ABERDEEN
CITY COUNCIL

PLANNING PERFORMANCE FRAMEWORK

ANNUAL REPORT 2013-2014

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Front Cover: New Office Buildings, North Esplanade West

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Vision

The vision for Aberdeen is to be a city which is vibrant, dynamic, forward looking, where people can expect high-quality services that meet their needs. This means making a visible difference to the quality of the city's urban and natural environment by promoting high quality development and providing an effective infrastructure to make us a world class strategic location.

To do this we must think strategically, facilitate development, engage positively with communities and the business sector and be open and transparent in our decision making. We also have a key role in delivering the vision for the City and Shire as expressed through regional plans and strategies. We are tasked with seeing that Aberdeen stays at the forefront of planning for the future.

1   National Headline Indicators (NHIs)

Key Outcomes	2013-2014	2012-2013
Development Planning		
• age of local/strategic development plan(s) (full years)[1] *Requirement: less than 5 years*	2	1
• development plan scheme: on track? (Y/N)[2]	Y	Y
Effective Land Supply and Delivery of Outputs		
• effective housing land: years supply[3]	6.2	5.7
• effective housing land supply (units)[3]	11,664	11,013
• housing approvals (units)[3]	2,278	2,312
• effective employment land supply (ha)[4]	166.3	125.3
• employment land take-up[4]	1 (Complete) 25 (Under Construction)	2.46 (Complete)
Development Management		
Project Planning		
• percentage of applications subject to pre-application advice	38%	28.3%
• number of major applications subject to processing agreement or other project[5]	3	1
• plan/percentage planned timescales met[6]	100%	100%
Decision-making		
• application approval rate	95.8%	94.6%
• delegation rate	94.3%	90.3%
Decision-making timescales		
Average number of weeks to decision: • major developments	88.6	87.8
• local developments (non-householder)	15.9	16.2
• householder developments	10.0	9.8

Enforcement		
• time since enforcement charter published/ reviewed (months) *Requirement: review every 2 years*	4	3
• number of breaches identified/resolved	160/121	134/106

Cranes at International Gate, Aberdeen International Airport

Notes

1. Aberdeen Local Development Plan 2012 (2.083 years at 31 March 2014).

2. Updated DPS approved January 2014.

3. Both housing land years and land supply are for the Aberdeen Housing Market Area. Figures are not available for the City alone. The Housing Land Audit information is for the calendar year to 31 December 2013.

4. Employment land figures provided from 2014 Employment Land Audit (information is for the year to 1 April 2013).

5. The service has a policy of encouraging all applicants for major developments to enter into a processing agreement and it is anticpated this figure will increase in future reports on the PPF.

6. Based on the timescale in the processing agreement which was the target date of reporting to Committee with a recommendation on the application.

Contextual Statement

The average number of weeks for determining planning applications is a continuing concern that is being actively addressed. The timescale for local and householder developments at 15.9 and 10 weeks respectively has remained almost static compared with last year and it is recognised that this exceeds the two month target. A review of the Scheme of Delegation half way through the year has increased the delegation rate by 4% to 94.3% and this should have a positive impact on determination times in the coming year.

The timescale for determining major development applications is also of concern remaining static at 88.6 weeks compared with 87.8 weeks last year. Whilst this figure is still far from satisfactory in terms of the 4 month target, a careful look at the figures reveals that it has been disproportionately affected by a the length of time to determine 4 "historic" major applications originally lodged between 2007 and 2010. If these 4 applications are removed from the figures to give a more accurate reflection of performance the timescale for the remaining 18 major applications determined is reduced significantly to 33 weeks. As was the case last year, the time taken to determine the legal agreements had a significant impact on the figures and is a factor over which the planning service has limited control. The Development Management Manager and the Team Leader in the relevant legal team are now working closely together through regular monthly meetings to identify and address the problem and reduce, as far as possible, the delay imposed by the legal agreement process. It is also hoped that a reconfiguration of the legal team structure that occurred during the year will facilitate the more rapid progression of legal agreements.

The capacity of the Roads Projects team (as statutory roads consultee) to respond quickly to the volume and complexity of major development proposals has also been a significant factor influencing application determination speeds. This is also being looked at, as part of the next step of a phased restructuring within the Council, with a view to providing additional capacity in the team.

As was the case last year the Development Management Team has been striving to adapt to an unprecedented volume of major and significant applications: a consequence of Aberdeen's buoyant economy. The complexity and significance of the proposals and the associated workload can be measured approximately by using fee income as a proxy for workload. Based on the fees received in 2012-13 of just over £1M, Aberdeen City averaged £47.62K fee income per case officer compared with an average of £23.03K fee income per case officer for the other 31 Scottish Local Authorities. Fee income is projected to rise to above £1.5 million this financial year. To address this a Senior Planner and a Planner have been added to the staff complement in DM but more staff resource is required as a matter of utmost priority.

Recruitment to fill 2 newly created Senior Planner posts and a Planner post is expected in the next few months to address this staffing shortfall and it is anticipated that this will improve determination times next year. In addition, an administration review will take place in the coming year to identify further measures to improve application determination times.

Notwithstanding the foregoing, it is clear that some of the measures to address application processing speeds proposed in last year's PPF are starting to have a positive effect on the determination of major developments (eg. notably the recruitment of one additional Senior Planner and backfilling of a Team Leader Post).

Enforcement activity has picked up significantly over the last two years and this is placing additional burdens not just on the Enforcement Team but on planning case officer time.

2   Defining and measuring a high-quality planning service

The report focuses on the improvements and new developments in the planning service since the submission of PPF 2012-13. Unless otherwise indicated it should be taken as read that all the activities and service actions detailed the PPF 2012-13 are still being undertaken.

In accordance with the request from the Planning Minister, Appendix I - Performance Markers, cross references to relevant evidence in the main PPF report and service actions (e.g. PM1,2,3 etc.) to show how the planning service is specifically addressing each of the Performance Markers produced by the Heads of Planning Scotland High Level Group and, if not met, the steps being taken to meet the marker.

Open for Business

Trinity Group

The Council (officers and elected members) has continued its active involvement in the Trinity Group: a high level partnership panel that provides a forum for public and private sector leaders to help facilitate the delivery of development in and around the City. Activity has included:

- Two evening Trinity meetings[1,2]
- High level meeting with Scottish Water Management Team on 2nd June

Scottish Water is now active in the twice yearly Key Agencies Liaison meeting[3] and has a **dedicated** representative for liaison with the City. As an example of partnership working - agreement has been reached with SEPA for a joint workshop to be held on co-ordination of enforcement action in relation to breaches of condition related to sustainable drainage systems (SUDS) to be held in October.

Aberdeen Local Development Plan[4,5]

The Aberdeen Local Development Plan (ALDP) has a very strong focus on development delivery providing the development industry and the general public with clear guidelines on the likely infrastructure requirements that are needed to support development. This level of transparency helps to promote certainty, trust and confidence that necessary infrastructure, such as new schools and medical facilities, will be delivered alongside new development.

The infrastructure requirements for each masterplan area are set out in the ALDP Action Programme[6] – a live document which is updated quarterly to reflect changes and to identify any new actions, keeping the development industry, Elected Members and the public are kept as up to date as possible on the likely infrastructure requirements for development within masterplanned areas.

The updates to the Action Programme are supported through delivery days[7] which provide developers with an opportunity to discuss development on a particular site with the Council and representatives from relevant key agencies.

Since the ALDP's adoption in 2012, the Council has worked closely with developers to bring forward area-based Development Frameworks and Masterplans. There are currently 34 such documents which provide clear and specific guidelines for the development of sites on the ground.

New and updated topic-based Supplementary Guidance (SG) has also been adopted in response to changing circumstances and emerging issues, for example in relation to Serviced Apartments[8].

Elected Members are kept up to date and are engaged in all key stages of LDP preparation. (PM7/8/9/10 and 11)

The Council has approved a Strategic Infrastructure Plan (SIP) focused on developing and enabling infrastructure to maximise growth and diversify Aberdeen's economy. The SIP brings together the work that is being delivered through a variety of plans and strategies and will help act as a mechanism for ensuring that the City has the infrastructure in place to support the delivery of the Development Plan[9].

Development Management

In tandem with the foregoing, some progress has been made on a number of priority strands of 'Planning Reform: The Next Steps'

- **Processing Agreements** (PAs) (PM2/3):
  The uptake of PAs by applicants has again been disappointing; with an increase from 1 last year to 3 this year, despite active encouragement for every 'major' application (all acknowledgement letters for Proposal of Application Notices specifically outline the benefits of PAs and include a link to the PA template). One barrier to greater take up has been the pressure from clients for applications to be lodged before scoping, preparation and agreement has been reached on key supporting documents (eg. transportation assessment, bat survey) that have to be submitted with the application in order to set target dates for determination. It should also be noted that such lack of front loading of application results in immediate delay to timescales, as such activities are undertaken during the processing of applications.

- A 2nd barrier to greater take up has been the complexity of the PA template. A key lesson from last year was that PAs have to be simple, brief and focussed to work effectively as a project management tool. Work to simplify the PA template in consultation with private sector was scheduled for

completion in 2013-14 but has fallen behind schedule due to lack of staff resource to undertake the review as a result of the unprecedented volume of work in the last year and outlined in the Contextual Statement above. Staff recruitment is underway and this piece of work will be completed as a priority this year as soon as staff resource permits.

- **Aligned consents**: The development management and roads projects teams have been liaising with the Planning and Architecture Team from the Scottish Government on the aligned consents project and ACC's approach was presented to the Construction Scotland Aligning Consents event at Ravenscraig in November 2013[10].

Subsequently a joint meeting of ACC, developer, agents and roads consultants was held in December 2013. As a result of this meeting a number of actions were identified. The most significant of these items was the introduction of a 2 stage RCC process with submission of 1st stage RCC always required at the time of lodging any associated planning application so that the 2 consents are run in parallel rather than separately. This is now being implemented and the intention is to introduce this approach on the majority of RCC applications from August 2014[11,12].

- **Infrastructure Contributions:**
  These are negotiated by a specialist Aberdeenshire-based Planning Obligations Team, operated as a shared service and constantly monitored to ensure an audit trail to targeted spend by the Councils. To ensure consistency of procedure a comprehensive Developer Contribution Procedural Guidance Note has been put in place this year. Developer Contributions Supplementary Guidance[13] is being reviewed and updated as part of the review of the Local Development Plan that is currently underway. The guidance ensures impartiality and consistency between applications in the City and Shire and proportionate requests for developer contributions. (PM15)

High quality development on the ground

Masterplanning

A review of the Aberdeen Masterplanning Process in 2012 highlighted potential duplication in adopting development frameworks and subsequent phased masterplans as supplementary guidance and identified the need for the provision of a clearer, more structured framework for subsequent applications for planning permission. The revised process was approved by the Enterprise, Planning and Infrastructure Committee on 6 November 2012[1].In the last year this has resulted in a much better relationship and tie in between masterplans and subsequent applications for planning permission in principle. Both Masterplans and development frameworks now clearly specify the phasing, timing and mechanism for delivery of key infrastructure for larger Masterplan sites.[2]

A full EU procurement process has been undertaken to appoint a multi-disciplinary design-led team to develop a strategic masterplan for Aberdeen City Centre supported by a 20 year delivery programme and business case(s) for arising project(s). This is steered by a City Centre Regeneration Board comprising elected members (cross party leaders) and key agencies: the Robert Gordon University, University of Aberdeen, Aberdeen Inspired, Aberdeen and Grampian Chamber of Commerce, Scottish Enterprise and Visit Aberdeen.

Five detailed Masterplans or Development Frameworks have been adopted as Supplementary Guidance to the Local Development Plan in the last year including Countesswells[3], Persley Den[4] and Newhills. The early phases of many MPs and DF areas are under construction across the City, including Stoneywood[5], Kingswells Prime 4[6], Dubford and Charleston.

In the last year the work undertaken on taking forward the Newhills Development Framework and the Newhills expansion, which includes Dyce Drive and a new Aberdeen Exhibition and Conference Centre at Rowett North, have highlighted the importance of infrastructure delivery programming. Development pressure in this area has exceeded expectation, resulting in the need to address roads infrastructure more holistically and more comprehensively than the masterplans for the various sites proposed. The Council has agreed the scope of a transport infrastructure study with the various developers and landowners prior to the determination of further major planning applications or masterplans in the area.[7] Lessons learned from this include:

- Ensuring that the planning authority co-ordinates a development framework for the full development area in a transport corridor catchment area;

- Ensuring that the developers are all "signed up" to the principles of such a development framework;

- Transport assessments supporting masterplanning provide enough detail to give certainty on outcomes.

Development at Charleston, Cove, (one of the first masterplans[8] to be adopted in the City) is now sufficiently underway onsite to highlight issues of consistency in how design principles were applied at the detailed planning application stages[9]. The submission of detailed applications over the last year by two further developers have resulted in a dilution and erosion of the design principles in the original masterplan. Lessons learned from this include:

- Ensuring that the planning authority remain consistent in the application of design principles contained in supplementary guidance;

- Ensuring that the developers are all "signed up" to those principles;

- Development frameworks covering sites in multiple ownership or control require detailed phased masterplans.

Design

The Service has provided specialist design advice to applicants, agents and Council colleagues and in the procurement stages of Council projects such as the redevelopment of St Nicholas House, the new Aberdeen Exhibition and Conference Centre and Union Street pedestrianisation, as well as on planning applications and design policies and technical advice notes.

The Local Design Review Panel (DRP), run jointly with Aberdeenshire Council has considered 17 number of applications. For 7 of these the peer review informed design improvements. For 2 the review confirmed the quality of the developments[23] as they were. The outcomes of the DRP have been a material consideration in determining 9 planning applications[10,11]. A full review of Panel has been undertaken to ensure relevance, consistency and value.

In addition to the Design Review Panel the MD+C Team has continued its positive links with the Aberdeen Society of Architects through their annual awards. The MD+C Team Leader is part of the judging panel.

The MD+C Team link to the final year Masters in Architecture at the Scott Sutherland School of Architecture to assist in relating urban design projects to real situations in the City and provide advice on planning and placemaking to students.

The Service has a representative on the board of Architecture and Design Scotland and staff participate in the annual A+DS Design Symposium.

A Senior Urban Designer has been recruited to expand the capacity of the service to deliver design objectives set out in the masterplans, ALDP and nationally. This post now provides additional support to ensure consistency and quality are maintained.

Conservation

The Conservation team has continued to operate a development management "surgery" twice weekly for DM case officers that has provided benefits of additional staff resource and increasing confidence in addressing issues early in the process. The volume and complexity of conservation related applications has led to a review of operations which identified some issues of consistency in decision making and a lack of capacity to process. A business case is currently being prepared for the recruitment of a planner to provide a more effective link between development management and conservation functions.

Conservation Area Character Appraisals[12, 13] & Management Plans[14] for 6 of 11 of the City's conservation areas have been completed to establish conservation area management plans to assist in DM decision making. 4 of the remaining 5 are programmed for completion by end 2014 with the final (Union Street) appraisal to be reviewed in conjunction with the City Centre Masterplan. The latest appraisals in the programme have identified areas of improvement for the service in terms of engagement with local communities by providing completed draft documents rather than "a work in progress". Early engagement is essential to the success of projects but this must be balanced with providing complete information.

The team continues to support the Aberdeen City Heritage Trust to deliver conservation grant schemes in the City Centre and is working with the Trust to apply for a Conservation Area Regeneration Scheme for the east end of the City Centre[15]. Successful delivery of the Green Townscape Heritage Initiative (end 2013) is now complete with a number of properties restored and refurbished[16], including the Tivoli Theatre[17].

Certainty

Aberdeen Local Development Plan

The ALDP is up to date and robustly and consistently applied. In 2013-14 only 5 applications were approved that were identified as being contrary to the adopted LDP and all were justified on grounds that other material considerations outweighed the provisions of the Plan.

In accordance with the up to date Development Plan Scheme, the review of the ALDP is on course to produce a revised document within the 5-year statutory time frame and involves collaborative working across the Planning and Sustainable Development Service as well as other Council Services. The Main Issues Report[1] was published for public consultation in January 2014. The Proposed Plan is now being prepared and will be published for consultation early in 2015. (PM7/8)

Environmental Policy

A trainee environmental planner has been recruited to undertake a review of all existing Tree Preservation Orders to ensure that all historic TPOs have been confirmed and that they are valid, accurate and relevant.

A policy approach to dealing with High Hedges legislation was approved by Committee in March 2014 to ensure transparency and clarity on issues such as fees[2].

Development Management

Service protocols are in place with all key internal/external consultees to ensure consistency and reliability of application advice (MD+C, Roads, Environmental Health, Legal Services, Planning Obligations Team, Key Agencies). Regular scheduled liaison meetings are held between the Development Management Manager and all internal consultees. (PM12)

Although still a significant factor affecting application determination times, progress has been made on the time taken to negotiate legal agreements.

With that in mind:

- The legal teams have been reconfigured to increase the number of legal officers dealing with legal agreements
- There has been commitment this year from the legal service to active involvement and sign up to timescales in legal agreements
- All legal agreements are reviewed/ progress chased with the Legal Manager at the monthly liaison meeting using a live spreadsheet[3]
- A legal instruction sheet/guidance note has been developed to ensure earlier legal engagement and establish clear roles, responsibilities and timescales

A priority action for next year which has been held up by lack of staff time and capacity is:

- Consideration of a mechanism for conclusion (or reconsideration) of applications with legal agreements within 6 months of 'willingness to approve" (PM4)

The Development Management Portal (internal website)[4] has further enhancements (addition of Committee Schedule and legal agreement status spreadsheet) as a structured, easy to navigate web based tool and info source for case officers. Proving to be an invaluable reference for officers and new employees, helps to train, inform, ensure procedural consistency and clarity to staff. Providing a easily accessible source of legislative updates, policies, guidance, protocols related to validation and processing of applications from cradle to grave. (PM11)

Communications, engagement and customer service

Web site development

It has been recognised that the Council's planning web pages require to be redesigned. This responds to customer feedback and recognition of the customer service benefits of planning web pages that are easily navigable and provide real time readily comprehensible information on the planning process and on application progress. A temporary dedicated web developer is currently being recruited to focus on implementing this redesign.

Customer Service Excellence Award (CSE)

The CSE Accreditation achieved last year by the Development Management Team was audited and reconfirmed this year by the CSE Auditor with the number of partial compliances dropping from 7 to just 2[1]. A CSE project plan is in place to take continuous improvement forward over the coming year. This requires compliance with a broad range of customer service and customer focussed criteria.

- Customer, Development Management and Enforcement Charters are up to date and being monitored and are publicised on the Council website (PM5)

- Performance is being monitored against targets and timescales detailed in the Charters and areas are being identified for improvement. Mystery shopping and internal monitoring ensure compliance with charter targets and the results are published online. Examples of associated service improvements are the implementation of a customer contact protocol, mobile working and the introduction of smart phones.

- A staff suggestion scheme (post box/e-mail folder) has been initiated and suggestions are considered for action and an annual award at Service Management Team Meetings. For example a project on recording pre-application advice both written, walk in and over the phone has been initiated as a result of a staff suggestion.

- Customer insight is sought through surveys of all customers (hardcopy, e-mail signature and web based questionnaire) and actions arising are being implemented. For instance the identification of the need to enhance the website as a mechanism for customer service delivery leading to the appointment of a web developer to take identified improvements forward over the coming year. Feedback on customer satisfaction levels is provided online

- It is recognised that engagement with the Community Council's is not as good as it should be. With this in mind a Community Council concordat has been drafted, regular liaison meetings have been initiated and 3 meetings have been held. This will be advanced over the coming year

The Customer Service Excellence Standard is being rolled out in the coming year to other teams in Planning and Sustainable Development, including Local Development Plan, Environmental Policy, Transport Strategy and the Public Transport Unit.

Aberdeen Local Development Plan

Through consultation, the community and business bodies are fully engaged in the Local Development Plan process, in accordance with the Development Plan Scheme Participation Statement, and kept informed of the process, for example through the ALDP Newsletter[2,3].

All stakeholders are actively engaged in delivering the LDP Action Programme, through delivery workshops. Elected Members are also engaged through regular Members' drop-in sessions, held at key stages in the process. All Members are invited to attend to ask questions and discuss the LDP. This format was arrived at as a result of direct feedback from Elected Members on how they wished to be involved in plan preparation[4].

The results of all consultation exercises that are undertaken as part of the production of the ALDP are reported to Committee and published online. The representations to the Main Issues Report are now online. The Local Development Plan e-newsletter continues to be an efficient and effective means of reaching stakeholders.

Environmental Policy

A protocol has been agreed for consultations on all environmental issues arising from planning applications. (PM12) The Environmental Policy Team will feed comments directly into APP (the electronic planning application processing/ management system).

Development Management

The service has continued its biannual meetings with agents (Agents Focus Groups) and this has informed customer service improvements - for instance triggering the requirement of focus on real time web based information on application progress which will be implemented in the coming year.

For a second year there was a shared stand with Aberdeenshire at the Scottish Homes Show weekend event to promote the development management service and give advice to the public.

The duty planner service has been enhanced with the addition of a dedicated mobile line and adapted protocol to ensures that there is always a an officer with the necessary expertise available to provide advice during opening hours of the Council.

The percentage of valid Development Management applications submitted online continues to increase (36% for 2013-14) including more large scale applications (online applications accounting for 44% of all fees).

99% of all Development Management applications are now published on TellMeScotland.

Efficient and effective decision-making

Development Management

It is recognised that the existing application support team staff resource and structure as well as the procedures and information systems that are in operation are no longer functioning efficiently. This in terms of the current configuration of the Planning and Sustainable Development Service as a whole and also in terms of the desirability of realising the benefits of electronic service delivery and workflow. Amongst other things, this is having a negative impact on end to end processing time for dealing with planning applications. With this in mind a comprehensive review of the administrative function has been launched and is being project managed by the Council's Programme Management Team. It is hoped that at least some of the recommendations of this review will be implemented this year and that some of the benefits will start to be reflected the performance reported in next year's PPF.

In the last year the Council's Scheme of Delegation for all applications not covered by the Section 43A scheme has been amended to bring it entirely in line with the Section 43A scheme. This will ensure that all applications are treated consistently with regard to their decision pathway and will help increase the speed of decision making.

A concerted effort has been made to target legacy applications for determination and withdrawal - with considerable success. (PM14) Paradoxically, the determination of some of these applications has had a negative effect on the "average" time for determining applications (see NHIs and contextual statement).

An officer working group is actively looking at validation of applications and the creation of a validation checklist to ensure consistency and certainty in the validation process incorporating work on Scotland wide guidance produced by HOPS. This work will feed into the administrative review which aims to consolidate the validation function in the Application Support Team. (PM3/11)

New guidance on the structure and content of reports of handling has been introduced and adapted to reduce the length and complexity of reports and help to increase clarity relating to the issues taking into account in decision making. (PM11)

Effective management structures

A Council wide structural review is underway – currently down to Head of Service level and due to be Team level in the next year. A review of the Management structure in the Planning and Sustainable Development Service has been on hold pending the results of this higher level review and will be a priority in the coming year.

Manager, Team Leader, Senior Planner, Planner, Trainee and Technician posts in the planning service all have generic job profiles facilitating the transfer of officers and posts between teams according to the need for staff development and service delivery e.g. two staff members have moved from development management to the local development plan team in the last year. Staff have also been seconded between sections and to other services within the Council eg the secondment of a Senior Planner to the team delivering 2,000 new affordable houses for the City.

Staff resource for the coming year is being planned through a comprehensive costed business case justified by workload and increased planning fees including the recruitment of two additional Senior Planners responding to the significance and complexity of current development pressure.

Regular liaison groups have been continued with key agencies, internal Council consultees (see earlier) and a regular development management liaison meetings have also been continued with Aberdeenshire Council

Managers are active participants in the Heads of Planning Scotland Executive Committee, Policy and Practice, Development Management and Local Development Plan Sub-Groups and the newly formed Group 4 Benchmarking Group. Meetings of the Four Cities Development Management Benchmarking Group[1] have also continued. This has been extremely useful in terms of sharing of good practice, skills and knowledge. (PM13)

Team Plans[2] are up to date for all teams in Planning and Sustainable Development and are fully aligned with Council Priorities, the Enterprise, Planning and Infrastructure Service Plan and the Planning Performance Framework.

Regular Service-wide "Town Hall" meetings are held (3 last year) providing a forum to discuss corporate and service-wide issues, policy and service development, change management, team planning and networking opportunities. There are also weekly scheduled meetings of Senior Management and Team Managers as well as weekly programmed Team Meetings and monthly minuted Full team meetings[3] to communicate information and discuss current issues.

Financial management and local governance

Income from planning fees (£1.38M) in the financial year 2013-14 was £450K ahead of budget and this increased fee income is being reinvested in the planning service to cater for workload resulting from Aberdeen's buoyant economy with two new Senior Planner Posts filled in the last year. In the coming year business cases are being pursued for filling all vacancies and up to 8 new posts.

This includes both professional planning staff and administration staff to be determined by a comprehensive review of the planning service's administrative function and associated information systems that has been launched to ensure that resources and procedures are streamlined and aligned to priorities.

A review of Local Review Body procedures is underway given the recent significant upsurge in the number of Local Review Notices lodged.

The planning service participated in the Scottish Government's "Costing the Planning Service" initiative last year providing valuable information to inform the use of resources as part of the service review.

Culture of continuous improvement

The Development Management Service's Customer Service Excellence Accreditation has been successfully accredited again by the CSE auditor with the number of partial compliances dropping from 7 to just 2. A CSE project plan is in place to take continuous improvement forward over the coming year.

Three training sessions have been undertaken to train a further 8 Councillors to be Members of the Local Review Body.

A programme of tailored continuous professional development is an integral part of the Performance Review and Development programme (yearly review meeting and monthly 1-2-1 with line manager) for all staff.

All Teams have participated in dedicated workshops focussed on embedding organisational behaviours (professionalism, respect, customer focus, communication) and action plans from these workshops have been produced and are being implemented[1].

Workshops have been held on key messages for the Service and a new strapline "Shaping Aberdeen Together" The Service has completed the first year of pioneering an Institute of Historic Building Conservation accreditation scheme for 6 internal mentees in the DM Team – working closely with the IHBC national director. The pilot scheme embeds conservation knowledge and experience across teams as each candidate progresses through their training.

The Council's submissions to the Scottish Awards for Quality in Planning for the Sustainable Urban Fringes Project (SURF) and the Local Development Plan Youth Engagement Project and the Strategic Infrastructure Plan have been shortlisted for awards, demonstrating commitment to quality and continuous improvement.

3 Suporting Evidence

Part 2 of this report was compiled, drawing on evidence from the following sources (numbering refers to superscript in body of report):

- **National Headline Indicators**

1 Housing Land Audit 2014
http://www.aberdeencity.gov.uk/housing/HousingLandAudit/HousingLandAudit.asp

2 Employment Land Audit 2013
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55756&sID=9484

3 Office and Hotel Planning Information 2013
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=54906&sID=9484

- **Open for Business**

1 and 2 Agenda and minutes of meetings with Trinity Group (electronic attachment)

3 Minute of Key Agencies Liaison Group

4 Aberdeen Local Development Plan 2012
www.aberdeencity.gov.uk/localdevelopmentplan

5 Development Plan Scheme (inc. Participation Statement)
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=54954&sID=22785

6 Aberdeen Local Development Plan Action Programme
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=57012&sID=18949

7 Delivery Days (Agenda 25.04.14) (electronic attachment)

8 eg Infrastructure and Developer Contributions SG
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=47676&sID=14394

Serviced Apartments Supplementary Guidance
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=55792&sID=14394

9 Strategic Infrastructure Plan
http://committees.aberdeencity.gov.uk/documents/s33119/Strategic%20Infrastructure%20Plan.pdf

10 CS Event Agenda (see electronic attachment)

11 RCC Parallel processing event agenda (see electronic attachment)

12 RCC Possible Split Stage 1 and Stage 2 (see electronic attachment)

13 Developer Contributions Guidance Note (see electronic attachment)

- **High Quality Development On the Ground**

1 EPI.12.231 Masterplanning Process Final (see electronic attachment)

2 Loirston development Framework
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=50452&sID=2991

3 Countesswells Development Framework and Phase 1 Masterplan
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=59292&sID=14394

4 Persley Den, Woodside Masterplan
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=56138&sID=14394

5 Stoneywood Website
http://www.dandara.com/new-houses-aberdeen/stoneywood/20285

6 Prime 4 Website
www.primefour.co.uk

7 Evidence can be provided if required

8 Cove Masterplan and Charrette Report
*http://www.aberdeencity.gov.uk/planning_environment/planning/planning_sustainable_
development/pla_masterplan_cove.asp*

9 Link to planning application layouts related to the Cove Masterplan
Application P110064
http://planning.aberdeencity.gov.uk/docs/showimage.asp?j=110064&index=117640

Application P140494
http://planning.aberdeencity.gov.uk/docs/showimage.asp?j=140494&index=119759

10 Panel report for 58 Whitehall Place (see electronic attachment)

11 Panel report for The Station Hotel (see electronic attachment)

12 Link to determine planning application for the station hotel.
http://planning.aberdeencity.gov.uk/PlanningDetail.asp?ref=131683

13 Albyn Place and Rubislaw Conservation Area Character Appraisal
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?lID=51258&sID=17620

14 Great Western Road Conservation Area Character Appraisal
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?lID=51280&sID=17628

15 Strategic Overview and Management Plan
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?lID=51256&sID=8453

16 Aberdeen City Heritage Trust Website
http://www.aberdeenheritage.org.uk/

17 Tivoli theatre website
http://www.thetivolitheatre.com/

• **Certainty**

1 Main Issues Report
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?lID=54146&sID=24188

2 High Hedges Report to Commitee
*http://committees.aberdeencity.gov.uk/documents/b9251/Additional%20Agenda%2013th-
Mar-2014%2014.00%20Enterprise%20Strategic%20Planning%20and%20Infrastructure%20
Committee.pdf?T=9*

3 Legal Agreement Spreadsheet (see electronic attachment)

4 Development management Portal Pages (see electronic attachment)

• **Communications, Engagement and Customer Focus**

1 Customer Service Excellence Award Audit report (see electronic attachment)

2 ALDP Newsletter
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?lID=54974&sID=9484

3 ALDP Newsletter (January 2014)
http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?lID=54974&sID=9484

4 ALDP Main Issues Report Consultation Feedback
*http://www.aberdeencity.gov.uk/planning_environment/planning/local_development_plan/
pla_2016_mir_responses_atoz.asp*

• **Effective Management Structures**

1 4 Cities Benchmarking Minutes and Group 4 Meeting Notes
(see electronic attachment)

2 Development Management Team Plan (see electronic attachment)

3 Full Team Meeting Minute (example) see electronic attachment)

• **Culture of Continuous Improvement**

1 Action Plan (Embedding Organisational Behaviours) (see electronic attachment)

4 Action Plan

In the coming year we will:

Local Development Plan Team

• Gain Council approval for the ALDP Proposed Plan and submit it for Examination by Scottish Ministers.

• Continue to monitor the infrastructure constraints to the delivery of development through the ALDP Action Programme and, where appropriate, instigate Action Programme Delivery Days with developers and relevant key agencies to overcome barriers.

Environmental Policy Team

• Ensure that computerised application system can accommodate environmental consultations as described in the communications, engagement and customer service section in Part 2 above

• Ensure that tree protection measures arising from planning conditions are more effective by specifying more rigorous protection in the conditions and by monitoring that the measures are in place before development commences

Development Management (Applications) Team

• Carry out a comprehensive project managed review of resourcing, procedures and information systems in relation to the application administration and consider and implement any recommendations of the review

• Consider reconfiguring team structure/ new ways of working in accordance with new structure of P&SD and to address current staff resource, including recruitment of new staff and introduction of Major Projects team

• Introduce a Pre-application Forum for Councillors to discuss major development proposals at the pre-application stage in line with Scottish Government guidance

• Continue the programme of continuous improvement of the information systems with the aim of improving efficiency, effectiveness and customer service focusing on:

- web site improvements implemented through an inter–service focus group and assisted by a newly recruited web developer to enable amongst other things real time tracking of application progress and a map based application search and planning alerts facility

- recording of pre-application enquiries/ discussions

- electronic workflow and mail monitoring

- full implement electronic payment (phone payment by credit/debit card)

• Implement a programme of measures to address application determination speed including

- an update and streamlining Processing Agreement template and guidance and

- a procedure for reconsideration of applications with legal agreements within 6 months of "willingness to approve"

• Continue to work together with the Community Council Forum to finalise a concordat and update planning training

Masterplanning, Design and Conservation Team

- Develop a City Centre Masterplan and Delivery Programme including:

  - co-ordinating procurement of multi-disciplinary team

  - working with key partners and external agencies

  - ensuring effective public engagement and ownership of the masterplan

- Co-ordinate the preparation of detailed phased masterplans supporting development frameworks for Countesswells, Newhills and Grandhome

- Develop a masterplan for a new harbour at Nigg Bay with Aberdeen Harbour Board

- Introduce a design surgery to support development management application assessment

- Review the Design Review Panel remit, membership and operations

- Develop detailed design policy to support the ALDP

- Complete appraisals for 4 conservation areas

  - Old Aberdeen, Pitfodels, Cove and Footdee

- Continue IHBC accreditation training

- Continue to support the Aberdeen City Heritage Trust

5 Delivery of service improvements actions in 2013-14

Committed improvements and actions	Complete?

Local Development Plan Team
• Committed Improvements and Actions
  Monitor the infrastructure constraints to the delivery of development through the LDP Action Programme and, where appropriate, instigate Action Programme Delivery Days with developers and relevant key agencies to overcome barriers
 	
• Action Taken
  2 Delivery Day Workshops held which have included developers, representatives from across the Planning Service and relevant key agencies. Administration review underway.
 	
• Evidence
  See "Open for Business" Section of PPF Report. Delivery Day agendas (electronic attachment)
	Yes

Development Management (Applications) Team
• Committed Improvements and Actions
  Reconfigure planning service in line with any proposed new Structure
 	
• Action Taken
  The restructuring of P&SD has been put on hold pending the outcome of a wider restructuring at Directorate level that is currently being proposed at Service level. Restructuring. P&SD restructuring will be considered again in the coming year in the light of this wider restructure
	No

• Committed Improvements and Actions
  Consider formation of a Major Applications Team
 	
• Action Taken
  This has been put on hold pending the restructuring exercise outlined above which may affect the configuration of any such team. Consideration of whether a Major applications steam is appropriate will be prioritised following the restructure
	No

• Committed Improvements and Actions
  Continue alignment of Roads Projects and Development Management Teams and consenting process
 	
• Action Taken
  Workshops held, participation in seminars, imminent implementation of two stage RCC (see Open for Business Section of PPF above)
 	
• Evidence
  Documents referenced in Supporting information section above
	Ongoing

• Committed Improvements and Actions
  Actively address the factors that are slowing the determination of
  applications (especially Major developments):
 	
  - ensure involvement/sign up of legal team to processing agreements
  - review processing agreement template and guidance
  - implement "stop the clock" facility for stalled applications
  - consider conclusion/reconsideration of applications with legal
    agreements within 6 months of 'willingness to approve"
   - target determination of legacy applications
 	
• Action Taken
  - The Legal Team has been reconfigured to make it more focused and
    better resourced. A subsequent joint legal/DM team workshop has
    resulted agreement onto early engagement from designated legal
    case officers , and commitment to timescales within Processing
    Agreements
  - The review of the Processing Agreement template has been delayed
    due to workload (see contextual statement) and is a priority for the
    coming year
  - Stop the Clock procedures have been configured in the application
    processing system and have been initiated
  - Consideration of a procedure for conclusion/reconsideration of
    applications with legal agreements within 6 months of 'willingness
    to approve" has been delayed due to workload (see contextual
    statement) and is a priority for the coming year
  - A concerted effort has been made to target legacy applications
    for determination and withdrawal - with considerable success.
    Paradoxically, the determination of some of these applications
    has had a negative effect on the "average" time for determining
    applications (see contextual statement)
 	
• Evidence
  - E-mail confirmation from Legal Manager
  - Computerised application system configured
  - Determination and withdrawal of legacy applications
	On-going

• Committed Improvements and Actions
  In partnership with stakeholders continue the programme of
  continuous improvement of the information systems (eService
  programme) with the aim of improving efficiency and effectiveness:
  overseen by a eService programme board and implemented via an
  eService project team focusing on;
  - web site improvements implemented through an inter–service focus
    group
  - real time tracking of application progress
  - map based application search and planning alerts facility
  - recording of pre-application enquiries
 	
• Action Taken
  - Recruitment of a web developer to reconfigure the planning pages
    of the web site is currently well underway to take forward the
    committed improvements and actions from last year
  - Inter-service web site focus group has met regularly and is pursuing
    a programme of website improvements
 	
• Evidence
  - Applicants shortlisted for temporary web development position
	On-going

• Committed Improvements and Actions
  Work together with the Community Council Forum to develop a
  concordat and planning training
	On-going

• Action Taken
  Two scheduled liaison meetings have taken place with the
  Community Council Forum. A draft of a Concordat has been produced
  and is with the Forum for comments and agreement	

• Evidence Liaison meetings and Draft of Community Council Concordat	
Environmental Policy Team • Committed Improvements and Actions Establish Environmental Policy Monitoring Group	On-going
• Action Taken Committee approval received August 2013	
• Evidence Group has yet to be formed	

• Committed Improvements and Actions
  Ensure maximum benefit is gained from Developer Contributions
  towards access and environmental improvements
	Yes

• Action Taken
  A system is now in place to monitor developer contributions: the
  sum involved, the purpose, the area in which it can be used and the
  timescale (PM15)	

• Evidence
  A programme of projects is now underway to implement the
  improvements sought from the developer contributions	

Masterplanning, Design and Conservation
• Committed Improvements and Actions
  Prepare 4 Conservation Area Character Appraisal and Management
  Plans
	Yes

• Action Taken
  MD+C Team project managed and prepared an overall conservation
  strategy and management plan appended with conservation area
  appraisals for 8 conservation areas	

• Evidence
  Bon Accord/Crown Street, Marine Terrace, Cove Bay, Ferryhill,
  Great Western Road, Old Aberdeen, Albyn Rubislaw and Pitfodels
  Conservation Area Appraisals have been completed and reported
  to Committee. Old Aberdeen and Pitfodels to be updated and re-
  publicised following Committee decision	

• Committed Improvements and Actions Develop a conservation accreditation programme for staff with the IHBC • Action Taken Overall programme agreed with IHBC. Individual work plans agreed and appropriate "on the job" and external training underway • Evidence Courses such as Lime Mortar Training undertaken by all mentees. Workplans agreed through annual appraisals with targets set. Each mentee participating in preparation of conservation area appraisals	Yes
• Committed Improvements and Actions Adopt 5 Masterplans as supplementary guidance to the development plan • Action Taken MD+C Team has project managed the preparation and consultation on each of the masterplans below in accordance with the Council's adopted Masterplanning Process • Evidence Grandhome Development Framework, Countesswells Development Framework, Countesswells Phase 1 Masterplan, Hopecroft Planning Brief, Persley Den Masterplan all approved by Scottish Ministers as supplementary guidance	On-going
• Committed Improvements and Actions Work with our partners to develop a City Centre Vision • Action Taken City Centre Regeneration Board established with Council Members, public and private sector partners. Detailed project brief developed with partners. Full OJEU procurement process undertaken to appoint design team to prepare a City Centre Masterplan and Delivery Programme • Evidence Published Pre-Qualification Questionnaire and Invitation to Tender, consultancy team approved and appointed by Council	On-going

6 Official Statistics

A: Decision-making timescales

Category	Total number of decisions 2013-2014	Average timescale (weeks)	
		2013-2014	2012-2013
Major Developments	22	75	53.7
Local developments (non-householder)	531	15.9	14.8
• Local: less than 2 months	42%	6.6	7.1
• Local: more than 2 months	58%	22.6	18.0
Householder developments	696	10.0	9.8
• Local: less than 2 months	60.1%	7.4	7.6
• Local: more than 2 months	39.9%	13.9	14.7
Housing developments			
Major	8	110	68.9
Local housing developments			
• Local: less than 2 months	33.8%	8.5	7.4
• Local: more than 2 months	66.2%	35.5	22.6
Business and industry			
Major	10	38	28.4
Local business and industry	92	16	15.8
• Local: less than 2 months	44.4%	7.6	7.4
• Local: more than 2 months	55.6%	24.2	17.9
EIA developments	1	12.3	20.8
Other consents*	269	17.3	13.0
Planning/legal agreements**	25	82.3	76.2
Local reviews	7	5	5

* 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 and relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 and 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			
		2013-2014		2012-2013	
		Number	%	Number	%
Local reviews	7	3	42.8	1	33.3
Appeals to Scottish Ministers	9	5	55.5	6	66.7

C: Enforcement activity

	2013-2014	2012-2013
Cases taken up	198	170
Breaches identified	160	134
Cases resolved	121	106
Notices served***	11	13
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. Of the 198 cases taken up and investigated, 160 were identified as having planning related breaches warranting further action to resolve either through negotiation or formal enforcement action. The remaining 38 cases were, after investigation, identified to be 'permitted development', or works/activities established to be in compliance with a valid planning approval or permitted planning uses.

D: Context

The average number of weeks for determining planning applications is a continuing concern that is being actively addressed. The timescale for local and householder developments at 15.9 and 10 weeks respectively has remained almost static compared with last year and it is recognised that this exceeds the two month target. A review of the Scheme of Delegation half way through the year has increased the delegation rate by 4% to 94.3% and this should have a positive impact on determination times in the coming year.

The timescale for determining major development applications is also of concern remaining static at 88.6 weeks compared to 87.8 weeks last year. Whilst this figure is still far from satisfactory in terms of the 4 month target, a careful look at the figures reveals that it has been disproportionately affected by a the length of time to determine 4 "historic" major applications originally lodged between 2007 and 2010. If these 4 applications are removed from the figures to give a more accurate reflection of performance the timescale for the remaining 18 major applications determined is reduced significantly to 33 weeks. As was the case last year, the time taken to determine the legal agreements had a significant impact on the figures and is a factor over which the planning service has limited control. The Development Management Manager and the Team Leader in the relevant legal team are now working closely together through regular monthly meetings to identify and address the problem and reduce, as far as possible, the delay imposed by the legal agreement process. It is also hoped that a reconfiguration of the legal team structure that occurred during the year will facilitate the more rapid progression of legal agreements. The capacity of the Roads Projects team (as statutory roads consultee) to respond quickly to the volume and complexity of major development proposals has also been a significant factor influencing application determination speeds.

This is also being looked at, as part of the next step of a phased restructuring within the Council, with a view to providing additional capacity in the team.

As was the case last year the Development Management Team has been striving to adapt to an unprecedented volume of major and significant applications: a consequence of Aberdeen's buoyant economy. The complexity and significance of the proposals and the associated workload can be measured approximately by using fee income as a proxy for workload. Based on the fees received in 2012-13 of just over £1M, Aberdeen City averaged £47.62K fee income per case officer compared with an average of £23.03K fee income per case officer for the other 31 Scottish Local Authorities. Fee income is projected to rise to above £1.5 million this financial year. To address this a Senior Planner and a Planner have been added to the staff complement in DM but more staff resource is required as a matter of utmost priority.

A business case has been put together and recruitment is expected in the next few months to address this staffing shortfall and it is anticipated that this will improve determination times next year. In addition, an administration review will take place in the coming year to identify further measures to improve application determination times.

Notwithstanding the foregoing, it is clear that some of the measures to address application processing speeds proposed in last year's PPF are starting to have a positive effect on the determination of major developments (eg. notably the recruitment of one additional Senior Planner and backfilling of a Team Leader Post).

Enforcement activity has picked up significantly over the last two years and this is placing additional burdens not just on the Enforcement Team but on planning case officer time.

7 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	
Note: Tier 1 = Chief Executive, Tier 2 = Directors, Tier 3 - Head of Service, Tier 4 - Managers				

		DM	DP	Enforcement	Other
Manager	No. Posts	3	1.86	-	2.5
	Vacant	-	0.14	-	-
Main grade posts	No. Posts	11.5	8	2.5	9.5
	Vacant	1	1	-	-
Technician	No. Posts	3	-	-	2
	Vacant	1	-	-	-
Office Support/Clerical	No. Posts	6.5	-	-	-
	Vacant	-	-	-	-
Total		**26**	**11**	**2.5**	**14**

Note: These figures have been refined from last year. Staff in the Masterplanning, Design and Conservation Team which sits within the larger DM team but who do not handle applications and staff in Environmental strategy with more than 50 percent planning related workload are now both recorded as Other. The Application Support team is split 50/50 in terms of work between Development Management and Building Standards so the total number of posts has been halved to indicate the resource exclusive to the planning function.

Staffing Age Profile	Number
Under 30	12
30-39	15
40-49	12.5
50 and Over	12

Committees and site visits*	No. per year
Full Council committees	7 to 8
Planning Committees	11
Area Committees (where relevant)	N/A
Committee site visits	4
LRB**	7
LRB site visits	0

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	493,132	1,399,499	76,871	1,409,214
Development planning	626,546	360,529	96,747	54,541
Enforcement	Subsumed in DM Budget	-	-	-
Other	-	-	-	-
Total	1,119,679			

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% of 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 that 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.

New Housing,
Dubford, Bridge of Don

Appendix One: Performance Markers

The performance markers linked to Section 41 of the Regulatory Reform (Scotland) Act 2014 are set out below links to these are evidenced within the body of the PPF report - referenced PM 1, 2,3 etc in appropriate section.

Driving Improved Performance

|	Performance Marker	Measure	Source/ Evidence	Policy Support	PPF
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	Evidence of continuous improvement	Statistics and National Headline Indicators	Official Statistics and PPF Reports	NHIs
2	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	YES/NO	PA to provide	Modernising the Planning System (Audit Scotland); SG website/ template	NHIs; Certainty
3	Early collaboration with applicants and consultees on planning applications: - availability and promotion of pre-application discussions for all prospective applications - clear and proportionate requests for supporting information	YES/NO Examples	PA to provide	White Paper, Delivering Planning Reform; Planning Reform Next Steps	NHIs; Open for Business; Certainty
4	Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant'* * this will require production of supporting guidance, following wider stakeholder input	Reducing number of live applications more than 6 months after resolution to grant (from same time last year)	PA to provide	Official Statistics; PPF Reports; evidence of delays to major developments	Certainty; Efficient and Effective Decision-Making
5	Enforcement charter updated/ re-published	Within 2 years	PPF Report	Planning Act (s158A)	NHIs
6	Continuous improvement: - 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	PPF Report	Delivering Planning Reform; PPF Report	Culture of Continuous Improvement; Service Improvement Plan

Promoting the Plan-led System

	Performance Marker	Measure	Source/ Evidence	Policy Support	PPF
7	LDP (or LP) less than 5 years since adoption	YES	LDP adopted February 2012	NHIs; Certainty; High Quality Development on the Ground	NHIs; Certainty; High Quality Development on the Ground
8	Development plan scheme demonstrates next LDP: - on course for adoption within 5-year cycle - project planned and expected to be delivered to planned timescale	YES YES	See PPF 'High Quality Development on the Ground' and 'Certainty' sections	NHIs; Certainty; High Quality Development on the Ground, Certainty	NHIs; Certainty; High Quality Development on the Ground
9	Elected Members engaged at key milestones in LDP preparation	YES Evidence of activity	See PPF 'Communications, Engagement and Customer Focus'	'Communications, Engagement and Customer Focus'	Certainty; Efficient and Effective Decision-Making
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged at key milestones in LDP preparation	YES Evidence of activity	See PPF 'Certainty'	Certainty	Certainty; Efficient and Effective Decision-Making
11	Production of regular and proportionate policy advice, for example through SPGs, on (i) information required to support applications and (ii) expected developer contributions	YES Evidence of activity	See PPF 'Open for Business'	Open for Business	Open for Business; Certainty

Simplifying and Streamlining

	Performance Marker	Measure	Source/Evidence	Policy Support	PPF
12	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	PA to provide	-	-
13	Sharing good practice, skills and knowledge between authorities	Evidence of activity to pass on and adopt good practice	PPF report	Delivering Planning Reform; Planning Reform Next Steps	-

Delivering Development

	Performance Marker	Measure	Source/Evidence	Policy Support	PPF
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one year old	Reducing number of applications more than 1 year old (from same time last year)	Statistics from SG Analytical Services	-	-
15	Developer contributions: clear and proportionate expectations - set out in development plan and in pre-application discussions	Y/N Examples	LDP PA to provice	-	-
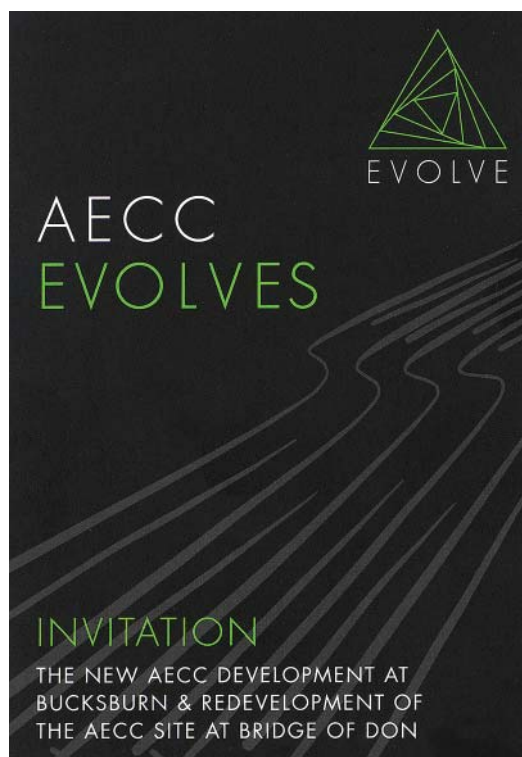
The New AECC Development consultation invite.
As part of the Masterplanning process.