

Planning Performance Framework 2014/15 (PPF4)



Fife Council's Annual Planning Performance Framework

1 April 2014 to 31 March 2015

July 2015

Contents

Foreword : Depute Leader and Executive Spokesperson for Economy & Planning	4
1. Introduction	5
2. Scottish Government feedback on the third round of Planning Performance Frameworks and Fife Council 2013/2014 (PPF 3)	7
3. Fife in Figures	12
4. National Headline Indicators	15
5. Defining and measuring a high quality planning service	20
6. Our planning achievements in 2014- 2015	21
7. Supporting evidence	36
8. Service improvements - 2013/2014 and 2014/2015:	37
9. Conclusions	40
Appendix 1: Official Statistics - Decision making timescales	42
Appendix 2: Fife workforce and financial information	43
Appendix 3: Planning Portfolio Management Structure	44

Foreword - PPF4



by Cllr Lesley Laird
Depute Leader and Executives Spokesperson
for Economy, Planning & Employability

As I said last year, the development of the Planning Performance Framework has been an important part of Scotland's drive to ensure that the planning system across the country is fit for purpose and is improving year on year.

In Fife our continuing aim is to ensure that the planning systems can support sustainable economic growth in keeping with our aim to make "Fife the best place to do business" as well as protecting our environment, and encouraging our local communities to participate in and get involved in our planning processes.

I am quite clear that the new culture of performance management and stakeholder feedback required in the performance framework is starting to deliver real results in Fife and across the country and clear evidence of year on year improvements.

PPF4 summarises the key areas that we are working on in Fife to become an established top performing planning authority but there are many other successes and achievements over the year which are not captured here. Again the feedback from the Scottish Government on last year's PPF3 confirmed that there is much to commend in planning Fife and there are clear areas for further improvement and providing further evidence and information. Last year I set myself a personal challenge as executive spokesperson for Economy & Planning at the time to ensure that the customer needs are championed as part of the continuing improvements and reforms. I am therefore particularly pleased to see that this work has become an integral part of the planning service and PPF4 shows the action plan developed by the Customer Focus Board set up last year and the further actions to be implemented this year. I remain committed to engaging as effectively as possible with all of our external customers and to ensure that they have quick, clear and

comprehensive access to the planning services we offer.

Speed of decision making has always been an important measure of the overall effectiveness of the planning system and we continue to develop opportunities to improve in this area. Personally however, I feel that there are other indicators such as complaint handling, the quality of development on the ground and the added value and negotiations which planners can bring to the process that go beyond simply measuring the speed of decisions. Our overall aim in Fife is to become an excellent top performing planning authority with speed of decision as an important indicator but not the sole indicator of our success.

We have started to benchmark effectively with individual planning authorities, our benchmarking family and in the last year we have hosted many visits by other planning authorities to see our planning operations at first hand. Last year we were particularly pleased to win the Scottish Governments Awards for Quality Planning 2014 for Quality of Service. This award went to the Fife Planning Gateway team which is our customer interface at the heart of the planning system and a demonstration of our commitment to operate our customer services at a high level.

1. Introduction



Robin Presswood,
Head of Economy, Planning & Employability

I am pleased to submit the fourth Planning Performance Framework (PPF4) to Scottish Government which I believe demonstrates further improvements and progress in the quality of Fife's planning decisions, processes and delivery on the ground.

Fife has clear strategic objectives for sustainable development, encouraging business investment, providing quality places, ensuring an effective supply of housing and employment land, and safeguarding our environment. The role of the planning service is central to all these strategic outcomes and this latest PPF illustrates the

overall progress and performance of the planning authority during 2014 and 2015 in achieving these objectives.

I am particularly pleased to highlight continued improvement in the average processing times for planning applications, and a significant reduction of around 34% in the number of local applications in the system awaiting decision by the end of the period.

Whilst we are proud of our achievements, we are not complacent and we recognise that we still need to improve in certain areas. These are identified in the PPF as part of our continuous improvement processes. These improvements also take account of the Government's feedback comments at the national level and comments specific to Fife on PPF3.

It is important that Fife's track record as a strong planning authority with a proactive approach to negotiation and enforcement is not compromised as we continue our journey to improve speed of decision making. Customer focus and "Making Fife the Best Place to do Business" remain key priorities for the Service.

In 2014/15 we developed a Customer Focus Programme - a focussed process to understand the needs of our customers better, and adjusting

our service provision to meet these needs. A key component to this is our newly developed Vision and Values statement which delivers a clear message for both our customers and staff. It is a core element of the customer focussed work undertaken during the last year. We have actively sought new ways to engage with our customers and to increase the level of participation in the planning process, and this has been operating for almost a year now.

I am pleased to report that a key outcome from this programme has been the introduction of a customer satisfaction survey for all applicants upon determination of the application. During the last year a total of 250 customers completed our online survey which has provided us with a solid base on which to shape our future improvements. Our latest quarterly report shows that 86% of customers rate their overall experience with planning as Very or Fairly Satisfactory with 82% satisfied with the time taken to deal with their application. This survey is the beginning of a series of customer engagement initiatives which are set out in our Listening Plan.

Complaints are an important indicator of customer satisfaction, and a good way for us to highlight areas for improvement. We use this

feedback to highlight areas that we can improve in. Last year we received 48 complaints. The total level of complaints remains low in relation to the number of applications processed - 2,600 planning applications received in 2014/15.

One of the specific challenges that Fife, together with many other planning authorities, faces is the need to increase the rate of housing completions in the Kingdom. Although many factors that prevent housing development taking place are outwith our control, it is essential that we facilitate development and remove barriers where possible without compromising the quality of development or the delivery of essential community infrastructure.

Although there has been a modest increase in the number of housing completions in 2014/15, this is less than half the numbers of housing units completed at the peak in 2008. To try and remove barriers to housing development we have:

- Carried out a review of our Supplementary Guidance on Planning Obligations during 2014/15, and this has helped reduce the overall burden of planning obligations, and specifically removed financial contributions from sites of

under ten units, brownfield sites and town centre developments. This is intended to support smaller local developers that specialise in these types of niche sites.

- Instigated a liaison programme with the housebuilding sector including the annual housebuilders conference, introduction of a consultation meeting with locally based construction firms, and regular liaison meetings with larger housebuilders

I was particularly proud that our Planning Gateway Team won a Scottish Award for Quality in Planning at the 2014 awards – evidence of our commitment to excellence and a strong customer focus.

We firmly believe that the achievements and successes highlighted in PPF4 demonstrate the positive and effective role planning plays in protecting Fife's communities and growing its economy. This fourth PPF provides the evidence of our commitment to place Fife at the forefront of achieving excellence and quality in its planning function.

Finally I would like to pay tribute to Jim Birrell, Fife's Senior Planning Manager, who retired in July 2015 after 44 years service to Fife and the Planning profession. Jim is respected as one of the leading experts in the field, and will be greatly missed by colleagues. Jim is being replaced by Pam Ewen who is currently Strategic Development Planning Manager at TAYPlan.

2. Scottish Government feedback on the third round of Planning Performance Frameworks and Fife Council 2013/2014 (PPF 3)

In December 2014 Alex Neil, MSP, (Cabinet Secretary for Social Justice, Communities and Pensioner's Rights) Scottish Government wrote to the Chief Executive of Fife Council enclosing a feedback report on Fife Council's PPF 3 report for the period April 2013 to the end of March 2014. The report specific to each authority featured a Red, Amber, Green, (RAG) classification which identified each Council's performance against the 15 key performance markers. The RAG system highlights areas where the Council was considered to be operating successfully, (green); those areas to be monitored to secure improvement, (amber); and those areas in red where no information or evidence was provided, action was required to improve performance or levels. The Fife Council PPF 3 document and the feedback report from the Scottish Government is available to view [here](#).

The report gave positive feedback on the whole, with 7 out of 12 relevant performance markers amber with 5 green. Specific comments from the Cabinet Secretary were supportive and positive, but they also identified areas where more evidence of progress or additional work is needed to demonstrate achievement of the Performance markers more effectively. PPF 4 provides greater emphasis on evidence of

initiatives and more effective use of case studies. Part of the aim of PPF 4 is also to present a report with more graphic presentation than PPF3 and additional use of case studies.

Commenting on Fife Council's PPF 3 report, Cabinet Secretary, Alex Neil, MSP stated:

"Your report again supports your commitment to a service culture and continuous improvement. The inclusion of case studies and customer feedback is helpful in providing evidence of achievements made this year.

We welcome the improvements made in relation to decision making timescales for major and local (non-householder) developments and look forward to seeing similar progress in these and in relation to householder developments.

The percentage of applications subject to pre-application advice is still disappointing as is the low take-up of processing agreements and we hope to see progress on both measures in your next report."

Fife Council's Comments on Amber RAG ratings identified in the Scottish Government feedback report on PPF 3.

Application decision making (Amber)

Fife Council recognises the importance of having an efficient and effective development management system in place to ensure speedy application decision making while securing the quality of those decisions and the physical environment. In addition having an efficient and effective development management system is essential to provide certainty to those looking to develop their businesses and invest in the economy of Fife, and this is a key driver for both the Planning Service and Fife Council in all its day to day activities. Through continued improvements to the processes and guidance available, evidenced throughout PPF 4 report, further improvements in the speed of decision making has continued during the PPF reporting period. Older cases have continued to be worked out the system and the work programme targeting S75 cases highlighted as an action in PPF 3 has also removed older legal cases from the system. With a dedicated officer focussing on the progress of these cases this is reducing the number of undecided cases: we resolved 56 outstanding S75 cases in the 2013-2014 reporting period with a further 34 cases either issued, withdrawn or refused in the PPF 4 2014-2015 reporting period. At the present time we

have 14 S75 cases outstanding awaiting the resolution of legal agreements. The Section 75 officer will continue to monitor these through to resolution.

It is recognised that there has been a slight increase in the time taken to determine Householder applications and it is acknowledged further work is required in this area. Similarly while processing times have improved for Major and Local applications from the performance in PPF 3 reducing these timescales further remains a critical focus for Development Management. Capacity issues remain in certain areas of development management, and an area which will require to be monitored is the increasingly low numbers of suitably qualified applicants who apply for vacant qualified planner posts when these are advertised. Further analysis as to why this is the case will be reviewed and also raised with Heads of Planning Scotland to determine the extent to which this is a wider issue nationally and also how this can be addressed.

Local Development Plan progress.

