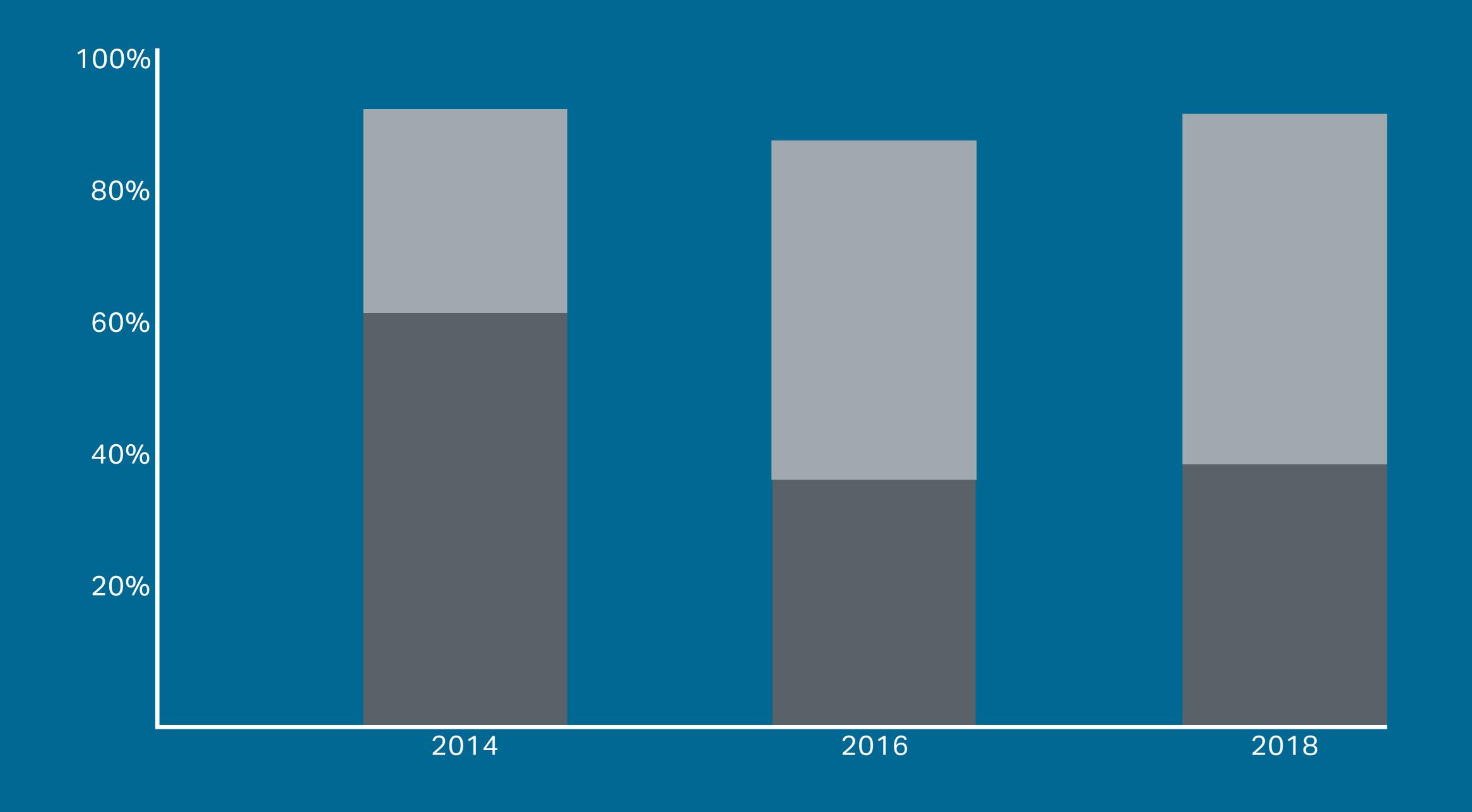


Over the four years to 2018, the proportion of authorities reporting difficulties retaining staff has more than doubled.

KEY

Significant barrier
Occasional barrier

UNCERTAINTY OVER FUNDING



90% of authorities report uncertainty over funding represents a barrier to meeting their capacity needs, but this is now less of a challenge than finding the right candidates.

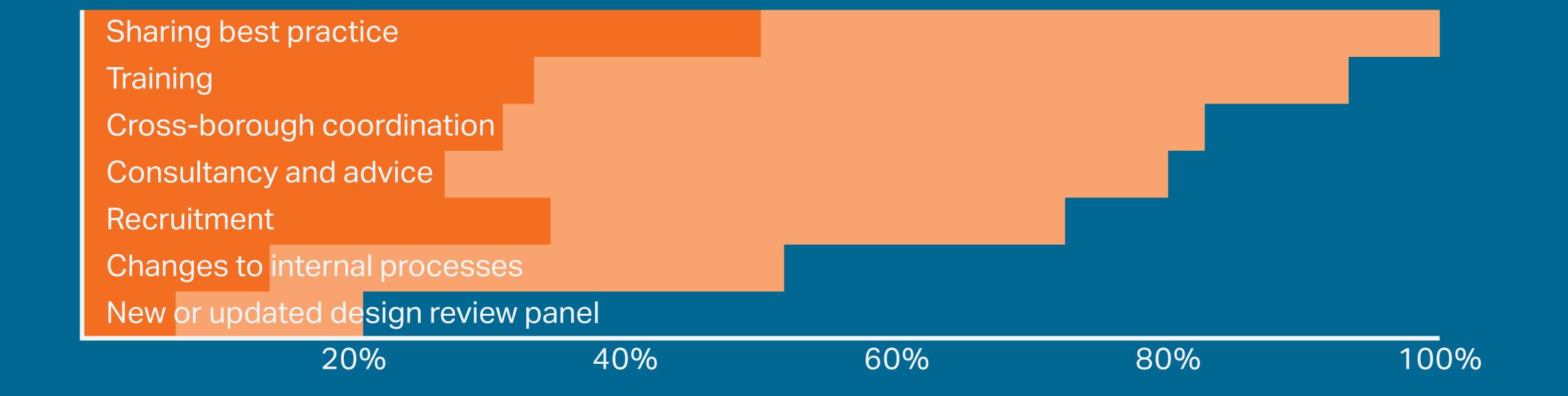
KEY

Significant barrier

Occasional barrier

POTENTIAL SOLUTIONS TO CAPACITY NEEDS

Sharing best practice and training are the most popular suggested solutions to capacity needs.



KEY

Significant barrier
Occasional barrier

CONFIDENCE IN HAVING THE CAPACITY TO DELIVER GOOD GROWTH



KEY

Very confident
Broadly confident
Partially confident
Not very confident

More than a third of respondents are not confident their capacity is sufficient to ensure delivering good growth in their borough.