

Dundee City Council

Planning Performance Framework Report
2012 - 2013



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Introduction

Dundee City Council's planning service is part of the City Development Department which encompasses a broad range of related services and professional disciplines.

The City Development Department occupies a key position within Dundee City Council, providing strategic leadership and services which support delivery of the key priorities identified in the Council Plan.

The Department is responsible for the provision of services which deliver and contribute to the Council's Vision for Dundee:

- the creation and retention of jobs in the City;
- the attainment and improvement to the Quality of Life in the City; and
- the promotion of choice and opportunity to maximise Social Inclusion.

These key responsibilities are enshrined in the Department's objectives and projects, all of which support the commitment to work in partnership to deliver the Single Outcome Agreement 2013-2017

In addition to discharging the Council's statutory planning functions, the Planning Division is also responsible for or is engaged in a variety of areas of work, including:

- Delivery of the £1billion Waterfront regeneration project, including the V&A @ Dundee
- Advancing community regeneration initiatives at Lochee, Whitfield, Mill o' Mains and Hilltown, all in partnership with other agencies and local communities
- Engagement through the Dundee Partnership and Local Community Planning Partnerships to develop and implement Community Planning
- Deliver capital projects to improve the physical environment in the City. This includes Council budgets as well as external sources of funding, notably the Scottish Government's Vacant and Derelict Land Fund
- Secure the installation of new public artworks through the Percent for Art policy

Decisions by the Council in relation to planning matters are made by either the City Development Committee or Development Management Committee. Both Committees meet on regular monthly cycles and in common with other standing committees of the Council, comprise all elected members. Both Committees act with significant delegated powers from the full Council.

Planning Performance Framework Annual Report 2012-2013

1. National Headline Indicators (NHIs)

Key outcomes	2012-2013	2011-2012
Development Planning: <ul style="list-style-type: none"> • age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> • development plan scheme: on track? (Y/N) 	8 Y	7 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 	10 years 4,680 units 78 units 165.01 ha 0.94 ha 437,817m² 22,140m²	10 years 4,885 units 315 units 165.62 ha 1.57 ha 438,116 m ² 8,295 m ²
Development Management: Project Planning <ul style="list-style-type: none"> • percentage of applications subject to pre-application advice • number of major applications subject to processing agreement or other project plan • percentage planned timescales met Decision-making <ul style="list-style-type: none"> • application approval rate • delegation rate 	60% (estimate) 4 100% 94% 94%	60% (estimate) 0 N/A 91% 88%
Decision-making timescales Average number of weeks to decision: <ul style="list-style-type: none"> • major developments • local developments (non-householder) • householder developments 	24 8.6 5.7	20.4 11.3 6.7
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 	1 month 91/109	29 months 129/98

Commentary on National Headline Indicators

The Proposed Dundee Local Development Plan was submitted for Examination to the Directorate for Planning and Environmental Appeals on the 2 April 2013. The Report of Examination on the Proposed Plan was published on the 30 August 2013. The modified Proposed Plan will be submitted to the Council's City Development Committee in October 2013 for approval and taken forward for adoption.

A healthy and effective supply of housing and employment land of varying size, in a diversity of locations is available in Dundee.

Dundee City Council welcomes pre-application discussions and our estimate indicates that a high proportion of applications were submitted with the benefit of advice from officers (from 1 April 2013 all cases are now being recorded accurately).

We now have procedures to ensure that all major applications are project managed. 57% of major applications had processing agreements and in all these cases the timescales were met.

Our approval rate remains high at 94%, reflecting the fact that our main aim is to seek to achieve a positive outcome for every application, including accepting agreed amendments to proposals wherever possible. The level of delegation has increased significantly to 94%. The Scheme of Delegation requires to be reviewed to reflect recent legislative changes.

The timescales for processing all local applications are improving.

The Enforcement Charter has recently been reviewed. Enforcement activity has successfully resolved most breaches identified (the higher number of resolved cases reflects an exercise which was carried out to close off historic cases).

2. Defining and Measuring a High Quality Planning Service

Open For Business

We operate a Duty Planning Officer system, whereby a professional officer is available to give planning advice during working hours both on phone and at reception without the need for an appointment.

We adopt a pro-development ethos, positively encouraging pre-application discussion. This is seen as vital to identify potential issues early on and provide clear policy advice.