The timescale for the progression of FIFEplan is now back on schedule following the delays reported in PPF3 as a result of an additional stage in the preparation of SESplan. The publication of

the Proposed FIFEplan Development Plan was approved for consultation in September 2014. The final report was agreed by the Executive Committee of Fife Council in June 2015. The LDP had incorporated a number of new policy requirements reflecting the revised SPP including low carbon, maintaining an effective land supply and town centre first policies. The LDP remains on schedule for adoption in 2016. (see timeline below in Section 3 commentary on Development Plans)

Other amber ratings.

It is considered that the amber ratings noted in the Scottish Government's PPF 3 feedback report have been addressed in PPF 4 through the delivery of the actions and projects set out in Section 8 of PPF 3 and the evidence and case studies referred to in PPF 4. Again we have identified in this PPF a further set of ambitious service improvement objectives for delivery during the PPF 5 period (see Section 8 below) which maintains the momentum of continuous improvement.

Table 1 Key Performance Markers 2014 - 2-15

Summary of current Progress

The following table provides a summary analysis of how we consider Fife Council Planning Service is performing and the progress we are making in relation to the performance markers identified by the Scottish Government.

Driving Improved Performance.

No	Performance Marker	RAG status	Source/Evidence
1	Decision making: Continuous reduction of average timescales for all development categories Q1-Q4	Amber	Good progress maintained on reducing the average time taken to determine major and local applications. The average determination period (no. of weeks) for major developments has reduced from 49.7 in 2013/14 to 45 weeks in 2014/15; and for local developments from 19.5 weeks in 2013/14 to 15.8 weeks in 2014/15. The small increase in time taken for householder applications over the performance levels noted in PPF 3. (8.1 to 8.6 weeks, primarily this has been due to a combination of an upturn in application numbers and staffing issues). Continued work, on and development of Performance and productivity metrics for planning applications will continue to drive performance..
2	Project management: <ul style="list-style-type: none"> offer of processing agreement (or other agreed project plan) made to prospective applicants in advance of all major applications and availability publicised on planning authority website 	Amber	Reduction in the number of processing agreements in this reporting period. This reduction has occurred despite an increase in publicity on line and in guidance highlighting the availability of the potential benefits of this process. All pre application responses actively advise that Fife Council encourages the use of Processing Agreements for major and significant scale local applications.
3	Early collaboration with applicants and consultees on planning applications: <ul style="list-style-type: none"> Availability and promotion of pre application discussions for all prospective applications. Clear and proportionate requests for supporting information. 	Amber	The percentage of applications which have had pre application advice has reduced in this reporting period. Again the availability and benefits of pre application discussions are actively promoted. It is noted with low number reported slight variations can affect the percentage figure more significantly. The following links from fife direct guidance evidence promotion of Pre Apps . Publication of Planning Obligations Framework and Validation Guidance .
4	Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to approve'	Green	Significant work continuing to effectively monitor and reduce stalled S75 cases. (evidence in PPF 4)
5	Enforcement charter updated/re published	Green	Fourth version issued on 1st March 2015 which incorporates updated information on enforcement issues relating to minerals development.
6	Continuous improvement: <ul style="list-style-type: none"> Show progress/improvement in relation to PPF National Headline Indicators 	Green	Continued development of performance monitoring and KPI metrics to drive performance improvement in terms of productivity and throughput of planning applications. Reflected in improved decision timescales for local and major applications. This work has led to a reduction of 34% in the number of "on hand" live local application cases.

Key performance markers Ctd

Promoting the Plan Led System

Performance Marker	RAG Status	Source/Evidence
LDP (or LP) Less than 5 years since adoption	Green	All three Local Plans adopted in 2012/2013
Development Plan scheme demonstrates the next LDP: <ul style="list-style-type: none"> On course for adoption within 5 year cycle Project planned and expected to be delivered to planned timescale 	Green	Development Plan Scheme published in February 2015. Following delays with SESplan reported in PPF 3 the publication of the DPS sets out the timeline for adoption of the LDP which is on track to adoption in August 2016. Full details of the timeline is on pg 14 of PPF4
Elected members engaged early (pre MIR) in development plan preparation	Green	This stage pre dates the reporting period for PPF 4
Cross sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre MIR) in development plan preparation.	Green	This stage pre dates the reporting period for PPF 4
Production of regular and proportionate policy advice, for example through SPGs, on (i)information required to support applications and (ii)expected developer contributions.	Green	SPGs have been published relating to wind turbine validation standards, Non Material Variations, Affordable Housing and draft guidance on Minerals. The DP scheme also links to the list of published SPGs . New statutory planning policy guidance was published for Planning Obligations in March 2015 following consultation on draft guidance in 2013 and a further consultation in parallel with the FIFEplan proposed Local Development Plan in 2014. This replaces previously published Financial Frameworks. Following adoption of the Local Development Plan in 2016, Scottish Ministers' approval will be sought to publish the guidance as statutory supplementary guidance.

Simplifying and streamlining

Performance Marker	RAG status	Source/Evidence
Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined up services, single contact; joint pre application advice)	Green	Close working with key stakeholders- including Housing with specialist Planner appointed including working within Housing Service one day a week. (see case study) Protocol agreed with Public Protection colleagues to address issues with commercial waste problems. Collaboration with Legal service in relation to legal agreements and bonds. Close relationship with Economic Development and Priority applications Development Management team to support top 200 businesses investment proposals.
Sharing good practice, skills and knowledge between authorities	Green	Continued work with HOPS, SOLACE, RTPI. Also benchmarking with City of Edinburgh Council, Perth and Kinross, and Angus Council. On issues relating to our Gateway processes, and processing of applications. Key work relating to restoration of Opencast Coal sites and delivery of bonds to secure restoration of sites has involved liaison with several authorities dealing with the implications of the legacy of opencast coal sites.

Delivering Development

Performance Marker	RAG Status	Source/Evidence
Stalled sites/legacy cases: conclusion/withdrawal of planning applications more the one year old	Green	Focussed reduction in legal agreements and unresolved planning applications- evidenced in PPF 4. (See section 3) We now have only 14 S75 cases outstanding. In terms of planning applications a formal monitor of all local application cases over 100 days is used as a performance benchmark to ensure cases are progressed as quickly as possible. Between March 2014 and March 2015 this has assisted in reducing on hand cases from 280 to 156.
Developer contributions: clear and proportionate expectations: Set out in development plan (and/or emerging plan) : and In pre application discussions	Green	Publication of Planning Obligations Framework Guidance and easy read flow chart available on line. The document was published in March 2015. It is consistent with Scottish Government Circular 3/2012: Planning Obligations and Good Neighbour Agreements. The document was produced following a consultation process on Draft Planning Obligations Supplementary Guidance published in 2013 alongside the FIFEplan Main Issues Report and consultation undertaken alongside the FIFEplan Proposed Plan in late 2014. Many of the comments received have influenced this version of the guidance. In particular the approach to strategic transportation infrastructure has been simplified and clarity provided on the types of development or land which are considered liable for planning obligations. It is considered this is a key document to secure certainty and clarity for relevant developers and applications. Following adoption of the LDP (August 2016) Scottish Ministers' approval will be sought to approve this Guidance as part of the Development Plan.

3. Fife In Figures

Fife is a geographically large and economically diverse area and as a consequence the Planning

Authority receives a wide variety of development proposals to consider and assess. It is one of the five 'busiest' Local Planning authorities in Scotland by volume of applications received.

- In population terms Fife is the third largest local authority after Glasgow and Edinburgh, with a population of 360,000. The combination of Fife being the third largest authority in terms of population while also having substantial rural hinterland results in an application profile reflecting the complexities of a combined City authority with that of a rural one.

The Council has a 10-year capital investment plan (6 years left to run) in excess of £1bn. This covers investment in Council houses, schools, roads, leisure facilities and other Council assets. It includes acquisition, improvement and enhancement and new-build projects and an ambitious capital investment plan that is "front-loaded" to assist in mitigating some of the negative impacts of the economic downturn.

Fife Council employs 19 planners and 12 planning assistants/graduate planners within the wider planning portfolio, which in turn employs a total of 80 staff from a range of professional and



technical backgrounds including Transportation Engineers who are consulted on planning applications and also feed into specialist issues such as Designing Streets. Together the staff lead, manage, implement and advise on the planning functions, whilst also contributing to the significantly wider remit of Economy, Planning and Employability Services.

In terms of the Development Management function of the Planning Portfolio:

The proactive performance management of live cases continues to ensure that current applications on hand are maintained at an acceptable level. Detailed performance reports are provided to case officers every week. The number of live on hand cases in the Community Developments and Investment Team (non-householder local applications) has reduced by 34% in the period March 2014 to March 2015. This improvement in performance builds on longer term managed workload intervention initiated in the 2013-2014 period.

In the reporting period 1st April 2014 to 31st March 2015 - 2619 applications were received and 2596 applications determined.

69% applications submitted online.

65% valid within 3 working days.

The Council issues 28,636 neighbour notification letters annually (excluding re-notifications).

94.8% of applications were determined by officers under the scheme of delegation, an increase from 91% reported in PPF3.

The application approval rate has remained almost the same 93% in PPF4 compared to 93.6% in PPF3.

1033 householder applications were determined with just under 70% determined in under 2 months.

The DPEA determined 39 applications of which 19 were upheld: demonstrating a 48.7 % success rate.

The Council determined 47 local reviews, 30 of which had the original decision upheld demonstrating a 63.8% success rate.

Of particular note during the PPF4 reporting period was the achievement of various awards and recognition of the work done by the Planning Service Gateway Team. We submitted an application in May 2014 to the Scottish Awards for Quality in Planning under the category Quality of Service. Following a presentation to the panel we won our category at the Award ceremony in Edinburgh on 5th November 2014.

