



planning performance framework 6

annual report 2016- 2017

*West Lothian Council **Planning Services***



West Lothian Council is pleased to submit its sixth Planning Performance Framework (PPF) Report. The document highlights the work we have done from April 2016 to March 2017 to provide an excellent service to residents of West Lothian and investors in West Lothian, in a time of increasing financial pressures on the council. The central focus over this past year has been to increase our focus on performance management, by introducing new ways to measure performance and track applications and enforcement complaints. Allied to this, we have moved our processes online where possible, providing a speedier service to the public which is more cost-efficient to the council.

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The Year in Review

This is the council's sixth Planning Performance Framework (PPF) which reflects on the progress and performance of the service over the financial year 2016/17. It responds to the issues identified in PPF5 and the performance markers report from the Scottish Government and looks ahead to the challenges and identified areas for improvement over the next year.

The main focus of the Development Planning team's workload over the course of the last twelve months has continued to be the preparation of the West Lothian Local Development Plan (LDP). The Proposed Plan was successfully submitted to Scottish Ministers on 28 October 2016 together with a request that Ministers appoint a person to examine the 750 unresolved representations made in respect of the Proposed Plan. Examination of the plan formally commenced on 18 January 2017 following confirmation

that the examination of conformity with the authority's participation statement was satisfactory.

This year the Development Management team validated a total of 849 planning applications which resulted in a fee income of £515,218. This is a reduction compared to the previous two years, partly due to a reduction in major applications and local non householder applications. However, the number of decisions taken on planning applications this year is broadly in line with the number from previous years.

The annual statistics from the Scottish Government show that the service has made good progress in terms of average decision times, particularly in relation to major applications and applications which went beyond the two month period. The percentage of planning applications determined within the two month target also remains high, in excess of 82% for local applications and over 92% for householders. In the latter half of the year it was identified from monthly performance statistics that performance against the two month target was consistently achieving above 80%.

There has been a modest increase in the average number of weeks to deal with local applications with a legal agreement; however there has been a significant reduction in the time taken to process major applications with legal agreements, as a result of an increased use of standard templates and improved project management.

During the year, 14 legacy cases were resolved as the service continued to work to clear these long standing cases. Legacy cases are defined as applications which have been validated for longer than 12 months without a decision being made.

849 applications registered

723 applications determined

92.1% approval rate

95.3% delegated to officers

Disappointingly, the number of legacy cases still open at the end of the period has increased from the PPF 5, largely as a result of an incorrect figure being previously reported. In addition a further 40 applications became legacy cases during the reporting period. Accordingly, next year the team will increase its focus on preventing cases from becoming legacy cases.

There have been a number of staff changes during the reporting period, including the loss of a planner and the Development Management Manager in October 2016. The manager's post was vacant for some time but is currently being filled on an acting up basis by existing staff. This, along with other staff vacancies, has led to challenges in performance, but also to opportunities for the remaining staff. This will continue to be the position into the next year, as new members of staff are recruited and settle in to their roles.

Other key achievements this year have been the implementation of a new electronic process for planning applications and enforcement cases, more details of which are provided in this report. The council also introduced a new, charged, pre-application

advice service, which has proven to be popular and useful. Half way through the year, work began on a project to replace the database used to track and process planning applications and building warrants. This is a project which has required, and will continue to require, a significant amount of staff resource. It will continue to impact on the service over the next reporting period.

Other work in progress includes a review of the scheme of delegation, an update to the Enforcement Charter and a review of the Householder Design Guidance. The former two projects had been scheduled to complete in the last year but due to the resourcing of the database project it was not possible to bring them to a conclusion. Much of the work, including benchmarking with other local authorities, has been completed but the revised scheme of delegation and the updated charter have not yet been reported to committee. An update will be provided in the next PPF.

Performance Markers

Improved decision making times (PM1)

Reduction in processing times for legal agreements (PM4)

Continued work on legacy cases (PM15)

Quality of Outcomes

The following section of this report gives examples of some of the high quality development which has been delivered across West Lothian during the reporting period.

