



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 13 SEPTEMBER 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 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, Ritchie, R Sutton, Timmis and Tindall

For further information, please contact Katie Mogan or Member Support

AGENDA

8. PLANNING, DEVELOPMENT AND REGENERATION PERFORMANCE REPORT Q1
(Pages 2 - 15)

Agenda Item 8



AGENDA ITEM: 8

SUMMARY

Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	13 September 2016
PART:	1
If Part II, reason:	

Title of report:	Quarter 1 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 first quarter of 2016/17, 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 Nathalie Bateman, Acting Group Manager for Strategic Planning and Regeneration
Background papers:	Performance information held on the CorVu system.

Introduction

1. The report provides the performance report for the first quarter of the current business year. The detailed performance information is at Appendix 1.
2. Performance has been strong on service delivery with all indicators at green and only one at Amber, where performance is exactly on target. The main issue is that all three income streams (planning, building control and land charges) are under target.

Performance Indicators

3. Building Control. Performance is again strong, with 100% of all applications determined within 2 months (BC01)
4. Development Management. This has been a strong quarter. Income from planning fees may be down – this is set out below – but compared to Q1 of 2015-16, the actual number of applications received (DMP02) has risen from 659 to 766, an increase of 16%.
5. All three application processing targets (DMP04, 05 and 06) are on target. Performance in major applications (DMP04) is well above target at just over 90%, with significantly more majors processed from Q1 last year, at 12 applications from 7 the previous year.
6. Refusals of planning applications (DMP07) remains low at just over 5%.
7. The only process-based performance indicator at amber this quarter is on the validation of planning applications within three working days (DMP08), but this is exactly on target at 70%.
8. 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 cases (PE02) came in just under target at 98.5% for the target visiting time of 10 working days. All priority 3 case (PE03) were visited within 15 working days.

9. Land Charges. This is a competitive service, and workload and business remains very high, though the number of property searches received (LC01) was down at 589 searches from the 703 received in Q1 of 2015/16. Performance has improved again at an average processing time of 5.42 days against the target of ten.
10. Strategic Planning and Regeneration. The house building market was active during Q1 with 164 new homes built (SPR05), significantly up from the 99 homes completed in Q1 of 2015-16.
11. Finance. The main variance to report is, despite a numeric increase in the number of planning applications received in Q1, income from planning fees is down from the budgeted profile level anticipated. Last year there was a significant receipt from planning fees at £954,000 against the budget target of £740,000. On the strength of healthy market activity, the income target for 2016/17 has been set at £812,710. For Q1, planning fees received (FIN16) at just over £134,000 is some £61,000 short of what might be expected at this stage of the year if income is treated as coming it at an even pace. The reality is that it will vary from month to month, but as things currently stand there is likely to be a shortfall against budgeted income at the end of the year.
12. The expected shortfall is due to a now expected decrease in the number of large scale proposals that were expected to be received. Some major housebuilders are delaying plans for new developments due to wider economic uncertainties. This may change over the course of the year, but at the moment this situation has to be considered a risk to income expected. Officers are monitoring matters closely.
13. For building control fees, there is a more minor shortfall on anticipated income (FIN15) with just under £154,000 received against the target of £164,000. In land charges, income is about £6,000 under target at £64,000.

Operational Risk Register

14. The risk register is at appendix 2. This has been reviewed recently and includes updates on the planning fee situation and the Local Plan process. Questions on the register are invited at the meeting.

OPERATIONAL RISK REGISTER

June 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:	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

June 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:	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

June 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:	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	
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					
Significant fall in planning fee income in Q1 of 2016/17 which was not expected given hesitancy of major developers at the current time. Budget Variance plan being prepared.					

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:	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

OPERATIONAL RISK REGISTER

June 2016



Consequences	Current Controls	Assurance
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 	<p>Project PIDs and governance in place, particularly Corporate Regeneration Group and Dacorum Regeneration Programme Board.</p> <p>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</p> <p>Work now progressing on site for the Marlowes Shopping Zone improvements and on schedule.</p>
Sign Off and Comments		
Sign Off Complete		

PDR_I02 Failure to deliver on the Regeneration and Sustainability Agenda by lack of internal expertise					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Infrastructure	Regeneration	James Doe		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		Qualified staf appointed.		See Dec 2013 Cabinet report for Hemel Evolution	

OPERATIONAL RISK REGISTER

June 2016



budget.	Specialist expertise has been brought in using project finance on cost management, Design monitoring and Health and Safety.	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
Sign Off and Comments		
Sign Off Incomplete		

PDR_103 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:	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

June 2016



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:	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 - duty 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 Incomplete					

PDR_I05 Workforce Planning fails to prevent service failure

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: James Doe	Portfolio Holder:	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	

OPERATIONAL RISK REGISTER

June 2016



Service cannot be delivered effectively if staffing levels are reduced	<p>Workforce development plan as drafted</p> <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>	Workforce Development Plan
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Sign Off and Comments

Sign Off Complete

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PDR_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:	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</p>	

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June 2016



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[http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---report-\(373-kb\).pdf?sfvrsn=0](http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---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

Programme has slipped due to delays from the Planning Inspectorate. Revised Local Development Scheme to be prepared.