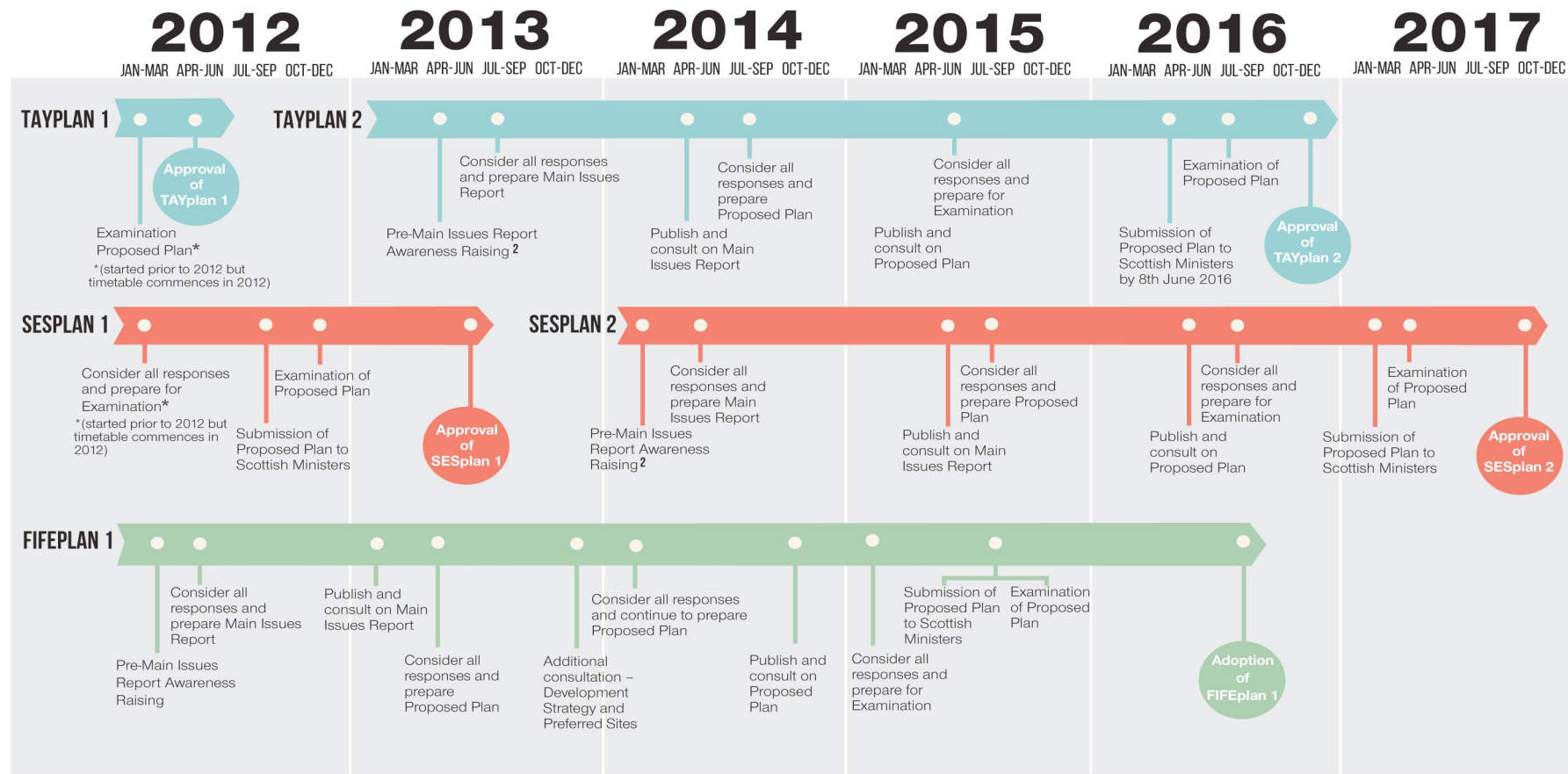
In addition to this award for the service we also submitted a bid to the Association for Public Sector Excellence in April 2014. Although we did not win our category, together with other Fife Council submissions from various services we contributed to the award of the Overall Council of the Year Service Delivery Award.



EPES, Planning Service colleagues (from left to right); Jamie Clark, Alan Blackie, Robin Presswood, Mary Stewart, Jim Birrell, receiving the Scottish Award for Quality in Planning from the then Planning Minister Derek Mackay, MSP.

Development Plans:

February 2015 publication of the Fife Development Plan Scheme 7



Notes:

1. The Minerals Subject Local Plan (adopted in 2011) and the 3 area Local Plans of Dunfermline and West Fife, Mid Fife and St Andrews and East Fife (all adopted in 2012) will all remain part of the Fife Development Plan until they are superseded by the adoption of FIFEplan (programmed for Aug 2016).
2. SESplan and TAYplan timescales are based on their draft Development Plan Schemes which will be placed before their respective joint committees in February for approval.

Work continues to meet the timescales set out in the DPS to deliver FIFEplan to meet the project plan timescales. We remain on schedule for adoption of FIFEplan in August 2016. In addition the preparation work for FIFEplan has involved a number of innovative approaches to encourage participation and gathering feedback to inform the development plan preparation process.

4. National Headline Indicators.

Key Outcomes:	2014-2015	2013-2014
Development Planning • age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> • development plan scheme: on track? (Y/N) YES (adopted February 2015)	As at 31 st March 2015: Mid Fife Local Plan (Adopted 23 rd January 2012) – 3 years, 2 months St Andrews & East Fife Local Plan (Adopted 5 th October 2012) – 2 years, 5 months Dunfermline & West Fife Local Plan (Adopted 16 th November 2012) – 2 years, 4 months Fife Minerals Subject Local Plan (Adopted April 2011) – 3 years, 11 months TAYplan (Approved 8 th June, 2012) – 2 years, 9 months SESplan (Approved 27 th June, 2013) – 1 year, 9 months	As at 31 st March 2014: Mid Fife Local Plan (Adopted 23 rd January 2012) – 2 years, 2 months St Andrews & East Fife Local Plan (Adopted 5 th October 2012) – 1 years, 5 months Dunfermline & West Fife Local Plan (Adopted 16 th November 2012) – 1 years, 4 months Fife Minerals Subject Local Plan (Adopted April 2011) 2 years, 11 months TAYplan (Approved 8 th June, 2012) – 1 years, 9 months SESplan (Approved 27 th June, 2013) – 9 months
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N)	Yes. FIFEplan adoption programmed for August 2016 in Development Plan Scheme 7 at which time the plan ages will be: Mid Fife Local Plan – 4 years, 7 months St Andrews & East Fife Local Plan – 3 years, 10 months Dunfermline & West Fife Local Plan – 3 years, 9 months Fife Minerals Subject Local Plan (Adopted April 2011) – 5 years, 4 months * see note below Yes. TAYplan approval programmed for late 2016 at which time the plan age will be – 4 years, 6 months Yes. SESplan approval programmed for late 2017 at which time the plan age will be – 4 years, 6 months	Mostly. FIFEplan adoption programmed for June 2016 in Development Plan Scheme 6 at which time the plan ages will be: Mid Fife Local Plan – 4 years, 5 months St Andrews & East Fife Local Plan – 3 years, 8 months Dunfermline & West Fife Local Plan – 3 years, 7 months Fife Minerals Subject Local Plan (Adopted April 2011) – 5 years, 2 months
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)	Yes – later. See detailed commentary below	

Key Outcomes:	2014-2015	2013-2014
Effective Land Supply and Delivery of Outputs	N/A Dependant on Housing market area	N/A Dependant on Housing market area
• effective housing land: 5 years supply Yes/No (by housing market area) (- indicates a shortfall)	No (2014/15)	
	Dunfermline and West Fife -5,151	-2,498
	Kirkcaldy, Glenrothes and Central Fife -1,941	-5,807
	Yes (2014/15)	
	St Andrews and North East Fife 277	385
	Cupar and North West Fife 192	-31
• effective housing land supply	Dunfermline and West Fife 4,679	3,519
	Kirkcaldy, Glenrothes and Central Fife 3,120	2,383
	St Andrews and North East Fife 1,452	1,524
	Cupar and North West Fife 869	595
• housing approvals (sites of 5 units and more)	Dunfermline and West Fife 102	616
	Kirkcaldy, Glenrothes and Central Fife 34	108
	St Andrews and North East Fife 21	6
	Cupar and North West Fife 28	18
	Fife total 185	748
Were development plan scheme engagement/consultation commitments met during the year? (Y/N)	Yes - Full details are available on fife direct here .	
•Effective employment land supply (as at 31/7/2014)	Full details of the Fife Employment Land report are available on Fifiedirect: here	
Land Categories	Gross Area (Ha)	% of Marketable Employment Land
Marketable Employment Land All	157.04	100
Immediately Available	38.76	25
Minor Constraints	118.28	75
Employment land take-up (31 st July 2014)	Fully developed 36.47 Ha Under Construction 41.03 Ha	

Key Outcomes:	2014-2015	2013-2014
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 	5% 3 Formal Processing Agreements 67% 93% 94.8%	9% 36 (This figure includes formal and informal agreements relating to the timescale of applications) 72% 93.6% 90.9%
Decision-making timescales Average number of weeks to decision: <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments 	45 15.8 8.6	49.7 19.5 8.1
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / reviewed (months) Requirement: review every 2 years number of breaches identified / resolved 	2015 170/171 resolved	55/213

Context and commentary on the national headline indicators

While the local government context in terms of budgets remains challenging, and the pressures on delivery of ongoing performance improvements with less resources seems set to prevail for a prolonged period, this provides a focus to re-evaluate how we deliver our services and seek out innovative ways to meet the needs of our customers.

As can be seen from the approaches which we have delivered in PPF 4 and our commitments to service change and improvement for delivery in PPF 5, Fife Council Planning is committed to improving performance and delivering adaptive change in a challenging business environment.

While it is recognised that we can always improve, and we recognise that we have work still to do in the processing times for planning applications, we can demonstrate through customer feedback that the majority of our customers are satisfied with the services we deliver and the performance which we achieve. We cannot though be complacent and we have set out ongoing improvements, particularly more informed learning from our customers through the Listening Plan the details of which are highlighted below. This commitment to

Customer focussed service delivery leads on from the work initiated in PPF 3 and developed throughout PPF 4.

Development Management

Despite the efforts made to promote the use of formal processing agreements the uptake of this service remains disappointingly low. Concerted efforts have been made over the PPF 4 reporting period to encourage developers to enter into these agreements but provided they are confident in the timescales to deliver consents the effort involved for developers seems to remain a disincentive.

As Fife Council also offers a specific tailored service for major developments and the top 200 businesses in Fife whose applications are handled through the Priority Team in Development Management, these cases always receive a bespoke service so the impetus in Fife for these applicants to take up formal agreements may be further limited.

It is an area we will examine specifically through customer surveys during the PPF 5 period to determine what additional steps can be taken to promote the uptake of this service and also to provide detailed feedback from developers on their perspective of the relative benefits of the Processing Agreement mechanism.

Overall while performance in terms of the processing times of applications has improved we can do better. To some extent the focus on removing historic S75 applications and removing stalled live cases has contributed to this statistic in PPF 4. We are confident that we can make further improvements to our application processing times over the PPF 5 reporting period to bring Fife's performance closer to the national average for application determinations.

