

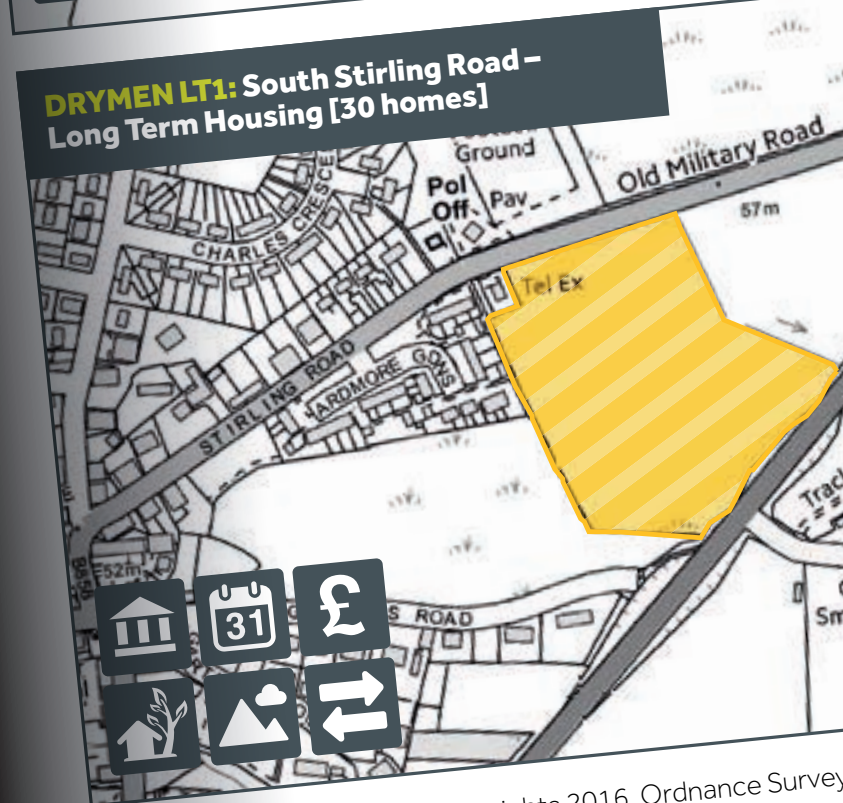
Planning Performance Framework

Legend:

- MIXED USE: MU1
- TRANSPORT: TR1
- RURAL ACTIVITY AREA: RA1
- PLACEMAKING PRIORITY: PP
- CONSERVATION AREA: (Blue line)
- VILLAGE BOUNDARY: (Red line)
- CORE PATHS: (Dashed line)
- OPEN SPACE: (Green)

Map Labels:

- MU1
- TR1
- RA1
- PP
- LT1
- H1
- H2
- RA1



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2016–2017

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Our priorities as a Planning Service

Pic - Adam Elder/Scottish Parliament
Photograph ©2005 Scottish Parliamentary Corporate Body



All of our plans are aligned to the priorities of the Scottish Government. A Plan for Scotland, The Government's Programme for Scotland 2016-17 states :

"The Scotland we want to see has a resilient and growing economy, ...public services that are efficient, fair, flexible and valued, and a vibrant, open and inclusive cultural life."

Scotland's National Parks make a significant contribution to many of the Scottish Government's stated priorities including:

- Growing a Productive, Sustainable Economy with more Jobs and Fair Work
- Transforming Public Services – Working for a Healthier Scotland, and Making Scotland Safer
- Putting People in Charge and Creating Opportunities

Throughout this document you will find the Scottish Government outcomes we directly contribute to, highlighted by these icons at the start of each section. They are:

- We realise our full economic potential with more and better employment opportunities for our people.
- We value and enjoy our built and natural environment and protect it and enhance it for future generations.
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
- We reduce the local and global environmental impact of our consumption and production.
- We live longer, healthier lives.
- We live our lives safe from crime, disorder and danger.
- We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- We have tackled the significant inequalities in Scottish society

Our planning function sits within the Rural Development service of the National Park Authority. Our work focuses on supporting thriving rural communities and a sustainable, growing rural economy, within a heavily visited and protected rural environment where conservation is to the fore.

Introduction

This is our sixth annual Planning Performance Framework (PPF6) for the National Park.

