

# **PLANNING PERFORMANCE FRAMEWORK 4**

**2014-15**



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### OUR COMMITMENT

Our Planning Service is a key part of the Cairngorms National Park Authority and is committed to the Vision<sup>1</sup>, Mission and Values as set out in the Corporate Plan 2015 to 2018. The Planning Service plays a key part in creating the Park we all want by getting the right development in the right place, by promoting investment, by protecting and enhancing the natural/cultural environment and by creating places that we will value and enjoy.

Further information in our Planning Service Charter at <http://cairngorms.co.uk/>

<sup>1</sup>The Vision for Cairngorms National Park is: “An outstanding National Park, enjoyed and valued by everyone, where nature and people thrive together. (Source: National Park Partnership Plan 2012-2017)

## Introduction

The Planning Performance Framework (PPF) was developed by Heads of Planning Scotland in conjunction with the Scottish Government. The framework involves a mix of qualitative and quantitative measures to provide a toolkit to report on and improve performance. It represents a “holistic framework for assessing planning authority performance and improvement” so that planning “can achieve its’ potential in supporting the Government’s Economic Strategy”. All planning authorities prepare PPF reports annually.

This is the Fourth Annual Framework Report (PPF4) for the CNPA Planning Service. Scottish Government feedback about our last Report, for 2013/14, was generally positive and is available online. This Report includes a summary of how we have performed in 2014/15 and looks ahead to 2015/16, highlighting the key areas where we want to improve our practice. We use the Report to feed back to Scottish Government and to significant stakeholders including our Developers Forum and Planning Representatives Network. From September 2015 a new approach to performance improvement will be taken forwards based on benchmarking amongst peer groups of planning authorities.

In the Cairngorms National Park, more than in any other part of Scotland, there is a partnership approach to planning – the National Park Authority and the five relevant local authorities all play a key role in making the system work efficiently. CNPA sets the planning policy for the National Park through the development of the National Park Partnership Plan and the Local Development Plan. CNPA “calls in” and determines the most significant planning applications, generally around 10% of all applications, leaving each of the five local authorities to determine the remaining applications. All planning applications in the Park are determined with reference to the same policy background.



## Part I: National Headline Indicators (NHIs)

Key outcomes	2014-2015	2013-2014
<b>Development Planning:</b> <ul style="list-style-type: none"> <li>Age of local development plan (years and months) at end of reporting period. <i>Requirement: less than 5 years</i></li> <li>Will the local/strategic development plan(s) be replaced by their 5<sup>th</sup> anniversary according to the current development plan scheme? (Y/N)</li> <li>Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N)</li> <li>Were development plan scheme engagement/consultation commitments met during the year? (Y/N)</li> </ul>	0y, 0m (LDP adopted 27 Mar 2015)  Y  N  Y	3 local plans, 3,13 & 15 years old  Y  N  Y
<b>Effective Land Supply and Delivery of Outputs</b> <ul style="list-style-type: none"> <li>Established housing land supply</li> <li>5-year effective housing land supply</li> <li>5-year housing supply target</li> <li>5-year effective housing land supply (<i>to one decimal place</i>)</li> <li>Housing approvals</li> <li>Housing completions over the last 5 years</li> <li>Marketable employment land supply</li> <li>Employment land take-up during reporting year</li> </ul>	2521 units 885 units 860 units 5.1 years  89 units 293 units  135 ha 0 ha	2129 885 units 860 units 5.1 years  1521 285 units  135 ha not available
<b>Development Management</b> <b>Project Planning</b> <ul style="list-style-type: none"> <li>Percentage of applications subject to pre-application advice</li> <li>Number of major applications subject to processing agreement or other project plan</li> <li>Percentage planned timescales met</li> </ul> <b>Decision-making</b> <ul style="list-style-type: none"> <li>Application approval rate</li> <li>Delegation rate</li> </ul>	66%  2  100%  86.9% 0%	40%  N/A  N/A  90.4% 0%
<b>Decision-Making Timescales</b> Average number of weeks to decision: <ul style="list-style-type: none"> <li>Major developments</li> <li>Local developments (non-householder)</li> <li>Householder developments</li> </ul>	130.9 22.2 11.5	251 19.4 N/A
<b>Legacy Cases</b> <ul style="list-style-type: none"> <li>Number cleared during reporting period</li> <li>Number remaining</li> </ul>	11 0	8 11
<b>Enforcement</b> <ul style="list-style-type: none"> <li>Time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i></li> <li>Number of breaches identified / resolved</li> </ul>	6 months  22/26	19 months  23/19

## Context Statement

### Development Planning

The highlight during the year was the adoption, on schedule, of the first Local Development Plan (LDP) covering the whole of the National Park, including the Perth and Kinross area which was added to the National Park in 2010. We have used the adoption of the new Plan as the basis for fresh dialogue with partner organisations, developers and communities with a view to increased, Plan-led delivery of development in the year ahead.