The Planning Division's Development Management and Enforcement Charters have been reviewed and uploaded onto the new website. This has ensured that stakeholders, developers and members of the public are better informed of current processes, practices and our commitment to delivering a high quality development management service.

Standards have been set out for responding to correspondence, encouraging the use of Plain English and high standards in telephone communications.

The Uniform/Idox system can be further developed to highlight development constraints and better manage consultations with key agencies and other stakeholders on planning applications.

High Quality Development On The Ground

Public realm improvement projects undertaken during 2012/13 have included the upgrading of City Square (Case Study 1).

We are committed to working with partners to secure planning and regeneration objectives. The Dundee Waterfront is the most high profile of our regeneration projects and has received positive feedback from the public and the development industry. The Chief Executive of Unicorn Property Group, recently commented that 'A forward-thinking council has led the way in a bold regeneration of the waterfront and has followed rhetoric with hard money and action'.

Physical Regeneration Frameworks support positive change within priority regeneration areas. Recently, new housing has been completed in Mill O' Mains and a major new community facility is being constructed in Whitfield. In Lochee, regeneration works are continuing (Case Study2).

We will seek to further raise the awareness of the contribution of the Planning Service to achieving high quality development and will explore the scope that exists through the LDP Action Programme.

Certainty

Processing agreements for major development proposals are now compulsory in Dundee. Information relating to the benefits of processing agreements and a standard processing agreement template are now available on the Council's website: <http://www.dundee.gov.uk/citydevelopment/processingagreements>

We coordinate pre-application meetings and stakeholder requirements for complex and major development proposals to ensure that developers are given consistency of advice and have a clear understanding of the timescales involved in obtaining planning permission (Case Study 3)

Sites within the City that are the subject of Masterplans or Planning Briefs are allocated to specific officers to give developers and stakeholders a single point of contact from which advice and guidance can be coordinated.

We are ahead of the Development Plan Scheme in terms of the Dundee Local Development Plan. Interested parties are kept informed of progress and the Council's website is regularly updated.

Communications, Engagement And Customer Service

A process for annually reviewing all advice and guidance provided by the Development Management Team has been developed. This will ensure that the advice to members of the public is accurate and reflects current practices.

Effective engagement with a wide range of interested groups and individuals was a significant part of preparing the Proposed Dundee Local Development Plan. Key to the efficient preparation of the Proposed Plan was the effective engagement with key partners including Transport Scotland and Scottish Natural Heritage (Case Study 4).

Following the adoption of the Dundee Local Development Plan we will work with stakeholders to reflect on the plan preparation process with a view to identifying what went well and possible improvements for the future.

We entered four projects for the Scottish Awards for Quality in Planning, two of which have been shortlisted.

Efficient And Effective Decision Making

The Local Review Body meets monthly. However, it is the general practice of the LRB to visit all sites before making its determination with the result that decisions usually take more than two months.

Most stalled applications with S75 Obligations related to projects where the applicant had no interest in pursuing the development. The majority of these applications have now been withdrawn. The Council has developed a standard template for S75 Obligations to address issues that are encountered with greater frequency, thus speeding up the process.

The significant number of “legacy” applications has been reduced. Most related to projects where:

- the applicant had no further interest in the development;
- further information had been requested but not received; or
- proposals had been submitted in tandem with the review of the LDP and the applicant had agreed that a decision would not be made pending the outcome of this process.

Almost all of these applications have now been withdrawn, determined following receipt of the requested information or will be determined shortly following adoption of the Local Development Plan.

Effective Management Structures

Multi-disciplinary Department covering Planning, Economic Development and Transportation ensures that approach to development is positive and co-ordinated. The streamlined Corporate management structure provides clear strategic direction and aids joined up decision making. Positive working relationships exist with elected members.

The Dundee Partnership provides a robust community planning approach, well connected to the Planning Division ensuring a focus on the achievement of strategic outcomes. Strong relationships exist with Local Community Planning Partnerships which promote understanding of local issues and the planning process.

Where possible, staff are encouraged to gain experience in different Teams within the Planning Division, helping to develop skills and ensure that resources can be deployed to priority areas of work.

We have improved working relationships with other Councils and key agencies, providing opportunities for sharing experience.

Financial Management And Local Governance

The City Development Department produces and reviews its Service Plan every three years. Progress towards the achievement of service objectives is regularly monitored.

As part of the Council's Changing for the Future Strategy, a review of statutory and core functions of the Division has been undertaken in order that resources are focused on priority areas. We are currently engaged in the HOPS led project which aims to gain a deeper understanding of the costs involved in the provision of our Planning Service.