The redeployment of existing staff to meet capacity issues in pressured areas of the service is likely to be developed further in the coming year particularly as the number of applications increases while budget pressures remain. It is satisfying that the percentage levels of applications approved has been maintained from PPF 3 and again it is considered this reflects our ongoing commitment to provide pre application advice and providing extensive guidance on line to assist prospective applicants tailor their applications to policy and published guidance.

There is also an ethos in Fife Council where officers work to achieve a positive outcome with our applicants, and this can also extend determination periods but delivers quality development on the ground. A balance remains to be struck between the speed of

decision making and the delivery of a quality environment. Statistics do not necessarily deliver better places. We continue to benchmark with other authorities in order to develop approaches to dealing with applications and the recent increase in activity in the development of larger solar farms, and the policy and development management work arising from the inscription of the Forth Bridge world heritage site will be a particular focus for discussions between authorities during 2015-2016.

Development Planning

The FIFEplan timescales have been re-programmed since those published in the previous version of the Development Plan Scheme. The new timescales reflect:

- our experience to date in preparing FIFEplan;
- the 1,697 representations received to the FIFEplan Development Strategy consultation;
- approximately 3,750 representations received to the FIFEplan Proposed Plan consultation; and
- the Scottish Government's Directorate for Planning and Environmental Appeals experience of the first round of Local Development Plans.

The FIFEplan Main Issues Report (MIR) was consulted upon in January – March 2013. Some of the MIR representations suggested that more detail on preferred sites would be helpful.

The previous edition of the Development Plan Scheme and PPF 3 highlighted that FIFEplan could not be progressed until the additional SESplan Housing Land Supplementary Guidance was produced. This delay allowed Fife Council to undertake an additional consultation and publish site assessment and spatial strategy information prepared for the Proposed FIFEplan Local Development Plan. The representations received, along with the MIR comments, informed the production of the Proposed Plan. The scale of the responses received resulted in the Proposed Plan being published 2 months later than programmed in version 6 of the Development Plan Scheme. The Proposed Plan consultation ran from October – December 2014.

Submission of FIFEplan to Scottish Ministers is programmed for August 2015, which is in line with the timeline in version 7 of the Development Plan scheme with examination between September 2015 and May 2016 and adoption in August 2016. In relation to effective employment land supply, of our 20 key settlements at present 6 have a 7 year supply of available land.

Full details of the employment land supply availability in our key settlements and areas are published in Section 7 of the Employment Land report.

5. Defining and measuring a high quality planning service

PPF3 made clear the commitment of Fife Council's Planning Service to deliver a service tailored to delivering and driving sustainable economic development and we continue to develop that ethos in PPF 4. The initiatives set out in PPF 3 focussed on this agenda and these have substantially been delivered. Table 2 below highlights our progress in delivering our objectives and actions which were set out in our PPF3.

A key objective during 2014-2015 has been to deliver a Planning Service for the people of Fife which is influenced and informed by customer feedback; and to develop performance systems which enable us to measure how well we are doing against the national performance framework and key performance indicators. To this end as highlighted in the objectives for PPF 3 considerable work has been undertaken on developing our Customer Surveys and examining the service we provide to our customers. Our Staff Development Day in October 2014 set the marker for the work over the year and saw the launch of our Vision and Values agenda which was accompanied by the development of a logo which encompassed the ethos of this project. This was developed by members of the Planning Service and was rolled out across the Service.

Work has continued on the development of our performance and productivity metrics over the PPF4 reporting period which builds on the work commenced in PPF 3. This has seen a continued reduction in the number of "live" cases and also a reduction in the average number of weeks taken to process Local and Priority cases as reported in the NHI statistics reported in Appendix 1. The performance of the householder applications has reduced slightly but this is in the face of continued pressures on capacity and staff changes. While further improvement is required in all Development Management teams the development of the metrics and performance monitoring enables

performance and workloads to be effectively monitored and contingencies put in place to provide continuity of service as well as continually striving for improved performance overall.

The delivery of the outputs of the Planning Service and its priorities are defined by the activities set out in the Council Plan which sets out the Council's aims up to 2017.

The strategic priorities have been cascaded from the Council Plan to the Service Plan. The Planning Service through its work to deliver the Development Plan and the processing of applications addresses the delivery of these priorities in all aspects of how we approach our activities and capture feedback from our customers.



6. Our planning achievements in 2014- 2015

In addition to the achievements and objectives delivered over the PPF 3 reporting period the following case studies provide further evidence of the positive practical impacts which the Planning Service of Fife Council has delivered in the reporting period aligned with the key performance indicators.

The following case studies provide examples of the extent of work undertaken to obtain feedback from our customers and how we have used that to influence how we shape our service to deliver the objectives of the Community Planning agenda. The Service has also advocated high quality design solutions in the most challenging and sensitive environments, influencing the design outcomes which have resulted in award winning urban developments. The commitment to securing the delivery of sustainable economic development is also evidenced in the work we have undertaken with a range of businesses seeking to invest in Fife. The ability of the Planning Service and the close links across all teams in Economy, Planning, and Employability Services has provided the certainty and confidence for the investments to progress and our approach in this area is endorsed by the businesses themselves.

Certainty- Delivering a high performing Affordable Housing Programme.

Consistency and certainty are key objectives to ensure the residents, and business community of Fife can make decisions and plan for the future; which frequently involves significant financial and personal commitments. In addition, applicants, neighbours, and those close to development sites need to know how and why decisions are made.

Fife Council is committed to delivering 2700 affordable housing units on sites across Fife by March 2017. To enhance and streamline the cross service partnership working between the Planning Service and the Affordable Housing Team the decision was made to appoint a dedicated Planning Officer to deal with all the affordable housing applications. This role is funded by the affordable housing programme in recognition of the pressure put on the planning service due to the scale of the programme and the associated time constraints.

The appointment of an affordable housing planning applications officer to assist colleagues in the housing service deliver much needed affordable homes across Fife exemplifies the pro- active and flexible approach by Planning, Development Management to achieve

corporate goals, and cooperating with other Services in the Council. There are currently 468 affordable housing units being processed through Development Management. The Planning Service both through the role of the Development Management officer and Development Planning actively participate in assisting the delivery of the Fife Council Affordable Housing Programme.

www.fifedirect.org.uk/newbuild

The remit of this role has also been expanded to include site feasibility and pre application consultation to ensure that planning matters are given sufficient weight and consideration at the site selection stage. In addition it was agreed that all the Fife Council affordable housing proposals would require a pre application to ensure that all the relevant planning issues and constraints were addressed prior to application submission. The result of this new working relationship between Services has been increased performance in terms of application determination timescales as well as reduced timescales between site selection and application submission. This increased efficiency has allowed the affordable housing team to meet its goals and it is on target to deliver the 2700 units by March 2017. To date the programme has delivered 923 units on site and a further 777 units have planning permission.

"In recognition of the workload pressures generated by the ambitious targets of the Affordable Housing Programme, a dedicated post was funded and a member of staff assigned exclusively to provide planning advice and deal with the relevant applications. This has been hugely successful in allowing members of the project team access to a planning expert who is focussed solely on the programme.

This arrangement has meant that any planning concerns are raised early on in the site selection and design process and the project team are fully informed at all points through the planning process. This has not only minimised any potential for delay but has also allowed a greater mutual understanding of the need to balance sustainable, responsible development and good design with commercial viability and costs.

Overall, having direct access to a dedicated planning specialist has ensured that the delivery of the programme has remained on track to deliver on time and has without doubt improved the quality of the housing developments being delivered to the benefit of the communities of Fife."

Alan Russell, Senior Manager
(Housing Condition & Supply), Affordable
Housing Programme Sponsor, Housing Service,
Fife Council.



North Fod, Dunfermline: delivered as part of Fife Council's Affordable Housing Programme

Open for Business

Promoting and supporting business investment.

This remains a key corporate objective aligning with the national agenda of delivering sustainable economic growth. The Development Management and Development Planning sections of the Planning Service have this as a key driver and focus for all their activities.

Close working with colleagues in Economic development, which is not only based in the same building but on the same floor as the Development Management team that deals with Business Priority applications, enhances the effectiveness of the various parts of the service working together to achieve business investment and economic growth. The case studies effectively demonstrate how this working ethos delivers in practice and makes a difference on the ground.

Case Study 1

Carrs Flour Mill –Kirkcaldy harbour.

Robert Hutchison's Flour mill in Kirkcaldy is a long established business, dating back to 1856, sitting in a prominent coastal location adjacent to the Port Brae Conservation Area in Kirkcaldy. The current owner of the business, Carr's, was looking to invest in the Kirkcaldy facility to improve its competitiveness within the wider international markets. Following the re-opening of the harbour with the assistance

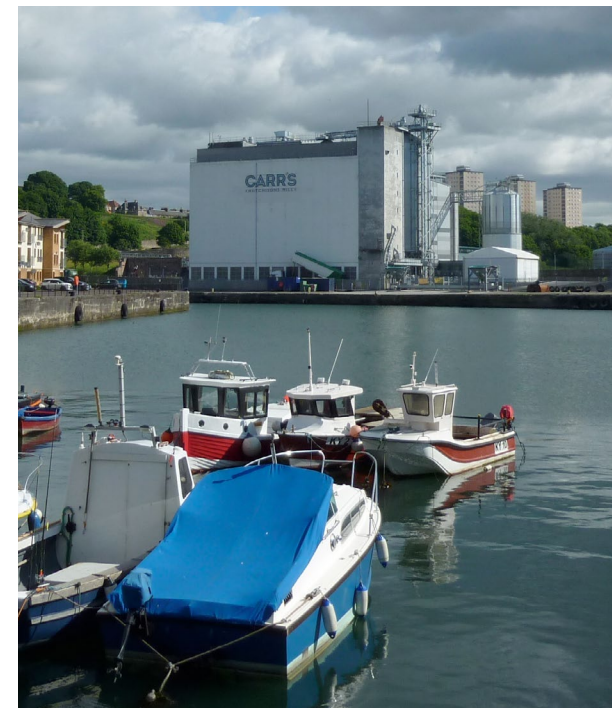
of a Transport Scotland Freight facilities Grant, the dock side location is a huge asset as the grain can be delivered, by ship, direct to the mill. This is estimated to remove 250,000 lorry movements per year. The milling facility needed to be modernised and extended to maximise the benefits from this transport improvement; creating the first new mill in Scotland for 30 years. Carr's needed to be able to deliver flour to the industry at a certain volume and quality and were bidding for important contracts to underpin the investment in the mill.

