



Dundee City Council

Planning Performance Framework Report

2015-2016

Contents

Introduction	3
1. National Headline Indicators (NHI's)	4
2. Defining & Measuring a High Quality Service	7
3. Supporting Evidence	29
4. Service Improvements 2014-15 Delivery of service improvement actions in 2013-2014	31
5. Decision-making timescales Decision-making: local reviews and appeals Enforcement Activity	35
6. Workforce & Financial Information	38

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 towards 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 [Dundee Partnership's Single Outcome Agreement 2013-2017](#)

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

- Delivery of the £1 billion 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
- Support the City Centre and District Centres in line with the Town Centre First Principle as developed by the Scottish Government and COSLA.
- Secure the installation of new public artworks through the Percent for Art policy (Case Study 1)

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 2015-2016

1. National Headline Indicators (NHIs)

Key outcomes	2015-2016	2014-2015
Development Planning: <ul style="list-style-type: none"> Age of local/strategic development plan(s) (years and months) at end of reporting period Requirement: less than 5 years Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) Were development plan scheme engagement/consultation commitments met during the year? (Y/N) 	2 year 4 months Y N Y	1 Year 4 months Y N Y
Effective Land Supply and Delivery of Outputs <ul style="list-style-type: none"> Established housing land supply 5 year effective housing land supply 5 year housing supply target 5 year effective housing land supply (to one decimal place) Housing approvals Housing completions over the last 5 years Marketable employment land supply Employment land take-up during reporting year 	4,814 units 3,068 units 3,050 units 5 years 819 units 1,147 units 138.6 ha 1.88 ha	5,049 units 3,165 units 3,050 units 5.2 years 182 units 1,261 units 140.48 ha 0 ha
Development Management: <p>Project Planning</p> <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 <p>Decision-making</p> <ul style="list-style-type: none"> application approval rate delegation rate <p>Decision-making timescales</p> <p>Average number of weeks to decision:</p> <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments <p>Legacy Cases</p> <ul style="list-style-type: none"> number cleared during reporting period local developments (non-householder) 	 44.3% 1 100% 96.4% 95.2% 12.5 8.1 7.1 3 6	 36.4% 4 100% 96% 96.4% 13.1 8.3 7.2 0 7
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / reviewed (months) Requirement: review every 2 years number of breaches identified / resolved 	1 Year 2 months 130/78	2 months 151/92

Development Planning

The Dundee Local Development Plan (LDP) was adopted on the 5 December 2013.

The preparatory work for LDP2 commenced in January 2015 with the creation of a detailed project plan (Prince2 based) for the lifecycle of the process. The Development Plan Scheme was approved in March 2015 and is based on the detailed project plan setting out the timescale for LDP2 which is in accordance with the timescales required in Circular 6/2013.

The consultation on the Main Issues Report (MIR) and Environment Report commenced on the 11 January 2016 to 29 February 2016. The consultation encouraged engagement with developers, the public, elected members and other stakeholders. The MIR consultation utilised the Place Standard Tool to engage further with a wide range of groups and organisations. The preparation of the Proposed Plan has commenced and is currently in accordance with the timescale set out in the Development Plan Scheme.

The figures in the National Headline Indicators demonstrate that there continues to be a healthy and effective supply of housing and employment land of varying size, in a diversity of locations available in Dundee.

Development Management

The Planning Service welcomes pre-application discussions and 44.3% of applications were submitted with the benefit of advice from Officers. Providing advice to applicants at an early stage is a priority as this provides developers with clarity, identifies issues early in the process and enables the provision of a high quality service.

The Council has continued to project manage all major applications and has undertaken further training for Officers. The improvement of the management of major applications has assisted in maintaining a high quality planning service to our customers. The project management of major planning applications results in efficient and effective decision making. This is reflected in the Headline Indicators above. The Planning Service continues to promote Processing Agreements to applicants and further information is available on the Council's website.

Our planning application approval rate has increased to 96.4%, reflecting that we aim to achieve a positive outcome for every application. The increase in approval rate is considered to reflect the increase in pre-application discussions. This demonstrates the quality of service provided by the Development Management Team. The level of delegation has remained high at 95.2%.

Following on from last year's PPF the Development Management Team has continued to address the number of legacy applications awaiting determination. This has led to a reduction from 7 to 6. Work on the removal of the remaining legacy applications continues to progress with 4 of the remaining 6 cases currently awaiting Section 75 legal agreements.

The Enforcement Charter is currently up to date and enforcement activity has successfully resolved most breaches identified.



2. Defining and Measuring a High Quality Planning Service

Quality of outcomes – High quality development on the ground;

Dundee has been awarded the title of UNESCO City of Design, the UK's first City to be awarded the designation. Successful placemaking and promoting high quality design continues to be at the forefront of new development within the City. This clear focus has been established within Dundee City Council's Local Development Plan through Policy 7: High Quality Design.

The Council continues to lead on the preparation of detailed design guidance for the Waterfront and on other key sites throughout the City.

One of the key elements of Policy 7 is the requirement on proposals of £1 million or over, to allocate at least 1% of construction costs for inclusion of public art. This requirement seeks to provide additional visual value to a development and through its design and implementation engagement with the community to provide pride in history and place. The Percent for Art Policy (**Case Study 1**) has in various forms been in place for 20 years and has left a legacy of high quality art in publicly accessible locations. The Public Art Policy received an award at the Scottish Awards for Quality 2015, recognising its success in delivering outcomes on the ground.