Development continues at the Core Development Areas (CDAs) and other strategic housing developments within the county. At Heartlands in Whitburn there are now approximately 200 units occupied with a further 300 units consented or under consideration. The restoration from previous open casting on the site is virtually complete and there has been significant progress in terms of landscaping, footpaths and infrastructure in the last 12 months. The approach of regular progress meetings and the community liaison group continues to work well at Heartlands (and other major projects) allowing early engagement with developers and the community and a

discussion forum for problems and issues that arise.

At Armadale a new primary school has opened. The school was delivered on a controlled timescale with involvement from the community and different services of the council. It is a good example of cross service working and has been, which was a factor in the positive reception from the local community. It was important to achieve a high quality design as this is a prominent site and a key building within the Southdale development. The design of the building contributes positively to the wider development at Southdale and the staff and pupils are proud of their new school. More information about the opening of the school can be found here <https://www.westlothian.gov.uk/article/1203>



[7/First-day-at-75-million-Southdale-Primary.](#)

Housebuilding continues at Winchburgh with one of the latest developments being awarded Development of the Year at the Herald Property Awards for Scotland. Devon Lane is a sensitive and high quality development of 35 new houses and 3 converted units around a historic farm steading, and overlooking the pond.

<http://www.stewartmilnehomes.com/herald-property-awards-2016.aspx>

Following on from last year, the council's house building programme continues to deliver high quality residential development. The planning department plays an important role in the delivery of these houses, from allocating land for housing in the Local Development Plan (LDP) to approving planning applications for works to begin on site.

Planning staff have worked very closely with colleagues in Housing, Transportation and Building Standards to ensure a co-ordinated response.

To date, 135 homes have been completed. The newly built properties are allocated using a transfer led policy which in turn creates a vacancy chain and increases the number of people that are adequately housed. Furthermore, 724 units are under construction.

Furthermore, to support an ageing population, West Lothian Council has delivered an assisted living complex for older people, which includes 30 new build flats and 16 refurbished flats. The complex also includes a hairdresser, restaurant, café, multipurpose rooms, laundrette and garden.

The impact that these homes have on tenants' lives is significant, and the quality of design and the scale of the project has been recognised at regional and national levels.

The Saddlery, Devon Lane, Winchburgh Village



Rosemount Gardens Assisted Living Flats, Bathgate



Away from built development, the council has been using developer contributions for open space and public art to provide improved community facilities. One such example is the Almondvale Park restoration project which was completed in the summer, which used match funding from Sustrans and the work of the council's Neighbourhood Environment Teams to deliver enhanced play facilities, habitat improvements, increased public access, community event spaces and public art. This work was carried out in response to an opportunity for improvements to the park which was identified in the 2009 Local Plan.

The project included development of a Master Plan and robust and ongoing community consultation and partnership working with external organisations. The community, various officers and external partners were involved throughout. Regular meetings were held with all stakeholders to ensure project was on track to reach key milestones and potential risks were identified. Any new risks were addressed by relevant stakeholders. Where appropriate sub groups were established to deliver particular elements of the project. Community Groups and external individuals who have contributed their views

and resources towards reshaping the park included Lothian Running Club, the Interlopers Orienteering Club, Sustrans and its volunteers, Livingston Art Association, West Lothian Youth Action Project and the Howden Green Gym.



Howden Green Gym

Other exciting projects which are on site but not yet complete include new Partnership Centres in East Calder and Linlithgow and further public art installations funded by developer contributions. These will be completed in the next reporting period and will feature in PPF7. We will also be reporting feedback from the end users of completed developments. Most of the feedback we receive at present is provided by users of the service and reflects their views on the process rather than the end product. PPF7 will look at new ways of engaging with customers and getting their views on the finished place, rather than just the process.

Performance Markers

Corporate working (PM12)

Early collaboration (PM3)

Quality of Service and Engagement

Joined-up Services

Planning Services continue to work closely with colleagues in Economic Development and Regeneration to provide a joined up approach for our customers. In order to encourage and support inward investment we offer joint meetings to potential developers, involving other agencies, where appropriate, such as Scottish Enterprise and the Scottish Government. Although we charge a fee for our pre-application advice service, we will still provide advice and guidance free of charge to customers who come through our business advice team.

