

Planning Performance Framework

Annual Report 2013-14

Dumfries and Galloway Council

Planning and Building Standards Service
Kirkbank House, English Street
Dumfries DG1 2HS



Part 1. National Headline Indicators (NHIs)

Key outcomes	2013-2014	2012-2013
Development Planning: <ul style="list-style-type: none"> age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> development plan scheme: on track? (Y/N) 	7 years (Local Plans) Y	6 years (Local Plans) N
Effective Land Supply and Delivery of Outputs <ul style="list-style-type: none"> effective housing land: years supply effective housing land supply housing approvals effective employment land supply employment land take-up 	8.2 years 4,879 units 397 units* 299.89 ha 5.05 ha*	8.5 years 5,049 units 931 units 303.21 ha 3.32 ha
Development Management Project Planning <ul style="list-style-type: none"> percentage of applications subject to pre-application advice number of major applications subject to processing agreement or other project plan percentage planned timescales met Decision-making <ul style="list-style-type: none"> application approval rate delegation rate 	42.9% 1% 100% 95.1 % 93.1 %	50.6% 0% n/a 91.6% 92.3%
Decision-making timescales Average number of weeks to decision: <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments All local developments	60.9 14.6 9.9 12.3	51.3 15.3 9.7 13.3
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i> number of breaches identified / resolved 	5 months 177 / 109	4 months 153 / 45

* Figures for 1 July 2013 onwards- see explanation on page 3

1.1 Development Planning

1.1.1 Good progress was made during the year with replacing the existing Structure Plan and Local Plans with a single Local Development Plan (LDP). The representations received to the Proposed LDP were submitted to Scottish Ministers in October 2013, the examination into the Proposed LDP commenced on 2 December 2013 and the examination report was received on 5 June 2014. It is intended to complete formal adoption of the Plan in the autumn of 2014. The 5th edition of the Development Plan Scheme was published in November 2013 and is on track.

1.1.2 We will be taking steps during this year to review our LDP project management and governance structure in order to apply improvements aimed at ensuring future reviews are carried out on time to ensure that we have at all times a Development Plan which is less than 5 years old. Key staff will be supported with project management training delivered through the Improvement Service. Our project plan for the first review of the LDP will seek early engagement with stakeholders and Elected Members.

1.2 Effective Land Supply

1.2.1 The effective housing land supply figures contained in this year's return are based on the Proposed Local Development Plan as at 30 June 2013. The housing approvals figure covers the time period 01 July 2013 – 31 March 2014, this covers a shorter time period than previous returns to enable the reporting period to be re-calibrated to tie in with the financial year. Next year's return will cover the full financial year. There continues to be a more than adequate housing land supply across all housing market areas.

1.3 Employment Land

1.3.1 The effective employment land supply figure contained in this year's return is based on the Proposed Local Development Plan. The employment land take up figure covers the time period 01 July 2013 – 31 March 2014, this covers a shorter time period than previous returns to enable the reporting period to be re-calibrated to tie in with the financial year. Next year's return will cover the full financial year.

1.4 Development Management

1.4.1 Major applications accounted for just over 1% of all applications determined by Dumfries & Galloway Council within 2013/14. There are still a number of old 'legacy' cases which pre-date the change to recording performance using average determination times. These cases are predominantly large windfarms which have been the subject of objections from statutory consultees which take time to resolve. Due to the statistically very small number of Major applications (19 out of 1641 decisions in 2013/14), it only takes a few legacy cases being finally determined to considerably skew the overall determination period. It is noticeable that by even taking the single pre-3/8/2009 legacy case out of the calculations, the average determination period for Major applications reduces from 60.9 weeks down to 53.0.

1.4.2 At the latest count at the start of 2014/15 there were 35 legacy cases (more than 12 months old) in hand, this will be reduced during the year through active case management and review. Most relate to wind energy developments with unresolved objections from statutory consultees including MoD and NATS. Processes were also introduced to address slippage arising from delays in completing S.75 procedures, with a standard paragraph inserted into all Committee reports advising that in the

event that the S.75 is not completed within 6 months, the application will be refused on the following grounds. The effect of this has been to improve the completion speed of S.75 agreements and the consequential issuing of the planning permission.