Whilst, Policy 7 provides a cross cutting design policy which runs through the Plan, Policy 9 provides specific design requirements for new housing development to ensure a good quality layout, provision of amenity and suitable house types according to the location of the proposed site.

The Council continues to promote pre-application discussions as a means to ensure high quality design focus is promoted from the outset. Negotiation of design elements at the pre-application stage helps to limit any delays in processing the application as well as ensuring that development being proposed meets the design policies of the Plan. The effectiveness of these design discussions can be seen in developments such as Whiteburn Parkview (**Case Study 2**), High Mill at Verdant Works (**Case Study 3**) and housing by Invertay Homes (**Case Study 4**).

Early discussion prior to submission of formal applications and ongoing through to determination ensured that the developments met the required design policies not just in the LDP but met the design objectives of national design policy such as [Designing Streets](#) and [Creating Places](#).

The successful 'Reflections' training series continued to assess the effectiveness of the LDP Policies on design have been in delivering high quality development. This involved Development Management and Development Plans and Regeneration Officers visiting a range of sites together to critically assess the quality of the finished development. The findings from these visits were recorded in a lesson learned log and shall inform the preparation of LDP2.



Quality of service and engagement

Open For Business

With the leadership of the Head of Planning and Economic Development, this has assisted the promotion of Dundee as a City that is open for business. This has developed a coordinated and pro-active approach to encouraging and supporting sustainable economic growth within the City. This can be seen particularly in the approach to the promotion of the newly created development sites within the Waterfront whereby Planning has worked closely with Economic Development and the City Engineers to align the design and technical details with the marketing materials, and to underline the opportunity for community benefits/employment.

Dundee City Council and its partners have been undertaking regeneration works in the priority areas of Mill O'Mains, Lochee, Whitfield, Hilltown and the Waterfront. Engaging early with developers, the community and interested parties is a primary focus in order to further promote the City as a whole. The creation of site planning briefs, supplementary guidance, design guides and technical infrastructure documents further assists efforts to promote and market the City.

The Planning Service continues to collate information in relation to housing statistics and allocated housing sites. This has also assisted the identification of windfall sites. Early engagement is encouraged to ensure developments are directed to the appropriate area and are in keeping with the policies contained within the Local Development Plan. All this information feeds back in to the Action Programme of the Dundee Local Development Plan (LDP) 2014 for monitoring of the delivery of allocated sites.

The Council Communications Policy ensures all enquiries are addressed in an efficient manner with a key focus on customer care. There is a duty Planning Officer available in person or via telephone to address general enquiries 08:30 – 17:00 weekdays offering a one-stop shop for all planning enquiries. The Planning Service also operates a general enquiries email inbox that assists to promote pre-application enquiries and provide a high level of service to the Council's customers.

Planning applications have a dedicated Planning Officer for the duration of the process (starting at pre application stage) who coordinates all correspondence, input and meetings both with internal and external interests. On major or larger scale proposals a Project Team shall be created in order to provide a coordinated approach to engage efficiently, reach appropriate decisions and help provide certainty.

Certainty

The Development Management service utilises a number of techniques and procedures to promote engagement and certainty by offering extensive pre application advice, providing guidance on required information as part of a formal submission, agreeing timescales for internal consultees, utilising electronic consultations and the use of Processing Agreements for major applications. Where legal agreements are required the Council request that these are progressed at the same time as the application to prevent delays and provide certainty. The Planning Service continues to ensure that information requests are clear and proportionate and work closely with customers, stakeholders and key agencies.

A wide range of Key Agencies and others have been actively involved in partnership with the Planning Service in development and ongoing work that achieves the aims of the Dundee Local Development Plan Action Programme Implementation Strategy. Actions where engagement has been particularly prominent include National and Strategic Actions, the development of Supplementary Guidance and LDP Policy Actions. To monitor progress a monthly update is carried out with all of the stakeholders involved in delivering the identified projects. An update to the Action Programme is then recorded on the progress being made on each particular project and the anticipated completion date where that is known.

Monitoring the performance of the policies of the LDP includes measuring the percentage of applications decided contrary to the Plan and provides a useful indication of the Plan's robustness. The information from this process has helped to inform project planning for the review of the LDP.

The Dundee LDP through Policy 19 sets out advice in relation to developer contributions towards the costs of infrastructure provision for both on and offsite works. Developer Contributions Supplementary Guidance 2014 provides certainty for developers on the required level of contribution and has assisted to ensure development costs can be assessed at an early stage.

The adopted Local Development Plan establishes the strategy framework to provide certainty for proposed development. The preparation of the forthcoming LDP2 has involved extensive consultation on its Main Issues Report and the Environment Report. A wide range of groups, individuals, stakeholders and interested parties were involved utilising the Place Standard Tool (Case Study 5) to further enhance the effectiveness of the consultation.

Communications, Engagement & Customer Service

The Development Plan Scheme provides over-arching control of detailed project plans that have been prepared for each phase including Work Packages and Work Stages. Prepared using Prince2 style project management techniques, these have been developed in partnership with the Key Agencies and relevant Council Officers and are regularly monitored to ensure that LDP2 is produced on programme. In addition, further joint working with Local Community Officers is being taken forward to seek potential ways for better integration of the Local Community Plan and LDP preparation processes. The Proposed Plan is currently being prepared and is on programme to meet the target timescale for publication.

The Development Management Charter and Planning Enforcement Charter are currently both up to date and set out the standard of customer service that we aim to provide.