Meetings take place on a monthly basis to monitor capital and revenue budgets and ensure compliance with projections. Corporate procurement processes ensure that best value is achieved. Capital projects are closely linked to the development plan, local community plans or masterplans as appropriate.

Culture Of Continuous Improvement

Training Plans for all staff are prepared as an integral part of the Employee Performance and Development Review process, ensuring alignment with work priorities.

The Council supports a programme of management development as part of succession planning arrangements.

All comments received through the Govmetric system are addressed with specific responses given to the customer where they have provided contact details. In most cases, comments relate to the Division's website and this feedback has informed the significant changes made over the past few months (Case Study 5).

Four members of staff are currently being supported through the Licenciate route to become members of the Royal Town Planning Institute. Over the last 12 months a Planning Officer and a Planning Technician have gained membership of the RTPI.

The Development Management Team has made good progress in reviewing the processes involved when consulting stakeholders, other Council Departments, community groups and members of the public. This has been effective in establishing consultation protocols, with performance improvements as a result during 2012/2013. This work will be extended to include other consultees.

3. Supporting Evidence

This Planning Performance Framework report has been prepared within the context set by the Dundee Partnership's Single Outcome Agreement. This sets out partners' priorities for the city and identifies a number of strategic outcomes that are closely linked to the Planning service, including:

- Dundee will be a regional centre with better job opportunities and increased employability for our people
- Our people will live in stable, attractive and popular neighbourhoods
- Our people will have access to high quality and accessible local services and facilities
- Dundee will have a sustainable environment

The means by which the Council intends to contribute to the achievement of these outcomes is set out in the Council Plan which in turn informs individual Department Service Plans. The City Development Department Service Plan for 2012-17 highlights the priorities of the Planning Division. An annual report on progress is submitted to the Council's City Development Committee.

In response to revenue budget projections indicating that significant savings and efficiencies are required for the Council to achieve a balanced budget, a strategy entitled Changing for the Future has been approved by Dundee City Council. The strategy has four headings:

- Service Prioritisation - an assessment of the degree to which services are core or non-core to the priorities of the Council.
- Reshaping the Service Delivery Model - a review of the Council's overall management and organisational structure.
- Assets - the development of a corporate asset and infrastructure strategy.
- Enabling the Change - including workforce planning, mobile and flexible working, electronic document management, voluntary early retirement/ redundancy and a review of staff terms and conditions.

In 2011, the Planning Division assessed its capability to continuously improve services using the Public Sector Improvement Framework. The PSIF assessment identified key areas for improvement and actions to be taken. Progress on these actions is regularly monitored through an online system. The Division will be subject to a PSIF review in 2015.

The Development Management Service has undertaken a customer survey every 3 years. This has involved contacting a random sample of applicants, agents and members of the public who made representations on applications as well as all statutory consultees, community councils/neighbourhood representative structures and councillors. The results of these surveys have consistently shown that negotiating better developments and customer care are ranked by respondents as being of at least equal importance to speed of decision making.

The Council subscribes to Govmetric who provide regular reports on customer service delivery by the Council including the experiences of customers of the planning service through face to face contact, by phone and through our website. The Planning Service constantly updates its practices and procedures to take account of this customer feedback.

Case Study 1 - City Square Refurbishment

City Square is Dundee's premier space in the City Centre and very much at the heart of local life. It is where Dundee comes together to celebrate and to remember; it is the seat of local governance and is the setting to the City Chambers and Caird Hall, a historic and major events venue.

During 2012/13 the Planning Division led an in-house team that designed and delivered a £2 million project to upgrade City Square with a design befitting its status. The palette of hard and soft landscaping materials was carefully selected for their aesthetic and long term maintenance values to complement the surrounding historic buildings.

City Square is now a worthy focus as the centre for life in the city. As a more attractive and useable place, the Square provides for both formal and informal uses including larger scale civic receptions, commercial markets and seasonal events as well as a daily meeting place and valuable addition to the conservation area. The works have been positively received by the public with comments including 'The City Square near Caird Hall looks excellent - well done'.



Case Study 2 - Lochee Highgate Area Redevelopment Masterplan

Lochee is one of Dundee's priority regeneration areas with a large part of the community falling within the bottom 5% on the Scottish Index of Multiple Deprivation. Regeneration is currently focused on the High Street, where the first phase of works was to improve the physical environment of the High Street. This was enabled in 2010 by the Scottish Government's Town Centre Regeneration Fund, with continued funding from the Vacant and Derelict Land Fund (VDLF).

