

Planning Performance Framework



2015 – 2016

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Our priorities as a Planning Service

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All of our plans are aligned to the priorities of the Scottish Government. The Government's Programme for Scotland 2015-16 emphasises a number of themes including:

- A stronger and fairer Scotland;
- Strengthening our communities;
- A strong, sustainable economy;
- Protecting and reforming our public services.

Some of the important National Priorities that planning within the National Park can contribute to include:

- We realise our full economic potential with more and better employment opportunities for our people;
- We value and enjoy our built and natural environment, and protect it and enhance it for future generations;
- We reduce the local and global environmental impact of our consumption and production;
- We live longer, healthier lives;
- We live our lives safe from crime, disorder and danger;
- We live in well-designed, sustainable places where we are able to access the amenities and services we need.

Our planning function sits within the Rural Development department of the National Park Authority. Our work focuses on supporting thriving rural communities and a sustainable, growing rural economy, within a heavily visited and protected rural environment where conservation is to the fore.

Introduction

This is our fifth annual Planning Performance Framework (PPF5) for the National Park.

It ensures continuous improvement of our planning service by reviewing our performance over the last year (statistically and qualitatively) in Parts 1, 2 and 3, and by identifying areas for further improvement over the coming year in Part 4, via our Service Improvement Plan. The Scottish Government uses this report to consider our performance against agreed national markers and it is also used as a framework by planning authorities across Scotland as part of the *'drive towards consistently high quality planning services across the country.'*

Feedback from the Scottish Government on last year's Planning Performance Framework 2014-15 (PPF4) was again very positive with improvements demonstrated in overall markings. We scored a 'green' rating on 10 out of 13 of the Scottish Government Performance Markers, which have been developed to recognise a *'high performing planning authority.'*

This report focuses on addressing areas for improvement that have been identified in the feedback reports and from any further areas identified.



Part 1 National Headline indicators

KEY OUTCOMES	2015-2016	2014-2015
Development Planning:		
Age of local/strategic development plan(s) (years and months) at end of reporting period. <i>Requirement: less than 5 years</i>	4 years 4 months	3 years 4 months
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	Yes	Yes
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	No	Yes*
Were development plan scheme engagement/consultation commitments met during the year?	Yes	Yes
* Revised timescales were reflected in our updated DPS approved by our Board in April and published in May.		
Effective Land Supply and Delivery of Outputs:		
Established housing land supply	377 units	427 units
5-year effective housing land supply	345 units	329 units
5-year housing supply target	375 units	375 units
5-year effective housing land supply (to one decimal place) *	4.6 years	4.4 years
Housing approvals	40 units	73 units
Housing completions over the last 5 years	139 Units	110 units
Marketable employment land supply	13.78 ha***	53.6 ha*
Employment land take-up during reporting year	0.15 ha***	2.15 ha**
* Please note that this reduction is due to the Park no longer counting tourism related land and employment land to be more in line with class uses 4,5,6.		
** This figure is for Adopted Local Plan allocated sites only and discounts windfall development.		
*** This figure rectifies an error made on last year's report as the 53.6ha was the available tourism related land supply. The 13.78ha figure is the area allocated in the adopted local plan for classes 6,7,8 uses which is available and the 0.15ha figure shows take on land allocated for classes 6,7,8 uses on allocated sites only.		

KEY OUTCOMES	2015-2016	2014-2015
DEVELOPMENT MANAGEMENT		
Project Planning:		
Percentage of applications subject to pre-application advice	24%	28%
Numbers of major applications subject to processing agreements or other project plans	0 Major	0 Major
Percentage of planned timescales met	-	-
Decision-making		
Application approval rate	98.9%	97.5%
Delegation rate	97.0%	95.0%
Decision-making timescales		
Average Number of Weeks to Decision		
Major developments	-	13.1 weeks
Local developments (non-householder)	14.4 weeks	14.3 weeks
Householder developments	9.2 weeks	8.6 weeks
Legacy Cases:		
Number cleared during reporting period	6	11
Number remaining	15	17
Enforcement:		
Time since enforcement charter reviewed (months) <i>Requirement: review every 2 years</i>	25 months	12 months
Number of breaches identified/resolved	19 identified 20 resolved	15 identified 10 resolved



National Headline Indicator: Contextual Statement

During this year we have seen a combination of peaks in workload in both the Development Management and Development Planning areas that have placed high demands on the Service. We have seen a great variety of development coming forward and being built on the ground, which has been very positive to see after a period of less development activity. Despite this, along with both officer and management vacancies, performance has remained high. But there has had to be prioritisation of the staff resource on casework, monitoring and on ensuring our Proposed Local Development Plan (LDP) reached the Examination Stage on time.

Good progress has still been made with our service improvement priorities and progressing strategic discussions to support delivery of development in the Park. We were delighted to receive the Overall Award at the 2015 Scottish Awards for Quality in Planning for our engagement in our LDP preparation and a category award for our hydro scheme work.

The following text provides some headline commentary surrounding notable trends in the National Headline Indicators and, where relevant, our statistics in Appendix 1 provide a more rounded perspective in this information. Further detail is also outlined in later sections.

Development Planning

The established land supply has increased due to more permissions being granted than expiring last year. The effective 5 year land supply has also increased for this reason, but is still slightly short of 5 years. We have addressed this through our Proposed Plan which will address this issue once Adopted later this year. The housing land supply figure is made up of all the allocated sites, which are classed as effective in the housing land audit and extant windfall applications. No windfall allowance has been added to the effective supply.



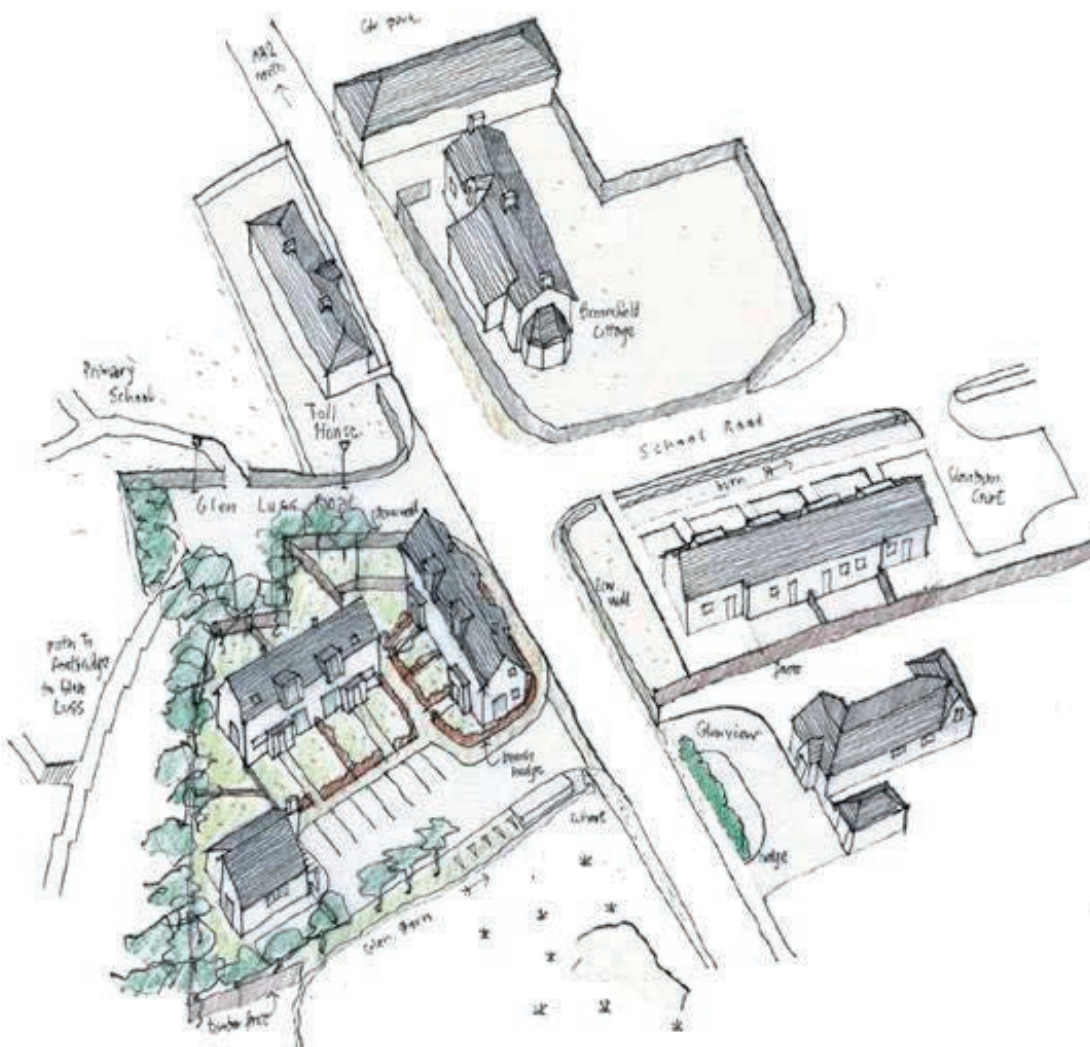
Development Management

Our commitment to effective **pre-application engagement** remains strong. Although the figures indicate a 4% decrease in the number of applications received that have been subject to pre-application discussion, the total number of logged pre-application enquiries actually remained fairly consistent, with the numbers for 2014/15 at 275 across the 2015/16 review period. The small percentage decrease is explained by the overall increase in planning application numbers, which we have seen across the year being in part made up of new applications under the revised Prior Approval process for private ways (hill tracks). This came into effect from November 2014 and has produced some additional work for the National Park.

