

Argyll and Bute Planning Service

PLANNING PERFORMANCE FRAMEWORK

Annual report 2014-2015



*Seirbheis Planaidh Earra-Ghàidheal is Bhòid
Frèam Coileanadh Planaidh—Aithisg Bhliadhnail 2014-2015*



FEEDBACK FROM LAST YEAR'S PLANNING PERFORMANCE FRAMEWORK

Our Planning Performance Framework (PPF) is the principal performance measure for Planning Services (*Development Management and Development Policy – within Planning and Regulatory Services*) and is submitted to the Scottish Government annually for scrutiny and scoring. Our 2013/14 PPF was submitted in September 2014 and was independently reviewed by a Scottish Government appointed consultant. Some of the feedback is captured below:-

‘a very thorough, positive and well-written report, with very good use of case studies as an evidence base for the performance and service standards you have achieved. This has shown you to be working well with the performance and customer service culture whilst developing the experience of your elected members and staff alike’

‘Certainty for economic development is central to delivering a high quality planning service, this you have again demonstrated. Your up-to-date development plan and emerging LDP and supplementary planning guidance is of benefit and we were pleased to see this illustrated by a case study.’

‘Your Open for Business approach is clearly demonstrated, your commitment to working closely with others is commended particularly your Council’s link between the LDP, action plans and the single outcome agreement. ‘

‘We are pleased to see that you are committed to all of your customers and seek to publicise this with your Communication Team. Your commitment to Customer Service whereby you encourage customer feedback, hold user forums and staff training demonstrates your commitment’.

Alex Neil MSP – Cabinet Secretary for Secretary for Social Justice, Communities & Pensioners’ Rights

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Argyll and Bute

FOREWORD

This document captures the annual performance of the Argyll and Bute Planning Service for financial year 2014/15. All Local Authorities are required to produce a Planning Performance Framework (PPF) Annual Report which reports on performance against a broad range of areas including speed of decision making, quality, resources, successes, achievements and engagement. This document shows that our Planning Service is 'open for business' as we give priority to supporting sustainable economic growth whilst at the same time protecting the qualities which make our Council area so special.



Cllr David Kinniburgh,

**Chairman of Planning, Protective Services
and Licensing Committee**

'I am, again, delighted to introduce Argyll and Bute Council's Planning Performance Framework (PPF) Annual Report.

This 2014/15 Report is a showcase for all the positive, innovative and quality outcomes that have been achieved in the past 12 months by the Council, our communities and our development industry partners. I am particularly glad to see the continued strengthening of our economy with increases in the volume and value of planning applications that have been submitted. This growth is underpinned by our newly adopted Local Development Plan which sets an ambitious strategy for growing the population of Argyll and Bute and delivering sustainable development – including growth for renewable energy and aquaculture sectors, support for crofting, greenbelt land releases to deliver housing and marine planning.

2014/15 was also a very busy year meeting and empowering our communities and customers. Engagement included a series of workshops to promote our Local Development Plan in our main settlements, public hearings in Village Halls to determine significant planning applications and Forums to discuss key customer issues in Planning. Community led initiatives such as the.

Planning for and delivering great places is imbedded in our culture and I have been enthusiastic about the quality of what we have achieved in Argyll and Bute in recent years including the national awards of the Grand Designs Home of the Year and Scottish Retail Building of the Year. As Policy Lead for Planning and Regulatory Services and Chairman of the Planning, Protective Services and Licensing Committee, I consider 2014/15 to have been a successful year for the Service which is instrumental for the success of our area'.

Planning at the heart of our Council

'2014/15 has again been a hugely successful and rewarding year for our Planning Service. The Key Performance Indicators demonstrate continuous improvement and our strengthening economy is delivering fantastic development on the ground. You just need to walk through our towns, villages or fantastic countryside areas to experience the benefit from positive planning. Our newly adopted Local Development Plan is a catalyst for growth and prosperity and I am excited by its integration with our Community Planning Partnership (CPP) and Community Plans.

Planning is also instrumental in supporting our Single Outcome Agreement (SOA) particularly Objectives 1 and 2 which are to create an 'economy is diverse and thriving' and that 'we have infrastructure that supports sustainable growth'. One of my personal highlights from 2014 was the positive and collaborative outcomes from the inaugural Argyll and Bute Economic Summit, which the Planning Service was a part of. Bringing the key players from the public, private and third sector together we are now planning action aligned to the Local Development Plan and have set up an Economic Forum to achieve sustainable growth.

It is a pre-requisite for the Planning Service to engage, empower and understand our Communities and this is reflective in Community Council Training that has taken place, large customer volume of traffic we get to our planning website, various workshops and public meetings that have been held across Argyll and Bute to examine planning matters'



Sally Loudon, CEO of Argyll & Bute Council

DID YOU KNOW?

Our Council:-

- **Approve 97% of all planning applications**
- **Has a brand new local development plan adopted in 2015**
- **Determine applications quicker than the national average in 10 Weeks**
- **Consented 587 new houses in 2014/15**
- **The current established housing land supply is for 8770 homes.**

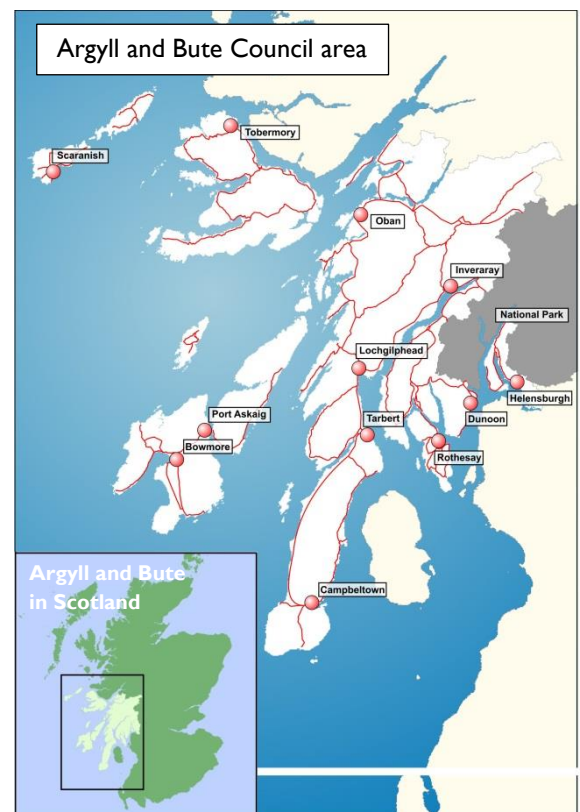
ABOUT ARGYLL AND BUTE

Our Geography and People

- Argyll and Bute is the second largest local authority by area in Scotland and covers almost 9% of the total Scottish land area with a population of approximately 90,000
- 52% of Argyll and Bute's population live in areas classified by the Scottish Government as 'rural'
- There are 23 inhabited islands including Bute; Coll, Colonsay, Easdale, Iona, Islay, Jura; Kerrera, Lismore, Mull and Tiree.
- 15% of jobs in Argyll and Bute are tourism-related. This compares to 9% of Scottish jobs and 8% of British jobs.
- 40% of employee jobs in Argyll and Bute are in 'public administration, education and health'

Our Challenges

- **Reducing population** – The projected decline in total population is a real threat to the viability of the area with a potential to adversely impact on the economy/wealth creation, workforce availability and efficient service delivery.
- **Changing population** – With more extremes than most of Scotland we face increasing costs and challenges to deliver services to older people and we need to encourage younger people to move to the area so that our economy can grow.
- **Our geography** – A highly rural area with many small communities, often separated by water. Access to the area and to key services are perennial challenges.
- **Employment** – Developing education, skills and training to maximise opportunities for all and create a workforce to support economic growth.
- **Infrastructure** – Improving and making better use of infrastructure in order to promote the conditions for economic growth including enhancing the built environment and our town centres.
- **Sustainability** – Ensuring a sustainable future by protecting the natural environment and mitigating climate change.



Our Planning Service

Planning Services act's as an enabler, facilitator and regulator to all forms of development and sectors in Argyll and Bute dealing with a huge variety and range of projects from large scale windfarms, fish farms and housing developments to small scale croft diversification, self-build homes and alterations to listed buildings. Planning staff are dispersed throughout the main towns of Argyll and Bute allowing them to be close to and engage with the environment and communities that they plan and shape.

PART 1 – NATIONAL HEADLINE INDICATORS

Key outcomes	2014-2015	2013-2014
Development Planning: <ul style="list-style-type: none"> age of local/strategic development plan(s) Requirement: less than 5 years development plan scheme: on track? (Y/N) 	0 years Y	4 years Y
Effective Land Supply and Delivery of Outputs <ul style="list-style-type: none"> effective housing land: years supply effective housing land supply housing approvals effective employment land supply employment land take-up effective commercial floor space supply commercial floor space delivered 	5 years 4,465 units 587 units 89.28 ha 1.32 ha 2,998m2 Unavailable	5 years 4,445 units 632 units 90.6 ha 0.2 ha 2,998m2 Unavailable
Project Planning <ul style="list-style-type: none"> percentage of applications subject to pre-application advice number of major applications subject to processing agreement or other project plan percentage planned timescales met Decision-making <ul style="list-style-type: none"> application approval rate delegation rate 	19.52% 1 0.0% 96.7% 97.0%	19.40% 5 100% 97.10% 93.30%
Average number of weeks to decision: <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments 	14.1 10.0 6.9	26.9 10.3 7.2
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i> number of breaches identified / resolved 	0 Years 218/310	2 Years 326/242

CONTEXT OF PERFORMANCE

Overall we are encouraged by the strong performance in the context of the National Headline Indicators (NHI) and continue to strive for greater improvement and efficiency.

Summary of Development Planning in 2014/15

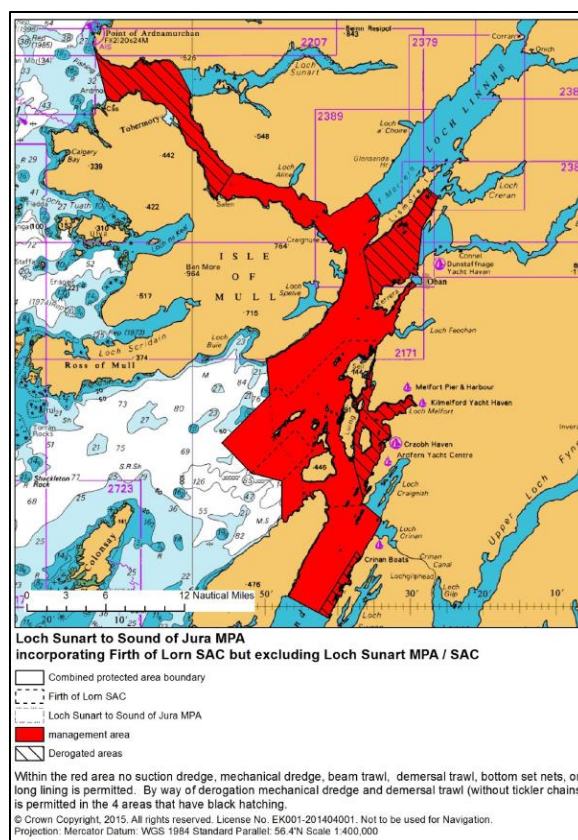
A momentous year in which we adopted our first Local Development Plan. The new LDP has been followed swiftly by an Action Programme which gives us an ambitious route map to promote and deliver sustainable development in the coming years. A replacement Development Plan scheme has mapped out the next twelve months during which we will concentrate on producing and adopting Supplementary Guidance to complement the LDP, and addressing how we can ensure delivery, particularly of the identified housing land supply.

