



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 15 MARCH 2016 AT 7.30 PM

DBC Bulbourne Room - Civic Centre

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor G Adshead
Councillor Anderson (Chairman)
Councillor Ashbourn
Councillor Bateman
Councillor E Collins
Councillor Fisher
Councillor S Hearn

Councillor Hicks
Councillor Howard
Councillor Matthews
Councillor Ransley
Councillor Riddick
Councillor C Wyatt-Lowe (Vice-Chairman)

Substitute Members:

Councillors Birnie, Link, McLean, Ritchie, R Sutton and Tindall

For further information, please contact Katie Mogan or Member Support

AGENDA

8. PLANNING, DEVELOPMENT & REGENERATION QUARTER 3 PERFORMANCE REPORTS (Pages 2 - 15)

Agenda Item 8



AGENDA ITEM:

SUMMARY

Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	15 March 2016
PART:	1
If Part II, reason:	

Title of report:	Quarter 3 2015-2016 Performance Report – Planning, Development and Regeneration
Contact:	Cllr Graham Sutton, Portfolio Holder for Planning and Regeneration James Doe, Assistant Director – Planning, Development and Regeneration
Purpose of report:	To report on service performance for the third quarter of 2015/16.
Recommendations	That the report be noted.
Corporate objectives:	The report focuses on the service plan for the area and key performance indicators. All corporate objectives are therefore relevant.
Implications:	<u>Financial</u> None arising directly from this report.
'Value For Money Implications'	<u>Value for Money</u> None arising directly from this report.
Risk Implications	Risk Assessment completed as part of the service plan.
Equalities Implications	None arising from this report.

Health And Safety Implications	None arising from this report.
Consultees:	Cllr Graham Sutton, Portfolio Holder for Planning and Regeneration. Mark Gaynor, Corporate Director for Housing and Regeneration Sara Whelan, Group Manager for Development Management and Planning Chris Taylor, Group Manager for Strategic Planning and Regeneration
Background papers:	Planning and Regeneration Service Plan 2013-2015 Performance information held on the CorVu system.

1. This is the third of four reports the Committee will receive this year providing information and analysis of the agreed performance measures for the Planning, Development and Regeneration Service.
2. The quarterly performance report from the CorVu system is attached at Appendix 1; with the updated Operational Risk Register at Appendix 2.

Performance

3. This has been another relatively strong quarter for performance. As with Quarter 2, there is again an improvement in nine of the 17 indicators that are reported to the Committee each quarter. Ten indicators are reporting as green and four at amber; there are no indicators showing red for this quarter. The remaining three indicators are reported for information only.
4. Workload in Development Management (DMP02) remains high at 614 applications this quarter and only marginally down on the 641 submissions received in Q2 and the 659 in Q1.
5. Performance remains strong in the speed of processing planning and related applications (DMP04,05,06). Just under 86% of major applications were determined within time, against the 80% target (DMP04), and further improvements were achieved in the turnaround of the 'minor' and 'other' categories (DMP05 and 06 respectively) to just over 70% and just under 86% respectively. These latter two indicators have turned green from previously showing as amber in Q2.
6. Last quarter it was reported that there had been a rise in the number and proportion of planning refusals being appealed against to the Planning Inspectorate (DMP03), to 38.24%. This has come down a little to 36.36% and remains at Amber. As reported last time, this is not an indicator that the Council can directly control, but it does illustrate the appetite for applicants to exercise their right to appeal and is a reflection in part on the quality and soundness of decision making. Historically this has not been an issue for Dacorum BC, as our appeal success rates are very good, but this is a measure that needs to be kept under review.

7. The validation of planning applications upon their receipt by the Council (DMP08) is now running at Green, up to 77% processed within three days from 69% in Q2.
8. Planning fee income (FIN16) is now running ahead of trajectory by nearly £133,000, an improvement from the above targeted profile of income trajectory of £58,000 in Q2.
9. For Building Control, performance remains strong at 100% of cases determined in 2 months (BC01), though this is a service subject to staff shortages and high levels of turnover. This is a result of a strong building industry at the current time and shortage of professionals in this part of the employment market. Income levels for Building Control (FIN15) are slightly under trajectory this quarter by around £2000; this is a minor variance in income trajectory and consequently shows as Amber.
10. In Local Land Charges, casework (LC03) remains high at 582 searches received in the quarter, but down by about 13% from Q2, as Q3 tends to be a quieter period. Search fees income (FIN17) is now almost £14,000 in excess of budget profile. Despite high workloads, there has been a big improvement in average case turnaround times (LC04) from 13.2 days in Q1 to 8.2 days in Q2 and now 6.4 days in Q3. .
11. For Planning Enforcement, performance remains high as usual (PE01, 02,03), with only marginal deviations from the 100% targets for priority 2 and 3 cases (the DBC Local Enforcement Plan refers, see <http://www.dacorum.gov.uk/home/planning-development/planning-enforcement>) due to more attention needing to be given to the top priority (priority 1) cases, which came in on target at 100% being visited within one working day.
12. The last indicator to report on is SPR05, the Number of New Homes Completed. This refers to all new housing, the majority of which will be delivered by the private sector; as such the Council cannot exercise direct control over performance but can influence it through its facilitation role, and of course through the Council house new build programme. This indicator is therefore reported for information only. In Q3, 149 new homes were completed, up from 47 units in Q2. So far this year, there have been 295 completions out of the general annualised target of 430 per annum. .

