

Argyll and Bute Planning Service

PLANNING PERFORMANCE FRAMEWORK



Annual report
2013-2014

Seirbheis Planaidh Earra-Ghàidheal is Bhòid
Frèam Coileanadh Planaidh
– Aithisg Bhliadhnail
2013-2014

Argyll and Bute Council
Comhairle Earra-Ghàidheal agus Bhòid
www.argyll-bute.gov.uk



Argyll and Bute

Planning Performance Framework 2013/14

FOREWORD

This document captures the annual performance of the Argyll and Bute Planning Service for fiscal year 2013/14. 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.



Positive planning at the heart of our
communities, economy and environment

Cllr David Kinniburgh,

Chairman of Planning, Protective Services and
Licensing Committee

*It is a pleasure to introduce Argyll and Bute
Council's Planning Performance Framework
(PPF) Annual Report for 2013/14.*

*This is our third PPF and I am delighted that our
annual performance continues to improve year
on year. By harnessing development
opportunities, supporting businesses, protecting
the environment, addressing climate change and
improving the economic and social wellbeing of
the area our Planning staff touch almost every
aspect of life in Argyll and Bute.*

*As Policy Lead for Planning and Regulatory
Services and Chairman of the Planning,
Protective Services and Licensing Committee, I
consider 2013/14 to have been a successful year
for the Service as application numbers continue
to rise, we have provided certainty to developers
through our culture of negotiation with a
consistently high approval rate, have reduced the
time to make decisions and have made good
progress on our new Local Development Plan. I
can also see real outcomes on the ground in
terms of quality of design and placemaking,
innovation to make projects viable in these
economically difficult times and effective
engagement with our communities.*

Positive planning at the heart of our organisation and Single Outcome Agreement

Sally Loudon,

CEO Argyll and Bute Council

Our Planning Service plays a major role in delivering the key aims and strategic outcomes of our organisation, supporting our Community Planning Partnership (CPP) and underpinning our Community Plan and Single Outcome Agreement (SOA). In particular, the first 2 of our 6 SOA Outcomes to ensure the 'economy is diverse and thriving' and that 'we have infrastructure that supports sustainable growth' are significantly shaped by the success of our Planners. Our Local Development Plan and culture of positive Development Management aligns with these outcomes and supports our key industry sectors as we strive to reverse population decline and support jobs, homes and infrastructure within our local communities.

I am delighted that our journey of continuous improvement is evident in this document. Our Planning staff continue to support our overarching Corporate Plan aims to realise the potential of our people, communities, area and Council by planning for high quality development and making efficient use of land to deliver long-term sustainable benefits whilst protecting and enhancing natural and cultural resources.

Our Planning Service has demonstrated that it is 'open for business', keen to support sustainable economic growth as we strive to meet the significant corporate challenges that face our Council area.



DID YOU KNOW?

Our Council:-

- **Approve 97% of planning applications**
- **Have Allocations for 7,450 Houses or seven years supply, and 90 ha of employment land* in our Local Development Plan**
- **Determine applications quicker than the national average (Avg 10.3 Weeks)**
- **Consented 632 new houses in 2013/14**

* Employment land includes land for general industrial and business/office use, storage and distribution uses, business and science parks

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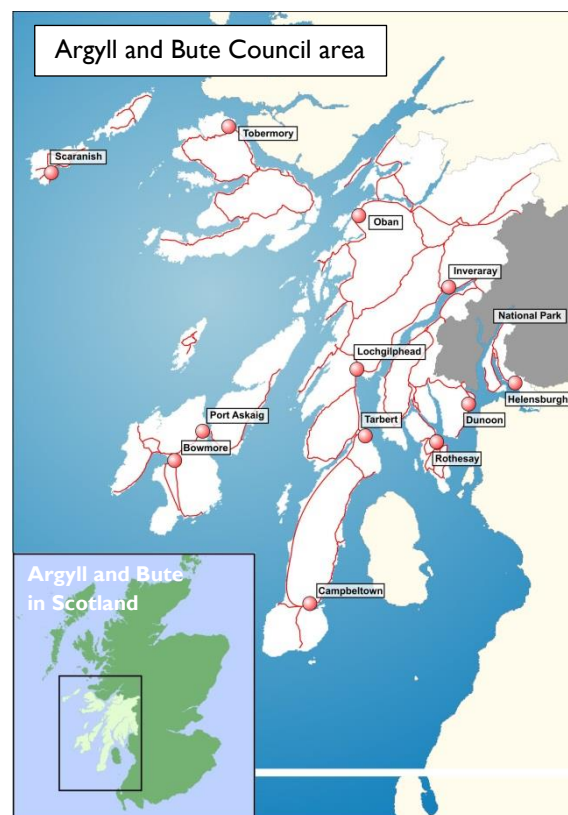
ABOUT ARGYLL AND BUTE

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	2013-2014	2012-2013
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) 	4 years Y	3 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 4,445 units 632 units 90.6 ha 0.2 ha 2,998m2 Unavailable	5 years 4,492 units 672 units 88.6 ha 0.57ha 4,370m2 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 	19.40% 5 100% 97.10% 93.30%	18.40% None n/a 95.70% 95.40%
Average number of weeks to decision: <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments 	26.9 10.3 7.2	59 11.6 8.3
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i> number of breaches identified / resolved 	2 years / update underway 326/242	1 year / 12 months 275/185

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 2013/14

The Local Plan remained less than five years old. Our progress on producing the replacement Local Development Plan remains on track for 2013/14 in line with our Development Plan Scheme. The LDP was submitted for Examination at the very end of the 2013/14 period and we are continuing to progress well towards adoption of the LDP. At the same time we have worked on a broad range of Supplementary Guidance which we plan to adopt as soon as possible after adoption of the LDP. In addition we are beginning to use the Draft Action Programme which was submitted with the LDP to engage with delivery partners and publicise and promote the actions required to implement the LDP. 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 2012/13 reflecting a subdued but recovering market. Alongside the LDP the Core Path Plan has been undergoing Examination and is nearing completion of that process having been successfully completed its Habitats and Regulation Assessment and SEA Screening. The Access Team is already exploring ways of implementing the Plan. A key area of progress in this direction has been the creation of the Argyll and Isles Coast and Countryside Trust which has achieved Charitable Status and has been formally launched. This trust bring together a number of key partners to actively raise funds and implement practical environmental improvements on the ground such as footpath improvements. It is already having considerable success pursuing funding and linking with skills training for the unemployed.



The business case for the Lorn Arc Tax Incremental Financing project was submitted to the Scottish Government and approved in January 2014. Implementation of the £20 million package of infrastructure improvements is now underway and the Planning Service is helping to resource this with staff secondment. The project will be critical in delivering the aims and aspirations for Oban outlined in the National Planning Framework

Similarly in Campbeltown we have been working in partnership with the community to deliver a Masterplan for Machrihanish, delivering townscape improvements through the Council's CHORD¹ investment programme, working on a Conservation Area Regeneration Scheme (CARS) bid, and supporting with North Ayrshire the pilot ferry from Ardrossan are all helping to deliver the National Planning Framework aims and aspirations for Campbeltown.

A key tourism development achievement was the creation of the Paddlesports Project and the launching of the Helensburgh to Oban paddle trail which it is hoped will capitalise on our world class coastal environment as recognised in the NPF and grow to become a significant national and international visitor draw.

¹ CHORD –Regeneration scheme in our main towns of Campbeltown, Helensburgh, Oban, Rothesay, Dunoon

Summary of Development Management in 2013/14

Our 'Planning for Firm Foundations' pre-application service has been a growing success since it was introduced in 2011. In 2013/14 we processed 929 pre-application enquiries, which is 177 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.

The value and benefit of Processing Agreements has also been experienced in the past financial year with 5 being completed for both major and significant local applications across differing sectors such as Ministry of Defence projects and renewables. This is our first year piloting Processing Agreements but we managed to achieve a 100% attainment of timescales which means we shall continue to promote them as a positive management tool.

Our Approval Rate continues to be high and has continued to increase standing now at 97%. Our culture of development management seeks to resolve issues through negotiation and adding value to make development happen.

We have placed a keen focus on performance management over the past year and significantly reduced decision making timescales. Notably, we focused on eliminating legacy files in 2012/13 and improved workload monitoring reports. We had more than 200 Legacy Files in 2011/12 however through focussed micromanagement (Case Study last year) we now have only 8.

Our average decision time for determining the Local Applications (the largest volume of applications) is now 11.6 weeks. This is around 2 weeks better than last year and better than the Scottish Average.

One of our notable successes has been our reduction of processing time for determining Major Applications. Last year our Average Timescale was 59 weeks which was almost double the National Average. This excessively long timeframe was principally due to our management and purge of 'legacy files'. We have a Major Applications Team who deal with our most economically important applications and significant attention over the past 12 months has been focussed on driving down determination time by using processing agreements, detailed pre-apps and increasing resources. We have also managed to significantly reduce our determination times for Majors Applications which now sits at 26.9 weeks which is around 7 weeks better than the national average.