The framework is published annually to demonstrate our continuous improvement of our planning service in the National Park Authority and is a requirement for all planning authorities in Scotland. It represents a holistic view of our performance, giving substance to our statistics published quarterly regarding how many applications we handled and in what timescale. This framework includes our National Headline Indicators (statistics on Local Development

Plan age, effective land supply, project planning, approval rates and enforcement) and this can be found at the end of the document at Part 5. Part 1 tells the story of how we have improved on last year's performance. We explain how we have updated our enforcement charter, tackled processing agreements and made a significant investment, through a planning service restructure, to improve our service to address Scottish Government Performance Marker rating

from last year. There are a number of case studies including a few that continue the story from last year such as our progress with the Balloch Charrette, Rural Development Frameworks and hydro monitoring. There are also new case studies highlighting broader activity demonstrating high quality development on the ground, partnership working and innovative housing delivery.



Part 1 Defining and measuring a high-quality Planning Service

There are four overall measures against which our performance is assessed:

- Quality of outcomes;
- Quality of service and engagement;
- Governance; and
- Culture of continuous improvement.

In this section, information is outlined which demonstrates how we have achieved these measures.

This year the report has been split into the four sections, one for each performance measure and each section contains a narrative to explain how the measure of quality has been achieved. We have referenced case studies within the commentary but also we have included four detailed case studies that address more than one of the performance measures.

- | | |
|---------------------|--|
| Case Study 1 | Ripple Retreat |
| Case Study 2 | West Loch Lomondside Rural Development Framework |
| Case Study 3 | Partnership Working |
| Case Study 4 | Innovative Ways to Deliver Housing in the Park |



Performance Measure

Quality of Outcomes - demonstrating the added value delivered by planning

This section demonstrates how our planning service has helped to deliver high quality development on the ground, including run of river hydro schemes and a heat and power plant. It also reports on our involvement in local place making and environmental enhancement projects such as the built heritage grant scheme and Balloch Charrette. Information about an enforcement case which led to local environmental improvement is also provided by way of example of how our planning work has added value.

UPDATE

Run of River Hydro – Landscape monitoring

In last year's PPF we reported on our internal monitoring process for hydro schemes. This year has continued to be a busy year. We have monitored 10 new and 3 ongoing schemes that were being constructed. Also, 10 schemes were completed that required landscape monitoring.



We continued to use a dedicated monitoring officer who ensured regular contact with contractors and submission of the monitoring reports. This has continued to streamline and manage the process efficiently.

The landscape monitoring has involved site visits to check the restoration of the vegetation on disturbed ground (around the powerhouse,



intake and along the penstock routes). Materials and finishes for the buildings and over-ground structures were signed off, to ensure they fit into the local landscape context.

We typically require permanent access tracks to be reduced in width following construction down to a maximum 2.5m running width with various techniques employed to add a vegetated strip to the track over time. The monitoring has also been useful for highlighting deviations from the original approved plans. Three such amendment applications have been dealt with this year, where the on-site contractors have taken a different penstock or access track route once on site. Due to our vigilant monitoring this has been identified early to mitigate environmental damage.

KEY FACTS

44 
**HYDRO SCHEMES
APPROVED**

35 
**NOW IN
OPERATION**

**HYDRO
SCHEMES** 
**IN THE NATIONAL
PARK OUTPUT**
21.655MW

**ELECTRICITY
TO POWER**
**= 15,400
HOMES**

**THIS MEETS ALL THE ELECTRICITY
REQUIREMENTS FOR THE 7,584
HOUSEHOLDS IN THE NATIONAL
PARK AND MORE!**

Acharn Forest combined heat and power plant

Construction started in summer 2016 to build a wood fired combined heat and power (CHP) plant at Acharn Forest, Killin. It will include the creation of a level compound with log stack areas, a main building fed by woodchip fuel bunkers, a wood chip preparation area, substation, containerised CHP units and a heat exchanger. The operation will generate electricity for the equivalent of 10,000 homes and create at least 10 employment opportunities. Our main focus this year was on the discharge of the conditions ensuring quality materials (such as timber cladding) and painting in dark and recessive colours which minimise visual impact, consideration of light pollution and good landscaping.



