



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 14 JUNE 2016 AT 7.30 PM

Council Chamber - 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 Timmis
Councillor C Wyatt-Lowe (Vice-Chairman)

Substitute Members:

Councillors Birnie, Link, Ritchie, R Sutton and Tindall

For further information, please contact Katie Mogan or Member Support

AGENDA

8. PLANNING, DEVELOPMENT AND REGENERATION Q4 PERFORMANCE REPORT
(Pages 2 - 16)

Agenda Item 8



AGENDA ITEM:

SUMMARY

Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	14 June 2016
PART:	1
If Part II, reason:	

Title of report:	Quarter 4 and End of Year 2015/16 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 end of year and fourth quarter of 2015/16, and to provide an update on the Operational Risk Register.
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 2015-16 Performance information held on the CorVu system.

Introduction

1. The report provides the end of year position for 2015/16, with a report on performance for Q4. A presentation will be given on major projects carried out by the service during 2015/16.
2. Overall, performance has been strong this past business year, with three exceptions running at amber to report for the year end. This is covered below.

Performance Indicators

3. Building Control. As reported to the Committee in the Q3 report, this year has been a challenge for the service in terms of staff turnover and a large rise in workload. Income has exceeded the budget target by over £29,000 at £573,322 (FIN15). Despite workload pressures, the turnaround time for applications received was maintained at 100% within the two month target timescale (BC01).
4. Development Management. As with Building Control, this has been a challenging year for the service with the same issues of staff turnover and increased workload. Applications received were up again (DMP02) on 2014/15 by a further 5% with 2,559 coming in 2015/16 compared to 2426 the previous year.
5. It has been a record year for planning fee income (FIN16). Fees received were 30% up on last year at £953,897; and some 29% against target budgeted income.
6. This year has seen a significant improvement in processing times for planning applications (DMP04, 05 and 06).
7. For major planning applications, the target of 60% of applications determined in 13 weeks was exceeded comfortably at 83.33%, a big improvement on the relatively poor end to 2014/15 where only 33.33% were determined within time.
8. Minor applications were on target at 65%.

9. The 'other' category of applications – the bulk of the service's workload – finished the year at 77.39%, just under the 80% target and therefore showing as amber. However, the service is on a rising trend with Q4 performance at 86.5%, and a similar result in Q3.
10. The refusal rate for planning applications remains low, with only 7.67% of applications refused, well ahead of the 12% target (DMP07). This means that 92% of applications were approved – a measure which helps to support the development process, saves the Council time and money, and is good for the Council's reputation as open for business.
11. The proportion of applications refused by the Council and then subject to an appeal to the Secretary of State for Communities and Local Government has risen significantly to 32.5% compared to just under 17% last year, albeit within the 35% target (DMP03). This may reflect growing confidence in the development industry to challenge Local Authorities' decisions as the local economy continues to perform well. Members need to note that additional appeals will place further burdens on the resources of the service. This factor is however mitigated by proactive work carried out at the pre-application stage which helps to limit problems during the processing phase of applications, and limit the need to refuse proposals.
12. Finally, the validation of planning applications (DMP08) remains on target at 72% validated within three working days of receipt.
13. Planning Enforcement. Performance has remained high. The Council's approved Local Enforcement Plan sets out priorities for investigations into three categories. All Priority 1 cases were visited within 1 working day (PE01). Priority 2 and 3 cases came in at 92.9% and 97.9% for the target visiting times of 10 and 15 working days respectively (PE02 and PE03).
14. Land Charges. This is a competitive service, and workload and business remains very high, with just over 2500 search applications received in 2014/15 (LC03). Performance has improved strongly to finish at an average processing time of 8.16 days against the target of ten. Income was just above target at £284,422 received in search fees (FIN15).
15. Strategic Planning and Regeneration. There was positive progress on business development with a net growth of 460 businesses registered for VAT. 14 new apprenticeships were created in the Borough, against the target of 40. This is unfortunately the only indicator running at red, and a difficult one for the Council to control directly.
16. 2015/16. The format for the forthcoming reports will remain similar, but Members should note that there will be additional and new performance indicators as a result of a review to more closely align the PIs with risk and corporate/service plan issues.

Operational Risk Register

17. The risk register is at appendix 2. This has been reviewed recently. Questions on the register are invited at the meeting.