We remain firmly focussed on seeing the LDP delivered timeously and to achieve this, work has begun on creating a Key Sites Action Programme which will focus attention on the most important strategic sites within Argyll and Bute, and to compliment this, a Key Sites Task Force to identify and direct the resources required to deliver these sites. To further assist delivery, we have already taken a more proportionate approach in relaxing implementation of affordable housing policy within the Cowal and Bute Area, and we have developed Supplementary Guidance which will similarly apply a proportionate approach to roads standards and guidelines. However, in the meantime, there continues to be an effective five year housing land supply identified and the availability and take up of employment and commercial floorspace remain broadly similar to 2013/14 reflecting a slowly recovering market.

Alongside the LDP the Core Path Plan has completed its examination and has been adopted, giving Argyll and Bute 1,167 miles of Core Paths, many of which already have route guides available online as is outlined in a later case study.

Argyll and Isles Coast and Countryside Trust launched last year has achieved early success. In partnership with local housing associations it has set up local project teams which will deliver environmental improvement work on the ground whilst at the same time offering key skills training.

Continuing to deliver the aspirations for Oban outlined in the National Planning Framework, cross sector engagement has started to explore delivery and masterplanning of the strategic development at Dunbeg and Scottish Association for Marine Science (SAMS), both of which will be important indirect facilitators of the Lorn Arc Tax Incremental Financing. Other strategic masterplans which have either been completed or are underway include Inveraray expansion and Conservation Area Regeneration Schemes (CARS) scheme, Bowmore expansion, and



Kilmory Business Park, all of which are important precursors to delivering jobs, housing and ultimately reversing population decline.

Reflecting the national changes in management and stewardship of our built heritage, a corporately produced Argyll and Bute Heritage Strategy has been produced and is currently out for public comment. This aims to create a much more strategically focused, proactive and holistic approach to the management, protection and promotion of our heritage assets, the Council ultimately hoping to lead by example through its implementation.

Preparatory work has been undertaken to prepare for the implications of regional Marine Planning and Marine Protected Areas so that the Council can adequately fulfil its new duties and support and protect the vital marine industry and environment in Argyll and Bute.

Summary of Development Management in 2014/15

The past 12 months has been a busy and successful period for Development Management. We continue to exceed Council targets for determining applications and are consistently ahead of the Scottish Average. Our year on year improvement on each of the Headline Indicators relating to speed of determination (Major, Local and Householder applications) is notable and we have also delivered a number of key development projects that have been important for the economy of Argyll and Bute.

At the heart of our Development Management Service is a culture and willingness to work in partnership with the development industry of Argyll and Bute. We seek to positively manage development and resolve issues through negotiation and adding value to unlock projects and as an output approve applications. This is reflected in our high approval rate of 97%.

We have continued to promote our free pre-application service 'Planning for Firm Foundations' and again have seen a significant rise in its use and growth in its use. In 2014/15 we processed 951 pre-application enquiries, which is 50 more than the previous year. We also monitor the time taken for our Officer's to respond to pre-application enquires giving a service commitment to communicate back to the applicant within 20 working days – we currently achieve 85% within the timescale .

One of our most positive successes has been the significant improvement in time taken to determine Major Applications. We focussed on this closely in 2014 and had a small team re-structure to deliver improvements which have seen the average timescale reduce from 27 to 14 weeks. There have also reductions in the time we take to deal with Local and Householder applications dropping from 10.3 to 10 weeks and 7.2 to 6.9 weeks, respectively.

Whilst we continue to support and endorse the use of Processing Agreements (PA) their take up in practice has been relatively poor in 2014/15. Despite specifically promoting their use at our 4 User Forums and creating a new web page about them customers are still reluctant to sign up. Feedback from our customers suggests that our timescales for delivering important projects / applications is generally good and we specifically seek to 'fast track' economically important projects via our Major Applications Team. To this extent from a developers perspective, PA's would add little value to their projects.



Our Enforcement Officers have been proactively monitoring development to ensure compliance with drawings / conditions and have also been responding to complaints by the public. A new Enforcement Charter has also been adopted recently in March 2015. Significant resource from Development Management was also spent in 2014/15 successfully defending a Judicial Review of a planning decision and Protected Expenses Order in the Court of Session.

Key projects delivered by Development Management in the past 12 months include 2 new large scale bonded warehouses on Islay to support the Whisky industry, a Masterplan to deliver a mixed use town expansion of Bowmore, a new Nuclear Support Hub at Faslane, new supermarket at Inveraray, new hospital at Lochgilphead, a submarine museum at Helensburgh and masterplan for new commercial development at Kilmory, Machrihanish and Tobermory.

PART 2 – DEFINING & MEASURING A HIGH-QUALITY PLANNING SERVICE

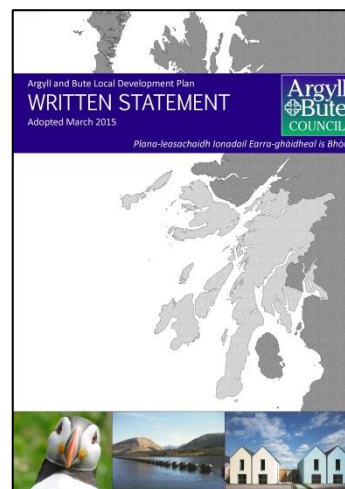
Success cannot be measured simply by numerical statistics relating to the amount of land we allocate for development or the speed in which we issue decisions as planning performance extends far beyond these parameters. This chapter aims to summarise the main qualitative outcomes of 2014/15.

Open for Business

Good planning creates opportunities for people to contribute to a growing, adaptable and productive economy. By allocating sites, embracing collaborative development management and creating great places Planning Services plays a pivotal role in underpinning the economic success of Argyll and Bute.

Stimulating and strengthening the economy of Argyll and Bute took centre stage in 2014/15 with Planning Services exhibiting at the inaugural Economic Summit which was held in Dunoon in October 2014¹. Local and National Politicians including Secretary of State for Scotland Rt Hon Alistair Carmichael MP, John Swinney MSP and Council Leader Dick Walsh joined private sector executives, local business leaders, senior Council Officers and other stakeholders to discuss and map actions to improve economic performance and conditions of the region. Flowing from this important Summit a new task force has been set up called the **Argyll and Bute Economic Forum**² chaired by Nick Ferguson CBE, Chairman of Sky plc. The initial priorities and focus of the Economic Forum shall be on tourism, food production, and linking learning and local employment opportunities for young people.

Planning Officers have a key role to support the Economic Forum by being 'open for business' and working positively with all sectors and sectors to promote sustainable growth. For the second year running, Planning Services has adopted the strapline '**Let's do Business**' which is reflective of our positive approach to supporting the economy of Argyll and Bute. We seek to foster a culture of partnership working, mutual benefit and clear policy that promotes opportunities for investors, industry and customers. Reflective of this and for the second year in a row we have **one of the highest approval rates in Scotland at 97%**. This is reflective of our culture to resolve matters at a pre-application stage, add



¹ <http://www.argyll-bute.gov.uk/economic-summit>

² <http://www.argyll-bute.gov.uk/news/2015/mar/argyll%E2%80%99s-economic-forum-agrees-priority-actions>

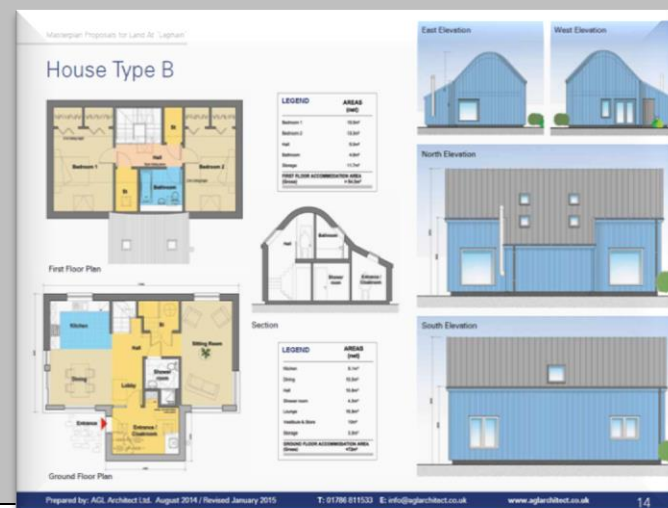
Potential Development Area PDA 6/52 was identified in the Argyll and Bute Council Local Plan 2009 for mixed density mixed housing/business and industry, with 50% affordable housing. The PDA was allocated to support the existing landowner family business need for staff housing and an element of market housing at **The Island Bakery and family farm at Lephain, Isle of Mull.**

The developer engaged in the Development Management Pre-Application process prior to the submission of the final Masterplan for the development of the PDA. This proactive engagement resulted in the submission of a final comprehensive Masterplan which demonstrates a logical phased development over the entire PDA site and overcoming some of the potential site issues to provide mixed land uses and densities envisaged in the Local Plan.

The developers aim for the site is to create an area of light industrial use behind the Bakery with up to 12 houses including 50% affordable units primarily for employees of the nearby Sgiob-Ruadh Farm and the Island Bakery. This is consistent with the PDA Schedule whereby 50% of the housing units are required to be affordable (the higher percentage of affordable housing reflecting the original case for allocation of the land as a PDA).

The highly successful and recently constructed Isle of Mull Bakery sits at the northern end of the site. The PDA is accessed at the northern end from the main public road which runs to Tobermory to the north. The area within the PDA proposed for housing is largely low lying moorland set back from the public road. A landscaped buffer zone has been identified between the proposed houses and the land set aside for future extension to the bakery. Tree planting in this area would help to provide a suitable degree of separation between the business/industry activities and the proposed housing. Tree planting has been shown along the western boundary of the site.

The Masterplan is effective in describing and mapping the overall development concept for the site including resolving some of the potential challenges such as relationships between the commercial and residential land uses, landscaping and infrastructure capacity. The new masterplan also includes innovative housing design reflective of the Tobermory pastel coloured housing at the Harbour and simple vernacular. The recently approved scheme now gives certainty to the local business and is intended to provide a structured approach to creating a clear and consistent framework for development. The Masterplan has been endorsed by the Councils Planning and Protective Services Committee as a material consideration in the assessment of any future applications within the PDA.



Design of new Affordable Housing @ The Island Bakery, Isle of Mull



Positive media coverage about Masterplan & Affordable homes

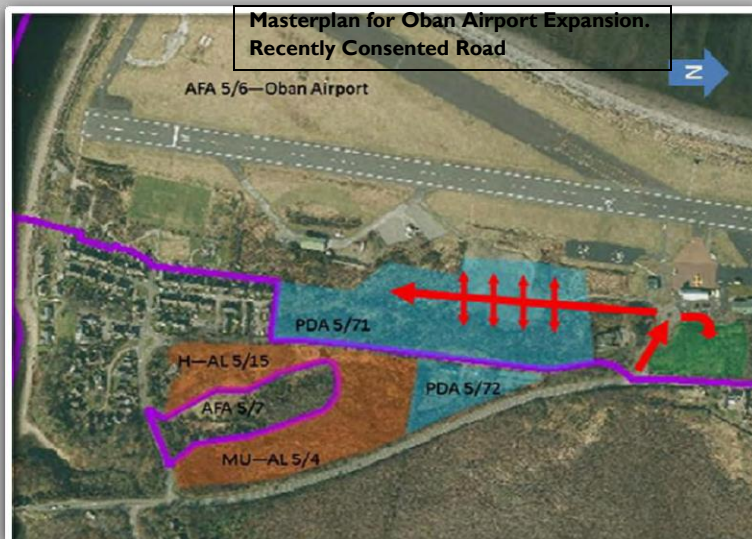
The Lorn Arc Tax Incremental Financing (TIF) programme was approved by the Scottish Government on the 7th of May 2014. TIF arrangements allow Argyll and Bute Council to retain and use additional Non Domestic Rates generated within an agreed boundary over a 25 year period.