The legal challenge on the Local Plan, adopted in 2010, still remained unresolved despite our very best efforts and took up further staff time. Matters got bogged down in technical issues between the Supreme Court and the parties that had raised the challenge but, by the end of the year, no court date had been set. Although the ongoing legal process provided some challenges to our development management processes on some sites we managed to find pragmatic solutions. With the adoption of the new LDP the issues became irrelevant and we look forwards to formal conclusion of all legal matters and settlement of costs in the very near future.

### Development Management

In 14/15 we called in 44 applications (11.5% of all applications in the National Park) and determined 63 and this indicates the very good progress that we made in concluding legacy cases, reducing the number from 11 to zero by the end of the year. This resulted in the conclusion of a relatively large number of cases within the year with longer timelines and, given the relatively small number of applications dealt with by the CNPA, this has had a significant effect on our average timescales for determinations which reduced for major applications but not for local applications. Now that we have cleared this legacy case backlog we anticipate a very significant improvement in processing timescales within the next year.

In the national publication of statistics it was noted that:

*“It should be expected that Cairngorms has a longer average decision time as they have only three householder applications in their case mix. Also Cairngorms do not receive planning applications directly but are notified of applications which have been made to those planning authorities within the national park boundaries. Cairngorms may then decide to call applications in for their determination. Planning applications are likely to have already been in the system for a number of weeks before being transferred to Cairngorms. Due to these reasons average times for Cairngorms applications can be expected to be higher than those of the other planning authorities.”*

Source: <http://www.gov.scot/Publications/2015/07/6068/13>

Processing timescales are also affected to some degree by the fact that all applications that are called in are determined by Planning Committee which meets monthly – our delegation rate is therefore 0%. The vast majority of the applications that are not called in by CNPA are delegated, within local authorities, to officers – for example, in 14/15 Highland Council determined 204 applications in the National Park and, of those, all but four were determined by officers.

During the year we have greatly increased our use of processing agreements, now offering them on all applications that are called in for determination. We used processing agreements for 100% of major applications and 90% of local applications. By using processing agreements, the CNPA can provide certainty to the customer and manage case workload more efficiently.

We were pleased with the significant increase in pre-application discussions during the year and this reflected the work we have done developing new approaches and providing clearer guidance for customers. There is potential to improve this further within the year ahead.

Our application approval rate continues to be low compared to the national average and has declined within the last year. This is due to our clearing of a backlog of complex applications, several of which had stalled due to protracted negotiations where we had hoped to find a positive outcome. We now take a more robust approach and will refuse applications more quickly if they are not in line with policy or have insufficient information. Through improved dialogue about the expectations associated with the new LDP, and with increased attention to pre-application discussions, we are confident we can improve this approval rate as we move forwards.

The significant reduction in Housing approvals between 13/14 and 14/15 reflects the approval of Planning Permission Principle for the new settlement An Camas Mòr in the earlier year.

It is important to note that the Annual and Quarterly Planning Performance statistics at <http://www.gov.scot/Publications/2015/07/6068/0> record data for CNPA on the basis of the applications that are called in. The national statistics do not generally show the number, range and type of planning applications that come forwards within the geographic area of the Cairngorms National Park – those applications that are not called in appear in the statistics associated with the relevant local authority.