1.4.3 More recent Major applications (submitted after the introduction of the average time periods as the performance criterion) have been prioritised and determined more quickly and the Council has started making use of processing agreements, the first one being for a major new hospital for the region, located in Dumfries. This application was determined in 4 months (including the completion of all the necessary legal agreements).

1.4.4 The decision-making time period for all types of Local applications has improved from 13.3 weeks to 12.3 weeks, taking a week off the average determination period. Given that Local applications account for 91% of all applications determined by Dumfries and Galloway Council, this is a significant improvement.

1.4.5 Whilst there was a very slight increase in the average number of weeks to determine householder applications (from 9.7 weeks to 9.9), this has to be seen in context. Mainly as a result of a local housing association equipping much of their rural housing stock with air source heat pumps, the number of householder applications determined increased from 456 in 2012/13 to 741 (a 63% increase).

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Part 2. Defining and measuring a high-quality planning service

2.1 Open for business

2.1.1 The Planning Service continues to develop an open for business culture. Joint working with the Roads service through the Roads Planning Hub has been developed, major projects are co-ordinated through the Strategic projects Board involving Economic Development, Infrastructure and Transport colleagues. An example of this is the development of proposals to promote the regeneration of Stranraer Waterfront in partnership with Stena.

2.1.2 A formal pre-application process is now in place with clear written advice to applicants. A single point of contact case officer is allocated to each application. Registration process was reviewed during the year to ensure consistent, proportionate and timely approach to validating and registering applications. Customer Charter and Guidance Notes were reviewed to keep them up to date including contact response standards and targets.

2.1.3 The LDP Action Plan was published with our Proposed LDP, and early work has been undertaken on developing masterplans and development guidance for key sites including Marchfields in Dumfries and Windermere Road in Annan. These masterplans aim to provide clear guidance to developers, setting out the information that will be needed to support future planning applications, as well as details of reasonable and proportionate developer contributions that will be required. In addition, for all key sites identified in the LDP, there is site specific guidance on information requirements (for example the need for a Flood Risk Assessment).

2.2 High quality development on the ground

2.2.1 A range of draft Supplementary Guidance was consulted on during the year in support of key policies within the Proposed LDP aimed at promoting high quality development, including Dumfries Conservation Area Appraisal, Sustainable Urban Drainage and Flooding, Developer Contributions, Whitesands Masterplan and Windermere Road Masterplan.

2.2.2 Key regeneration and townscape improvement projects were implemented on the ground led by Economic Development Service colleagues with input from the Planning Service including Lockerbie Town Centre improvements to tie in with the 25 Anniversary commemorations, Gretna and Annan Gateway improvements, and the next phase of public realm improvements to Dumfries Town Centre at Burns Statue Square.

2.3 Certainty

2.3.1 The Proposed LDP will be adopted during 2014 and supporting supplementary guidance will be completed in accordance with the LDP Action Plan Significant resources were put into getting the Proposed Plan and representations report agreed and submitted for Examination before the end of 2013. Once adopted this will provide the development industry with certainty on key policies, sites and requirements. Our Development Plan Scheme was revised during the year and the updated programme is on track.

2.3.2 Our commitment to improving application turnaround times through streamlined processes also helps provide certainty that we are focussed on timeliness as a key issue for our customers. This year we reduced the average timescale for determining local applications (91% of all applications) by a week to 12.3 weeks. High approval rates and levels of delegation also add to certainty for applicants.

2.3.3 The use of processing agreements has been promoted, and one major application was subject to such an agreement resulting in a determination period of less than 4 months for the new Acute Services Hospital in Dumfries. Other developers have so far failed to embrace the use of processing agreements despite being offered. Wind farm developers in particular appear to be reluctant and this is something that we will seek to address with clearer guidance on the benefits of such a programmed approach.

2.3.4 The robustness and consistency of decision making within our streamlined decision making processes is again reflected in the high level of decisions upheld on appeal (66.7%) or on review by the LRB (85.7%) providing evidence of reliable decision making.

