



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 22 NOVEMBER 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

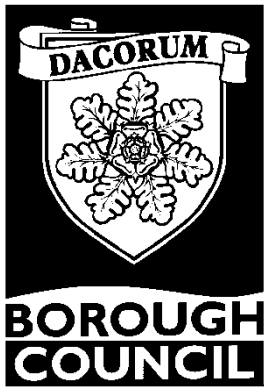
For further information, please contact Katie Mogan or Member Support

AGENDA

8. PLANNING, DEVELOPMENT AND REGENERATION Q2 PERFORMANCE REPORT (Pages 2 - 15)

Report to follow

Agenda Item 8



Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	22 November 2016
PART:	1
If Part II, reason:	

Title of report:	Quarter 2 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 second 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	None arising from this report.

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

Introduction

1. The report provides the performance report for the second quarter of the current business year. The detailed performance information is at Appendix 1.
2. Performance on service delivery continues to be strong, with all non-financial indicators at green except one at Amber (major planning applications) and one at red (planning application validation). There has been some improvement on income targets which is reported on below.
3. The operational risk register is at Appendix 2. There is no change from Quarter 1.

Performance Indicators

4. Building Control. Performance is again strong, with 100% of all applications determined within 2 months (BC01). There has been a rise in the number of cases determined this quarter, up from 165 to 178.
5. Development Management. This has been again strong quarter. Performance on the 'minor' and 'other' categories has improved from quarter1, with determination rates within 8 weeks of receipt running at 83.3% and 93.5 % respectively (DMP 05 and 06).
6. Performance in major applications (DMP04) has dipped to just over 57% determined in 13 weeks. This indicator can be volatile as the number of major applications the Council receives is low – in this quarter the service had only 7 such applications to deal with compared to 13 in quarter 1. Members will recall that in quarter 1, performance was well above target at just over 90%. Overall, therefore the service is doing well in this critical area for development – so far this year, 80% of majors have been determined within 13 weeks, well above the target of 60%.
7. The number of planning applications that were received in quarter 2 (DMP02) was down on quarter 1 at 606 proposals compared to 766 in April-June.

8. Refusals of planning applications (DMP07) remains low at just under 5%.
9. The only process-based performance indicator at red this quarter is on the validation of planning applications within three working days (DMP08), which is at 49% compared to the 70% target. There have been some difficulties with the IT systems where plans uploaded to the Dacorum BC website have had to be re-posted/re-indexed. These problems are being rectified.
10. 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 92.2% for the target visiting time of 10 working days. For priority 3 cases (PE03) to be visited within 15 working days, the outcome was 97.3%. This has slipped slightly from quarter 1, largely due to one officer taking up a position in the planning casework team. This vacancy in the enforcement service is being filled.
11. 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 483 searches from the 589 received in Q1. Performance has improved again at an average processing time of 5.18 days against the target of ten.
12. Strategic Planning and Regeneration. The house building market was active during Q2 with 111 new homes built (SPR05). This brings the total to date this business year to 275 units, at this stage just over half of the annual Core Strategy target of 430 units.
13. Finance. Members will have received a report on budget issues earlier on this agenda.
14. The main issue continues to be under-recovery of planning fees. This is due to a fall off in the number of major applications being submitted. Discussions with developers however indicate that some of these proposals will be received by the Council in Quarters 3 and 4 of this business year, so an improvement in the income trajectory is expected. For the time being, the income issue remains a risk, but will be monitored closely.
15. For building control fees, the income situation has improved with almost £296,000 received against the anticipated target at this stage of the year of £287,000.

SPE OSC QUARTERLY PERFORMANCE REPORT

Planning, Development and Regeneration

September 2016



Measure	Owner & Updater	Sep 2016 Result	Jun 2016 Result	Sep 2015 Result	Sign Off	Comments
BC01 - Percentage of Building Control Applications determined within 2 months	Sara Whelan Andrew Howard	100% (178/178) Target: 100	100% (165/165) Target: 100	100% (184/184) Target: 100	✓	Updater Owner noted good result
DMP02 - Number of planning applications received	Sara Whelan Fiona Bogle	606 Applications Info Only	766 Applications Info Only	641 Applications Info Only	✓	Updater The number of applications received has fallen significantly over the quarter. Owner Noted applications fallen but not too far from Sep 2015 figure
DMP04 - Percentage of major applications determined within 13 weeks (YTD)	Sara Whelan Fiona Bogle	57.14% (4/7) Target: 60	92.31% (12/13) Target: 60	100% (4/4) Target: 60	✓	Updater Just below target. First time since March 2015 target not met. However, 4 of the decisions relate to relatively long standing applications. Owner Noted, will work closely on this to be sure meet level as reported to DCLG. good to get old cases off books though
DMP05 - Percentage of minor applications determined within 8 weeks	Sara Whelan Fiona Bogle	83.33% (65/78) Target: 65	80.52% (62/77) Target: 65	61.25% (49/80) Target: 65	✗	
DMP06 - Percentage of other applications determined within 8 weeks	Sara Whelan Fiona Bogle	93.54% (275/294) Target: 80	85.09% (291/342) Target: 80	76.58% (242/316) Target: 80	✓	Updater Target exceeded and continues to rise Owner good result