UPDATE

Balloch Charrette

Following on from the 'LIVE in Balloch Charrette' (held early in 2016 and reported on in the last PPF, see [charrette report](#) published May 2016), several ambitious and exciting projects were identified for which good early progress has been made over the last year. Five of these involve sites identified in our new Local Development Plan:

- **Balloch Castle** – West Dunbartonshire Council and Z.M. Architects consulted on potential future uses for the Castle as part of a feasibility study.
- **West Riverside** – The site owner, Scottish Enterprise, appointed a preferred bidder who has also purchased the Woodbank House site nearby. It is understood an application is being prepared for development.
- **Parking Strategy** – West Dunbartonshire Council are leading on this priority and following a parking survey in July/Aug 2016 they are developing actions with the Authority and Scottish Enterprise for wider discussion.
- **Activity Strategy** – hosting the Open Water European Championships in 2018 will give the catalyst to develop associated events and activities.



- **Station and Village Squares Project** – this partnership project led by Sustrans Scotland, the National Park Authority and West Dunbartonshire Council, seeks to remodel and improve the appearance of the three public spaces in Balloch. Building on the extensive engagement through the charrette, communities, businesses and stakeholders have been involved in shaping the proposals. There was a wish to see high quality, distinctive and welcoming space. As a starting point, information signage has been renewed. The design options consultation started at the end of this reporting period so we will report on this in the next PPF.

See supporting evidence for further details of the projects including our [blogs](#).



This was the fourth successful year of running our Built Heritage Repair Grant which we reported on in PPF5. This year the scheme was shortlisted in the Scottish Awards for Quality in Planning. The grants aim to support the sympathetic repair of traditional buildings and restoration of local built heritage. This contributes directly to protecting and enhancing our built environment for the benefit of current and future generations.

Projects affecting community buildings were specifically encouraged in this year's scheme.

The scheme continues to contribute to cumulative year-on-year enhancements to visible properties within the area's conservation areas. The photographs below illustrate the schemes supported in Callander and Gartmore conservation areas.

The works build on the enhancements seen to other properties in that village benefitting from our grant.



Gartmore

Restoration of pitched slate roof dormers. Building on other enhancements in the village that have benefitted from our grant.



Blairmore Community Hall

Restoration of Windows – Retaining an important feature of this listed building.



Main St, Callander

Reinstatement of Traditional Stone Dormer



Callander

Repointing with Traditional Lime Mortar



Clear up of a key development site

A strategic development site in Arrochar, known as the former Torpedo site, was left abandoned by the owners following the granting of planning permission in 2013 for a 5 star hotel resort. We received complaints from the community council and following various meetings with the owners served an Amenity Notice to require the site to be cleared up. The main issue was an unused road being left open which was attracting fly tipping. The owner removed the main areas of fly tipping and closed the road. The site remains untidy due to the abandoned buildings and litter therefore we will continue to work with the owners to improve the site and encourage an application for redevelopment of the site.

CASE STUDY 1 Ripple Retreat

We supported the delivery of a high quality landmark building on the banks of Loch Venachar.

In 2014 we received an unusual application for a respite house on the banks of Loch Venachar, near to Callander. The respite house will be operated by a charity 'It's Good 2 Give' and will be for use by young people with cancer and their families for short holiday respite breaks. The proposal was a departure from the development plan but the Members gave its full support and this year we have seen the respite house, now known as 'Ripple Retreat' fully constructed and ready for opening in 2017.

The location was sensitive, being on a stretch of natural shoreline of Loch Venachar, a loch which is known for its sailing, fishing and other quiet recreational activities. The site was adjacent to the National Cycle Route (NCN 7) at a section that runs between Aberfoyle and Callander.

The proposal was determined under the tourism policies of the plan but new standalone holiday letting proposals at this location was not supported. However, given the links to the wider forest area, and Callander by the core path (the NCN7), the site was accessible and offered a good location. In addition, our statutory design guidance stated that 'landmark buildings' are appropriate in some countryside locations but a high standard of design is essential. This was clearly a unique proposal.

Tony Kettle, an internationally renowned architect who designed the Falkirk Wheel offered his expertise and support through his architectural firm (Kettle Collective). The design is inspired by the waterside setting, by the ripples in the loch and the way they sparkle as they catch the sun – and this is reflected in the proposed 'ripple' roof.

The materials (zinc, glass, oak) sympathetically fit the building into the local landscape and the design makes the best use of passive solar gain with larger areas of glazing facing westwards.

