



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 20 JUNE 2017 AT 7.30 PM

Conference Room 2 - The Forum

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 E Collins
Councillor Fisher
Councillor S Hearn
Councillor Hicks

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

Substitute Members:

Councillors Bateman, Birnie, England, Link, McLean, 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 - 20)

Agenda Item 8



AGENDA ITEM:

SUMMARY

Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	20 June 2017
PART:	1
If Part II, reason:	

Title of report:	Quarter 4 and End of Year 2016/17 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 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 Andrew Horner, Group Manager for Development Management and Planning Chris Taylor, Group Manager for Strategic Planning and Regeneration
Background papers:	Planning and Regeneration Service Plan 2016-17 Performance information held on the CorVu system.

Introduction

1. The report provides the end of year position for 2016/17, with a report on performance for Q4.
2. In summary, performance across the services has been generally strong albeit with some exceptions which are outlined in the report. The main concern over the year was whether the service's three main income streams, planning, building control and local land charges fees would be achieved in the wake of market uncertainty in summer 2016. Income has however held up with the exception of a slight under-recovery in land charges.

Performance Indicators

3. Building Control. The service has continued to perform strongly over the year. The key indicator, applications determined within two months of receipt (BC01), ended the year at 99.69%, just below the target of 100%.
4. Income from the Building Control service was on target at just over £544,000 (FIN15). This is a good outcome for the Council. Building Control is a competitive service where customers are able to use independent Approved Inspectors to discharge consent under the Building Regulations, so there is always the threat that business could be lost and the Council's income suffer.
5. DBC has approximately 75% of the market by volume and this has held steady despite the operation of Approved Inspectors. Members may be aware that seven other Hertfordshire Authorities have formed a consortium which is now operational as Hertfordshire Building Control which in time will operate an Approved Inspector service which can trade outside of the respective Boroughs and Districts that make it up.
6. A key pressure for the service has been the rising cost of professional staff. For the past two years, the service has had to engage agency staff to maintain the service – itself a statutory requirement – and to maintain income levels. Recruitment for vacant permanent posts has not been successful. The

service has however taken on three new trainees with the intention of growing talent in-house and reducing the reliance on agency staff.

7. As part of the budget setting and savings process, the Council raised its Building Control fees by an average of 10% on 6 April 2017. Although the service is now more expensive, it remains competitive against the charges levied by other Hertfordshire authorities.
8. Development Management. Workload (DMP02) remains high within the service. Although there were slightly planning and related applications were received in 2016/17 than the previous year (2429 versus 2559), the number of major planning applications rose from 26 in 15/16 to 34 in 16/17. This trend is likely to continue as proposals from local housing allocations as set out in the Borough's Core Strategy and Site Allocations document begin to be built out – proposals for land at West Hemel Hempstead (LA3) and Marchmont Farm (LA1) are expected to be submitted for determination in 2017/18.
9. Planning fee income (FIN16) ended up at £843,031, in excess of the target of £812,710. This is a good outcome considering there was a pause in some market activity in the summer of 2016 and, had the trend continued, there would have been a risk of under-recovery against budget. Members should note that the budget target for planning fee income was raised by over £70,000 per annum for the past year.
10. In 2015/16, there was a significant improvement in processing times for planning applications (DMP04, 05 and 06); this trend has continued.
11. For major planning applications, the target of 60% of applications determined in 13 weeks was exceeded comfortably at 88.24% (up from 83.33%).
12. Just over 90% of Minor applications were approved on time – well ahead of the 65% target and up from just over 65% last year.
13. The 'other' category of applications – the bulk of the service's workload – finished the year at 89.29% and up from the 77.39% achieved in 2015/16.
14. The refusal rate for planning applications continues to remain low, with only 5.37% of applications refused, well ahead of the 12% target (DMP07). This means that nearly 95% 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. It is hopefully an indication that the growing pre-application advice service is working, to help shape acceptable proposals and deter those which have no or little realistic chance of being approved, being submitted.-
15. The planning appeal success rate ended at just under 70% (DMP30), meaning 30% of appeals were allowed by planning inspectors. There was a similar appeal allowed rate of 32.5% in 2015/16, whereas this was just under 17% in 2014/15. As remarked in this report to the Committee last year, 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.