Our Enforcement Charter was adopted in 2012 and is currently under review. Our process for completing S75 Obligations is also currently subject of an Internal Audit with findings to be reported to our Audit Committee in September 2014.



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

The diverse range of activities and projects Planning Services are involved with mean measuring outcomes and performance can often be challenging or difficult to quantify. Success cannot be measured simply by 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 summaries the main outcomes of 2013/14

Open for Business

Argyll and Bute Council as a whole has a strong culture and ethos of being ‘Open for Business’ or ‘*Let’s do Business*’ and we have used this latter strap line / theme for a number of events and documents (including this one) over the past 12 months to emphasise the message to investors, industry and customers. Our Organisation has a strong hierarchy of plans and policies that cascade a positive business message from the strategic level to our Local Development Plan and ultimately through advice and execution when assessing planning applications in Development Management.

For example, our Community Plan and Single Outcome Agreement (2013-2023) specifically sets out to secure an economy that is diverse and thriving in our area by growing our established industries in renewables, tourism, food and drink, marine science, Maritime Change and digital economy as well as seizing opportunities for new sectors. Our emerging Local Development Plan is strongly aligned with these documents when published in 2013 it allocated an aspirational 90.6ha of land for business and industry and enough housing land for 7450 units. Policies and forthcoming Supplementary Guidance have been written flexibly to encourage appropriate development wherever possible. Moreover, the Council and Planning Service see the LDP and the Action Programme as key delivery mechanisms of the Single Outcome Agreement (SOA). To this end work is currently being undertaken to establish combined reporting and performance monitoring mechanisms between the SOA and the LDP through its Action Programme, which will assist early delivery of the Strategic Outcomes.

A core activity within the Planning Service is its Marine Operations Unit and this reflects an area of key economic growth and innovation in aquaculture such as Scotland’s first “Integrated multi-trophic aquaculture” site and the first onshore salmon farm. Through a variety of work the Planning Service is directly supporting the industry to realise its ambitious growth targets in line with the National Planning Framework, and this will also contribute to the overarching aim of reversing population decline. The Marine Operations Unit is drafting a Coastal Development Strategy which will ultimately be adopted as Supplementary Guidance, and will align itself with the forthcoming National Marine Plan. In addition, the Council has also established Action Plans to support specific industry sectors referred to in the Community Plan, Single Outcome Agreement and Corporate Plan (Corporate Objective 3). We have developed Action Plans like the Economic Development Action Plan and The Renewable Energy Action Plan both of which have been referred to in previous year’s case studies in our PPF. Work is now underway to localise both these action programmes with Local Economic Development Action Plans and area specific Wind Capacity Assessments having been undertaken.

Examples of this are highlighted in **Case Study 1 and 2** – where we have developed new supplementary guidance and improved pre-application engagement with one of our keys sectors, aquaculture, and also sought to use our geography as an asset through the promotion of our Coastal Development Strategy (CDS). Case Study 2 also demonstrates how we are working in partnership with organisations such as

Marine Scotland to streamline consenting regimes that straddle both the land and sea through the development of a memorandum of understanding.

In line with the priorities of our of the Community Plan, Single Outcome Agreement and Corporate Plan, the Planning Service is also supporting the development of significant infrastructure and unlocking development potential in the Oban Area through the Lorn Arc Tax Incremental Financing (TIF) Project outlined in **Case Study 3**.

Development Management has been operating its 'Planning for Firm Foundations' pre-application service with a high degree of success since 2011. We have recently sought to enhance this service and recognise its importance to our customer as detailed in **Case Study 4**.

CASE STUDY 1: Supporting the Aquaculture Industry

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.

The Planning Service has been investing 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 covering site-specific advice on relevant policy, localised constraints & opportunities, relevant interests which should be consulted by the developer and application information requirements.

This process provides greater certainty to developers, reduces the submission of applications for proposals which are unlikely to be supported by the Council and generally

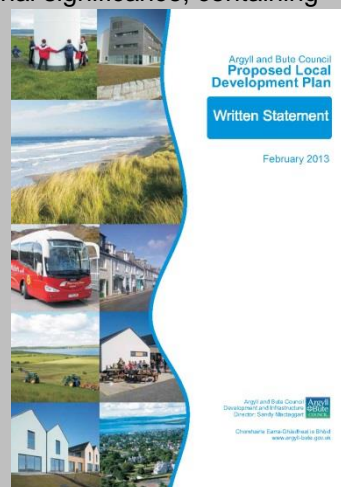
improves the quality of applications. Pre-application advice and support has also been key to facilitating innovation in aquaculture production in Argyll and Bute with the first 'Integrated multi-trophic aquaculture' site and first onshore salmon farms in Scotland being granted planning in 2013.

The Planning Service is committed to proactive work with the Aquaculture sector including; annual planning liaison meetings with local aquaculture industry representatives; representation of planning authorities on the Ministerial Group for Sustainable Aquaculture and associated working groups for the past 18 months with a focus on barriers to capacity and deliver of national growth targets through sustainable development; regular liaison and annual two day meeting with Highlands & Islands planning authorities to share good practice and ensure consistency in approach and delivery of the planning process.

CASE STUDY 2: COASTAL DEVELOPMENT STRATEGY & TERRESTRIAL AND MARINE PLANNING

The coastal area of Argyll and Bute is an exceptional economic, environmental and social asset. The extensive and varied coastline is of national, and in some parts international significance, containing many areas of special landscape and ecological significance. It is also home to the majority of Argyll and Bute's population and a major focus for economic activity, recreation and tourism. Given the importance and complexity of Argyll and Bute's coastline a Coastal Development Strategy (CDS) is being developed which recognises the importance of the coast to Argyll and Bute's economic future and the need to ensure growth which is sustainable and safeguards the unique environmental qualities which underpin the many economic and recreational uses.

The main purpose of the CDS is to set out a vision for the sustainable use and development of this major resource, based on the strengths and competitive advantage of Argyll and Bute. The Strategy will support the Argyll and Bute Local Development Plan (LDP) as supplementary guidance for development on land adjacent to the coast and in marine waters for aquaculture, providing further guidance on criteria for coastal development already set out in the Proposed LDP. It is also envisaged that this strategy will inform the development of the forthcoming national and regional marine planning framework, in particular in relation to integration between land and sea.



To support this strategy and ensure an efficient and transparent planning process for coastal development and reduce duplication of effort where possible, it is proposed to develop a Memorandum of Understanding (MOU) with Marine Scotland to establish best practice for consideration of development proposals which require both planning permission and a marine licence, including marine aquaculture development, coastal infrastructure and marine renewable developments*. This MoU will seek to maximise the alignment of the two planning processes in terms of EIA and other supporting information requirements and timescales.

In addition the Council is committed to active involvement in the setting up of a Marine Planning Partnership (MPP) for the Firth of Clyde and subsequent development of a regional marine plan which is consistent with terrestrial planning policy and promotes the sustainable development of coastal zone.

**Note that the focus will be on developments <1MW . Developments greater than this scale are likely to seek planning permission under Section 36 of the Electricity Act.*

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

CASE STUDY 3: LORN ARC TAX INCREMENTAL FINANCE (TIF) PROJECT

The Lorn Arc project utilises Tax Incremental Financing (TIF) and consists of proposals for delivering a £20million package of infrastructure improvements which will support the delivery of the Local Development Plan and assist population growth through the generation of new employment opportunities.

TIF arrangements will allow Argyll and Bute Council to retain and use additional Non Domestic Rates (NDR) generated within an agreed boundary over a 25 year period.

The Business Case for the Lorn Arc project was submitted to Scottish Futures Trust (SFT) for approval In December 2013. It was then passed on to the Scottish Government, who then approved the Business Case in January 2014.



The specific projects that Lorn Arc sets out to deliver are :

Lorn / Kirk Road, Dunbeg - upgrade and improvement to the public road network

Dunbeg Gateway features – signage

Halfway House Roundabout / Development Road Dunbeg

South Oban Development Zone

North Pier Oban – Extension of Pier and streetscape improvements

Barcaldine Access improvements

Barcaldine Operations and Maintenance facility for the off shore renewables industry

During the Council's bid formulation Planning Services was instrumental in, firstly helping to identifying specific strategic development opportunities that could, if unlocked, deliver significant impact to the wider Lorn economy, and secondly, assessing the probability of future developments within the Lorn Arc area that could through uplift in non-domestic rate increase funding for the project. Following Scottish Government approval of the Council's bid one of our Planning Officers has been seconded to a new post alongside the Oban Lorn Arc Regeneration Manager, which is responsible for the delivery of the Lorn Arc TIF project. The facilitating role of both Planning Policy and Development Management shall be vital to the success of the TIF project overall.



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

CASE STUDY 4: ENHANCING 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 pre-application service has almost doubled in size in 3 years from dealing with 632 enquiries in 2011/12 to 929 in 2013/14.