The Lorn Arc programme contains proposals for the Council to invest up to £18.9million in a package of infrastructure improvements which in partnership with external funders will lead to a total investment of £41million in local infrastructure. It will improve access to the Scottish Association for Marine Science / European Marine Science Park, improve Port and Marine facilities at Obans North Pier and develop other business related infrastructure which will support the delivery of the Local Development Plan and assist population growth through the generation of new employment opportunities. It also involves the promotion and marketing of this part of Argyll and Bute as a place in which to live, visit and invest in. Planning Services are now working in partnership with other Council departments to allocate sites, deliver consents and move towards implementation as highlighted in **Case Study 2**.

CASE STUDY 2: INTEGRATED INFRASTRUCTURE PROVISION VIA TAX INCREMENTAL FINANCING (TIF)

The Lorn Arc programme is an integral element of the Council's investment in economic growth and is considered to be essential for attracting further inward investment to the Lorn area with consequential positive impacts for wider Argyll and Bute. Following on from the Single Outcome Agreement and the recent Population Summit, the Lorn Arc programme is considered by the Council to be even more relevant and important to the future of Argyll and Bute than it was at the time when the Full Business Case was developed. The Lorn Arc programme is also considered to be integral to the delivery of outcomes 1 and 2 of the Single Outcome Agreement (SOA) and to be fully in line with the decision made by the Policy and Resources Committee in December 2014 to support the delivery of the SOA by taking a structured approach to managing budgets and to invest for economic growth. Long term Argyll and Bute will benefit from increased economic activity, more jobs and an anticipated increase in population that the Lorn Arc programme aims to deliver.

The Lorn TIF is now moving forward to implementation stage with the first development project, Access Improvements and Business Park Enablement at Oban Airport, due to start on site in September 2015. The Council's Economic Development team and Planning Services team have work closely to ensure that this project can be started timeously, prior to the end of September 2015 Scottish Government deadline.



<http://www.argyll-bute.gov.uk/lorn-arc>

Development Management continues to operating its 'Planning for Firm Foundations' pre-application service with a high degree of success since 2011, see **Case Study 3**.

CASE STUDY 3: OUR PRE-APPLICATION SERVICE

Our Pre-application Service 'Planning for Firm Foundations' has been up and running since 2011. All customers are encouraged to engage with the service so Officers can assist to add value to projects, identify issues, enhance certainty and negate abortive work.

The table below highlights the increasing importance of this service. .

	2012/13	2013/14	2014/15
No. of Pre Apps Processed	752	929	951

Reflective of the importance of pre-applications to our customers we monitor Council performance in terms of the speed of response. The performance indicator '*% of Pre-application Enquires responded to within 20 working days*' now appears on Planning and Regulatory Services Scorecard, Development and Infrastructure Scorecard and even at monthly Area Committee's where elected Members scrutinise the attainment of the indicator. Development Management staff and their managers use workload reports and weekly team meetings to allocate pre-applications to the most suitable officers and performance levels are monitored / managed to achieve compliance with our customer charter commitment for a timely response. In 2014/15 we responded to 80% of pre-application enquires within 20 working days above our set target of 75%.

<http://www.argyll-bute.gov.uk/planning-and-environment/pre-application-guidance>
http://www.argyll-bute.gov.uk/sites/default/files/planning_for_firm_foundations_customer_leaflet.pdf

CASE STUDY 4: PROPORTIONATE APPROACH TO ACCESS REQUIREMENTS – REVIEW OF POLICY TRAN4

In a rural authority, such as Argyll and Bute, the issues associated with delivering infrastructure to realise economic development potential and sustain and increase population levels in accord with the Single Outcome Agreement can be particularly challenging. Providing adoptable standard vehicular access to small - medium scale housing development in the countryside in the more remote and island communities can be costly. It also presents design issues in terms of reflecting the rural environment, being fit for purpose, having an economically sustainable maintenance regime and allowing access. The Council places a strong emphasis on place making as promoted by the Scottish Government in Creating Places and Designing Streets.

Argyll and Bute Council has attempted to address these issues in its Supplementary Guidance (SG) on Public and Private Access Regimes by developing a proportionate response to access requirements in the more remote and island areas where predominantly single track road systems are common. The revised policy SG LDP TRAN 4 sets the circumstances of when an adoptable standard road will be required and when it is suitable for a private access to serve developments that are either based on new or existing access regimes. The aim is to ensure that in general the road construction will be to an adoptable standard within most developments, giving a general right of access by the public. However, in some limited circumstances, particularly in the more rural areas of Argyll and Bute, it aims to limit public access by allowing the construction of a private access. In addition a more flexible approach is to be taken to adoptable road standards for 6 to 10 dwelling units off a predominant system of single track roads with passing places. This approach is a more proportionate

response to the issues involved in access. It should also bring benefits to the applicant by helping to reduce initial development costs and to the environment by allowing a less suburban design solution that in the first instance seeks to create place and does not require bituminous road surfaces, pavements and lighting.

This particular piece of SG provides additional detail to Local Development Plan policy “LDP 11 - Improving our Connectivity and Infrastructure” in respect of development involving new and existing public roads and private access regimes (SG LDP TRAN 4). This SG was originally consulted on in parallel with the Proposed Argyll and Bute Local Development Plan. However, due to the emergence of additional guidance (National Roads Development Guide), subsequent need to revise the Council's Roads Guide and issues raised during consultation the policy has been revised and was consulted on this year.

An important aspect of this SG is that it requires to be supported by revised local roads guidance, prepared by Roads and Amenity Services in consultation with Development Policy. There is an associated maintenance cost for the Council in varying the adoptable standard and safety is a paramount concern with any change of standard. Once finalised this will be uploaded into the Scottish Governments Designing Streets Toolbox. The National Road Guides in this toolbox contains a template for a Local Road Guide to vary the National guidance in respect of local circumstances. This provides an integrated and proportionate response to this issue from both Roads and Planning.

<http://www.argyll-bute.gov.uk/consultations/public-and-private-access-regime-consultation-sg-ldp-tran-4>
www.argyll-bute.gov.uk/accessregimes

Our historic environment is also a key resource in our ability to make Argyll and Bute a sustainable, dynamic and attractive place to live, visit and do business in. It is capable of major economic benefit to our region and attracts considerable external public funding. This funding can facilitate home and business owners to undertake repairs which are often urgent and are often out with the financial reach of the owner or cost more than the monetary value of the property.

Conservation areas and key historic buildings are targeted; maintaining street and town scapes are a key objective. The negative impact neglected or derelict buildings can have on the economic potential of an area are a key motivation in determining areas of focus for heritage led regeneration.

Public funding is brought in through area regeneration and repair projects that are delivered directly by the Council. Argyll and Bute Council, Highlands and Islands Enterprise, Historic Scotland and the Heritage Lottery Fund are four of the key investors, but many other organisations contribute to overall funding packages. **Case Study 4** provides further detail.

CASE STUDY 5: HERITAGE LED REGENERATION

Argyll and Bute Council are currently responsible for delivering three key built environment regeneration schemes. They are in Rothesay, Campbeltown and Inveraray. Preparatory work will shortly to start for Dunoon.

These schemes fund:

- A repairs programme for priority projects.
- A small grants scheme (such as to homeowners or retailers).
- Community engagement through providing training opportunities in traditional skills and through education programmes.
- Training opportunities for traditional craftsmen
- Public realm conservation and restoration
- Administration costs including the appointment of a dedicated project officer



These schemes alone have delivered a collective investment of over £7million pounds into the built fabric of 3 of our area's main towns. Almost 200 individual grants to property owners will have been made by the end of the 3 current projects, over 80 businesses will have been grant aided, over 70 local contractors will have benefited from work, 13 new businesses have been created as well as 20 new jobs.

As well as having a direct impact on the built fabric of homes and properties and of those who live and work in them, these schemes have a wider benefit. The appearance of their local area is lifted; this encourages civic pride which in turn encourages a desire to maintain the improved appearance their home and town. Local contractors who have benefitted from traditional skills training as part of these projects, have a better understanding of repairing and maintaining historic buildings which reduces the impact of inappropriate works. Improved appearance of shop-fronts and buildings encourages tourism and business activity. projects by helping to design physical elements, obtaining statutory consents and capacity building.



<http://www.argyll-bute.gov.uk/community-life-and-leisure/local-history-and-heritage>

<http://www.argyll-bute.gov.uk/CampbeltownTHI>

<http://www.argyll-bute.gov.uk/rothesay-townscape-heritage-initiative-thi>

Aquaculture makes a significant contribution to the economy of Argyll and Bute and in particular to our more remote and economically fragile areas. The industry provides year round jobs which are important for coastal communities with downstream jobs supported in transport, processing and support services. It is a sector our Community Plan, Single Outcome Agreement and Corporate Plan all seek to support and develop. More information is contained within **Case Study**

CASE STUDY 6: Supporting the Aquaculture Industry

The Planning Service continues to invest significant time and effort into supporting the sustainable growth of marine finfish and shellfish aquaculture across Argyll and Bute. New Supplementary Guidance has been developed to support our Local Development Plan which provides greater spatial guidance than previous planning policy in order to assist industry in selecting the most appropriate locations for development, in line with Government targets for growth. To support this the Council provides a detailed pre-application service which provides greater certainty to developers, reduces the submission of applications for proposals which are unlikely to be supported by the Council and generally improves the quality of applications. Pre-application advice and support has also been key to facilitating the development of proposals for significant future onshore infrastructure and development to support the salmon farming industry, including large scale processing and hatchery proposals and redevelopment of a large scale brownfield site in Bute and Cowal as an innovation park for aquaculture activity.



The Planning Service is committed to a proactive focus on continued improvement of the aquaculture planning process. Locally this includes annual liaison meetings with local aquaculture industry representatives to discuss progress and agree actions for improvement. Through representation on the Ministerial Group for Sustainable Aquaculture and associated working groups the planning service also works closely with other Highlands and Islands planning authorities to present consistent and shared input to specific actions including the development of a planning circular, review of Permitted Development Rights, standardisation of validation requirements and environmental monitoring requirements to mitigate potential impacts relating to the interaction between farmed and wild salmonids. This liaison is developed further through an annual two day meeting of planning authorities, focussed on sharing good practice and ensuring consistency in approach and delivery of the planning process.



<http://www.argyll-bute.gov.uk/planning-and-environment/aquaculture>

<http://www.argyll-bute.gov.uk/fish-farm-applications>

<http://www.argyll-bute.gov.uk/coast>

High Quality Development on the Ground

Our newly adopted Local Development Plan contains a suite of *Sustainable Design Guides*³, supplementary guidance and policies which seek to achieve high quality design in Argyll and Bute. As well as our bi-annual Argyll and Bute Planning Design Awards⁴ and Exemplar Design Website⁵ the

³ <http://www.argyll-bute.gov.uk/planning-and-environment/design-guides>

⁴ <http://www.argyll-bute.gov.uk/planning-and-environment/sustainable-design-awards-2012-winners>

Council has also prepared guidance relating to the development of Masterplans⁶ to ensure larger sites are delivered in a co-ordinated manner making best use of the resource.

Our Development Management Officers also seek to 'add value' to every proposal that is submitted whether at a pre-application stage or application to achieve the best possible outcome.

The following Case Studies seek to highlight some of the high quality development that has been achieved over the past 12 months.

CASE STUDY 7: ARTISTS STUDIO, BANKS OF LOCH FYNE, STRACHUR

Shore Cottage is located on the shoreside of the A886 road in Strachur. An application was submitted which proposed the demolition of the existing boatshed/studio located within the southern part of the dwellinghouse's curtilage and its replacement with an artist's studio.