The Development Management Priority Team, were tasked with delivering a decision on the planning application for the new mill that would permit Carrs to bid for these important contracts. With the cooperation of the statutory consultees and support from other parts of the Council the decision on this application was made within 6 weeks. Despite a number of environmental and heritage constraints the consent was delivered on time to meet the agreed date. The new facility became fully operational in 2014.

The commitment to the investment in the mill was secured and the project completed creating the most modern and technologically advanced mill in the UK. Carr's have valued the partnership approach advocated by Fife Council in delivering this investment. Tim Hall, managing director of the Kirkcaldy facility "urges any business looking to the future to look towards Fife."

"To have a professional team dedicated to this project made the process so much more efficient than has been my experience in other regions. Carr's are committed to continuing the development of this site and can do so with the confidence gained from working together over the last few years and delivering a conclusion that we can all be proud of. I am always happy to promote Fife and ensure that businesses are aware of the benefits of working with your team within the council should that ever be required".

Tim Hall, Managing Director, Carr's Flour Mill, Kirkcaldy.



Carrs Flour Mill and Kirkcaldy Harbour.

Open for Business

Case Study 2

Diageo, Begg Farm

Fife Council has worked with Diageo to help deliver important projects across Fife and the most recent investment of approximately £200 million in new bonded warehouse facilities near Kirkcaldy is the culmination of the current Diageo investment in Fife: with Phase one already complete and storing whisky and Phase 2 underway in 2014.

On completion a total of 46 maturation warehouses with associated infrastructure and tanks will occupy a 136ha site providing 40 permanent jobs. This was a significant development that could not be delivered within any of the established or proposed employment sites within Fife but a location close to the distilling and bottling facilities was essential. A site at Begg Farm north of the A92 Trunk Road on the outskirts of Kirkcaldy, 10 miles west of the existing bottling and distilling facilities was identified which offered easy access to the A92 allowing lorry transport to and from the other facilities and wider markets.

In location terms it was ideal but it presented a significant challenge to the Development Plan and its spatial strategies. From the outset the Planning Authority acknowledged that the development would be considered significantly contrary to the Development Plan.

As a major development (in terms of the hierarchy) this decision brought with it additional processing requirements in terms of offering a public hearing and the need to make the final decision at the full Fife Council meeting rather than the Planning Committee. Through effective public engagement on the part of the company and assistance from the Priority Team case officer it was possible to ensure that a full and thorough application submission was provided and a tight timescale was adhered to.

Fife Council's Invest in Fife Team appointed a relationship manager to assist the applicant in negotiating the statutory consent process. From receipt in March 2012 to its first scheduled committee meeting in June 2012, a provisional decision by the Planning Committee in August 2012 then a final decision at Fife Council in September 2012 the application was determined in 6 months.

By January 2013 the first stage building warrant was approved and the building project was on site in 2013 with the first warehouses commissioned in 2014. Under the provisions offered by the Planning Act to permit non-material variations the planning staff worked with the applicant's consultant to achieve the necessary change without a new planning application process. These changes permitted significant saving in the construction costs and improved the efficiency of the final layout of infrastructure.



Through good design and the commitment to using landscape architects in the planning and execution of the landscape treatment this extremely large development is proceeding next to the A92 corridor with no significant impact on the landscape. It is a very successful development which through the collaboration of the Council's planning staff and its Invest in Fife Team produced a positive outcome for one of Fife's key employers and one of the country's most important businesses. Diageo has confirmed that this process gave the company considerable confidence in its ability to deliver the investment project on time and within budget which in turn helped to secure funding commitment for investment in Fife's Diageo facilities from the Company's board.

Harry Fox, Operations Director, Maturation said

"Diageo has made a significant investment in Cluny Bond and the development reinforces our commitment not only in the area, but to our business in Scotland as a whole. We have worked closely with the planning team at Fife Council throughout this project and their professionalism and support has ensured the process is seamless enabling us to deliver on time."

Communications, Engagement and Customer Service.

Putting the Customer at the heart of what we do.

This agenda was highlighted in PPF 3 as a major objective to be undertaken commencing within the PPF 4 reporting period and the following details provide evidence as to how this project is progressing across the Service, further work will be undertaken throughout the PPF 5 period.

Online Customer Survey

In August 2014 for the first time ever we introduced a customer satisfaction survey. We were keen to start capturing results of our customer experience in a consistent and measurable way. We based our sample on customers who had received their Decision Notice in the previous 2 weeks. In order to capture the fullest indication of how we are performing every single application is surveyed on determination.

The purpose of our survey is to

- Assess the satisfaction levels of our customers
- Identify areas for improvement
- Make changes to our processes where necessary

Our initial survey period operated from August to December 2014 and we used this as a trial period with a review scheduled in December. Our questions were based on speed of decision, professionalism of staff, ease of communication

and one open ended question for customers to leave their own comments.

In January 2015 we took the opportunity to introduce a number of new questions to include topics such as:

- Identifying customer type - individual applicant or professional agent
- Number of customers using e-planning to track progress of an application
- Ease of gathering information before submitting an application
- Usefulness of the different information channels we provide

We also ask our customers what we could have done to make their experience of submitting a planning application better. The responses to this question are providing us with valuable feedback to assist with future improvements to service delivery.

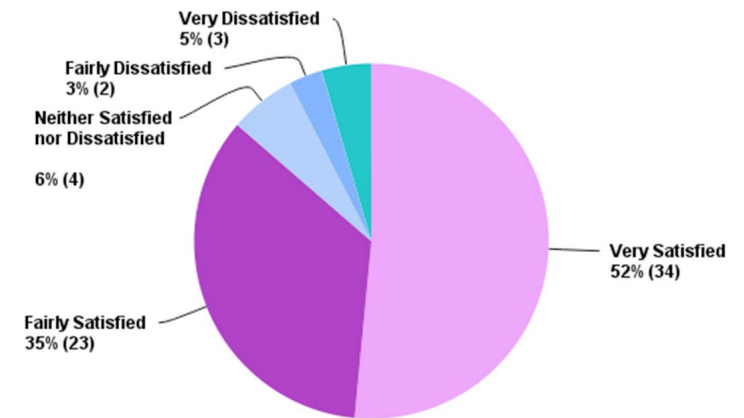
Using our customer feedback from the survey we made a number of changes to the services we deliver in 2014/2015. These include:

- Additional appointment times to speed up the communication between applicant and case officer.
- New Pre Application service for Householder applications
- Purchase of upgraded software for our online planning site to improve the customer experience

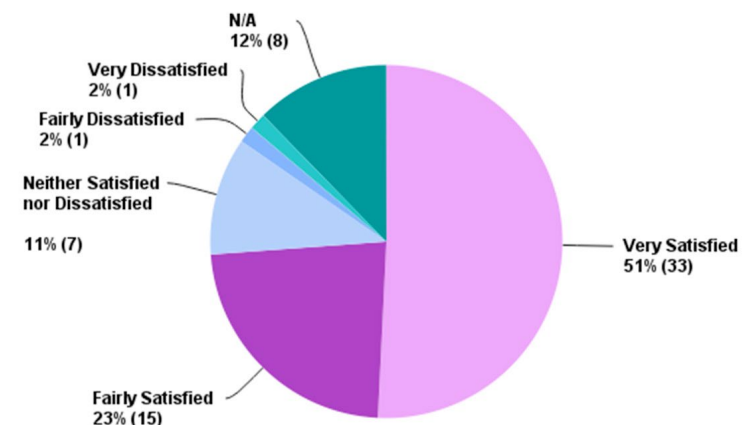
The following graphics from the survey give a snapshot of the feedback obtained which we can use to improve how we deliver our service.

Survey results from August 2014 to December 2014

Please indicate how satisfied you were with the overall service you received.



How satisfied were you that staff listened and responded to your needs?



Full details of the survey are available at [here](#)

To date we have published 2 customer reports which we disseminate to a range of customers and interested parties. This list includes direct emails to elected members, our agent mailing list and Community Councils. Between August 2014 and March 2015 a total of 1839 requests were sent to customers and we received 250 responses giving us a 13.5% return rate.

Customer Focus Project Board

In August 2014 a new Customer Focus Project Board was formed. The Project is based on PRINCE2 project management principles and the Board members are Head of Service, Senior Planning Manager and a customer representative. A Service Manager has the role of Project Manager with our Improvement Officer in the role of Project Support.

The remit of the Board is to lead the Fife's planning portfolio through the planned phases of the Customer Focus Project to deliver an excellent customer experience for all users of the planning service. It will build on existing activities geared towards improving our overall customer service, setting them within a defined project structure. In turn this will introduce priorities timescales and targets and allow for progress to be measured against key objectives, providing a whole new emphasis and direction for this key area of work.

The Project objective is to

Enhance Fife's Planning Service by delivering a systematic approach to **listening** to our customers, **considering** their views and **responding** to their feedback to improve our customer's experience.

The success of the project will be delivered through:

- Introducing a customer approach to surveying customer satisfaction

- Ensuring that the Service has clear and logical content presented on our web pages.
- Designing and Implementing a Customer Listening Plan to ensure that we listen and respond to each key stakeholder group.

The outcomes of the project will be measurable against one of our themes in the Service Plan: providing excellent customer service and

Delivering quality services. As we gathered more and more feedback from our customers we developed a new web page (noted in the Customer Survey section above) to make sure that the results of surveys and statutory performance targets are easily available to our customers to view. We have included an electronic Customer [Feedback Form](#) to allow customers to leave their feedback on any aspect of planning.

Listening Plan

Our Listening Plan stems from our Vision and Values statement which states we will deliver

'Continuous improvement and innovation by finding out what our customers want'

The Plan provides a clear and comprehensive way in which to gather feedback from our customers. To ensure that all our customers have the opportunity to provide feedback we identified 4 distinct customer groups. This allows us to target our communication methods appropriately. Our customer groups are:

- Applicants and Agents
- Neighbours, Objectors, Special Interest/Action Groups
- Elected Members and Community Councils
- Businesses

The Plan uses a mixture of surveys, focus groups, social media and training sessions to gather information. Alongside this we also have our regular feedback routes such as email, telephone and our electronic customer survey feedback form which is available via our web pages.

Visions and Values

Fife's planning team have set out their vision of how we will provide a service to our customers based on the things that matter to them. Feedback from customers was used to help us pinpoint their priorities and areas of importance.