	2011/12	2012/13	2013/14
No. of Pre Apps Processed	632	752	929

Reflective of the increasing workload and importance of pre-applications to our customers we have made some significant enhancements to the service recently by focussing on performance. We aim to reply to all pre-application enquiries within 20 working days and the % performance of how many we respond to within this timescale is logged in Uniform and is now a performance indicator. 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 2013/14 we responded to 80% of pre-application enquires within 20 working days above our set target of 75%. During pre-application discussions we also seek to secure processing agreements for major and locally significant projects.

Quick Guide to Pre-Application Advice

Once you have submitted your enquiry form you will receive an acknowledgment within 3 working days.

The planning officer will assess the proposal and decide if further information is required.

The planning officer will undertake a site inspection and may or may not ask you to attend.

The officer will write a full response and will discuss this with you prior to issuing.

This process may take longer if additional information is required or external consultees consulted. It should also be noted that any advice provided at this stage is not a guarantee or otherwise of a successful planning proposal and Argyll and Bute Council will not be responsible for any costs incurred as a result of advice provided under this service.

Leaflet updated 05/02/2014



How to contact us:
Opening hours are Monday to Friday 9.00am – 5.00pm except for Public Holidays.
Planning Enquiry Number: 01546 605516

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Development Management

Planning for Firm Foundations



What are the benefits?

- Pre-application advice will enable you to find out whether or not your proposal is likely to be acceptable in terms of the provisions of the adopted development plan.
- Seeking an officer and other groups advice can add value and improve your proposal.
- Agree information requirements for your submission.
- Provide guidance prior to committing to comprehensive architect or agent commissions.
- In some cases it may be possible to agree a timetable for your planning application to be determined based on the submission of information.

What's provided?

- A commitment to deal with your enquiry within 20 working days.
- A professional view of your proposal in terms of consistency with the adopted development plan.
- Advice on what information you should submit upfront with your application.




What information do I need to supply?

- In order to register your pre-application enquiry you will need to supply a location plan, a site plan and a description of your proposal on our standard form. If further information is required the planning officer will contact you.
- Our pre-application form is available on our website and in hard copy at any of our local offices.

What's the process?

- Once your application for pre-application advice is registered you will receive an acknowledgement within 3 working days and a full response within 20 working days.
- If your proposal needs the input of an external stakeholder or an accompanied site visit / meeting is required then we will contact you.
- If we require further time to process your enquiry we shall contact you.




Does a positive response guarantee planning permission?

- Pre-application responses are indicative of the planning officers' professional opinion and are logged electronically. It does not guarantee a favourable recommendation by the planning authority but will provide a clear steer on compliance with the development plan. Cognisance of representations and other material considerations are still likely to be identified during the formal application.

What if I am unhappy with the response?

- If you are unhappy with the way your pre-application advice was handled you may request a review by the Area Team Leader who will assess the processing of your request.



<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

High Quality Development on the Ground

A primary focus of any Planning Service should be to create great places to allow our communities, business, biodiversity and sustainable development to flourish. Civic pride, identity and health benefits can also be generated through effective place-making, planning and enhancement of our built and natural environment. The recent RTPi 'Scotland's Great Places Competition 2014' concluded that 2 of the top 3 most loved places in Scotland were partly in Argyll and Bute namely the Loch Lomond and Trossachs National Park and the West Highland Way (placed 2nd and 3rd respectively).

Our Local Plan and proposed Local Development Plan contains a suite of award winning sustainable design guides, supplementary guidance and policies which are encouraging and achieving high quality design in Argyll and Bute. As well as our bi-annual Argyll and Bute Design Awards and Exemplar Design Website (see link below) we have also worked in partnerships with organisations such as Architecture and Design Scotland (A+DS), Historic Scotland, Transport Scotland and Private Landowners / developers to create strategic masterplans for some of our most important allocations (see **Case Study 5 & 6**).

Achieving successful, vibrant and sustainable towns remains a key goal for the Council. As well as facilitating and adding value to private sector led projects the Council has been making significant financial investment into our main settlements through the CHORD (Campbeltown, Helensburgh, Oban, Rothesay and Dunoon) Regeneration Project. Within 2 of our main towns Business Improvement Districts (BIDs) have also been established to strengthen unity and economic performance. Planning Services have played a significant role in the inception, design and implementation of these schemes as can be seen in **Case Study 7 & 8**



Environmental improvements
Campbeltown



Environmental improvements
Helensburgh

Our Development Management Officers seek to 'add value' to every proposal that is submitted whether at a pre-application stage or application to achieve the best scheme possible – see **Development Cycle diagram below**. Our culture means we try and work in partnership with applicants to find an acceptable design solution. One area for improvement shall be to set up and have formal 'review visits' with elected Members once a development has been built out. This shall foster a learning cycle whereby the

Committee shall be able to reflect on design, materials and success of implementation and use their experience to determine future applications.

EXEMPLAR DESIGN WEB PAGE:-

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

Some recently completed development of a high standard is shown below.



The White House, Grishipol, Coll. Commendation @ Argyll and Bute Design Awards 2013. A&DS Case Study. (Photos: A&DS)



Waitrose Supermarket Helensburgh, Winner of Best Retail Building @ Scottish Design Awards 2014 (photos: Waitrose & Drum Properties)



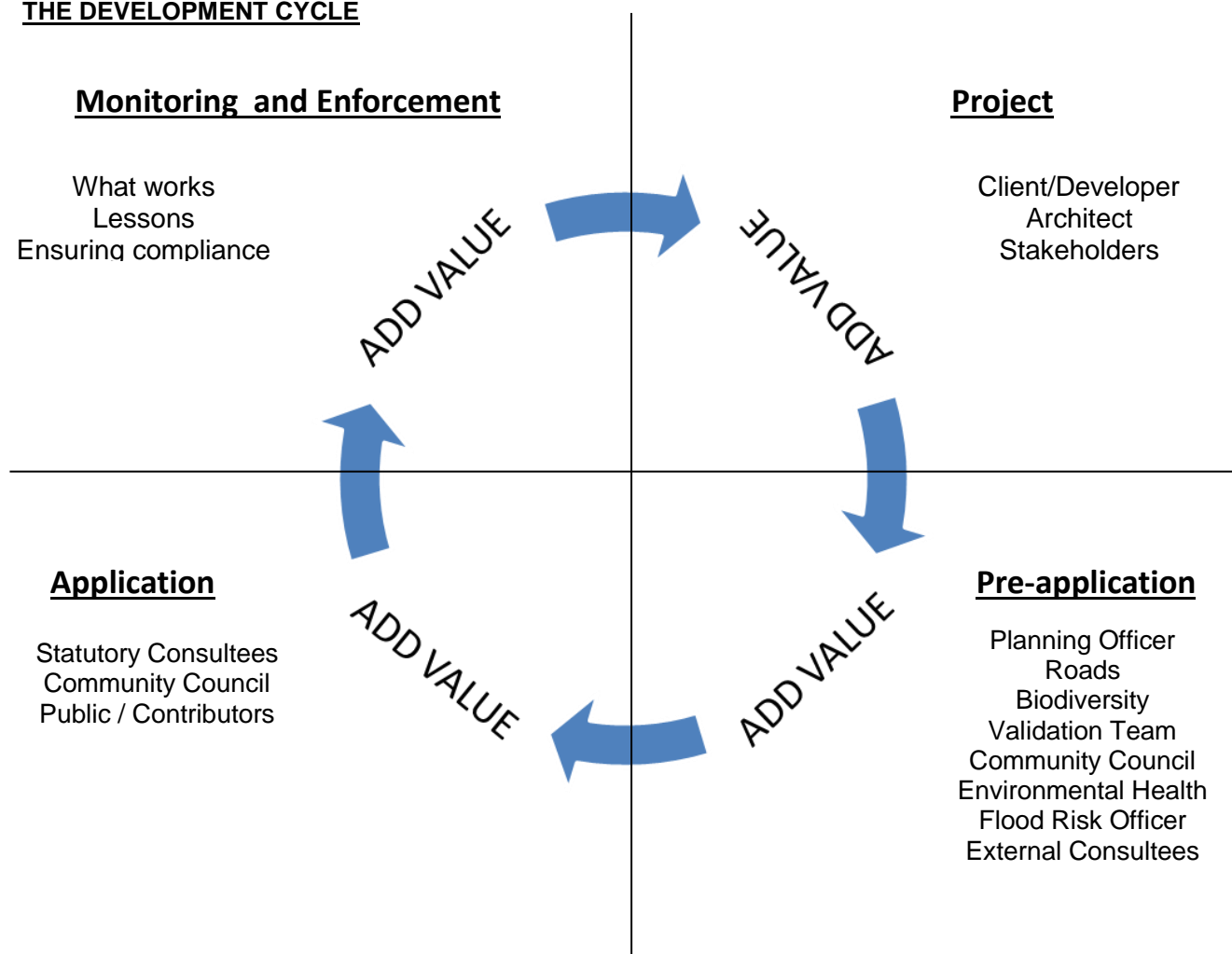
House No 7, Tiree. Winner of Grand Designs Home of the Year 2014 + shortlisted for RIBA Manser Medal 2014. (Photos: Denizen Works)



Achieving good design outcomes and seeking to uplift quality can be seen in all aspects of planning applications. **Case Study 9** highlights a good example of a positive outcome where a vacant listed building with a number of access, building and operational constraints has been turned into a vibrant business.