There was recognition when the design of the studio was being formulated that there was scope for a modern building in this location. It was considered that the artist's studio was of a sufficient distance from the main dwellinghouse to avoid subsuming its form and massing. The difference in design and material to be used (timber cladding) was a clear statement that the new artist's studio was of contemporary construction and it did not seek a pastiche of the more traditional dwellinghouse. The modern finishes and distinct design in this very prominent and exposed location work really well.



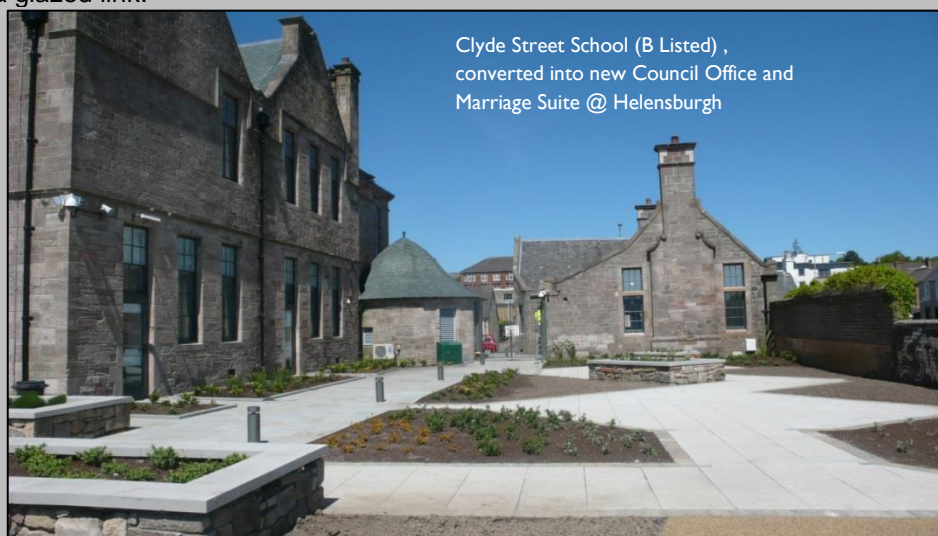
The summer of 2015 will see the opening of the Council's new offices in Helensburgh. These energy efficient offices will accommodate approximately 140 Council employees who are currently dispersed in various buildings across the town and beyond. In addition to the offices function, the building will provide dedicated community space for community events, a gallery, a marriage suite and publicly accessible café within the central atrium of the former school. A high quality open space has also been included within the development which will be used by both the Council employees and the public.

⁵ <http://www.argyll-bute.gov.uk/planning-and-environment/examples-good-design-argyll-and-bute>

⁶ <http://www.argyll-bute.gov.uk/helmasterplans>

CASE STUDY 8: FORMER CLYDE STREET SCHOOL – NEW COUNCIL OFFICES, HELENSBURGH

The development which involved an extension to a category B Listed Building is located in an accessible location immediately adjacent to Helensburgh Town Centre. It was designed by Council's in house architects and the Development Management team have been involved in the delivery of the project from the outset to completion. The former Clyde Street School which was originally designed by A. N. Paterson. It was in a derelict state and on the Listed Building at Risk register when it was proposed to provide the site for the new Council offices. In order to afford the required space necessary a large contemporary extension has been erected which is joined to the original building by means of a glazed link.



It is considered that the benefits of this development will extend beyond the site itself as it will bring additional activity and footfall back into the Town Centre and complement the recently completed town centre regeneration works (CHORD project). The car parking provision to support the new facilities has been split into two sites ensuring the surrounding character of the build was not compromised giving opportunity for further enhanced landscaping around the buildings. These car parks will provide additional free parking to support the town centre at the weekends and evenings. Overall it will create an attractive and useable place on a site which had previously fallen in to disrepair and was unattractive. It will now have an important role in supporting the town centre regeneration.

Summary of benefits:

- Designed in-house;
- Planning Service has been involved from the outset;
- Saved a Listed Building at Risk;
- Wider regeneration benefits for Helensburgh Town Centre
- Additional free car parking for the Town Centre outwith office hours.
- Placemaking: creation of an accessible high quality open space with good areas of landscaping both at the frontage of the building and to the rear with view on to the Firth of Clyde.

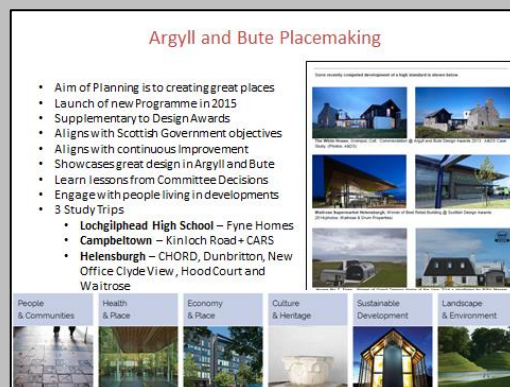


- Enhanced community use including marriage suite, gallery, dedicated community space and café;
- Biodiversity – inclusion of bat boxes on the building;
- Public Art Sculpture mounted on front of building.



CASE STUDY 9: ARGYLL AND BUTE PLACE- MAKING AGENDA

In February 2015 Argyll and Bute Council launched their *Place Making Agenda* as part of the Elected Member continuous improvement and training programme. This programme will complement the work already being done to improve quality of design by the Sustainable Design Awards, Exemplar Design Website and Design Guides already in place. Council Officers shall conduct guided tours around 3 of our Main Towns and outline the various Planning Decisions that have been made over recent years. There will also be opportunity to engage with residents who now live or work in these areas that have seen significant change. The aim is to learn from decisions we have made and in turn inform future assessments. Some of the key questions that will be asked:- what's worked well? What hasn't? What's the place feel like? What's it like to live or work here? The first organised visit is to Campbeltown at the end of the summer to view significant developments that have taken place through the Townscape Heritage Initiative (THI), Conservation Area Regeneration Scheme (CARS), new affordable housing and road realignments at Kinloch Road.



CASE STUDY 10: NEW USES FOR VACANT BUILDINGS - THE OLD SCHOOL HOUSE, CAMPBELTOWN



The Old School House was the first of two key buildings delivered via the joint Campbeltown Townscape Heritage Initiative (THI) and Conservation Area Regeneration Scheme (CARS).

The building is owned by the Kintyre Amenity Trust (KAT) who operate the Campbeltown Heritage Centre. KAT were supported throughout by the Strathclyde Building Preservation Trust, Argyll and Bute Council (through THI/CARS) and Highland and Islands Enterprise.

The project involved;

- A category B listed building at risk, constructed 1851 that had lain vacant for over 20 years.
- A six year partnership project between the public, private and third sectors.
- A multi-skilled project team to drive the project forward – duties shared.
- The requirement for a new access to the grounds almost derailed the project as negotiating access rights with land over was complex. After several months a legal agreement was secured and the new entrance was funded via Section 75 agreement relating to another development.
- A complicated package of funders for each of the stages.
- A modern rear extension to provide the extra space required to support long-term economic sustainability for the project.
- Energy efficiency improvements suited to the age and construction type of the building.
- 16 beds, fully fitted kitchen, washing/drying facilities, dining area and lounge area with wifi access.

Outcomes;

- 80 square metres of vacant historic floor space brought back into use.
- Community bunkhouse providing low cost high quality visitor accommodation.
- Income for a community group that assists in their sustainability into the future. Income also helps fund the repair, maintenance and operation of their adjoining heritage centre, also a listed structure.
- Provides positive example of New design in a historic setting.
- Provides positive example of energy efficiency improvements in historic buildings.
- Traditional skills experience for local contractors
- Employment for local contractors

CASE STUDY 11: BETTER DEVELOPMENT THROUGH ENHANCED UNDERSTANDING OF BIODIVERSITY

The Biodiversity and Invasive Non-Native Species (INNS) Check List was developed with the aim of providing developers with the basic tools of carrying out an audit of the biodiversity interest and any INNS present on any site identified for development. It is available through the current Local Development Plan

The Check list has been tested by the Local Biodiversity Officer to ensure that it is user friendly to enable the identification of biodiversity interest or INNS on any site. It is based on an efficient review technique in order to provide the developer with a strategic overview of what may be required in terms of further ecological assessment such as protected species, designated sites -not just the site itself but if it is adjacent to e.g. a SSSI and alerting the developer to address any INNS at the earliest opportunity. This approach will make a valuable contribution to pre- application discussions, Planning Permission in Principle or Full Planning Permission enabling early ecological survey work to be carried out and where INNS are discovered the development and implementation of an eradication programme.

<http://www.argyll-bute.gov.uk/planning-and-environment/biodiversity>

Certainty

2014/15 has been a hugely important year for delivering consistency and certainty to our customers, public, communities and investors. Most notably our new Local Development Plan was adopted and is now central to our hierarchy of policies that steer and stimulate development. Our strong emphasis on being 'plan led' also provides reliability of decision making and in 2014/15 only 3 % of decisions were identified as a departure from Policy.

The strength and certainty of our policy and decision notices also translates into relatively low levels of decisions being overturned at appeal or local review. In 2014/15 92% of original decisions were upheld at the Local Review Board (up 25% from last year) and 64% were upheld by Scottish Ministers.

Our customers take comfort from knowing that we have a collaborative and positive approach to Development Management. The vast majority of applications are approved and we have one of the highest approval rates in Scotland at 97%. This is reflective of our culture to resolve matters at a pre-application stage, add value during the development cycle and to work in partnership with applicants to deliver development that is consistent with our development plan policies. This negotiated approach can sometimes mean the applications take longer to determine but the overall outcome is much improved.

Whilst the number of Processing Agreements fell to just 1 this year we have been specifically promoting their usage for Major and Locally Significant projects through a new webpage⁷ and also publicising them at our User Forums which took place in Helensburgh, Dunoon, Lochgilphead and Oban. Customer feedback about Processing Agreements has been apathetic with regular users commenting that they are generally pleased with processing times (ahead of the Scottish Average and continuous improvement), know who the contact points / officers are, agree timescales are informally agreed without having to create a processing agreement and economically important applications are 'fast tracked' via the Major

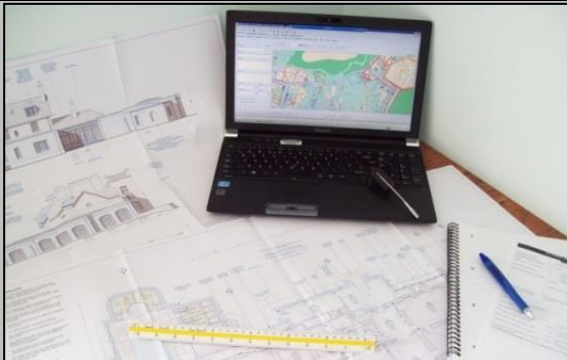
⁷ <http://www.argyll-bute.gov.uk/processing-agreements>

Applications team. To this extent, developers have not considered that a Processing Agreement would add value. We shall nonetheless continue to offer and promote them in 2015/16.

We have also increased certainty by clearly setting out how we deal with our customers, complaints and enquiries with the publication of:-

- Our new Planning Enforcement & Monitoring Charter 2015⁸;
- Planning & Regulatory Services Customer Charter⁹; and
- Customer Complaints Charter¹⁰.