The statistics evidence a slight **decline in the average determination time** for 'householder' and 'local non householder' applications. However, the results remain within reasonable limits and represent a positive achievement in the context of rising application numbers, increased monitoring of hydro development – a key focus for this year, see our case study - and a small number of particularly contentious local developments. The slight downturn in the average timescales to determine Local and Householder application performance has been an unavoidable consequence. Nevertheless, the numbers continue to be very closely monitored.

The proportion of householder applications remains fairly consistent, at 25% of all applications received.

Drawing on the Appendix 1 results a stand out statistic remains the efficient determination of **Environmental Impact Assessment (EIA) applications**. This is an important focus in a National Park context. Three EIA applications were determined across the reporting period. The average timescale for determination was 20.8 weeks – slightly longer than the 2014/15 average of 14 weeks, but still significantly quicker than the Scottish average of 40 weeks.*



Also from Appendix 1, our performance on the handling of **Electricity Generation Applications** – with 7 cases determined in an average time of 10.2 weeks – a figure consistent with the previous year and significantly ahead of the Scottish Average at 23 weeks.* These represent run-of-river hydro applications and the statistics re-affirm the efficient handling of these applications in order to support the renewable energy sector in Scotland, and reflect our Scottish RTPI category award win for our efficient handling of these applications.

The number of recorded 'legacy' cases outstanding, at 15, is higher than hoped for at year end – particularly as it was an area of work targeted as a Service Improvement last year. However, good progress was achieved across the year to secure the determination and/or withdrawal of a number of notable, protracted cases. Reducing the number of legacy cases being carried at any one time, to no more than 2% of the total number of applications received in any one year, is a new target going forward and this will continue to be a focus area (see Service Improvement targets in Part 4).

20%
INCREASE IN
PLANNING
APPLICATIONS



Whilst it is also disappointing not to have secured any meaningful improvement in the average time taken to determine applications which are subject to 'legal agreements,' the total number of agreements entered over the course of the year remains low. The 101 week average determination time is largely due to one particular case for which it was considered prudent to allow it to 'run,' rather than be returned to the Planning and Access Committee for reconsideration, as there was a clear indication that a positive outcome could be secured.

The National Park continues to consistently approve a higher proportion of applications (98.9% this year) than the Scottish average. This is attributed to our on-going commitment to engagement in pre-application discussions – read more in Part 2 Quality of Outcomes.



Our resolution of enforcement breaches has been effective over the year with very few resulting in formal Enforcement Action. Two notable instances of illegal tree felling subject to a Tree Preservation Order (in Drymen) were subject to formal action and were referred to the Procurator Fiscal during the reporting period. Regrettably it was not possible to conclude the review of our Enforcement Charter within the reporting period, but it is underway. This is a live action programme and included as a Service Improvement priority for the year ahead (see Part 4). The current adopted Enforcement Charter remains relevant, follows the Scottish Government model and sets out our improved service standards and the criteria for High, Medium and Low Priority of enforcement investigations.

* (2014/15 figures - 2015/16 national average not published at time of writing).

Part 2 Defining and measuring a high-quality Planning Service

There are four overall measures against which our performance is assessed:

- Quality of outcomes;
- Quality of service and engagement;
- Governance, and;
- Culture of continuous improvement.

In this section, information is outlined which demonstrates how we have achieved these measures.

The following case studies 'set the scene' and characterise the year in terms of our performance and embedding our ongoing service improvements. The case studies have been chosen as they address more than one of the above measures. This is followed by a further brief commentary for each measure.

CASE STUDY 1 Development Planning: Innovative Strategy - Rural Development Frameworks

CASE STUDY 2 Development Management: Collaborative approach to development on the ground - Sloy Switching Station

CASE STUDY 3 Development Management: Internal monitoring processes and prioritisation: hydro scheme development

CASE STUDY 4 Development Planning: An innovative Local Development Plan

CASE STUDY 5 Development Planning: Balloch Charrette – a focus on delivery and collaboration

CASE STUDY 6 Development Management: Project Management for planning applications



DEVELOPMENT PLANNING

Innovative Strategy - Rural Development Frameworks

In our Proposed Local Development Plan we have taken a much more pro-active approach towards policy guidance for new development in the countryside by introducing Rural Development Frameworks.



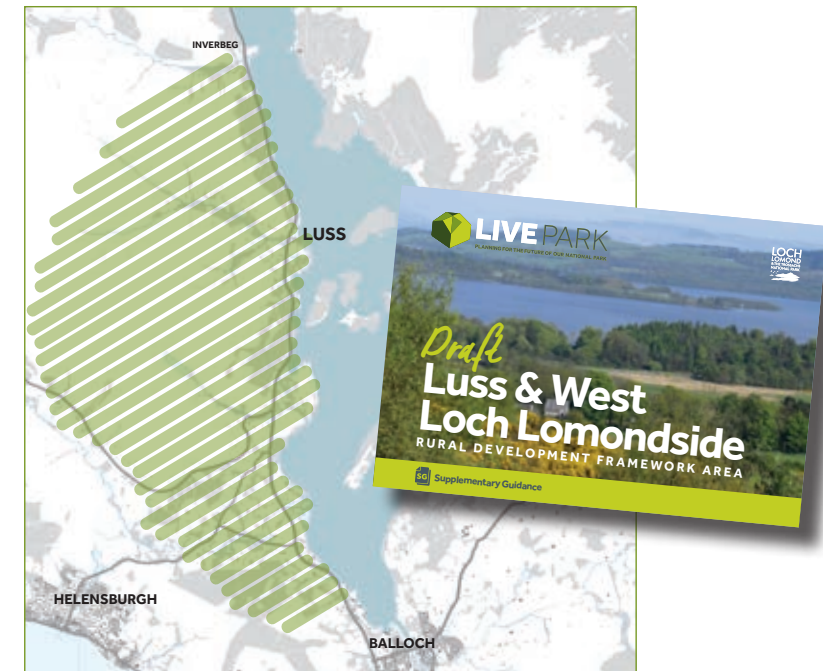
These strategic frameworks have been developed for two areas on the east and west of Loch Lomondside and are designed to provide more coordinated policy direction and comfort to landowners, investors and communities, on the particular types and scales of development that could be accommodated in these areas. They replace the current criteria-based generic planning policy for new development in the countryside. They are also designed to introduce an element of flexibility towards new development in these rural areas, recognising that the ridged split between policy guidance for sites within the settlement and sites outwith, can be artificial in practice and not reflective of how rural communities function or of current land management practices.

Consultation with stakeholders including land owners, businesses and communities, during the process to prepare the Proposed Local Development Plan revealed that there are many opportunities in the rural area that planning policy can help release. Recognising that these areas are of high ecological and scenic value, and that people value them for this very reason, there was a need to explore and map opportunities within a framework that allowed careful consideration of the sensitive environmental context within which development could be accommodated.

Our Rural Development Frameworks aim to:

- Consider future development potential in a specific area, specifically to support and grow the rural economy, attract inward tourism investment and infrastructure, and to increase the supply of rural housing;
- Co-ordinate actions to deliver appropriate development;
- Provide detailed guidance on policy issues and design principles;
- Ultimately, help deliver high quality development on the ground.

The West Loch Lomondside Rural Development Framework includes the village of Luss and surrounding area.



This case study contributed to our Quality of Outcomes, Quality of Service and Engagement, and a Culture of continuous improvement measures.

DEVELOPMENT MANAGEMENT

Collaborative approach to Development on the Ground: Sloy Switching Station

In spring 2016 the final stages of planting took place to complete a significant infrastructure development located within a remote and highly sensitive landscape setting.

We have worked closely with the applicant's agents to monitor the development on the ground and agree restoration and planting proposals that are appropriate to the landscape setting. This case is an excellent example of planners working collaboratively with other professionals, to ensure that the completed development achieved the best possible 'landscape fit' and was finished to a far higher standard than was previously there.

The site in question was an existing electricity switching station consisting of bus bars, external wires and a low quality building. This electricity infrastructure hub provides a strategic connection for the west coast transmission network, to the supply of Glasgow. The site is located within a grouping of highly popular Munro hillwalking routes and is even visible from the far side of Loch Lomond at Inversnaid.



The proposal

The proposal was to remove the existing visually jarring infrastructure, along with three pylon towers, and replace it with a sleek, modern building, designed to a high specification. The proposal was for the building to be located within the landscape and for it to make an architectural statement, but also for it to be accommodated in its natural landscape and be viewed as an enhancement to the landscape setting, rather than the eyesore it was previously considered.

Planning Policy

Our planning policies support high quality design within our special landscapes, and this policy support, we believe, helped encourage this particular design approach. Our landscape policy in our Adopted Local Plan requires high quality standards in landscape design, and also that mitigation measures are part of any scheme where there is likely to be a landscape impact. This robust policy position has been carried forward to our Proposed Plan, where it is now part of our overarching policies – policies that apply to all development proposals in the National Park.