Regular progress meetings and community liaison groups continue on the major development sites and provide a useful forum for providing advice and guidance and discussing timescales. These are attended by officers from Planning Services as well as other services of the council and other

stakeholder organisations. Both developers and the local community find this approach very helpful.

Delivery of Actions

PPF 5 reported on the success of the Whitburn Charrette which took place in the spring of 2015, with the findings being reported in December 2015. Planning officers are now working with other services on the delivery of the action plan and development framework that came out of that process, taking forward projects for improved green infrastructure, public access and town centre improvements.

A key role for development management officers is co-ordinating the efforts of the developers at Heartlands with the ambitions and aspirations of the existing Whitburn community. This is an important factor in ensuring integration between the existing settlement and the new development and making best use of the funds and resources available. Discussions are ongoing about heritage trails and public art installations. The development framework also identified buildings within the town centre that do not contribute positively to the area and planning enforcement officers are now involved in

taking action to ensure physical improvements are made. More details about the progress of the Whitburn Charrette can be found here <https://www.westlothian.gov.uk/whitburn>.

Further details of projects as they are implemented on the ground will be provided in PPF7.

Following the success of the charrette, a similar project was instigated in Fauldhouse in May 2016, again involving officers from a variety of council services including Planning. <https://www.westlothian.gov.uk/fauldhousefocus>

Pre-application Advice

In April 2016 Planning Services introduced a new charged pre-application service, in response to feedback from our customers and to provide a more structured and formal approach to pre-application advice. The service provides customers with a pro-forma response which takes account of relevant planning policy and other material considerations. As well as ensuring consistency of advice across the service the advice given is recorded and accessed by the

case officer when an application is submitted. In developing this new service we looked at examples from other planning authorities and discussed with them the pros and cons of their approach. Since introducing the service we have been able to share our experience and practice with other planning authorities, largely using the knowledge hub.

The new service is popular with customers and has proved successful; since its introduction we have dealt with 68 enquiries. Early teething problems, such as issues with fee payment, have been resolved by continuous monitoring and improvement. The process is entirely online, with custom-made interactive forms which are as simple and short as possible.

The new service has necessitated a change in the way the council defines pre-application advice, only counting paid enquiries through the new service, whereas previously we had included informal advice given in emails or on the telephone. Towards the end of the financial year a customer survey was undertaken, targeting everyone who had used the service. 73% of the people who used it felt that it was value for money and 67% of respondents who used it were happy with the

time taken to receive a reply. Further, and significantly from the viewpoint of improving the quality of development, 47% of the people who responded said that they amended their plans as a result of the advice they were given. The service has a dedicated web page: <https://www.westlothian.gov.uk/article/10863/Pre-Application-Enquiry>.

Customer Feedback

In addition to surveying customers who had submitted a pre-application enquiry, an annual survey was sent to other customers who had engaged with the planning service. This year, every person who had engaged with Development Management was sent a survey, so the number of responses was much higher than in previous years.

For the first time feedback was requested from anyone who had submitted an objection to a planning application; an analysis of the responses shows that over 50% of respondents to the survey were objectors to planning applications. Most of these were objectors to a small number of contentious applications which were approved. Many of

the respondents appear to remain aggrieved with the outcome of the application rather than the service, or the process.

“Of all the planning departments I deal with in Scotland, WLC is by far the best and most proactive. “

“I received plenty of help whenever needed and the process was straightforward and painless as a result.”

“Many thanks for your prompt reply, it's very much appreciated. Having never had to do something like this before I am feeling rather anxious!”

Over the past year the planning service has demonstrated improvements in terms of professionalism, service accessibility and the quality of the service. There continues to be

an issue about timeliness of responses and difficulties in members of the public contacting case officers, which is reflected in the analysis of our complaints over the reporting period. This is the result of the council-wide 'channel shift' which has moved front line customer services to the council website and call centre. The subject is regularly discussed at team meetings and the service liaises closely with the customer service centre, including specific, targeted training sessions for call centre staff, to ensure the service is as efficient and customer friendly as possible.