Planning Officers see improving their design skills as an important part of their role and professional development. To support this, a number of our staff attended the Scottish Government and Princes Foundation 'Drawing Places' professional workshop in 2014.

THE DEVELOPMENT CYCLE

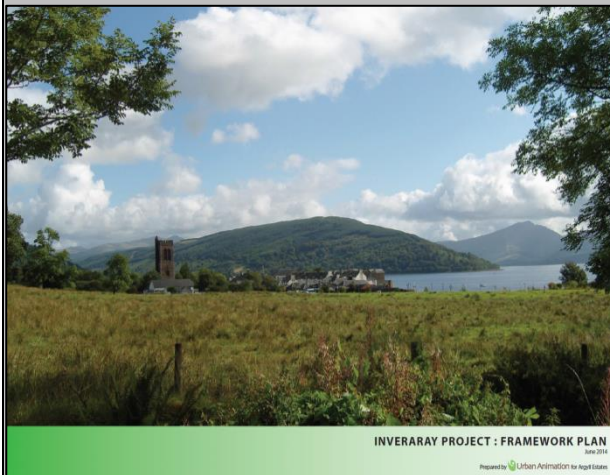


CASE STUDY 5: INVERARAY MASTERPLAN & A+DS DESIGN REVIEW PANEL

The Proposed Local Development Plan has allocated a significant area of land for mixed use development (housing/business/tourism/community uses with the prospect of retail inclusion) in Inveraray which is acclaimed to be one of the nations treasured historic towns uniquely also within a historic Designed Landscape.

The Council, noting the importance of the allocation and sensitivities surrounding it has stipulated in policy that a masterplan must initially be approved before any development takes place.

The land owner of the site (Argyll Estates/Duke of Argyll) has commissioned the production of a masterplan and through its' initial conceptual stages sought to engage the local community. Rather than assess such a plan on its' own (considering written consultative responses from the likes of Historic Scotland and Transport Scotland) the Council recognised there would be greater benefit if those Authorities and the Council collaboratively worked through an assessing and an improving process with the engagement the Architecture + Design Scotland (A+DS) Design Review Panel.



There has been close working between Historic Scotland, Transport Scotland, land owners Agent and A+DS and two collaborative working meetings have occurred with their A+DS Panellists which has secured significant 'added value' and a worthy Framework Plan in which a future more detailed Masterplan will sit.

Currently the Agent is further developing the masterplan following the latest advice received from the panel upon landscape analysis, built form and townscape analysis, movement

framework analysis, 3D modelling and testing. Upon receipt of the next submission it is anticipated that the next collaborative meeting with the A+DS Panellists will result in a Masterplan which all parties can support and which, if so, this Planning Authority will take to Council for decision.

<http://www.argyll-bute.gov.uk/news/2014/jun/argyll-and-bute-council%E2%80%99s-planning-service-%E2%80%93-93-supporting-economic-development-and>

CASE STUDY 6: UNLOCKING POTENTIAL DEVELOPMENT AREAS THROUGH MASTERPLANS - PORTAVADIE

Portavadie is located on the eastern shores of Loch Fyne, approximately 4.6 km to the west of Kames. The Portavadie Marina site is designated in the adopted Argyll & Bute Local Plan under two Potential Development Areas (PDAs): PDA 2/37 and PDA 2/38, for a mixed use development comprising Housing, Tourism and Business.

PDAs are areas identified by the Council that can contribute to economic development and environmental improvement however opportunities were not fully scoped at the time of the adoption of the plan, which usually means that constraints (flooding, landscape design, infrastructure, layout, access) need to be overcome. It is a requirement of a PDA that a masterplan is approved by Committee prior to any development taking place on any part of the site. Masterplans help the Council assess at an early stage in the development process, the interrelationships of layout, design, access, existing transport infrastructure and sustainable modes of travel, landscape and ecology, open space provision and integration of a proposed development with existing communities.

The architect at Portavadie, Stewart Associates of Largs, formulated a masterplan which demonstrated the current view of future development with estimated programme dates up to 2020.



Portavadie Marina



Portavadie Marina,
by Tighnabruaich

The proposed new staff accommodation and training centre at the western edge of the site will allow the existing staff accommodation to the north to be extended and converted to bunkhouse and hotel use. This continues with the applicant's aim to provide accommodation and facilities for all market sectors at reasonable cost.

<http://www.stewart-associates.com/portavadie-masterplan/>

<http://publicaccess.argyll-bute.gov.uk/publicaccess/applicationDetails.do?activeTab=externalDocuments&keyVal=MLVGOTCHCH000>

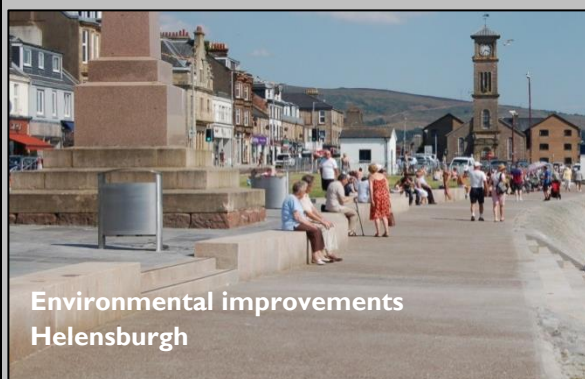
CASE STUDY 7: CHORD REGENERATION PROJECT – HELENSBURGH & CAMPBELTOWN

Helensburgh and Campbeltown regeneration projects are the first of the Council's £30m investment in its five coastal towns (Campbeltown, Helensburgh, Oban, Rothesay and Dunoon) to witness the positive impact the investment is having in its town centre.

Campbeltown – To date work has been carried out on over 40 town centre buildings improving and protecting Campbeltown's heritage and conservation sites by renewing and restoring historic buildings. In doing so it has upskilled local skills by running traditional skills training initiatives for over 300 people. The major public realm improvements to the Quayside and Kinloch Road has not only enhanced local residents and visitors views of the area it assisted Argyll Community Housing Association (ACHA) in delivering new housing and community facilities in the town. Later this year major infrastructure improvements will start on the berthing facility, which will make the marina a more attractive sailing destination. The new pontoon layout will have a total of 54 berths with onshore toilet and shower facilities.



Helensburgh – the regeneration work is focused on public realm improvements to two separate but linked areas – the town centre and the west bay esplanade. The aim is to create an environment more suitable for leisure, provide better access for pedestrians to local businesses and generally encourage local residents and visitors to spend more time in the town. The transformed Colquhoun Square has provided a more attractive space for people to gather and businesses around the square and throughout the town are embracing the café culture, all of which is making the town much more vibrant.



Helensburgh are once again being seen as good places to live, work and play. Post evaluations will be carried out over the next couple of years to quantify the increased turnover and employment in retail and hospitality

Planning Services have been an active and valued member of the partnership to deliver CHORD projects by helping to design physical elements, obtaining statutory consents and capacity building. There has also been a strong role played by Enforcement and Monitoring in underpinning heritage outcomes in Campbeltown.

As a result of the above investment and partnership working, Campbeltown and

<http://www.argyll-bute.gov.uk/chord/chord-background-studies-and-information>

CASE STUDY 8: OBAN & DUNOON BUSINESS IMPROVEMENT DISTRICT (BID)

The Business Improvement Districts (BIDs) in Oban and Dunoon are starting to deliver incremental improvements within the town centres. BIDs activity centres around small scale physical improvements through refurbishments, as well as promotion of events. Direct liaison between BIDs staff and local planning officers in Oban and Dunoon has provided pre-application advice and early encouragement to BID projects that are being considered. Closer working relationships are being fostered where BID and Planning interests coincide. With further development, these relationships will collaboratively seek to address some of the trickier issues in our town centres such as enhancing the quality of advertisements in a way that is to the benefit of the businesses involved as well as the appearance and safety of our town centres.



<http://www.argyll-bute.gov.uk/business-improvement-district-bid-oban>
<http://www.argyll-bute.gov.uk/business-improvement-district-bid-dunoon>

CASE STUDY 9: DEVELOPMENT MANAGEMENT HELPING BUSINESSES GROW

Recently a small but successful café/Bistro wished to relocate to and refurbish a large vacant warehouse in Helensburgh town centre which was a category “B” Listed building.

A small team of planning, building standards and environmental protection officers regularly met with the applicant and her agent to co-ordinate the evolution of the design and ensure that any Listed Building Consents and Planning Permissions were building regulation compliant and deliverable timeously to ensure no conflict or undue delay would occur in the opening of this valuable local business. The result of this process has been an attractive conversion which has also substantially upgraded the external space in the locality to the benefit of local residents.