The Development Management Charter includes information on how to submit a complaint relating to service delivery and features an interactive form available on the Council's website. Information is also provided on the complaints procedure once a complaint has been received.

A customer survey for Development Management is carried out every 3 years and the Council uses the Govmetric customer service feedback facility. A questionnaire is now issued to applicants and objectors with every decision notice to help enhance service delivery. The level of feedback obtained to date has been limited and further engagement with our customers and stakeholders is required over the coming 12 months and the Planning Service identified this as an area for improvement.

Development Plans and Regeneration Officers work extensively with Local Community Planning Partnerships and various community groups. Local Development Frameworks, Masterplans and Development Briefs are generated in close partnership with local community groups. These normally form part of the Local Community Plan for the area with a wide range of consultation arrangements including press notices, e-mail, posters, leaflets, contact with Local Community Planning Partnerships and sub groups as well as local members and display at Council and local offices.



Governance

Efficient and Effective Decision Making

The increased use of project management techniques has assisted efficient and effective decision making. The replacement Local Development Plan utilises a Prince2 style approach with a detailed Project Plan outlining Key Activities of the preparation process into smaller work stages and associated work packages. This formal structure has ensured Key Milestones have been achieved and allows for risk to be managed effectively and the implications of making changes quickly assessed as to the potential impact.

In order to assist with making the Local Development Plan process efficient, early discussions with Key Agencies has promoted the detailed project plan. This has detailed the key stages requiring their direct input, to allow better management of resources.

Engagement at an early stage with Key Agencies and the development industry has been a key component of the MIR process. Widespread consultation, including round table discussions and the innovative use of the Place Standard Tool has assisted with the preparation of the Local Development Plan. The Planning Service have also briefed elected members on key stages of the Plan making process including workshops and presentations. This engagement strategy shall remain a key component in order to ensure efficient and effective decision making continues.

The cross departmental Housing Initiative Group continues to promote and deliver new housing development on Council owned land. The Group is made up of representatives from Planning, Property and Housing, to consider different and creative ways in which projects may be delivered on a number of Council owned sites and has formed part of delivering the Council's Housing Strategy.

The Group's engagement with housebuilders has provided a structure for efficient and effective decision making throughout the lifespan of housing site delivery.

Invertay (Case Study 4) is an example of the Housing Initiative Group working with a Local House Builder utilising an alternative financial model to deliver affordable housing for sale within a regeneration area. This approach has ensured the City is open for business; the Planning Service has helped provide confidence and certainty through the early engagement of pre-application guidance and effective advice during the timescale of the planning application process.

The Planning Service continues to create and review various forms of guidance including site planning briefs and supplementary guidance to support efficient and effective decision and providing certainty.

Effective Management Structures

Effective management and co-ordinated working with partners is integral to the operation of the City Development Department. The Department includes the City Engineers, Architects Service, Property Service, Transportation Service as well as Planning and Economic Development. Close working relationships within the Planning and Economic Development Service ensures a collaborative and efficient approach to the identification and delivery of key outcomes within the City.

Dundee Partnership's Single Outcome Agreement 2013-2017 and Delivery Plan set out 10 clear outcomes for the Council and its partners and how these are to be achieved. The Dundee Partnership is supported by a network of Local Community Planning Partnerships (LCPPs) that cover the whole of the City providing a focus for partners to take forward and consider the community issues for each area. The Planning Service is closely engaged with the LCPPs, supporting their work where appropriate and involving members in the preparation of the Local Development Plan and other planning strategies (Case Study 5). The Planning Service works with LCPPs as well as other local authority Departments to deliver planning and regeneration priorities.

The Housing Initiative Group is an excellent example of how effective management structures can assist with the delivery of joint Departmental objectives by promoting Council owned land and aims to work with house builders and Registered Social Landlords to consider the innovative ways of bringing development forward on these sites so that positive outcomes can be achieved.

Financial Management And Local Governance

The Council Plan, Single Outcome Agreement and City Development Department Service Plan set objectives for the Planning Service. Performance is regularly monitored and reported to appropriate Council Committees and the Community Planning Partnership. Through this performance monitoring, we can ensure the alignment of resources with work priorities. During 2015/16, a Development Plans Officer was seconded to Development Management to provide cover for staff leaving and long-term absence, thus ensuring that application processing performance was sustained.

On larger projects the formation of a project management team has been utilised to assist with its management. A prime example of this is the Central Waterfront, the formation of a Waterfront Coordination Meeting has supported the project in a number of key areas, including marketing, updating individual aspects of the wider project and the early discussion of development proposals (Case Study 6). Staff resources within the Service have remained constant, requiring work to support Dundee Central Waterfront to be prioritised. However, work on other Projects throughout the City has been actively programmed in recent years to recognise the requirements of the Waterfront Project at this time.

The Council has taken a proactive approach to front fund infrastructure and expected developer contributions are set out from the outset of the application with completion of any legal agreements requested to be done alongside the planning application. The creation of Supplementary Guidance in relation to Developer Contributions has further provided certainty in relation to establishing costs from the outset of a proposal.

The Council supports flexible working arrangements, including facilitating staff to work from home. In appropriate circumstances, this helps support good performance, providing a balanced approach to work.

Meetings take place on a monthly basis to monitor capital and revenue budgets. Corporate procurement processes ensure that best value is achieved. The Council's capital plan is closely aligned to the Local Development Plan, local community plans and masterplans.