The planning pages on the council's website are continuously monitored and improved in response to customer comments to the council's web team. It has also been flagged as a priority for improvement over the next reporting period.

To try to address communication issues, applicants are advised that case officers will contact them with an update five weeks after an application is submitted, to save them from having to contact case officers. They are also advised to use the online file to track the progress of an application. 72% of respondents to the survey confirmed that

they are using the online file successfully but only 61% said that they had been provided with an update from their case officer. Automatic reminders are now set up in the case management system to remind officers to do this and a report on the response rates is being provided to management.

There were also some very positive comments made in the feedback about good quality service and comparison of our service to other local authorities. This year it was decided not to hold a regular users forum, as has been done every year previously, because the forum tends to involve the same people and identify the same issues, most of which would be covered by the annual survey. Instead the service is actively considering other ways of obtaining feedback from customers and stakeholders which will feature in next year's PPF, with a focus on the end product/place rather than just the process.

Electronic Project Management

In the summer of 2016 Development Management moved to a paperless system for processing planning applications, with a traffic

light work flow system in place from registration to determination.

In setting up this process officers reviewed the entire planning application process, by means of process mapping, to ensure that it was as efficient as it could be and found several areas for improvement. Visits to other planning authorities were undertaken to share ideas and practice, a process which proved extremely valuable for all parties.

New performance indicators have been established at key stages in the process, particularly where an application passes from one section of the team to another. The process was reviewed with the customer journey as the central concern.

Following this, a completely new process map was developed, which is continuously monitored, and amended where improvements are identified.

The new system means that the online file is updated more efficiently and decision notices are issued more quickly and efficiently than previously, offering time saving benefits to the customer and savings to the council on printing and posting costs.

The project has been shortlisted for a Scottish Quality in Planning Award and was a finalist in the council's internal Celebrating Success Awards. The results of our customer survey were very positive in this regard with 77% of respondents submitting their application electronically, the vast majority of whom found the system easy to use (87%) and felt that it had sped up the process (76%).

The planning enforcement process has also been reviewed, through a process mapping exercise which identified significant potential improvements in the receipt and handling of enforcement complaints, and opportunities to use electronic means of communication and delivery more effectively.

As a result of this analysis a new, interactive enforcement reporting form was designed and added to the council's website, linked to the enforcement team's dedicated email address.

New performance indicators have been added at important stages in the enforcement process, supported by a new traffic light workflow system.

These improvements have made it easier for customers to let the council know about

suspected planning breaches, and the new processes will improve the team's efficiency in responding to complaints.

The improvements were implemented within the last year; in next year's PPF we will be able to provide a breakdown of the proportion of complaints received through the new form, and we will include customers of the enforcement service in our annual customer survey.

Performance Markers

Benchmarking (PM13)

Regular and proportionate advice (PM11)

Development Plans

Preparation of the council's new Local Development Plan (LDP) has been project managed by a dedicated senior officer and a bespoke workplan was conceived to help ensure that crucial performance deadlines were achieved. Despite unforeseen circumstances and staff resource issues, these arrangements proved effective and have delivered a satisfactory outcome, with the LDP now submitted to Scottish Ministers.

Because of the complex nature of some of the issues raised, the examination is expected to take longer to conclude than the 200 days suggested at the outset and it may be that the report outlining any changes to be made to the plan will not be issued until the autumn at the earliest and thereby briefly deferring adoption of the new LDP. This is not a timescale, however, over which the council has any control.

Allied to the preparation of the LDP, and identified as a significant work stream over the coming year, will be preparation of Supplementary Guidance (SG) and Planning Guidance (PG).

SG will form part of the LDP. It will expand upon existing policies and proposals and will be used to support the content of the Plan. SG benefits from the same level of extensive consultation as the LDP and requires to be approved by Scottish Ministers prior to adoption.

Where required, SG will be subject to Strategic Environmental Assessment (SEA) and Habitat Regulation Appraisal (HRA). Importantly, SG has the same status in decision making as the LDP. Work is already well advanced on the preparation of guidance relative to affordable housing, wind energy, noise, air quality and the green network.