Collaboration with specialists

We are fortunate that we have our own Landscape Advisor in the National Park Authority, based in our Conservation Team, who provides professional advice on details of landscape enhancement or mitigation proposals. Significant collaboration with our Landscape Advisor was required to identify an appropriate landscape strategy for this site.

The challenges

The challenges were to ensure that the works we gave permission for were managed in a sensitive manner. This was done through our use of planning conditions, requiring that Monitoring Reports be prepared and submitted by the applicant's appointed Landscape Clerk of Works on a monthly, and then two monthly, basis through to completion of the project.

The use of this type of planning condition has been an essential, whilst proportionate tool to aid our monitoring of developments in this sensitive and remote location. It puts the onus on the applicant, but provides us with the comfort that independent consultants are being tasked to undertake stringent monitoring of the development and report to the planning authority.



The result

We received all of the monitoring reports on time, along with the landscape restoration plans and planting proposals, to help integrate the boundaries of the site and mitigate residual impacts of the site access. We put this down to the good collaborative working relationship that we built-up with the applicant and their agents - from the pre-application stage through to the application and development stage.

We have been invited to visit the site at the end of August with the applicant, to inspect the success of the restoration and implementation of approved planting scheme. This completes the circle of our planning involvement, made all the easier by a collaborative relationship with other development professionals.



This case study contributed to the Quality of outcomes measure.

DEVELOPMENT MANAGEMENT

Internal monitoring processes and prioritisation: hydro scheme development

Toward the close of 2013 and 2014 the National Park Planning Service came under significant pressure to determine a volume of applications for run-of-river-hydro schemes.



The pressure was applied relative to OFGEM 'feed-in-tariff' deadlines, whereby potential hydro operators had to secure planning permission by 31st December in each year, in order to qualify for 'pre-accreditation' to the higher rate of subsidy per unit of electricity generated. This was a 'project focus' in our PPF4. Through this PPF5 reporting period, the service again came under significant pressure as various developers simultaneously sought starts on site. The timing of the build out phase was due to the necessity for developers to have their schemes operational by specific dates (two years from 'pre-accreditation') in order to achieve their desired Feed in Tariffs, which ensured the financial viability of the developments.

Each hydro scheme which receives planning permission has a multitude of environmental conditions to discharge before the developer can start on site (reported in PPF4 pg 14 -15). Throughout the 2015-16 reporting period we had an average of 13 hydro schemes being developed simultaneously on various sites which created additional pressure for the development monitoring officer resource. The service again reacted to these challenges in a responsive and pro-active ways and staff were deployed flexibly, in order to accommodate this significant area of work.

Monitoring of so many complex schemes in a sensitive landscape is a challenge. A robust and rigorous approach to the monitoring of the build-out phase of the hydro schemes was required, in order to ensure the protection of the Special Qualities of the Park.



The intensive and complex nature of this post decision caseload required extra resource to be transferred, to supplement the role of the Planning Monitoring Assistant. This enabled us to create and implement an intensive rolling programme of site visits, to ensure the necessary landscape mitigation and restoration measures are being implemented to our satisfaction onsite.

The National Park covers an area of 720 sq miles, therefore site visits to the more remote areas of the park place a significant burden on our monitoring resource. The forward planning of these site visits has enabled us to co-ordinate our visits with the relevant Ecological Clerk of Works (ECoW) and Landscape Clerk of Works (LCoW) on these sites, thus ensuring that each site receives the required standard of monitoring.

We have also made other changes to our processes to add efficiencies to this resource intensive area of work. The monitoring reports from the ECoW and LCoW are now reviewed within the Development Management Team in the first instance, instead of by our ecological and landscape specialists, and this enables faster and more responsive actions to be taken than previously.

Our work to refine our procedures in this area is ongoing and the volume of documentation required at the post decision stage remains challenging to process. However, we will continue to be flexible in our approach to staff resourcing – and close working across Planning and Conservation teams - to ensure that hydro scheme development in the National Park does not have a detrimental impact on the special qualities of the Park.



This case study contributed to our Quality of Service, Governance and, Culture of continuous improvement measures.

DEVELOPMENT PLANNING

An innovative Local Development Plan

During 2015 we prepared and published the next phase of LIVE Park - our proposed Local Development Plan. Accompanying this were eight draft Planning or Supplementary Guidance documents which included Developer Contributions.

Our aspiration is that this is a visionary, design-led and outcome focused plan that is accessible to a wide range of audiences. For us, the Local Development Plan was the next step in our journey following on from the Main Issues Report stage, to build on the early engagement and ensure that people continued to engage in the process to prepare the Plan, and to encourage and help them to remain or become more involved in planning overall.

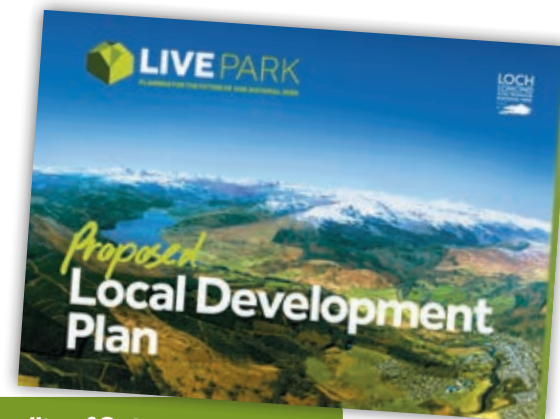
Throughout 2015 our focus continued to be on reaching young and working age people, and to build relationships with our rural communities, to ensure the Plan helps to address specific challenges and realise opportunities within the National Park. This project has delivered a new style of Development Plan for the National Park with planning content communicated clearly to a wider audience.

The proposed Plan, along with supplementary and planning guidance documents, has an innovative style which minimises text and tables and instead uses powerful imagery, illustrations, aerial mapping and annotated maps. The way in which the content has been consolidated, modernised and illustrated represents significant changes in the traditional Development Plan. The style, layout and design of our Proposed Local Development Plan can easily be adopted and used by other local authorities in Scotland, and demonstrates our commitment to continuous improvement in the delivery of the Planning Service.

The team's desire was to modernise the development plan, and strong internal collaboration with design and marketing colleagues, alongside support from external agency 7N Architects, allowed us to produce a Proposed Local Development Plan that sets a benchmark in how Local Development Plans are designed and produced.



This case study contributed to the Quality of Outcomes, Quality of Service and engagement, Governance, and a Culture of continuous improvement measures



DEVELOPMENT PLANNING

Balloch Charrette – a focus on delivery and collaboration

During February and March 2016, we worked with West Dunbartonshire Council, Scottish Enterprise and the appointed external Design Team to run a successful truly collaborative charrette for Balloch.



The purpose of the charrette was to flesh out ideas and delivery mechanisms for key sites identified in the Local Development Plan, as well as to identify a range of improvements to make Balloch a better place for the community, visitors and business. The charrette process was also an important step towards building an effective partnership, a 'co-ordinated public sector game plan', and the means by which to have a continued dialogue and agreement on delivering the priority projects.

Building on the success of our LIVEPark approach (as outlined in PPF4) social media, particularly facebook, was again used extensively in a concerted effort to ensure we reached all interests.

The focus was again working age people and families who may not otherwise have attended the charrette events or workshops, and we developed a new approach where we published a lot more of the ideas on social media to encourage discussion in those forums as well as in the workshops.

In addition to this, we undertook extensive pre-charrette engagement work, and in the lead up to the charrette visited schools, youth groups, an elderly peoples' group and held a 'business breakfasts' which gave local businesses an opportunity to discuss the future of Balloch from their perspective. This approach demonstrates our commitment to improving and broadening our engagement with specific stakeholders groups.

All of these methods helped to ensure that the comments and ideas that fed into the workshop discussions and the overall design process, came from a much wider spectrum of people than had fed into our previous charrettes. In particular there was strong engagement via facebook from the 35 – 44 age group, who tend to be harder to reach through traditional consultation methods.

Over 5,500 users commented, shared or liked the 'LIVEpark' page on facebook and 13,500 people were 'reached' in total.

103 people attended the final charrette exhibition

250 engaging by commenting, sharing and liking

72% increase in LIVE Park facebook followers.

Online comment was strongly encouraged and the facebook page was used to stimulate discussion by posing a range of questions about the future of Balloch. These posts generated a significant level of discussion and debate between residents about what the shared vision for Balloch could be. All content from the final exhibition was placed online and we extended the consultation to take into account all facebook comments at the analysis stage. By facilitating an 'online charrette' to run in parallel with the charrette events themselves, we encouraged more voices to be heard.

The facebook campaign during the charrette strengthened our online presence at a local level, whilst also giving us another platform to showcase our positive place-making work.



This case study contributed to our Quality of Service and Engagement and Continuous improvement.

DEVELOPMENT MANAGEMENT

Project Management for planning applications: Rainbow Valley

In winter of 2015 we determined a planning application which had the highest level of public interest the National Park has ever experienced as a Planning Authority. This case called for a bespoke approach to managing not only the large volume of public interest but, also in the preparations for the formal 'hearing' itself.