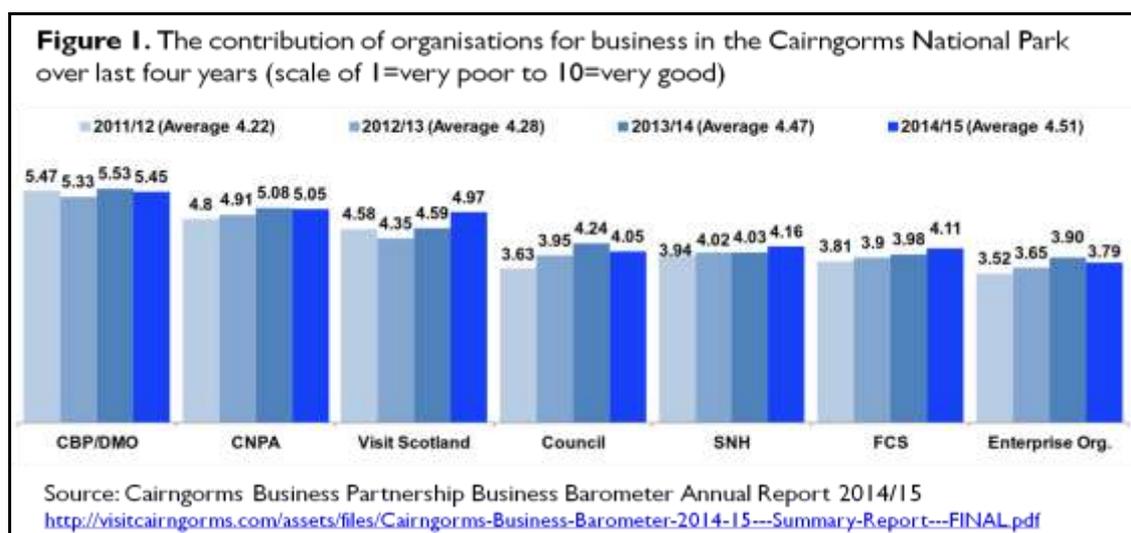
In conclusion, we are pleased with the progress made during the year, especially given the very significant change in the staff team that we experienced in 2014/15 following the move of the entire planning team from Ballater to Grantown and the restructuring associated with associated staff departures. The majority of the staff in the planning team are relatively new to working with CNPA (i.e. less than two years) or are working in new roles and we have undoubtedly been adversely affected due to some loss of continuity. Nevertheless, the new staff team is settling down well now and we look forwards to continued improvement in the year ahead.

## Part 2: Defining and Measuring a High-Quality Planning Service

### Open for Business

#### The CNPA has:

1. Strengthened our reputation with businesses where the CNPA continues to be ranked as the most effective public body supporting businesses in the National Park (Figure 1).
2. Developed and implemented, along with the Cairngorms Business Partnership and Cairngorms Economic Forum, an Economic Strategy for the National Park.
3. Worked with the five local authorities in the National Park to improve the pre-application service for customers. The local authority planning teams now lead all pre-application advice, consulting the CNPA on applications that the CNPA is likely to call in, with the CNPA providing a response to the local authority for inclusion in the advice to the customer. This procedure should also improve clarity on expectations for contributions to infrastructure from developers by ensuring council departments are consulted internally. By end of year, CNPA Development Management Officers' workload was approximately 50:50 on pre-application advice and application processing. We are pleased with improvement in proportion of applications subject to pre-application advice (see above) but have further work to do to consolidate working arrangements with the local authorities.
4. Prepared a [Planning Service Charter](#) (approved by CNPA Planning Committee just after reporting period on 17 April 2015) that sets out the overall purpose of the Planning Service, the five key themes behind our approach and the service standards customers can expect.
5. Published a [Cairngorms Planning Advice Note to clarify the types of applications likely to be called in](#) for determination by the CNPA.



## High Quality Development on the Ground

### **The CNPA has:**

1. Promoted the adoption of the [Local Development Plan](#) for the Cairngorms National Park (27 March 2015) as a new opportunity to get the high quality development in the right place.
2. Continued to promote [Case Studies](#) of good design from entries to our Design Awards.
3. Continued to use our [Landscape Toolkit](#) to help assess development proposals. We have used it consistently in pre-application discussions and have approved a number of schemes that successfully addressed landscape impacts by applying the landscape toolkit for example hydro scheme applications:
  - Tulchan Lodge, Glen Isla - ref 2013/0409/DET; and,
  - Glen Esk - refs 2014/0205/DET, 2014/0206/DET, 2014/0207/DET.