We are delighted that we have been able to support this high quality landmark building that will bring respite to young people with cancer and their families. This year our monitoring officer and landscape architect have worked closely with building contractors to ensure a high quality finish and the best solutions for this sensitive loch shore location. We have also approved planning permission for a new pier that will give access to the water for the guests of the retreat.

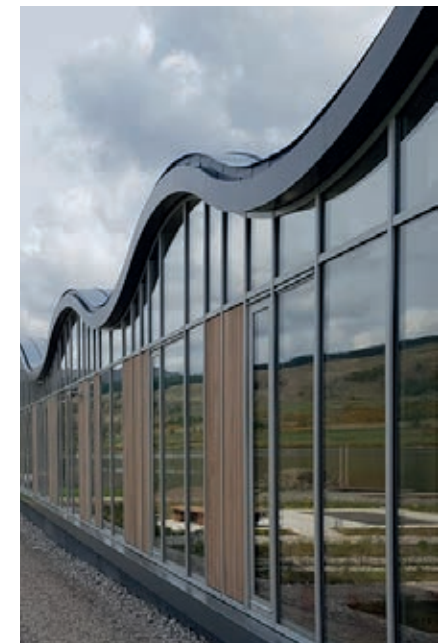
Ripple Retreat as designed and as built -
Photos © Kettle Collective



This case study contributed to our Quality of Outcomes, Quality of Service and Engagement, and a Culture of continuous improvement measures.

This case study contributes towards:

- Quality of Outcomes
- Quality of Service and Engagement.



Performance Measure

Quality of Service and Engagement

This section provides evidence that our planning service is undertaking positive actions to support sustainable economic growth by providing clarity and certainty and a positive customer experience.

UPDATE

LIVE Park Award winning Local Development Plan

Over the last year our Local Development Plan, LIVE Park, has successfully been through examination and was adopted by the National Park Authority in December 2016. The reporter was supportive of our map-based approach and the use of icons on our maps to demonstrate developer requirements. The examination process was focused given there were only 29 issues based on a low number of responses to the Plan and many being in support of the plan and its approach. This is a direct result of the time and resource dedicated to early engagement at initial plan preparation stages.

The Plan received an award in the 'Plans' category at the annual Scottish Awards for Quality in Planning.

"The document had a strong sustainable approach towards shaping the 'place'. There had been a lot of attention paid to getting the right balance of text and images – with an emphasis on the latter...Overall, the Judges felt that the Plan pushed the agenda in terms of setting a precedent for Plan-making."

Scottish Awards for Quality in Planning judging panel.



The newly published Action Programme (March 2017), is also visually presented following the same approach as the Local Development Plan. It has a detailed summary of the three key growth areas – Arrochar & Tarbet, Callander and Balloch.

We undertook targeted consultation in Jan/ Feb 2017 with the statutory authorities, agents and landowners gathering information on each of the sites such as timescales for delivery, any constraints. Information on developer contribution requirements was also included.



We hope the action programme will be able to be used as a working document aiding and promoting the development opportunities in the Park. The approach we have taken to both the development plan and the action programme demonstrates our commitment to providing clear and concise policy guidance and information about development to our customers. We believe we have prepared a focused Local Development Plan with a clear strategy to deliver the vision, through a process that we tailored to fit a wide range of aspirations.



Delivering a positive customer experience

Our PPF5 report set out benefits delivered in the last year such as better quality of applications, less refusals and appeals. This trend has continued into this reporting year.

Our commitment to our pre-application service remains high, and even though only 22% of applications were subject to

pre-applications, this figure conceals the fact that 100% of our detailed local applications this year were subject to pre-application advice. This is where the real added value lies and the reason for the reduction in the decision making time for our local applications.



A notable change this year has been reviewing and changing our pre-application process to make efficiencies without compromising the service we provide. The changes include a 'no site visit' approach for pre-applications unless the scale of the proposal or its complexity merits one. Instead a desk based assessment has been adopted thereby 'freeing up' officer time to tasks associated with planning applications and larger scale pre-applications. This is part of a wider review of all our Development Management procedures and processes which is ongoing. This is also reported within Part 3 of this report under our service improvements.