The following case studies further emphasise our efforts to increase Certainty:-

CASE STUDY 12: PROPORTIONATE VALIDATION REQUIREMENTS AND VALIDATION PERFORMANCE	
<p>Getting the planning application process off to a solid start is hugely important to applicants and the assessment process. As well as signposting Scottish Government Guidance about what information is required to accompany applications, Argyll and Bute has developed a Validation Checklist which provides certainty to customers and Officers also benefit from knowing that when an application is passed to them it has sufficient and proportionate information to make an assessment in the majority of cases. Enhancements of this Checklist are currently being made and a pilot is being run with Heads of Planning Scotland (HoPS) to roll out a new Checklist across a variety of Councils in 2015/16.</p> <p>Ensuring that applications are registered quickly is also critical and it is something that we performance manage and set targets for. The Validation Team consistently exceeded performance targets of registering and neighbour notifying 90% of valid applications within 5 working days. The team has leapt from only achieving 78.5% of its target in FQ 1 of 2014/15 to achieving 100% for the last two quarters of the year.</p>	

http://www.argyll-bute.gov.uk/sites/default/files/planning-and-environment/notes_for_guidance_0.pdf

Argyll and Bute has a strong culture of using / developing masterplans to give added certainty to allocations, allow long term / aspirational forms of development to be considered and improves design quality. 2 good examples from 2014/15 are from Bowmore and Dalmally.

⁸ <http://www.argyll-bute.gov.uk/moderngov/documents/s97055/New%20Enforcement%20Charter%202015%20FINAL%20RM%202-3-15.pdf>

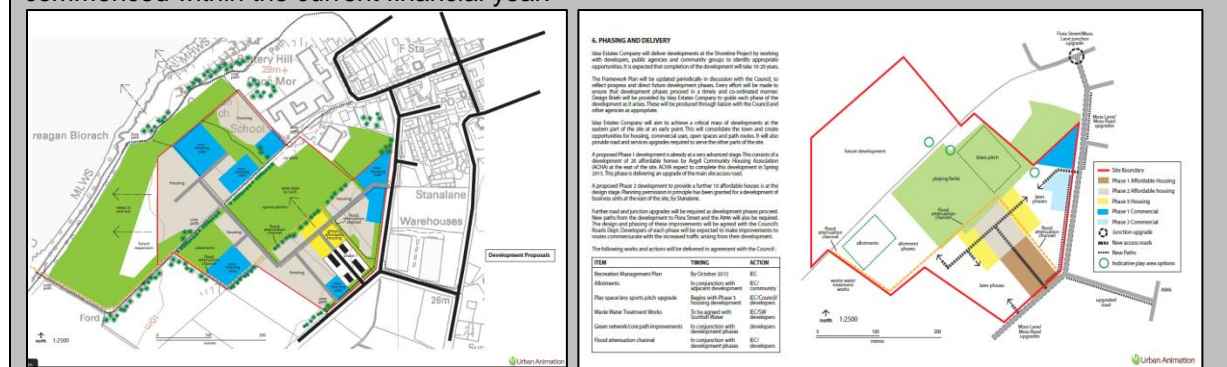
⁹ <https://www.argyll-bute.gov.uk/planning-and-environment/planning-and-regulatory-services-customer-service-charter>

¹⁰ <http://www.argyll-bute.gov.uk/do-it-online/comments-and-complaints>

Bowmore is located on the shore of Loch Indaal and was established as a planned town in the late 1760s. The layout is based on a geometric grid system. The town is the commercial and administrative centre of Islay. It is arguably best known for the round church building and the distillery which has been producing whisky since 1779. Much of the original planned town remains largely intact, including the grid pattern of roads and many historic buildings. The older part of the town is protected by a Conservation Area designation which extends across half of the town, reflecting the limited expansion which has taken place since the town was conceived.

In the 20th century the village expanded significantly with substantial new house building. In the post-second world war period Argyll County Council built housing schemes to the east of Hawthorn Lane and Stanalane, breaking the historic grid pattern and introducing cul-de-sacs. More recently, both West Highland Housing Association and Trust Housing Association have built houses in the town at School Street and Flora Street. Much of the housing expansion has taken place to the east of the planned town. Primary and secondary schools have been constructed to the west, placing these key facilities on the edge of the town. The design and layout of the most modern additions to the town has taken a more suburban character form than the historic planned town, which is distinctively urban in character.

The Shoreline Masterplan Project seeks to establish a growth point for Bowmore and Islay, identifying land for up to 180 dwellings in the longer term in addition to land for employment and community uses, including allotments and playing field improvements. The Masterplan seeks to promote a contemporary, high quality development which within its design and layout reflects the traditional context of Bowmore as a planned settlement in order to integrate the new development within both its townscape and landscape settings. In addition to landscape/historic built environment issues, the masterplan proposals have also provide sufficient clarity to address the concerns of consultees in respect of the expected development impact upon an adjacent SSSI/SPA designation, the requirement for improvement of substandard approach roads, and mitigation for surface water flood risk within the locality. The phasing plan suggests that it will take some 10 to 20 years to realise the development potential of the masterplan as a whole. A Phase 1 development comprising 20 affordable housing units is however already nearing completion; a Phase 2 development comprising of a further 10 dwellings has also been granted detailed planning permission and is anticipated to be commenced within the current financial year.



Legend:

- Phase 1:** Will have a new access road and will have 7 plots and the two existing housing plots (20 and 21) adjacent.
- Phase 2:** Will have a new access road and will have 14 plots and the two existing housing plots (20 and 21) adjacent.
- Phase 3:** Will have a new access road and will have 14 plots and the two existing housing plots (20 and 21) adjacent.
- Phase 4:** The existing housing will be retained and will have a further 10 or 11 units.
- Phase 5:** The existing housing will be retained and will have a further 10 or 11 units.
- Phase 6:** A new access road will lead from the existing housing and will have 10 or 11 units.

Client: I. CLEAVER ESQ

Project: PROPOSED HOUSING DEVELOPMENT AT SITE EAST OF THE DALMALLY HOTEL, ARGYLL.

Drawing: INDICATIVE PHASING PLAN

Drawn by: T & D **Date:**

Drawing Scale: 1 : 1250

CAD filename:

Beaton + McMurchy
the studio, the practice, the architects
01796 880330 01796 880331 e mail@beatonmurchy.co.uk

Drawing No: 0957 **Revision:** LC--002 d

We have also sought to supplement LDP Policy and certainty for some of our key development areas with new guidance on cumulative impact of windturbine development, affordable housing and the historic environment.

CASE STUDY 15: CUMULATIVE IMPACT WINDFARM STUDIES

The Cumulative impact windfarm studies is a piece of work which was commissioned jointly with Highland Council from LUC (Land Use Consultants) using monies provided from the Scottish Government to assist local authorities with the task of preparing Spatial Frameworks for on shore wind farms.

This work builds upon the baseline provided by the Argyll and Bute Landscape Wind Energy Capacity Study which was commissioned jointly with SNH in 2012, which identified two landscape character types (craggy upland and upland forest moor mosaic) which are of lower sensitivity for large scale wind farm typologies. The Cumulative impact studies therefore cover two areas, Kintyre and Loch Awe, and have used GIS modelling techniques and survey work to determine those areas where cumulative issues may arise in relation with respect to potential new developments and the existing pattern of wind farms.

These cumulative impact studies will be used to help inform the mapping associated with the spatial framework for on shore windfarms, and will be one of the aspects which proposed new developments will be expected to take into account.

The studies build upon the cluster and gap strategy advocated by SNH in terms of accommodating potential cumulative impacts from wind farm developments.

CASE STUDY 16: NEW GUIDANCE ON AFFORDABLE HOUSING CONTRIBUTIONS

Argyll and Bute has had an affordable housing policy since 2009. We had significant success in 2014/15 by **delivering 164 new affordable homes**.

The guidance on the delivery of affordable housing makes allowance for off-site and developer contributions in lieu of on-site provision. While on site provision in association with a Registered Social Landlord is often the most appropriate form of provision, this is not always possible for smaller developments and an option exists of making a commuted payment in lieu of on-site provision.

In order to help make clearer the costs of pursuing this option the Council commissioned the district valuer in 2013 to provide a standard set of valuations for commuted payments. These have been calculated for each of the 9 housing market areas across Argyll and Bute for both a standard 3 bedroom semi-detached house and two bedroom flats. The publication of a standard set of valuations by the Council has helped to reduce uncertainty and allows developers to factor in these known costs when assessing development viability. It appears to have been useful, and more developers have expressed an interest in this approach at an earlier stage in the planning process.

While a number of developers have shown interest in this option, none of the developments where this might be an option have started on site yet and no commuted payments have been received as a result of this scheme yet.

CASE STUDY 17: NEW HISTORIC ENVIRONMENT STRATEGY

Our corporate objectives state that we will make the best use of our built and natural environment and ensure we contribute to a sustainable environment.

In order for Argyll and Bute to achieve our corporate objectives in relation to the historic environment, we have taken our lead from “Our place in time” the recent Historic Environment Strategy for Scotland.

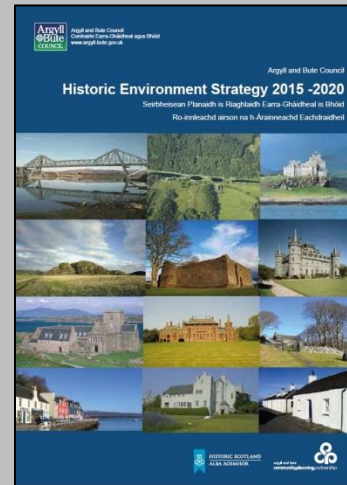
This strategy aims to provide an overarching framework which will help the Council and communities positively manage and benefit from the historic environment. The strategy includes an action plan with real practical measures for delivery over the next five years.

The strategy will :

- Deliver a strategic and holistic approach which will help to steer future work priorities and improve delivery of Council services that effect heritage assets and the historic environment.
- It will mainstream the historic environment so that it becomes integrated with general council policy
- It will promote our historic environment and seek to raise awareness about the positive environmental, social and economic contribution it makes to Argyll & Bute as a place to live, work and visit.
- It will introduce a political spokesperson to act as a champion for the historic environment

Through 8 key objectives and the action plan, the strategy will provide opportunities to:

- Make more strategic decisions
- Prioritise projects and investment
- Improve our understanding of the value and potential of heritage assets
- Improve internal asset management
- Improve our and our communities appreciation the wider value the historic environment makes to our economy, sense of place, social wellbeing and the natural environment
- Improve traditional skills provision within the region
- Promote and develop Argyll's heritage offer through tourism, culture and the arts
- Develop partnership working with other key agencies, funders, local organisations, communities and groups
- Increase internal dialogue between departments



<https://www.argyll-bute.gov.uk/our-historic-environment>

Communications, engagement and customer service

During 2014/15 our LDP team took time to formulate an approach to preparing Community Local Development Plans. This has involved collaboration with our Community Planning Partners and it has now been agreed in partnership with them, to pursue a pilot of five Community Plans, varying in style as required by the local circumstances. The intention is that these are holistic plans looking at the entirety of community issues not just land use planning. The pilots will take place in Tiree, Lochgilphead focussing on the Crinnan Cannal, Dunoon, Oban and Helensburgh.

Our Monitoring and Enforcement Charter and Planning¹¹ & Regulators Service Customer Charter¹² were both updated in 2014/15 and outline how we deal with customers, planning complaints and alleged breaches of planning control.

We actively encourage customer feedback and have facilities on our website for any customers to rate the service they received. We also specifically target applicants by sending out a customer feedback form alongside every decision notice. Customer feedback through these channels has been consistently strong and is monitored at a departmental level every quarter. This feedback demonstrated that 86% of respondents were either 'satisfied' or 'very satisfied' with the service they received by Planning Service in 2014/15.

Our Building Standards Service retained their Customer Service Excellence (CSE) Award in 2014 which is a significant recognition of their customer focussed approach. Planning Services share a number of the same underpinning processes and procedures as Building Standards and participated in a number of CSE Workshops. We expect to be assessed for CSE in 2016/17.