Culture Of Continuous Improvement

As part of the ongoing development of staff, each member of staff (management and officer level) is required to undertake a Employee Performance and Development Review process. This 6 monthly review identifies training opportunities and needs. This forms the basis of the training plans for each team within the Service. This process has identified training needs which include a better understanding of project management for all Planning Officers (Case Study 6).

The Council has worked with key agencies and neighbouring Local Authorities to maximise training and development opportunities. Training and learning from the experience of other Local Authorities has further promoted a culture of continuous improvement. The Planning Service has identified this joint working approach to the development of skills as an area to be continued and enhanced.

The Council has continued to provide a regular programme of site visits to completed developments to reflect on the implementation and delivery of policies and development on the ground. The 'Reflection' series has been developed with Officers in Development Management, Policy and Regeneration and Enforcement taking part. The feedback and discussion from these visits has helped inform the monitoring of the LDP. It is intended to continue to use this reflections approach on a regular basis to help build up knowledge and expertise.

Benchmarking with other Local Authorities has been utilised as a tool to ensure continuous improvement. The Development Management team actively engage with other major urban planning authorities. This allows for the sharing of good practice, experience, interpretation of legislation as well as the sharing of any problems and issues that may arise.

The Planning Service is keen to share good practice with other authorities. This is largely channelled through HOPS, Improvement Service initiatives and the close working with TAYplan and the constituent neighbouring authorities. An example of this is information sharing and joint training sessions between Dundee City and Angus Council's Development Management Teams. Information relating to the Development Management Team's on-going process review has also been shared with Perth & Kinross Council. The Planning Service has identified running in-house CPD events as a means to offer best value and continue to develop the skills of its workforce.

The development of staff is a key priority and the Planning Service shall continue supporting its workforce to work towards attaining profession qualifications. This support includes a wide range of developmental opportunities including attending training events and internal secondments. The Service is also committed to help showcase Planning Careers by offering a wide range of work experience to secondary school pupils, those in further education and other professionals looking to investigate opportunities within the Planning sector. The Planning Service is committed to further developing these opportunities.

The potential of linking in more effectively with the preparation of Local Community Plans has been recognised through the early project planning for LDP2. Whilst close working takes place with Communities Officers in regeneration projects, this could be further developed into the preparation of LDP2 and the updating of the Local Community Plans. Training has been provided by Planning Officers to Communities Officers on the benefits of using the Place Standard Tool as a form of engagement.

The Council also uses the Govmetric system to record and address customer feedback. All comments received are addressed with specific responses given to the customer where they have provided contact details. The Council is fully committed to ensuring a high quality of service is delivered and continues to be improved.

Case Studies

Case Study 1 – Percentage for Public Art Policy and Programme

Dundee City Council was the first City in Scotland and the UK to fully commit itself to the Percent for Art programme in 1982. The Council has used a 'Percent for Public Art' Policy through successive Local Plans to secure the delivery of high quality public art within major developments throughout the city in partnership with developers, artists and local communities.

This policy has delivered a legacy of high quality Public Art that enhances the physical environment, adding to the distinctiveness of an area, drawing on historical and cultural references to enhance and strengthen communities and create a real sense of place.

The implementation of this policy has included working with schoolchildren and community groups to set the design brief, with these groups learning more about the cultural and historic references. It has also been used as a training vehicle for unemployed young people who have helped to install some of the works.

Developers of projects where construction costs exceed £1 million are required to spend at least 1% on public art. In contrast to Public Art policies elsewhere in the UK, our Planning Officers work in partnership with the developer, the artist and communities to agree the form, design and location of the public art. The policy does not use legal agreements to secure this public art; instead this is as a result of discussions during the planning process.

This approach has delivered a wide range of public art across the city from major standalone pieces to smaller items that can be discovered when moving through the City as a resident or visitor. For example, public art has been built into Dundee's new school building programme with the incorporation of pieces of stained glass, small sculptures, and unique pieces of street furniture.

The high profile approach and past successes has resulted in prospective developers taking on board the provision of public art as a positive contribution to their development proposals rather than a burden to development. Many of the pieces of public art have then been used by developers and the Council in the publicity and marketing of their development and the City.

The projects have enhanced the public realm and provided distinctiveness. They have drawn on existing or created new identities within communities. Key examples include the Weavers Statue which is central to the regeneration of Lochee, and iconic works within the city centre which have created an instantly recognisable identity for the city.

However, the real scale of the policy's legacy can only really be measured by the public's reaction and what their aspirations are for the future of public art in the city. A recent bid to become City of Culture generated, completely unprompted, suggestions for new public art works and a sense of pride and support for existing works. Furthermore the high quality of public art in the city contributed to the awarding of UNESCO City of Design status to Dundee in 2014 and receiving an award from the Scottish Awards for Quality in Planning 2015 stating; "the reward has paid off with the City now enjoying a significant number of art-based projects, often allowing local stories to be told, visually, and in turn cementing relationships in either new or established communities. Priceless."



AWARD

Dundee City Council - Percent for Public Art Policy



About this initiative

Over the past 20 years, this Policy has sought to secure the delivery of high quality public art within major developments throughout Dundee in partnership with developers, artists and local communities. The delivery of the public art is through planning conditions rather than legal agreements.

