



Planning and Public Protection

Service:	Planning and Public Protection
Directorate:	Economy and Place
Service Plan Holder:	Assistant Director Planning and Public Protection
Director:	Corporate Director Economy and Place
Cabinet Member:	Executive Member for Transport and Planning, Executive Member for Finance and Performance, Executive Member for the Environment, Executive Member for Culture, Leisure and Tourism.
Date Last Updated:	11th July 2018

1.a – Description

The description of the service should include the vision and a summary of the overall service objectives. Please also identify the key customers and other stakeholders of the service

The Assistant Director for Planning and Public Protection has responsibility for the following services:

Strategic Planning group

- Strategic land use and policy planning at local and regional level.
- The Local Plan for York (a high council / political priority).
- The Joint Minerals and Waste Plan with North Yorkshire County Council and North York Moors.
- Spatial planning and policy input also to Leeds City Region and York + North Yorkshire sub regional officer and member groups.
- Neighbourhood Plans.
- Community Planning (workshops and forums) for all major development schemes.
- Input into the Economic Development Strategy for the city and Strategic Economic Plan's for the both York/North Yorkshire and Leeds City Region.
- Development of an City Infrastructure Delivery Plan (link to Local Plan and Transport Plan).
- Development of Community Infrastructure Levy for the city (CIL).
- Strategic Transport planning.
- Supplementary Planning Guidance (and Interim Planning Statements).

Development Services group

- Planning Development Management services- planning applications, enforcement and appeals.
- Building Control inc dangerous structures and safety at sports grounds.

- Land Charges (all property searches).
- Corporate Property Information : Local Land and Property Gazetteer.(data base for all “place” information).

Also specialist design conservation and sustainability environmental consultancy services inc:

- Heritage (including archaeology + conservation)
- Landscape architecture, arboriculture services, countryside management , and ecology.
- Village greens and common land administration
- Urban design, master planning, and development briefs

Public Protection group

- Licensing of: Hackney carriage driver & vehicle; private hire driver, vehicle & operator; supply of alcohol; provision of late night refreshment; street trading, charitable collections; gambling, small lotteries; sex establishments; scrap metal dealers/motor salvage operators; sports grounds; animals including pet shops, catteries and kennels; poisons, explosives, and petroleum;
- Environmental protection (environmental health, food hygiene, pollution control, noise, contaminated land);
- Trading standards (for the city)

National Trading Standards Regional Investigations and eCrime group

Government initiative and supported trading standards work at regional level where issues across Local Authority areas.

- National responsibility for Trading Standards e-Crime enforcement
- Regional responsibility for cross border regionally tasked Trading Standards investigations
- Responsibility for some nationally tasked Trading Standards ‘UK wide’ investigations
- Responsible for restraint/management of restrained criminal assets under the provisions of the Proceeds of Crime Act (currently over £20million realisable value)
- The work programme for each the team is set by National Trading Standards (NTS) and the team are funded by NTS

The services in more detail:

Strategic Planning

The Strategic Planning Team provides a statutory strategic planning function for the Council . producing long term strategies for the city relating to spatial land use and transport. In particular, working on the Local Plan, Neighbourhood Plans, Waste & Minerals Planning, CIL and other supplementary planning guidance. These include undertaking commission and directly producing evidence relevant to these functions. In addition it also has a key role in monitoring delivery and the production of evidence to support policy development.

In essence the team's role is to shape the city's approach to key planning issues providing a clear local framework to guide and promote development where it is needed, and protect the quality of York's unique historic, natural and built environment.

The team also leads on the requirements of Strategic Environmental Assessment (SEA) and Habitat Regulation Assessment (HRA) ensuring legal compliance with the EU Directives and Regulation 12 of the Environmental Assessment of Plans and Programmes Regulations 2004. These assessments are required for all spatial plans including the Local Plan, Joint Waste and Minerals Plan, Neighbourhood Plans and potentially SPDs. The team also provides specialist advice on EIA requirements for the planning application process.

Other statutory functions, duties and activities currently undertaken by the Strategic Planning Team include: maintaining the Brownfield Land and Self-build Registers, producing the Authority Annual Monitoring Report including the Housing Delivery Statement and five year housing land supply requirement and representing CYC at regional/sub-regional Member/Officer groups (as well as one-to-one meetings with prescribed bodies) in exercising its duties under the Duty to Cooperate.

The team also has a key role in the development management process both at the application and pre app stage drawing on NPPF, emerging Local Plan, evidence base and other relevant technical work relating to the natural and built environment and transport. The team also provides specialist advice and input at Planning Appeals and other Planning Inquiries. This includes examination into development plan documents working closely with colleagues across EAP and

legal.

In addition to having critical statutory role The Planning and Environmental Management Service responds directly to priorities from the Council Plan; it particularly fits with the following priorities from the Council Plan:

- A prosperous city for all
- A Council That Listens To Residents.

Public Protection

The vision is to have a cost effective collaboration focused on corporate priorities and responsive to the needs of our communities with skilled and innovative staff dedicated to excellent customer service'

Using a combination of risk assessments, complaints and other intelligence to target our resources where there is most likely to be a breach of the law, our key objectives are to:-

- Ensure businesses meet obligations under environmental health legislation particularly relating to food hygiene, health and safety in the workplace, pollution control and preventing statutory nuisances.
- Protect residents from unfair trading practices and illegal supplies of alcohol, tobacco and dangerous products.
- Ensure businesses comply with the conditions of licences they are granted.
- Help improve the local environment, particularly in respect of air quality by delivering the objectives in the council's Air Quality Action Plan (AQAP3) and delivering services in accordance with the contaminated land strategy by 2020.

Our main customers are members of the public (which include all residents and visitors to the city), businesses and other council departments/ government agencies. Much, though not all, of the team's work is concerned with the interaction between these groups.

In a typical year we will receive and respond to over 2500 complaints/enquiries from members of the public directly. We have links with the police and other government agencies such as the Food Standards Agency, The Health and Safety Executive, Department for Food, Environment & Rural Affairs and the National Trading Standards Board (funded by the Department for Business, Energy and Industrial Strategy) who provide information and intelligence to help direct and shape

our activities. Our Trading Standards Officers also receive information from Citizens Advice about complaints made to them by York consumers (around 2500 complaints a year are made by residents about trading standards matters in this way).

We deal with over 300 requests from businesses for advice and we are 'Primary Authority' for twelve businesses, which means that we take the lead in their Regulation on a national basis. We will typically visit in the region of local 600 businesses (we charge for many of our businesses on a cost recovery basis) and we typically carry out over 50 investigations with around 15 resulting in court action. The remainder will result in cautions or more informal warnings.

Development Services

Development Services facilitates proposals for new development in the city, applying the national and local policy and law in determining formal submission and providing advice on the requirements for and merits of proposals. The service also processes property searches and maintains the Council Property Gazetteer. Land Charges Building Control services have a broad client group from across the city, from individual home owners wishing to extend their property to major house-builders or businesses with large scale development proposals, and to the builders themselves. The services also have responsibility to engage with residents with concerns regarding proposals (approx 20,000 representations received per annum), to members. The teams are grouped as follows:-

Building Control - This service administers the Building Regulations to new buildings, alterations and extensions. This covers aspects such as structure, means of escape, sound insulation energy conservation, drainage, access facilities for all, and electrical installations. The section also deals with other matters covered by the Building Act 1984 which includes dangerous structures, and demolition control. Street naming and numbering for the authority is also dealt with by the section. Last year we received 2178 formal submissions. This covers the full costs of the service. Income potential is being expanded with a series of partnership arrangements with local private companies within the construction sector.

Development Management - This service deals with planning applications and enforcement. The service is a statutory function in accordance with the provisions of the Town and Country Planning Act 1990 and related legislation. The determination of planning applications is undertaken through an Area Sub-Committee and a Main Committee, plus through delegated powers to Officers. Each year the service processes almost 2000 planning applications and associated

permissions (excluding applications for tree works) and around 600 enforcement cases in as well as 50 Planning and Enforcement appeals, and provided written advice for almost 500 formal development enquiries. In addition the service received over 270 written pre application enquiries and 361 requests to approve details required by conditions.

Local Land Charges - This service provides Planning, Highways and Environmental information in connection with land and property transactions. We also provide details of charges registered against the property, as defined by the Local Land Charges Act 1975. Such charges include Conservation Areas, Smoke Control Zones, Listed Buildings, Tree Preservation Orders, Enforcement Notices and Conditional Planning Consents. The service is funded by charges. Property search fees are statutory and are set by the Department of Constitutional Affairs, whilst other search fees are set by City of York Council to cover the cost of the service.

Local Land & Property Gazetteer - This is the property database for the Building Control, Development Management and Design Conservation software as well as the corporate CRM. It is 99.96% accurate against council tax records and is one of the most accurate in the country.

The Design Conservation and Sustainable Development team - undertakes a highly specialist, statutory functions. It provides technical input and expert specialist advice relating to the natural and built environment covering: design, conservation, listed buildings, archaeology, ecology, countryside management, landscape, sustainable design & construction, carbon management & energy.

The work of the team includes significant critical inputs into the Strategic Planning process, development management both at the pre application and application stage, and in relation to other Council and public projects.

The team has a critical role in directly delivering the sustainability agenda, managing energy and promoting behavioural change. It leads on major projects for the City including the Corporate Carbon Transformation Rewiring Project which aims to deliver Solar Energy projects and significant improvements and benefits from the Council's existing buildings.

1.b – Operating Context and Baseline Resources

Please describe the environment in which your services operate, the key strategies and challenges. Use this section to outline the service resources such as workforce, budget and associated risks.

Staff FTEs:

Development	40.1
Planning	9.7
Public Protection	36.5
Total	86.3

Net Revenue Budget:

Total **£1.08m**

Demographic changes:

- Increase in aging population.

2 – Service Improvement Priorities

Provide a headline overview and analysis of key challenges and summarise the key priorities for the service

Strategic Planning

The service faces some key delivery challenges within the next year. At a strategic level these relate to the need to address statutory requirements relative to resource. This is particularly challenging given the number and extent of planning, listed building and conservation area and other similar applications along side the increasing requirements associated with plan making. Most of the key challenges faced are not single year projects. More detailed is provided within the relevant sections below. This therefore needs to be considered in the context of the budget section outlined above. More specifically these challenges include the delivery of the following:

- Delivering the City's first Local Plan in six decades against a demanding national public policy context. This involves working with the Local Communities; Statutory bodies; developers and interest groups. This must be done within a prescribed statutory framework.
- Planning for infrastructure and investment linked to Local Plan, this includes detailed viability and deliverability, city wide transport modelling and developing appropriate mechanism through CIL and related planning gain.
- Effective across boundary working to discharge duties required under the Localism Act relating to the Duty to Cooperate.
- Delivery a Joint Waste & Minerals Plans reflecting the views of all partners within prescribed statutory framework.
- Contributing to Regional Planning making at both the North Yorkshire and Leeds City Region level.
- Effective working with Parishes and others balancing different asks and requires to produce Neighbourhood Plans within a prescribed statutory framework.
- Adequately resourcing inputs into the Planning application, pre app and Planning Appeals and Inquiries process to ensure quality decision making and to address threats of Legal Challenge etc. The Strategic Planning team

contributes to around 150 planning applications. Both teams routinely get involved in planning appeals and inquiries.

- Maintaining an appropriate evidence base to enabled decision making on the natural built environment.

Public Protection

Dealing with the workload challenges associated with an increase in planning applications and development activity in the city over the next 12/ 18 months.

We aim to maintain and / or increase income we generate from providing our services to businesses and other local authorities

Embed the principles of 'making every contact count' into the way we deliver our services to make maximise the impact of our interaction with businesses and residents.

Integrate volunteers into service delivery

Continue to look for suitable opportunities for shared services or shared expertise with other local authorities

Development Services

Reduced revenue funding corporately will continue to shift the emphasis of the service to operating along commercial basis in terms of optimising opportunities to generate income to sustain statutory and other services. The focus on ensuring fee income is optimised in the provision of statutory services is a priority, alongside the provision of fee based discretionary advice. It is important that the Building Control service is able to retain its market share of business in the face of cheaper but demonstrably lower quality private sector offer.

Legislative changes to the Building regulations and to Planning law require new process and systems to be developed to administer them (e.g. the new Householder extension permitted development right category) A number of the new provisions in the Planning Act, designed to reduce the number of formal planning applications, conversely require new consultation and administrative processes, but with no or reduced planning fees associated with them.

Adequately resourcing inputs into the Planning application, pre app and Planning Appeals and Inquiries process to ensure quality decision making and to address threats of Legal Challenge etc. In any one year the Design, Conservation & Sustainability Team deals within the region of 140 pre apps, 740 planning or Listed Building Consent applications & 140 discharge of conditions applications. In addition to around 100 tree preservation orders and 200 applications for Trees in Conservation areas. The Forward Planning Team contributes to around 150 planning applications. Both teams routinely get involved in planning appeals and inquiries.

Management of the natural and built environment including City Walls. This includes developing sustainable long terms solutions working with partners and developing bids to organisations such as HLF.

Proactive Planning for the Natural & Built Environment including
Maintaining an appropriate evidence base to enabled decision making on the natural built environment

To meet these challenges a review of the Planning service is being undertaken, to prioritise:-

- Optimisation of efficient electronic working and increased channel shift of customers to website and e-form usage
- Implementation of new workflow management and performance software to seek to offset these inefficiencies is being investigated.
- Focus on stakeholder satisfaction improvement – more effective, customer focussed and responsive service for applicants, and more engagement to increase understanding of Planning and its constraints amongst community groups/ Parish Council/Planning Panels.

Table 3.1 – Actions

These should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Priority Theme	Action	Business As Usual (state if statutory) or Major Project	Accountable officer	Completed by date	Milestones / Deliverables
PSD01	Strategic Plan Making	Deliver a statutorily compliant 'sound' Local Plan	BAU Statutory	Assistant Director Planning and Public Protection / Forward Planning Manager (Local Plan)	Summer 2019	Full Council approval of Submission Local Plan (17 th May 2018) Plan submitted to PINS 25 th May 2018 Examination to commence September 2018.
PSD02	Localism	Deliver statutorily compliant Neighbourhood Plans for all Parishes and Neighbourhood Forums wishing to progress this work. (Currently 13 in progress)	BAU Statutory	Assistant Director Planning and Public Protection / Forward Planning Manager (Local Plan)	Ongoing as each Neighbourhood Plan has its own timescales (approx 2 -3 years each)	There are currently 13 'live' neighbourhood plans in York. These Neighbourhood Plans are at different stages of production. Their proposed

						<p>timetables are set out in the City of York Local Development Scheme (2017). Upper and Nether Poppleton Neighbourhood Plan was the first Plan to be 'made' (adopted) in York. The Plan area was designated by the Council in September 2014 and after several stages of consultation, the final version of the Plan was submitted to the Council in November 2016. Following an examination, an Examiner's report was issued in May 2017, a referendum followed in August 2017 and the Plan</p>
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						<p>was formally 'made' by the Council in October 2017.</p> <p>Rufforth and Knapton Neighbourhood Plan is currently at examination with the Inspectors report due end of July 2018. This will then need to be taken to Executive in September 2018 with a referendum to follow Autumn 2018.</p>
PSD03	Strategic Plan Making	Deliver a statutorily compliant 'sound' Waste & Minerals Plan in conjunction with partners at NYCC and NYM.	BAU Statutory	Assistant Director Planning and Public Protection / Forward Planning Manager (Local Plan)	Ongoing	<p>Waste & Minerals Plan</p> <p>The Joint Waste & Minerals Plan was submitted for Examination and the hearing sessions finished in April 2018. Following the release of a Written</p>

						Ministerial Statement relating to hydrocarbons it as anticipated that a further hearing session may be requested by the Inspector prior to the release of the report. Consultation will be required on modifications.
PSD04	Strategic Engagement	Duty to Cooperate at both the North Yorkshire and LCR levels.	BAU Statutory	Assistant Director Planning and Public Protection / Forward Planning Manager (Local Plan)	Ongoing	
PSD05	Strategic Engagement	Forward Planning input into the Development Management Process. (approx 150 pa)	BAU Statutory	Assistant Director Planning and Public Protection / Forward Planning Manager (Local	Ongoing	

				Plan)		
PSD06	Strategic Plan Making	Authority Monitoring Report including Housing Delivery Statement and 5 year housing land requirement	BUA (Statutory)	Assistant Director Planning and Public Protection / Forward Planning Manager (Local Plan)	Completed Ongoing	Data collection on consent and delivery up to date and provided within the Council and publicly every six months
PSD07	Natural & Built Environment Specialist Services	Design, Conservation & Sustainability Team input into the statutory planning process. Approximately 140 pre apps, 740 planning or Listed Building Consent applications & 140 discharge of conditions applications. In addition to around 100 tree preservation orders and 200 applications for Trees in Conservation areas.	BAU Statutory	Assistant Director Planning and Public Protection / Design and Sustainability Manager	Ongoing	
PSD08	Natural & Built Environment Specialist	Design, Conservation & Sustainability Team input into the statutory planning process. Including Local	BAU Statutory	Assistant Director Planning and Public	Ongoing	

	Services	Plan; Neighbourhood Plans and Joint Waste & Minerals Plan		Protection / Design and Sustainability Manager		
PSD09	Natural & Built Environment Specialist Services	Design, Conservation & Sustainability Team input into development projects undertaken by other council departments.	BAU	Assistant Director Planning and Public Protection / Design and Sustainability Manager	Ongoing	
PSD10	Natural & Built Environment Specialist Services	<p>Management of the natural and built environment. Including:</p> <ul style="list-style-type: none"> • HER • Conservation Area Appraisals • Local List • A4D • Countryside Stewardship • Tree Strategy • Biodiversity Action Plan • Green Infrastructure Strategy 	BAU (List include statutory and non statutory elements).	Assistant Director Planning and Public Protection / Design and Sustainability Manager	Ongoing	
PSD11	Natural & Built Environment	Sustainable Management project – City Walls	Non Statutory	Assistant Director Planning and	Subject to HLF Funding –	

	Specialist Services			Public Protection / Archeologist	September 2019	
PSD14	Development Management Services	<p>Provide Statutory Development Management Services:</p> <ul style="list-style-type: none"> • Process planning applications, related formal submissions and Building Control submissions within statutory 8 and 13 week or agreed timescales • Discharge planning conditions within statutory 12 week target • Investigation and resolution of complaints regarding alleged breaches of planning control • Defend Appeals against the Council's decision on planning applications and other submissions <p>Negotiate and collect financial contributions via Section 106 agreements</p>	Business as Usual (Statutory)	Development Manager	Ongoing	Work continue to process applications within target timescales for determination

PSD15	Development Management Services	Provide Non Statutory Development Management Services: <ul style="list-style-type: none"> • Provision of Pre-application advice to prospective applicants 	Business as Usual	Development Manager	Ongoing	
PSD16	Building Control Services	Provide Statutory Building Control Services <ul style="list-style-type: none"> • Process and determine all types of Building Control submissions 	Business as Usual (Statutory)	Head of Building Control	Ongoing	Work continue to process applications within target timescales for determination
PSD17	Protecting CYC reputation	Responding to Freedom of Information and Environmental Information requests on planning matters	Business as Usual	Head of Development Services / Assistant Director Planning and Public Protection	Ongoing	Continue to respond to FOI and EIR requests providing responses , wherever possible within the required timescales
PSD18	Gazetteer and Land Charges	Manage Gazetteer and Land Charges: <ul style="list-style-type: none"> • Street naming and numbering • Processing property searches including provision of details relating to charges relating to Conservation Areas, Smoke Control Zones, Listed Buildings, Tree Preservation Orders, Enforcement Notices 	Business as Usual	Head of Building Control	Ongoing	Work continue to process applications and searches within target timescales for determination

		and Conditional Planning Consents				
PSD19	Ensuring public safety	<p>Provide services to manage public safety: safety at sports grounds and events safety</p> <ul style="list-style-type: none"> • Responding to and addressing matters relating dangerous structures affecting public safety • Demolition control 	Business as Usual (Statutory)	Head of Building Control	Ongoing	
PSD20	Review of Planning service	<p>Review of Planning service;</p> <ul style="list-style-type: none"> • Capacity in DM and Support • Process efficiency • Responsiveness and customer focus • Technology Review into channel shift website content, roll out of IDOX Enterprise workflow an doc management system 	Business as Usual	Head of Development Services	Ongoing	To undertake and implement service review
PSD22	Public Protection	Ensure local businesses are providing a safe and fair trading environment and complying with licence conditions by targeting action at areas	Statutory duties	Head of Public Protection	Ongoing	A high level review (a Strategic Assessment) of the areas causing the most 'harm' for residents and

		of greatest risk				<p>visitors in the city has been undertaken, and we have devised a more detailed 'control strategy' (business plan) to prioritise our resources in those areas. Regulatory support services include providing 'Primary Authority Partnerships' and consultancy (see below), we carry out inspections where required (either by national regulators such as the Food Standards Agency/Health & Safety Executive) or where a problem has been identified (for example around licensing and taxi enforcement). We follow up complaints and take formal enforcement action where appropriate.</p>
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						<p>There is an annual report to members on enforcement.</p> <p>We take an 'intelligence led' approach to Food Standards inspections as is the case in other areas of trading standards activity.</p>
PSD23	Public Protection	Provide 'paid for' advice and support to businesses particularly focussing on those with ambitions to grow	Business as usual	Head of Public Protection	Ongoing	<p>More businesses are taking advantage of Public Protections consultancy offer than ever before. We are working with the LEP's Growth Hubs under the 'Better Business for All' project to ensure that our services are reaching those businesses with ambitions to grow.</p>
PSD24	Public Protection	Carry out food hygiene interventions in accordance with a Member approved food	Statutory duty	Head of Public Protection	Ongoing	<p>Food hygiene inspections are being undertaken in</p>

		plan				accordance with the plan approved by the Executive Member.
PSD25	Public Protection	Take action to prevent nuisances, disrupt scams and deter illegal sales of alcohol/tobacco/dangerous goods.	Statutory duty	Head of Public Protection	Ongoing	Complaints about nuisance are being investigated in accordance with statutory duties. The National Scams Hub have provided a list of some 300 potential victims of mass marketing scams in the City and officers are working with social services to visit the potential victims. Test purchases have been made in relation underage sales of alcohol, tobacco and potentially dangerous goods to ensure businesses are complying with the law. AS noted above, formal enforcement action has been taken in

						appropriate cases and this is reported to members annually.
PSD26	Public Protection	Ensure measures to improve air quality identified in the Air Quality Action plan are implemented.	Statutory duty	Head of Public Protection	Ongoing	Council Executive approved measures to reduce idling vehicles and enforce against them where appropriate and to consult on proposals for a bus based Clean Air Zone in York city centre.16% of York's taxis are ultra low emission following adoption of emission based licensing policies

Table 3.2 – Risk Management

These should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Risk	Rating (RAG)	Actions to Mitigate and Correct	Responsible Officer
0144	Failure to meet Local Performance Targets	A	Monitoring through managers Customer satisfaction surveys	Assistant Director Planning and Public Protection
0145	Failure to carry out statutory function within set time frame due to targets being stretched	G	Maintaining adequate staffing levels	Assistant Director Planning and Public Protection
0764	Failure to deliver on major development projects	A	Monitoring projects Maintaining adequate staffing levels Ensuring staff have the right knowledge and skill sets Appropriate management systems are in place	Assistant Director Planning and Public Protection
0794	Failure to meet Local Performance Targets	A	Weekly monitoring and performance management of current majors and workload monitoring	Head of Development Services
0800	Failure of IT planning system	A	Maintenance and upgrading-updating of software carried out regularly	Head of Development Services
1665	Pressure for Budget reduction / staff cuts	A	Seek to ensure workload levels and non application work is conveyed and are accurately monitored Seek to ensure new income maximised in pre application advice charging	Head of Development Services

0857	Failure to meet the increasing demands for specialist comments and advice on the large planning applications	A	Implement changes in work priorities and time allocation	Assistant Director Planning and Public Protection
2154	Failure to adequately prepare the council and its services for a changing climate	A	Comprehensive Risk Assessment carried out	Assistant Director Planning and Public Protection/ Head of Development Services
2155	Failure to deliver the One Planet Council Programme	A	Five year carbon management programme Now part of One Planet Council	N/A
0763	Failure to meet Local Development Scheme (LDS) programme	A	Review programme Maintaining adequate staffing levels	Forward Planning Manager (Local Plan)
0002	Failure to meet air quality targets	A	Annual review of air quality action plan Implementation of improvements Air quality continuing to deteriorate in York. Low Emission Strategy approved by Cabinet 9-10-2012 Low Emission Strategy measures being delivered	Public Protection Manager
0131	Failure to ensure adequate staff development and training	A	PDRs-Development Plans Introduce training database Review officer competencies Managers to implement programme of visits shadowing officers Introduce a competency database and pay for officers to be members of professional bodies	Head of Public Protection
0844	Failure to monitor levels of air quality inform air quality action planning	A	Staffing & budget control Air quality monitoring reduced due to funding	Public Protection Manager
0845	Additional air quality management area declared in Fulford	A	Low Emission Strategy measures being delivered	Public Protection Manager

1905	Additional air quality management area declared in Leeman Road area, Holgate	A	Low Emission Strategy measures being delivered Framework report for 3rd Air Quality Action Plan approved and public consultation now completed	Public Protection Manager
1906	Extension to city centre air quality management area	A	Low Emission Strategy measures being delivered	Public Protection Manager
2241	Failure to deliver an adopted Local Plan in accordance with the legislation and regulation within an appropriate timeframe	A	Develop strategy for cross party working on long-term strategic issues CMT and DMT to work closely with key members on Local Plan issues Proactive communication strategy Effective programme and project management to ensure timescales and milestones are met Effective project resourcing	Corporate Director Economy and Place
PSDR01	Staff turnover	A	The potential loss of a team member could have a significant impact upon delivery of DPDs, LDDs, associated strategies and plans and the supporting evidence. To address this risk contingencies are in place (such as the redeployment of internal resources to cover a shortfall or use of 'agency' staff) to enable continuity in the programme in the event of a staff member leaving the employment of the Council.	Forward Planning Manager (Local Plan)
PSDR02	Changes in National Guidance arising following the consultation on the Draft National Planning Policy Framework.	A	Ensure that the Forward Planning team is fully aware of emerging national and regional context and responds to changes early. Also consider potential changes with inspector following submission for Core Strategy.	Forward Planning Manager (Local Plan)
PSDR03	Change in the local political agenda.	R	Cross party Local Plan Member Working Party (Local Plan Working Group) to provide consensus where possible.	Assistant Director Planning and Public Protection/Forward Planning Manager (Local Plan)

PSDR04	Delays in formal decision making	A	Delays could lead to slippage in the timetable and achievement of key milestones. To address this Members will be fully briefed and consulted prior to formal decision making	Assistant Director Planning and Public Protection /Forward Planning Manager (Local Plan)
PSDR05	Large number of representations received (including objections) to consultations	A	Whilst the SCI sets out the overall engagement strategy with all interested parties, it is likely that there will remain some interests whose case will need to be considered at Inquiry. However this will not be known until the DPD is published and formally consulted on. Notwithstanding this, the front-loading of engagement with interested parties will seek to overcome as many objections as possible prior to the examination stage, where the most significant slippage in preparation may occur. Deploy additional resources as required to record and appraise representations.	Assistant Director Planning and Public Protection/Forward Planning Manager (Local Plan)
PSDR06	Capacity of Planning Inspectorate (PINS) to accommodate an as yet unknown level of nationwide demand.	G	The capacity of PINS is not something that the Council can directly influence. This will be addressed through early engagement with PAS to assess any potential issues.	Assistant Director Planning and Public Protection /Forward Planning Manager (Local Plan)
PSDR07	Soundness of DPDs	A	Dialogue with Government, PINS and the Planning Advisory Service (PAS) at key stages in the process will seek to minimise the risk. Issues and concerns would then be addressed in a timely manner.	Assistant Director Planning and Public Protection/Forward Planning Manager (Local Plan)
PSDR08	Soundness of DPDs & Legal challenge	A	All DPDs will be prepared upon a robust evidence base subject to a sustainability appraisal, and involve engagement with all interested parties.	Assistant Director Planning and Public Protection/Forward Planning Manager (Local Plan)
PSDR09	Implication of Development Management decisions	A	Dialogue with Development Management colleagues recommendations to Members.	Head of Development Services

	on major applications			
PSDR10	Failure to meet food premise inspection levels as specified in the 'Food Law Code of Practice' and highlighted in Food Standards Agency audit report.	A	To keep abreast of Food Standards Agency's proposals to reduce the number of inspections required by Local Authorities and seek to participate in any pilot programmes. Seek Executive Member approval of a specific food law service plan for 2017-18	Anthony Dean
PSDR11	Loss or long term absence of specialist staff or other external factors restricting our ability to fulfil statutory duties or reduce income generation	A	Cross-skill officers as far as possible to enable cover (see competency below). Introduce a 'volunteer' workforce to carry out 'low level' tasks to assist in service delivery. Enter mutual assistance agreements with other local authorities and/or employ specialist contractors to complete existing contracts. Ensure we have several income generating programmes in existence to spread the risk.	Head of Public Protection
PSDR12	Failure to recover proceeds of crime – particularly as current income targets largely reliant on the success of the Scambusters/E-crime teams	R	Continue to identify opportunities to work with other enforcers e.g. Veritau and other Local Authorities.	Head of Public Protection
PSDR13	Failure to meet local performance target for dealing with 70% of major planning applications in 13 weeks or agreed timescale	A	- Seek to ensure workload levels and non application work is conveyed and are accurately monitored	Head of Development Services
PSDR14	Reduced income from Planning Applications and pre application	A	Seek to ensure new income maximised in pre application advice charging	Head of Development Services

	enquiries			
PSDR15	Reduced capacity and resourcing within Support services	A	Automation of simpler tasks through Enterprise workflow. Review of processes to increase efficiency Further Training of support staff to reduce 'double checking' with officers	Head of Development Services
PSDR16	Pressure for Budget reduction / staff cuts resulting on reduced performance and reputational damage with increasing complaints regarding delays and reduced customer service	A		Head of Development Services
PSDR17	Failure to meet the Council's Statutory Duties on the production of Neighbourhood Plans.	A	Review programme Maintaining adequate staffing levels	Assistant Director Planning and Public Protection/ Forward Planning Manager (Local Plan)
PSDR18	Failure to meet the Council's Statutory Duties on the production of the Joint Waste & Minerals Plan.	A	Review programme Maintaining adequate staffing levels	Assistant Director Planning and Public Protection/Forward Planning Manager (Local Plan)

Table 3.3 – Performance Indicators

These should form the basis for the indicators that appear on your directorate scorecard available on the KPI Machine and should be monitored regularly with ADs and Quarterly via DMT

Reference ID	Indicator Description	2015/16 Result	2016/17 Result	2017/18 Result	Polarity	Latest Direction of Travel	Responsible Officer	Include
Service Delivery								
CES13	New Homes Built on Previously Developed Land (%) - (YTD)	86.25%	82.33%	-	Up is Good	Neutral	Forward Planning Manager (Local Plan)	
CES13i	Homes Provided on Greenfield Land (Gross) - (YTD)	161	176	-	Neutral	Neutral	Forward Planning Manager (Local Plan)	
CES13ii	Homes Provided on Brownfield Land (Gross) - (YTD)	1,010	820	-	Neutral	Neutral	Forward Planning Manager (Local Plan)	
HM01	Gross Additional Homes Provided - (YTD)	1,171	996	-	Up is Good	Neutral	Forward Planning Manager (Local Plan)	
HM03	Net Additional Homes Provided - (YTD)	1,121	977	-	Up is Good	Neutral	Forward Planning Manager (Local Plan)	
HM03a	Net Additional Homes - New Build - (YTD)	908	420	-	Neutral	Neutral	Forward Planning Manager (Local Plan)	

HM03b	Net Additional Homes - Housing Conversions - (YTD)	1	21	-	Neutral	Neutral	Forward Planning Manager (Local Plan)
HM03c	Net Additional Homes - Changes of Use - (YTD)	218	543	-	Neutral	Neutral	Forward Planning Manager (Local Plan)
HM03d	Net Additional Homes - Housing Demolitions - (YTD)	-6	-7	-	Neutral	Neutral	Forward Planning Manager (Local Plan)
HM06	Gross Housing Consents - (YTD)	710	487	-	Up is Good	Bad	Forward Planning Manager (Local Plan)
HM07	Net Housing Consents - (YTD)	680	451	-	Up is Good	Bad	Forward Planning Manager (Local Plan)
CES905	% of major applications determined within 13 Weeks (NPI157a)	81.00%	87.00%	-	Neutral	Neutral	Development Manager
CES910	% of minor applications determined within 8 Weeks (NPI157b)	73.00%	81.00%	-	Neutral	Neutral	Development Manager
CES911	% of other applications determined within 8 Weeks (NPI157c)	81.00%	91.00%	-	Up is Bad	Neutral	Development Manager
CES912	% of appeals allowed against the councils decision to refuse planning applications	-	-	-	Up is Bad	Neutral	Development Manager
DC1	P4: % of planning decisions delegated to officers	97.00%	-	-	Neutral	Neutral	Development Manager
PP06	% of food premises that are classified as 'broadly compliant' on inspection	94.00%	94.25%	93.80%	Up is Good	Available Apr 17	Head of Public Protection
New	% of all businesses engaged with that are classified as 'broadly compliant'	NA	NA	NA	Up is Good	New in 17-18	Head of Public Protection
CAN027f	Average Annual Mean Nitrogen Dioxide concentration in Gillygate / LMW (ug/m3) (Calendar Year)	35.16	35.8	33.26	Up is Bad	TBC	Public Protection Manager
CAN028f	The maximum Nitrogen Dioxide concentration in Gillygate / LMW (ug/m3) (Calendar Year)	47.13	47.5	43.93	Up is Bad	TBC	Public Protection

							Manager	
CAN029	% of low emission vehicles in CYC Fleet, operating in York	5.00%	5.00%	5.00%	Up is Good	TBC	Public Protection Manager	
CAN029i	% of low emission Licenced Taxis operating in York	8.00%	13.00%	16.10%	Up is Good	TBC	Public Protection Manager	
CAN029ii	% of low emission Buses operating in York	6.00%	6.00%	6.00%	Up is Good	TBC	Public Protection Manager	
Performance								
Employees (Excluding Schools)								
STF08	Staff FTE Total (Excluding Schools) - (Snapshot)	N/A	398.8	396	Neutral	Neutral	Organisational Health Check	Y
STF100	Average sickness days lost per FTE (Excluding Schools) - (Rolling 12 Month)	N/A	10.2	15.8	Up is Bad	Neutral		Y
STF107	Voluntary Turnover (%) Total (Excluding Schools) - (Rolling 12 Month)	N/A	5.60%	3.80%	Up is Bad	Neutral		Y
STF90	PDR Completion (%) - (YTD)	N/A	87.00%	93.39%	Up is Bad	Neutral		Y
Finance								
BPI108	Forecast Budget Outturn (£000s Overspent / - Underspent)	£326	£724	-	Up is Bad	Bad	Organisational Health Check	Y
COR01	Key Corporate Risks	-	2	4	Up is Bad	Neutral		Y
CORP01L	Active Large Projects	N/A	6	6	Neutral	Neutral		Y
CORP02L a	Red rated Large Projects	N/A	0	1	Up is Bad	Neutral		Y
CORP02M a	Red rated Medium Projects	N/A	-	3	Up is Bad	Neutral		Y
Customers								
CFD03a	% of external calls answered within 20 seconds	N/A	N/A	N/A	Up is Good	Neutral	Organisational Health Check	Y
CFS01	Overall Customer Centre Satisfaction (%)	N/A	N/A	N/A	Up is Good	Neutral		Y
COMP01	% of complaints responded to within 10 days	N/A	N/A	N/A	Up is Good	Neutral		Y

COMP02	% of complaints referred to the Ombudsman which have been upheld	N/A	N/A	N/A	Up is Bad	Neutral	Y
YCC121	YCC Average speed of answer - TOTAL	N/A	N/A	N/A	Up is Bad	Neutral	Y
YCC201	Digital Services Transactions / Channel Shift (%)	N/A	N/A	N/A	Up is Good	Neutral	Y