In last year service improvements, we reported that we had circulated a user survey in March 2016. This was a pilot survey involved us sending out email surveys 2 weeks after the decision. This did not generate as many responses as hoped and we will be looking at alternative methods to obtain customer feedback such as a phone survey, once resources allow for this. We generally get positive feedback from our customers and our emails of thanks within the supporting evidence (Part 2) demonstrates this.

Being clear and proportionate – Developer contributions

The new Local Development Plan policy on developer contributions is more precise. The plan had significant weight in the final stages of the examination in this reporting period and was then adopted at the end of the year (December 2016). An example of this was a financial contribution from the development of infill housing in Gartocharn, using the new draft policy and housing guidance (see Case Study 4 on page 20).

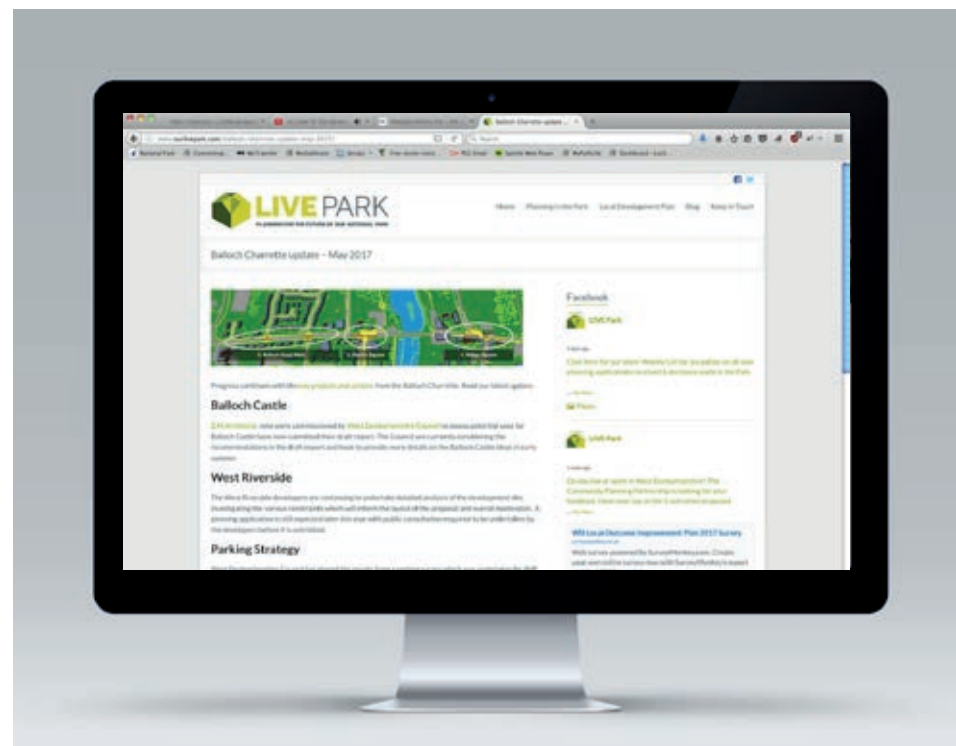
One of the changes the reporter made at examination stage was to ensure the guidance on developer contributions becomes 'supplementary guidance' rather than 'planning guidance', as we had originally proposed. Since the adoption of the Local Development Plan we have been refining the housing guidance, which includes detailed information and explanatory text concerning developer contributions for affordable housing. In March 2017, we appointed the District Valuer to verify the contributions for affordable housing. This confirmed the figures remained robust and we are set to adopt the housing guidance early in the next reporting period.

Progressing our LIVE Park campaign

As mentioned in last year's PPF, the **new National Park website** was being completely over-hauled and re-designed. It was launched in summer 2016 and the planning content was refined further through liaison with our communications colleagues. The new pages have more images and the 'LIVE park' blog has been moved across from our LIVEPark website. This means the pages and navigation is user friendly. The coming year will see further improvements to the pages and new content within the Development Delivery section.

We have also continued to use **social media and blogs** to highlight our weekly planning lists and committee meetings as well as a platform to communicate other planning and development content likely to be of interest – for example new development that is under construction. We recognise the need to be cautious of publicising 'live' applications where we may be accused of soliciting comment for support or objection, the key is to remain impartial.