The planning case

The planning application was highly emotive and sensitive from a public interest perspective, with a significant number of people supporting the application and, in contrast, a community largely opposed to it. Whilst the case did not present complex policy issues, there was a challenge in preparing a well balanced and considered Report of Handling.

The stand out feature in the application process was the efficient cross-functional corporate working within the organisation, where the input and expertise of numerous individuals achieved a seamless delivery of the hearing and ensured the public were kept well informed at all times. We used a project management approach to achieve this.

Volume of representations

At 1429, this was the highest number of public representations we have received for an application and, as a small Planning service, this volume presented challenges around staffing resources, prioritisation of workloads and, specifically, to ensure we did not compromise our quality of service during this period.



Project Management

The project team included internal teams; Planning, Communications, Rangers, Project Management, Governance and IT teams. The use of project management tools such as Risk Assessments and Task Lists helped to ensure that the project team were fully aware of critical tasks and deadlines throughout the lifespan of the project.

Regular project team meetings also helped ensure that all involved were aware of individual responsibility, and fully 'up to speed' with developments from project start up through to successful delivery of the site visit and hearing. Risk assessments were used to highlight areas of risk and identify mitigation measures.

Conclusion

This was a high profile project that required careful management and presented challenging timescales and reputational risks. The efficiency with which the processing of the planning application and the communication with the public was handled, together with, the smooth operation on the day of the hearing – which attracted an audience of over 100 people – was testament to the planning service we provide and the professionalism of the Planning & Access Committee and the organisation as a whole.

The ability of the Planning service to adapt to challenging casework and identify where a project management approach can add value, demonstrates our proactive approach to finding solutions and our commitment to team working across the organisation. Following the success of this project, we will use the approach as a best practice model in the handling of any future applications that require a similar level of careful management.



This case study contributed to the Quality of Service and engagement, Governance and Culture of continuous improvement.



Performance Measures

Quality of Outcomes - demonstrating the added value delivered by planning

Further work during 2015/16 delivering this measure, in addition to the case studies above, included:

Award winning community and stakeholder engagement and consultation



In November 2015 we were awarded the **Overall Winners at the Scottish Awards for Quality in Planning**. This annual award, the first for a community engagement project, recognised our innovative and people-centred approach to our consultation for LIVE Park – the name for our Local Development Plan Main Issues Report - which sets out future development strategy for the National Park. LIVEPark is the name we used as a short, simple style of communicating what a local development plan actually is – for us its about how people Live, Invest, Visit and Experience the National Park.

The award and positive feedback is national recognition of our significant efforts to improve and deliver a high quality of service and engagement, by placing our communities at the forefront of the plan.

The award recognised the success of the LIVE Park process to prepare the Plan, which involved working with designers and architects from 7N Architects, Snook – experts in service design – and Planning Aid Scotland. The process was designed from the outset to be accessible and engaging, using social media to reach a broader audience – particularly young and working age people, in order to engage them in the planning process (now and in the future) and to help us to understand their views on future development needed within the Park. The use of social media during the campaign is an example how innovative tools and methods can be used to enhance communications and helps us to deliver a high level of customer service.

The Judges were impressed with, 'not only the level of ambition showed by the team, but how they applied a range of new and innovative techniques tailored to the Park's circumstances and local development issues.'

It is felt that the project had, without a doubt, set a new pioneering benchmark which others could follow.

*Scottish Awards for Quality in Planning
Judges statement November 2015*

The benefits of the investment made in engaging with a broad range of stakeholders are now being realised, with fewer consultation responses (hence fewer objections) and more consensus on the majority of the proposed sites and policies.

The LIVEPark project is a particularly good example of where we have realised the success of a particular approach, and the advantages that it can potentially bring to other engagement projects. The social media element was particularly effective in reaching out to a broad audience and we replicated this approach in our campaign for the Balloch Charrette. (See Balloch Charrette case study)



Delivering high quality development on the on the ground

Run-of-River Hydro

The National Park was a category award winner in this year's Scottish Awards for Quality in Planning, acknowledging our work to support the delivery of run-of-river hydro schemes. The award recognised in particular our work to streamline the planning process, from initial pre-application discussion, through consenting and influencing the implementation of the development on the ground, often in sensitive rural locations.

The rich and diverse landscapes of Loch Lomond & The Trossachs National Park present great potential for run-of-river hydro schemes. Last year's Planning Performance Report described our dedicated work in the consideration of a significant number of planning applications for this type of renewable energy development across the Park, and also reported on subsequent developments on the ground.

The determination of these on-going applications has been guided by the Park's commended Renewable Energy Supplementary Planning Guidance. (See Part 3)



2015 -16 has seen a significant number of planning permissions implemented on site, and currently we have 20 operational run-of-river hydro schemes in the National Park and a further 13 currently under construction. The discharge of conditions requiring final approval of details and working methods prior to work starting on these schemes was a significant workload for the Development Management team in the latter part of 2015 (see our Case Study on the Monitoring of Hydro Development). This demonstrates our work with developers in monitoring the discharge of conditions and construction on site.

On completion of those schemes currently under construction, the total hydro electricity generated from within the Park will be sufficient to power the equivalent of 25,000 homes.




Two of the schemes under construction have community links, which means the income generated will go directly towards funding community projects in those areas of the Park.

In awarding this approach an Award at the 2015 Scottish Awards for Quality in Planning the judging panel said

'We are impressed with how the planners anticipated the increased caseload of considerable complexity, implemented changes to ensure successful delivery of 25 approved schemes with an installed capacity of up to 12.3mW' and 'the efficient and time-pressured proactive nature of the work was a significant help to developers and investors when dealing with sensitive landscaped area'.

44 
SCHEMES APPROVED

20 
SCHEMES OPERATIONAL

13 
SCHEMES UNDER CONSTRUCTION

HYDRO SCHEMES 
IN THE NATIONAL PARK OUTPUT **33.5MW**

=

ELECTRICITY TO POWER 25,000 HOMES



Supporting regeneration in Callander: Callander Pass Project

In 2015 the Callander Landscape Partnership secured £1.5 million of Heritage Lottery Funding for the 'Callander Pass' scheme which is focused on the Leny Pass. The National Park Authority was instrumental in enabling this project with the community and partners. Building on the outcomes from the 2011 Callander Charrette, and complimenting the physical growth that is now included in our Proposed Local Development Plan, this project builds on the Charrettes vision that Callander becomes the **'Outdoor Capital of the National Park'**.

Callander is the largest town in the National Park and due to its location in the gap (or "pass") between the Lowlands and Highlands at the eastern most corner of Loch Lomond & The Trossachs National Park, it is uniquely placed to service the needs of visitors and promote outdoor recreation in the Highlands beyond.

The community-led project is the result of collaboration between local community organisations, Loch Lomond & The Trossachs

National Park Authority, Scottish Natural Heritage (SNH), Forestry Commission Scotland and Stirling Council. The Heritage Lottery Funding includes £119,600 for the development phase, with additional contributions from SNH and Loch Lomond & The Trossachs National Park to complete the costs for development.

The next year will see community aspirations envisioned and worked up into fully developed project plans for submission to Stage 2 Heritage Lottery Funding. If successful this will release funding for delivery of the project.

The scheme puts heritage conservation at the heart of rural regeneration by conserving habitats at landscape-scale, promoting joined-up management, reviving long-lost skills and offering training and volunteering opportunities. Heritage Lottery Funded projects make a major contribution to work in the UK on implementing the European Landscape Convention.



Supporting our built heritage

2015-16 was the third successful year of running our Built Heritage Repair Grant which aims to support the sympathetic repair of traditional buildings and restoration of local built heritage. We are starting to see the cumulative benefit in some of our towns and villages with a number of properties having been visibly improved. Throughout the year 11 projects were completed with grants awarded to help repair traditional buildings in Stronachlachar, Gartmore, Strathyre, Milton of Buchanan, Luss, Callander, Aberfoyle and Drymen.



Quality of Service and Engagement

Further work during 2015/16 delivering this measure, in addition to the case studies above, included:

Project Managing our Local Development Plan

We continued to use project management techniques to programme and monitor delivery of our Local Development Plan, associated guidance and statutory assessments. The benefits of this approach are that the project team were at all times fully abreast of the work programme and key stages/milestones that were to be reached. Risks and resources were carefully monitored and managed. Regular project team meetings (weekly or fortnightly), project plans and risk registers, all helped to manage the project and engendered shared ownership of the Plan within the team.

The success of this approach is demonstrable in that the Plan has been progressed as planned and set out in the Development Plan Scheme, fully meeting all targets and submitted to the Scottish Ministers as targeted for examination. This was achieved despite the team operating for the majority of last year without a Development Planning Manager in post, and some staff being seconded into the team to help from development management, relying on the project plan to help effectively manage the work programme.

Establishing protocols – In PPF4 we reported that a protocol for holding affordable housing commuted sums was in place, with Stirling Council and in work to progress this with Argyll and Bute Council had been postponed. The agreement was for these local housing authorities to hold these monies within their Strategic Housing Accounts, as the National Park is not a statutory Housing Authority. During the course of last year protocols have since been agreed with Argyll and Bute, Perth and Kinross, and West Dunbartonshire Council.