Planning Guidance (also referred to as 'non-statutory' guidance) provides detail on a range of subject areas not covered by SG. It does not have as much 'weight' as statutory SG, due to the lower level of consultation and scrutiny, and it does not require to be approved by Scottish Ministers. While some PG has already been identified in the LDP and work has commenced, including flooding and the water environment and health impact assessments, additional PG may be brought forward during the lifetime of the plan if considered helpful to applicants or to address more new issues as

they arise, or to provide more detail in existing issues.

Preparation of planning guidance will be the subject of another programmed engagement with stakeholders, consultees and the public. It will be resource intensive and will be reliant on the use of a wide range of conventional and innovative communication channels.

Governance

The Planning and Economic Development Service of the council was recently expanded to include Regeneration, also assuming responsibility for co-ordination the Community Planning Partnership. This has led to increased opportunities for joint working within the service, bringing together the various regulatory roles with a strong focus on delivering economic growth and community development.

Examples include the community planning work in Whitburn and Fauldhouse mentioned above and work on the City Deal. Further information can be found in the Management Plan 2017/18:

[https://www.westlothian.gov.uk/media/16222/2017-18-Management-Plan--Planning-Economic-Development-and-Regeneration/pdf/Management Plan. 2017-18 PEDR.pdf](https://www.westlothian.gov.uk/media/16222/2017-18-Management-Plan--Planning-Economic-Development-and-Regeneration/pdf/Management%20Plan%202017-18%20PEDR.pdf)

Our customers regularly comment that this joined-up and responsive approach is appreciated.

The Management Plan also sets out the engagement strategy for customers and for employees. Teams continue to hold weekly meetings, with an increased focus on performance management and new monitoring reports available as a result of the switch to electronic project management of planning applications. The result is an increase in performance, with over 80% of all applications now being determined within the two month statutory target.

In terms of structure, the post of Development Management Manager became vacant in October 2016. A temporary internal acting up arrangement was put in place in January 2017. This has obviously resulted in a loss of valuable skills and knowledge to the team. However it has also provided opportunities for other members of staff to develop and bring forward new ideas, particularly in relation to performance management. In addition, more staff are now involved in benchmarking and sharing of good practice through HOPS and the Knowledge

Hub in particular, which increases opportunities for service improvements.

“The council officers are a real credit to the authority where their attitude and enthusiasm towards our project, has no doubt had an impact in contributing towards the recent upturn in economic interest which has to be directly linked to the alignment of the team’s common goals and aspirations.

We can’t praise the West Lothian Council team strongly enough and often name the council to other local authorities as an example of how working collaboratively can lead to strong place making and community creation.”

Staff development continues to be an integral part of service delivery, with all staff encouraged to identify opportunities and development needs. The Performance Review and Personal Development Plans (PRPDP) which were previously undertaken have been replaced by a more comprehensive and detailed Assessment and Development Review (ADR). All members of staff have been through this process.

In terms of processes, staff within the service identified that the current scheme of delegation and procedures for determining application where there is member interest is out of date and requires updating. A new scheme has been developed, after reviewing other local authority schemes and discussing our own internal procedures, but it was not possible to have the new process considered by committee before the end of the reporting period. It is now likely to come in to force in 2017/18 and is expected to bring about improvements in performance. Its introduction and consequent improvements will be reported in next year's PPF.

The council's enforcement charter has also been updated, again following a review of our processes and benchmarking with other local

authorities. This work involved an overhaul of all enforcement procedures, making better use of IT systems. The enforcement process is now almost entirely electronic, in line with the planning application process.

In order to manage customer expectations more effectively, a priority system is being introduced for all new enforcement cases, with three priorities:

- 1 – immediate harm to amenity being caused;
- 2 – significant breach not causing immediate harm to amenity; and
- 3 – suspected breach of planning which is not considered to be significant or to be causing immediate harm to amenity.

These priorities will be applied to all received complaints, including those from elected members, who are to be offered training in the enforcement process in the near future.

Unfortunately, due to the staff resource that was committed to the replacement database project, it was not possible to report the new charter to committee and so it has not yet

come in to force. An update will be provided in next year's PPF.

