



Dundee City Council

Planning Performance Framework Report

2014-2015

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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 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
- 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 2014-2015

1. National Headline Indicators (NHIs)

Key outcomes	2014-2015	2013-2014
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) 	1 year 4 months Y N Y	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 	5,049 units 3,165 units 3,050 units 5.2 years 182 units 1,261 units 140.48 ha 0 ha	5,314 units 3,221 units 3,050 units 5.5 years 190 units 1,423 units 136.54 ha 0.69 ha
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 Decision-making timescales Average number of weeks to decision: <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments Legacy Cases <ul style="list-style-type: none"> number cleared during reporting period local developments (non-householder) 	36.4% 4 100% 96% 96.4% 13.1 8.3 7.2 0 7	41% 2 100% 94.9% 91.8% 12.5 8.4 6.8 0 5
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / reviewed (months) Requirement: review every 2 years number of breaches identified / resolved 	2 months 151/92	13 months 149/118

Commentary on National Headline Indicators

Development Planning

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

The Supplementary Guidance identified in the LDP on Developer Contributions was adopted in November 2014, with Air Quality and Land Use Planning adopted in January 2015. Both of these pieces of guidance set out the information required to support planning applications and the level of developer contributions that may be required. The Supplementary Guidance on Householder Development Advice and Best Practice has been approved by the Council and will be progressed to the Scottish Government for their consideration. This guidance provides a single source for householders, agents and the public setting out advice and best practice in relation to the application process and on achieving high quality design. The potential requirement for guidance on flood risk management has been superseded by other work carried out in this area and as such it is no longer considered necessary to prepare this particular guidance. On adoption of the Householder Development Advice and Best Practice all Supplementary Guidance identified in the LDP will have been adopted.

The preparatory work for LDP2 commenced in January 2015 with the preparation 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 and sets out the timescale for LDP2 which is in accordance with the timescales required in Circular 6/2013. The first phase in the pre Main Issues Report (MIR) stage is now underway with early engagement with developers, the public, elected members and other stakeholders. This has taken the form of a consultation on a call for sites and main issues accompanied with a newsletter setting out the details of the process. This consultation commenced on the 16 March 2015 and will be completed by the end of April 2015. This will inform the preparation of the Monitoring Statement (MS) and MIR. The early stages for the preparation of the LDP are all 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

Dundee City Council welcomes pre-application discussions and 36.4% of applications were submitted with the benefit of advice from officers. This figure is based on the formal recording on the planning application form by the applicant where they declare that such discussions took place. There are also instances where discussions took place but have not been formally recorded on the application form. Although the recorded figures show a slight decrease in the number of pre-application discussions from 2013/2014, the Council considers that there has not been an actual drop in the level of pre-application advice given. The Council continues to strive to encourage early participation and the use of pre application discussions and meetings.

There are procedures in place to ensure that all major applications are project managed. Out of the 9 major applications received only 4 required processing agreements. Three of the nine major applications were under Section 42 of the Act and did not raise complex planning issues that lead to them requiring a processing agreement. The remaining two major applications had been the subject of extensive pre-application discussions. During these discussions all of the information required to determine the applications was identified. This information was then submitted with the applications allowing for their timeous determination. All of the major applications received were determined within the statutory timescales.

The application approval rate has increased to 96%, reflecting the fact that the Council's 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 also increased to 96.4%.

The timescale for major applications has increased slightly from the previous year to 13.1 weeks. This is a reflection of the increased number of major planning applications received and staffing turnover within the Development Management team throughout the last 12 months. However, all of the major planning applications received were determined within the statutory timescales.

The number of legacy applications has increased from 5 to 7 over the last 12 months. However, three of these applications relate to designated housing sites HP01 and HP02 of the Dundee Local Development Plan 2014. These strategic housing sites have recently come under the control of Springfield Properties and planning permission granted for residential development. Two legacy applications still exist due to delays in the applicants signing the associated Section 75 Planning Obligations with the other two existing due to outstanding statutory advertisement fees. The applicants for the seven legacy applications have been approached by the City Development Department to request that they either withdraw their application or settle the outstanding matters.

The Enforcement Charter was reviewed in March 2015 and enforcement activity has continued to successfully resolve most breaches identified.

2. Defining and Measuring a High Quality Planning Service

Open For Business

In March 2015 as part of the overall restructuring of the City Council the existing Planning and Economic Development Divisions were merged into one combined Division under a Head of Planning and Economic Development. This merger has sought to develop a more 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 Central Waterfront whereby the Planning Division 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. (Case Study 1)

The Dundee Waterfront project has reached a transitional stage with an increased focus on the planning and delivery of development on the newly formed development sites. In order to provide confidence to prospective investors and developers, and ensure the effective delivery of the development sites the City Development Department has prepared a full suite of design and technical infrastructure documents for each of the sites. The documents provide both overall and site specific design guidance and full technical guidance for each development site. These provide a single source of all the necessary upfront planning and technical information required for investment decisions by interested investors. (Case Study 1)

The Housing Initiative Group was set up as a joint working group between Planning, Property and Housing to deliver housing on Council owned land. The group meets with housebuilders interested in building on Council owned sites to help identify suitable sites and engage in early discussion of what would be appropriate on the site. The group also considers different and creative ways in which projects may be delivered on some of these sites. A recent example of this approach has been working on a different financial model with a local house builder to deliver affordable housing for sale within the Whitfield regeneration area.

The Planning Division gathers real time information on the progress of allocated housing sites and identify windfall sites. This information includes pre-application meetings, submitted planning applications, permissions granted/refused, development commenced/completed. This is recorded on a GIS layer with supporting spreadsheets setting out all application details and allows for the monitoring of progress on all sites. This information is hosted on the Council's website and highlights the status on each site and what sites are still available. 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 has in place a Communications Policy which Officers follow in terms of all responses including to e-mails received through the Development Management mailbox. There is also provision during office hours (5 days a week) of a duty Planning Officer who can provide verbal advice on various planning matters in person at Dundee House reception or via the dedicated planning phone number. In addition, each planning application has a dedicated Planning Officer for the life of the process (starting at pre application stage) and coordinates all correspondence, input and meetings both with internal and external interests.