2.4 Communications, engagement and customer service

2.4.1 Customer engagement was carried out during the year in a number of ways, including through local forums, an annual regional Agents' Forum event, and specific consultation in connection with our Service Review undertaken in September.

2.4.2 The outcomes of this engagement were fed into the Service Review, and helped inform the development of options for future service delivery. The continuing concern over timescales for determining applications was clear, and a radical restructuring of Development Management will be put in place for 2014/15. This should ensure a better focus on meeting the different needs of customers ranging from major developers to householders by creating 3 new teams, Major Projects; Local Applications; and Householder, Minor and Enforcement.

2.4.3 Early engagement with applicants and consultees has been improved with a formal pre application process now in place. This enables key issues to be flagged up at an early stage to applicants, ensuring that applications submitted as a result contain only the necessary supporting information (for example, early engagement with consultees in relation to the NHS proposals for a new hospital in Dumfries enabled the Transport Impact Assessment to focus on key network pressure points, with mitigation requirements to both trunk and local road networks scoped and agreed before the application was submitted).

2.4.4 Our Development Plan Scheme was revised and distributed to stakeholders during the year, updating them on progress with the LDP and Supplementary Guidance.

2.4.5 The Enforcement Charter was updated to include clearer standards of customer response and a more explicit complaint handling procedure following recommendations from the Scottish Public Services Ombudsman (SPSO) in connection with an upheld formal complaint.

2.4.6 To improve corporate working our Roads Planning Hub continued to develop, with the appointment of a lead officer and temporary accommodation provided within our Planning offices. Improved working practices and consultation turnaround times are starting to become evident, with scope for further improvement. Our Strategic Projects Board provides engagement with economic development, strategic transport and infrastructure colleagues around key major regeneration and planning projects such as the Stranraer Waterfront and Dumfries Town Centre, as well as facilitating input from other services into the LDP and Supplementary Guidance.

2.5 Efficient and effective decision-making

2.5.1 Improvements to application determination timescales, together with the high proportion of decisions upheld on appeal, provide evidence that our new decision making processes have bedded in.

2.5.2 The Service Review carried out during the year identified further opportunities for improvement whilst still realising efficiency savings, in particular the relatively poor performance in determining householder applications. This will be addressed in the coming year with a dedicated team able to operate fast track processes for householder and minor applications.

2.6 Effective Management structures

2.6.1 The management structure within the wider Service was changed during the year, with the addition of Environmental Health and Trading Standards into the Service to join Planning and Building Standards under a single Head of Service. The new Service is Planning and Regulatory Services, and the monthly management team meetings bring together Service Managers in all of these disciplines.

2.6.2 This has improved communication between services, for example between Development Management and Environmental Health in relation to planning application consultations. Evidence of a positive outcome from this was an agreed protocol covering Environmental Health consultations on a large number of anticipated applications for air source heat pumps from the region's largest social landlord.

2.7 Financial management and local governance

2.7.1 There are robust financial management processes in place which enable continuous monitoring of income and expenditure through our corporate financial management system, Integra. Detailed monthly income monitoring reports are produced as the decline in fee income continues to impact on the Department's budgets. Under recovery of fee income is now included in our Risk Register. The ongoing close monitoring has enabled adjustments to be made to expenditure across the wider Department to offset the under recovery. Fee income from planning applications in 2013/14 was slightly up at £1,096,388 compared with £960,462 in 2012/13. This represents a significant decline from pre-recession income levels. It cost £1.395m (gross) to provide the Development Management service in 2013/14. We will be participating in the second phase of the Costing the Planning Service project being run by the Improvement Service during 2014/15. This will provide a clearer picture on the actual cost of processing planning applications compared with fee income.

2.8 Culture of continuous improvement

2.8.1 Improvements to services continue to be made in response to customer feedback. Local forums are held with agents, a regional agents' forum meets annually, and customer surveys are carried out. One area of concern identified by agents during the year relates to the registration process. In response we have sought to put improvements in place, reviewing staffing and participating in joint working with other authorities aimed at producing consistent registration guidance and improving timescales. Target registration timescales of 5 working days were introduced.