The applicant and owner of the business has personally thanked the officers involved for their help, and in formal positive feedback has described their approach as:-

“ helpful and willing to take a pragmatic and flexible approach throughout our project.” and that planning officers ***“worked with Building Control and Listed building consent to ensure both were addressed simultaneously.”***

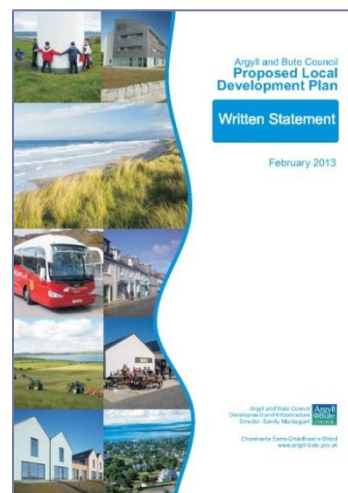
Eva Robertson, Riverhill Deli Owner

This case has, through joint working and a positive approach, delivered high quality sustainable placemaking and economic development, and has portrayed the Council in positive manner to this valuable local business. The business has opened and is trading successfully.

Certainty

Consistency of advice, processes, engagement and decision making is central to our Planning Service and is fundamental to providing confidence and stability to our customers when they plan their developments. Our Local Plan is still less than 5 years old. Our emerging Local Development Plan is expected to be on track with our Development Plan scheme and will replace the adopted Local Plan very shortly after it becomes more than five years old. The new Local Development Plan will be supported by a Local Development Action Programme which seeks to enhance the deliverability of allocations and ensure sites are effective for their desired purpose.

Our strong emphasis on being 'plan led' also provides reliability of decision making to our customers and in 2013/14 only 3 % of decisions were identified as a departure from Local Plan 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 2013/14 64% of original decisions were upheld at the Local Review Board and 66% were upheld by Scottish Ministers.

As well as the primacy and certainty obtained from our Plan, our customers take comfort that 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.

In 2013/14 we also delivered 5 Processing Agreements for a variety of sectors including Ministry of Defence, aquaculture industry and renewables. The benefits realised include; certainty to all stakeholders, clear contact points, joint working to agreed milestones, agreed expectations, improved performance and stronger working relationships. 100% of the agreed timescales were met. One improvement action we shall be seeking to deliver is to increase the number of Processing Agreements in place and enhance our publicity of them. **Case Study 10** outlines one example of a recent Processing Agreement.

The concept of masterplans can mean a variety of different things depending upon the circumstances within which they have been prepared. Within the context of Argyll and Bute, the Council has prepared our own masterplan guidance and adopted a variety of masterplans that give added certainty to allocations, allow long term / aspirational forms of development to be considered and improve design quality. **Case Study 11** provides an overview of our experience to date.

In terms of customer interaction with the Planning Services, we benefit from having a corporate Customer Service Centre (CSC) where all 'general' planning calls are routed. The CSC staff read from a script and provides consistent advice as a first point of contact when general enquiries are first received. Planning Services has a Service Level Agreement with the CSC to ensure 90% of calls are answered within 20 seconds and that in excess of 60% of queries are resolved in this initial phone call by the information that

is provided to the customer by the robust script or directing them to the most appropriate point of the Councils website.

Our Staff have also amended Supplementary Guidance relating to Affordable Housing in 2013 in an effort to provide greater certainty to developers in terms of how much their project will cost especially where a Registered Social Landlord partnership cannot be formed. Our experience is shared at **Case Study 12**.

CASE STUDY 10: PROCESSING AGREEMENTS

In order to assist the development management process Argyll and Bute Council offers developers the opportunity to enter into a processing agreement.

This allows both parties to agree a timetable for the processing of the application. This provides some certainty to the planning authority and the applicant as to an expectation for the submission of details, consultee responses and ultimately determination.

Dalmally - Hydroplan

In the summer of 2013 Hydroplan approached the planning authority to discuss the development of four run of river hydroelectric schemes in the Dalmally area some 40 minutes east of Oban. These proposals were significantly time pressured due to the various financial constraints on the developers' side. In order to facilitate the successful conclusion of the development and ensure the developer received permission in an appropriate timescale we offered to enter into a processing agreement for each proposal.



Challenges

The applicant was seeking a determination within a 3-month target period; however in our experience hydro schemes of this size often resulted in delays whilst the applicant submitted further details during the determination process with subsequent re-consultation. In this instance the requirements of different consultees was agreed at the start of the process and clear lines of communication were identified. This allowed for queries to be answered in a quick manner and made access to information easier.

During the determination process the front loading of the consultation process allowed consultees to determine the information quickly.

Outcome

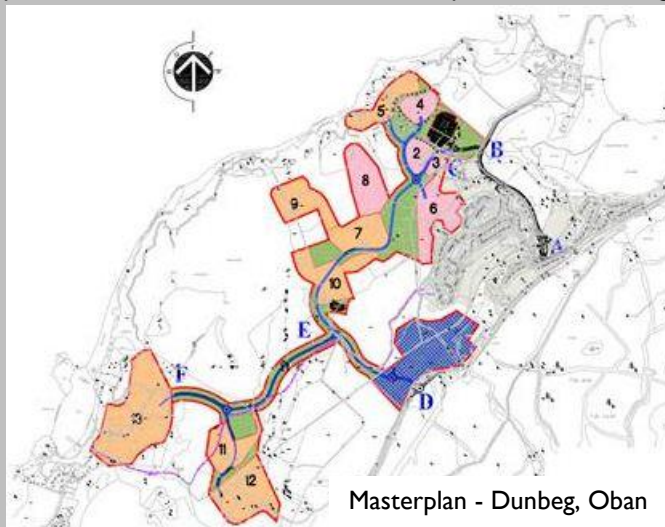
The agreements had indicated a determination by 19th December 2013, however the permissions were all issued prior to this and the processing agreement certainly assisted in facilitating discussions and agreeing upfront the information necessary to determine the application.

Other Processing Agreements

At this current time the planning authority has planning agreements in place for a wind farm development in Kintyre and we are soon to be negotiating a suitable processing agreement for the Dunbeg development corridor proposals for a new development road, various housing developments and a sizeable commercial area development. We are also discussing the possibility of a processing agreement for two minerals applications on Bute. These agreements should provide some certainty to the applicant, planning authority and the public as to the likely determination timescale.

CASE STUDY 11: MASTERPLANS - IMPROVING DESIGN & CERTAINTY

The Council has set out its own guidance on the use of masterplans and minimum requirements for their content. This has established a formal process for the submission of masterplans, undertaking consultation with key agencies/communities and the wider public, and consideration of the submission by the Council's Planning, Protective Services and Licensing (PPSL) Committee. Once endorsed by the PPSL Committee, a masterplan is considered to be a material planning consideration and thereafter requires to be afforded appropriate weight, along with the Development Plan, in the determination of any planning applications which fall within the masterplan boundary. Endorsed masterplans provide a detailed layer of local planning guidance at a site specific level. This facilitates a greater degree of certainty as to the expected outcomes of the Development Management process, providing a strategic vision to inform the expectations of landowners, developers, decision makers (and adjacent communities) as to the likely scale. The nature, form, layout and appearance of future development proposals (and/or the agreed key principles which will define these characteristics) within the masterplan area, the manner in which key infrastructure requirements are also carefully considered. The anticipated timeline in which development will be phased/brought forward will also be noted and the manner in which such development will integrate with the existing communities, green spaces, access networks and public transport.



Masterplan - Dunbeg, Oban

To date the Council has given its endorsement to masterplans covering a variety of locations across Argyll and Bute, including: Dalmally, Lunga Estate, Portavadie, Helensburgh Pierhead, Craobh Haven, Inveraray, Port Ellen and Strachur. Masterplan submissions for strategically important development including the re-development of the Argyll and Bute Hospital in Lochgilphead and the extension of Kilmory Industrial Estate, also Lochgilphead, are presently under consideration; in addition, Officers are currently assisting with the preparation of draft masterplan submissions for a town extension to Bowmore and the development of the Machrihanish Strategic Business site as a re-development of the former RAF Machrihanish Airbase near Campbeltown.



Portavadie Marina

<http://www.argyll-bute.gov.uk/news/2014/jun/argyll-and-bute-council%E2%80%99s-planning-service-%E2%80%93-supporting-economic-development-and>

CASE STUDY 12: AFFORDABLE HOUSING COMMUTED PAYMENT GUIDANCE

Argyll and Bute has had an affordable housing policy since the Argyll and Bute Local Plan was adopted in 2009. The affordable housing policy LP HOU 2 essentially requires all sites which have a capacity of 8 or more housing units make provision for 25% of them to be affordable.