Operational Risk Register

13. The risk register is at Appendix 2. There are no changes to the risk ratings.

SPE OSC QUARTERLY PERFORMANCE REPORT

Planning, Development and Regeneration

December 2015



Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
BC01 - Percentage of Building Control Applications determined within 2 months	Sara Whelan Andrew Howard	100.00% (161/161) Target: 100.00	➡	100.00% (184/184) Target: 100.00	➡	100.00% (149/149) Target: 100.00	✓	Updater Owner Good to see 100% target met	
DMP02 - Number of planning applications received	Sara Whelan Fiona Bogle	595 Applications Info Only	➡	641 Applications Info Only	➡	614 Applications Info Only	✓	Updater Owner very similar to previous quarter and what i would expect	
DMP03 - Percentage of planning application refusals appealed against	Sara Whelan Fiona Bogle	10.00% (3/30) Target: 35.00	➡	38.24% (13/34) Target: 35.00	➡	36.36% (8/22) Target: 35.00	✓	Updater The number of appeals lodged does not necessarily correlate to refusals within that quarter. Owner slightly over target but as mentioned by updater the appeals lodged in a quarter does not represent the number of refusals	
DMP04 - Percentage of major applications determined within 13 weeks (YTD)	Sara Whelan Fiona Bogle	71.43% (5/7) Target: 60.00	➡	100.00% (4/4) Target: 60.00	➡	85.71% (6/7) Target: 60.00	✓	Updater Target Met. Of the 6 2 were determined within an agreed extension of time Owner Good result on majors and although not 100% as last quarter this is likely to be allowing time to asses proposal in more detail	

Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
DMP05 - Percentage of minor applications determined within 8 weeks	Sara Whelan Fiona Bogle	60.26% (47/78) Target: 65.00	↗	61.25% (49/80) Target: 65.00	↗	70.51% (55/78) Target: 65.00	✓	Updater Owner above target which is good	
DMP06 - Percentage of other applications determined within 8 weeks	Sara Whelan Fiona Bogle	80.91% (195/241) Target: 80.00	↗	76.58% (242/316) Target: 80.00	↗	85.60% (220/257) Target: 80.00	✓	Updater Owner good that above target	
DMP07 - Percentage of planning applications refused	Sara Whelan Fiona Bogle	9.60% (29/302) Target: 12.00	↗	8.46% (34/402) Target: 10.00	↗	6.47% (22/340) Target: 10.00	✓	Updater Owner Good that we are refusing well below 10% of cases	
DMP08 - Percentage of planning applications validated within 3 working days	Sara Whelan Joan Reid	72% (375/522) Target: 70	↗	69% (504/732) Target: 70	↗	77% (579/751) Target: 70	✓	Updater Owner Good that in target but need to keep an eye that getting these through to officers quickly	
FIN15 - Building Control Income ytd actual against profiled budget	James Doe Caroline Souto	£426469 Target: 398800	↘	£294116 Target: 299777	↗	£410625 Target: 412751	✓	Updater	
FIN16 - Planning Fees ytd actual against profiled budget	James Doe Caroline Souto	£638411 Target: 497100	↘	£502654 Target: 444675	↗	£733477 Target: 600675	✓	Updater	
FIN17 - Search Fees ytd actual against profiled budget	James Doe Caroline Souto	£220806 Target: 210000	↗	£152884 Target: 140000	↘	£224491 Target: 210000	✓	Updater	

