

# Strategic Planning & Environment Overview & Scrutiny Agenua

#### **TUESDAY 20 MARCH 2018 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 Barrett

Councillor Birnie

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, England, Link, McLean, Ritchie, R Sutton and Tindall

For further information, please contact Katie Mogan or Member Support

#### **AGENDA**

7. PLANNING, DEVELOPMENT AND REGENERATION Q3 PERFORMANCE REPORT (Pages 2 - 17)

# Agenda Item 7



Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	20 March 2018
PART:	1
If Part II, reason:	

Title of report:	Quarter 3 2017/18 Performance Report – Planning, Development and Regeneration
Contact:	Cllr Graham Sutton, Portfolio Holder for Planning and Regeneration
	James Doe, Assistant Director – Planning, Development and Regeneration
Purpose of report:	To report on service performance for the third quarter of 2017/18, 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	<u>Value for Money</u>
Implications'	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 2016-18 Performance information held on the Rocket system.

#### Introduction

- 1. The report provides information on performance of the Planning, Development and Regeneration service for the third quarter of the business year 2017/18, from the start of October to the end of December.
- 2. In summary, performance remains good, though there are exceptions in respect of Building Control and Local Land Charges fee income, and lower quarterly performance in one area of planning enforcement and planning appeals. Planning validation, which has been under-performing for some time now, is improving though still registering red for this quarter.

#### **Performance Indicators**

- 3. <u>Building Control</u>. The service is undergoing a transitionary phase as experienced staff left for other positions at the end of 2017, with the vacancies occupied by agency staff. Since January interim management of the service has been provided on a part-time basis by the Watford Borough Council Building Control Manager through a service level agreement. In addition, there are three trainees within the service who are directly employed by DBC.
- 4. The key indicator results were just below target at 96% of building regulations applications determined within two months of receipt (BC01).
- 5. Income from the Building Control service is remains running below target by around £41,000, though the gap has narrowed from quarter 2 when it stood at £53,000. (FIN15). Generally, the number of applications submitted to the service continues up, but with less larger, higher value work.
- 6. <u>Development Management</u>. Workload (DMP02) continues to remain high with 532 applications received during the quarter, up from the 474 applications received in quarter 2.

- 7. Planning fee income (FIN16) remains very strong with just over £698,000 collected this quarter, over £126,000 ahead of target. This continues to be due to the receipt of major planning applications which attract large fees.
- 8. Processing times for planning applications (DMP04, 05 and 06) continues to remain strong.
- 9. For major planning applications, 75% of applications determined were processed within the statutory timescale or with agreed extensions of time, considerably above the target of 60%, reflecting well on the need to process the larger developments efficiently (please note this as an update to the performance report attached at Appendix 1.
- 10. Just under 79% of Minor applications were approved on time ahead of the 65% target and up for last guarter's performance of 72%.
- 11. The 'other' category of applications the bulk of the service's workload ended the quarter at 89%, again with the 80% target met and up from 84% last quarter.
- 12. The refusal rate for planning applications continues to remain low, with only 5.67% of applications refused, well ahead of the 10% target (DMP07).
- 13. There was a dip in quarter three for planning appeals, with the success rate at 60% of cases dismissed (DMP30), below the 70% target. There were only five cases determined at appeal this quarter, compared to 13 cases in quarter 2 and ten in quarter 1. A lower base level will always make the indicator result more volatile, and the end year performance will be the most important. For the year to date, a total of 22 out of 27 cases have been dismissed by Planning Inspectors making a success rate for DBC of 81%.
- 14. The time taken to validate planning applications (DMP08) has improved but remained in the red category for quarter 3. For the quarter, against a target of validating 70% of applications within 3 days, 41% was achieved, but up from 34% in the previous quarter. Changes have been made to the processing of applications for validation with efforts to clear the backlog since the start of 2018 there has been a sustained improvement. The monthly outcome for February was at target with 70% of applications validated within 3 days of receipt.
- 15. <u>Planning Enforcement</u>. By way of update to the performance report at Appendix 1, 100% of Priority 1 cases were visited within one working day of notification (PE01). Workload in the service has risen quite sharply at 144 cases up from 118 cases in quarter 2. This has impacted on performance on visiting Priority 2 cases within 10 working days (83% against a target of 100%) and Priority 3 cases within 15 working days (97% against the same target).
- 16. The budget for 2018/19 for the Planning service contains proposals for additional resource within the enforcement team to help meet increasing demands on the service. A service objective for next year will be to review the Local Enforcement Plan which sets out the Council's approach to, and services standards for, planning enforcement. This will be a matter for Cabinet to approve in due course.