Comments Captured from our 2014/15 User Forum include:-

Presentations were 'Excellent' and I am 'Highly Likely' to attend future Forums

Stuart MacDonald, MacLeod Construction

We continue to seek new ways to engage with our customers and be proactive about the fantastic and varied work Planning Services deliver. We have recently launched our new Planning Twitter account called 'Great Places @ABC_Planning'. We currently have 61 followers (week 1) and increasingly finding that Social Media is a great way to get messages out and receive feedback - particularly to groups who don't usually engage in planning matters. This is part of an overall Communications Strategy / Plan that aims to educate and inform. This is over and above the numerous reactive press enquiries we receive. We have been communicating planning news, photos, updating progress of LDP, re-tweeting and publicising planning applications.



¹¹ <http://www.argyll-bute.gov.uk/moderngov/documents/s97055/New%20Enforcement%20Charter%202015%20FINAL%20RM%202-3-15.pdf>

¹² <https://www.argyll-bute.gov.uk/planning-and-environment/planning-and-regulatory-services-customer-service-charter>

CASE STUDY 18: PLANNING SERVICES WEBSITE

In March this year we received 4 stars in the 2015 Socitm Better Connected report.

Better connected is the annual survey of all UK local authority websites that assesses the quality of the online experience. Using a structured survey of 317 questions, reviewers explore how quickly and easily they can complete a series of top tasks. The top tasks are things that research shows most visitors to council websites want to do. This year the planning related top task was "Find out about permitted development"

For the third (non-consecutive) year we were awarded the highest rating available (4 stars) and were counted among the top 20 best developed sites in the UK. Digital Service delivery and providing a high quality online experience continues to be a priority for Argyll and Bute Council

Planning Services has the highest frequency of traffic through the website with over 100,000 hits in 2014/15. We have made significant enhancements to the website with new self service guidance, new local development plan website, heritage website and on-line forms. There is also 'live' updates put on the website immediately after Planning Committee updating public on outcome of applications

CASE STUDY 19: NEW PROTOCOL FOR ENGAGING WITH LOCAL ACCESS PANELS

Planning and Building Standards have recently adopted a new protocol for engaging with Local Access Panels. Representatives from the Oban Access Panel also accompanied the Council at a User Forum in 2015 and stressed the importance to local architects and agents of considering those with impairments when designing buildings and the built environment.

The new Protocol aims to achieve a number of goals including:-

- Encourage and indeed facilitate direct consultation between access panels and developers, both at the pre- and current application stage.
- Support the work of the Access Panels in Argyll and Bute.
- Consult Access Panels as part of any streetscape/environmental improvement project.
- Ensure that Planning Officers and Building Standards Surveyors in each area location are known to local Access Panels.

<https://www.argyll-bute.gov.uk/planning-and-environment/argyll-and-bute-local-access-forum>

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<https://www.argyll-bute.gov.uk/planning-and-environment/argyll-and-bute-local-access-forum>

CASE STUDY 21: BI-LINGUAL ACTIVE TRAVEL SIGNAGE IN LOCHGILPHEAD

Our Access Team which is part of Planning Services secured funding from Transport Scotland's Smarter Choices Smarter Places scheme and embarked upon a project to install bilingual active travel signs around Lochgilphead. The signs are intended to promote walking and cycling as a viable option to key destinations around Lochgilphead. The signs adhere to the Council's Gaelic Language Plan and help deliver outcome 5 of the Single Outcome Agreement



CASE STUDY 22: USER FORUMS

Development Management and Building Standards held User Forums took place to engage with regular customers and users of the Service.

Over 40 Architects, Agents, Builders, MSPs, Councillors and applicants attended the 4 sessions which were held in Helensburgh, Dunoon, Lochgilphead and Oban.

At each Forum a presentation was given by the Council to reflect upon annual performance, implications of new local development plan, legislative changes and to flag up any future challenges. Thereafter, a structured discussion took place to obtain customer feedback. Customer Feedback forms were issued at the end of these meetings.



Presentation @ User Forum 2015

CASE STUDY 22: ONLINE CORE PATH PLANS

As part of the preparation for the adoption of the Argyll & Bute Core Paths Plan the Access Team started to consider how best to promote the 1,167 mile long network of paths to walkers, cyclists, horse riders and canoeists, whether local residents looking for new places to explore or visitors from further afield. We decided that the Council's existing Local View mapping software offered a great way to do this with the support of the GIS Team.

Since there is already lots of information available to the public on a range of websites the team decided that the best approach would be to create a "portal" that made information which is already available on the FCS, SNH, and community run websites accessible from one place.

We have created a number of layers including the Core Paths. Users can now select a path and a grey box opens with hyperlinks to external websites where they can find more information including leaflets.

It is also possible to view Aerial Photography which many people find easier to interpret than a map.

6 of Scotland's Great Trails, 2 sections of the National Cycle Network and the Argyll Paddle Trail can also be selected with links to their websites.

The ability to access external websites and download leaflets makes finding information easier for the public who might otherwise need to visit a number of websites to find this information.

At present we have linked approximately one quarter of the paths to websites where there is more information.

The next stage in the project is to start recruiting volunteers to write path information sheets which will include a map, photographs and text about a Core Path. The primary aim is to ensure people enjoy using the paths by having the best information available.



http://www.argyll-bute.gov.uk/LocalViewExt/Sites/Core_Path_Mapping/

Efficient and Effective Decision Making

One of our most positive successes has been the significant improvement in time taken to determine Major Applications. We focussed on this closely in 2014/15 and had a small team re-structure to deliver improvements which have seen the average timescale reduce from 27 to 14 weeks. There have also reductions in the time we take to deal with Local and Householder applications dropping from 10.3 to 10 weeks and 7.2 to 6.9 weeks, respectively.

As with other Authorities, there is a continuous agenda to deliver cashable efficiencies and improve processes. In 2014/15 a 1% budget reduction was delivered but a more substantial Service Choices Process was also started where by Planning Service's need to achieve up to 25% savings by end of 2015/16.

We aim to take decisions at the most appropriate level and use delegated powers to make the planning process as efficient as possible. In 2013/14, 97% (up 4% from last year) of decisions were made using delegated powers which focussed Committee attention on the more significant, major and controversial applications dealing with around 10 per month.

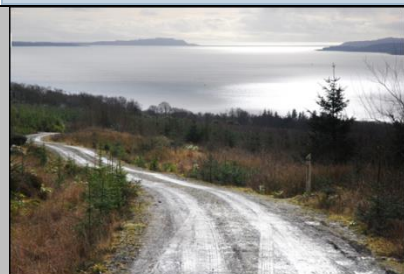
We work closely with our Heads of Planning Scotland (HoPS) benchmarking family to share practice and information to further enhance performance.

CASE STUDY 23: APPROACH TO LEGACY CASES

Development Management has intensely micromanaged legacy files over past 4 years and shall continue to do so in future. The service initially recorded all legacy files and set targets on how many should be brought to determination each quarter – something that affects the 'Avg Timescale' overall. A quarterly update of Legacy Files is provided to the Development Manager who will challenge and set targets for teams, in a similar way to the core Development Management performance, to purge legacy files. Outstanding Section 75s have been revisited; applications taken to Committee to be resolved and applications have been withdrawn through negotiation. Since our review of legacy files began we have now cleared out over 200 files with only 12 remaining from pre- 2014.

We have also worked closely with our legal team and now have a single point of contact within Governance and Law to deal with Section 75s, Section 69s and other planning law advice.

CASE STUDY 24: NEW PRIOR NOTIFICATION PROCESS – AGRICULTURAL & FOREST DEVELOPMENT



The Council has always had a close working relationship with Forestry Commission Scotland over many years through its consultations over Forest Design Plans and the need to ensure that applications for developments involving extensive forestry works, such as wind farms, are consented in a manner which ensures adherence with UK Forestry Standards and capable of satisfying the Scottish Government's Control of Woodland Removal Policy. This has been strengthened by the adoption of

Argyll & Bute Woodland and Forestry Strategy which was commissioned jointly by the Council and FCS to address joint interests. The strategy and associated action plan highlight shared priorities within Argyll & Bute and establish linkages with the Scottish Rural Development Programme.

The relationship between the organisations has been further extended by recent legislative change which has introduced the requirement for Prior Notification for forestry accesses and other hill tracks, which were previously exempt from planning control. Officers have engaged with FCS to ensure that there is mutual understanding of the interpretation of the legislative requirements, the extent to which access regimes in progress should be captured by a prior approval requirement for uncompleted works, and the information requirements necessary for making prior-notification requests. This has included a meeting between senior officers and the Area Conservator and the identification of a single contact point in the Council for the resolution of areas of doubt. Joint working has enabled the introduction of extended planning controls in a manner which does not frustrate sustainable timber production, or impose avoidable administrative burdens or delays upon the forestry sector, whilst ensuring that the environmental consequences of forestry operations are properly considered as part of the planning process.

Efficient Management Structures

Staff are dispersed across Argyll and Bute to work in the most efficient manner to suit their lifestyles as well as being close to the communities they plan for. All professional staff have laptops and all Planning Services systems can be accessed via a wifi connection either at home, office 'hotdesk' or other private network which provides flexibility (ferries and site visits). Teams make a heavy reliance upon the Councils Microsoft Lync system which allows for desktop based video conferencing and screen sharing. Team meetings and case conferences are increasingly being delivered online through our virtual office.

Development Policy Teams meet face to face on a fortnightly basis. Quarterly face to face meetings are also held for the Team Leaders within Development Management who discuss strategic and operational matters. Development Management Team Leaders hold weekly meetings and case conferences with their staff to manage workload, performance and operational issues. Officer workload is monitored through a variety of management reports generated from our Uniform system. Earliest Determination Reports and Applications on Hand Reports focus efforts on getting applications determined as quickly as possible. Certain projects such as our Business Process Review (BPR) and Validation Standards Project have used PRINCE 2 Project Management templates to deliver them.

The Planning Service forms part of Planning and Regulatory Services that also consists of building standards, trading standards and environmental health. We share Health and Safety, IT, HR and other similar policies and procedures. The service in its current form has been operational from 1st April 2010 and is part of the Development and Infrastructure Department. We also have close working relationships within the department and hold a quarterly performance meeting whereby the Director scrutinises performance from each service manager. The Head of Planning and Regulatory Services, who is a chartered Planner, convenes quarterly meetings with service managers and other key members to discuss management issues.

PLANNING SERVICES MEET REGULARLY OR HAVE PARTNERSHIPS WITH:-

ARGYLL BUILDING FEDERATION	E-PLANNING AND UNIFORM USER GROUP
HEADS OF PLANNING SCOTLAND	TREVOR ROBERTS ASSOCIATES
SEPA, SNH, TRANSPORT SCOTLAND, HISTORIC SCOTLAND, CROFTING COMMISSION	HIGHLANDS AND ISLANDS BUYING FRAMEWORK
WEST OF SCOTLAND ARCHAEOLOGY	ENERGY & RESOURCES COMMITTEE (HOPS)
LARGE RURAL AUTHORITY BENCHMARKING CLUB	STRATEGIC HOUSING FORUM (A&B)
USER FORUM – LOCAL ARCHITECTS / AGENTS	NORTH OF SCOTLAND DEVELOPMENT PLANS FORUM
IMPROVEMENT SERVICE	ARGYLL AND BUTE AGRICULTURAL FORUM
SCOTTISH SALMON PRODUCERS ORGANISATION	ARGYLL LAND AND ESTATES

CASE STUDY 25: PRIZE WINNING PARTNERSHIP WITH WoSAS

West of Scotland Archaeological Service (WoSAS) was established as a cost-effective local authority joint service to assist its member councils in the discharge of their responsibilities for the historic environment which primarily arise from their role as planning authorities. Argyll and Bute Council Planning Service is contributing board member.