The Planning Division has developed a masterplan, in consultation with local community groups and the Traders' Forum. This provides for a major new gateway into the High Street, creating new sites for commercial and community use to support and improve this Town Centre. The development of improved car parking facilities, a public transport hub, and the identification of sites for residential use to increase the population density of the district centre area are important components of the masterplan.

The current programme of works commenced in 2012 and by the summer of 2014 the infrastructure will be complete. A new anchor supermarket has opened, new commercial premises have been built, and a proposal for the development of 32 flats is being brought forward.

Public involvement in the regeneration has been vital and comments made on the redevelopment plan were very positive, one resident describing the proposals as 'like a dream'.



Case Study 3 - Processing Agreement for Port of Dundee

Part of the Port of Dundee was identified as a Low Carbon Renewables Enterprise Area by the Scottish Government in February 2012. The Council was approached by Scottish Enterprise in March 2012 to discuss the redevelopment of part of this area for the manufacturing and assembly of renewable energy technologies. Initial discussions established that speed and clarity of decision making would be imperative to the success in attracting manufacturers to Dundee.

Through open discussion and negotiation, the Council, applicant, appointed planning agents and key agencies entered into a Processing Agreement for the application, setting the parameters for efficient and effective pre-application discussions, the submission of a Proposal of Application Notice and the determination of the planning application. This led to the approval of the application in 8 weeks, rather than the statutory 16 week timescale associated with major development proposals.

GVA, agents for the application commented that *“the processing agreement created a beneficial partnership between all parties...and ensured that the proposals were considered in a robust and timeous manner”*.



Case Study 4 - Dundee Local Development Plan: Working with Key Agencies

A number of documents, including the Habitats Regulations Appraisal and Transport Background paper were developed to support the preparation of a new Dundee Local Development Plan. From the outset it was recognised that for these documents to successfully contribute to the formulation of the Plan, there would be a need to finely manage their production both in terms of timing and content.

The Planning Division engaged with the Key Agencies - Scottish Natural Heritage and Transport Scotland - as full partners in the Plan making process. This process included developing new practices, sharing of information and technical expertise, as well as administrative and procedural checks as each document was developed. The resulting documents were therefore clear, robust, proportionate and relevant to the Dundee context and delivered in time to have real effect on the emerging policies of the new Local Development Plan.

The early engagement and innovation associated with the methods employed has been recognised through shortlisting for the Scottish Awards for Quality in Planning 2013.



Case Study 5 - Planning Division Web Pages

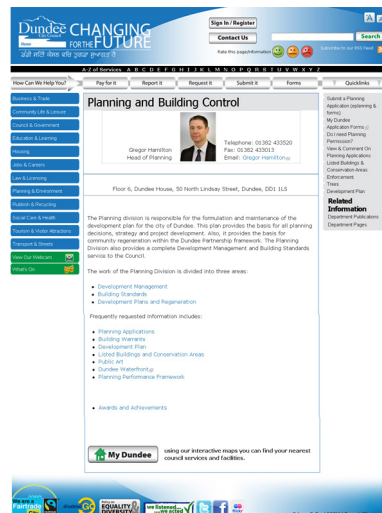
Customers increasingly seek to access Planning information in Dundee through the Council's website. To ensure that customers were able to readily access the right information we have implemented a radical review and redesign of the Planning Division's web pages.

We were informed in our approach by the SOCITM Report which assessed the ease with which internet users perform certain tasks. Learning from best practice we have restructured our web pages, ensuring commonly performed tasks can be undertaken with ease.

All Planning related documents on the website were reviewed and only those that remained current were retained. A logical approach was adopted to ensure that these could be accessed easily by users. The A to Z element of the website was also reviewed and rationalised.

Officers of the Planning Division have been identified as 'owners' of the website content and a process has been instigated to ensure that information is updated and maintained.

We are investigating how we can encourage helpful feedback from customers regarding the Planning Service, building on the Govmetric tool, and this is identified as an improvement measure for 2013/14.



4. Service Improvements 2013-14

A number of areas for service improvement have been identified. These have been prioritised and the actions below will be addressed in the coming year.