Reason for an Award

The Judges felt that this project merited an Award for the sheer commitment by, mainly, one person, who, for over 20 years, has driven 'Percent for Public Art' to deliver outcomes on the ground - expanding from the city centre to surrounding communities. The Judges also recognised, however, that this personal commitment had been continually supported by the planning department, as well as in partnership with developers, schools, the university and communities to create a legacy of high quality public art and enhanced public realm. This 'long-haul' approach has required strength of leadership to continually believe, and sometimes even defend, the impact that art and sculpture can have on people and place. Whilst this took risk, the reward has paid off with the City now enjoying a significant number of art-based projects, often allowing local stories to be told, visually, and in turn cementing relationships in either new or established communities. Priceless.

Who made it happen

Dundee City Council

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Case Study 2 – Whiteburn Parkview

The former Parkview School building in Dundee occupies a prominent, elevated site in the Inner City area of Dundee. The Category B listed school was built in 1898 and had been vacant since 2009. The Council were keen to secure the future of the building and allocated the site for housing in the Dundee LDP 2014.

The property was purchased by Whiteburn and proposed the redevelopment of the former Parkview School building for residential use and a new build housing development within the grounds.

A dedicated internal working group was formed to facilitate the redevelopment of the prominent Category B listed building and brownfield site. The working group was comprised of officers from Development Management, Conservation, and Development Plans & Regeneration teams. The working group contributed to the redevelopment of the site through consistent delivery of information from the Council as well as a forum to resolve issues that arose in a timely manner.

Both the new build and conversion of the historic building contain a range of styles and sizes of units arranged around landscaped courtyard gardens. Most of the units have private gardens, terraces or balconies and the landscape around the site will be enhanced with new planting. North facing units are designed to minimise overlooking and parking is designed to minimise the impact on neighbours.

Initial new build proposals had a mix of single and two bedroom flats. Through discussion these were all made two bedroom with the new build flat block completely redesigned. The school building also had a mix of one and two bedroom flats. Options were discussed, including making all flats two bedroom, however this compromised the layout of the historic building. Through discussion a solution emerged where just 4 out of 21 of the flat conversions were one bedroom.

A close working relationship between Dundee City Council and the project Architect resulted in the creation of a Conservation Strategy which provided a clear and justified approach to the preservation and adaptation of the listed building.

Advice given by the Council working group ensured that the scale, form, mass, height, materials and detailing of the proposed new build elements were appropriate and complementary to the architectural style of the listed building.

This resulted in the new build elements integrating with the existing buildings and site to create a successful balance of public and private outdoor spaces. The communal courtyards to the School and new build blocks bind the residential elements together, while providing space for cycle / car parking and refuse storage and a solution to achieve level access to all units.

The pragmatic working arrangement can be seen as the delivery of an effective Planning Service that resulted in award winning high quality development on the ground. The development has won the following awards; Scottish Home Awards 2016 Winner – Small Housing Development of the Year & Scottish Home Awards 2015 Winner - Renovation of the Year (multiple dwellings). Whiteburn's Development Manager commented regarding the receiving the award; "We are obviously delighted at the recognition for the development, but would like to thank you and your respective teams for your contribution. We trust you'll share our pride in Parkview's contribution to Dundee's evolving landscape".



Case Study 3 – High Mill, Verdant Works

Verdant Works was built in 1833, and is the last working jute mill in Scotland. The property was purchased in 1991 by the Dundee Heritage Trust and was restored and opened by them in 1996 as a museum dedicated to textile industry, an industry that dominated the City's economy and created a legacy for the City to develop.

At its peak in 1900, the jute industry in Dundee employed 50,000 people (half the working population) and supplied much of the world's demand for jute goods. The majority of workers were women and children. This obviously had a dramatic effect on the city and its people and this wider social impact is assessed in the social history galleries.

Verdant Works is a Category A Listed Building of national importance. It is a rare surviving example of a courtyard-type mill, with its original building layout and many original features remaining.

The High Mill was the oldest section of the building that was not restored as part of the creation of the museum in 1996. The condition of the High Mill continued to deteriorate as the Dundee Heritage Trust investigated options to secure the future of the building.

In 2012 a Steering Group was formed to oversee the project to investigate restoration options and provide relevant knowledge and experience. The Steering Group was made of representatives from Dundee Heritage Trust, Dundee City Council, Historic Scotland (Historic Environment Scotland), Tayside Building Preservation Trust. The Steering Group provided a solid foundation to provide a partnership approach by efficiently managing all aspects of the project in order to provide clarity and certainty.

As a member of Dundee City Council's Planning Service represented on the Steering Group this allowed potential issues to be addressed in an efficient and effective manner. This extensive pre application process meant application for Consents were determined within the target dates. Dundee Heritage Trust stated that "Dundee City Council provided clear advice and guidance as part of the Listed Building Consent process. By achieving targets for the processing of the Consent this created certainty allowing for the successful submission for grant funding in an efficient manner."

In September 2015 the High Mill, after an extensive restoration, was formally opened. The project to conserve and convert the High Mill into an open gallery was partly funded by the Heritage Lottery Fund and Historic Environment Scotland. The high quality development has benefitted the City with the creation of a unique visitor attraction that allows the architecture and space of the historic industrial building to be fully appreciated.



© Dundee Heritage Trust

Case Study 4 – Invertay Homes

The Council's Housing Initiative Group was set up as a joint working group between Planning, Property and Housing to deliver housing on Council owned land and this close working arrangement has allowed for a multi-disciplinary approach with aligned decision making that has facilitated the progress of housing development within the City.

A recent example of low cost private housing being delivered within the City has been through the joint working between Dundee City Council and Invertay Homes, a new local housebuilder.