We designed our Vision and Values statement in September 2014. This detailed the way in which we would interact with our customers. Our core objective is 'Making fife the Best Place' and we decided upon 3 key words which would enable us to do this.

LISTEN | **CONSIDER** | **RESPOND**

Our aim was to create something that would be easily identifiable and meaningful to all customers and one that staff would be able to embrace as part of 'business as usual' customer service delivery. Our Vision and Values statement and logo was also made readily available through the purchase of lanyards and mousemats which were distributed to all Planning Service colleagues.



Development Day

Our Development Day took place at the beginning of October 2014. This was our 4th annual event for staff across the Planning Portfolio to take time out to consider, discuss and share ideas on our theme – **Customer Focus and Performance**. The agenda was designed to strike a balance between providing information on the future of the service and enabling staff participation within an informal setting. Items included

- Feedback from our first Employee Survey
- A short presentation given by our Project Board Representative
- Design our new Personal Development Appraisal process
- Role play from external training company 'Listening to Customers'
- Launch of our Service Vision and Values

As with previous Development Days we asked staff to evaluate the day. This provides sound material to help with the planning and content of future sessions.



Planning Service colleagues during the Development Day.

Complaints

Fife's corporate complaint system, known as "Lagan", enables us to track and monitor complaints to the service as well as recording improvements. In line with recommendations from the SPSO, we operate a 2 level system for complaint resolution.

During the period April 2014 to March 2015 the planning team received 48 complaints, which is just less than 0.02% of all applications determined. After investigation 25% were found to be upheld or partially upheld. Details of these complaints are discussed at the Customer Focus Group to identify where improvements have to be made.

Examples of improvements made as a result of complaints were:

- Reviewed scripts used by Contact Centre staff when dealing with first point of contact telephone calls.
- Worked with colleagues in IT to establish new monitoring systems to identify and advise teams when public planning site is down. This allows alerts to be posted on web page and in some cases emails sent to agents, Community Councils and elected members.
- Reminder to staff to ensure all relevant officers are provided with information asap.
- Process to establish that one person takes ownership of customer communication when a number of staff are involved with one

application.

- Reimbursement of funds to customer due to information not highlighted at Pre- Application stage.
- Formalisation of Non Material Variation process.

Further work on how we use complaints and the outcomes from them to inform improvements to our service will be reported back in PPF 5.

Duty Officer

In August 2014 we re-introduced a Duty Officer provision following feedback from our customers. Technicians are available every day to take calls and meet customers at Reception to help with initial enquiries to the planning team. This helps to provide a consistent service to our customers.

Development Planning Customer Initiatives as part of the preparation of FIFEplan.

The Development Plan team has sought to develop conversations with various stakeholders through the preparation of FIFEplan, the LDP for Fife, beyond the consultation at the key points in the Development Plan publication. This has included conversations with Key Agencies, Community Council and the wider group. This included the development of two groups: A Key Agency group and the Fife Local Development Plan Exchange.

The Key Agency Group considered the strategy for FIFEplan, and helped to identify where the issues lay in respect of infrastructure. Information was shared through emails and correspondence through the preparation of FIFEplan. The Fife

Local Development Plan Exchange www.fifedirect.org.uk/fifeplan was established in 2011 to test ideas on the form and content of the LDP, on matters such as consultation methods. The LDP Exchange currently has a membership of 139 contacts, which includes representatives from 38 local businesses, firms and from planning consultants and agents; 30 Community Councils; 19 other community organisations; and 13 partner organisations and key agencies. The first Fife LDP Exchange networking event was held in September 2013, and the next LDP Exchange event is planned towards the end of 2015, to look at the feedback from the survey and where now for the FIFEplan 2. As well as being part of the consultation address lists for formal consultations the Exchange has been asked, at various stages on the Plan to have an input into some of the Development Plan work. This included being asked about the format of FIFEplan and on the format of the mapping. In March 2015, the LDP Exchange membership was asked for comments on the design of the Customers Survey and a number of members of the Exchange contributed to the design of the questionnaire. The survey was then carried out during March / April 2015 and asked those who had taken part in the Proposed Plan consultation for their feedback on the publication of, and the consultation on, the Proposed Plan.

The Exchange, along with Community Councils, has been kept advised by group email of progress and been given early notification of the reporting of FIFEplan to committee and of forthcoming consultations.

Social Media

The Development Plan Team has developed an online presence as part of developing relationships with a broader range of customers. Social networking is increasingly being used to raise awareness of development plan work and to reach a broader range of Fife's population. Regular tweets go out through Twitter on plan progress to followers. By the close of the Proposed Plan consultation in December 2014 there were 582 followers, with the numbers steadily increasing to 712 by May 2015.

A flow of 71 tweets went out during the proposed Plan consultation from the 27 October to the 8th December 2014. Posts were also published on the Council's Facebook page, with an overall potential reach of 9889. Overall there were 65 likes, comments and shares, and overall post clicks of 316. In addition, the Development Plan team has created a LinkedIn group to promote the professional identity of the Development Plan Team and help facilitate networking and the exchange of ideas with others in the planning profession.



High quality Development on the ground Promoting quality architecture and design.

As reported in PPF 3 securing the quality of our built environment is a key part of our service. Dealing with an extensive range of sensitive urban and rural environments, conservation areas and listed buildings provides a unique challenge in Fife. The background of the development management and urban design input to the application process relating to the application site at Westburn Lane, in St Andrews was referenced in PPF 3.

The success of the collaborative work undertaken between Development Management, urban design colleagues and the applicant was clear when the development was completed in 2014 receiving awards from both the RIAS and the Saltire society for 2014/15.

Similarly Fife continues to encourage innovative architectural solutions and inspiring design as the recently completed house built at Elie's Ruby Bay also demonstrates. Here again discussions and input from the development management and urban design team helped shape the final design solution for the scheme. It too was a finalist in the Saltire awards.

In addition to the work on the ground, the close relationships between Development Management and Development Planning policy work was evident in the compilation and consultation work involved in the preparation of the Making Better Places document the formulation of which was undertaken by A+DS.

Making this saw not only collaborative work in the office but also a joint session with A+Ds attended by both Development Management and Policy colleagues at the A+DS offices in Edinburgh.



"West Burn Lane was a demanding brief. Inevitably, developing a contemporary housing project within a conservation area had its own particular challenges. The site is located within the historic centre of St Andrews and with very restricted boundaries within one of the mediaeval rigg plots. There was a need to balance the requirements of the developer with the need to integrate the project sympathetically into the unique context along with more prosaic considerations such as dealing with parking provision and refuse storage."

"We found the dialogue with the Fife Planning department to be rigorous but ultimately very productive resulting in a scheme which resolves the challenges of the brief but hopefully ultimately offers something back to enhance the urban context."

David McKenna, Projects Director,
Sutherland Hussey Harris Architects.

Commenting on the Westburn Lane development the RIAS judging panel said:

"Following St Andrews' historic 'rigg' pattern, this new development is a graceful and intelligent insertion within one of Scotland's finest historic urban environments."

"Careful in scale and utilising materials of the highest quality, this unobtrusive contemporary housing development is set in a conservation area, embracing a series of public and private courtyards."



Working Together.

Forth Bridge World Heritage Bid status.

Forth Bridge World Heritage Nomination and Inscription

The potential for heritage to underpin ambitious economic development projects has long been recognised in Fife. The use of Fife's heritage as an economic driver is thus a key priority. Interpretation of sites aimed at visitors is also encouraged and through partnership working and seedcorn funding, Fife Council has successfully delivered a number of local projects in 2014-15 as well as enabling others to deliver many larger projects. Of particular note and referred to in PPF3 in terms of the preparation work, is the inscription of World heritage listing status of the Forth Bridge.

With World heritage listing of the Forth Bridge designated in July, 2015, Fife Council's nomination of the Bridge in 2010 and its continued partnership working since, shows how local, national and international interest, not to mention sustainable economic development, can be delivered on the back of innovative and ambitious heritage projects that conserve heritage, promote economic development and create jobs.

Nominated by Fife Council in 2009, the delivery model for the nomination bid saw a range of authorities and agencies come together to make the vision a reality. Historic Scotland, Transport Scotland, Network Rail, the City of Edinburgh

Council as well as a host of local interest groups and community councils came together under the umbrella of the Forth Bridges Forum to deliver a highly successful nomination bid.

With Inscription confirmed in July, 2015, the potential economic benefits of increased visitor numbers are being carefully managed by Fife Council's World Heritage Economic Benefit Working Group, a joint partnership group working with local communities and region-wide businesses to deliver real, immediate and tangible benefits from the bid. An award of £760,000 made by the Big Lottery's Coastal Communities Fund to Fife Council in 2014 will see the installation of a new state-of-the-art

pontoon facility at North Queensferry's Town Pier that will offer a truly sustainable transport option for visitors who wish to travel between North and South Queensferry.

In a similar vein, the opportunities opened up for local businesses has also been recognised, and again the benefits of operating all the Planning functions and Economic development and business from a single office are emphasised; where close working relationships and partnership working is required to maximise the opportunities such events present .

Environmental improvements are also planned at North Queensferry with streetscape and



public realm improvements, digital interpretation kiosks, walking routes, viewing areas and even the re-erection of the Beamer Rock Lighthouse being amongst some of the plans in hand to accommodate the anticipated increased visitor interest, particularly cruise ship interest, expected following inscription. Further collaborative work with built heritage and development management colleagues in the City of Edinburgh Council will be essential to embed the processes and procedures forming the regulatory framework which applies to the world heritage designation. The cooperation of Fife Council Planning and the City of Edinburgh Planning services was a key element in the successful bid outcome particularly with different parts of the bridge being in both local authority jurisdictions. It will be particularly important for Fife to learn from Edinburgh's experience of dealing with development in and around a world heritage site.

Efficient and Effective decision making.

As indicated in PPF 3 in order to ensure that the Scheme of delegation is operating as efficiently and effectively as possible it is reviewed on a regular basis, the most recent completed in the PPF 4 reporting period (June 2014) with the changes effective from September 2014. The review has drawn on the practical operation of the previous scheme which has informed the changes made. One of the main changes in the scheme of delegation reflected concerns arising from the processing of wind turbine applications, the amended scheme requires wind turbines in

excess of 50 metres to be referred to committee. Reviews of the Scheme of Delegation will be conducted on a regular basis the latest scheme has been published in July 2015. Customer experience is one of the sources of information which helps to inform which areas of the scheme may need reviewed.