Following on from the adoption of the Local Plan the Council approved non statutory supplementary guidance on the delivery of affordable housing. This makes allowance for off-site and developer contributions in lieu of on-site provision. The guidance on the operation of the affordable housing policy was intended to allow a fairly flexible approach to be taken to the provision of such housing.

While on site provision in association with a Registered Social Landlord is often the most appropriate form of provision, this has not always been possible for smaller developments. A number of developers have therefore been interested pursuing the option of making a commuted payment in lieu of on-site provision.

One of the issues which emerged was the level of commuted payment that might be required in lieu of on-site provision. The guidance had expected this to be calculated on a site by site basis, based on calculations made by the district valuer who would be commissioned by the Council but paid for by the developer. Many developers did not like the uncertainty, nor the costs associated with such an approach. In response to this, 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 work has resulted in a standard set of valuations which have been published by the Council. This 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.

<http://www.argyll-bute.gov.uk/sites/default/files/finalsqdocument31jan2013.pdf>

<http://www.argyll-bute.gov.uk/moderngov/documents/s77975/Council%20Report%20Commuted%20Sum%20Payments%20June%202013%2030-05-13%20APPENDIX%20cute.pdf>



Affordable housing in progress, Helensburgh

Communications, engagement and customer service

Planning Services is committed to being customer focussed and to delivering high quality outcomes to all who engage with us. Our Building Standards Service obtained Customer Service Excellence (CSE) accreditation in 2013 with Planning Services taking part in a number of workshops as part of the accreditation process and benefiting from common procedures and practices. Planning Services is scheduled to undertake a CSE assessment in 2015/16.

At a policy level we are seeking to undertake a coordinated localisation of the Single Outcome Agreement and the Local Development Plan which is seen as a key delivery mechanism of the SOA. The Council Area has four Area Community Planning Groups and the intention is to work with these Groups to pilot the production of local community plans which will aim to create a holistic plan for the area under consideration in partnership with the community and the Community Planning Partners. This process will be tailored to the area under consideration and is likely to involve charrettes for the largest settlements.

We seek to be proactive with our customers and have fortnightly liaison meetings with our Communication Team to distribute positive news items relating to planning. 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. The themes of the communication can be delivered through traditional media (local newspapers), Council Website, Council Facebook page or Twitter account depending on the nature of the message. In 2013/14 we issued press statements about Planning Services supporting significant renewables projects, housing developments and positive contributions we have made through heritage investment and regeneration in Rothesay CARS and THI schemes. Media topics that we intend to cover this year include *'making sure you have consents in place for solar panels'*, *'benefits of keeping gutters free from debris'* and *'Refurbishment of sash windows'*.

We have sought to encourage alternative and preventative Monitoring and Enforcement techniques through engaging with targeted groups before planning breaches start to occur. Certain parts of our Town Centres have suffered from underinvestment and lack of maintenance so before we instigate formal enforcement we have issued leaflets about the importance of general repairs. **Case Study 13** highlights our experience in the Campbeltown Conservation Area.

We have also sought to be proactive with our industry partners during national consultation events as can be seen in **Case Study 14**.

We adhered to the Councils Corporate Customer Charter and Complaints Procedure. We also performance measure staff to adhere to the response times outlined in these documents which allows 20 working days for an initial response.

As part of the Councils commitment to improving relationships all Planning Services staff have completed an online Customer Services Course supplied by Jennison.

Our Monitoring and Enforcement Charter informs customers how we deal with planning complaints and alleged breaches of planning control. The Charter is 2 years old this year and is currently being reviewed as detailed in **Case Study 15** alongside our development of new Enforcement performance indicators.

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 92% of respondents were either 'satisfied' or 'very satisfied' with the service they received by Planning Service in 2013/14.

We also hold annual User Forums and send out newsletters to regular users, agents and architects. In 2013/14 we delivered 4 Forums in partnership with Building Standards hosting around 50 customers who frequently submit planning applications. Councillors, MSPs and consultees also attended the Forums.

Comments Captured from our 2013 User Forum include:-

'Very Useful. I am glad to see that these forums have been ongoing for a number of years and are effective in delivering improvements'

Mike MacKenzie MSP

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

Stuart MacDonald, MacLeod Construction

CASE STUDY 13: PROACTIVE ENFORCEMENT & MONITORING - CAMPBELTOWN

Campbeltown THI published the 'Campbeltown Tenement Maintenance Guide' to encourage the repair and maintenance of town centre tenements. The guide aims to provide tenement owners with advice on maintaining their buildings, working together with their neighbours, setting up owners associations, how the council can help and the best ways to manage the cost of maintenance.

Working in partnership with Housing Services we have facilitated the formation of 15 Owners Associations in Campbeltown town centre and other groups are in the process of being formed.

Campbeltown THI also widely distribute the Council's Conservation Area Notice's which informs owners, occupiers and tenants of the implications of living in either a listed building or Conservation Area. It identifies what consents are required along with emphasising the importance to maintaining and repairing properties. Notices have been sent to all owners, local contractors and private landlords within the Conservation Area.



www.argyll-bute.gov.uk/CampbeltownTHI

CASE STUDY 14: CONSULTATION WITH INDUSTRY - MARINE PROTECTED AREAS

Argyll and Bute is an area which supports outstanding marine biodiversity and an important range of coastal industries and activities. In 2013 the Scottish Government consulted on proposals for a new network of Marine Protected Areas (MPA) and with a total of six MPAs proposed for Argyll and Bute in addition to a significant number of existing designated sites, the Council needed to carefully consider both the environmental benefits and potential social and economic implications of MPA proposals. Planning Services therefore sought agreement from elected members to actively promote the consultation to local industry and environmental stakeholders and seek their views in order for the Council to develop an informed response which provided a considered balance between environmental benefit and socio-economic impact. To achieve this, the Council initially promoted the consultation to relevant stakeholders and then held a special seminar for industry and environmental representatives and elected members where Marine Scotland and Scottish Natural Heritage were present proposals and answer questions. The Council then actively sought the views of stakeholders invited to the seminar which were used to inform our final comments on the acceptability of individual MPA proposals and suggested management measures. The Council has continued to be actively involved in discussions on management measures for coastal activities and has agreed to be part of a regional management group which will develop appropriate and proportionate management for MPAs on the West coast of Scotland.

<http://www.argyll-bute.gov.uk/planning-and-environment/marine-and-coastal-development>

CASE STUDY 15: MONITORING AND ENFORCEMENT CHARTER

The Planning Service is currently reviewing our Enforcement Charter which was last updated in 2012. The 2014 charter is expected to be adopted in October 2014, after which it will be put into daily use by Enforcement Officers undertaking their monitoring and enforcement duties within Argyll and Bute. The updated Enforcement Charter will give developers and complainants the comfort of knowing the standards that are expected in the investigation and resolution of enforcement cases. Through positive monitoring of developments of strategic importance or those with the potential to have the largest environmental or social impacts, the Planning Enforcement Service seeks to engage more positively and proportionately with developers in the year ahead.

The public reputation of the Planning Enforcement Service can all too often be negatively portrayed by members of the public or local press. In order to present a fairer view of the important and beneficial outcomes that arise from having an effective enforcement regime, Argyll and Bute Council is compiling a broader and more informative set of key performance outcomes for enforcement. The traditional government return figures of 'number of cases taken up' and 'number of notices served' provide very little meaningful information, and indeed miss much of the important role of the Council's Enforcement Service. We are seeking that updated key performance outcomes present the broader positive impacts of the Enforcement Service in a measured and meaningful way. This will include: the number of matters resolved through negotiation, environmental damages rectified or avoided, economic and natural justice benefits that arise from ensuring that planning provisions are universally applied, income generation through enforcement investigations, protection and enhancement of the historic environment, and the number of complainants satisfied by the outcome of enforcement investigations. Presenting a more complete image of the Enforcement Service role will underpin the professional pride that enforcement officers can rightly take in what they accomplish, encourage greater third party participation and co-operation with Enforcement Officers undertaking their often challenging role, and encourage greater investment in this critical part of the Planning Service.

http://www.argyll-bute.gov.uk/sites/default/files/planning-and-environment/abc_-_monitoring_enforcement_charter_aug_2012.pdf

Efficient and Effective Decision Making

We continually strive to implement, evolve and adapt processes to make them as efficient and effective as possible. This drive for efficiency is common place within Local Government and Argyll and Bute Planning Service has continued to deliver improved performance year on year despite a 2% budget reduction over the past 2 years and increasing application numbers.

We have a single Planning Committee (Planning, Protective, Services and Licencing Committee - PPSLC) which meets 11 times a year (summer recess in July) and is responsible for Development Management matters, planning enforcement, reporting technical planning issues and feedback from appeals. The PPSLC also comments upon Planning Policy formulation that must be reported to the Full Council Meeting.

Our aim is to take decisions at the most appropriate level and use delegated powers to make the planning process as efficient as possible. In 2013/14, 93% of decisions were made using delegated powers which focussed PPSLC attention on the more significant, major and controversial applications dealing with around 10 per month. Our Scheme of Delegation was updated in 2013/14 to strengthen this approach. We have included more enforcement powers and Council interest applications within the revised scheme which are now delegated to Officers.