Measure	Owner & Updater	Sep 2016 Result	Jun 2016 Result	Sep 2015 Result	Sign Off	Comments
DMP07 - Percentage of planning applications refused	Sara Whelan Fiona Bogle	4.56% (23/504) Target: 10	5.13% (21/409) Target: 10	8.46% (34/402) Target: 10	✓	Updater Conitnuous improvement over previous quarters. Owner good result
DMP08 - Percentage of planning applications validated within 3 working days	Sara Whelan Joan Reid	49% (292/593) Target: 70	70% (548/783) Target: 70	69% (504/732) Target: 70	✓	Updater Owner The drop in performance is due to IT issues corporately and loosing Acolaid intermittently, as well as staff leaving team, performance is getting back on track
FIN15 - Building Control Income ytd actual against profiled budget	James Doe Caroline Souto	£295703 Target: 287297	£153898 Target: 164209	£294116 Target: 299777	✓	Updater
FIN16 - Planning Fees ytd actual against profiled budget	James Doe Caroline Souto	£276008 Target: 406355	£134520 Target: 195757	£502654 Target: 444675	✓	Updater
FIN17 - Search Fees ytd actual against profiled budget	James Doe Caroline Souto	£124125 Target: 140000	£64062 Target: 70000	£152884 Target: 140000	✓	Updater
LC03 - Volume of Local Land Charges Searches Received	Sara Whelan Ann Stowe	483 Searches Info Only	589 Searches Info Only	672 Searches Info Only	✓	Updater We are 18% down on searches from the last quarter. This is due to a National slow down in the housing market. The searches did increase in September so we are hoping that the market will improve. Owner Next quarters stats will be key as to whether there is a pick up in residential transactions

Page 6

Measure	Owner & Updater	Sep 2016 Result	Jun 2016 Result	Sep 2015 Result	Sign Off	Comments
LC04 - Average time taken to process an official Local Land Charges search	Sara Whelan Ann Stowe	5.18 Days Target: 10	5.42 Days Target: 10	8.2 Days Target: 10	✓	Updater The turnaround time has decreased as we have had fewer searches despite annual leave during these summer months. Owner Noted that demand is lower and therefore should see quicker turnaround time. The team are also leading microfiche project
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	Sara Whelan Philip Stanley	75% (3/4) No Target	100% (3/3) Target: 100	100% (7/7) Target: 100	✓	Updater The one case missed was visited the next day. Owner Noted that demand is high in enforcement and the team cannot meet all targets - i will keep an eye on this
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	Sara Whelan Philip Stanley	96.9% (62/64) No Target	98.5% (67/68) Target: 100	92.2% (59/64) Target: 100	✓	Updater Owner Noted that demand is high in enforcement and the team cannot meet all targets - i will keep an eye on this
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	Sara Whelan Philip Stanley	100% (64/64) No Target	100% (66/66) Target: 100	97.3% (72/74) Target: 100	✓	Updater An excellent performance from the team in achieving 100% Owner excellent result especially considering currently have 1 staff vacancy
SPR05 - Number of new homes completed	Chris Taylor Francis Whittaker	111 Homes Info Only	164 Homes Info Only	47 Homes Info Only	✓	

OPERATIONAL RISK REGISTER

September 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: 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

September 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 Incomplete	

PDR_F02 External funding sources are reduced or disappear

Category: Financial	Corporate Priority: Regeneration	Risk Owner: James Doe	Portfolio Holder: 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 Incomplete					

OPERATIONAL RISK REGISTER

September 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: 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 Incomplete					

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: 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

September 2016



<p>Regeneration projects fail, are delayed or go over budget.</p>	<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>
---	---	---

Page 11

Sign Off and Comments

Sign Off Incomplete

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: 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

September 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 Incomplete		

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: 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 Incomplete					

OPERATIONAL RISK REGISTER

September 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: 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 Incomplete					

PDR_I05 Workforce Planning fails to prevent service failure

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

September 2016



Timely filling of posts and rearrangement of responsibilities where appropriate when staff leave	
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.	

Sign Off and Comments

Sign Off Incomplete

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: 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 		Core Strategy published on line at http://www.dacorum.gov.uk/home/planning-development/planning-strategic-planning/local-planning-framework/core-strategy Report to Cabinet http://web.dacorum.gov.uk/docs/default-source/council-democracy/core-strategy-adoption---	

OPERATIONAL RISK REGISTER

September 2016



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 Incomplete