Effective Management Structures.

Planning is a key function within Fife Council's corporate structure. It is recognised as an essential component of development delivery and implementation and complementing the wider goals and objectives set out in the Single Outcome Agreement, the Fife Community Plan, and the Fife Economic Strategy. Our current development management team structure aligns with the key customer groupings, allowing us to respond to householders, community groups, local developers and major employers in a way which provides a tailored approach for each group.

We continue to adopt LEAN management processes which have proved to be an effective mechanism to deliver change over a period of 5 years. The application of LEAN provides an inclusive basis to encourage staff participation in the development of new approaches and procedures, which is critically important, whether these arise from customer derived service improvement priorities or budgetary need.

We continue to examine all the opportunities to reduce transaction costs and overheads as a means to drive efficiency and consider

opportunities in this regard which can arise from mobile and flexible working. In addition we have continued to develop the web site and on line systems to ensure as much information and guidance is available to maximise opportunities to deliver self-service options. The location of all teams in one building continues to derive benefits through encouraging efficiencies in the processing of applications or through the participation of development management colleagues in helping to inform and shape the development of FIFEplan.

The continued development and implementation of performance and productivity metrics in development management has resulted in ongoing performance improvements to the through put of applications and this is evidenced in the ongoing reduction in processing times for Local and Major applications in the PPF 4 reporting period.

While focussing on the speed of decision making an ethos of positive resolution of applications through negotiation exists in Fife Council to enable and support sustainable economic development.

From validation through to determination Development Management are committed to working with applicants to try to obtain a resolution to their applications. The application of performance metrics and clear objectives defined by managers both in terms of policy formulation in the development of FIFEplan

and the processing of applications has enabled improvements in performance to be realised while still upholding and advocating this approach to support and encourage sustainable economic growth and delivering quality development.

Financial management and local governance.

During 2014/2015 the economic downturn continued to adversely affect the Fife income levels for planning, as the number of applications remained lower than in earlier years. Fife Council monitors the revenue budget by working closely with our financial support team, regular monthly meetings of our internal budget scrutiny group and through reporting to Committee. As highlighted in PPF 3 work continues to be carried out in the Planning teams to analyse transaction costs at a detailed level.

This work is being carried out in conjunction with the Heads of Planning Scotland benchmarking exercise. The specific financial details in financial year 2014- 2015 were:

- In 2014/15 planning fee income required corporate financial assistance of £535,000 to maintain planned budget levels.
- The Planning portfolio of EPES has a gross expenditure budget of £4,124,000 and is delivered by 64fte employees.
- The net expenditure is £2,606,000 and there is an income target of £1,518,000, derived mostly from planning application fee income of £1,457,000.

- Since the start of the economic recession, there has been a significant drop in this income which previously ran at £1,700,000 per year.
- This drop in income levels is compounded by the need to make savings, so strong financial management is essential in the current climate. On-going budget efficiencies mean that in 2015/2016 further revenue budget savings will be required and that will require our continuing commitment to adapt to change and find innovative ways of providing our services.

Culture of Continuous improvement.

The evidence and actions carried forward from PPF 3 and the outcomes and initiatives evidenced in this report clearly demonstrate that the Planning Portfolio of Fife Council has maintained and built on the culture of continuous improvement and has embedded this as part of its business culture highlighted in previous PPFs.

We not only are committed to deliver continuous improvement because it is in the Fife Council Plan as a key driver and objective, but because it is a fundamental business necessity to maintain an effective and efficient planning service for the people of Fife. Fife Council can demonstrate a strong agenda to drive change and improvement in the way we deliver our services. We have an ambitious agenda which has and continues to challenge the established processes. Through our customer programme we have actively sought to include community groups and

customers to influence and shape change. This is evidenced with the invitation of one of our customers to sit on our Project Board. We face new challenges which require new approaches, one particular area is the recent focussed activity in solar farms, where we have had to research and establish best practice as to how such cases are dealt with. Again benchmarking with colleagues from Angus to Cornwall has assisted in this approach.

The success of the Service in achieving awards for its program of initiatives relating to the operation of the Gateway team and the validation of applications demonstrates a national recognition to the emphasis Fife Planning places on innovation and continuous improvement. The use of Lean management principles enables staff participation in how we change but also more effectively ensures that changes are accepted and embedded as business as usual in a quicker timescale. Our objectives set out for delivery during the PPF 5 reporting period 2015 to 2016 continue this agenda of dynamic change.

7. Supporting evidence

Sections 5 and 6 of this report were compiled drawing on evidence from a variety of published sources. Full details of our key publications, customer guidance and planning procedures are available on

[Fifedirect](#)

Specific links to key information are provided below:-

- [Affordable Housing Supplementary Guidance](#)
- [Commenting on an application guidance](#)
- [Customer Feedback Form](#)
- [Enforcement Charter](#)
- [Fife Council Affordable Housing Programme](#)
- [Fife Council Business Pages](#)
- [Fife Development Plan](#)
- [Fife Urban Design Guide](#)
- [Making Better Places](#)

- [Non Material Variation Guidance](#)
- [Minerals Supplementary Guidance](#)
- [Online Customer Survey](#)
- [PPF3 Feedback Report](#)
- [Processing Agreement Guidance](#)
- [Pre-Application Guidance](#)
- [Planning Obligation Framework Guidance](#)
- [Validation Standards](#)
- [Wind Turbine Validation Checklist](#)

Other relevant web links include:

- [Scottish Government Planning Authority Performance Statistics](#)
- [DPEA website](#)
- [Directorate for Planning and Environmental Appeals Annual Review 2013-2014.](#)

8. Service improvements- 2013/2014 and 2014/2015:

Table 2: Fife Council's assessment of how we have delivered on our service improvement actions and objectives from PPF3.

Committed Improvement and Actions	RAG status
Performance targets and achieved performance for all application types to be further scrutinised and improved upon.	Improvements in speed of decision making for Local and Major applications building on improvements in PPF 3. Householder applications small reduction in performance. (increase from 8.1 weeks to 8.6 weeks)
New benchmarking arrangements to be introduced for the SOLACE "family" to identify "best in class" and to identify and implement any lessons learned/new initiatives for Fife.	Ongoing work with HOPS and also participation of colleagues in HOPS Committees and RTPI. Information and feedback from participation in these bodies fed back to colleagues.
The implementation of an electronic Planning Obligations Tracker (POT) together with a cross-service focus on all legal agreements.	Supplementary guidance on Planning Obligation Framework published. Active removal of delayed Legal agreements and tracking of S75s through to conclusion. Easy read flow chart guide published to highlight need for obligations..
Continuing to focus on Key Performance Markers identified by Scottish Government/COSLA will set the agenda for continuous improvement and implementation of delivery of customer focussed initiatives.	Evidence from case studies above and the significant number of improvements achieved throughout the 2014-2015 reporting period. We continue to develop a particular emphasis on learning from customer experience.
Our new Customer Focus Project will enhance Fife's Planning Service by delivering a systematic approach to listening to our customers, considering their views and responding to their feedback.	As per case study on our Customer focus project and achievement of PPF 4 objectives. Publication of guidance on NMVs and Windfarms following Fife Council's Scrutiny Group feedback. High Hedge review of processes is also informed by customer experience of the process.
Performance targets for all application types will be scrutinised and improved upon. Developing and implementing strategic approaches to managing caseloads to improve service delivery.	Not achieved for all applications. Local and Major performance has improved but there has been small reduction in performance of householder applications. A review to alter scheme of delegation to assist with improved performance, in addition to capacity planning across teams, together with a utilisation of performance and productivity metrics.
Continue to explore and develop new initiatives aimed at increasing engagement of the people of Fife with Planning. Development Management and Development Plans are proactively implementing opportunities created by new technologies and media to engage communities and individuals.	Utilisation of new technology to obtain feedback and use this to drive improvement to processes and guidance. The public engagement process as part of the preparation of the Development Plan and the development of Customer Surveys across the planning service effectively evidence this.
Develop and build on the benefits of co-location and the formation of a single Planning portfolio to promote sustainable economic development.	In addition to the many day to day benefits of co-location two specific areas particularly demonstrate this in the PPF4 period: A+DS- collective participation in A+Ds event in Edinburgh to develop Making Fife's Places. design document. Continued close working with Economic development colleagues and Development Management Priority applications team. The relationship and day to day working between Economic Development and the Development Management teams continues to deliver results in terms of business investment and confidence in Fife.
Targeted promotion of processing agreements to the business sector and Major applications.	Active promotion and advocacy of Processing Agreements with all pre application advice and informal contact. Uptake from applicants remains limited. We have published a Processing Agreements Guide , to provide additional specific advice to applicants. All pre application responses for Major and significant local applications explicitly mention that Fife Council encourages and supports the use of processing agreements.