- Seek to build on improvements to the website and focus on encouraging improved customer feedback on the Planning Service and areas where further improvements can be achieved.
- Work with stakeholders to reflect on the Dundee Local Development Plan preparation process with a view to identifying what went well and possible improvements for the future.
- Further raise the awareness of the contribution of the Planning Service to achieving high quality development, including exploring the scope that exists through the LDP Action Programme.
- Further consider how the decisions of the Local Review Body can be achieved more quickly
- Utilise the Uniform/Idox system to create constraint layers to assist in the identification of relevant consultees at the application validation stage and ensure that responses are coordinated.
- Review the Scheme of Delegation for Development Management in response to legislative changes, particularly in terms of applications where the Council has an interest.

The following table provides a commentary on the delivery of our service improvement actions from the Planning Service Improvement Plan 2011-12:

Committed Improvements and Actions	Complete
<p>Update the website to provide improved Planning information and publicise the achievements of the Planning Service</p> <ul style="list-style-type: none"> The revised Planning Division web pages went live on 15 August 2013. The revised website that contains a section on the achievements of the Planning Service http://www.dundee.gov.uk/citydevelopment/planningdivisionawards 	Yes
<p>Review and update the Development Management and Enforcement Charters</p> <ul style="list-style-type: none"> The Development Management and Enforcement Charters have been reviewed and uploaded onto the new website. This has ensured that stakeholders, developers and members of the public are better informed of current processes, practices and our commitment to delivering a high quality Development Management service. 	Yes
<p>Introduce protocols with Council services and other agencies regarding input to the Development Management process</p> <ul style="list-style-type: none"> The Development Management Team has reviewed the processes involved when consulting stakeholders, including other Council Departments. There has been good progress in the establishment of protocols, with consequent benefits for performance. However, this can be extended further and this will be pursued in 2013/14. 	Ongoing
<p>Update and raise awareness of Communication Standards to ensure customers experience a high quality service</p> <ul style="list-style-type: none"> Standards have been set out for responding to correspondence, encouraging the use of Plain English and high standards in telephone communications. Adherence requires to be monitored. 	Ongoing
<p>Consider how the decisions of the Local Review Body can be achieved more quickly</p> <ul style="list-style-type: none"> The Scottish local elections in May 2012 led to some delay in some Local Review Body decisions. It is the practice of the LRB to visit all sites before making decisions. This also impacts on timescales as the LRB must meet in public to decide if a site visit is necessary, meaning that the decision is delayed until the following month's meeting at the earliest. Further work remains to be done to encourage the process to speed up whilst maintaining the quality of decision making. 	Ongoing

Committed Improvements and Actions (Continued)	Complete
<p>Improve benchmarking arrangements with other planning authorities to share experience and best practice.</p> <ul style="list-style-type: none"> <i>Cities Benchmarking Group: This group comprising Dundee, Aberdeen, Edinburgh and Glasgow meets every 4 months to discuss a range of common issues with a focus on improving performance through the sharing of ideas. All parties have benefitted from this sharing of practices and procedures.</i> <i>HOPS DM Sub Committee: Meets 3/4 times a year to discuss a range of common issues and in particular the implications of new legislation and practices. Again all participants have benefitted from the sharing of ideas, practices and procedures.</i> <i>East Of Scotland Development Plan Forum: the ability to network with colleagues and share experiences in the different stages of the plan preparation process has allowed for questions and issues to be resolved and help make the process more efficient. The Forum has also been a good vehicle for sharing best practice and raising issues for discussion and developing positive ways forward for dealing with them.</i> <i>TAYplan: joint working arrangements with partner authorities and key agencies has provided the opportunity for discussion of emerging issues and the development of options for addressing them.</i> <i>HOPS DP Sub Committee: Meets regularly to share experience and provide a unified response to Scottish Government on a range of matters. In the past year, areas of input include the Draft SPP and NPF3 MIR.</i> 	Yes

Decision-making timescales

Category	Total number of decisions 2012-2013	Average Timescale (weeks)	
		2012-2013	2011-2012
Major developments	7	24	20.4
Local developments (non-householder)			
• Local: less than 2 months	108	6.7	6.7
• Local: more than 2 months	53	15.8	15.1
Householder developments			
• Local: less than 2 months	160	6.4	6.1
• Local: more than 2 months	15	11.5	10.6
Housing developments			
Major	3	5	12.7
Local housing developments			
• Local: less than 2 months	27	6.9	7.4
• Local: more than 2 months	22	13.4	14.8
Business and industry			
Major	2	PA	-
Local business and industry			
• Local: less than 2 months	36	6.9	6.7
• Local: more than 2 months	9	11.7	12.5
EIA developments	0	-	-
Other consents*	175	6.8	9.2
Planning/legal agreements**	4	53	61.8
Local reviews	9	16	12.5