- 17. <u>Land Charges</u>. Performance remains within target at 8.28 days to process property searches against the target of ten days. Income is however approximately £41,000 below anticipated target at the end of December 2017 at just over £177,000 received in search fees (FIN15).
- 18. The decline in income is due to a slowing of the property market, with officers receiving feedback from other authorities in the County over a decline in workload. Monitoring carried out by the service confirms that business is not being lost to the private sector through personal search companies, and if anything in January and February 2018, their market share has declined whereas the Council's has increased.

#### **Operational Risk Register**

19. The risk register is at appendix 2, and this remains unchanged. Questions on the register are invited at the meeting.

major applications determined within 13

weeks (YTD)

Target: 60

Target: 60

OSC Report - Strategic Planning & Environment Department - Planning, Development and RAG **Last Quarters Last Years** Results **Indicator Name** Results Results **Comments Actions** Dec-2017 **Sep-17** Dec-16 Dacorum Delivers - Efficiencies DMP05 - Percentage of 78.9% 72.29% 85% 0 | 0 | 4 No Info Updater Comments: target exceeded 86 / 109 60 / 83 68 / 80 minor applications with use of extension of time determined within 8 Target: 65 Target: 65 Target: 65 agreements. weeks 89.02% DMP06 - Percentage of 84.37% 89.31% 0 | 0 | 4 No Info Updater Comments: Target exceeded 227 / 255 286 / 339 other applications 259 / 290 with use of extension of time determined within 8 Target: 80 Target: 80 Target: 80 agreements. weeks FIN15 - Building Control £276191 £412873 £406390 3 | 0 | 1 No Info No Comments Income ytd actual against profiled budget Target: 452910 Target: 328920 Target: 405783 FIN16 - Planning Fees £698264 £452359 £519382 0 | 0 | 4 No Info No Comments ytd actual against profiled budget Target: 572040 Target: 381360 Target: 609533 FIN17 - Search Fees ytd £139127 £181091 £177051 3 | 1 | 0 No Comments No Info actual against profiled budget Target: 218250 Target: 145500 Target: 210000 Dacorum Delivers - Performance excellence BC01 - Percentage of 96.64% 100% 100% 0 | 3 | 1 No Comments No Info **Building Control** 144 / 149 140 / 140 177 / 177 Applications determined Target: 100 Target: 100 Target: 100 within 2 months DMP04 - Percentage of No Data No Data 100% 0 | 0 | 2 No Comments No Info

Target: 60

Indicator Name	Results Dec-2017	Last Quarters Results Sep-17	Last Years Results Dec-16	RAG	Comments	Actions
DMP07 - Percentage of planning applications refused	5.67% 20 / 353 Target: 10	4.9% 28 / 572 Target: 10	6.8% 33 / 485 Target: 10	0   0   4	Updater Comments: Within Target	No Info
DMP08 - Percentage of planning applications validated within 3 working days	41% 241 / 594 Target: 70	34% 190 / 553 Target: 70	48% 303 / 632 Target: 70	4   0   0	No Comments	No Info
PE01 - Percentage of priority 1 enforcement cases visited within 1 working day	No Data Target: 100	100% Target: 100	100% Info Only	0   0   2	No Comments	No Info
PE02 - Percentage of priority 2 enforcement cases visited within 10 working days	83.3% 60 / 72 Target: 100	83.1% 54 / 65 Target: 100	59% 36 / 61 Info Only	2   0   0	No Comments	No Info
PE03 - Percentage of priority 3 enforcement cases visited within 15 working days	97.2% 69 / 71 Target: 100	96.2% 50 / 52 Info Only	80.9% 38 / 47 Info Only	0   1   0	No Comments	No Info
LC04 - Average time taken to process an official Local Land Charges search	8.28 Days Target: 10	6.87 Days Target: 10	5.81 Days Target: 10	0   0   4	Updater Comments: The average turnaround has increased this quarter due to Annual Leave and Training. We are however within the maximum target.	No Info
DMP30 - Appeals dismissed	60% 3 / 5 Target: 70	100% 13 / 13 Target: 70	70% 7 / 10 Target: 0.7	1   0   3	Updater Comments: The two allowed appeals were refused by Committee against officer recommendaion to grant.	No Info
Dacorum Delivers - Value fo	or money					
SPR20 - Level of CIL receipts	322518 Info Only	178914 Info Only	No Data Info Only		No Comments	No Info