High Quality Development On The Ground

The Dundee LDP through Policy 7 establishes a clear policy context for achieving placemaking and high quality design in new development. With the awarding of the title of UNESCO City of Design, high quality design continues to be at the forefront of new development within the City. As indicated in Case Study 1 the Council has prepared detailed design guidance for the waterfront as a whole and more specifically for each of the individual sites.

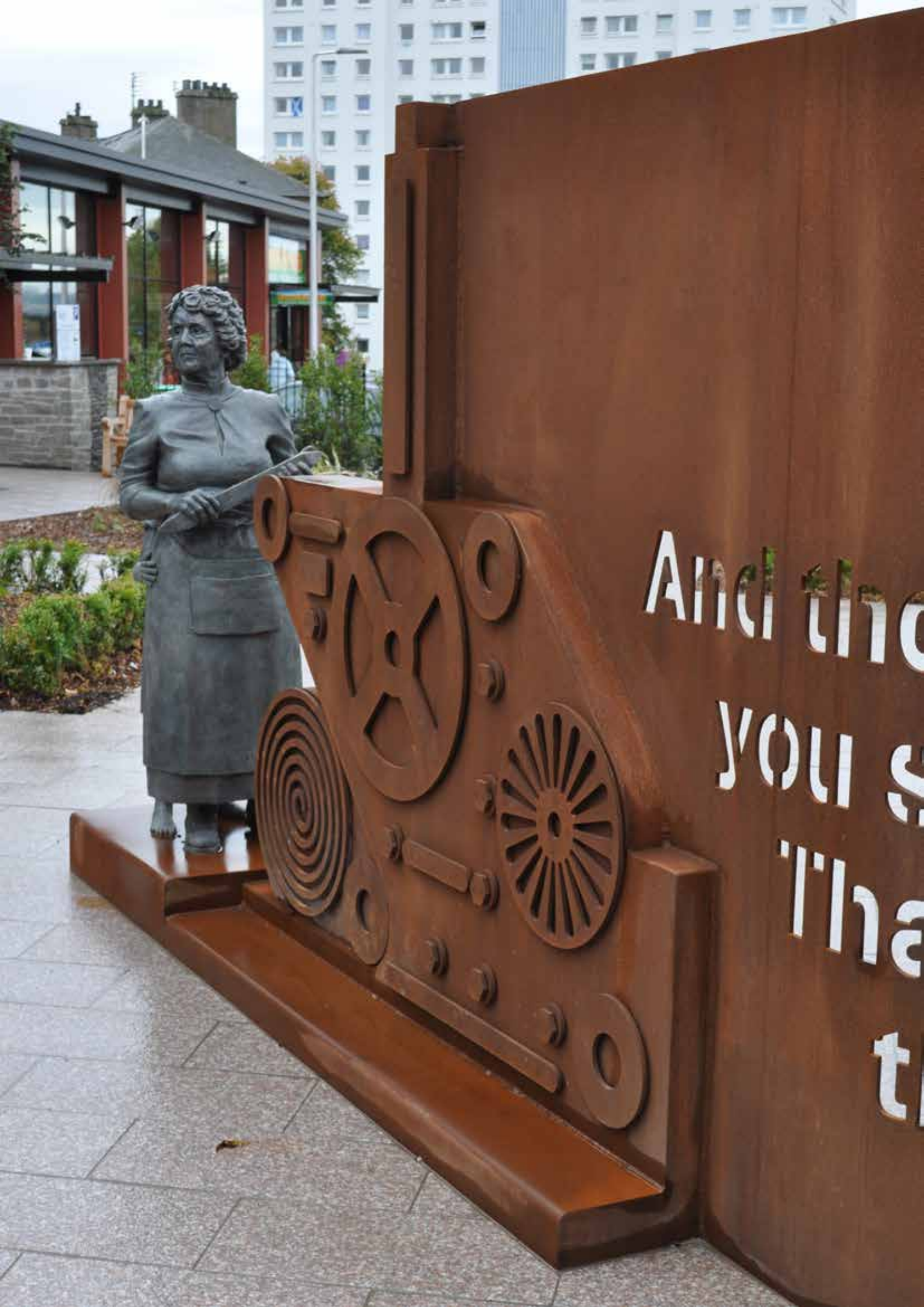
One of the key elements of Policy 7 is the percent for public art requirement on proposals of £1 million or over, allocating at least 1% of construction costs for inclusion of public art. This requirement seeks to provide additional visual value to a development and through its design and implementation engagement with the community to provide pride in history and place. An example of this is in the Lochee Regeneration Area with the erection of the Weavers statue linking the area to its history of the mills and more specifically to a local resident who worked in the mill. The Percent for Art Policy has in various forms been in place for 20 years and has left a legacy of high quality art in publicly accessible locations.

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. Where possible negotiation of design improvements and solutions are discussed at a pre-application stage rather than once the application is submitted. This 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 development such as the Western Gateway Strategic Development Area. Discussion with the developer prior to submission and ongoing through determination ensured that the development 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](#). (Case Study 6)

In order to ensure good quality development even for small alterations and extensions to properties the Council has prepared Householder Supplementary Guidance. Working alongside planning students from the University of Dundee, the Council through consultation sought to ensure that the document was readable, usable and fit for purpose. (Case Study 2)

To assess how effective the LDP Policies on design have been in delivering high quality development a Reflections training series was organised. 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. These findings will be added into the monitoring of the LDP and will help inform the preparation of LDP2.

In order to help with the successful implementation of the LDP design policies and ensure the delivery of high quality design within the City, the Planning Division has a specialist placemaking/design Planning Officer who has been involved in the creation of the design briefs for the Waterfront and leads on the preparation of design guidance and inputs into the determination of planning applications where design issues are significant. There is also a Public Art Planning Officer within the Planning Division who operates the public arts programme and other design input into major projects including the 3D modelling of the waterfront project



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Certainty

A wide range of Key Agencies and others have been actively involved in partnership with the Planning Division in development and ongoing work that promotes the aims and actions 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 as appropriate. 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.