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

Decision-making: local reviews and appeals

Type	Total number of decisions	Original Decision Upheld			
		2012-2013		2011-2012	
		No.	%	No.	%
Local Reviews	9	6	67	4	36
Appeals to Scottish Ministers	11	8	64	7	58

Enforcement activity

	2012-2013	2011-2012
Cases taken up	170	183
Breaches identified	91	129
Cases resolved	109	98
Notices served***	32	39
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

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

Commentary on Decision Making Timescales

Our primary emphasis is on the quality of planning decision making and achieving successful outcomes. Within this context we seek to deal with applications as quickly as possible. This approach is supported in the responses we receive to our Customer Satisfaction Surveys and is evidenced by our high approval rates.

Our major applications are now being project managed and agreed all timescales are being met. As with our Scottish Government annual returns, we have excluded applications with processing agreements from average timescales. This explains why meaningful figures cannot be given for different types of major applications.

The timescales for processing householder applications are excellent. This is achieved by having dedicated officers dealing with this type of application. On average, local applications are dealt with within a seven week period, principally due to excellent householder performance. Non-householder local developments take just 9 weeks to determine on average. We are seeking to improve on this, but some of the factors are difficult to control including, delays in submitting revised plans, the requirement for Committee determination and delays in concluding legal agreements. It is clear that if the average of 38 weeks for applications subject to planning agreements could be tackled this would have a major impact. We have put processes in place to deal with this. However, it should be recognised that some of these delays were due to the fact that applicants were not prioritising the conclusion of agreements for projects which could not proceed in any event due to current market and funding difficulties.

The timescale for Local Reviews continues to be a cause for concern and this remains an area for improvement. The outcome of Reviews has improved so that it is now similar to appeals where two thirds of decisions were upheld.

Enforcement activity has successfully resolved most breaches identified and again the approach is to seek accommodation wherever possible. The larger number of cases resolved in the period relates to an exercise which was carried out to close off historic cases.

Workforce and Financial Information

As at 31 March 2013

Please note - The figures do not have to be exact - we are looking for a snapshot of each authority

Head Of Planning Service (1)	Tier 3								
	Managers (2)		Main Grade Posts		Technician Posts		Office Support/ Clerical		
	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	Totals
Development Management	1		7		1		5		14
Development Planning	1		7		1				9
Enforcement Staff					2.5				2.5
Cross Service/Other Planning			4		1				5

Staffing Profile	Number
Under 30	3
30-39	8
40-49	9
50 and Over	12

Committees and Site Visits (3)	No. per Year
Full Council committees	11
Planning Committees	22 ¹
Area Committees (where relevant)	N/A
Committee Site Visits	0
LRB (4)	7
LRB Site Visits	9

¹ This Includes 11 meetings each of the Development Management and City Development Committees.

Budgets Planning Service	Budget	Costs		Income (7)
		Direct (5)	Indirect (6)	
Development Management	£834,000	£626,000	£235,000	£0
Development Planning	£201,000	£456,000	£456,000	£309,000
Enforcement	£71,000	£71,000	£0	£0

2. *Managers are those people who are responsible for the operational management of a team/division. They are not necessarily line managers.*
3. *References to committees also include National Park Boards. Number of site visits are those cases where visits were carried out by committees/boards*
4. *This related to the number of meetings of the LRB, application numbers going to LRB are reported elsewhere.*
5. *Direct staff costs covers gross pay, including overtime, national insurance and the superannuation contribution. The appropriate proportion of the direct cost of any staff member within the planning authority concerned spending 30% or more of their time on planning should be included in costs irrespective of what department they are allocated to. (For example: Legal advice, Administration; Typing)*
Exclude staff costs spending less than 30% of their time on planning.
6. *Indirect costs include all other costs attributable to determining planning applications.*
Examples (not exhaustive) are:
 - Accommodation
 - Computing Costs
 - Stationery
 - Office machinery/Equipment
 - Telephone charges
 - Print
 - Advertising
 - T&S
 - Committees
 - Elected Members' expenses
 - The relevant apportionment of Support Service costs
7. *Income - include planning fees for applications and deemed applications. (exclude income from property and planning searches)*