In order to make the most effective use of PPSLC time and mindful of the geographical and access constraints we recently held a virtual site visit as detailed in **Case Study 16**.

Argyll and Bute contributed significantly to the Scottish Government's and Improvement Services pilot 'Costing the Planning Service' in 2013/14. One of noticeable statistics was all Authorities across the Country were experiencing a high level of applications that were invalid on receipt. This had associated knock on impacts to resources and ability to make decisions. In an effort to resolve this and make the validation process more efficient Argyll and Bute has led a review of the Validation Standards with the support of Heads of Planning Scotland (HoPS) which is detailed in **Case Study 17**.

Our approach to Legacy Cases was heightened in detail in last year's PPF. We adopted a micro-management and co-ordinated effort to these older files. We can confirm that we have reduced our legacy case load from over 200 in 2012/13 to only 8 at the start of 2013/14.



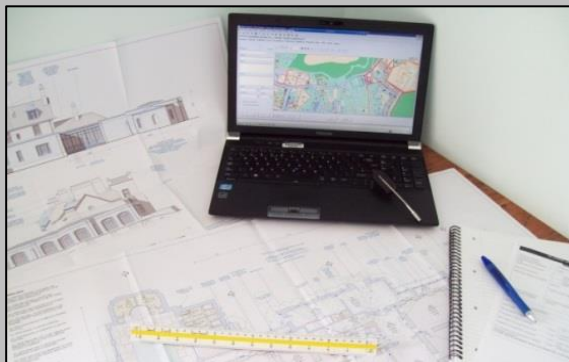
CASE STUDY 16: VIRTUAL PLANNING COMMITTEE SITE VISIT

An innovative way in which we have used technology to deliver efficiency was by using a professional film crew to capture a planned route around a proposed Aquaculture development.

A marine fish farm application to establish a 2500 tonne salmon farm in Seil Sound to the south of Oban proved to be a controversial proposal attracting 824 representations from third parties. This level of public interest prompted the Planning Committee to convene a discretionary pre-determination local hearing to afford objectors and supporters an opportunity to present their respective cases. In accordance with the Committee's normal practice, this would have ordinarily have prompted a visit in advance of the hearing to afford Members opportunity to acquaint themselves with the site and its surroundings. This would have been logistically difficult in the context of this particularly inaccessible location, due to the absence of roads, settlement or other accessible vantage points on either the mainland or adjoining islands, and the length of boat transit to the site from a location capable of embarking passengers. Accordingly, with the co-operation of the fish farm company, officers commissioned a community TV film unit to undertake filming from a fish farm vessel under the direction of a planning officer, including the site, the surroundings of the Sound as a whole, and other existing aquaculture sites in the area, in order that a video tour could be presented at the opening of the hearing. This approach was well received by Members and proved to be an effective means of affording all parties present an opportunity to see the circumstances of the proposal and other aquaculture development in the area prior to their participation in the hearing.

CASE STUDY 17: NATIONAL REVIEW OF VALIDATION STANDARDS

Planning Services has undertaken a review of planning application validation requirements, which have been in place since 2009. Heads of Planning Scotland (HoPS) had also noted interest about examining the potential for national standardised validation requirements, and as such, we volunteered to build this objective into our review. The review was undertaken following our participation in a CIPFA study which indicated that 60% of Planning Applications in Scotland are invalid when they are first submitted. A comprehensive desk study of the guidance available throughout Scotland was our starting point, in order to identify areas of commonality. We also set up internal and external user groups to gain opinion on the current requirements, and to help shape the revised requirements and associated guidance. Our findings and draft guidance documents have been reviewed by HoPS, who then carried out a national consultation on the proposals. They have been generally welcomed by those who responded and HoPS have requested a further consultation be carried out with professional bodies such as RICS/RIBA, to gain wider external endorsement prior to a full rollout plan being formulated. We have also entered this project for a Scottish Award for Quality in Planning (SAQP) and have been shortlisted for interview



<http://scotgovplanningarchitecture.com/2014/08/13/validation-standards-project/>

Efficient Management Structures

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 Policy staff are located in Lochgilphead, Helensburgh and Oban. Development Management are spread across Helensburgh, Lochgilphead, Oban and Dunoon. 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). Both 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 six weekly 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 Council is making a significant investment in the development of management and leadership skills through the Argyll and Bute Manager programme as can be seen in **Case Study 18**.

We also have strong partnership working and collaboration with other Council's and organisations to deliver efficiencies through use of West of Scotland Archaeological Services (WoSAS) as can be seen from **Case Study 19**.

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 18: ARGYLL AND BUTE MANAGER

The Council recognises that excellent leadership and management has a direct and positive impact on employees and on the communities we serve. Our managers and leaders must have the right skills to make this happen, and to realise their own potential as well as that of all employees and local communities.

Participation in the Argyll and Bute Manager development programme is critical to the success of our organisation. It is a key corporate priority and is integral to supporting excellence in service delivery by supporting managers developing their confidence, competence and resilience in dealing with significant change and driving improvements.

The programme is flexible in delivery including workshops and online modules, and relates directly to our corporate context, ensuring the greatest possible impact.

All staff from Planning Services are being enrolled on the Argyll and Bute Manager programme whilst the Head of Service and Development Manager are participating in the Leadership pilot.



CASE STUDY 19: COLLABORATION AND 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.

The aim of WoSAS is to provide the member councils with accurate and actively mediated historic environment information which is relevant to their purposes, and with expert advice which reflects current policy guidance and responsible practice. In order to achieve this cost-effectively for all member councils, WoSAS has developed and maintains an award-winning, dedicated GIS-based Historic Environment Record (HER) incorporating a suite of heritage resource management tools.

Experience is shared across the WoSAS council areas, so as to be able to provide economies of scale and levels of consistency in performance which would otherwise be difficult to deliver. Argyll and Bute Council contribute financially to WoSAS which is at a level less than the salary of 1 person FTE to deliver the duties for us in isolation. We consider this contribution to be value for money given the service we receive and knowledge we share with our partners.

Shared services, such as WoSAS, are recommended by the Government and others as the most cost-effective way to deliver services when resources are limited.

<http://scotgovplanningarchitecture.com/2014/07/16/archaeological-impact-mitigation-system/>

Financial Management and Local Governance

2013/14 was a positive year insofar as our revenue exceeded income budget by around £66,000. 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 which are additional to the 21% reduction in budget from 2011. 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.

Culture of Continuous Improvement

The Service strives to foster a culture of continuous improvement and takes a pro-active approach to staff and elected Member development. As well as the Service Improvements identified in this PPF we also have internal 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 2013/14 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 2013/14 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.

Over the past number of years, experience and best practice has also been significantly shared through our Membership of Heads of Planning Scotland (HoPS) and our benchmarking club. We have contributed significantly to the Improvement Service and CIPFA 'Costing the Planning Service' pilot in 2013 as well as responding to various COSLA discussion topics.

Our Elected Members are all invited on an annual programme of Planning Training as specified in **Case Study 20**.

Some unique research and skills improvement has taken place on the Island of Tiree as referred to in **Case Study 21.**

Our Building Standards Service achieved a Customer Service Excellence (CSE) Award in 2013 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 2015/16.

CASE STUDY 20: ELECTED MEMBER TRAINING PROGRAMME

The provision of training sessions for Members involved in making planning decisions is an important means of improving knowledge of the planning system, the legislative and policy framework within which it operates, and the procedural aspects of the quasi-judicial decision-making process. The Planning Service has continued to conduct Member training throughout 2014 on a monthly basis comprising a combination of topic based presentations preceding Planning Committees, half day workshops for subjects requiring more in depth consideration, and site visits to locations where first-hand experience of particular types of development on the ground have been identified as being of benefit in subsequent decision making.

These sessions have been delivered by Planning Officers with the participation of other Council staff (e.g. Legal Services), representatives from consultation bodies (e.g. SEPA) and with the assistance of the development industry (e.g. Scottish Salmon Producers Organisation). Subjects covered by the 2014 include the aquaculture industry, the role of SEPA as a consultee, the Local Development Plan process, tree preservation and control of high hedges and built heritage planning issues. A workshop addressing the need for and the means of devising competent motions in decision-making has been held so that Members are better equipped to assure rigor and transparency on those occasions when they are contemplating decisions which would not accord with officer recommendation. Visits have been undertaken to a fish farm operating base and two operational aquaculture sites, in order to secure better understanding of this important sector. Such training continues to be well received by Members and the Planning Service has identified further relevant topics to sustain a regular on-going training programme.

CASE STUDY 21: TIREE'S VULNERABLE THATCHED COTTAGES

Argyll and Bute is particularly fortunate to have several existing traditional thatched cottages on the Isle of Tiree. Unfortunately many similar cottages in other areas of the region as well as many on Tiree have been lost over the years, and we are now at a critical point in their survival. Traditional Thatching technique varies considerably from island to island and region to region throughout Scotland and the rest of the UK. A common issue in the preservation of thatched cottages is the loss of the particular thatching technique to that area. Again Argyll and Bute is very fortunate that there are currently two thatchers on Tiree experienced in the traditional technique.