16. The one exception to performance in development management in 2016/17 was in the time taken to validate planning applications (DMP08). Against a target of validating 70% of applications within 3 days, the year ended on 53%. The service suffered from some long term staff sickness, and the backlog of cases is now starting to clear. Importantly, slower validation of applications has not affected their key turnaround times (DMP04, 05, 06) which have all improved.
17. Planning Enforcement. Performance has remained high. The Council's approved Local Enforcement Plan sets out priorities for investigations into three categories. The final figures for Priority 1 cases to be visited within 1 working day (PE01) are awaited; Priority 2 and 3 cases came in at 88.5% and 95.7% for the target visiting times of 10 and 15 working days respectively (PE02 and PE03). Quarter 4 performance was at 100% for priority 1 cases and over 96% for both priority 2 and 3 cases.
18. Land Charges. Performance has improved again to finish at an average processing time of 5.66 days to process property searches against the target of ten day. This is an improvement on the 2015/16 result of 8.16 days. Income was a little below target at £246,232 received in search fees (FIN15).
19. Strategic Planning and Regeneration. There was positive progress on business development with a net growth of 205 businesses registered for VAT (SPR03). 6 new apprenticeships were created in the Borough.
20. 2016/17 was a good year for house building in the Borough, with 523 new homes completed – of all tenures. This compares well to the annual core strategy target of 430 new homes per annum.

Operational Risk Register

21. The risk register is at appendix 2. Having been reviewed recently, this remains unchanged from the last report to the Committee. Questions on the register are invited at the meeting.

Dacorum Development Programme - projects led by the Service

22. In previous years an update on key projects under the Dacorum Development Programme – such as the Marlowes Shopping Zone – was provided. Much of the Hemel Evolution programme of town centre projects is now complete, with the Water Gardens coming to an end at the present time.
23. There are a further range of projects underway or in progress, such as the Bury Museum project, Maylands Business Centre Extension, Hemel town centre access and movement. These will feature on a separate report on the progress of the Dacorum Development Programme to the Committee later in the year.

SPE OSC QUARTERLY PERFORMANCE REPORT

Planning, Development and Regeneration

March 2017



Measure	Owner & Updater	Mar 2017 Result	Dec 2016 Result	Mar 2016 Result	Sign Off	Comments
BC01 - Percentage of Building Control Applications determined within 2 months	Andrew Horner Andrew Howard	98.4% (123/125) Target: 100	100% (177/177) Target: 100	100% (164/164) Target: 100	✓	Updater Figures show 2 applications missing target. However Application/s in question withdrawn. Therefore target actually 100%. So target met. Owner Noted
DMP02 - Number of planning applications received	Andrew Horner Fiona Bogle	520 Applications Info Only	537 Applications Info Only	645 Applications Info Only	✗	
DMP04 - Percentage of major applications determined within 13 weeks (YTD)	Andrew Horner Fiona Bogle	100% (9/9) Target: 60	100% (5/5) Target: 60	83.33% (5/6) Target: 60	✓	Updater 100% for majors. 2 of the 9 were subject to an agreed extension of time.
DMP05 - Percentage of minor applications determined within 8 weeks	Andrew Horner Fiona Bogle	90.54% (67/74) Target: 65	85% (68/80) Target: 65	82.89% (63/76) Target: 65	✓	Owner
DMP06 - Percentage of other applications determined within 8 weeks	Andrew Horner Fiona Bogle	89.96% (242/269) Target: 80	89.31% (259/290) Target: 80	86.5% (237/274) Target: 80	✓	Updater Good outcome for the quarter. Well above target.
DMP07 - Percentage of planning applications refused	Andrew Horner Fiona Bogle	4.83% (17/352) Target: 10	6.8% (33/485) Target: 10	6.5% (26/400) Target: 10	✓	Updater Well within target.