2.8.2 Carrying out a full Service Review in 2013/14 enabled us to identify areas for improvement. Such as the need for a better focus on householder applications with a fast track process. The culture of continuous improvement will continue in 2014/15 when we undertake a service level Public Sector Improvement Framework assessment.

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Part 3. Supporting evidence

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

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Planning and Environment Services Business Plan 2012-15

Planning and Building Standards Revenue Budget 2013/14

Activity Based Budget Analysis 2013/14

Local Development Plan Proposed Plan

Development Plan Scheme

Development Management Service Improvement Action Plan

Planning and Environment Services PSIF Strategic Assessment Findings Nov 2012

Part 4. Service Improvements: 2014-15

In the coming year we will:

- further develop joint working through the Roads Planning Hub, seeking better alignment between planning and Roads Construction Consent procedures together with an improved understanding of Designing Streets implementation.
- Implement new structures within the Service based on the outcome of the Service Review undertaken during 2013/14, including the creation of a dedicated team for each category of application (Major, Local and Householder)
- Develop proposals for Elected Member engagement at pre application stage for major applications
- Develop a draft project plan for LDP2 including early engagement with elected Members and stakeholders, once the current LDP has been adopted.
- Further develop and improve benchmarking with peer Planning Authorities within the “large rural” family grouping, working closely with the improvement service.
- Improve our understanding of the costs of the Planning Service by participating in the Costing the Planning Service project led by the Improvement Service.
- Develop proposals for introducing charges for formal pre application processes, subject to the outcome of current Scottish Government proposals for regulatory changes in this area.

Delivery of our Service improvement Actions in 2013-14:

Committed improvements and actions	Complete?
<p>Commitment:</p> <ul style="list-style-type: none"> • <i>Implement the “Roads Development Hub” with colleagues in DG First in order to improve joint working between Development Management and local roads officers.</i> <p>Evidence:</p> <ul style="list-style-type: none"> • <i>Roads Planning Hub now operational with an appointed lead officer from the Roads service. Temporary accommodation provided within main planning offices. Revised consultation protocols, improved tracking of consultations, and sifting of consultations to ensure strategic focus on key development proposals all in place.</i> 	<p>[Yes/No]</p> <p>Yes</p>
<p>Commitment:</p> <ul style="list-style-type: none"> • <i>request an external assessment of customer service processes within Development Management by G4S as the Customer Service Excellence (CSE) assessing body in preparation for a full formal CSE submission for accreditation during 2014.</i> <p>Evidence:</p> <ul style="list-style-type: none"> • <i>formal process delayed whilst new operational structure is put in place. Informal self-assessment with support from colleagues in Building Standards was carried out instead, and improvements to customer service continue to be put in place for example updates to our customer charters, new guidance notes ahead of the High Hedges legislation coming into force, and updates to our website FAQs section.</i> 	<p>[Yes/No]</p> <p>partial</p>

<p>Commitment:</p> <ul style="list-style-type: none"> Undertake a full Service Review of all activities with a view to identifying the potential for further efficiencies and improvements. <p>Evidence:</p> <ul style="list-style-type: none"> Service Review completed following extensive customer and stakeholder engagement, assessment of current performance, benchmarking, and identification of options for future efficiencies and improvements including a range of revenue budget savings for consideration as part of the corporate budget process. The agreed outcomes, which received full support at Committee on 20 November 2013, include a restructuring of Development Management with a reduction of 3 case officer posts, and a merger of Development Planning with Development Management under a single Service Manager, with a reduction of 2.2 posts. These changes will enable improvements to be realised whilst contributing to the challenge of financial constraints. 	<p>[Yes/No]</p> <p>Yes</p>
<p>Commitment:</p> <ul style="list-style-type: none"> Continue to support culture change internally with improved customer focus, the adoption of proactive approaches and a focus on outcomes as well as timescales. <p>Evidence:</p> <ul style="list-style-type: none"> Customer engagement was a key focus for our Service Review, together with ongoing dialogue with agents through agents' forums. The proposed new structure in Development Management arising from our Service Review was informed by customer concerns about turnaround times for applications, especially for smaller/minor proposals. 	<p>[Yes/No]</p> <p>Yes</p>
<p>Commitment:</p> <ul style="list-style-type: none"> Benchmark our activities with our peer group of larger, rural authorities with support from Heads of Planning Scotland (HOPS) and the Improvement Service, focussing on performance, resources and outcomes. <p>Evidence:</p> <ul style="list-style-type: none"> Member of HOPS benchmarking group which met a number of times during the year and benchmarked performance, costs, staff structures, processes across both Development Management and Development Planning. The benchmarking data was co-ordinated by the Improvement Service, and we made extensive use of this in carrying out our Service Review this year. Our Service Review final report, which was agreed by our strategic Committee in November 2013, included a benchmarking section comparing our performance and staffing with our peers, and contained a number of recommendations for change which were all agreed. We have provided strong support for the Scottish Government's Development Planning Forum during the year, both national and regional. We chaired the South of Scotland regional forum in Glasgow in September and continue to value the best practice exchange and knowledge sharing that these forums provide. 	<p>[Yes/No]</p> <p>Yes</p>

