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Llywodraeth Cymru
Welsh Government


BUILDING YOUR COUNCIL'S SKILLS AND CAPACITY

HARROGATE BOROUGH COUNCIL: CASE STUDY





- **LGA HOUSING ADVISOR PROGRAMME SUPPORT**



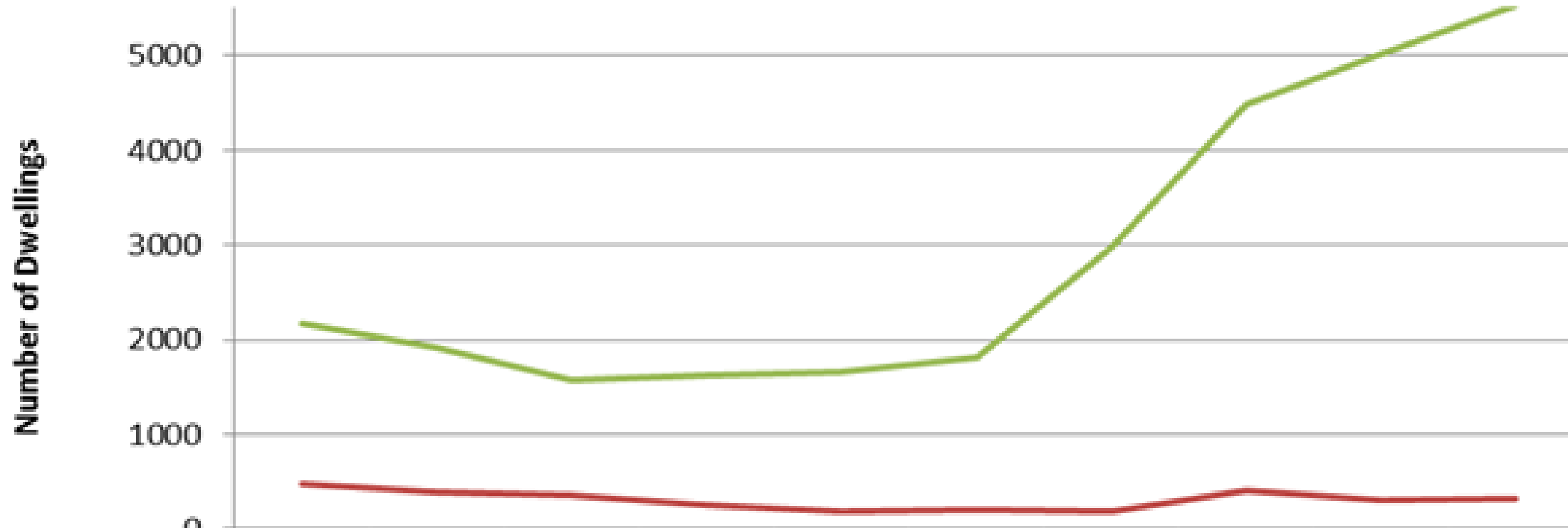
Local Partnerships was asked by the council to review the influences on local housing market dynamics in light of the fact that there are c. 5000 unimplemented planning permissions in the Harrogate district.



- **CONTEXT**

- Emerging growth ambitions
- Buoyant housing market / Affordability issues
- Unimplemented permissions / 5-year supply issues

- HOUSING DELIVERY**



	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17
— Outstanding Planning Permissions	1686	1526	1220	1367	1465	1604	2800	4066	4704	5208
— Completions	485	388	351	261	188	200	183	414	305	316

Year



- **PROCESS**

- Analysis of the stalled sites pipeline
- Highlighted a sample cross-section of sites:
 - Land owners
 - Volume Builders
 - RPs
 - SMEs
 - Planning Consultants
 - Intermediaries/Promoters
 - Land agents
- Series of anonymised neutral interviews with key decision-makers:
 - 82% sample, quantitative and qualitative evidence
- Mapped end-to-end handling events for 3 applications



- **LESSONS LEARNED FOR ALL COUNCILS**

- Viability, lack of infrastructure, low demand, poor environment
- Avoid extensive and indiscriminate reliance on planning conditions and reserved matters
- Project a consistent, whole system pro-development culture
- Mandate case officers to discriminate and synthesise consultation feedback. Review the role of single issue officers
- Provide high quality and consistent pre-application advice from a multi-service team
- Keep schemes of delegation under review



- **MORE LESSONS**

- Conduct briefing sessions for the Planning Committee
- Understand any intermediaries
- The skill of negotiation
- Get an accurate impression of how the council is perceived by actors in the housing supply chain – keep this up to date
- Find out which council is best in class locally and use this as a benchmark
- SMEs are particularly sensitive to planning risk



- **CONTEXT**

- Service review and restructure:
 - 'One team' approach
 - Specific resource for housing delivery/strategic sites
 - Training and development of staff
- Development of cross-cutting 'Harrogate Plan for Homes'
- 'Critical' analysis of processes and procedures
- Holistic ambition / 'buy-in'