Our Approach to Development Management Service and Engagement

We continue to take pride in our open and accessible approach to all development proposals, with an emphasis on negotiation and discussions to achieve a positive outcome. Our Service Charter sets out the key values of our service.

- Our PPF4 report set out in some detail how we operate our pre-application service in common with this approach.



Across the PPF5 reporting period this has continued to deliver benefits as follows :

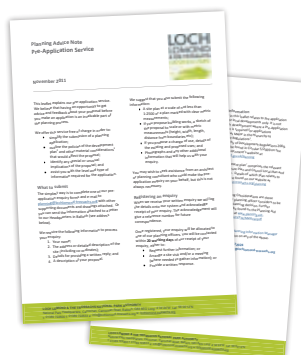
- Better quality of applications at submission (with all required supporting information having been flagged early);
- Well structured guidance with proportionate information requirements clearly set out;
- Improved certainty for applicants on likely outcome and timescales;
- Less refusals – our approval rate (98.9% for the review period) remains consistently above the national figure;
- Less appeals / Local Reviews (we only handled 2 local reviews and 1 appeal case in the review period).



The pre-application service continues to evolve and notable adjustments for this year include :

- Improved early flags of any legal agreement or developer contribution;
- An updated template responses to take account of the progression and relative weighting of the new policies and guidance in our Proposed Local Development Plan;
- A template for scoping opinions for run-of-river hydro schemes and clear instructions for EIA applications – this of particular importance in the National Park - given the protected status, the authority is required to screen all applications under the EIA regulations.

No charge is levied for our pre-application service.



Our 'Making a valid planning application' advice leaflet continues to work in tandem with our pre-application advice, to ensure a high level of applications valid on receipt - 75% of applications for the period. A significant proportion of those invalid

applications are attributed to unpaid fees. We have now introduced the facility to pay applications (and advert fees) by Paypal - and this supplements the online payment facility through OAA and the telephone card payment facility.

By providing a range of payment methods in addition to the traditional methods of payment by cash and cheque, we are increasing choice and flexibility for the customer - in addition to the efficiencies we gain. It is hoped that this improvement will reduce the percentage of applications invalid due to unpaid fees - and this will be monitored over the coming year.

Our commitment to **e-Planning** is well documented through our previous PPF reports, and this continues to be reflected in the high number of online applications made. It was notable for this year that 70% of representations on planning applications are now submitted electronically, using either the online comments facility on our Public Access System or e-mail.

The National Parks main website is currently being completely over-hauled and re-designed, and we are taking this opportunity to re-organise our planning content to refine and make it more user friendly. Nevertheless, we continue to provide planning advice and guidance through our range of Planning Advice leaflets and contact details for our all of our planning team are available on our website.

ePlanning.scot

Issuing decision notices electronically via e-mail to applicants or agents has now been embedded as standard practice. We now find that we only issue paper decision notices and drawings once or twice a year, significantly reducing our environmental impact, costs and delays for applicants/agents.

Our social media presence has broadened during 2015/16 building on our success of our LIVE Park website and social media campaigns during the Main Issues Report. The LIVE Park site has also now been expanded and content has been updated to reflect the current stage of the Proposed Plan, and also includes bespoke blogs about specific projects such as Balloch Charrette, as well as the publication of more routine documents such as the planning weekly lists.





We use **Processing agreements** as a matter of course on Major and significant Local applications. Our use of processing agreements was a key element of Scottish RTPI award for Quality in Planning, for our work to support the delivery of Run-of-River Hydro Development in the National Park. However, we have also been using agreements, in a simplified form, as an option on all of our applications.

The effectiveness of agreements applied to smaller local applications remains a concern – and this is evidenced in the disappointing figures for the percentage of applications subject to processing agreements which were determined within agreed timescales – see Appendix 1. Development work on defining solutions is a priority – and relates to target decision-making timescales for local and householder applications for the coming year. This has been included as a Service Improvement for the year ahead.



Our work this year has focused on better defining the role of our **development monitoring assistant** to bring improved efficiencies to the service at post-decision stage. This role has come under significant pressure through the review period, as a consequence of the volume of run-of-river hydro developments underway within the Park.

From February until April we prioritised the development of our procedures for the Monitoring role, with a particular focus on the efficient discharge of conditions and the balance of work sharing between the Monitoring Assistant and the Planning case officer. As part of our expressed intention to further investigate a more effective use of processing agreements, it remains our intention to examine the options to apply them as a project management tool to the implementation phase of development on our more complex schemes. This will give more certainty to developers on our timescales for discharging pre-start conditions to enable work to start on site.



A **customer feedback survey** has now been developed and circulated in an initial pilot project to customers (applicants and agents) engaging in the planning application process. In the short term we will collate and analyse initial responses and consider actions to be taken in terms of service improvement. The long term action is to circulate to wider customers including those engaging in pre-applications.

We are also considering, with the 'Scottish Improvement in Service Design' approach in mind, other innovate ways of engaging with our DM customers and obtaining feedback on the service we provide. The officer leading the customer feedback initiative is also participating in the 'Scottish Approach to Service Design Champions Programme', lead by Cat Macauley, Head of User Research and Engagement at the Scottish Government. This will ensure momentum and consistency is maintained across this important area of work.

Governance:

Ensuring that our structures and processes were proportionate, effective and fit for purpose

Further work during 2015/16 delivering this measure, in addition to the case studies, included:

The service continues to work within a clearly defined **corporate management structure** – with the Head of Service now part of the Executive Senior Management Team, and an overarching Annual Operational Plan that aligns with our Corporate Plan and current National Park Partnership Plan.

New procedure with our internal specialist advisors on planning consultations

We are maintaining strong collaborative working with our internal specialist advisors in providing landscape, ecology, water, access, built heritage, and trees and woodland advice. Weekly prioritisation meetings are held to help develop a 'one team' dynamic and improve communication. This is an important collaborative meeting across a range of service teams within the National Park to deliver efficiencies in the handling of planning applications (and pre-application responses) on cases with sensitivities in these areas. Developing this relationship has been a running project over the course of the 2015/16 reporting period.

A project team - comprising representatives across teams and lead by the respective managers working to a project plan with clear objectives - culminated in the adoption by the organisation of an 'Internal Advice Procedure'. This sets out the key steps to simplify and streamline the exchange of information between the Planning Officer and the Advisor, which has important benefits in terms of clarity on advice being made 'public' at the appropriate time. Phase 2 of the project continues as a Service Improvement priority for the year ahead, to aid the preparation of best practice advice and to further improve the efficiency of the systems used by the Development Management and Conservation and Land Use Teams for tracking and reprioritising casework.

Managing the Planning Service

By managing the planning team effectively and more flexibly across both development management and development planning functions to provide targeted resource for key focus areas, including development monitoring, hydro case work and householder applications. Development Management staff also assisted in preparation of the Proposed Local Development Plan and accompanying guidance. By enabling and encouraging development planning and development management staff to work across both work streams, we are able to up-skill, diversify and expand on skills and competencies within the team. This approach in 2015 helped us to deliver on key projects and manage work pressure points accordingly. It has helped to build a small but dynamic team that is able to respond and adapt as work pressures require.



Appointing a planning student intern in summer 2015 to undertake planning monitoring work and householder applications, whilst gaining work experience.

Continuing to review of our approach to 'legacy' cases. Although a number of legacy cases remained outstanding for the reporting period – see statistics in Part 1 – a significant number were cleared for the period. There remains work to be done on other cases – particularly those related to enforcement interventions. A Service Improvement target remains proposed for the coming year to further reduce the number of legacy cases on hand at any one time. This is in line with a revised target prepared for our Operational Plan.

During 2015 we established an internal project to review the information we held on our existing **Tree Preservation Orders**, many of which were inherited when the Park was formed, and our procedures that supported their management. This was timely as we designated a new Order, following a request from one of our communities. We now have an updated procedure and systems in place to propose, confirm, review, amend or revoke these Orders, to ensure they are compliant with current legislation and regulations.



We continue to develop an engaged, high performing and motivated planning team, using the following range of initiatives:

- **Employee satisfaction**

Using the Best Companies survey as our measure, satisfaction has grown year-on-year and we are now a one ★ company (the staff engagement equivalent of a Michelin star restaurant) and a Top 100 not-for-profit company to work for in the UK. We have a planning team plan in which we identify areas for improvement year-on-year and collectively strive to achieve these.

- **Values and behaviours**

We have fully embedded our employee-developed values and behaviours, into monthly one-to-ones between managers and team members and within the annual 'My Performance Review' process (how we do it).

- **Understanding and ownership**

All teams actively contribute to the development of team plans and objectives that are clearly aligned and articulated to our Corporate Plan, National Park Partnership Plan and Scottish Government outcomes. This has resulted in successful delivery of our Annual Operational Plan objectives (what we do).

- **Health, wellbeing and safety**

Engagement throughout the organisation has resulted in a new suite of risk assessments being developed and significantly increased understanding of the importance of Health & Safety.



Culture of Continuous Improvement

Further work during 2015/16 delivering this measure, in addition to the case studies above, included:

Raising the profile of planning via continued social media presence during consultation on LIVEPark Proposed Local Development Plan including updates, blogs, case studies shared via twitter and facebook. Also expanded the use of LIVEPark 'brand' to communicate more about development management and development activity – see Section 4 update on Service Improvements for previous year.