Following on from the adoption of the development plan in December we held an **Agents Forum** in March 2017 to proactively inform them and raise awareness of main changes to the Plan. Eight agents attended, mainly representing the central Loch Lomondside area of the Park, and discussion focussed around the housing and tourism policies, and also the new climate change requirements. Agents were interested to hear about the change and reasons for the change in policy approach. They were generally positive and understood the context for this, advising that they considered that their clients would embrace the new policy approach. The session was a great way to communicate the key messages in the plan and ensure agents also understood the details of how we intend to apply the policies. The intention is to build on the success of this event and hold another session in Callander to engage with the Agents in the Trossachs area.



Protocols for Affordable Housing Contributions

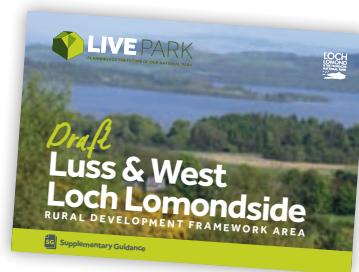
In PPF5 we reported that protocols had been agreed with all four councils for holding commuted sums from affordable housing. This year we have seen the protocol with West Dunbartonshire being used for the first time as we approved an application for 2 dwellings in Gartocharn that required a commuted sum (see case study 4). These protocols are likely to become well used given the recent change in policy that requires commuted sums for 1-3 unit sites in the accessible rural area of the Park.



Case Study 2 West Loch Lomondside Rural Development Framework

Our draft Rural Development Framework in West Loch Lomondside has stimulated development in Luss and the wider area.

A 'thriving economically active rural economy' forms part of the vision of LIVE Park, our Local Development Plan. Last year's PPF reported that we developed two Rural Development Frameworks to pilot new approaches to guide and facilitate appropriate rural development in two pressured countryside areas of the National Park; at east and west Loch Lomondside. These strategic frameworks were created to provide more coordinated policy direction and comfort to landowners, investors and communities on the types of development that could be accommodated. Early indications are that this framework approach is facilitating development by installing more confidence in landowners to invest in the National Park. Taking the West Loch Lomondside Framework as an example, over the last year we have worked closely with Luss Estates, the local landowner, on a package of development projects within Luss and in the countryside around the village, including:



Delivering high quality development on the ground

2016/17 has seen the construction of 5 new affordable homes within the village delivering high quality development on the ground. The land has been provided by the Estate to LINK Housing Association and the development funded by LINK, the Scottish Government, Argyll and Bute Council and Luss Estates. The Framework has given Luss Estates the certainty that this affordable house site would form part of an overall package of development, including open market housing.

The development of these homes represents a milestone for Luss Estates in progressing their aspirations for the area. The homes were built in May 2017 and provide four three-bed family homes and a smaller two-bed home bed. By encouraging family homes, we can help retain local public services such as schools, in what is projected to be a declining and ageing population. The additional 11 homes planned to the south of the village are being proposed as open market to create a mix of housing opportunities in the village.

New sense of arrival

The re-opening of the redundant filling station at the north of the village, has given the northern entrance to the village a renewed sense of arrival. There is further work to be undertaken at both entrances to the village. The approved retail/workshop units, with attractive new public realm proposals including trees and high quality surfacing, will further enhance the northern entrance and the new public open space will enhance the southern end.



Constructed and opened during 2016:

- re-opening of a redundant filling station,
- building 5 new affordable homes in the village,

Planning applications pending or approved during 2016/17:

- 6 new retail/workshop style units across from the filling station - approved,
- New public open space - approved,
- 11 open market homes proposed at the southern edge of the village – pending, and
- 18 new homes in the wider rural area (a mix of affordable and open market) - pending.



This case study contributes towards the Quality of Service and Engagement but also Quality of Outcomes.

Performance Measure

Governance – Ensuring that our structures and processes were proportionate, effective and fit for purpose

Managing the Planning Service

This year has seen a significant restructure of the service to provide targeted resource for key focus areas, including householder and local applications. We seek to ensure a tighter focus on performance on the simpler 'quicker turn around' applications with a new Performance and Support Team overseen by a new managerial role. This creates two sub-teams within Development Management (see structure in Part 6 of this report).

There have also been new opportunities for existing long serving officers to move to new posts following a number of vacancies, which were naturally created following retirement and job moves.

This has allowed existing staff to develop their careers by moving into new areas of work. Following the internal moves, three new planning assistants were in post by March this reporting year.