WoSAS received a Commendation at the 2014 Scottish Awards for Quality in Planning. The Commendation was in recognition of the joint working and provision of cost-effective expert advice to the several planning services of member authorities and developers. In particular the new integrated and almost entirely digital systems were praised. This uses the e-planning resources of member authorities, as well as information from other bodies, such as Historic Scotland and the National Library of Scotland, to allow for the speedy identification of potential archaeological issues.

The Judges were impressed by WoSAS's very deliberate commitment to deliver an improved level of service. They also considered that WoSAS had created a much more streamlined system which was sophisticated but still accessible.



WoSAS Joint Committee Convenor Cllr. Lawrence Fitzpatrick, Steering Group Chair Neil Feggans, and Manager Hugh McBrien with RTPI Scotland Convenor, Stephen Tucker,

Image: Scottish Government.

CASE STUDY 26: WORKFORCE PLANNING & SKILLS DEVELOPMENT

In 2015 two student interns were appointed on fixed term contracts to deliver a series of planning projects. These include development of Social Media, Conservation Area Appraisal work, protocol of signage and data protection. Whilst the positions are only temporary both interns both students are pursuing qualifications relating to the built environment and it is hoped that the experience and skills gained shall develop their career and provide valued fresh outputs for the Council.

"The planning summer internship within Argyll & Bute Council represents a fantastic opportunity for me to put into practice the skills I have developed during my Masters Course in City Planning and Regeneration. I have already become involved in a wide range of diverse and interesting projects which have provided me with an invaluable opportunity to gain first-hand experience of planning processes in action. I look forward to continuing to develop and grow as a planner within Argyll & Bute Council in the coming months and to making a positive contribution to the planning team."

Ross Lee, Planning Intern



Financial Management and Local Governance

2014/15 was a positive year insofar as our revenue exceeded income budget by around £120,000. This was principally down to an upturn of planning application numbers and also the 20% increase in planning fees from April 2013. We are seeking that this excess budget is retained within Planning Services to account for budget savings that are currently being sought at a corporate level and as part of the Service Choices process. The retention of this excess revenue budget shall act to stabilise resources and maintain current level of service provision and performance.

Our financial performance is monitored on a monthly basis by the Head of Planning and Regulatory Services who reviews income and spend budget lines. Cost pressures are flagged to the Departmental Management Team if it appears that budgets are at variance from expected outturn. Significant benchmarking and comparisons of financial information took place as part of the 'Costing the Planning Service' exercise which was hosted by the Improvement Service and CIPFA. Argyll and Bute participated and performed above average considering our rural characteristics in terms of some of the headline

measures. We are also sharing our financial information freely with our benchmarking club – the large rural local authority group.

In terms of Local Governance, our elected Members monitor performance of Planning Services explicitly by including Development Management indicators on their Area Based Scorecards. The '*% of pre-applications responded to within 20 working days*' and the '*% of applications determined within statutory timescale*' indicators are reported quarterly to the Area Committees and if targets are not met for that geographic area then Planning Officers are asked to attend Committee and explain why targets have not been attained. This makes Area Team Leaders very accountable for their team's performance directly to their Members.

CASE STUDY 27: INTERNAL AUDIT OF S75 PROCESS

An internal audit was undertaken in 2014/15 to review the processes followed in regard to a s75 planning obligation entered into in respect of a large scale retail application consented in Helensburgh. The audit also scrutinised other more minor Section 75 obligations.

The Audit found that the retail application's monitoring and governance arrangements require to be improved, particularly in relation to the delivery of financial contributions (planning gain). There was evidence of a monitoring and reporting framework, however, there were weaknesses in the reporting lifecycle to ensure that the projects are complete within the agreed timeframe mitigating the risk that unutilised funds require to be returned to the Landowner. There were a number of recommendations for improvement identified as part of the audit and a plan to deliver them has been drawn up. There are 3 high recommendations which are reported to the Audit Committee.

Culture of Continuous Improvement

As well as the Service Improvements identified in this PPF we also have internal Service and Team Improvement Plans that are monitored at a departmental level. Every member of staff from Planning Services completed a Performance Review and Development (PRD) plan in 2014/15 which identifies an annual programme of training. The Council delivers training through a variety of ways including internal workshops, peer learning, online learning and through the use of external training partners. In 2014/15 we utilised the services of the Improvement Service and Trevor Roberts Associates (TRA) to deliver training on a number of topics such as Planning Enforcement, Permitted Development Rights, EIA and Leadership. A number of staff also participated in the Scottish Government's and Prince's Foundation 'Drawing Places' event.

CASE STUDY 28: ELECTED MEMBER TRAINING PROGRAMME

The Council operates a regular series of Member Training Sessions aligned with monthly planning committee meetings, with a programme devised by officers and agreed by Members at the beginning of the year. This comprises a mixture of bite-sized presentations on topical matters, half day workshops on subject areas requiring more in-depth attention, and site visits to examine the outcome of planning decisions on the ground.

The current programme builds on the success of previous training which has been well received by Members who are keen to develop their knowledge and expertise. Subject areas scheduled for this year include Agricultural and Forestry Permitted Development Rights – Hill Tracks, Local Review Bodies, the New Local Development Plan, Planning and Social Media, Placemaking Site Visit to Campbeltown, Supplementary Guidance for Public Roads and Private Access Regimes, Operational Need and Exceptional Business Cases for Development in the Countryside and the use of Area Capacity Evaluation as a tool to assist decision-making.



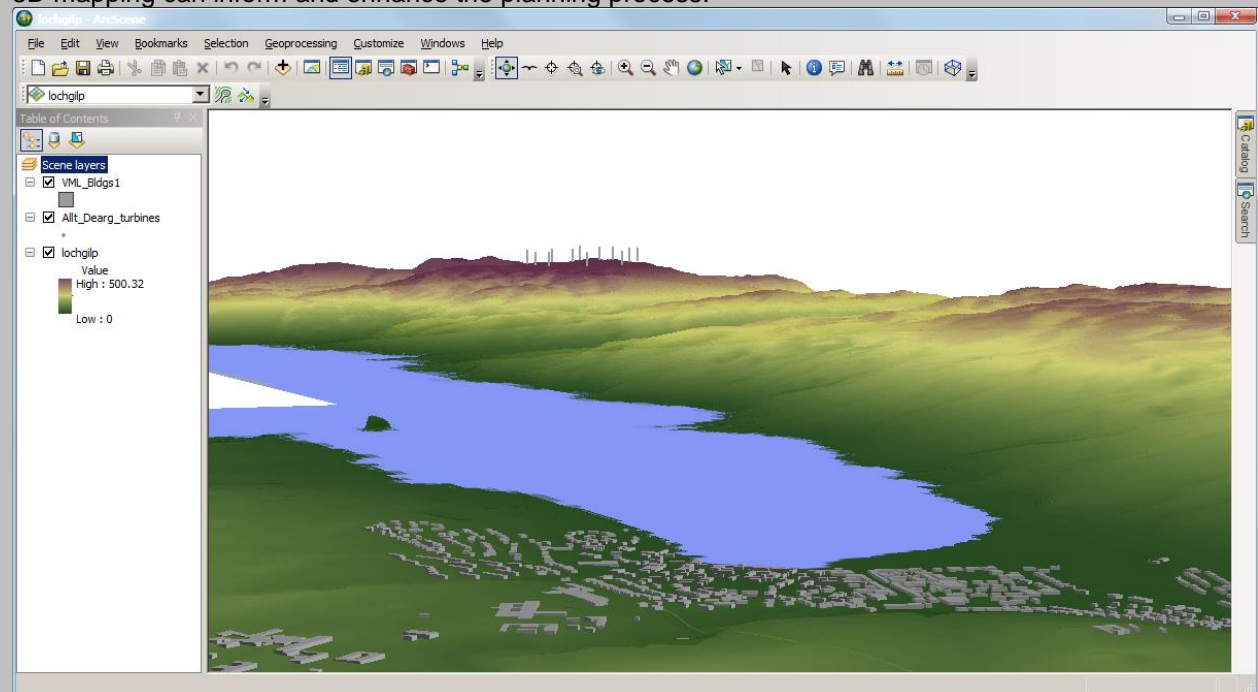
CASE STUDY 29: INTRODUCTION OF 3D MAPPING

A 3D capability was added to the council's geographic information system in late 2014 to assist in developing the Local Development Plan Supplementary Guidance on Windfarm Development and has already provided good value with the software and data being put to several other uses.

Viewshed analysis assists in meeting the requirement to identify areas of visibility within two kilometres of a settlement and the parameters (e.g. observer height and number of observer points) can be quickly redefined in the model to verify the results.

The software is also able to provide relief mapping and display hill shading which adds value to the mapping of Argyll and Bute's unique topography and supporting the Development Policy and Development Management processes.

Further training will be delivered, particularly in Development Management, to identify other areas where 3D mapping can inform and enhance the planning process.



PART 3 – SUPPORTING EVIDENCE

Part 2 of this report was completed with full weblinks and footnotes as supporting evidence. Other key documents include.

- Council Community Plan and Single Outcome Agreement (2013-2023) - http://intranet.argyll-bute.gov.uk/sites/default/files/soa_april_2014_v6.pdf
- Local Development Plan - www.argyll-bute.gov.uk/ldp
- Draft Action Programme <http://www.argyll-bute.gov.uk/planning-and-environment/proposed-local-development-plan-documents>
- The "Lorn Arc" project
- The Council operates a formalised pre-application system called Planning for Firm Foundations. You can find out more information in our [leaflet](#), or use the [Pre-Application Enquiry Form](#) or [Householder Pre-Application Enquiry Form](#) to submit an enquiry.
- [Examples of Good Design](#). Within Argyll and Bute we have a design strategy which aims to achieve high quality new development that respects the local environment and provides a sense of place.
- One of the main objectives of our sustainable design strategy is for the Council to lead by example and demonstrate sustainable design by providing case studies to illustrate the principles of the Council's sustainable [design guides](#).
- Argyll and Bute Council has agreed to an ambitious and forward-looking programme to assist regeneration and economic development in five of its waterfront towns - Campbeltown, Helensburgh, Oban, Rothesay and Dunoon. '[CHORD](#)'
- [Planning and Regulatory Services' Customer Service Charter](#) is part of our annual improvement plan aimed at further improving customer service standards.
- Guidance and advice on [making a planning application](#)
- Argyll and Bute Council actively encourage online submission of planning applications via the [Scottish Government ePlanning Portal](#).
- Our [online planning information system](#) holds records of all planning and building standards applications The Council has also entered into a [Joint Procurement Framework](#) with all Highland and Islands based Councils.
- Detailed information regarding the Council's [Planning Service](#) can be found on our website.
- A copy of the [Customer Satisfaction Questionnaire](#) is sent out with every decision notice.