In order to retain and sustain the existing cottages and even encourage the conservation of some of the derelict cottages, it is critical that the skill and materials on the island is protected and supported. Equally critical is regular monitoring to prevent their loss and assist owners in caring for them.

In order to support this Council, in partnership with Historic Scotland, has led a research trip to the island to;

- Establish and record existing condition of thatched cottages
- Meet with the thatchers to discuss techniques, material supply potential for training others in thatching
- Train the local development management team and development manager in the traditional technique, how it is undertaken and what is appropriate to the island and what is not.
- Consider the biodiversity impact of managing the existing material supply (Marram Grass)
- Meet with the Local Development Trust to discuss a potential project that secures the protection of the Marram, promotes the contribution the thatch cottages make to the historic environment and quality of place value of the island and the ongoing training provision to ensure the skill is not lost.



Since that trip, a record of condition has been compiled along with guidance on the assistance available through the Historic Scotland thatching Grants. It is the responsibility of the Oban and Lorne Development Management team to, every 6 months, monitor, update records and be proactive through early intervention in assisting owners and share this information with the Conservation Officer.

The Argyll and Isles Coast and Countryside Trust (AICCT) are also preparing a project plan and funding to work in partnership with the Tiree Development Trust to assist in the preservation of the cottages, material and skill on the island.

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

- Council Community Plan and Single Outcome Agreement (2013-2023) - http://intranet.argyll-bute.gov.uk/sites/default/files/soa_april_2014_v6.pdf
- Scotland's Best Places <http://www.rtpi.org.uk/the-rtpi-near-you/rtpi-scotland/rtpi-centenary-2014/scotlands-best-places/>
- Proposed Local Development Plan - <http://www.argyll-bute.gov.uk/planning-and-environment/proposed-local-development-plan-documents>
- Draft Action Programme <http://www.argyll-bute.gov.uk/planning-and-environment/proposed-local-development-plan-documents>
- The "[Lorn Arc](#)" project is an ambitious £20million proposal to extend Oban's North Pier and construct road infrastructure in Dunbeg/ Dunstaffnage.
- The [Local Development Plan \(LDP\)](#) is an updated and combined version of the [Structure Plan](#) and [Local Plan](#) that will eventually replace these two documents.
- 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. In November 2008, the Council unanimously agreed to allocate more than £30 million to the programme, since named '[CHORD](#)'
- The Argyll and Bute [Design Awards](#) are intended to recognise, promote and celebrate examples of exceptional design quality within both an urban and rural context across the whole of the Argyll and Bute Council Planning Area.
- [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, appeals and enforcement notices.
- 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.
- Community Council [training and consultation events](#) have been held.
- The Council has also entered into a [Joint Procurement Framework](#) with all Highland and Islands based Councils.

PART 4 – SERVICE IMPROVEMENTS

Service Improvements for 2014/15

	SERVICE IMPROVEMENT	TIMESCALE
1	Publicise benefits of Processing Agreements / Encourage Agents to use Processing Agreements	January 2015
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	October 2014
3	Delivery and adoption of Historic Environment Strategy for Argyll and Bute	December 2014
4	Deliver solutions for key buildings at risk including Rockfield, Oban and Royal Hotel, Rothesay	March 2015
5	Publish and adopt technical guidance with regard to the cumulative impacts of onshore wind farm development	December 2014
6	The development of a protocol and process for involving Members in providing early key advice for major development.	March 2015
7	Improve planning application processing timescales at validation stage- Business Process Review (BPR) work package	March 2015
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).	October 2014
9	Production of a Planning Services Charter.	March 2015
10	Production of hill tracks guidance.	February 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	DEVELOPING SKILLS a) Carry out annual performance development review (PRD) for all staff aligned to continuous professional development training programmes to ensure Planning officers have relevant skills for job b) Continue to implement "Grow Our Own" policy to enable administrative and Technical staff to gain relevant qualifications to participate in career grade progression which is part of our succession planning strategy c) Undertake staff training on cumulative impacts of on shore wind	a) Complete
		b) Ongoing
		c) Ongoing. Delivery in Partnership with Highland Council
2	IMPROVING PERFORMANCE AND OUTCOMES ON THE GROUND a) Implement consolidated developer contributions advice. b) Expand remit of large rural authority benchmarking club c) Explore the feasibility and available options for the creation of a design review panel d) Implement Historic Scotland Joint Working Agreement	a) Complete
		b) Complete
		c) Was considered but opted for A&DS Panel – See Inveraray Case Study
		d) Superseded by Historic Environment Bill

3	EFFECTIVE AND EFFICIENT BUSINESS PROCESSES a) Undertake a full Service Improvement Project for Development Management (BPR for all DM business) in partnership with the council's Performance and Business Improvement Manager b) Implement the areas of improvement identified in the 2012 PSIF for Planning Services c) Update and standardise Section 75 legal agreements. d) Introduce a time recording system for all planning staff to help measure performance and value for money. e) Review and update current scheme of delegation	a) Ongoing
		b) Ongoing
		c) Templates Complete
		d) Complete as part of Costing the Planning Service
		e) Compete – see Case Study
4	BETTER AND MORE EFFECTIVE PUBLIC ENGAGEMENT a) Adopt LDP and produce Action programme b) Produce a Built Heritage Strategy to address current issues and realise new opportunities with our built heritage c) Expand remit of user forums to include additional council services with a relationship with planning i.e. roads and legal services	a) Complete
		b) Ongoing
		c) Extended to Building Standards in 2013
5	PROPORTIONATE AND PRACTICAL PLANNING POLICIES AND ADVICE a) Develop implementation plan to ensure the efficient and effective implementation of the high hedges act b) Publish and adopt technical guidance notes with regard to on shore wind cumulative landscape impacts	a) Complete in April 2014
		b) 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 5, Page 40
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 5, Page 40, Case Study 5 Page 15, Case Study 10 Page 21
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	Case Study 5 Page 12, Case Study 10 Page 21
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 5, Page 40
5	Enforcement charter updated / re-published within last 2 years	2 Years old this year but currently under review (September Committee)
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 5, Page 35, Page 40
7	Local development plan less than 5 years since adoption	Achieved
8	Development plan scheme – next LDP:	Achieved

	<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	
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 9, Page 10, Page 16, Page 17, Page 22, Page 23, Page 32
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 19, Page 18, Page 25, Page 26, Page 28, Page 29, Page 30
13	Sharing good practice, skills and knowledge between authorities	Page 29, Page 30
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 5, Page 7, Page 40
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 23

PART 5 – OFFICIAL STATISTICS

Decision making timescales

Category	Total number of decisions 2013-2014	Average timescale (weeks)	
		2013-2014	2012-2013
Major developments	5	59.1	88.2
Local developments (non-householder)	757	13.1	14.0
• Local: less than 2 months	528	7.2	7.2
• Local: more than 2 months	229	26.7	24.2
Householder developments	330	7.2	8.9
• Local: less than 2 months	298	6.2	6.6
• Local: more than 2 months	32	16.3	23.5
Housing developments			
Major	1	188.1*	28.6
Local housing developments	368	12.3	16.7
• Local: less than 2 months	256	6.2	7.4
• Local: more than 2 months	112	16.3	27.8
Business and industry			
Major	1	12.1	n/a
Local business and industry	38	9.3	10.8
• Local: less than 2 months	23	6.7	7.2
• Local: more than 2 months	15	59.5	17.7
EIA developments	7	39.4	65.4
Other consents	229	7.4	13.1
Planning/legal agreements	18	54.9	72.8
Local reviews	14	16.3	10.6

* 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	Total number of decisions	Original decision upheld			
		2013-2014		2012-2013	
		No.	%	No.	%
Local reviews	14	9	64.3%	16	70%
Appeals to Scottish Ministers	12	8	66.7%	6	100%

Enforcement activity

	2013-14	2012-2013	2011-2012
Cases taken up	372	295	262
Breaches identified	326	275	Not available
Cases resolved	242	185	Not available
Notices served***	32	45	63
Reports to Procurator Fiscal	0	0	0
Prosecutions	0	0	0

*** 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 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	24
Area committees (where relevant)	N/A
Committee site visits	14
LRB	27
LRB site visits	7

FINANCIAL INFORMATION

	Total Budget	Costs		Income
		Direct	Indirect	
Development management	£698,289	£1,158,315	£593,923	-£1,053,949
Development planning	£851,109	£557,128	£293,981	-
Enforcement	£164,161	£161,070	£3,091	-
Other	-	-	-	-
TOTAL	£1,713,559	£1,876,513	£890,995	-£1,053,949

Appendix A - Staff Structure

WORKFORCE AND FINANCIAL INFORMATION

Appendix II