## Certainty

### **The CNPA has:**

1. Used the adoption of the new [Local Development Plan](#) for the Cairngorms National Park (27 March 2015) as an opportunity to have discussions with developers about delivery. The LDP has a clear developer contributions policy and associated Supplementary Guidance has been prepared and submitted to Scottish Government for consideration. Developer contributions are flagged during pre-application discussions with the intention of agreeing heads of terms alongside processing agreements. The CNPA's internal advice to officers is to use the tests of Circular 3/2012 to assess whether any contributions are appropriate or proportionate. The CNPA will monitor the effectiveness and proportionate implementation of this policy via our Action Programme. Its use by five local authorities (with potentially different service needs and standards) as well as the CNPA means there is a risk of differing interpretations, though in practice there are few large developments that trigger the policy in the National Park. A review of the Cairngorms National Park Planning Protocol with the CNPA and five local authorities will establish a standard practice across all authorities.
2. Published a [Cairngorms Planning Advice Note to clarify the types of applications likely to be called in](#) for determination by the CNPA.
3. Reviewed pre-application advice service shared with five constituent local authorities and produced [Cairngorms Planning Advice Note explaining the pre-application process](#).
4. We now offer processing agreements on all applications (major and local) called in by CNPA. Uptake of processing agreements grew through the year and in the last quarter of 2014/15 more than 60% of the applications determined had a processing agreement, with the timescales being met on 91% of those agreements. The 40% of applications that did not have a processing agreement were older applications that were generally called in earlier. We [reported](#) the uptake of processing agreements

in 2014/15 in a planning service performance report to our Planning Committee on May 2015.

5. Continued our record of no decisions made that are contrary to the Cairngorms Local Plan. Only one decision made contrary to Planning Officer recommendation.

## **Communications, Engagement and Customer Service**

### ***The CNPA has:***

1. Maintained our good working relationships and shared understanding of different customer's experiences of the planning service through our Developer's Forum and Community Planning Representatives Network. Our Developer's Forum meeting in June 2014 focussed on development and water issues in the National Park, with speakers from both SEPA and Scottish Water contributing to discussions and Scottish Water providing clear advice from on how to make connections as quickly and efficiently as possible.
2. Published [Cairngorms Planning Advice Notes](#) to provide easy-read advice on procedures or processes related to the planning system that customers frequently ask about or find confusing.
3. Reviewed our corporate complaints procedure and reinforced with planning team through management.
4. Comprehensively reviewed the planning content of CNPA website with view to launch of new website in 2015.
5. Used the Planning Performance Framework Report as a way to update stakeholders on performance issues and plans.

## **Efficient and Effective Decision-Making**

### ***The CNPA has:***

1. Implemented the procedure [introduced in 2013/14](#) for review of applications post-determination where outstanding S75 legal agreements or developer obligations delayed the issue of decision notices. The procedure has proved effective, with most cases progressing through its use. In two cases, a report to committee was prepared recommending refusal of planning permission due to lack of progress and those reports triggered a quick payment of obligations and issue of planning permission notice.
2. Our offer of processing agreements on all applications called in by CNPA during the year is improving our own management of cases, certainty for applicant and CNPA and the encouraging more timely provision of information from applicants. We expect our last quarter's results with a high proportion of cases having processing agreements to be replicated throughout 2015/16.
3. Started project planning for next LDP and National Park Partnership Plan preparation with programme for pre MIR Board/Planning Committee engagement.

4. We started a comprehensive review of the Cairngorms National Park planning protocol that guides the interaction between each of the five local authorities and the CNPA.
5. Reviewed Board and Planning Committee Standing Orders and the Code of Conduct for Board members.



## PROJECT FOCUS

### Working with Processing Agreements

#### The Glenlivet Distillery

In the past 10 years the single malt market has become one of the most dynamic sectors of the spirit world, with Glenlivet whisky being the world's second largest single malt brand. Consequently, more production capacity was required to meet future demand and so the proposed extension was required.

The proposal was for a new processing building, with the development including the replacement of the distillery's bio-plant, alterations to the evaporator and associated plant and landscaping work including a central malt silo and two 28 metre high chimneys. The development will increase production capacity from 10 to 30 million litres per year and support an additional 13 permanent jobs - 100% increase on current levels.



#### ***The Development Process***

Using Processing Agreements (PA) is now standard practice for dealing with our major applications. The agreement was between the key agents involved in the development process, namely Moray Council, Cairngorms National Park Authority and Chivas Brothers Ltd. The PA provided both the applicant and the determining authority with a level of certainty which helped in the allocation of manpower and budgets. A clear and realistic timetable with key milestones and the people responsible was critical. Liaison meetings were built into the process which meant time was given to addressing key issues.