Staff assisting with 2016 Scottish Government student design competition

Sharing good practice, case studies and project updates amongst the team via two all Service sessions during 2015/17 focussing on development activity, strategy and community action planning in Luss and Balloch. Both sessions involved site visits, reviewing outcomes of development and projects on the ground, and focussed workshop sessions to share and feedback on relevant training and conference attendance (sharing skills and practical learning), map out the LIVEPark whole team communications approach (a service improvement identified in the 2015/16 Improvement Plan), update health and safety procedures as well as guest speakers to share their perspective on relevant projects (for example tourism advisor provided a briefing about the tourism and marketing approach being rolled out at Lomond Shores). Feedback from the team is that these sessions are hugely beneficial in terms of sharing good practice, boosting team spirit and helping understanding and awareness of the LIVEPark vision and strategy and wider project activity within the National Park.

Sharing Best Practice and Skills with Peers. The National Park were invited to run a workshop at the Scottish Government's National Development Management Forum held in Edinburgh in November 2015. Bob Cook and Catherine Stewart lead two well attended workshops sharing our experience entitled : 'Streamlining the handling of Planning applications'. The presentation focused around our experience in determining a volume of run-of-river hydro application to tight – and fixed - deadlines in the latter parts of 2013 and 14 – but the workshop took delegates through specific actions from our experience and asked them to consider the transferability of these to their own circumstance and how they might aid efficiencies in determining all applications. Our actions included :

- Use of processing agreements
- Setting up cross specialism priority setting meetings
- Securing adjustments to your scheme of delegation

It was a great opportunity to share why we do things the way we do - and the difference it can make – and was very well received.



Management training for team leaders. Through February and March 2016, a series of training sessions were run for all managers across both National Parks – a shared event – providing a great opportunity for collaboration between services. A key theme was developing a consistency of approach in the application of corporate policies but it focused strongly on understanding roles and relationships and team dynamics and developing skills in team leadership.

Our on-going programme of **member training and development** continues to improve Members' knowledge of key planning issues and results in better informed decision making. During 2015/6 we worked with Members to identify particular needs and so this focused on Standing Orders and Procedures, Flood Risk, Trees and Woodland and included a visit to past contentious cases that have been built. Training was also provided to the Board on the new arrangements for Local Development Planning.



Given the substantial increase in numbers of **applications for Prior Notification and Prior Approval** relative to private ways (almost 200% increase since the legislative change in April 2014) we undertook priority work to improve our procedures and processes for these types of applications. As part of the on-going work in this area through the review period, we have been developing a protocol with Forestry Commission Scotland to assist in aligning their own EIA consenting process with the updated planning legislation.

The National Park has consistently engaged in planning service improvement delivery - despite not having a dedicated staff resource to this area. All initiatives are undertaken by professional and support staff under the direction of the planning managers. Engagement across the organisation is secured wherever possible - including the Communications Team – which reflects a broad corporate approach to our work.

Part 3 Supporting Evidence

This section explains the evidence that has been drawn on the evidence this report. This includes a range of sources and published material that relate to our work outlined in Part 2.

Local Development Plan/Planning Guidance

Renewable Energy Supplementary Planning guidance

www.lochlomond-trossachs.org/planning/renewable-energy/menu-id-176.html

Draft Developer Contributions Planning Guidance

www.ourlivepark.com/our-proposed-plan

Draft West Loch Lomondside Rural Development Framework

www.ourlivepark.com/our-proposed-plan

Feedback and representations received during and after the consultation on LIVEPark Proposed Local Development Plan – available within our October 2015 Board Report

www.lochlomond-trossachs.org/images/stories/NPA%20Board/26%20October%202015/Agenda%20Item%209%20-%20LIVE%20Park.pdf

Customer feedback on Proposed Local Development Plan consultation

www.surveymonkey.co.uk/r/planning_service_feedback

LIVE Park Website

www.ourlivepark.com

Proposed Local Development Plan

www.ourlivepark.com/our-proposed-plan/

Balloch Charrette

www.ourlivepark.com/liveinballoch/

Website

Example of blog post on our website

www.ourlivepark.com/charrette-day-3-making-it-happen

Planning Service Charter

www.lochlomond-trossachs.org/images/stories/Planning/PDF/Planning%20_Service_Charter_Jan2012.pdf

Enforcement Charter

www.lochlomond-trossachs.org/images/stories/Planning/PDF/Advice%20notes/Enforcement%20Charter%202014.pdf

Planning contacts available on website

www.lochlomond-trossachs.org/planning/planning-advice-leaflets/menu-id-594.html

Built Heritage Repair Grant Scheme

www.lochlomond-trossachs.org/looking-after/built-heritage-repair-grant/menu-id-963.html

Facebook

Example of engagement and discussion on Facebook

www.facebook.com/ourLIVEpark

LIVE Park on Facebook – this enables a much greater reach and understanding on areas of interest as well as ongoing engagement.

www.facebook.com/ourLIVEpark

Twitter

LIVE Park on Twitter

<https://twitter.com/ourlivepark>

Scottish Government Development Management Forum November 2015

List of presentations

www.gov.scot/Topics/Built-Environment/planning/Development-Management/Forum

NPA Presentation

<https://docs.google.com/presentation/d/1HsNFpe8ruXAtVX-FUHAyv0ui5frOUKWEFcA0JF4NyHA/pub?start=false&loop=false&delayms=30000#slide=id.p4>

2015 Scottish Award for Quality in Planning

Loch Lomond and The Trossachs National Park - Delivery of Run-of-river Hydro Electric Schemes & LIVE Park.

www.gov.scot/Publications/2015/11/4983/6

Planning Performance Framework 2014-2015

www.lochlomond-trossachs.org/planning/

Sloy Switching Station application

<http://eplanning.lochlomond-trossachs.org/OnlinePlanning/simpleSearchResults.do?action=firstPage>

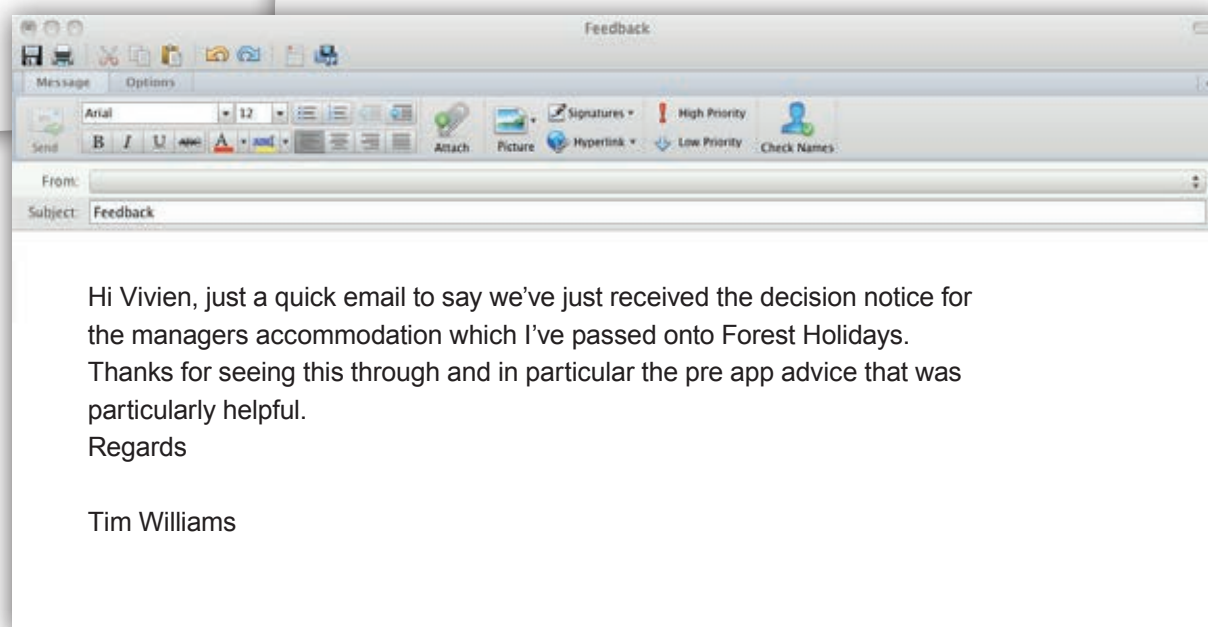
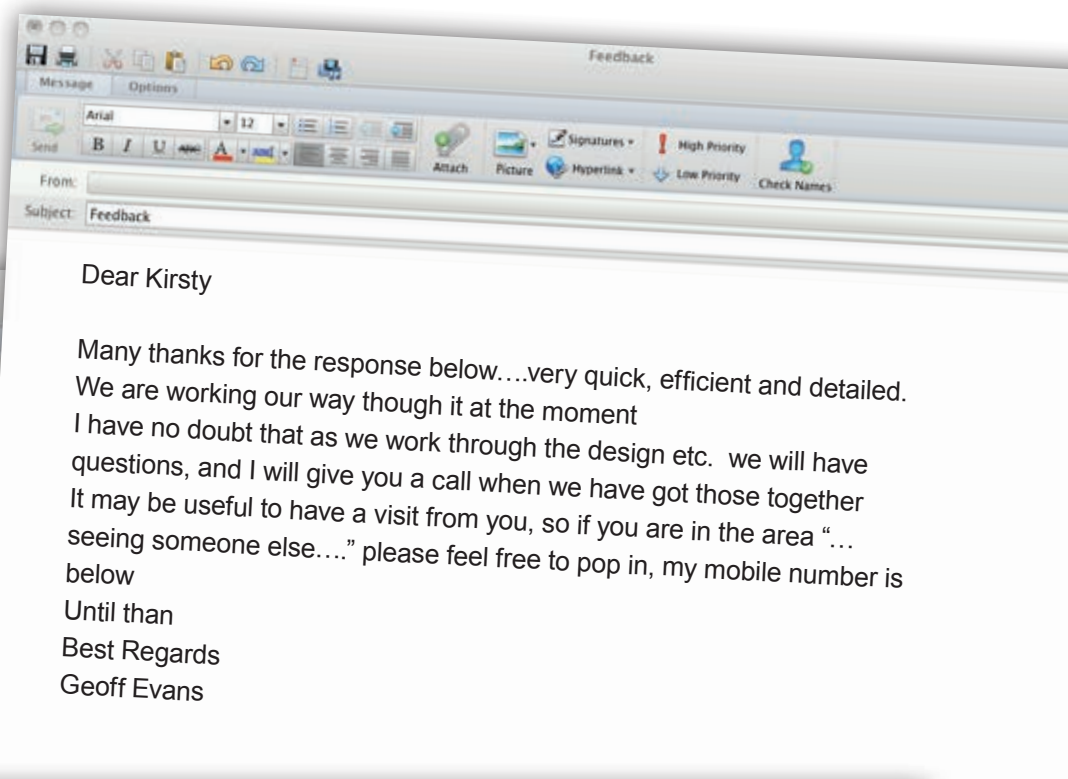
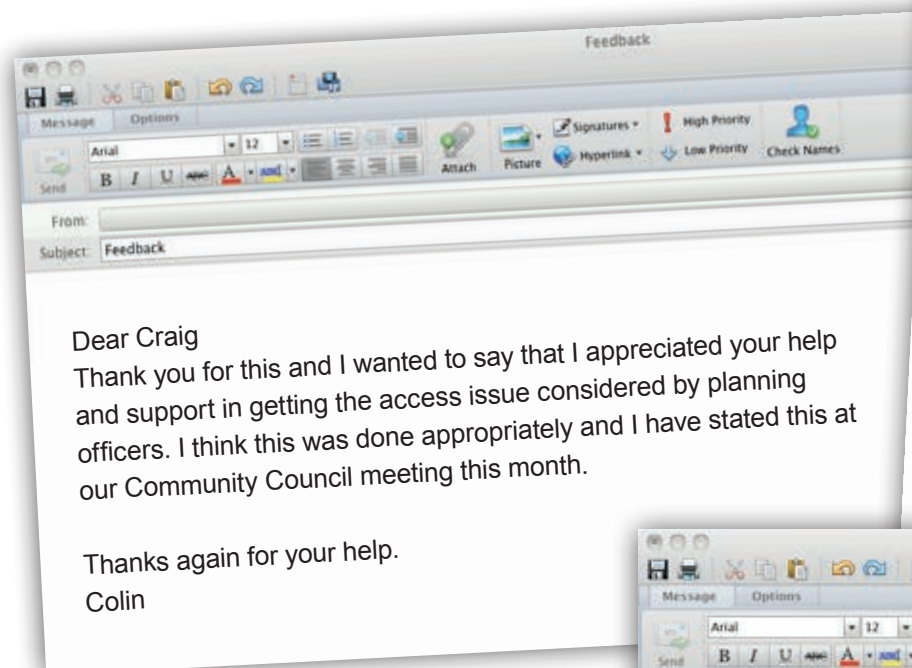
Loch Lomond and The Trossachs Operational Plan 2016/17

www.lochlomond-trossachs.org/looking-after/npa-board-meeting-14/03/2016.html?itemid=409

2015 Best Companies - Best 100 Not for Profit Organisations

www.b.co.uk/Company/Profile/411578/

The following are examples of positive feedback from our customers directly via email:



Part 4 Service Improvements

In the coming year we will:

Improve our quality of outcomes by:

1. Building on our innovate approach to our Local Development Plan, and our ongoing LIVE Park campaign, prepare complimentary approach to supporting delivery of the new Vision.
2. Pilot new mechanisms or amended procedures to target improving decision making timescales for local and householder applications.
3. Further target 'legacy cases' to further reduce determination timescales - and the number of such case running at any one time – in line with our organisational Operational Plan objective.

Improve our quality of service and engagement by:

4. Reviewing our planning content on our website will be undertaken as part of a website re-design project for the whole National Park. The aim of the review will be to improve the accessibility and ease of use of all our planning information.
5. Piloting a 'Service Design' Review of our Development Management work.

Governance

6. Review the recording and reporting of pre-application advice.

Culture of continuous improvement

7. Review our use of Processing Agreements – and publish user guidance
8. Publish an updated Enforcement Charter

Our delivery of service improvement actions from previous year

1	Review legacy cases, formulate an action plan to reduce outstanding cases and seek to reduce the number of cases	COMPLETE
	The 'complete' rating is with recognition that a reduction in the number of live legacy cases has been delivered across the reporting period – however, there is still potential to reduce the numbers further and a new target has been set for this through the National Park's Operational Plan. The approach will continue to be through a combination of actions relative to the particular circumstances of the case i.e. to target the return to Planning Committee for reconsideration on applications subject to a stalled legal agreement or to persuade applicants to a withdrawal.	
2	Target decision making timescales for local and householder applications. Through flexible use of staff resource, improved awareness of target dates, a more effective use of processing agreements and simplified delegated reports.	COMPLETE
	Although the statistics confirm that an improved average determination time has not been delivered for these application categories, a different approach to resourcing this was implemented as set out. Given the unexpected high numbers of applications overall, this did not deliver the improvement as hoped. However, this is work ongoing that carried forward. It is considered that the relative steady performance is a positive achievement against a background of rising application numbers, complex casework and a static staff resource. The staff resource has been flexibly deployed to continue to perform well on those development proposals which present the greatest risk to the sensitive National Park context and to influence and add value to those significant proposals which contribute most to deliver on the Scottish Governments key outcomes.	
3	Implement our updated procedure to secure best practice with our internal specialist advisors on planning consultations	COMPLETE
	This 'shared service' project has delivered an agreed procedure for the exchange of information and efficiencies across separate work areas of the National Park. Phase two of the project - to develop best practice - continues as a Service Improvement objective for the year ahead.	
4	Facilitate an online payment option on our website	COMPLETE
	We have now introduced the facility to pay applications (and advert fees) by Paypal - and this supplements the online payment facility through OAA and the telephone card payment facility. By providing a range of payment methods in addition to the traditional methods of payment by cash and cheque, we are increasing choice and flexibility for the customer - in addition to the efficiencies we gain	
5	Establish a social media presence for communicating basic Development Management information. Promote committee meetings, papers, weekly lists and more significant planning decisions	COMPLETE
	The use of our social media platforms have been expanded to include Development Management information. We are now using social media to promote of our weekly lists and to report on significant planning decisions.	

6	<p>Expand the use of the LIVE Park 'brand' and digital presence to relate to all our planning activities.</p> <p>Update content to reflect the stage in our Proposed Plan, and broaden out content to relate to development management, enforcement, community development and built environment. Could include basic information and/or a small number of 'blogs' by staff undertaking these duties Complete</p>	COMPLETED
	<p>LIVE Park content has been regularly updated throughout the year and we have included updates to reflect the examination stage of the proposed plan, all of the Proposed Plan documentation, blogs posts by staff and guest bloggers, information and updates on the Balloch Charrette. The LIVE Park brand has been broadened to also include Development Management information.</p>	
7	<p>Identify and deliver early actions on continuing to develop our liaison and engagement with our key audiences and customers.</p> <p>Hold forum meeting with planning agents, plan out and start promotion with key development sectors on delivery of the Local Development Plan, target presentation or briefing events, formulate marketing approach for visitor accommodation investment opportunities in the Trossachs</p>	PART
	<p>Due to opportunity to engage with agents, landowners and developers during the consultation on Proposed Local Development Plan and perceived lack of interest in hosting a planning agent forum this was postponed. Alternative methods will be explored based on either a topic or area of the Park with business breakfasts being considered as alternative option.</p> <p>Despite it not yet being adopted, good progress has been made to engage with key development sectors to help progress delivery options for a number of key sites identified in the Local Development Plan.</p> <p>Destination Development work has commenced for Callander and The Trossachs however this work will fall mainly with the 2016/17 reporting period now rather than 2015/16. This will be informed also by a review of the community action plan and refresh of the 2011 charrette.</p>	
8	<p>Conclude our approach to obtaining Development Management customer feedback.</p> <p>Undertake a survey and analyse the results.</p>	COMPLETE
	<p>Work to develop the agreed approach for obtaining customer feedback was completed during the reporting period. A survey has been developed and was circulated to our first round of customers in March 2016. Analysis has not yet been concluded, however this has developed into a new phase of work to embed users of our service into the design of how we provide it. This is included as a new Service Improvement for the coming year following our participation in a Scottish Government pilot.</p>	

Part 4 of PPF 4 included updates on a number of previous Service Improvement Actions which were only part complete or ongoing. The text at that time would have explained the status of the work undertaken relative to the Action. Some continue as updated Actions for the year ahead – such as our work to refine the use of processing agreements - and updates on the others but in moving to a more streamlined report and focused report this has not been included. This can still be provided on request if desired.