It became apparent during initial discussions with Invertay Homes that their aspirations to build low cost private housing aligned with the Council's regeneration strategy for the Whitfield Area that sought to create a vibrant community by encouraging low cost owner occupied housing into an area that historically had been comprised predominantly of social rented housing.

From the early stages of the project the Council and Invertay Homes worked together and had regular meetings to discuss and agree on aspects of the development such as site identification, innovative funding, phased payments through to the design of site and the detailed information required to obtain planning permission, road construction consents and building warrants.

Invertay Homes recognised the growing demand within the City for private affordable home ownership and their business strategy sought to initially build 30 houses. Invertay Homes employed local architects, engineers and builders and developed the timber house kits on site in a purpose built manufacturing factory.

This close working relationship between the Council and Invertay Homes has allowed for the first owner occupied housing site in the Whitfield area to be successfully delivered.

The success of the sale of the houses and the continued interest in the development has allowed for Invertay Homes and the Council to begin discussions on planning future housing development on the adjacent land.

The pragmatic approach of the Council's Housing Initiative Group and the close working relationship with Invertay Homes allowed for any issues that arose to be discussed and an approach quickly agreed on. This has resulted in the delivery of high quality, low cost, owner occupied housing into the Whitfield area.

Furthermore, the success of delivery of development at this location has demonstrated to other housebuilders that Dundee City Council is open for business and also that there is a demand for private housing in Whitfield.

This has substantially increased the developer interest in the remaining allocated housing sites.



Case Study 5 - LDP Consultation and the Place Standard Tool

A significant challenge in the review of the LDP is to effectively engage with everyone that has a professional or personal interest in the future development of Dundee. As part of the preparation of the Dundee LDP2, Officers sought to identify a new approach to consultation that would engage effectively with communities within the City that were often overlooked when considering spatial planning. Previous traditional approaches such as exhibitions and presentations often resulted in the 'usual suspects' responding to the consultation and whilst effective for some participants they didn't engage with a particularly wide range of communities within the City or deliver a wide range of responses. With the launch of the Scottish Government's Place Standard Tool in December 2015 and the Dundee LDP2 Main Issues Report consultation due to start on January 2016 an opportunity was identified to use this new engagement tool as part of the consultation. This was an opportunity to use a new approach to help communities to look at the place they lived, what were the issues and what would make it better.

As part of the Main Issues Report (MIR) Consultation Strategy various 'hard to reach' groups and communities were identified. Using the Place Standard Tool a series of workshops were carried out with each of these groups using existing established community projects and forums within the City. The tool was tailored for each workshop to make sure that engagement was accessible regardless of age, language or culture.

The use of the Place Standard Tool enabled more effective engagement with the MIR consultation. It provided a simple framework to structure conversations about place. It allowed participants to think about and discuss the physical elements of a place e.g. buildings, spaces, and transport links, as well as social aspects e.g. whether people feel they have a say in decision making. This method of consultation helped to reach more customers and allow more effective engagement with stakeholders and harder to reach groups.

Hosting the workshops in the location that the groups meet allowed for the Planning Service to directly engage with the stakeholders and to facilitate discussion that allowed for the groups to gain a better understanding of spatial planning through using the Place Standard Tool.

The quality of workshops exceeded expectations with both staff and participants engaging together in a positive way, without conflict but in partnership to see how the City could change. The workshops sought to enable empowerment within these communities to not only gain an understanding of spatial planning but also how their participation was contributing to the future development of Dundee. Feedback from some of the groups reflected how beneficial these workshops were to the participants. With a lady from the Dundee International Women's Centre quoted as saying "It's really good to talk about these things; it's important and good that the Council want to help". Feedback like this demonstrates the positive links planning have made with the communities that took part.

With emphasis within Scottish Planning Policy to see better integration between spatial and community planning the use of the Place Standard Tool helps to effectively identify, integrate and coordinate efforts with community planning partners to tackle common issues within Dundee.



Dundee Local Development Plan 2 - Main Issues Report Consultation



The purpose of the Main Issues Report is to help stimulate debate on the main planning issues facing Dundee - Where should new homes go? What type of homes should we be building? What facilities will people need like shops, schools, parks and health centres? Where should new jobs go and how will we travel to them? How do we adapt to a changing climate? How should we plan for future energy needs?

The proposed spatial strategy will continue to focus major new development in the identified Strategic Development Areas and priority will be given to the development of brownfield land as well as greenfield locations to meet the growing demand for new housing.

The Main Issues

12 Main Issues have been identified and comments are sought on each of these and the proposed spatial strategy together with any other land use planning issues.



Case Study 6 - Project Management Training

Recent restructuring of the Planning Service resulted in an increase in the diversity of projects and timescales undertaken by teams within the Service; this includes a wide range of physical regeneration projects, management of the LDP process, statutory permissions and consents and the application and administration of grant funding.

In recognition of this, the Council's management board along with the Employee Performance and Development Reviews identified Project Management skills as a key training priority.

As part of the Council's commitment to continuous improvement and service delivery, Project Management training was arranged with the focus on how the principles of Prince2 can be applied by staff members working within the Planning Service.

The training event was attended by Officers from both Planning teams – Development Management & Development Plans and Regeneration, Building Standards and Economic Development. The range of people in attendance allowed a wider focus of how Project Management techniques could be utilised to ensure the Council's aim and objectives are met.