Indicator Name	Results Dec-2017	Last Quarters Results Sep-17	Last Years Results Dec-16	RAG	Comments	Actions
SPR05 - Number of new homes completed	96 Homes	111 Homes	156 Homes		No Comments	No Info
nomes completed	Info Only	Info Only	Info Only			
DMP02 - Number of planning applications	532 Applications	474 Applications	537 Applications		No Comments	No Info
received	Info Only	Info Only	Info Only			

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## 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
Likely Consec	4 Severe	12 Red	3 Likely	2 Medium	6 Amber
Consec	quences	Current	Controls	Assu	rance
Needs of the community in to local services will not be me	t.	-Enterprise Zone for Maylan operational by April 2017 - Developments coming forv site (out of town retail) and commercial floorspace) - Economic Development Str process planned in - Dacorum Development Prodedicated team and budget - Participation in county-wid - Corporate actions; development actions; development Produced of CRG updated into a Infrastructure Board - Submission made to the LE fund for a range of projects - Town Centre Strategy now	vard at the Maylands Aviva Prologis/Aviva (new rategy in place with review ogramme in place with e initiatives and Partnership oments monitored and e Regeneration Group; new Growth and P's bid for Growth Deal 3 to boost the economy;	t-document-library/ed-strate sfvrsn=0 Dacorum Development Prog http://www.dacorum.gov.ul	nofurther.co.uk/docs/defaul egy-brochure-web-pdf.pdf? gramme at k/docs/default-dpjanuary2013.pdf?sfvrsn=0 erally at k/home/regeneration

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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:	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
Consec	quences	Current	Controls	Assu	rance
minimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Censure timely spend to Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals, with subminimise risk to the Ongoing liaison with proposals and the Ongoing liaison with liaison with proposals and the Ongoing liaison with		ensure timely spend to avoid Ongoing liaison with Herts L proposals, with submission programme in 2016	in seeking new funds and to d clawback of grant funding.  EP on external funding made to the Growth Deal 3 diviro-Tech Enterprise Zone at ecure funding for major is	Corvu project updates  Cabinet reports on Water Gabinet reports on Mayland  Bid submission to Herts LEP	ls Urban Realm Project

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	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 Pa ক্ষেegory: Portfolio Holder: **Corporate Priority: Risk Owner:** Tolerance: Fi<u>na</u>ncial Regeneration **Graham Sutton** Treating James Doe **Inherent Probability Inherent Risk Score Residual Probability Residual Risk Score Inherent Impact Residual Impact** 12 3 4 3 3 Likely Likely **Amber** Severe Red High Consequences **Current Controls Assurance** Unable to meet government and local targets. Monthly monitoring of development levels and income with Accountancy at GM and AD level - Bad press - Shortfall on budget and potential staff cuts/service reduction Review of major developments monthly to help track - possibility of Govt intervention in the planning service income trajectory if performance declines as a resuly Building Control fees are to be increased from 1 April 2017 **Sign Off and Comments** Sign Off Complete