PART 4 – SERVICE IMPROVEMENTS

Service Improvements for 2015/16

	SERVICE IMPROVEMENT ACTIONS	TIMESCALE
1	Production of 4 Community Plans	March 2016
2	Development of Elected Member monitoring visits (including peer group review) – site visits to completed building projects, place making learning outcomes and promotion of exemplar projects	August 2015
3	Delivery and adoption of New Signage Strategy for Argyll and Bute	March 2016
4	Deliver and adoption of New Rothersay Windows Policy	September 2015
5	Publish and adopt technical guidance with regard to the cumulative impacts of onshore wind farm development	December 2015
6	The development of a protocol and process for involving Members in providing early key advice for major development.	December 2015
7	Improve planning application processing timescales at validation stage- Business Process Review (BPR) work package	March 2016
9	Delivery of Planning Services Communications Strategy	February 2016
10	Production of hill tracks guidance.	December 2015

Our Service Measures and Performance Targets which are reported Quarterly for 2014/15 are:-

- | | |
|--|----------------|
| • All Local Planning Applications Determined:- Average Number of weeks | 12 Week Target |
| • % of All Pre-Application Enquiries processed within 20 working days | 80% Target |
| • % of Planning Applications Approved | 95% Target |
| • % of Valid Applications Registered and Notified within 5 days | 90% Target |
| • % of Population covered by adopted Local Plan | 100% Target |
| • Approval of Draft Action Programme December 2014 | Completion |
| • Formal Adoption of LDP | FQ1 2015/16 |
| • Number of new housing units / houses per annum | 300 Units |

Delivery of Service Improvements committed in Previous Year

	SERVICE IMPROVEMENT	STATUS
1	Publicise benefits of Processing Agreements / Encourage Agents to use Processing Agreements http://www.argyll-bute.gov.uk/processing-agreements	Complete – new website created (see Certainty section)
2	Development of Elected Member monitoring visits (including peer group review) – site visits to completed building projects, place making learning outcomes and promotion of exemplar projects	Complete – (Case Study 9)
3	Delivery and adoption of Historic Environment Strategy for Argyll and Bute https://www.argyll-bute.gov.uk/our-historic-environment	Complete – (Case Study 17)
4	Deliver solutions for key buildings at risk including Rockfield, Oban and Royal Hotel, Rothesay	Complete
5	Publish and adopt technical guidance with regard to the cumulative impacts of onshore wind farm development	Ongoing
6	The development of a protocol and process for involving Members in providing early key advice for major development.	Ongoing
7	Improve planning application processing timescales at validation stage-Business Process Review (BPR) work package	Ongoing
8	Improve planning input into the delivery of sustainable economic growth – planning input / participation in new Argyll and Bute Economic Forum and Team Town concept (holistic multi-disciplined teams delivering action plans for our main towns).	Ongoing
9	Production of a Planning Services Charter. https://www.argyll-bute.gov.uk/planning-and-environment/planning-and-regulatory-services-customer-service-charter	Complete
10	Production of hill tracks guidance.	Ongoing

Performance Marker Evidence

	PERFORMANCE MARKER	EVIDENCE
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	National Headline Indicators Page 4, Page 36 (Targets) Page 42, Case Study 12
2	Processing agreements: <input type="checkbox"/> offer to all prospective applicants for major development planning applications; and <input type="checkbox"/> availability publicised on website	National Headline Indicators Page 4, Page 42, Case Study 22, Page 6, Page 20
3	Early collaboration with applicants and consultees <input type="checkbox"/> availability and promotion of pre-application discussions for all prospective applications; and <input type="checkbox"/> clear and proportionate requests for supporting information	National Headline Indicators Page 4, Page 6, Page 7, Case Study 1, Case Study 3, Case Study 6
4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission <input type="checkbox"/> reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	National Headline Indicators Page 4, Page 42, Case Study 23, Case Study 27
5	Enforcement charter updated / re-published within last 2 years	National Headline Indicators Page 4, Page 7, Page 26
6	Continuous improvement: <input type="checkbox"/> progress/improvement in relation to PPF National Headline Indicators; and <input type="checkbox"/> progress ambitious and relevant service improvement commitments identified through PPF report	National Headline Indicators Page 4, Page 39, Page 42, Case Study 24, Case Study 28, Case Study 29
7	Local development plan less than 5 years since adoption	Achieved
8	Development plan scheme – next LDP: <input type="checkbox"/> on course for adoption within 5 years of current plan(s) adoption; and <input type="checkbox"/> project planned and expected to be delivered to planned timescale	Achieved

9	Elected members engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	N/A
10	Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i> <i>*including industry, agencies and Scottish Government</i>	N/A
11	Regular and proportionate policy advice produced on: <input type="checkbox"/> information required to support applications; and <input type="checkbox"/> expected developer contributions	Page 7, Page 9, Case Study 4, 11, 12, 13, 15, 15, 16, 17
12	Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Page 31, Case Study 1, 2, 3, 5, 6, 8, 9, 10, 11, 13, 14, 17, 18, 19, 20, 21, 22, 24, 25, 29
13	Sharing good practice, skills and knowledge between authorities	Page 30, 31, Case Study 12, 24, 25,
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	National Headline Indicators Page 4, Page 41, Case Study 23
15	Developer contributions: clear and proportionate expectations <input type="checkbox"/> set out in development plan (and/or emerging plan); and <input type="checkbox"/> in pre-application discussions	Page 41, Case Study 1,3, 6,16, 27

PART 5 – OFFICIAL STATISTICS

Decision making timescales

Category	Total number of decisions 2014-2015	Average timescale (weeks)	
		2014-2015	2012-2013
Major developments	3	14.1	59.1
Local developments (non-householder)	737	10.8	13.1
• Local: less than 2 months	522	7.2	7.2
• Local: more than 2 months	215	19.6	26.7
Householder developments	360	6.9	7.2
• Local: less than 2 months	332	6.4	6.2
• Local: more than 2 months	28	13.6	16.3
Housing developments			
Major	1	13.3	188.1
Local housing developments	366	12.1	12.3
• Local: less than 2 months	246	7.4	6.2
• Local: more than 2 months	112	21.6	23.5
Business and industry			
Major	0		12.1
Local business and industry	35	10.3	27.5
• Local: less than 2 months	24	6.5	6.7
• Local: more than 2 months	11	28.7	59.5
EIA developments	3	28.4	39.4
Other consents	213	10.1	7.4
Planning/legal agreements	13	28.6	36.7
Local reviews	12	30.4	16.3

* Single application for a housing development of 74 houses in Dunoon experienced significant delays. S75 Process took 2 years. The applicant challenged the policy on affordable housing then stalled the S75 process. Also protracted issue with Title Deeds.

Decision-making: local reviews and appeals

Type	2014-2015			2013-2014		
	Total No. decisions	Original decision upheld	%	Total No. decisions	Original decision upheld	%
Local reviews	12	11	91.7%	14	9	64.3%
Appeals to Scottish Ministers	14	9	64.3%	12	8	66.7%

Enforcement activity

	2014-15	2013-2014	2012-2013
Cases Taken Up	218	372	295
Notices served***	40	32	45
Reports to Procurator Fiscal	1	0	0
Prosecutions	0	0	0
Number or Breaches Resolved	310	242	185

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

PART 6 – WORKFORCE AND FINANCIAL INFORMATION

Senior Planning Management

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

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

Staff (Posts) Numbers

		DM	DP	Enforcement	Other
Managers	No. Posts	6	1		
	Vacant	1	0		
Main grade posts	No. Posts	11.5	10	4	
	Vacant		0		
Technician	No. Posts	9	2		
	Vacant				
Office Support/Clerical	No. Posts	Business support provided by separate department			
	Vacant				
TOTAL		27.5	13	4	

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

Staff Profile

Staff Age Profile	Number
Under 30	1
30-39	13
40-49	18
50 and over	13

COMMITTEES & LOCAL REVIEW BODY

Committee & Site Visits*	Number per year
Full council meetings	11
Planning committees	11 and 6 hearings
Area committees (where relevant)	N/A
Committee site visits	6
LRB	13
LRB site visits	1

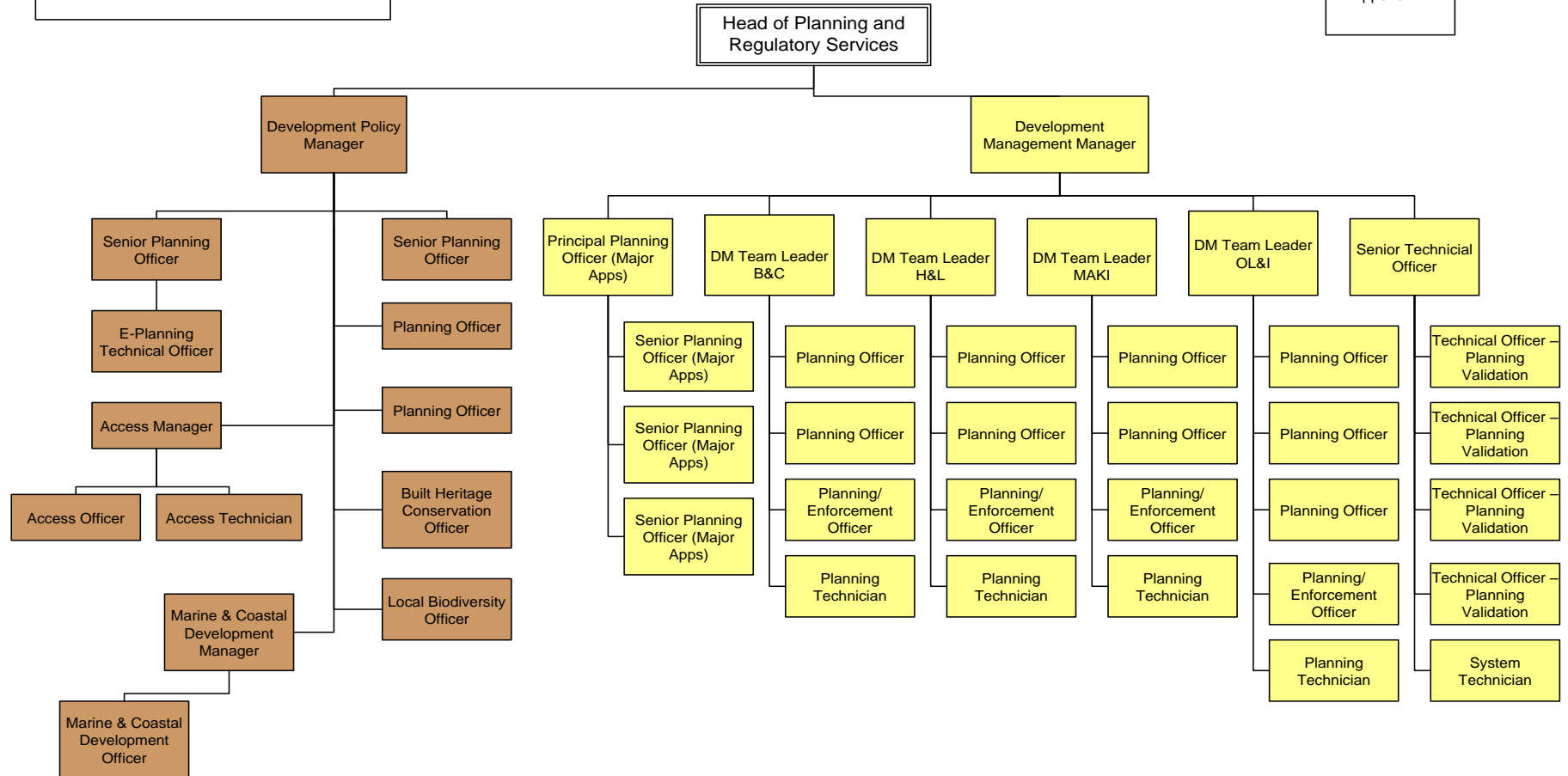
FINANCIAL INFORMATION

	Total Budget	Costs		Income
		Direct	Indirect	
Development Management	730241	1128782	734634	-1133174
Development Planning	817997	535018	282979	
Enforcement	137112	132700	4412	
Other				
<u>TOTAL</u>	<u>£1,685,351</u>	<u>£1,796,500</u>	<u>£1,022,025</u>	<u>£1,133,174</u>

Appendix A - Staff Structure

WORKFORCE AND FINANCIAL INFORMATION

Appendix II





Argyll and Bute Council
Development and Infrastructure
Director: Pippa Milne

www.argyll-bute.gov.uk

Chomhairle Earra-Ghàidheal is Bhòid

