

APPENDIX 1: 300-PLAN RESOURCES REQUIREMENT

The following provides an analysis of what additional resources the team requires in order to reduce live planning enforcement caseload to 300 by the end of March 2024. It also provides an analysis of where the team will be at this period if no additional resources were forthcoming, and if less additional resources were provided.

There are various steps to this analysis:

- STEP 1: Establish the resource requirements of enforcement cases.
- STEP 2: Establish the number of planning enforcement cases that will be received by the end of March 2024.
- STEP 3: Establish the resource requirement of cases that need to be closed by the end of March 2024.
- STEP 4: Establish the existing in-house resource and consequently the resourcing shortfall.
- STEP 5: Establish the resources needed to reach 300 live enforcement cases by the end of March 2024.

1. STEP 1: Establish the Resource Requirements of Enforcement Cases

1.1 Enforcement cases can be divided into three categories based on the work required to reach closure:

- i. **Simple Enforcement case:** Just one SV, typically no breach, or the breach is of such a minor nature that it requires no further work. Reports are very short.
- ii. **Medium Enforcement case:** Typically two site visits – the initial visit and a compliance visit. Will involve an element of negotiation, whether for a voluntary resolution or the submission of a retrospective planning application. May need some additional tools (such as PCNs) to gather further information. Reports need to go into some detail.
- iii. **Complex Enforcement case:** Involves multiple site visits. Will involve extensive negotiations, meetings, etc. Will typically involve the support of another DBC or HCC department. Will usually require a range of investigation tools to be used. Often requires formal action. Reports need to go into considerable detail. Notices need to be drafted, and typically defended on appeal. May require further action to ensure compliance.

1.2 In a typical year, Planning Enforcement cases can be broken down as follows:

Simple = 40%; Medium = 55%; Complex = 5%

This is based on the percentage of cases typically closed as 'no breach', 'no further action' and 'not expedient to take action'.

1.3 The time needed for each case type (based on averages) is as follows:

Simple: 5 hours; Medium = 10 hours; Complex = 30 hours

2. STEP 2: Establish the number of Planning Enforcement Cases that will be received by the end of March 2024

- 2.1 There are currently 400 live enforcement cases, with the target to get down to 300.
- 2.2 Two months (April and May) of this year have already passed and therefore we can expect a further 375 cases by the end of March 2024 ($500/12 \times 10$).
- 2.3 A closure of 375 cases from June 1st to March 31st would therefore keep the team at 400 live cases at the end of March 2024.
- 2.4 In order to get down to 300 live cases by the end of March 2024, we therefore need to close $375 + 100$, i.e. **475 enforcement cases** between June 1st and March 31st.

3. STEP 3: Establish the resource requirement of cases that need to be closed by the end of March 2024.

- 3.1 Out of the 375 new cases coming in, taking the typical case breakdown (see 1.2) into account this means we would receive:
 - 150 simple cases
 - 206.25 medium cases
 - 18.75 complex cases
- 3.2 Removing 100 of the existing cases would take more resources as there are very few simple cases 'stuck in the system'. Therefore, removing 100 cases would entail removing:
 - 10 simple cases
 - 70 medium cases
 - 20 complex cases
- 3.3 However, an element of work would already have been done on these cases, so this reduces the resources required by on average 25%.
- 3.4 Based on the above, a calculation can be made on the resources required to close 475 cases:
 - Simple cases (new): $150 \times 5 \text{ hours} = 750 \text{ hours}$
 - Simple cases (existing): $10 \times 3.75 \text{ hours} = 37.5 \text{ hours}$
 - Medium cases (new): $206.25 \times 10 \text{ hours} = 2,062.5 \text{ hours}$
 - Medium cases (existing): $70 \times 7.5 \text{ hours} = 525 \text{ hours}$

- Complex cases (new): $18.75 \times 30 \text{ hours} = 562.5 \text{ hours}$
- Complex cases (existing): $20 \times 22.5 \text{ hours} = 450 \text{ hours}$

TOTAL: 4,387.5 hours needed.

4. STEP 4: Establish the existing in-house resource and consequently the resourcing shortfall.

4.1 The existing team is made up of 3 FT posts, one Principal Planning Enforcement Officer and 2 Planning Enforcement Officers.

4.2 For each post, taken across June to March period, this equals (37 hours x 40 weeks) = 1,480 hours resource during the relevant period.

4.3 In respect of the Principal Planning Enforcement Officer, due to Management meetings, informal and formal complaints, performance monitoring, training of new member of staff, 1-2-1s, personal development and training, etc., 30% of time is available for caseload.

4.4 In respect of the Planning Enforcement Officers, due to service meetings, 1-2-1s, personal development and training, etc., they have 80% of time available for caseload. However, one of the 2 Enforcement Officers is brand new and inexperienced and therefore the capacity would go down to 50%, whilst the other Enforcement Officer would be involved in the training of the new Officer and their capacity would go down to 75%.

4.5 Therefore, the existing resource available for caseload is as follows:

(Principal Planning Enforcement Officer): 444 hours

(Planning Enforcement Officer): 1,184 hours

(Planning Enforcement Officer): 740 hours

TOTAL = 2,368 hours

5. STEP 5: Establish the additional resources needed to reach 300 live enforcement cases by the end of March 2024

5.1 The shortfall of resources is the number of hours required (4,387.5) minus the number of hours available through the existing team (2,368), i.e. **2,019.5 hours**

5.2 Agency staff should spend 90% of their time on caseload – therefore one agency staff based on a 40 week full-time (i.e. 37 hours a week) contract would be able to provide:

$(37 \text{ hours} \times 40 \text{ weeks}) = 1,480 - 10\% (148) = 1,332 \text{ hours}$

5.3 Consequently, a 10-month Agency appointment would take resource shortfall down to 687.5 hours

5.4 A further 6-month Agency appointment would take resource shortfall to -111.7 hours

6. CONCLUSION BASED ON THESE CALCULATIONS:

6.1 Two agency appointments, one for 10 months and a second for 6 months, combined with existing resources, would allow the team to reach 300 live cases within 10 months of the introduction of these additional resources.

6.2 This is based on:

- No unforeseen absences, e.g. sickness
- Cases being received remains within 10-year average figures.
- Agency staff being able to 'run' immediately and performing well (which has not always been the case with Agency staff).

7. ALTERNATIVE SCENARIOS

7.1 One 10-month Agency resource

The same calculations as above have been made to ascertain the resources required for the planning enforcement team to close 375 enforcement case from the beginning of June 2023 to the end of March 2024. This would see the team maintain its current position of 400 live enforcement cases.

The calculations made in this respect have included 325 new cases and 50 existing cases. This creates a total resource need of 3,431.25 hours, and a shortfall of 1,063.25 hours.

As discussed above a 10-month agency appoint would provide 1,332 hours, which is 268.75 hours more than needed to maintain live caseload at 400.

Consequently, an Option B of employing one 10-month Agency staff would see live caseload reduce from 400 to approximately 370 cases.

7.2 No additional resources

The same calculations have been done on the basis of closing 300 enforcement cases from the beginning of June 2023 to the end of March 2024. The calculations made in this respect have included 250 new cases and 50 existing cases.

This calculation creates a resource need of 2,587.5 hours, which is above the available resource of 2,368 hours.

Overall, should the team have no additional resource I would expect live enforcement caseload to have increased by approximately 80 cases, i.e. to 480 cases by the end of March 2024