Measure	Owner & Updater	Mar 2017 Result	Dec 2016 Result	Mar 2016 Result	Sign Off	Comments
DMP08 - Percentage of planning applications validated within 3 working days	Andrew Horner Jason Seed	39% (224/577) Target: 70	48% (303/632) Target: 70	74% (597/806) Target: 70	✓ Owner	
DMP30 - Appeals dismissed	Andrew Horner Fiona Bogle	71.43% (5/7) Target: 0.7	70% (7/10) Target: 0.7	No Data Target: 0.7	✗	
FIN15 - Building Control Income ytd actual against profiled budget	James Doe Caroline Souto	£544664 Target: 544040	£412873 Target: 405783	£573322 Target: 544000	✓ Updater In line with target	
FIN16 - Planning Fees ytd actual against profiled budget	James Doe Caroline Souto	£843031 Target: 812710	£519382 Target: 609533	£953897 Target: 740000	✓ Updater The year end position is a surplus of £30k due to some larger applications in the month of March	
FIN17 - Search Fees ytd actual against profiled budget	James Doe Caroline Souto	£246232 Target: 280000	£181091 Target: 210000	£284422 Target: 280000	✓ Updater Final position is a deficit of £34k (12%)	
LE04 - Average time taken to process an Official Local Land Charges search	Andrew Horner Ann Stowe	6.25 Days Target: 10	5.81 Days Target: 10	4.82 Days Target: 10	✓ Updater The increase in turnaround reflects the increased number of searches in March. However we are still under target for the quarter. Owner	
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	Andrew Horner Fiona Bogle	100% (4/4) No Target	100% (6/6) Target: 0	100% (6/6) Target: 100	✗	
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	Andrew Horner Fiona Bogle	96.1% (73/76) No Target	59% (36/61) Target: 0	90.3% (56/62) Target: 100	✗	
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	Andrew Horner Fiona Bogle	98.2% (56/57) No Target	80.9% (38/47) Target: 0	100% (60/60) Target: 100	✗	

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Measure	Owner & Updater	Mar 2017 Result	Dec 2016 Result	Mar 2016 Result	Sign Off	Comments
SPR05 - Number of new homes completed	Chris Taylor Francis Whittaker	92 Homes Info Only	156 Homes Info Only	128 Homes Info Only	✓	Owner reported monthly - annual figure - see end of year report
SPR20 - Level of CIL receipts	Chris Taylor Robert Freeman	No Data Info Only	No Data Info Only	No Data Info Only	✓	Updater A total of £143,477.17 is scheduled to be collected in Q4 (1st Jan 17-31st March 17) This has been boosted recently by the issue of a number of demands following information from Town and Parish Councils. The Borough is still in receipt of a limited number of commencement notices and this is of concern. As of the end of Feb 17 the Council had secured £346,844.19. A further £79,776.55 is due in March. Debts of £189,036.23 were identified but we are confident that £143,275.39 (Shrublands) of which should be received this financial year. The Council will hold circa £508,012.39 for its own use in delivering infrastructure and upon which to encourage CIL bids.

SPE OSC YEARLY PERFORMANCE REPORT

Planning, Development and Regeneration

March 2017



Measure	Owner & Updater	2017 Result	Quarter 4 Result	2016 Result	Sign Off	Comments
BC01 - Percentage of Building Control Applications determined within 2 months	Andrew Horner Andrew Howard	99.69% (643/645) Target: 100	98.4% (123/125) Target: 100	100% (691/691) Target: 100	✗	
DMP02 - Number of planning applications received	Andrew Horner Fiona Bogle	2429 Applications Info Only	520 Applications Info Only	2559 Applications Info Only	✗	
DMP04 - Percentage of major applications determined within 13 weeks (YTD)	Andrew Horner Fiona Bogle	88.24% (30/34) Target: 60	100% (9/9) Target: 60	84.62% (22/26) Target: 60	✓ Owner	
DMP05 - Percentage of minor applications determined within 8 weeks	Andrew Horner Fiona Bogle	84.79% (262/309) Target: 65	90.54% (67/74) Target: 65	65.48% (220/336) Target: 65	✓ Owner	
DMP06 - Percentage of other applications determined within 8 weeks	Andrew Horner Fiona Bogle	89.29% (1067/1195) Target: 80	89.96% (242/269) Target: 80	77.39% (897/1159) Target: 80	✓ Owner	Good outcome for the year. Well above target.
DMP07 - Percentage of planning applications refused	Andrew Horner Fiona Bogle	5.37% (94/1750) Target: 10	4.83% (17/352) Target: 10	7.67% (121/1577) Target: 10	✓ Updater	Well within target.
DMP08 - Percentage of planning applications validated within 3 working days	Andrew Horner Jason Seed	53% (1367/2585) Target: 70	39% (224/577) Target: 70	72% (2319/3204) Target: 70	✓ Owner	Noted. Measures to reduce backlog are being explored. Under performance here has not affected performance on planning application targets.