#### ***Result!***

This complex major application, which required Environmental Impact Assessment, was determined by CNPA within just 27 weeks. This was slightly longer than the timescale initially set out in the PA, but remains a very fast time for an application of this nature and could not have been achieved without a Processing Agreement.

## **PROJECT FOCUS**

### **Partnership Working and Innovation**

#### **Extension of the Speyside Way**

The Speyside Way is one of four official Long Distance Routes, first opened in 1981 and there was a strong desire, to see the route extended to Newtonmore.

The proposal involved extension to Ruthven Barracks near Kingussie – an additional 15 miles of path, taking the entire route to a total length of 80 miles through areas of pine and deciduous woodland, past wetlands and along the River Spey. The proposal for the extension was submitted in three planning applications, which covered different parts of the extension.



#### ***The Development Process***

Route selection involved two public consultations and then, because of failure to reach agreement with a key landowner, the use (for the first time in Scotland) of a Path Order under Land Reform Act 2003. The process involved a Hearing into the Path Order – a first for DPEA too!

Because the new paths were connecting existing sections path network the proposal involved three separate applications. A Processing Agreement was used to keep partners together and focused on delivery. Key parties were the Cairngorms Outdoor Access Trust (applicants), the CNPA (as planning authority) and CNPA access officers who had led on the community consultations and land manager negotiations. The applications were all approved by Planning Committee within 18 weeks.

Lesson learned for “next time” included clarity of roles, comprehensive submission of all information required at one time and excellent communications with key stakeholders.

## **Effective Management Structures**

### ***The CNPA has:***

1. Our staff team was strengthened further in 2014/15 with additional staff recruited to the development planning service and a reorganisation within the planning service to create two teams under the Head of Planning.
2. Established a Strategic Planning Group to ensure implementation of new LDP Action Programme and coordination in preparation of next LDP (including pre-MIR engagement). Group involves senior managers from Highland Council, Aberdeenshire Council, Scottish Natural Heritage, Scottish Environment Protection Agency, Highlands and Island Enterprise, Forestry Commission Scotland, Transport Scotland and Scottish Water.

## **Financial Management and Local Governance**

### ***The CNPA has:***

1. Undertaken an internal Best Value Review of the Planning Service that was completed in early 2015 to assess whether management structures support and resources matched the needs of the Service. An Implementation Plan addressing each of the 23 recommendations (including structural and cultural management issues) was approved by Management Team and by the end of the reporting period had been partly implemented.
2. Programmed an internal audit of Planning Service to take place in Q1 of 2015/16 to review key elements of Planning Service procedures and processes.

## **Culture of Continuous Improvement**

### ***The CNPA has:***

1. Continued training of staff in Uni-form and promoted use of Uni-form to record information about planning applications and pre-application advice.
2. Used our routine quarterly performance reporting to monitor performance barriers at Management Team with six monthly updates for Planning Committee.
3. Continued to participate in the North of Scotland Development Plans Forum and using other planning authorities' experience of social media engagement to develop communications plan for next LDP preparation.
4. Staff have worked hard to process all remaining legacy cases and our more active approach to managing caseload means it is unlikely that cases could remain stalled for more than a few months as we move forward.
5. We have recognised issues of morale in the planning team and have planned for team-building exercises to encourage better teamwork and trust between team members.

## Part 3: Supporting Evidence

Part 2 of this report was compiled drawing on evidence from the following sources:

Cairngorms Business Barometer

<http://visitcairngorms.com/assets/files/Cairngorms-Business-Barometer-2014-15---Summary-Report---FINAL.pdf>

Local Development Plan

<http://cairngorms.co.uk/park-authority/planning/local-development-plan/>

Planning Committee Report on Planning Service Performance

<http://cairngorms.co.uk/resource/docs/boardpapers/15052015/CNPA.Paper.6824.Planning%20Committee.Agenda.Item.8.P.pdf>