Page 6

Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
LC03 - Volume of Local Land Charges Searches Received	Sara Whelan Ann Stowe	618 Searches Info Only		672 Searches Info Only		582 Searches Info Only		Updater The volume of searches is down by 13% for this quarter. This quarter is generally a quieter period for searches. Owner Interesting that demand is down. This is likely to be the time of year	
LC04 - Average time taken to process an official Local Land Charges search	Sara Whelan Ann Stowe	10.51 Days Target: 10.00		8.20 Days Target: 10.00		6.44 Days Target: 10.00		Updater The turnaround time has improved by 13% this quarter. This is a reflection on a quieter period.	
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	Sara Whelan Philip Stanley	100.00% (5/5) Target: 100.00		100.00% (7/7) Target: 100.00		100.00% (8/8) Target: 100.00		Updater All of the highest priority cases visited within the required 24 hours	
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	Sara Whelan Philip Stanley	95.6% (65/68) Target: 100.0		92.2% (59/64) Target: 100.0		91.9% (57/62) Target: 100.0		Updater One of the two investigative Officers was unexpectedly off sick due to an accident	
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	Sara Whelan Philip Stanley	96.4% (54/56) Target: 100.0		97.3% (72/74) Target: 100.0		98.4% (63/64) Target: 100.0		Updater A large number of cases and a very good effort bearing in mind one of the two investigative Officers was unexpectedly off sick due to an accident.	
SPR05 - Number of new homes completed	Chris Taylor Francis Whittaker	107 Homes Info Only		47 Homes Info Only		149 Homes Info Only			

OPERATIONAL RISK REGISTER

December 2015



Planning Development & Regeneration - James Doe

PDR_F01 Market fails to bring forward because of continuing economic uncertainty

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
Needs of the community in terms of housing, jobs and local services will not be met.		<p>Economic Development Strategy in place with review process planned in</p> <ul style="list-style-type: none"> - Dacorum Development Programme in place with dedicated team and budget - Participation in county-wide initiatives and Partnership - Corporate actions; developments monitored and managed through Corporate Regeneration Group; - Dacorum: Look No Further initiative in place and operational with £150,000 fund over two years - Submission made to the LEP's Single Local Growth Fund for a range of projects to boost the economy; - New Town Centre team in place with Town Centre Strategy now approved; funding for this ends in March 2016 but services are to be rearranged for 16/17 onwards to allow TC management to continue 		<p>Economic Development Strategy published at http://www.dacorumlooknofurther.co.uk/docs/default-document-library/ed-strategy-brochure-web-pdf.pdf?sfvrsn=0</p> <p>Dacorum Development Programme at http://www.dacorum.gov.uk/docs/default-source/strategic-planning/ddpjanuary2013.pdf?sfvrsn=0</p> <p>Regeneration proposals generally at http://www.dacorum.gov.uk/home/regeneration</p> <p>See promotional information at www.dacorumlooknofurther.co.uk</p> <p>Town Centre Strategy at</p>	

OPERATIONAL RISK REGISTER

December 2015



		http://www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/events/2014/10/21/cabinet/cabinet
Sign Off and Comments		
Sign Off Complete		

PDR_F02 External funding sources are reduced or disappear

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Key projects fail to come forward.		Robust project management procedures in place to minimise risk to the Council in seeking new funds and to ensure timely spend to avoid clawback of grant funding. Corporate Project Management systems Management of cases through Dacorum Regeneration Programme Board.		Cabinet reports on Water Gardens project Cabinet reports on Maylands Urban Realm Project Bid submission to Herts LEP	
Sign Off and Comments					
Sign Off Complete					

OPERATIONAL RISK REGISTER

December 2015



PDR_F03 Key income streams do not meet planning fees, building regulations and local land charges income budgets

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability 3 Likely	Inherent Impact 4 Severe	Inherent Risk Score 12 Red	Residual Probability 2 Unlikely	Residual Impact 3 High	Residual Risk Score 6 Amber
Consequences		Current Controls		Assurance	
Unable to meet government and local targets. - Bad press - Shortfall on budget and potential staff cuts/service reduction		Monthly monitoring of development levels and income with Accountancy at GM and AD level		Budget preparation for 2016/17 plans for increased income from planning fees.	
Sign Off and Comments					
Sign Off Complete					

PDR_I01 Failure to deliver on the Regeneration and Sustainability Agenda by Insufficient Capac

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability 3 Likely	Inherent Impact 4 Severe	Inherent Risk Score 12 Red	Residual Probability 2 Unlikely	Residual Impact 3 High	Residual Risk Score 6 Amber
Consequences		Current Controls		Assurance	

OPERATIONAL RISK REGISTER

December 2015



Regeneration projects fail, are delayed or go over budget.	<ul style="list-style-type: none"> - SPAR team fully in place - Formation of corporate regeneration group has brought in further support and capacity - Projects monitored through Dacorum Regeneration Programme Board and Steering Group 	Project PIDs and governance in place, particularly Corporate Regeneration Group and Dacorum Regeneration Programme Board. See Cabinet report Dec 2013 regarding Hemel Evolution project management arrangements http://www.dacorum.gov.uk/docs/default-source/council-democracy/cabinet---13-12-17---hemel-evolution-report---final-report-jd-comments.pdf?sfvrsn=0 Work now progressing on site for the Marlowes Shopping Zone improvements and on schedule.
------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Page 11