The course was provided by Dundee and Angus College and was delivered in a flexible way that was individually tailored to those in attendance. The importance of using Project Management techniques was highlighted as a means to provide a high quality of service.

Feedback from a participant stated the "the delivery of the course was excellent and having a range of colleagues from within the Service in attendance helped to create awareness of other practices and perspectives to enable efficient management of projects and continued learning."

The Project Management training has assisted to further develop skills that have been utilised in the formation of specific project teams for considering Major Planning Applications. This has enabled efficient and effective decision-making by ensuring a structure is in place for the life of the application, enhancing communication with the agent/applicant and creating a strong customer focus.

The training has also enhanced how physical regeneration projects are managed, from the initial development of a Project Initiation Document to the management of the actual project. Following this further project management training will be sought specifically on project management software, creation of in-house PID document, closing projects and reflecting on lessons learned. This '360 degree' approach has assisted in the ongoing review of service delivery and continuous improvements to enhance the high quality of service provided by Dundee City Council's Planning Service.



3. Supporting Evidence

This Planning Performance Framework report has been prepared within the context and drawing on evidence from the following sources:

The Dundee Partnership's Single Outcome Agreement 2013-2017.

This sets out the 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 2012-2017 which in turn informs individual Department Service Plans.

The City Development Department Service Plan for 2012-2017, highlights the priorities of the Planning Service. An annual report on progress is submitted to the Council's City Development Committee.

Evidence has also been compiled from the following sources:

[Scottish Government – Planning](#)

[Scottish Government – Directorate for Planning and Environmental Appeals](#)

[TAYplan Strategic Development Plan 2012-2032](#)

[TAYplan Proposed Strategic Development Plan May 2015](#)

[TAYplan SEA Environmental Report 2014](#)

[Dundee Partnership](#)

[Dundee Partnership's Single Outcome Agreement 2013-2017 and Delivery Plan](#)

[City Development Department Service Plan Review 2013](#)

[Dundee Planning and Building Control](#)

[Dundee Planning – Processing Agreements](#)

[Dundee Local Development Plan 2014](#)

[Dundee Local Development Plan – supporting information](#)

[Dundee Housing Land Audit 2014](#)

[Development Management Charter](#)

[Planning Enforcement Charter](#)

[Dundee Heritage Trust](#)



4. Service Improvements 2016-17

In the coming year we will:

Improvement Action 1

Foster closer working connections between the Local Development Plan and Local Community Planning. This will include regular meetings/workshop sessions between planning staff and Community Officers to allow for two way communication/input in preparing both the LDP2 and the Local Community Plans.

Improvement Action 2

Expand the 'Reflections' series of completed developments to build on this approach to help inform both policy preparation and in taking forward the design aspects of planning applications. To review a wider range of application including scale of development.

Improvement Action 3

Investigate alternative ways to engage with customers to seek to gain feedback in relation to the performance of the Development Management Service.

Improvement Action 4

Encourage and enable staff training in more detailed knowledge of specific topic areas, planning-related competencies and transferable skills. To supplement this a programme of 6 in-house CPD events will be developed and delivered for both Development Management Team and Development Plans and Regeneration Team.

Improvement Action 5

Further enhance project management skills across the Planning Service by undertaking training on ways to improve the management of projects including the use of project management software packages, '360 degree approach' ensuring projects are closed and creation of PID template.

Improvement Action 6

Undertake further training opportunities with neighbouring Local Authorities to expand on the skills and maximise best value and share experience.

Improvement Action 7

Over the coming year the Planning Service will support staff towards gaining Chartered Membership of the RTPI, and support continuous development through secondments to other teams to gain a broader experience. The Planning Service shall provide work experience for secondary school pupils and people in further education such as studying at University / College.

Delivery of our service improvement actions in 2015-16:

Committed Improvements and Actions	Complete
<p>Improvement Action 1</p> <p>A Reference Panel will be assembled with the purpose to provide feedback on the drafting of the Main Issues Report and Proposed Plan. The Reference Panel will be comprised of representatives from Development Management, Key Agencies, Academic staff, Community Planning Officers and the Panel will provide feedback on areas such as style, format, readability as well as on the emerging Policy content.</p> <p>The holistic approach to engagement and providing feedback from the MIR has been completed. This form of review shall continue to provide feedback in relation to the drafting of the Proposed Plan.</p>	Ongoing
<p>Improvement Action 2</p> <p>Further develop project management skills across the Planning Service. Project Management training will be arranged with the focus on how the principles of Prince2 can be applied by Officers working within the Planning Service.</p> <p>An initial training course was delivered by Dundee and Angus College to the Planning and Economic Development teams. On completion of the course a number of additional training opportunities have arisen in relation to further enhancing project management skills within the Planning Service, including the use of project management software packages and developing standardised project management forms.</p>	Yes
<p>Improvement Action 3</p> <p>To continue to develop and foster closer working connections between the Local Development Plan and Local Community Planning. This will include regular meetings/ workshop sessions between planning staff and Community Officers to allow for two way communication/input in preparing both the LDP2 and the Local Community Plans</p> <p>A strong working relationship has been development with workshops and sharing of best practice. This has included meetings to demonstrate how the Place Standard Tool can be utilised in consultations and the impact that social media can have to improve engagement.</p>	Ongoing
<p>Improvement Action 4</p> <p>Prepare a standard supporting information checklist to be used as part of the pre application discussions and to feed into processing agreements.</p> <p>A standard template for processing agreements has been developed and is in active use during pre-application discussions for all major developments within Dundee. This process allows for the timely identification of supporting information needed to assess developments and also allows timescales for their production, assessment and if necessary revision to be agreed. The standard template has provided the case officer and applicant with clarity in terms of the information required in support of an application but also of the timescales involved in receiving a planning decision for a particular development.</p>	Yes