Design Case Studies

<http://cairngorms.co.uk/park-authority/planning/design/>

Landscape Toolkit

<http://cairngorms.co.uk/landscape-toolkit>

Planning Service Charter

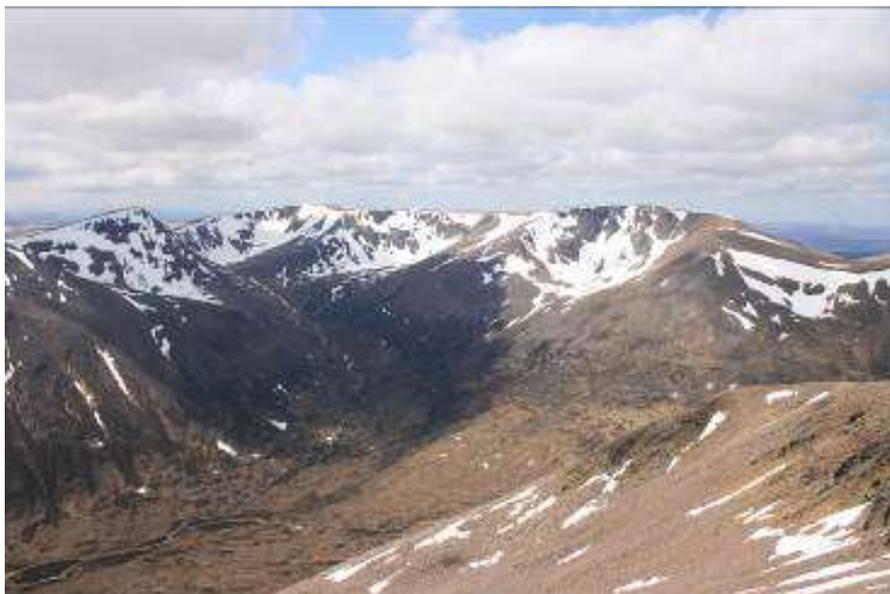
<http://cairngorms.co.uk/resource/docs/publications/30042015/CNPA.Paper.1966.Planning%20Service%20Charter.pdf>

Cairngorms Planning Advice Notes

<http://cairngorms.co.uk/park-authority/planning/how-it-works/planning-advice>

Procedure for Legal agreements

<http://cairngorms.co.uk/resource/docs/boardpapers/06122013/CNPA.Paper.6026.Planning%20Committee.Paper.11.-.Plan.pdf>



## **Part 4: Service Improvements 2015-16**

### ***In the coming year the CNPA will:***

1. Undertake feedback exercise with Community Council/Association Planning Representatives Network (PRN) on recent LDP process to improve ease of engagement for next LDP.
2. Establish plan for Enforcement Officer role from July 2015.
3. Undertake skills audit of planning team and establish a prioritised training/enhancement plan, including training activities on natural heritage skills and advice, delivery of the new LDP for the Park, and planning support team training on Uni-form administration and template modification.
4. Put in place procedure for CNPA member involvement in pre-application discussions.
5. Enter Scottish Government/RTPI Awards for Quality in Planning.
6. Investigate establishment of Design Panel for the Park.
7. Review internal consultation procedures for specialist advice.
8. Plan for Cairngorms Design Awards competition in 2016 to coincide with the themed year on Innovation, Architecture and Design.
9. Add to series of Cairngorms Planning Advice Notes to provide easy to read customer-focussed advice.
10. Implementation of a Scottish Government Pilot Project to use a new Town Centre Toolkit to improve the town centre vitality and viability.

## Delivery of CNPA Service Improvement Actions in 2014-15:

Committed Improvements and Actions	Complete?
<p>Complete move of Planning Service staff to Grantown-on-Spey.</p> <ul style="list-style-type: none"> <li>• All planning posts based in Grantown-on-Spey from October 2014.</li> <li>• The move has been appreciated especially by the developer community and Highland Council staff as most development takes place within the Badenoch and Strathspey area of the Park.</li> </ul>	Yes
<p>Undertake feedback exercise with Community Council/Association Planning Representatives Network on recent LDP process to improve ease of engagement for next LDP.</p> <ul style="list-style-type: none"> <li>• Rolled forward to 2015/16 to fit with Project Plan</li> </ul>	No
<p>Establish partner coordination group to deliver LDP Action Programme and use the monitoring reports to highlight importance and value of consented/delivered development.</p> <ul style="list-style-type: none"> <li>• A Strategic Planning Group (for the National Park Partnership Plan and LDP) was established and met most recently in Feb 2015</li> <li>• The Group involves main statutory agencies (FCS, SNH, SEPA, etc), local authorities and also chief officers from Cairngorms Business Partnership</li> </ul>	Yes
<p>Establish procedure advice notes across planning service to help customers understand key Local Development Plan implementation topics and development management procedure issues.</p> <ul style="list-style-type: none"> <li>• Five Planning Advice Notes on website and have been well-received by customers: <ul style="list-style-type: none"> <li>○ Applying for planning permission</li> <li>○ Changing a planning permission</li> <li>○ European Protected Species</li> <li>○ Planning Committee site visits</li> <li>○ Agricultural and Forestry Tracks</li> </ul> </li> </ul>	Yes
<p>Implement new “call-in” categories across Park and deliver a more consistent pre-application service with the five local authorities.</p> <ul style="list-style-type: none"> <li>• Call-in categories have been published in Cairngorms Planning Advice Note to provide greater certainty up-front</li> <li>• New pre-application procedure has been introduced following trials and feedback from other local authorities. New procedures were discussed with all five LAs in Planning Protocol Meeting in Dec 14, and to be embedded in revised Protocol. A Planning Advice Note on Pre-Application Advice available. Further work to done to consolidate best practice with local authorities.</li> </ul>	Yes
<p>Offer processing agreements on all applications called in by the CNPA.</p> <ul style="list-style-type: none"> <li>• Processing agreements now offered on all applications called in by CNPA.</li> </ul>	Yes
<p>Establish a Customer Service Charter for Planning Service focussing on development management and day-to-day service provision that is not covered by the Enforcement Charter and Development Plan Schemes already in place.</p> <ul style="list-style-type: none"> <li>• Planning Service Charter completed and on website.</li> </ul>	Yes