Measure	Owner & Updater	2017 Result	Quarter 4 Result	2016 Result	Sign Off	Comments
DMP30 - Appeals dismissed	Andrew Horner Fiona Bogle	69.23% (27/39) Target: 0.7	71.43% (5/7) Target: 0.7	No Data Target: 0.7	✗	
FIN15 - Building Control Income ytd actual against profiled budget	James Doe Caroline Souto	£544664 Target: 544040	£544664 Target: 544040	£573322 Target: 544000	✓ Updater	In line with target
FIN16 - Planning Fees ytd actual against profiled budget	James Doe Caroline Souto	£843031 Target: 812710	£843031 Target: 812710	£953897 Target: 740000	✓ Updater	The year end position is a surplus of £30k due to some larger applications in the month of March
FIN17 - Search Fees ytd actual against profiled budget	James Doe Caroline Souto	£246232 Target: 280000	£246232 Target: 280000	£284422 Target: 280000	✓ Updater	Final position is a deficit of £34k (12%)
LC04 - Average time taken to process an official Local Land Charges search	Andrew Horner Ann Stowe	5.66 Days Target: 10	6.25 Days Target: 10	8.16 Days Target: 10	✓ Updater	The reduction in turnaround time reflects the lower number of searches for this year.
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	Andrew Horner Fiona Bogle	2205.88% (375/17) No Target	100% (4/4) No Target	1428.57% (400/28) Target: 100	✗	
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	Andrew Horner Fiona Bogle	88.5% (238/269) No Target	96.1% (73/76) No Target	92.9% (234/252) Target: 100	✗	
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	Andrew Horner Fiona Bogle	95.7% (224/234) No Target	98.2% (56/57) No Target	97.9% (238/243) Target: 100	✗	
SPR03 - Net business registrations for VAT	Chris Taylor Rebecca Oblein	205 Businesses No Target	No Data Target: 0	460 Businesses Target: 50	✓ Updater	1085 registrations 880 deregistrations
SPR04 - Apprentices placed in Dacorum businesses per year	Chris Taylor Rebecca Oblein	6 No Target	No Data Target: 0	14 Target: 40	✓ Owner	THIS project has ended and the PI needs removal

Measure	Owner & Updater	2017 Result	Quarter 4 Result	2016 Result	Sign Off	Comments
SPR05 - Number of new homes completed	Chris Taylor Francis Whittaker	523 Homes No Target	92 Homes Target: 0	423 Homes Target: 0	✓ Updater	
SPR20 - Level of CIL receipts	Chris Taylor Robert Freeman	No Data Info Only	No Data Info Only	No Data Info Only	✓ Updater	<p>This is the first year reporting on CIL receipts via Corvu and the first complete year of collection for the Borough as Charging Authority.</p> <p>The Borough Council has received a total of Â£498,673.38 in CIL receipts over the financial year 16/17. This is broken down as follows:</p> <p>Administration (5%) Â£24,933.67 Neighbourhood CIL (15%) Â£72,333.68 Regulation 123 (80%) Â£401,406.03</p> <p>These figures are provisional and need to be reconciled with financial data.</p> <p>This is a significant increase in receipts from 15/16 from which some £52,095.49 remains for allocation to core infrastructure projects.</p>