Sign Off and Comments

Sign Off Complete

PDR_I02 Failure to deliver on the Regeneration and Sustainability Agenda by lack of internal expertise

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability 3 Likely	Inherent Impact 4 Severe	Inherent Risk Score 12 Red	Residual Probability 2 Unlikely	Residual Impact 3 High	Residual Risk Score 6 Amber
Consequences		Current Controls		Assurance	
Regeneration projects fail, are delayed or go over budget.		Qualified staf appointed. Specialist expertise has been brought in using project		See Dec 2013 Cabinet report for Hemel Evolution project management arrangements http://www.dacorum.gov.uk/docs/default-	

OPERATIONAL RISK REGISTER

December 2015



	finance on cost management, Design monitoring and Health and Safety.	source/council-democracy/cabinet---13-12-17---hemel-evolution-report---final-report-jd-comments.pdf?sfvrsn=0
Sign Off and Comments		
Sign Off Complete		

PDR_I03 Failure to deliver on the Regeneration and Sustainability Agenda by Failure of partners to engage

Category: Infrastructure	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
Regeneration projects fail, are delayed or go over budget.		Regular engagement with key partners and stakeholders through direct project management and through Dacorum Regeneration Programme Board.		HH Town Centre Masterplan at http://www.dacorum.gov.uk/home/regeneration/hemel-evolution/hemel-hempstead-masterplan Water Gardens funding report to Cabinet at http://www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/events/2014/07/22/cabinet/cabinet	
Sign Off and Comments					
Sign Off Complete					

OPERATIONAL RISK REGISTER

December 2015



PDR_I04 Failure of Business Continuity Plan to keep critical and key services running

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	3 High	6 Amber	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	
- loss of service to the public - harm to Council's reputation - ability to meet legal requirements is impaired - potential loss of income and business		Actions in Corporate Business Continuity Plan Prioritisation of key service in the event of disaster or other failure.		Corporate Business Continuity Plan	
Sign Off and Comments					
Sign Off Complete					

PDR_I05 Workforce Planning fails to prevent service failure

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Service cannot be delivered effectively if staffing levels are reduced		Workforce development plan as drafted		Workforce Development Plan	

OPERATIONAL RISK REGISTER

December 2015



<p>Timely filling of posts and rearrangement of responsibilities where appropriate when staff leave</p> <p>Review of need for trainees to be developed in house to deal with recruitment and retention issues caused by a strong professional jobs market in 2015.</p>	
<p>Sign Off and Comments</p>	
<p>Sign Off Complete</p>	

Page 14

PR_R01 Local Development Framework (LDF) fails to meet milestones in Local Development Scheme

Category: Reputational	Corporate Priority: Dacorum Delivers		Risk Owner: James Doe	Portfolio Holder: Cllr Graham Sutton	Tolerance: Tolerating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	
The Council is left without and up to date development plan and unable to resist inappropriate new developments (eg in the Green belt) and unable to plan effectively for future growth and development		<ul style="list-style-type: none"> - Core Strategy adopted September 2013 - a major task and milestone achieved, to make the rest of the process achievable - Project management and monitoring of progress against the Local Development Scheme - LDS revised December 2014 to set out work pro 		<p>Core Strategy published on line at http://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/local-planning-framework/core-strategy</p> <p>Report to Cabinet http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---</p>	

OPERATIONAL RISK REGISTER

December 2015



Page 15

report-(373-kb).pdf?sfvrsn=0

supplementary report to Cabinet on 17 Sep at
[http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---report-supplement---core-strategy-legal-challenge-\(572-kb\).pdf?sfvrsn=0](http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---report-supplement---core-strategy-legal-challenge-(572-kb).pdf?sfvrsn=0)

Further report to Cabinet on next steps with Local Planning Framework Dec 2013
[http://www.dacorum.gov.uk/docs/default-source/council-democracy/annual-monitoring-report-and-lpf---report-\(187-kb\).pdf?sfvrsn=0](http://www.dacorum.gov.uk/docs/default-source/council-democracy/annual-monitoring-report-and-lpf---report-(187-kb).pdf?sfvrsn=0)

Local Development Scheme at
<http://www.dacorum.gov.uk/docs/default-source/strategic-planning/lds-2014-final-version.pdf?sfvrsn=0>

Other cabinet reports on Local Planning Framework progress

Sign Off and Comments

Sign Off Complete