Committed Improvements and Actions	Complete?
<p>Review the delivery of planning gain service for the CNPA to establish most efficient service for all parties involved.</p> <ul style="list-style-type: none"> <li>Review complete and CNPA withdrew from former protocol arrangement with Aberdeenshire Council which was not giving value for money. New arrangement currently relies on in-house work by CNPA staff and there is potential to improve practice following further discussion with local authorities.</li> </ul>	Yes
<p>Review internal procedures and processes to improve efficiency and speed of decisions and introduce internal determination timescale targets to reduce overall determination timescales.</p> <ul style="list-style-type: none"> <li>Internal determination timescale targets introduced and determination timescales improving.</li> <li>Internal processes reviewed and formalised.</li> <li>New internal procedures in place including: Pre-application advice, Call-in categories, Private ways and tracks.</li> </ul>	Yes
<p>Simplify and improve the customer focus of the CNPA planning web pages and provide quicker routes to applications and open consultations</p> <ul style="list-style-type: none"> <li>Internal review was undertaken and interim improvements to website were made but progress was stalled awaiting wider organisational work on a new corporate website;</li> <li>More work and revised copy/pages prepared as part of wider CNPA website review which is due to go live in September.</li> </ul>	No
<p>Review Enforcement Charter and investigate greater integration of enforcement between CNPA and 5 Councils</p> <ul style="list-style-type: none"> <li>Charter was reviewed</li> <li>Greater level of integration between authorities being taken forward as part of work associated with scheduled retirement of existing Monitoring and Enforcement Officer and required restructuring.</li> </ul>	Yes
<p>Establish plan for Enforcement Officer role from July 2015</p> <ul style="list-style-type: none"> <li>Work undertaken associated with scheduled retirement of existing Monitoring and Enforcement Officer and required restructuring.</li> </ul>	Yes
<p>Undertake skills audit of planning team and establish a prioritised training/enhancement plan, including training activities on natural heritage skills and advice, delivery of the new LDP for the Park, and planning support team training on Uni-form administration and template modification.</p> <ul style="list-style-type: none"> <li>Rolled forwards to 2015/16 as part of team development activity</li> </ul>	No
<p>Review options for CNPA Member involvement in pre-application discussions.</p> <ul style="list-style-type: none"> <li>Options reviewed and work undertaken on Standing Orders for Planning Committee and Code of Conduct for Board Members to facilitate Member involvement in pre-application advice.</li> <li>Consolidation is required to promote the new approach</li> </ul>	Yes