Performance Markers

Enforcement Charter (PM5)

Continuous improvement (PM6)

Corporate working (PM12)

Culture of Continuous Improvement

West Lothian Council has a strong culture of continuous improvement, which has been highlighted in previous reports. The council participated in the European Excellence Award 2017, which recognises organisations across all sectors in Europe that can demonstrate a strong, sustainable commitment to continuous improvement. The process will conclude in October 2017 and the outcome will be reported in next year's PPF.

The council has also been subject to Best Value Audit (BVA) in 2017, with a joint audit team of Audit Scotland and Ernst and Young (the council's appointed external auditor) undertaking the audit from March to August. The council's BVA report will be published in November 2017. Specific to Planning Services the results for the West Lothian Assessment Model (WLAM) carried out this year were very positive, with an increase in the total score from 400 to 493.

This is the highest score achieved by the service to date and continues the trend of improvement over the last 10 years.

Planning Services continues to adopt this approach, constantly looking at ways to improve service delivery. The most obvious example of this from last year was the process mapping of the entire planning application process and the enforcement process, and the new processes and performance monitoring that were put in place as a result.

The culture and structure of the service supports staff suggestions for improvements and views complaints from service users as opportunities to improve. Staff are committed to delivering the best service possible, with a renewed focus on performance management over the last year. The evidence of this can be seen in our improvement performance across many of the performance indicators.

On an individual level, all members of staff are supported to develop their skills and knowledge, through the ADR process (formerly PRPDP) and less formally, through one-to-one meetings between staff and their line manager. During the course of the last year we have also re-instated internal training

events where colleagues from other services or external stakeholders have attended team meetings. As well as addressing immediate training needs this helps to foster strong working relationships going forward. Similarly, staff have benefited from attending training events organised by other local authorities.

The Management Plan for the service, along with the outcome report from the WLAM review panel, sets out how the service improvements have been delivered in the last year and provides a clear vision and programme for the priorities for next year. Section 3 of this PPF also demonstrates the commitment to continuous improvement.

Performance Markers

Continuous improvement (PM6)

Benchmarking (PM13)

Supporting Evidence

The information in this report has been drawn together from various sources.

At a corporate level this includes the Planning, Economic Development and Regeneration Management Plan 2017/18, submissions to EFQM, Best Value Review and WLAM and applications for awards such as the council's internal Celebrating Success Awards and the RTPi Scottish Quality in Planning Awards.

In terms of performance management, the report draws on our statistical returns to the Scottish Government as well as our own in house performance indicators and monitoring reports which are provided to management.

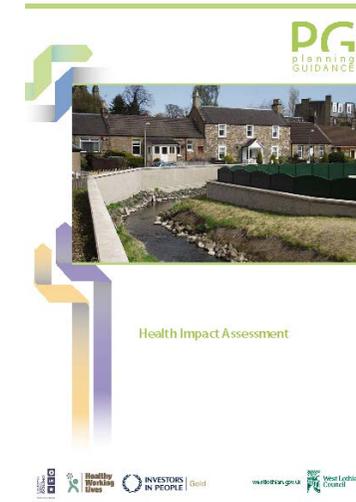
Stakeholder and customer feedback has been fed in from the responses to the annual surveys and our ongoing analysis of the complaints received. The report also includes other 'one off' comments received from customers.

West Lothian Council's three shortlisted entries to Scottish Quality in Planning Awards 2017

Automated Task Driven Paperless Development Management



Health Impact Assessment Planning Guidance



Raising Awareness of West Lothian's Heritage



Service Improvements

Progress on the service improvements identified in PPF5.

Provide an integrated planning obligations tracker. West Lothian Council is working together with Mid Lothian Council to procure the appropriate software. **Status: Ongoing**

Investigate a computer based model to handle enforcement complaints. All enforcement enquiries are now dealt with electronically using the same database and workflow system as planning applications. **Status: Complete**

Monitor the impact of transferring calls to the customer service centre (CSC). In response to customer feedback and issues raised by officers, several meetings were held between Planning Services and the CSC, which have been successful at ironing out issues and identified contacts for any future problems. This arrangement will continue as part of our day to day work. **Status: Complete**

Monitor the effects of withdrawing pre-application advice. The feedback from customers has been very positive, even with those who were initially sceptical, and it is not proposed to make any changes to the service. The rate of pre-application advice has dropped significantly, although this is entirely due to the fact that we are now only recording formal paid for enquiries. The actual level of enquiries has been in line with what was expected at the introduction of the service.

Status: Complete

Undertake an analysis of LRB and appeal decisions. A review was carried out and discussed amongst the team. The results of that analysis will influence our recommendation on finely balanced decisions but have also helped to identify areas where policy needs to be strengthened or re-training is necessary. **Status: Complete**

Investigate the use of fixed penalties for planning enforcement. Due to all the other changes to the enforcement processes it has not been possible to progress this and it is carried forward into next year.

Status: Ongoing

Integrate the Rapid Improvement Event in daily functions of the Development Management service. Complete review of all processes carried out and now moved to a paperless system. **Status: Complete**

Address the incidence of complaints about communication. This continues to be raised as an issue in complaints and customer feedback. New processes have been introduced to ensure applicants are kept up to date. New protocols to be introduced in relation to voicemail and emails.

Status: Ongoing

Service improvements 2017-18

- Fixed Penalty Notices for enforcement
- Complete transfer to Uniform
- Implement revised scheme of delegation
- Implement the planning obligations tracker
- Develop and implement new ways of engaging with different customer groups about finished product/place.
- Introduce procedure to avoid applications going over 12 months

Part 4: National Headline Indicators (NHIs)

Key outcomes	2016-17	2015-16
<p>Development Planning:</p> <ul style="list-style-type: none"> • age of local/strategic development plan(s) at end of reporting period <i>Requirement: less than 5 years</i> • Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? • Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? • Were development plan scheme engagement/consultation commitments met during the year? 	<p>8 years and 7 months</p> <p>N</p> <p>Y</p> <p>Y</p>	<p>7 years and 8 months</p> <p>N</p> <p>Y</p> <p>Y</p>
<p>Effective Land Supply and Delivery of Outputs</p> <ul style="list-style-type: none"> • Established housing land supply • 5-year effective housing land supply • 5-year housing supply target • 5-year effective housing land supply (<i>to one decimal place</i>) • Housing approvals 	<p>25,143 units</p> <p>8,854 units</p> <p>6,062 units</p> <p>7.3 years</p> <p>Units</p> <p>2016 – 884</p> <p>2015 – 775</p> <p>2014 – 615</p> <p>2013 – 523</p> <p>2012 - 229</p>	<p>21,830 units</p> <p>14,323 units</p> <p>7,036 units</p> <p>--</p>

<ul style="list-style-type: none"> Housing completions over the last 5 years Marketable employment land supply Employment land take-up during reporting year 	<p style="text-align: center;">Units</p> <p style="text-align: center;">2015/16 – 964 2014/15 – 767 2013/14 – 797 2012/13 – 867 2011/12 - 1057</p> <p style="text-align: center;">527 ha 14 ha</p>	
<p>Development Management</p> <p>Project Planning</p> <ul style="list-style-type: none"> Percentage and number of applications subject to pre-application advice Percentage and number of major applications subject to processing agreement <p>Decision-making</p> <ul style="list-style-type: none"> Application approval rate Delegation rate <p>Validation</p> <ul style="list-style-type: none"> Percentage of applications valid upon receipt 	<p style="text-align: center;">8% 68 0% 0</p> <p style="text-align: center;">92.1% 95.3%</p> <p style="text-align: center;">63.21</p>	<p style="text-align: center;">26.69% 252 0% 0</p> <p style="text-align: center;">91.3% 95%</p> <p style="text-align: center;">70.63</p>
<p>Decision-making timescales</p> <p>Average number of weeks to decision:</p> <ul style="list-style-type: none"> Major developments Local developments (non-householder) Householder developments 	<p style="text-align: center;">30.8 11.8 5.6</p>	<p style="text-align: center;">67.1 11.3 5.7</p>