Committed Improvements and Actions (Continued)	Complete
<p>Improvement Action 5</p> <p>To develop a training programme with SNH and Angus Council to further develop the understanding of the Natural Environment in the east coast of Scotland and the carrying out of Habitat Regulations Appraisals.</p> <p>A series of successful training events with SNH and Angus Council have been completed. The events have further provided a better understanding of legislation, best practice and forming good working procedures.</p>	Yes
<p>Improvement Action 6</p> <p>Due to the limited response to the Development Management questionnaire a review of the approach taken will be carried out and alternative methods put in place to seek to gain feedback from the customers of the Development Management Service.</p> <p>At the end of meetings with applicants, developers and agents, Case Officers have manually completed the Development Management questionnaire. This has provided the Development Management Team with valuable feedback in terms of customer service and performance. A recurring concern from applicants has been the lack of contact with the Case Officer before a planning decision is made. Although Case Officers can be contacted at any time by applicants or agents, we have introduced Application Updates whereby Case Officers contact applicants and/ or agents 4 weeks after an application has been validated to provide a progress update. This may be to request additional information or to inform the applicant and/ or agent that no objections have been received and the application will progress to be determined using delegated powers.</p>	Ongoing
<p>Improvement Action 7</p> <p>To continue with the Reflections series of completed developments and build on this approach to help inform both policy preparation and in taking forward the design aspects of planning applications.</p> <p>The success of the Reflections series has demonstrated the importance of reviewing decisions as a means to support continued improvement. The Reflections series shall be an annual undertaking.</p>	Ongoing

5. Decision-making timescales

Category	Total number of decisions 2015-2016	Average Timescale (weeks)	
		2015-2016	2014-2015
Major developments	7	12.5	13.1
Local developments (non-householder)	244	8.1	
• Local: less than 2 months	64%	7.2	6.9
• Local: more than 2 months	36%	12.4	11.9
Householder developments	218	7.1	
• Local: less than 2 months	92.4%	6.7	6.8
• Local: more than 2 months	8.36%	11.4	12
Housing developments	3	13	17.8
Major			
Local housing developments	71	9.7	
• Local: less than 2 months	52.1%	7.4	7.4
• Local: more than 2 months	47.99%	12.1	13.0
Business and industry	0	-	11.5
Major			
Local business and industry	6	7.6	-
• Local: less than 2 months	83.33%	7.4	6.2
• Local: more than 2 months	16.66%	8.6	11.5
EIA developments	-	-	0
Other consents*	214	6.8	7.1
Planning/legal agreements**			
• Major: Average Time	1	9.7	12.7
• Local: Average Time	0	-	12.7
Local reviews	2	12	17.1

* 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			
		2015-2016		2014-2015	
		No.	%	No.	%
Local Reviews	8	7	87.5	7	100
Appeals to Scottish Ministers	8	6	75	7	46.7

Enforcement activity

	2015-2016	2014-2015
Cases taken up	143	161
Breaches identified	130	148
Cases resolved	78	100
Notices served***	7	12
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.

Context

Performance of decision making timescales over the last year has largely been maintained.

The timescales for decision making for major applications has improved as a result of the increased use of project management techniques and the formation of specific project teams.

In terms of local developments, there has been a slight decline in performance in householder applications. This is due to an increased focus of resources on larger scale applications that significantly impact on the City of Dundee.

There has been a slight increase in the number of Local Review Body appeals and a decrease in the number of appeals to DPEA. In terms of appeals the performance has improved with an increase in the number of decisions being upheld. Review performance has slightly decreased, although over the last 12 months the number of reviews and appeals is low meaning that any decisions that are overturned impact on the statistics significantly.



6. Workforce and Financial Information

	Tier 1	Tier 2	Tier 3	Tier 4
Head Of Planning	-	-	√	-

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

	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	-	4	1	-	-	3	-	9
Development Plans & Regeneration	1	-	9	-	3	-	-	-	13
Enforcement Staff	-	-	-	-	2.5	-	-	-	2.5
Other	-	-	-	-	-	-	-	-	0

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

Staffing Profile	Number
Under 30	2
30-39	11
40-49	7
50 and Over	6

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 ² (4)	8
LRB Site Visits	7

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

² This relates to the number of meetings of the LRB. The number of applications going to LRB are reported elsewhere.

Budgets Planning Service	Total Budget	Costs		Income (***)
		Direct (*)	Indirect (**)	
Development Management	£241,000	£401,000	£182,000	£560,000
Development Planning	£571,000	£431,000	£151,000	-
Enforcement	£90,000	£90,000	£0	-
Other	£338,000	£231,000	£71,000	-
Total	£1,289,000	£1,209,000	£443,000	£560,000

³ Direct staff costs covers gross pay (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority spending 30% 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 spending less than 30% of their time on planning.

⁴ Indirect costs include all other costs attributable to the Planning Service. Examples (not exhaustive) include accommodation, IT, stationary, office equipment, telephone charges, printing, advertising, travel & subsistence, apportionment of support service costs.

⁵ Include fees from planning applications and deemed applications, and recharges for advertising costs etc. Exclude income from property and planning searches.