Appendix 1 - Official Statistics

MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)	
Without Legal Agreement	0	-	
With Legal Agreement	0	-	
MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)	
All Major Developments	0	-	
Minerals	0	-	
Housing	0	-	
Business and Industry	0	-	
Waste Management	0	-	
Electricity Generation	0	-	
Freshwater Fish Farming	0	-	
Marine Finfish Farming	0	-	
Marine Shellfish Farming	0	-	
Other Developments	0	-	
LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	
Without Legal Agreement	220	11.1	
With Legal Agreement	3	101.4	
LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	Proportion of Decision
All Local Developments	223	12.3	
Local: Less than 2 months	87	6.8	39.0%
Local: More than 2 months	136	15.9	461.0%
Local Developments (non-householder)	132	14.4	
Local: Less than 2 months	42	7.1	31.8%
Local: More than 2 months	90	17.9	68.2%
Householder Developments	91	9.2	
Local: Less than 2 months	45	6.5	49.5%
Local: More than 2 months	46	11.9	50.5%
Housing	30	20.6	
Local: Less than 2 months	6	7.7	20.0%
Local: More than 2 months	24	23.8	80.0%

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	% Under 2 months
Business & Industry	4	20.6	
Local: Less than 2 months	0	-	0%
Local: More than 2 months	4	20.6	100%
Other Developments	88	12.5	
Local: Less than 2 months	30	6.9	34.1%
Local: More than 2 months	58	15.4	65.9%
Minerals	0	-	-
Waste Management	0	-	-
Electricity Generation	7	10.2	71.4%
Freshwater Fish Farming	0	-	-
Marine Finfish Farming	0	-	-
Marine Shellfish Farming	0	-	-
Telecommunications	2	10.1	50.0%
AMSCs (under 2 months)	1	15.0	0.0%

OTHER CONSENTS	Total number of decisions	Average time (weeks)
All Other Consent	92	7.9
Listed buildings & conservation area consents	26	11.3
Advertisements	11	8.5
Hazardous substances consents	0	-
Other consents and certificates	55	6.2

ENVIRONMENTAL IMPACT ASSESSMENTS	Total number of decisions	Average time (weeks)
Local Developments Subject To EIA	3	20.8
AMSCs (Subject to EIA)	0	-

APPLICATIONS SUBJECT TO	Total number of decisions	Average time (weeks)
Planning/Legal Agreement	3	101.4
Local Review	2	47.2

PROCESSING AGREEMENTS	Total number of decisions	% within agreed timescales
All Processing Agreements	16	31.3%
Major applications	0	-
Local Applications	15	26.7%
EIA developments	0	-
Other consents	1	100.0%

APPLICATIONS APPROVED / DELEGATED	Percentage	
Percentage of Applications Approved	98.9%	
Percentage of Applications Delegated	97.0%	

LOCAL REVIEWS and APPEALS	Total number of decisions	Original decision
Local Review	2	50.0%
Appeals to Scottish Ministers	1	100.0%

ENFORCEMENT ACTIVITY	Number	
Cases Taken Up	19	
Notices Served	0	
Reports to Procurator Fiscal	0	
Prosecutions	1	
Number of breaches resolved	20	

Appendix II - Workforce and Financial Information

This is a snapshot of staffing at 31 March 2014.

Tier				
Head of Planning Service (1)	1	2	3	4
	1 Chief Executive	0	1 Head of Service	2 Team Managers

	Managers (2)		Main Grade Posts		Technician Posts		Office support/ Clerical		Totals
	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	
Development Management	1	1*	4.4		2.8		2.6		
Forward Planning		1	1		1.6	0.6	1		
Enforcement Staff				0**	1				
Cross Service/Other Planning			1						

* This post was vacant until 29/02/16

** This post was vacant from 29/02/16

***This post was vacant for a number of months due to an officer's sabbatical and difficulties with recruitment. It is not showing as a vacancy as there was a temporary increase in planning officers within development management to cover enforcement work across the team.

Staffing profile	Number
Under 30	1
30-39	5
40-49	8
50 and Over	6

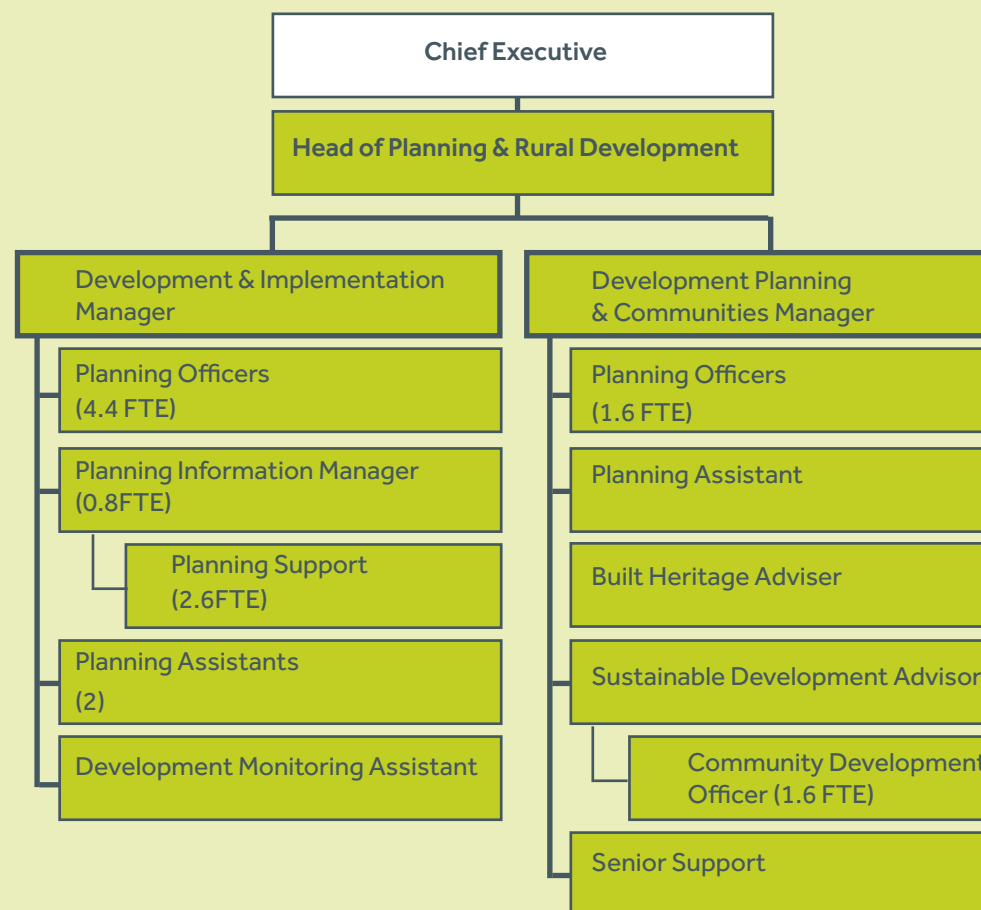
Committees & site visits (3)	No. per year
Full Council committees	0
Planning Committees	9
Area Committees (where relevant)	
Committee site visits	3
LRB (4)	1
LRB site visits	0

Actual Costs Planning Service	Costs		Income (7)
	Direct (5)	Indirect (6)	
Development Management & Enforcement Team	Staff £317,190	Unable to compile this information at this time	£166,906
Forward Planning Team	Staff £134,556		

Notes on Workforce and Financial Information

1. In relation to service structure, 1st tier post holders are Chief Executives, 2nd tier are Directors, 3rd tier are Heads of service and 4th tier are managers.
2. Managers are those people who are responsible for the operational management of a team/division. They are not necessarily line managers.
3. References to committees also include National Park Boards. Number of site visits are those cases where visits were carried out by committees/boards.
4. This related to the number of meetings of the LRB, application numbers going to LRB are reported elsewhere.
5. Direct staff costs covers gross pay, including overtime, national insurance and the superannuation contribution. The appropriate proportion of the direct cost of any staff member within the planning authority concerned spending 30% or more of their time on planning should be included in costs irrespective of what department they are allocated to. (For example: Legal advice, Administration; Typing) Exclude staff costs spending less than 30% of their time on planning.
6. Indirect costs include all other costs attributable to determining planning applications. Examples (not exhaustive) are:
 - Accommodation
 - Computing Costs
 - Stationery
 - Office machinery/Equipment
 - Telephone charges
 - Print
 - Advertising
 - T&S
 - Committees
 - Elected Members' expenses
 - The relevant apportionment of Support Service costs
7. Income - include planning fees for applications and deemed applications. (exclude income from property and planning searches)

PLANNING & RURAL DEVELOPMENT SERVICE STRUCTURE



Refer to notes on page 36, Appendix II



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