SPE OSC QUARTERLY PERFORMANCE REPORT

Planning, Development and Regeneration

June 2016



Measure	Owner & Updater	Jun 2016 Result	Mar 2016 Result	Jun 2015 Result	Sign Off	Comments
BC01 - Percentage of Building Control Applications determined within 2 months	Sara Whelan Andrew Howard	100% (165/165) Target: 100	100% (164/164) Target: 100	100% (194/194) Target: 100	✓	Updater Target Met Owner Good result in maintaining this as a lot of work goes into achieving this statistic
DMP02 - Number of planning applications received	Sara Whelan Fiona Bogle	766 Applications Info Only	645 Applications Info Only	659 Applications Info Only	✓	Updater Owner Large increase compared to Qrt 1 last year - will keep an eye on increased amount of work coming in
DMP04 - Percentage of major applications determined within 13 weeks (YTD)	Sara Whelan Fiona Bogle	92.31% (12/13) Target: 60	83.33% (5/6) Target: 60	77.78% (7/9) Target: 60	✓	Updater Target Met. 9 of these were within an agreed extension of time. Owner good result
DMP05 - Percentage of minor applications determined within 8 weeks	Sara Whelan Fiona Bogle	80.52% (62/77) Target: 65	82.89% (63/76) Target: 65	51.96% (53/102) Target: 65	✓	Updater Owner slightly down on last month but good result
DMP06 - Percentage of other applications determined within 8 weeks	Sara Whelan Fiona Bogle	85.09% (291/342) Target: 80	86.5% (237/274) Target: 80	63.46% (198/312) Target: 80	✓	Updater Owner Good result maintaining performance on higher throughput compared to last quarter

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Measure	Owner & Updater	Jun 2016 Result	Mar 2016 Result	Jun 2015 Result	Sign Off	Comments
DMP07 - Percentage of planning applications refused	Sara Whelan Fiona Bogle	5.13% (21/409) Target: 10	6.5% (26/400) Target: 10	8.97% (39/435) Target: 10	✓	Updater Owner Good result below target
DMP08 - Percentage of planning applications validated within 3 working days	Sara Whelan Joan Reid	70% (548/783) Target: 70	74% (597/806) Target: 70	70% (639/915) Target: 70	✓	Updater Owner Just on target and will keep an eye on performance in this area
FIN15 - Building Control Income ytd actual against profiled budget	James Doe Caroline Souto	£153898 Target: 164209	£573322 Target: 544000	£166897 Target: 156413	✓	Updater
FIN16 - Planning Fees ytd actual against profiled budget	James Doe Caroline Souto	£134520 Target: 195757	£953897 Target: 740000	£180844 Target: 189350	✓	Updater
FIN17 - Search Fees ytd actual against profiled budget	James Doe Caroline Souto	£64062 Target: 70000	£284422 Target: 280000	£76268 Target: 70000	✓	Updater
LC03 - Volume of Local Land Charges Searches Received	Sara Whelan Ann Stowe	589 Searches Info Only	552 Searches Info Only	703 Searches Info Only	✓	Updater The volume of searches has increased by 7% for this quarter. Owner noted that volume of work is up on last quarter but is below compared to this time last year
LC04 - Average time taken to process an official Local Land Charges search	Sara Whelan Ann Stowe	5.42 Days Target: 10	4.82 Days Target: 10	13.2 Days Target: 10	✓	Updater The turnaround time has increased during this quarter as we have had more searches. We have maintained a steady turnaround time below our new target of 7 days. Owner Good result as also had long term sickness in the team

Measure	Owner & Updater	Jun 2016 Result	Mar 2016 Result	Jun 2015 Result	Sign Off	Comments
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	Sara Whelan Philip Stanley	100% (3/3) Target: 100	100% (6/6) Target: 100	100% (7/7) Target: 100	✓	Updater Maintaining 100% Owner Good result and important to maintain 100%
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	Sara Whelan Philip Stanley	98.5% (67/68) Target: 100	90.3% (56/62) Target: 100	96.9% (62/64) Target: 100	✓	Updater An excellent performance bearing in mind high caseload Owner improvement compared to last quarter and good result considering workload
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	Sara Whelan Philip Stanley	100% (66/66) Target: 100	100% (60/60) Target: 100	95.6% (43/45) Target: 100	✓	Updater A great effort to achieve 100% Owner Good result
SPP05 - Number of new homes completed	Nathalie Bateman Francis Whittaker	164 Homes Info Only	128 Homes Info Only	99 Homes Info Only	✗	

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