Legacy Cases <ul style="list-style-type: none"> • Number cleared during reporting period • Number remaining 	14 62	27 28
Enforcement <ul style="list-style-type: none"> • time since enforcement charter published / reviewed <i>Requirement: review every 2 years</i> 	2 Years 10 Months	1 Year 10 Months

The significant decrease in the number and percentage of applications which are subject to pre-application advice is due to the fact that a new charged pre-application advice service was introduced in 2016/17, and this is the figure which has been recorded. In previous years, an estimate was made of the number of applications which were preceded by some form of advice, whether by email, phone, or in a face to face meeting. The advice given under the new, charged service is formally recorded and is referred to in the determination of the subsequent application.

The only other major change in performance shown above is the average number of weeks taken to determine major applications. The improvement, from 67.1 weeks to 30.8 weeks, is partly due to improved project management by officers and partly to an improved performance by Legal Services in dealing with the legal agreements which are invariably required for such applications.

A revised Enforcement Charter has been produced but has suffered delays in approval by committee because disruption to council business during the recent elections.

Part 5: Official Statistics

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

Category	Average timescale (weeks)		
	2016-2017	2016-2017	2015-2016
Major developments	6	30.8	67.1
Local developments (non-householder)	279	11.8	11.3
• Local: less than 2 months	71.3%	6.7	6.6
• Local: more than 2 months	28.3%	24.8	25
Householder developments	302	5.6	5.7
• Local: less than 2 months	92.4%	5	4.9
• Local: more than 2 months	7.6%	12.9	14.6
Housing developments			
Major	7	32.8	115.5
Local housing developments	73	18.4	19.1
• Local: less than 2 months	49.3%	7.4	6.7
• Local: more than 2 months	50.7%	29.1	37.3
Business and industry			
Major	0	-	14.4

Local business and industry	40	8.5	8.1
• Local: less than 2 months	82.5%	6.7	6.4
• Local: more than 2 months	17.5%	17	15.6
EIA developments	1	26.3	68.1
Other consents	134	4.5	5.8
Planning/legal agreements	28	35.7	32.7
• Major: average time	2	60.7	91.4
• Local: average time	26	33.8	28.3
Local reviews	13	8	7.3

B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2016-17		2015-2016	
		No.	%	No.	%
Local reviews	13	8	61%	24	46%
Appeals to Scottish Ministers	8	8	25%	12	41.7%

C: Enforcement activity

	2016-17	2015-16
Complaints lodged	214	223
Cases taken up	214	223
Breaches identified	N/A	N/A
Cases resolved	502	187
Notices served	51	52
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

D: Context

The percentages of appeals where the original decision was upheld are low, although the current year's percentage of local reviews where the decision was upheld shows an improvement over the previous year. Development Management has a new management structure in place in 2017; as part of a wider review of working practices and procedures the reasons for the low performance in this field will be analysed and, where possible, improvements will be made which should result in improved figures in 2017/18.

Part 6: Workforce 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.

	Tier 1 <i>Chief Executive</i>	Tier 2 <i>Director</i>	Tier 3 <i>Head of Service</i>	Tier 4 <i>Manager</i>
Head of Planning Service			1	

		DM	Enforcement	DP	Other
Managers/Team Leaders	No. Posts	2.5	0.5 (shared with DM)	3	
	Vacant	1 (DM Manager post, duties of post shared between 2 team leaders)			

Main grade posts	No. Posts	5	1	5	
	Vacant			1	
Technician	No. Posts	2 (shared with DP)	1	1 (shared with DM)	
	Vacant				
Office Support/Clerical	No. Posts	3		3	
	Vacant	1			
TOTAL		13.5	2.5	13	

Support staff are taken from a central resource which also serves Building Standards and Environmental Health. The figures for DM and DP are representative of the staff time from this central resource which is available to each service

Staff Age Profile (DM, DP, Enforcement)	Number
Under 30	3
30-39	1
40-49	3
50 and over	6

Committee & Site Visits	Number per year
Full council meetings	9
Planning committees	12
Area committees (where relevant)	
Committee site visits	12
LRB	12
LRB site visits	12

FINAL