## Part 5: Official Statistics

### A: Decision-making timescales (based on 'all applications' timescales)

Category	Total number of decisions 2014-2015	Average timescale (weeks)	
		2014-2015	2013-2014
Major developments	8	130.9	251
Local developments (non-householder) <ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul>	5 (14.7) 29 (85.3%)	7.7 24.6	7.6 22.1
Householder developments <ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul>	0 3 (100%)	0 11.5	- -
Housing developments <ul style="list-style-type: none"> <li>Major</li> <li>Local housing developments <ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul> </li> </ul>	7 1 (9.1%) 10 (90.9%)	146.4 7.3 27.2	251 5.7 20.3
Business and industry <ul style="list-style-type: none"> <li>Major</li> <li>Local business and industry <ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul> </li> </ul>	1 2 (66.7%) 1 (33.3%)	21.9 8.2 26.0	- 7.6 26
EIA developments	0	0	16.9
Other consents*	2	12.3	21.1
Planning/legal agreements** <ul style="list-style-type: none"> <li>Major: average time</li> <li>Local: average time</li> </ul>	3 3	250 25	251 50.7
<b>Local reviews</b>	N/A	N/A	N/A

\* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

\*\* Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

### B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2014-2015		2013-2014	
		No.	%	No.	%
Local reviews	0	0		0	
Appeals to Scottish Ministers	4	0	0	1	100

### C: Enforcement activity

	2014-2015	2013-2014
Cases taken up	22	23
Breaches identified	22	23
Cases resolved	26	19
Notices served***	3	2
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

\*\*\* Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

### D: Context

The CNPA has worked very hard to conclude legacy cases during 2014/15. This led to a relatively large number of decisions on cases that had been with the CNPA for a number of years. Given the relatively small number of applications that CNPA considers, this has had a very significant effect on our average timescales for determinations. We anticipate very significant improvement in processing timescales within the next year.

The timescale listed in the official Scottish Government statistics for Planning and legal agreements (Major) contained an error. The statistics omitted one Major application at Glenlivet, which took 27 weeks to determine, and we have included this above, therefore lowering our average time in this category to 250 weeks. This is still unacceptably high. The two remaining applications in this category relate to cases with stalled negotiations over legal agreements for developments in Braemar. We have now dealt with these applications but are uncertain whether applications from 2007 should be classed as Major since this type of application was only introduced in the 2006 Act which came into force in 2009. We now have new procedures in place in relation to legal agreements (as explained in the section on Efficient and Effective Decision-Making) and will not allow such a situation to develop in future.

The loss of all four appeals (two concerned one site) during the year is extremely unusual but each case has been considered on its merits. We have had a meeting at Chief Executive level with DPEA and exchanged information to ensure we are working well together and have a good understanding of respective positions and approaches.

## Part 6: Workforce and Financial Information

The information requested in this section is an integral part of providing the context for the information in parts 1-5. Staffing information should be a snapshot of the position on 31 March. Financial information should relate to the full financial year.

	Tier 1	Tier 2	Tier 3	Tier 4
Head of Planning Service	1	1	1	2

Note: Tier 1= Chief Executive, Tier 2= Directors, Tier 3= Heads of Service, Tier 4= Managers

		DM	DP	Enforce-ment	Other
Managers	No. Posts	1	1		
	Vacant				
Main grade posts	No. Posts	3	3	1	
	Vacant				
Technician	No. Posts				
	Vacant				
Office Support/Clerical	No. Posts	2			
	Vacant				
<b>TOTAL</b>		<b>6</b>	<b>4</b>	<b>1</b>	

Note: Managers are those staff responsible for the operational management of a team/division. They are not necessarily line managers.

Staff Age Profile	Number
Under 30	3
30-39	2
40-49	3
50 and over	3

Committee and Site Visits*	Number per year
Full Board meetings	4
Planning committees	13
Area committees (where relevant)	N/A
Committee site visits	4
LRB**	N/A
LRB site visits	N/A

Notes:

\*References to committees also include National Park Authority Boards. Number of site visits is those cases where visits were carried out by committees/boards.

\*\*this relates to the number of meetings of the LRB. The number of applications going to LRB are reported elsewhere.

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development management	311,200	320,200	81,000	-90,000
Development planning	156,900	176,600	29,700	-49,400
Enforcement	29,600	27,400	2,200	-
Other	61,600	54,900	6,700	-
<b>TOTAL</b>	<b>559,300</b>	<b>579,100</b>	<b>119,600</b>	<b>(139,400)</b>

Notes:

\* Direct staff costs covers gross pay (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority 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 spending less than 30% of their time on planning.

\*\*Indirect costs include all other costs attributable to the planning service. Examples (not exhaustive) include accommodation, IT, stationery, office equipment, telephone charges, printing, advertising, travel & subsistence, apportionment of support service costs.

\*\*\* Include fees from planning applications and deemed applications, and recharges for advertising costs etc. Exclude income from property and planning searches.