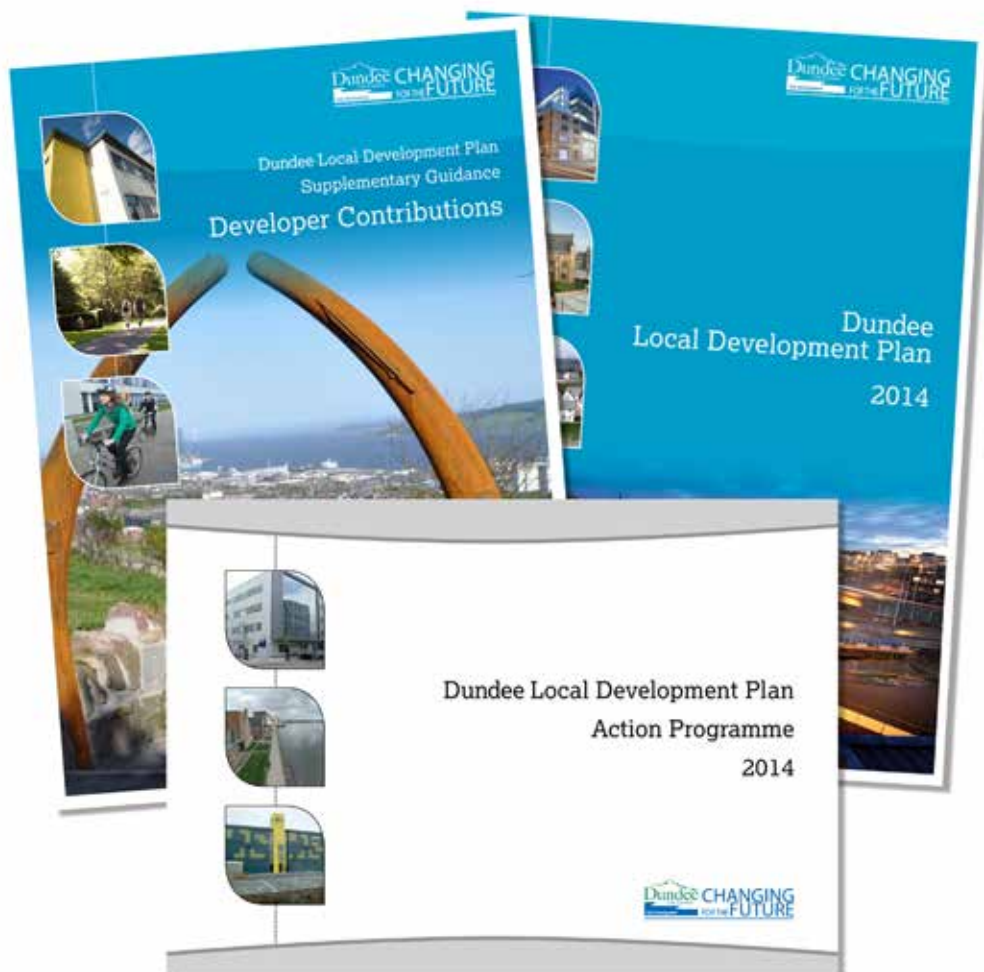
Monitoring the performance of the policies of the LDP includes measuring the percentage of applications decided contrary to the Plan and provides a useful indication of the Plan's robustness. The information from this process has helped to inform project planning for the review of the LDP.

Prospective developers are strongly encouraged to engage in pre-application discussions as early as possible. This pre-application advice is free of charge and is provided as soon as is practical following the initial request. The meetings will normally be led by the prospective Case Officer (Development Management) to ensure consistency and will include input from all relevant Council officers and where appropriate external agencies such as SEPA and TACTRAN. Getting involved at an early stage seeks to ensure advice and decisions are aligned from the outset and all information requirements to support the application are identified, discussed and proportionate. Pre-application meetings take place as round table discussions with all relevant officers in attendance. A focus for these meetings is to seek to ensure sustainable economic development is delivered with the achievement of high quality design and layout in accordance with the policy requirements 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 has now been adopted as part of the LDP. This is aligned with Circular 3/2012 and provides further clarity and guidance for developers early in the planning process. This allows for the potential financial implications to be factored into development appraisals prior to commercial decisions being undertaken. As part of this process the Council has taken, and continues to take, a proactive role to enable development to be delivered through the front funding of major infrastructure works e.g. roads, schools and SUDS in Whitfield and roads, utilities and greenspace at the Central Waterfront. The Supplementary Guidance has set out the projects the Council has invested in and what contributions will be required by the developer. The expenditure is then recouped through either land sales or via a roof tax as development progresses. In practice developers are advised early in the planning process, and asked to align the completion of legal or other agreements with the planning application to ensure there are no delays to either process. (Case Study 6)

The use of Processing Agreements for major applications continues to be promoted with recent examples including development of Michelin and the Western Gateway Strategic Development Area. These set clear and realistic timescales for actions and decisions. (Case Study 5 & 6). In reviewing the approach to Processing Agreements and carrying out pre-application discussions the potential of preparing a standard supporting information checklist is being pursued.

Preparatory work for development of the forthcoming LDP2 has reached Main Issues Report stage. Early in-house engagement in the process has involved the staff of various Council Departments including Local Community Planning Officers and their associated Partnerships. 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 track. In addition, further joint working with Local Community Officers is to be taken forward to seek potential ways for better integration of the Local Community Plan and LDP preparation processes.



Communications, Engagement And Customer Service

The [Development Management Charter](#) and [Planning Enforcement Charter](#) have both been updated in 2015 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 the way we have delivered our service 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.

Customers are encouraged to read the Development Management Service – A Users Guide, (revised in March 2015), which gives comprehensive general information on the pre-planning and planning application process including how to make objections and representations, how decisions are made, reviews and appeals, the link with building standards services and direct contact details for all Development Management officers.

A dedicated Planning Officer telephone contact point is in place to help customers engage with the right people at a time that is convenient to them offering a one-stop-shop for all planning enquiries. A dedicated Planning Officer is also available at main reception during office hours. This is supported by individual e-mail contact points for Development Management and Development Plans and Regeneration.

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. This is an identified area for improvement.

The Council positively encourages the use of Processing Agreements where appropriate to assist in the determination of more significant and complex applications and promotes use of the standard template offered by the Scottish Government website. Use of Processing Agreements has been positively supported by developers and applicants (Case Study 6). The Council's website retains a responsive design which means that it can be viewed on any device with the format changing to ensure that the content and functionality remains the same and continues to extend the range of information available in order to improve the panoply of the Public Access system.

Development Plans and Regeneration Officers work extensively with Communities Officers, 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.

The good working relationship established between the Planning Division and SNH is being further strengthened through a training programme to be prepared and delivered

by SNH in partnership with Angus Council. SNH has also been engaged in development of the Dundee Green Network guidance that aims to support Policy 36 of the Dundee LDP by providing a strategy that will promote the protection and development of the City's green network. It is anticipated that the strategy will be approved in late 2015. (Case Study 3). In working closely with SNH the following reflection was received:

"It was invaluable for us to understand how Dundee City Development Plans and Regeneration team work closely with their Development Management colleagues. Close liaison between the plan maker and the development planner means that all of the environmental information that is pulled together to inform the spatial elements of the plan, particularly from Strategic Environmental Assessment, is followed through to the decision making process. This is putting the Development Plan at the heart of decision-making and reinforces our approach of focusing our resources into working with you early in the plan making process. This is an approach that I have already commended to other Local Planning Authorities as good practice."

A strong working relationship with SEPA has also been enhanced through partnership working on the Tay Flood Risk Strategy, Tay Estuary and Montrose Basin Flood Risk Management Plan and Action Plan as well as officer meetings held in-house with SEPA's representatives.

To ensure that local community planning is woven into the preparation of LDP2 early engagement has taken place with Local Community Planning Officers through workshop sessions to identify potential main issues and pull together the issues arising from Local Community Plans that should inform the preparation of the MIR. Local Community Planning Officers engagement has been built in as a fundamental part of the LDP2 preparation process. Local Community Officers will also be partners in the preparation of the MIR and the following consultation and engagement processes.

Efficient and Effective Decision Making

To support the preparation of the replacement Local Development Plan we use Prince2 style project management techniques. A detailed Project Plan has been prepared which breaks down the Key Activities of the preparation process into smaller work stages and associated work packages. This provides an agreed structure and sets out individual deadlines which align with the project's Key Milestones. Regular monitoring of the Project Plan avoids slippage and ensures that the replacement LDP is produced in line with the Development Plan Scheme timetable. The project plan also allows for risk to be managed effectively and the implications of making changes quickly assessed to the potential impact.

Initial project planning meetings have been carried out with all of the Key Agencies to ensure that they are aware of the detailed project plan and when their input will be required into key stages including, input into drafting the Monitoring Statement and the MIR. Initial meetings also have included identifying the main issues that Key Agencies consider need to be addressed in Dundee. A successful approach was taken to the engagement with the Key Stakeholders which was based around a walking tour of the City covering the likely main issues. This received positive feedback from stakeholders in bringing the issues alive and the following note was received from Scottish Water.

"The walking tour assisted me in capturing some of the challenges, issues and sensitivities faced by Dundee City Council. This approach helped to understand the inter-relationships of planning past and present on the sites visited. How challenges and issues differ between various parts of the city, be it historical, commercial, educational, lifestyle, transport, infrastructure etc.

This approach afforded me the opportunity to ask pertinent questions in an informal way that could assist me in my capacity as a Key Agency. In addition, I felt it useful to engage other Key Agencies in discussing some of the issues and challenges relevant to my area of work.

The round table discussion and the way in which the Council set out how they intend to progress the LDP2 was very useful."

Early engagement with the development industry has also taken place as part of the pre-MIR process. This comprised widespread consultation with developers and investors, as well as round table discussions with industry bodies including Homes for Scotland and the Scottish Building Federation. Further and proportionate engagement will take place with the industry throughout the development plan preparation.

Early engagement with elected members has taken place through the call for sites/issues. Further and proportionate engagement will take place with elected members over the period before the draft MIR is prepared and throughout the development plan preparation. This will take the form of presentations/workshop sessions.

Effective Management Structures

Effective management structure and co-ordinated working with partners is integral to the operation of the City Development Department. The Department includes the City Engineers, Architects Division, Property Division, Transportation Division as well as Planning and Economic Development. The recent merging of the Planning and Economic Development Divisions 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 Division 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. The Planning Division works with LCPPs as well as other local authority departments to deliver planning and regeneration priorities.

This planning led partnership and collaboration between the Council and LCPP partners can be seen in innovative projects such as the award winning life services building, The Crescent in the Whitfield regeneration area, with partners such as NHS, Social Work, Leisure and Communities coming together under one roof and working alongside each other to serve the community. (Case Study 4)

The Planning Division has strong working relationships with the Council's Housing Department and Property colleagues forming part of the Housing Initiative Group. This group actively promote and monitors progress on land disposals and regularly reviews the status of the Council owned housing sites. This Group assist in the delivery of joint objectives of each Department 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.

The Planning Division also works closely with key agencies, drawing on their expertise to help inform and ensure the preparation and delivery of LDP policies with the national policy agenda. Recent work on the Green Network Infrastructure Guidance has been prepared in partnership with colleagues in the Environment Department and SNH to help deliver guidance which seeks to create a joined up approach in delivering a stronger green network throughout the City. (Case Study 3)

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 2014/15, 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.

Infrastructure works at Dundee Central Waterfront are nearing completion and marketing has commenced of the development plots that have been created in this area. In support of this marketing, staff resources have been committed to preparing detailed planning guidance to prospective interests. This guidance will help secure development of an appropriate type and quality, maximising the transformational benefit of this Project. Staff resources within the Division 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 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 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 undergo a 6 monthly review to identify training opportunities and needs. This forms the basis of the training plans for each team within the Division. This process has identified training needs which include a better understanding of project management for all Planning Officers.

Using links with key agencies such as SNH and other partners such as the University of Dundee and Abertay University has provided opportunities for pursuing the potential for training on specific guidance and best practice. Future opportunities to develop further training in areas such as project management are being explored with Dundee & Angus College.

An improvement identified in the previous PPF was 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, 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.

The Development Management team actively engage in benchmarking exercises with other major urban and rural 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 Division is keen to share good practice with other authorities. This is largely channelled through HOPS and Improvement Service initiatives and the close working with the neighbouring TAYplan 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 lessons learned log from the LDP project plan highlighted the potential benefit of a reference panel from a wide range of stakeholders to provide feedback on the preparation of the draft MS/MIR/Proposed Plan. This would allow for constructive feedback on the style, format and content of the emerging policies.

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 it is considered that this could be further developed into the preparation of LDP2 and the updating of the Local Community Plans.

Case Study 1 -

Dundee Central Waterfront Development Design Briefs

Recognised as a National Development within NPF3, Dundee Central Waterfront Development is a major contributor to the regeneration of the City and a key project within the wider Dundee Waterfront development. Major infrastructure works which were originally established within the Waterfront Development Masterplan 2001-2031 are almost complete and the various council owned development sites continue to become live and ready for development.

To support high quality development, a comprehensive set of documents have been prepared for developers, contractors and designers. This design tool follows the advice contained within SPP paragraphs 55 and 57, and PAN83: Masterplanning.

Developer confidence is a key motivation behind the four key documents, which provide strategic/site specific infrastructure information and planning and design information. These documents will be invaluable during the site procurement negotiations between the City Council and potential developers, and they also support 'Policy 7 High Quality Design' of Dundee's Local Development Plan.

While the infrastructure information establishes parameters which will inform design proposals, the Planning and Urban Design Framework and the associated Site Development Briefs are the key documents driving forward the requirement for high quality design and development.

The Planning and Urban Design Framework establishes the vision and context of the masterplan, principally the expansion of the existing City Centre through a new vibrant, mixed use, development which reconnects the City to the waterfront. Planning principles establish the need for sites to reinforce this vision by responding to the City's recent UNESCO City of Design Status; site context; building uses; accessibility requirements; open spaces; green infrastructure; and public art provision. Design principles strengthen the vision further by outlining the need for exceptional design quality; a 21st century working and living environment; innovative and sustainable design solutions; vibrant and active frontages; and distinctive, contextual and enduring design. Specific sections on urban grain, building characteristics, form, scale, mass, materials, detailing and landscaping are covered to provide robust guidance.

Site Development Briefs provide further planning and design guidance for each individual site, focusing on location and context; townscape; site layout; scale, height and massing; materials and elevation detail; roofs; floor uses; and access and parking. These briefs are particularly helpful for highlighting specific site characteristics; key contextual issues; plot division; height and massing requirements; and links to specific information within the infrastructure documents and the Planning and Urban Design Framework.

As the Central Waterfront Development progresses, new challenges emerge. In response the City Council continues to expand the remit of the guidance with new documents which cover aspects such as the design of shop fronts and lighting.



Planning & Urban
Design Framework



Site 10
Development Brief



Site 17 Infrastructure
Information



Strategic Infrastructure
Information



Case Study 2

Supplementary Guidance: Householder Development – Advice and Best Practice

The Dundee Local Development Plan 2014 identified the requirement to produce Supplementary Guidance to provide advice and best practice on the design, scale and location of householder development.

The Planning Division's key objective was to produce a succinct and user friendly document. To this end the 20 page document uses a 4-step approach to outline initial advice, advice on how development should fit in with the wider environment, good design practice and other consents and permissions that may need to be applied for.

'SketchUp', a 3D modelling computer program, is used by the Planning Division as a visual tool to promote the Dundee Waterfront development. This visual tool was used throughout the Supplementary Guidance to help illustrate and provide a clear explanation of good and bad design practice.

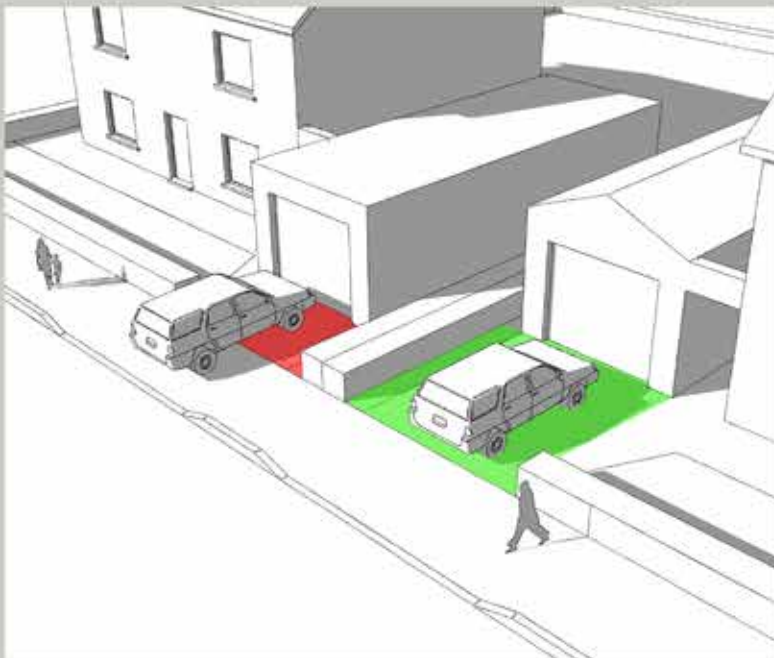
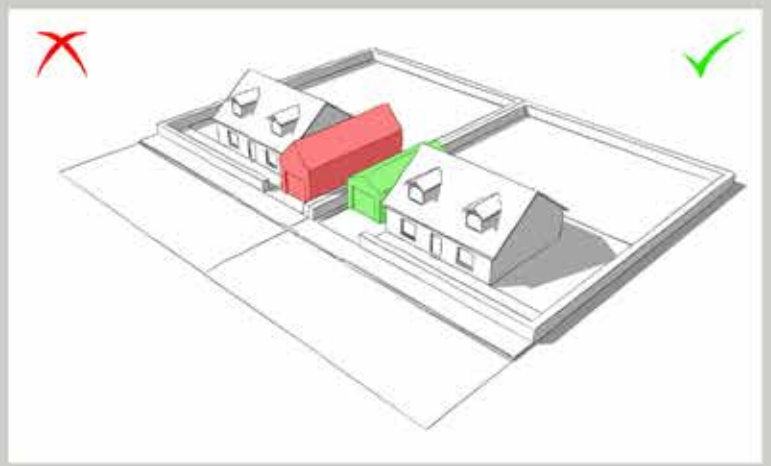
A period of public consultation was undertaken on the draft Supplementary Guidance between 28 January 2015 and 11 March 2015. Information boards were displayed throughout the consultation period in the reception area of Dundee City Council and in the Central Library and these were manned on two dates during the consultation period to answer any questions directly.

Given the subject matter of the Supplementary Guidance, additional efforts were taken to ensure that external stakeholders, including architects and planning consultants who regularly submit planning applications for householder developments, were also informed about the consultation and provided with an opportunity to contribute to the draft guidance.

The Planning Division was also keen to use the knowledge and expertise of the planning students at the University of Dundee as the Planning Division has a good working relationship with academic staff at the University and inputs regularly to planning classes.

The Planning Division facilitated a workshop in March 2015 with thirty five planning students to discuss the 'SketchUp' images used throughout the Supplementary Guidance. This process resulted in a number of amendments and improvements to enhance the clarity of the images in the Supplementary Guidance.

The consultation process was positive and the Planning Division considers that the representations received helped to strengthen and improve the Supplementary Guidance.



Case Study 3

Green Network Planning Guidance

The provision of a network of green infrastructure in and around towns and cities is now widely recognised as contributing towards creating places that function well economically and help people to live happy and healthy lives.

During 2014, the Planning Division led a collaborative project with the Council's Environment Department and Scottish Natural Heritage to identify the Dundee Green Network. The outcome of this project is shown in the diagram below.

Following the workshop process to identify the Dundee Green Network, Planning Division has continued to work with Environment Department colleagues and Scottish Natural Heritage to prepare non statutory Planning Guidance.

The Planning Guidance aims to raise awareness of the Dundee Green Network and to identify opportunities to enhance green infrastructure at the local community planning level and city wide. The Planning Guidance will be taken forward to help inform LDP2, potentially leading to a stronger policy on enhancement and provision of green infrastructure. Key development principles have been outlined in the guidance to enable early discussion with stakeholders to ensure the continued delivery of quality green infrastructure within development proposals which is crucially well integrated into the wider green network.

This project demonstrates the positive and open working relationship the Planning Division has built externally with SNH and internally with the Environment Department. Working in collaboration with SNH has ensured that the planning guidance reflects national policy objectives and is focused and realistic in its aspirations.





Case Study 4

Effective management structures and co-ordinated working with partners is fundamental to the successful delivery of the Planning Division.

The Planning Division is closely engaged with the Community Health Partnership and its emerging replacement, the integrated Health and Social Care Partnership, supporting the work to design and deliver services for our local communities, to improve the health of the population of Dundee and to reduce health inequalities across the City.

This close working was exemplified through the development of The Crescent in Whitfield. This is the Council's multi award winning 'life services centre'. Located in the heart of Whitfield – a peripheral housing estate undergoing a programme of physical regeneration – the Crescent has been recognised by Scottish Government, COSLA and peers across the public sector as a leading example of taking public service reform into the heart of a community, and is an excellent example of local delivery improving lives and delivering public wellbeing through integrating services and enhancing community engagement to meet local needs.

Central to the successful delivery of The Crescent was effective partnership and engagement between Dundee City Council, NHS Tayside (via the Dundee Community Health Partnership), the Whitfield Development Group which represents local residents and the resident-led management group of the Whitfield Community Centre.

The partnership approach developed in delivering The Crescent is now being used to support the delivery of shared community facilities in the Coldside and Menzieshill areas of the city. Large parts of these two communities are within the 15% most deprived on the SIMD. Dundee City Council and NHS Tayside recognise that as with The Crescent in Whitfield, new community buildings will enable a new approach to service delivery, in a way that will better serve the particular needs of these communities.

A key lesson learned from The Crescent was that if project programmes are not adhered to, then the complex board and committee structures of both organisations can unnecessarily delay key project milestones. The early establishment of a strong project management approach with clear and effective lines of communication is thus far ensuring that both projects remain on track. Planning Division is a member of both Project Boards and regular internal communication to relevant Planning staff ensures that information can be provided in line with the project programme, and that Planning can actively support and maximise the regeneration benefits of the two projects.



COMMENDATION

Dundee City Council - The Crescent, Whitfield: Integrating Community Facilities and Regeneration



© Dundee City Council

About this initiative

Originally built in the 1960s, Whitfield is a residential area to the north east of Dundee, currently the subject of a regeneration project, with the potential for 800 to 1,000 new dwellings. This project involved creating a 'centre' for Whitfield in the form of a Crescent and multi-use plaza (including a café, library, shared use community and NHS rooms and retail units, plus GP surgery and office accommodation shared by local authority and NHS staff). The concept for building a new multi-use community facility, in the centre of Whitfield, is a key land use element of the Community Plan and Single Outcome Agreement. Overall, this area will incorporate community, health and social care elements via partnership and engagement between Dundee City Council, NHS Tayside and the Whitfield Development Group. In setting out its main aims the partners looked to provide an efficient building which created a quality place to deliver quality local authority and NHS services.

Reason for a Commendation

The Judges felt this project was very strong on engagement and partnership within, and between, agencies. They also felt that this project showed how, by having confidence and taking initiative, this regeneration project can serve as a 'community anchor' and catalyst for wider public and private sector investment. The Judges wish the team every success in their continued commitment to the project and bringing about further planned physical and social regeneration.

Who made it happen

Dundee City Council, NHS Tayside and Whitfield Development Group

Contact

Stephen Page - stephen.page@dundeecc.gov.uk



Case Study 5

Michelin

Planning applications submitted by the City's major employers are prioritised in order to enhance job creation within the City and also to aid the expansion of the City's economy.

Michelin Tyre Plc approached the Council to discuss a proposed 24000sqm extension to their Baldovie tyre manufacturing plant in October 2014. Pre-application meetings were set up initially with the applicant, their agent and other Council Departments and then also external organisations in the weeks that followed.

The site of the proposed extension is located within the flood plain of the Dighty Burn and has flooded significantly in the last ten years. As well as pre-application meetings with the applicant, Council Departments and key stakeholders it was therefore of considerable importance to engage with SEPA from the outset to ensure that suitable attenuation could be provided on site to prevent the extension from displacing flood water on to neighbouring land and increasing the extent of the flood plain.

These meetings allowed the applicant to ascertain the level of supporting information required to process their application, the time that it would take to collate, submit and assess this information and the timeframe within which the application could be determined. Following these meetings a processing agreement was drafted, an EIA Screening Opinion was adopted by the Council and a Proposal of Application Notice (PAN) was submitted.

The Proposal of Application Notice was submitted to the Council on 15 October 2014. Following the completion of public consultation events the planning application was submitted to the Council on 19 January 2015. The application was accompanied by all of the supporting information requested by the Council Departments and external organisations during the pre-application meetings.

Once all consultation responses had been received and the period for neighbour notification and statutory advertisements had expired the application was reported to the Council's Development Management Committee for determination.

Planning permission was approved on 16 March 2015, 8 weeks after it had been submitted.

The pre-application meetings arranged by the Case Officer and the early input from Council Departments and external organisations were invaluable in providing the applicant with clear, proportionate and definitive guidance on how to progress their proposals within an agreed manageable time frame. The use of a processing agreement in this instance allowed both the Case Officer and applicant to project manage their roles in the submission and determination of this planning application.



Case Study 6

Proportionate Information Request / Customer Engagement Western Gateway

The Planning Division encourages customer engagement as early as possible in the development process. This assists in providing customers with clear and transparent advice, promotes certainty and allows for the proportionate collation of the information required to support their planning application.

Recent pre-application engagement with Springfield Ltd and then through out the assessment and determination of planning applications for housing developments on strategic housing sites in the West of the City demonstrates the success of the Division's open approach to achieving the Development Plan's strategic outcomes and delivering sustainable development.

Initial discussions between the Planning Division and developer involved the allocation of an experienced Planning Officer that would deal with all of Springfield's planning interests in these sites. Given the strategic importance of delivering housing in this area of the City a Team Leader was also appointed to oversee the planning process to ensure that the needs of our customer as well as the City would be met through this development.

Following on from these discussions EIA screening exercises were completed and detailed pre-application discussions with all of the relevant Council Departments and key agencies commenced. The need for financial contributions toward the provision of education and necessary infrastructure was identified and the figures conveyed to the applicant before detailed discussion on the layout and form of development began.

By having a dedicated Planning Officer and a Team Leader assigned to these sites the Department worked in partnership with Springfield Properties. This allowed for open round table discussions that positively influenced the evolution of the housing types, layout and village setting of the development.

Following the submission of four applications by Springfield, the developer continued to receive support from the Division in terms of regular updates, timeous requests for additional information required by consultees and a commitment to achieving the determination dates specified in the completed processing agreements. Each of Springfield's applications have been determined within the timescales agreed in the processing agreements and the Section 75 Planning Obligation signed.

The Planning Division's approach to the delivery of development on these strategic sites prompted the developer Springfield Ltd to note that:

"Springfield have worked with Dundee City Council over the last 18 months on the Western Gateway project. Work has included four separate planning applications and discussions with planning, roads and building standards. Dundee has proven to be a dynamic and helpful Council focused on achieving the best possible design solution for the area. To this end they are willing to discuss and review applications before and after submission. They have consistently proven themselves to be pragmatic and commercially aware with the best interest of the people of Dundee at heart.

Sandy Adam, Chairman of Springfield Properties, said:

'Dundee City Council are almost unique amongst Local Authorities in Scotland in that they are truly open for business. They have been helpful and pragmatic in their dealings with Springfield and have made the process of creating Dykes of Gray a pleasure'."

The Planning Division are committed to build on the success of this major project and are committed to continue to streamline and promote early engagement with Developers to facilitate high quality development within the City.



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 Division, 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 Division. 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 Local Development Plan 2014](#)

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

[Dundee Housing Land Audit 2014](#)

[Development Management Charter](#)

[Planning Enforcement Charter](#)

4. Service Improvements 2015-16

In the coming year we will:

- **Improvement Action 1**
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.
- **Improvement Action 2**
Further develop project management skills across the Planning Division. Project Management training will be arranged with the focus on how the principles of Prince2 can be applied by Officers working within the Planning Division.
- **Improvement Action 3**
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
- **Improvement Action 4**
Prepare a standard supporting information checklist to be used as part of the pre-application discussions and to feed into processing agreements.
- **Improvement Action 5**
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.
- **Improvement Action 6**
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.
- **Improvement Action 7**
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.

Delivery of our service improvement actions in 2014-15:

Committed Improvements and Actions	Complete
<p>Improvement Action 1</p> <p>Devise and implement a questionnaire to be issued on a regular basis to customers of the Development Management service, ideally shortly after customers have used the service, to ensure higher response levels and more meaningful feedback.</p> <p>Questionnaire has now been implemented and every Development Management Officer provides a link to the questionnaire on their outgoing emails</p> <ul style="list-style-type: none"> • Despite issuing the questionnaire to every customer following use of the service the response rate has been limited. • Need to seek a further action to put in place a more effective method of obtaining customer feedback information. 	Ongoing
<p>Improvement Action 2</p> <p>Organise a programme of site visits to completed developments for Planning and Enforcement Officers. The Officer with direct knowledge of each case will provide an outline of the issues involved and all participants will give constructive feedback on the success of otherwise of the development. Lessons learned will facilitate improvement in both Development Management practice and procedure and planning policy formulation.</p> <ul style="list-style-type: none"> • For the purposes of the site visits the Planning Division teams were mixed and split into three groups. Each group were assigned an area of the City as defined by the Dundee LDP (1. City Centre, 2. Inner City and 3. Suburban). • A variety of recent developments within each area were identified and the background history of the application was researched by a member of each group. The groups then visited the developments and discussed the application process, how planning policy was interpreted and the overall outcome of the development on the ground. • The notes from these discussions were compiled and have been used as monitoring evidence ahead of pre-MIR planning policy formulation stage. 	Yes
<p>Improvement Action 3</p> <p>Further utilisation of the electronic validation of applications coupled with proposals to identify standards for application submissions (in conjunction with the Argyll & Bute / Improvement Service exercise) should provide increased certainty for applicants in 2014/15</p> <ul style="list-style-type: none"> • The Development Management Team has fully adopted a paperless approach to assessing and determining applications. • All applications are now validated, assessed and determined electronically. • There is consistency in the approach taken by officers validating applications. • Work is still on-going on the creation of National Standards for application submission with Argyll & Bute Council. • Should these standards be agreed by all 32 Planning Authorities they will be adopted into the Development Management Team's validating practices. 	Ongoing

Committed Improvements and Actions (Continued)	Complete
<p>Improvement Action 4 Produce a Green Network Strategy that will provide support to Policy 36 of the Dundee LDP. This will involve identifying opportunities for further collaboration and partnership working on current and planned green infrastructure projects amongst different Council departments and SNH. The aim of the strategy is to provide a vision that promotes collaboration in order to continue to protect and develop the City's green network.</p> <ul style="list-style-type: none"> • Non-statutory Green Network guidance is currently being prepared in consultation with the Environment Department and SNH. • Workshops and meetings have taken place with the Environment Department and SNH • Environment Department working in partnership with City Development to produce the guidance on a joint basis. 	Ongoing
<p>Improvement Action 5 Provide support to Policy 10 of the Dundee LDP by producing a Householder Development Advice and Best Practice Guide. This supplementary guidance will provide advice and best practice on a range of householder developments and will supersede the previous separate advice documents.</p> <ul style="list-style-type: none"> • Draft Householder Supplementary Guidance was prepared and went out for a 6 week period of public consultation. A session was held with University of Dundee Planning students who provided comments on the SketchUp images. The feedback gained during the public consultation period was reviewed and a committee report was prepared detailing changes that would be made as a result. 	Yes/Ongoing
<p>Improvement Action 6 Further develop the approach of the internal Housing Initiative Group that has been established to promote Council owned land through the preparation of site particulars, meetings with national and local housebuilders as well as Registered Social Landlords and to consider innovative ways of bringing housing development forward.</p> <ul style="list-style-type: none"> • Site particulars for a range of Council owned sites have been prepared in the past year and have led to sales being concluded with national and local house builders. There have been on going discussions with housebuilders to promote sites and encourage development. The Council have worked with developers on innovative approaches to development. • As part of this process Planning is inputting early on what the housing requirements are for the area and what constraints may exist. This helps to identify early on and before the site is bought of any particular issues that will need to be addressed. • The options for innovative delivery of housing on each site are also being promoted 	Yes
<p>Improvement Action 7 Improve the Dundee City Council Public Access system to extend the range of information on planning applications available to the public, thus increasing transparency of decision-making.</p> <ul style="list-style-type: none"> • Comments/Objections may be viewable on Public Access – procedures for redaction and making public aware that comments will be made public to be looked at. 	Ongoing

5. Decision-making timescales

Category	Total number of decisions 2014-2015	Average Timescale (weeks)	
		2014-2015	2013-2014
Major developments	8	13.1	12.5
Local developments (non-householder)			
• Local: less than 2 months	151	6.9	6.8
• Local: more than 2 months	58	11.9	12.2
Householder developments			
• Local: less than 2 months	177	6.8	6.6
• Local: more than 2 months	15	12	11.4
Housing developments			
Major	3	17.8	12.5
Local housing developments			
• Local: less than 2 months	33	7.4	6.9
• Local: more than 2 months	21	13.0	14
Business and industry			
Major	3	11.5	0
Local business and industry			
• Local: less than 2 months	33	6.2	6.6
• Local: more than 2 months	21	11.5	12
EIA developments	0	N/A	0
Other consents*	126	7.1	6.8
Planning/legal agreements**			
• Major: Average Time	1	12.7	53
• Local: Average Time	1	12.7	53
Local reviews	4	17.1	16

* 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			
		2014-2015		2013-2014	
		No.	%	No.	%
Local Reviews	7	7	100	2	50
Appeals to Scottish Ministers	15	7	46.7	2	40

Enforcement activity

	2014-2015	2013-2014
Cases taken up	151	149
Breaches identified	151	149
Cases resolved	92	118
Notices served***	11	15
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 increased as a result of the timescales agreed in processing agreements for major housing applications and the completion of Section 75 Planning Obligations. There has been an increase in both the number of appeals and local reviews but overall the numbers are relatively low. The number of original decisions upheld at Local reviews has significantly increased from 50% to 100%.

6. Workforce and Financial Information

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

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		5				3		9
Development Plans & Regeneration	1		10	1	2				14
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	3
30-39	10
40-49	6
50 and Over	7

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	4

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	£510,000	£604,000	£314,000	£608,000
Development Planning	£528,000	£360,000	£97,000	£0
Enforcement	£90,000	£90,000	£0	£0
Other	£338,000	£231,000	£71,000	£0
Total	£1,466,000	£1,285,000	£482,000	£608,000

³ Direct staff costs covers gross par (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.