Formalisation of Protocols with internal consultees and external agencies.	On going. Particularly with Fife Council Housing Service to facilitate work between Affordable Housing Planner, the Planning Service and Housing Service. Environmental Health protocol to secure amenity improvements in the context of commercial waste. Initiation of discussions with Legal Services to formalise a protocol have commenced during PPF 4.
Initiation of "Business Pages" online available through Fife Direct web site, providing a coordinated one stop online shop for new business. This provides a cross service single information point providing guidance and advice to new, or expanding existing businesses. Information provides clarity and certainty relating to all regulatory processes, such as development management, transportation, licensing, housing, etc. In addition information on grants, licensing, and business accommodation availability and assistance is accessible from a single site.	The development of this site involved a collaborative approach with Planning Service representatives and other council services ensuring the coordination of planning inputs to the development of the web site. www.fifedirect.org.uk/business The site finally went live in May 2015.
Appointment of a specialist affordable housing planner to focus and prioritise the delivery of affordable housing across Fife.	As a result of the positive feedback from the Housing Service the post is to be extended for a further year. In addition publication of new Affordable Housing Supplementary Guidance will provide clarity and certainty for potential developers.
Formalise validation standards for wind turbine applications and investigate the potential opportunities for streamlining the validation and processing of renewable energy developments to improve processing times.	Following extensive consultation with stakeholders and elected members the validation standards were agreed by committee in February 2015 (launched May 2015) www.fifedirect.org.uk/planning Wind turbine Validation Checklist (A review is programmed in PPF 5 to learn from customer and applicant experience)
Maintain and develop active participation of staff in relevant benchmarking and improvement, and professional bodies and organisations: SOLACE, HOPS, RTPI, Improvement Service etc. Active participation in consultation and policy formulation through Scottish Govt.	Key Fife Council Service Managers members of HOPS committees (Energy and Resources; Development Management Sub Committee, SUDS Working Group) and RTPI Committee membership. One of our Service Managers visited Northern Ireland to assist and advise on the establishment of Local authority planning in the Province. Visits to Fife Planning by CEC. South Lanarkshire, and Loch Lomond NPA.
Implementation of new Non Material Variation Process.	A new process was developed and implemented, substantially as a result of listening to customer feedback in relation to concerns with the previous process.
Implementation of new standardised and clearer timescales for public comments to be made on applications.	New process agreed and publicised to assist our customers and streamline the development management process. Guide to Commenting on an application
Continuing to innovate to improve processing systems and procedures and lead practice through benchmarking with other authorities and publicising successes.	Participation in HOPS committees, NI visits, and visits to Fife by CEC. South Lanarkshire, and Loch Lomond NPA. As Above.
Introduction of Development Management desk duty planning advisor to assist householder/minor applicants to augment the existing appointment service and that for Priority business applicants. This will introduce a bespoke three tier advice service delivering assistance; effectively aligned with the hierarchy of planning applications: Minor, Local, Major.	Implemented in 2014. In addition to the appointment system available to all callers a dedicated desk duty officer to provide general advice was reintroduced at the office in Glenrothes. Sharing experience with other authorities in relation to processing Solar Farms and processes related to the LDP.
Raising the profile of Planning through participation in awards programmes.	Submissions to and achievement of national awards by Gateway, and Development Management work with award winning projects.
We will seek ways to engage with customer groups currently not actively engaged in our Planning processes.	Continued development of social networking by Development Plans. Creation of LinkedIn group to promote Development Plan team. Further opportunities to develop this by Development Management will be reported in PPF 5. As well as online surveys noted in PPF4 A dedicated email address: at Fife.devplan@fife.gov.uk ; A webpage for FIFEplan with a short address: www.fifedirect.org.uk/fifeplan ; A twitter account: @FifeDevPlan; and A LinkedIn® group: FifeDevPlan

Service Improvements for PPF5

In addition to the on-going improvements identified as amber above we will continue to review our processes and have programmed the following business process improvements in 2015-2016. Progress on these objectives will be reported in PPF 5.

- Further implementation of protocol agreements between Planning, primarily Development Management and consultees.
- Development of single consent process with Transportation- Roads Construction Consents, to align with Making Places Policy, Designing Streets, Urban Design. Making Fife best place to do business.
- Development of new Transportation Guidelines to align with Designing Streets.
- Continued work to develop validation standards and guidance. Drawing on work from HOPS.
- We will complete the Customer First project by finalising the Listening Plan. This involves completing the survey work and engagement with key customer groups:-
 - Online Planning Survey (registered users of planning online site); External

Consultee Survey, Elected Member Survey, Business Voice Survey Frontline Contact Survey (sample phone back of customers using our phone contact centre) Community Council Engagement Event.

- Agree Inter Service Protocol with Legal Services to help improve processing of legal agreements including Section 75 cases.
- Our annual staff development day will also support this work and will be centred on the 'Consider' element of our 'Listen Consider Respond' theme.
- The Planning portfolio will provide key input to Fife's e-building Standards project. The lessons learned from e-planning and the existing in house experience will provide a valuable asset to assist in achieving a successful implementation of this project. The e-building standards project will also be used as an opportunity to revisit planning and building standards processes and improve on streamlining and efficiency and examine opportunities for closer working.
- We will examine a number of options for further increasing the proportion of electronic submissions, including:-

- promotion to agents as part of e-building standards project
- only publishing representations which are submitted online
- raising public awareness of online planning tools
- improvements to the planning online and Fife Council websites
- We will review changes made in 2014 to the publication of consultee responses.
- We will continue to benchmark with other planning authorities and businesses (Perth & Kinross have visited since April 2015) whilst Loch Lomond Park Authority, South Lanarkshire and Edinburgh visited us prior to end March 2015.
- We will work with the Improvement Service to improve the efficiency of publishing planning information on the PINs website.
- Collaborative work with City of Edinburgh Council to learn from their experience with World Heritage sites, following the inscription of the Forth Bridge.

9. Conclusion

Fife Council's Planning Service delivers its functions to the people and businesses of Fife at a consistently high level, as evidenced by developer, applicant and customer feedback. We consider PPF 4 demonstrates that the Service has performed well notwithstanding changes to staffing and against a background of continued budgetary pressures.

The main focus of the service continues to be on making Fife the best place for business and promoting and facilitating sustainable economic growth through the day to day achievements of both the Development Planning and Development management functions. We have demonstrated effective structures and processes to deliver this agenda, while we continue to refresh and renew these through the application of Lean management processes, and project planning to ensure we continue to adapt and evolve.

A key objective which we have delivered on in PPF4 is our approach to our customers and shaping our processes to their needs and expectations. We have used feedback to help to shape how we do business. Despite continuing to operate through challenging times in terms of the availability of resources, we remain focussed on proactively engaging with our customers and this commitment is clearly demonstrated in the

achievement of our objectives from PPF3 and those which we have set out to deliver in PPF 5.

Key highlights in the 2014/2015 period have included:

- Continued development and implementation of our Customer Focus Project.
- Continued successful track record of providing a fast track process for large scale inward investment to planned agreed timescales.
- Innovative approaches to consultation and use of new technology in gathering feedback to FIFEplan.
- Achievement of Awards for the Planning Service and contributing to the overall achievement of Fife Council as the APSE Council of the Year.
- Active benchmarking with other authorities and organisations.
- Improving our processes and procedures derived from lessons learned from customer feedback.
- The inscription of the Forth Bridge as a World Heritage site (July 2015).
- Active participation in Scottish Government consultation exercises.

- Utilisation and innovative application of new technology to obtain customer feedback.
- FIFEplan Development Plan for Fife on track to meet published project plan for adoption.
- Continued reduction in on hand (live) planning application cases through active performance and productivity monitoring.
- Expansion of our targeted approach to business customers by expanding our service from the top 100 to the top 200 businesses in Fife.

Areas which have been identified for further focussed improvements during 2015/2016 include building on our Customer Focus project and expanding on how we use lessons learned from our customers in Service Improvement Action Plans.

Fife Council Planning Service considers that the evidence in PPF 4 continues to demonstrate that it is forward thinking, customer focussed, and is driven by achieving quality outcomes on the ground and improving the speed of decision making. The objectives for delivery in the PPF 5 reporting period, together with all the changes which have been implemented in recent years sets out a continuing commitment to drive innovation and performance improvement in delivering the Planning Service for the people and businesses of Fife.

Contact and communication.

This PPF has not covered every aspect of Fife Council's performance on planning matters and it has not listed all the different team achievements and outputs. It has focussed on the higher level and more obvious achievements as required by the PPF template. Fife Council welcomes comments about the services provided, suggestions for improvements and endorsements of good practice.

If you wish to provide specific comments or you require any further information on the contents of the PPF, the available supporting evidence or you wish to enquire about other areas of performance and achievement then please contact.

Robin Presswood

Head of Economy, Planning and Employability Services

Fife Council
Kingdom House
Glenrothes,
Fife KY7 5LY

Tel **03451 555555** ext **442260**

Email Robin.presswood@fife.gov.uk

Alastair Hamilton

Service Manager

Fife Council
Kingdom House
Glenrothes,
Fife KY7 5LY

Tel **03451 555555** ext **450514**

Email Alastair.Hamilton@fife.gov.uk



Appendix 1: Official Statistics - Decision making timescales

Average timescale (weeks)

Category	Total number of decisions 2014-2015	2014-2015	2013-2014
Major developments	25	45.0	49.7
Local developments (non-householder)	866	15.8	19.5
Local: less than 2 months	39.6(%)	7.2	
Local: more than 2 months	60.4(%)	21.5	
Householder developments	1033	8.6	8.1
Local: less than 2 months	69.4(%)	6.9	
Local: more than 2 months	30.6(%)	12.4	
Housing developments	5		
Major	221	62.6	65.1
Local housing developments	16.3(%)	28.9	35.5
Local: less than 2 months	83.7(%)	7.3	
Local: more than 2 months		33.1	
Business and industry	5	41.2	15.9
Major	109	17.8	15.0
Local: less than 2 months	30.3(%)	7.3	
Local: more than 2 months	69.7(%)	22.4	
EIA developments	6	48.3	56.1
Other consents*	663	9.4	8.9
Planning/legal agreements**			
Major	6	115.2	73.3
Local	17	54.9	99.9
Local reviews	47	16.9	16.4

Decision-making: local reviews and appeals

	Original decision upheld				
Type	Total number of decisions	2014-2015	2013-2014		
Local Reviews	47	30	63.8%	24	47.1%
Appeals to Scottish Ministers	39	19	48.7%	11	37.9%

Enforcement Activity

	2014-2015	2013-2014
Cases taken up	23	55
Breaches identified	170	139
Cases resolved	171	213
Notices served	8	3
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

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 & 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

Appendix 2: Workforce and financial information

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

Note: Tier 1- Chief Executive, Tier2- Directors, Tier 3= Heads of Service, Tier 4=Managers

		DM	DP	Enforcement	Other
Managers	No. Posts Vacant	7.5	5.0	0.5	2.0
Main grade posts	No. Posts Vacant	11.0	8.0	0	3.5
Technician	No. posts Vacant	14.0	9.0	4	0.5
Office Support/Clerical	No. Posts Vacant	14.0			
TOTAL		46.5	22.0	4.5	6.0

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

Committee & Site visits*	Number per year
Full council meetings	4- weekly
Planning committees	4- weekly
Area committees (where relevant)	4-weekly
Committee site visits	Not known
LRB**	4- weekly
LRB site visits	21

Notes:

*Number of site visits is those cases where visits were carried out by committees/ boards.

**this relates to the number of meetings of the LRB. The number of applications going to LRB are reported elsewhere.

We have not included statistics on the age profile of the Planning Service in PPF 4 as we no longer collate this data.

PPF4	Total Net Budget	Costs	Income***	
Development management	£770k	Direct* £1,515K	Indirect** £764k	-£1,509k
Development planning	£1,247k	£707k	£540k	£0
Enforcement	£282k	£187k	£95k	£0
Other	£307k	£210k	£106k	-£9k
TOTAL	£2,606k	£2,619k	£1,505k	-£1,518k

Appendix 3: Planning Service Structure:

