



Lancaster City Council

Regeneration and Planning

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Chief Officer (Regeneration and Planning)
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LANCASTER
CITY COUNCIL
Promoting City, Coast & Countryside



Presentation Purpose

What we must do

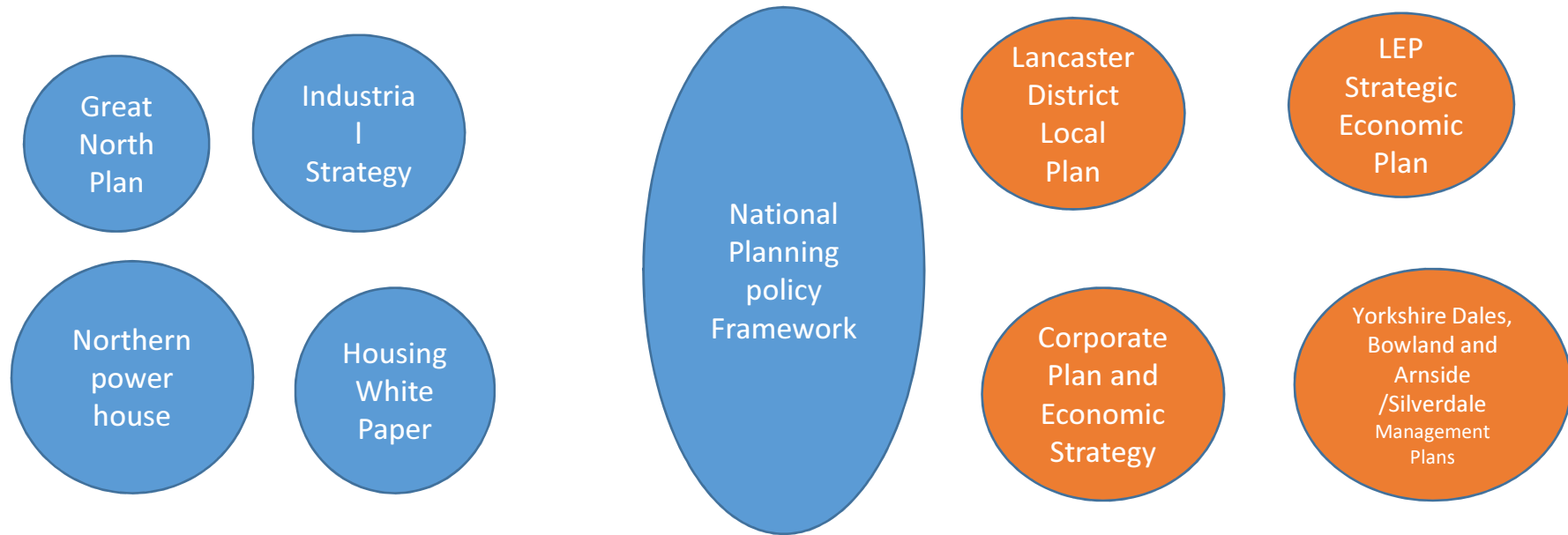
- Development Management
- Planning Policy
- AONB

What we should also do

- Economic Development
- Regeneration Projects

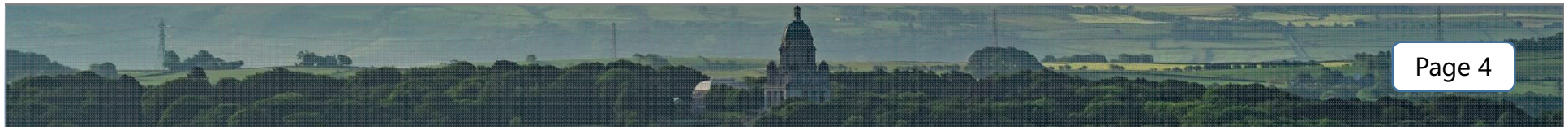
- Corporate Comms and Marketing, Equality.

Strategic Fit



Key Drivers

- Anticipating **future change** in the district and around Morecambe Bay, adapting actions to safeguard the sustainability of place and communities, ensuring the Council has the most up to date evidence on how to manage that change positively.
- Providing strong and robust services, **resilient to challenge**, and delivered with high **ethical** standards. Delivering major projects designed to advance change and growth.
- Delivering **value for money** services directly aligned to the Corporate Plan and national policy requirements.
- **Intervening in the local economy** only where the Council can add value
- Ensuring that current generations in the local community through their decision making do not adversely prejudice the needs of **future generations**.
- Acting as **custodian** of and managing the high quality natural and build environments which characterise **Lancaster District**
- **Primarily statutory** but also significant discretionary activities without which implementation of our plans would remain incomplete.



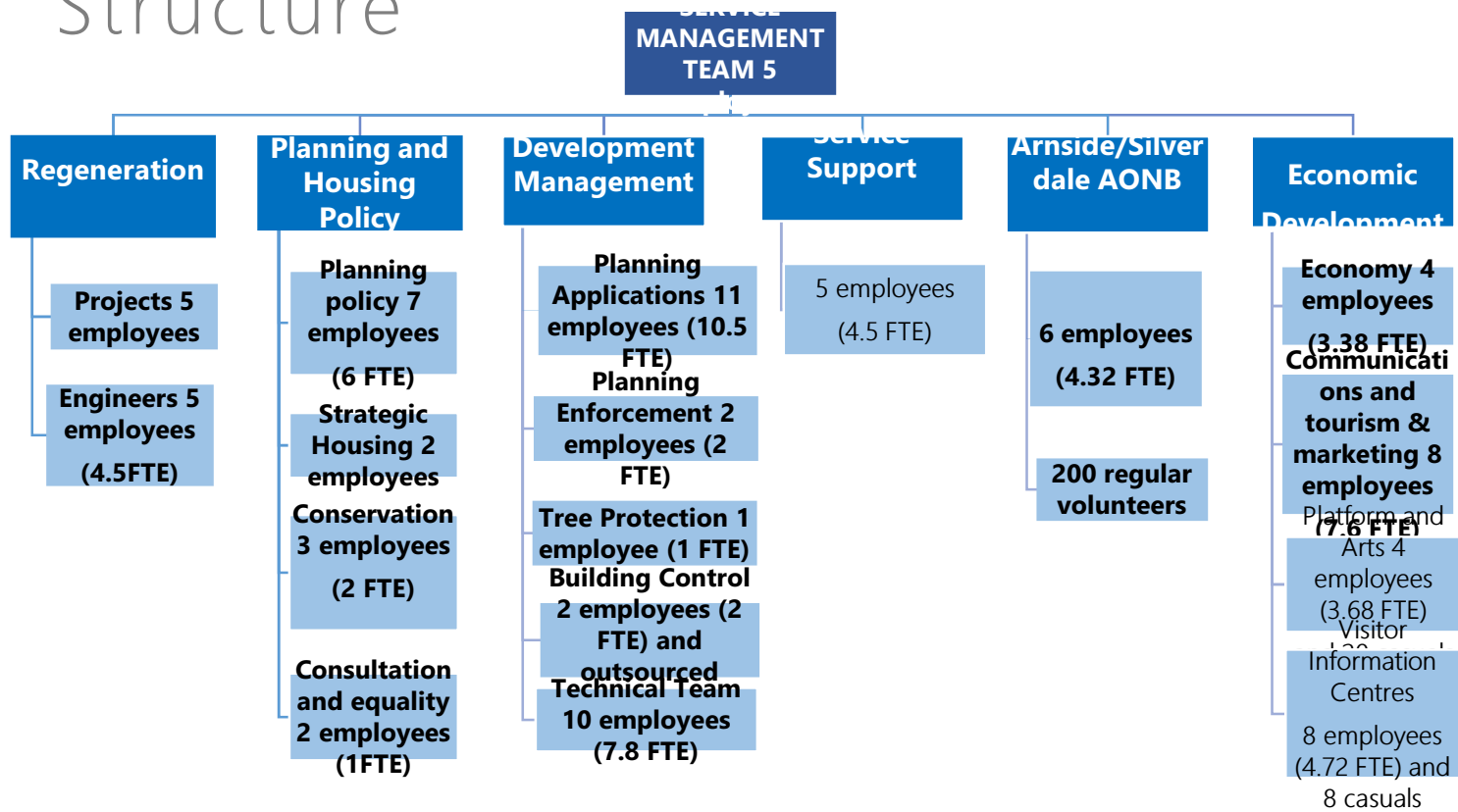
Functions/ Purpose

“To implement the Development Plan”

Regeneration	Development Management	Economic Development	Service Support
<ul style="list-style-type: none">•Planning and Housing Policy•Responding to national and regional policy change•Protected Landscapes policies•Local Plan preparation•Specialist private housing delivery•Regeneration Projects•Engineering projects•Coastal protection and flood protection cooperation•Conservation Services	<ul style="list-style-type: none">•Planning Applications•Pre application advice•Planning appeals and legal challenges•Planning Enforcement•Tree Preservation•Conditions and development monitoring•Building Regulations Applications•Dangerous Buildings and Structures	<ul style="list-style-type: none">•Economic Strategy and strategic cooperation with Lancashire Enterprise partnership.•Sourcing External funding•Visitor Economy•Business Growth inc BIDs•Platform/Storey•Visitor Information Centres•Arts and Culture inc Festivals•Marketing and Communications•Museums•Distribution of Flood Grants for business.•Arnside/Silverdale AONB	<ul style="list-style-type: none">•Financial monitoring•Project Management support•Invoicing and Debt management•Procurement•HR and Health and Safety monitoring•Office systems•Publicity & Promotion•Information Management



Structure



Resources

Regeneration & Planning - Analysis of Net Expenditure

		Employees	Premises	Transport	Supplies and Services	Recharges In	GROSS EXPENDITURE	Income	Recharges Out	GROSS INCOME	Appropriations	NET EXPENDITURE
		£	£	£	£	£	£	£	£	£	£	£
Development Management	Development Control	629,300	100	3,300	53,000	573,200	1,258,900	(749,200)	(11,200)	(760,400)	-	498,500
	Building Control Regulations	68,000	-	3,200	84,400	245,200	400,800	(130,000)	(255,300)	(385,300)	-	15,500
	Building Control (Non-Chargeable)	-	-	-	-	109,800	109,800	-	-	-	-	109,800
	Sub-Total	697,300	100	6,500	137,400	928,200	1,769,500	(879,200)	(266,500)	(1,145,700)	-	623,800
Economic Development	The Platform	97,800	97,700	100	244,600	31,600	411,900	(273,700)	-	(273,700)	-	138,100
	Lancaster VIC	80,800	29,500	200	20,700	-	131,000	(26,100)	-	(26,100)	-	104,900
	Morecambe VIC	65,200	34,600	200	20,200	14,200	134,400	(32,100)	-	(32,100)	-	102,300
	Other Economic Development Activity ¹	417,800	700	1,400	985,100	156,100	1,561,100	(19,600)	(313,000)	(332,600)	-	1,228,500
	AONB	142,100	8,800	4,800	23,700	15,700	193,100	(173,200)	-	(173,200)	2,000	21,900
Sub-Total	803,500	111,300	6,700	1,294,300	215,600	2,431,400	(524,700)	(313,000)	(837,700)	2,000	1,595,700	
Regeneration	Planning & Housing Policy (incl Conservation)	450,800	-	1,900	273,500	240,800	947,000	(33,500)	-	(33,500)	(87,400)	826,100
	Regeneration ²	214,900	115,500	1,300	274,500	290,800	897,000	(321,000)	-	(321,000)	900,000	1,476,000
	Engineers	229,200	283,400	5,000	45,800	375,700	919,100	(344,200)	-	(344,200)	-	574,900
Sub-Total	874,900	378,900	8,200	593,800	907,300	2,763,100	(698,700)	-	(698,700)	812,600	2,877,000	
Service Support	R&P Management & Administration ³	191,800	900	900	98,500	169,300	461,400	-	(353,000)	(353,000)	-	108,400
	Service Support ³	137,200	1,100	200	6,500	232,900	377,900	(1,000)	(485,300)	(486,300)	-	(108,400)
	Conservation & Environment	-	-	-	41,700	17,800	59,500	-	-	-	-	59,500
	Local Nature Reserve	6,700	11,000	-	5,500	-	23,200	(16,500)	-	(16,500)	-	6,700
	Sub-Total	335,700	13,000	1,100	152,200	420,000	922,000	(17,500)	-	(855,800)	-	66,200
		2,711,400	503,300	22,500	2,177,700	2,471,100	7,886,000	(2,120,100)	(579,500)	(2,839,200)	814,600	5,162,700

Notes to above

¹ Other Economic Development Includes £520.2K management fee payable to Lancashire County Council for the Lancaster Museums Partnership and £200.9K Grants to the Arts Organisations under Supplies and Services.

² Includes £400K contribution into the Canal Corridor Reserve and £500K into the Economic Growth Reserve under Appropriations.

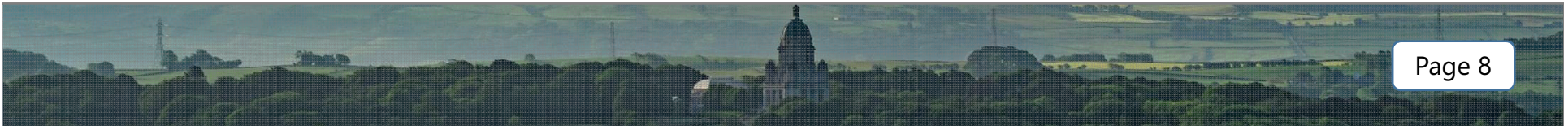
³ Expenditure and Income have been split out pro-rata to total number of FTE's within the R&P M&A account to show indicative totals for the Service Support team.

All the above figures exclude all notional capital charges

Savings Schedule

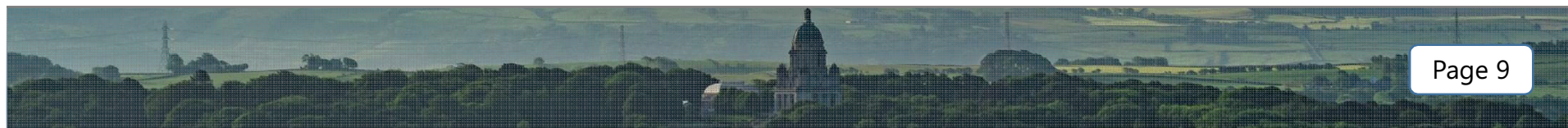
Potential savings/income generation for 2018/19 and beyond

- £140k (approximate) from the soon-to-be-introduced 20% national increase in planning fees. Ring-fenced to be spent “entirely on planning functions”.
- Using Council assets in key locations as potential income generators as values rise. Property Review/Car Parking review leads to opportunities.
- Investing in the potential to generate more income from current assets such as the Platform i.e separate bar area to increase income from sales and reduce subsidy. Clear links to project Eric.
- The potential for growth and efficiencies associated with the review of the Councils Museums offer (which could include potential for Visitor Information rationalisation)



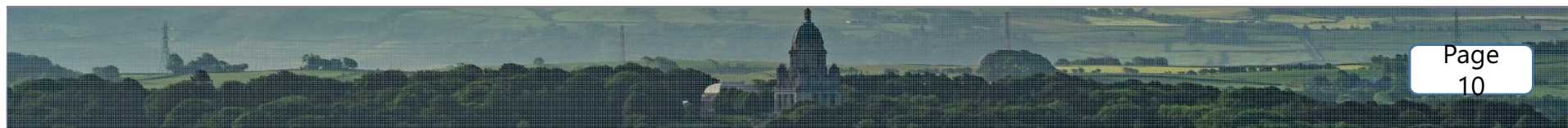
Projects

Project	Lead Service	Frequency	High / Low / Neutral	Corporate / Operational
Lancaster Centre Vision Plan	Regeneration & Planning	Quarterly	Neutral	Corporate
Lancaster Canal Corridor (North)	Regeneration & Planning	Quarterly	Neutral	Corporate
Heysham Gateway	Regeneration & Planning	Quarterly	Neutral	Corporate
Garden Village	Regeneration & Planning	Quarterly	Neutral	Corporate
Local Plan prepared and adopted	Regeneration & Planning	Quarterly	Neutral	Corporate
Morecambe Bay Destination Development Plans	Regeneration & Planning	Quarterly	Neutral	Operational
Lancaster Destination Development Plans	Regeneration & Planning	Yearly	Neutral	Operational
Development of an Economic Growth Strategy	Regeneration & Planning	Yearly	Neutral	Corporate



Projects

Project	Lead Service	Frequency	High / Low / Neutral	Corporate / Operational
Marketing and promotion strategy to encourage commercial/business investment in the district will be developed and delivered	Regeneration & Planning	Yearly	Neutral	Operational
Develop proposals for an arts and cultural offer that adds value to the Canal Corridor (North) scheme	Regeneration & Planning	Yearly	Neutral	Operational
Area of Natural Beauty (AONB) Management Plan	Regeneration & Planning	Yearly	Neutral	Operational
Digital workplace	Regeneration & Planning	Yearly	Neutral	Corporate
Repairs and Maintenance Service Development Programme	Regeneration & Planning	Yearly	Neutral	Operational



Value for Money

Inward Investment

Over three years

£51m Public external funding attracted

From £2.5m City Council match funding

Stimulating Housing completions

Lancaster Moor Hospital

Chatsworth Gardens

Luneside East and West

200 Affordable Homes

Volunteering and Partnership

3420 volunteer hours
AONB

Lancaster and Morecambe BIDs

Mary Portas Pilot

LEP/University

Sanction busting

Retaining New Homes Bonus

Preventing direct applications to DCLG

Local Plan default powers to County Council

Income

Estimated £800k

Planning Fees

Estimated £80k

Building Regs Fees

£166K fees to run

AONB

£72K professional fees

£ 49K Pre app fees

Special payments i.e

£230 K Garden

Village

£155K special

burdens

Challenge is move

towards Self

Sufficiency.

Benchmarking

In 2016 the service processed :

1480 applications for planning permission

160 applications to works on protected trees

158 submissions for pre application advice

26 Planning appeals

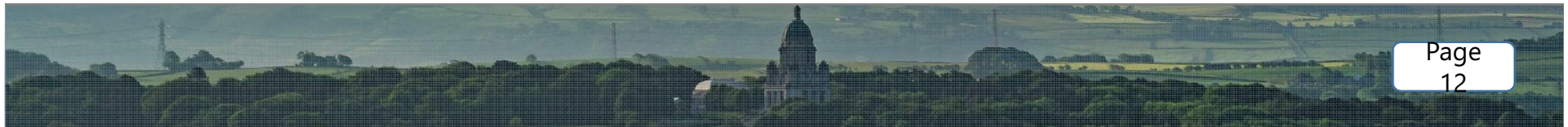
363 Enforcement complaints

It advanced the Local Plan to Consultation Draft

Major Planning Application Performance

Performance Indicator – The % of Major planning decisions determined within 13 weeks (or other mutually agreed timescale).
Government Intervention rate is 50%.

1	Lancaster	83.2%
2	Chorley	82.7%
3	South Ribble	82%
4	West Lancashire	81.6%
5	Pendle	80.4%
6	Preston	78.2%
7	Hyndburn	77.5%
8	Blackburn with Darwen	76.2%
9	Fylde	75.4%
10	Burnley	73.3%
11	Wyre	71.3%
12	Ribble Valley	67.1%
13	Blackpool	48.6%
14	Rosendale	26.7%



Future for Benchmarking

MEASURING OUR IMPACT ON ECONOMIC GROWTH i.e. BUSINESS TAKE UP

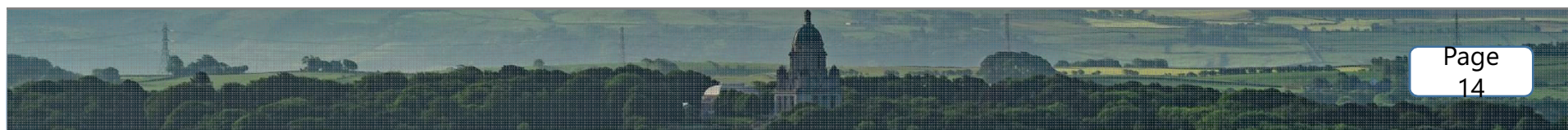
DEVELOPING PLACE MAKING MEASURES TO HELP US UNDERSTAND OUR EFFECTIVENESS

COUNCIL ACTIVITY LEADING TO JOB CREATION MEASURES.

LOCAL PLAN ADOPTION AND COVERAGE : NATIONAL COMPARISONS

Performance Plan

Performance Indicators	Frequency	*High / Low / Neutral	Corporate / Operational
Number of people attending events and performances at council run facilities	Yearly	High	Operational
Amount of income generated at council run facilities	Yearly	High	Corporate
Number of people attending festivals and events managed and supported by the council	Yearly	High	Operational
Economic impact of festivals and events managed / supported by the council	Half-yearly	High	Corporate
Number of people attending external art programmes supported by the council	Yearly	High	Operational
Amount of leverage (match funding) resulting from council investment in external Arts Programmes	Yearly	High	Operational
Total number of new homes built	Quarterly	High	Corporate
Number of student housing completions	Half-yearly	High	Operational
Number of affordable homes delivered	Quarterly	High	Corporate



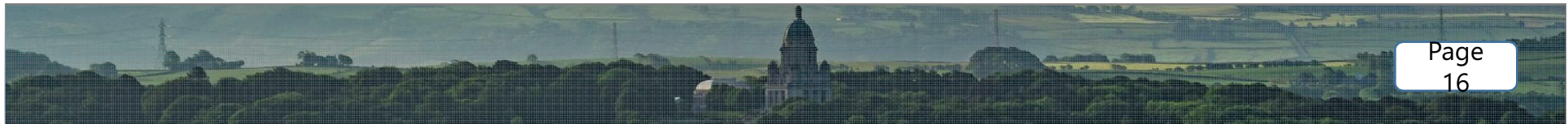
Performance Plan

Performance Indicators	Frequency	*High / Low / Neutral	Corporate / Operational
Number of empty properties brought back into use	Quarterly	High	Corporate
Percentage of minor planning applications determined within 8 weeks (Speed of Decision)	Quarterly	High	Operational
Percentage of other planning applications determined within 8 weeks (Speed of Decision)	Quarterly	High	Operational
Percentage of major planning applications determined within 13 weeks (Speed of Decision)	Quarterly	High	Operational
Percentage quality of decisions of major planning applications	Quarterly	High	Operational
Percentage quality of decisions of major planning applications	Monthly	High	Operational
Percentage quality of decisions of non-major planning applications (From 2018)	Monthly	High	Operational
Percentage of total planning applications approved	Monthly	High	Corporate
Number of businesses accessing resilience and growth support services	Monthly	High	Operational



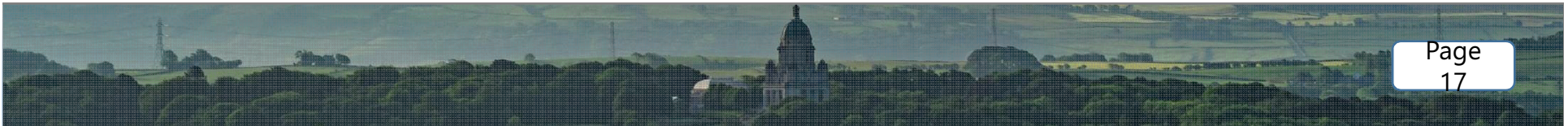
SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Talented individuals • Expertise and compliance • Sense of fairness • Managed ability for risk taking • Clear vision • Respected at national level • Sound financial management 	<ul style="list-style-type: none"> • Capacity v workload balance • Delayed Local Plan • Open target for housing appeals • Under siege from complaints • Not trusted publically at present • Lacking legal support for resilience • Senior staff retirements looming • Recruitment problems in key areas • Data Protection vulnerabilities
Opportunities	Threats
<ul style="list-style-type: none"> • Good reputation for attracting external funding • Flexible workforce adaptable to projects • Partnership with Morecambe Bay authorities • Growing young talent • Engineering expertise could attract project income • Potential for mobile working • Key to delivering growth in sub region 	<ul style="list-style-type: none"> • Malicious/tactical complaints and challenges • Increasing threat of litigation • Reputational damage • Constant side winders affect productivity • Exhaustion from battling • Disillusionment when initiative criticised • Succession planning fails • Senior Officer creative time reducing • Intervention in Local Plan preparation



Equality and Diversity

- Corporate support expertise housed within this service
- Decision making has potential for considerable impacts on groups
- Future change within district must show proper consideration for all groups in society
- Intergenerational inequality relating to economic growth and housing need is a particular tension in local decision making
- Local Plan and Growth needs predominantly challenged by older age groups with potential to prejudice future prospects of young people

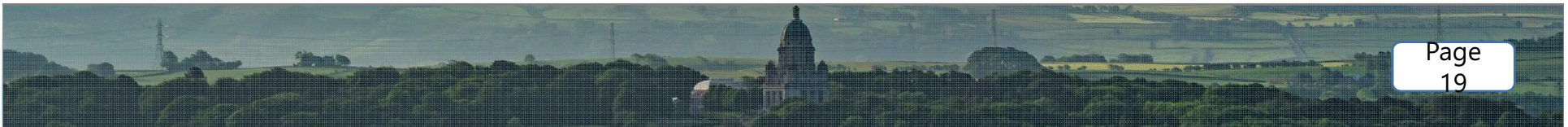


Community Empowerment/ Partnership working



Climate Change/ Environmental Impact

- All Planning and Regeneration decisions must consider wide range of environmental impacts. Major flood impacts now to update evidence base.
- Strategic Environmental Assessment/ Sustainability appraisals for policy making
- Protected areas and landscaped major influence on policy making
- Environmental Impacts are a “Golden Thread” through much of our work
- Always shaped by national and international policy
- Occasional tensions between ambition and regulatory restrictions ie Energy saving requirements on new development
- Regular tension between community aspirations to protect and districts need to grow
- Over urbanised policy approach to sustainability has difficult fit with sustaining rural areas



Customer Needs

- Communication and engagement
- Absolute confidence in the integrity of decision making
- Prompt and efficient service for decision making and development monitoring
- Adequate resources for enforcement of rules
- High quality and accessible background information for decisions
- Fair and effective consultation and notification
- Effective intervention in the local economy where needed, and evidence to show why we do so.



Previous Year Review

Local Plan to
consultation
stage

Development
Management
stabilised

Economic
Development
prioritised

Garden Village
awarded

Morecambe
Wave reflection
wall built