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Part 5: Official Statistics

Decision Making Timescales

Category	Total number of decisions 2013-2014	Average timescale (weeks)	
		2013-2014	2012-2013
Major developments	19	60.9	51.3
Local developments (non-householder)			
• Local: less than 2 months	275 (36.9%)	6.7	7.4
• Local: more than 2 months	471 (63.1%)	19.3	19.8
Householder developments			
• Local: less than 2 months	472 (63.7%)	6.3	7.1
• Local: more than 2 months	269 (36.2%)	16.4	14.5
Housing developments			
• Major	2	103.3	124.7
Local housing developments			
• Local: less than 2 months	71 (25.5%)	6.8	7.6
• Local: more than 2 months	207 (74.5%)	20.6	21.2
Business and industry			
• Major	3	19.5	29.4
Local business and industry			
• Local: less than 2 months	13 (25.5%)	7.4	7.3
• Local: more than 2 months	38 (74.5%)	18.8	16.8
EIA developments	6	54.0	43.0
Other consents*	135	13.1	8.1
Planning/legal agreements**	8	92.8	66.7
Local reviews	21	14.2	16.0

* 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

Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2013-2014		2012-2013	
		No.	%	No.	%
Local reviews	21	18	85.7	15	88.2
Appeals to Scottish Ministers	30	20	66.7	24	80.0

Enforcement activity

	2013-2014	2012-2013
Cases taken up	177	153
Breaches identified	*	*
Cases resolved	109	45
Notices served**	30	19
Reports to Procurator Fiscal	1	0
Prosecutions	0	0

* Not available

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

5.1.1 For the first time in a number of years the number of valid planning applications received during the year was up, from 1609 in 2012/13 to 1762 in 2013/14, an increase of 9.5%. Despite this, our focus on improving performance continued. Process improvements continue to be made, with a culture of continuous improvement and customer focus now embedded. Significant pressures which are not reflected in the official statistics continued this year, in particular the amount of screening and scoping requests and pre application activity associated with wind energy projects in the region. Preparations were put in place for the new High Hedges legislation, and the impact of this on our enforcement resource will be monitored in the coming year. Generally, the demands and public expectations of planning enforcement continue to increase, and an additional 0.5 FTE post has been agreed as part of the budget process for 2014/15. This was one of the recommendations arising from our detailed Service Review completed during 2013/14, the implementation of which will result in further changes and improvements during 2014/15 including a new structure for Development Management.

5.1.2 The process of adopting our first LDP should complete this autumn and important milestones were achieved during 2013/14 with the consideration of representations, agreement of our response and submission to Examination. There are a number of learning points that will inform future LDP processes, not least of which is the challenge of producing a single plan which is both strategic and local as we are not part of any Strategic Development Plan area. The key concern of the Minister in our 2012/13 feedback report was for our LDP to complete its progress through to adoption as soon as possible, and this challenge has been met. We have also addressed each of the Performance Markers agreed through the High Level Group on Planning Performance, and this is detailed in the attached Appendix1a.