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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 Insufficent Capac						
<b>Categor</b> Infrastru		Corporate Priority: Regeneration		Risk Owner: James Doe	Portfolio Holder: Graham Sutton	Tolerance: Treating
Inhe	rent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
Page	3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
ige	Consec	quences	Current	Controls	Assu	rance
Regener bloget.	Regeneration projects fail, are delayed or go over - SPAR team fully in place		nnd capacity h Dacorum Regeneration	Project PIDs and governance Corporate Regeneration Grown Regeneration Programme Bound See Cabinet report Dec 2013 project management arrang http://www.dacorum.gov.ulsource/council-democracy/devolution-reportfinal-repostvrsn=0  Work now progressing on sit Shopping Zone improvement	oup and Dacorum oard.  B regarding Hemel Evolution ements k/docs/default- cabinet13-12-17hemel- ort-jd-comments.pdf?  te for the Marlowes	
Sign Off and Comments						
Sign Off Complete						

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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	Graham Sutton	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3	4	12 Park	2	3	6
Likely	Severe	Red	Unlikely	High Amber Assurance	
Consequences  Regeneration projects fail, are delayed or go over butget.  Specialist expertise has been finance on cost management Health and Safety.		n brought in using project	See Dec 2013 Cabinet report project management arrang http://www.dacorum.gov.uksource/council-democracy/cevolution-reportfinal-reportsfvrsn=0	t for Hemel Evolution ements cabinet13-12-17hemel-	
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:	Corporate Priority: Risk Owner: Portfolio Holder: Tolerance:				
Infrastructure	Regeneration		James Doe	Graham Sutton	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3	4	12	3	3	9
Likely	Severe	Red	Likely	High	Amber
Consec	quences	Current	Controls	Assu	rance

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Regeneration projects fail, are delayed or go over	Regular engagement with key partners and stakeholders	HH Town Centre Masterplan at
budget.	through direct project management and through	http://www.dacorum.gov.uk/home/regeneration/heme
	Dacorum Regeneration Programme Board.	I-evolution/hemel-hempstead-masterplan
	Infrastructure delivery plan in place and plans to engage	Water Gardens funding report to Cabinet at
	key providers to address needs of development growth	http://www.dacorum.gov.uk/home/council-
	within Dacorum	democracy/meetings-minutes-and-
		agendas/events/2014/07/22/cabinet/cabinet
	new Two Waters masterplan in draft and engaging key	
П	partners	
<u>n</u>	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:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
	Infrastructure	Dacorum Delivers		James Doe	Graham Sutton	Tolerating
	Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
	2	3	6	1	3	3
	Unlikely	High	Amber	Very Unlikely	High	Green
	Consequences		Current Controls		Assurance	
	- loss of service to the public		Actions in Corporate Business Continuity Plan		Corporate Business Continuity Plan	
	- harm to Council's reputation					
- duty to meet legal requirements is impaired		Prioritisation of key service in the event of disaster or				
- potential loss of income and business		other failure.				

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Sign Off Complete									
PDR_I05 Workforce Planning fails to prevent service failure									
Category: Corporate Priority:		: idiiuie	Risk Owner:	Portfolio Holder:	Tolerance:				
Infrastructure	Dacorum Delivers		James Doe	Graham Sutton	Treating				
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score				
P 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									

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

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## PDR\_R01 Local Development Framework (LDF) fails to meet milestones in Local Development Scheme

Category: Corporate Priority: Reputational Dacorum Delivers			Risk Owner: James Doe	Portfolio Holder: Graham Sutton	<b>Tolerance:</b> Tolerating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3	4	12	2	3	6
Likely	Severe	Red	Unlikely	High	Amber
Consequences  Time 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		Current Controls		Assurance	
		<ul> <li>Core Strategy adopted September 2013 - a major task and milestone achieved, to make the rest of the process achievable</li> <li>Project management and monitoring of progress against the Local Development Scheme</li> <li>Site Allocations DPD nearing adoption (summer 2017)</li> <li>New Local Development Scheme approved by DBC in December 2016 to cover production of the new Dacorum Local Plan by 2019</li> </ul>		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-adoptionreport-(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-adoptionreport-supplementcore-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-	

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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** 

Off Complete

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 heusing data) and reliance on the Planning Inspectorate to set up Examinations to align to the timescale.

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