Projects led by the Service

18. A presentation will be given by Officers.

SPE OSC QUARTERLY PERFORMANCE REPORT

Planning, Development and Regeneration

March 2016



Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
BC01 - Percentage of Building Control Applications determined within 2 months	Sara Whelan Andrew Howard	100% (137/137) Target: 100	➡	100% (149/149) Target: 100	➡	100% (164/164) Target: 100	✓	Updater Target met Owner Good result	
DMP02 - Number of planning applications received	Sara Whelan Fiona Bogle	677 Applications Info Only	⬇️	614 Applications Info Only	⬆️	645 Applications Info Only	✓	Updater Owner Noted	
DMP03 - Percentage of planning application refusals appealed against	Sara Whelan Fiona Bogle	3.39% (2/59) Target: 35	⬇️	36.36% (8/22) Target: 35	⬆️	24% (6/25) Target: 35	✓	Updater Target met Owner Good to see a lower amount of decision being appealed	
DMP04 - Percentage of major applications determined within 13 weeks (YTD)	Sara Whelan Fiona Bogle	33.33% (1/3) Target: 60	⬆️	85.71% (6/7) Target: 60	⬇️	83.33% (5/6) Target: 60	✓	Updater 4 of these were subject to an agreed extension of time. Owner Good result and exceeds target	
DMP05 - Percentage of minor applications determined within 8 weeks	Sara Whelan Fiona Bogle	47.13% (41/87) Target: 65	⬆️	70.51% (55/78) Target: 65	⬆️	82.89% (63/76) Target: 65	✓	Updater Owner Great result	
DMP06 - Percentage of other applications determined within 8 weeks	Sara Whelan Fiona Bogle	66.12% (162/245) Target: 80	⬆️	85.6% (220/257) Target: 80	⬆️	86.5% (237/274) Target: 80	✓	Updater Owner Good result especially considering the high amount of applications submitted	

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Monitoring Information

Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
DMP07 - Percentage of planning applications refused	Sara Whelan Fiona Bogle	9.97% (30/301) Target: 12		6.47% (22/340) Target: 10		6.5% (26/400) Target: 10		Updater Owner Good level of refusal	
DMP08 - Percentage of planning applications validated within 3 working days	Sara Whelan Joan Reid	78% (281/359) Target: 70		77% (579/751) Target: 70		74% (597/806) Target: 70		Updater Owner Slightly above target but a lot more applications received in planning registry compared to March 2015	
FIN15 - Building Control Income ytd actual against profiled budget	James Doe Caroline Souto	£560825 Target: 521000		£410625 Target: 412751		£573322 Target: 544000		Updater	
FIN16 - Planning Fees ytd actual against profiled budget	James Doe Caroline Souto	£822458 Target: 662950		£733477 Target: 600675		£953897 Target: 740000		Updater	
FIN17 - Search Fees ytd actual against profiled budget	James Doe Caroline Souto	£293385 Target: 280000		£224491 Target: 210000		£284422 Target: 280000		Updater	
LC03 - Volume of Local Land Charges Searches Received	Sara Whelan Ann Stowe	633 Searches Info Only		582 Searches Info Only		552 Searches Info Only		Updater The volume of searches has dropped by 5% this quarter. We have had a slow start to the year and an early Easter Break. There is a 12.8% decrease on the figures for March 2015. Owner Noted that there is a decrease in searches - will keep an eye on demand coming in	

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Measure	Owner & Updater	Mar 2015 Result	Trend	Dec 2015 Result	Trend	Mar 2016 Result	Sign Off	Comments	Flag
LC04 - Average time taken to process an official Local Land Charges search	Sara Whelan Ann Stowe	10.95 Days Target: 10		6.44 Days Target: 10		4.82 Days Target: 10		Updater A decrease in the turnaround time this quarter as we have been relatively quiet. There is a 56% improvement on the turnaround for March 2015. Owner Good result but noted that this is a quiet period	
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	Sara Whelan Fiona Bogle	100% (1/1) Target: 100		100% (8/8) Target: 100		100% (6/6) Target: 100		Updater All of the highest priority cases visited within the required 24 hours Owner Noted - good result	
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	Sara Whelan Fiona Bogle	100% (51/51) Target: 100		91.9% (57/62) Target: 100		90.3% (56/62) Target: 100		Updater Owner Will keep an eye on this result and should be back to 100% asap	
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	Sara Whelan Fiona Bogle	98.4% (62/63) Target: 100		98.4% (63/64) Target: 100		100% (60/60) Target: 100		Updater Target met Owner Noted - good result	
SPR05 - Number of new homes completed	Chris Taylor Francis Whittaker	28 Homes Info Only		149 Homes Info Only		128 Homes Info Only			

OPERATIONAL RISK REGISTER

March 2016



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

March 2016



	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

March 2016



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	

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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.
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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	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.		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

March 2016



	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

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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	
<ul style="list-style-type: none"> - 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

March 2016



	<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>	
Sign Off and Comments		
Sign Off Complete		

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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>	

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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