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Part 6. Workforce and Financial Information

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

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

		DM	DP	Enforcement	Other
Managers	No. Posts	3	1.5	See DM	-
	Vacant	0	0	0	-
Main grade posts	No. Posts	10	5	0	-
	Vacant	0	1	0	-
Technician	No. Posts	8	3	2	-
	Vacant	0	0	0	-
Office Support/ Clerical	No. Posts	Clerical/ad- ministrative 6.25 FTE Registration team 3.5 FTE		0	3.5 FTE PRT
	Vacant	0		0	0
TOTAL		30.75	10.5	2	3.5

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	tbc
30-39	tbc
40-49	tbc
50 and over	tbc

Committee & Site Visits*	Number per year
Full Council meetings	0 (for planning applications)
Planning Committees	12
Area Committees (where relevant)	N/A
Committee site visits	5
LRB**	9
LRB site visits	2

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 is reported elsewhere.

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development Management	£1,439,489	£1,214,004	£181,318	£1,171,813
Development Planning	£520,997	£464,603	£62,291	£0
Enforcement	n/a			
TOTAL	£1,960,486	£1,678,607	£243,609	£1,171,813

Notes:

* Direct staff costs covers gross par (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.

HIGH LEVEL GROUP ON PLANNING PERFORMANCE

PERFORMANCE MARKERS

DRIVING IMPROVED PERFORMANCE

Performance Marker	Measure	PPF Evidence
Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	Evidence of continuous improvement.	National Headline Indicators p.1 Part 5 Official Statistics and paragraphs 1.4.1 - 1.4.5
Project management: offer of processing agreements (or other agreed project plan) made to prospective applicants in advance of all major applications and availability publicised on planning authority website	Y/N	Paragraph 2.3.3
Early collaboration with applicants and consultees on planning applications: <ul style="list-style-type: none"> - availability and promotion of pre-application discussions for all prospective applications - clear and proportionate requests for supporting information 	Y/N Examples	Paragraphs 2.1.2, 2.4.3
Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant' * * <i>this will require production of supporting guidance, following wider stakeholder input</i>	Reducing number of live applications more than 6 months after resolution to grant (from same time last year)	Paragraph 1.4.2
Enforcement charter updated / re-published	Within 2 years	National Headline Indicator Paragraph 2.4.5
Continuous improvement: <ul style="list-style-type: none"> - show progress/improvement in relation to PPF National Headline Indicators - progress ambitious and relevant service improvement commitments identified through PPF report 	Progress on all commitments	National Headline Indicators Part 4 Service Improvements

PROMOTING THE PLAN-LED SYSTEM

Performance Marker	Measure	PPF Evidence
LDP (or LP) less than 5 years since adoption	Y/N	National Headline Indicators Paragraph 1.1.1
Development plan scheme demonstrates next LDP: - on course for adoption within 5-year cycle - project planned and expected to be delivered to planned timescale	Y/N Y/N	Paragraphs 1.1.1 and 1.1.2
Elected members engaged early (pre-MIR) in development plan preparation	Evidence of activity	Paragraph 1.1.2
Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	Evidence of activity	Paragraph 1.1.2
Production of regular and proportionate policy advice, for example through SPGs, on (i) information required to support applications and (ii) expected developer contributions	Evidence of activity	Paragraphs 1.1.2, 2.1.3 and 2.2.1

SIMPLIFYING AND STREAMLINING

Performance Marker	Measure	PPF Evidence
Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined-up services; single contact; joint pre-application advice)	Examples from the year	Paragraphs 2.4.6, 2.6.2
Sharing good practice, skills and knowledge between authorities	Evidence of activity to pass on and adopt good practice	Action Plan delivery table

DELIVERING DEVELOPMENT

Performance Marker	Measure	PPF Evidence
Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one year old	Reducing number of applications more than one year old (from same time last year)	Paragraphs 1.4.1 and 1.4.2
Developer contributions: clear and proportionate expectations - set out in development plan (and/or emerging plan,) and - in pre-application discussions	Y/N Examples	Paragraphs 2.1.2, 2.1.3, 2.2.1