OPERATIONAL RISK REGISTER

December 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.		<ul style="list-style-type: none"> -Enterprise Zone for Maylands secured, due to be operational by April 2017 - Developments coming forward at the Maylands Aviva site (out of town retail) and Prologis/Aviva (new commercial floorspace) - Economic Development Strategy in place with review process planned in - 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; - Role of CRG updated into a new Growth and Infrastructure Board - Submission made to the LEP's bid for Growth Deal 3 fund for a range of projects to boost the economy; - Town Centre Strategy now approved; 		<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 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: 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. Ongoing liaison with Herts LEP on external funding proposals, with submission made to the Growth Deal 3 programme in 2016 Participation in the Herts Enviro-Tech Enterprise Zone at Maylands / East Hemel to secure funding for major infrastructure improvements Corporate Project Management systems		Corvu project updates Cabinet reports on Water Gardens project Cabinet reports on Maylands Urban Realm Project Bid submission to Herts LEP	

OPERATIONAL RISK REGISTER

December 2016



	Management of cases through Dacorum Regeneration Programme Board.	
Sign Off and Comments		
Sign Off Complete		

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

Page 11	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 3 Likely	Residual Impact 3 High
Consequences		Current Controls		Assurance	
Unable to meet government and local targets. - Bad press - Shortfall on budget and potential staff cuts/service reduction - possibility of Govt intervention in the planning service if performance declines as a result		Monthly monitoring of development levels and income with Accountancy at GM and AD level Review of major developments monthly to help track income trajectory Building Control fees are to be increased from 1 April 2017			

Sign Off and Comments					
Sign Off Complete					

OPERATIONAL RISK REGISTER

December 2016



Income from Planning fees now unlikely to meet the increased income target set in the 16/17 budget. impact has been mitigated by the later than expected arrival of major planning applications

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	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.		<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					

OPERATIONAL RISK REGISTER

December 2016



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 staff appointed. Specialist expertise has been brought in using project finance on cost management, Design monitoring and Health and Safety.		See Dec 2013 Cabinet report for 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	
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: 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	3 High	9 Amber
Consequences		Current Controls		Assurance	

OPERATIONAL RISK REGISTER

December 2016



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. Infrastructure delivery plan in place and plans to engage key providers to address needs of development growth within Dacorum new Two Waters masterplan in draft and engaging key partners	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
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Sign Off and Comments

Sign Off Complete

Residual risk rating raised to reflect increased delivery of regeneration and development in the Borough by the private sector and therefore with less direct control. Challenge to match the needs generated by new developments with necessary infrastructure improvements.

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 - 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	

OPERATIONAL RISK REGISTER

December 2016



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: 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 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.		Workforce Development Plan	

Sign Off and Comments

Sign Off Complete
 Growing difficulty in retaining and recruiting Building Control staff, yet recent recruitment in early 2017 has secured 3 trainee appointments.

OPERATIONAL RISK REGISTER

December 2016



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: Graham Sutton	Tolerance: Tolerating	
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	
<p>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</p>		<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 - Site Allocations DPD nearing adoption (summer 2017) - New Local Development Scheme approved by DBC in December 2016 to cover production of the new Dacorum Local Plan by 2019 		<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---report-(373-kb).pdf?sfvrsn=0</p> <p>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</p> <p>Further report to Cabinet on next steps with Local Planning Framework Dec 2013 http://www.dacorum.gov.uk/docs/default-</p>	

OPERATIONAL RISK REGISTER

December 2016



		<p>source/council-democracy/annual-monitoring-report-and-lpf---report-(187-kb).pdf?sfvrsn=0</p> <p>Local Development Scheme at http://www.dacorum.gov.uk/docs/default-source/strategic-planning/lfs-2014-final-version.pdf?sfvrsn=0</p> <p>Other cabinet reports on Local Planning Framework progress</p>
Sign Off and Comments		
<p>Sign Off Complete</p> <p>Residual risk rating raised as the new Local Plan gets underway. Potential for delays are quite high with introduction of new evidence throughout the process (eg new housing data) and reliance on the Planning Inspectorate to set up Examinations to align to the timescale.</p>		

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