The third additional temporary Planning Assistant has been appointed to support new arrangements to ensure greater resilience in covering key administrative and co-ordinating tasks. This new structure has meant that these key tasks are shared across the planning assistants ensuring the resource to focus on performance of local and householder applications.

There is an expectation that there will be improvements in performance once the new team structure is established.

Further changes have been piloted in respect of our handling of enforcement cases, following changes in staffing. This involved sharing the enforcement service across the development management team. We discovered it provided improved flexibility; enforcement cases could be allocated depending on a person's skills and capacity to handle the case and it gave staff the opportunity to develop new skills which is more efficient, operationally. This new approach to enforcement will require refinement and is a service improvement for next year (see Part 3).



Joint working arrangements

This year given the movement of staff and associated vacancies, we worked with our partners at Argyll and Bute Council and, in the spirit of a shared services arrangement, secured a Development Management Officer to assist with case work. Following training, this officer worked remotely but used our systems, visited the sites and acted as one of the team. It was interesting to learn about the different ways of working particularly in relation to pre-applications, which was taken forward in the pre-application review.

Continuing to review approach to 'legacy cases'

The figures reflect that we are managing to clear our legacy cases (cases over 1 year old), with 5 cases cleared this period (see Part 4, National Headline Indicators), and we only had 1 new case added to the list that remains outstanding. Our overall figures have therefore reduced from 15 to 11 cases outstanding. We will continue to make a targeted effort on reducing this number.

UPDATE

Internal Specialist advisor procedure

One year on since we introduced the new internal specialist advisor procedure we are still continuing with our weekly prioritisation meetings. We have also developed a series of new response templates which generate from Uniform to consult our internal specialists. The advisors have a unique assessment checklist at the start which is bespoke to each specialist advisor – built heritage, ecology, landscape, trees. It has a checklist and various sections for listing further information required; a summary of advice to be provided in bullets and then a free text box for the detailed appraisal and the final section is for any recommended conditions. These templates are working well and can be posted on our online planning portal, making it clear for the applicant and the public interested in the application, what the main issues are.

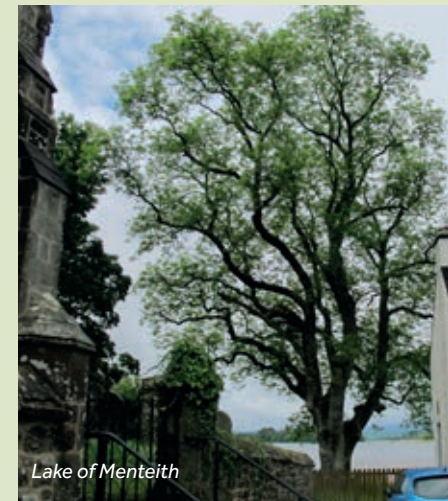
Tree Preservation Order project



Kilmarnock Avenue of Trees

In 2016 we started to review all the Tree Preservation Orders (TPOs) within the National Park, as part of our work to ensure these Orders are up to date. There are 34 TPOs in total, including individual trees, groups of trees and woodland across the Park's area. A project management approach has been adopted, with the Trees and Woodlands Advisor leading on the project with help from a planning officer, legal advisor and GIS specialist, with input from landscape, built heritage specialists and communications team when required.

The first phase of this is now complete and, from the six TPOs reviewed, one has been removed at Kilmun and two others at Blairmore and Kilmarnock have been amended. This project will work through existing Orders over the next three to five years. During this year, two new trees were also protected with new Orders – the tree in Brig O'Turk known locally as the 'Bicycle Tree' and a group of trees in the grounds of Leac-na-Sith in Luss.



Lake of Menteith

Continuing to develop the planning team

We are using a range of initiatives to ensure our planning team are motivated and to incentivise performance, as follows:

Family Friendly Employee

This year we were shortlisted for a national award recognising employers who support working families. This recognises our successfully embedded flexible working practices with a number of team members working reduced hours or alternative working patterns to accommodate family commitments.

Values and behaviours

We have extended our organisational values and behaviours into our recruitment and selection process so we can effectively recruit staff who will complement and enhance our organisations culture.

Understanding and ownership

We continue to contribute to the wider strategic aims of the Park Authority as an organisation, including influencing and delivery of the corporate plan and annual reporting. This year our Development Planning and Communities Manager was part of a small team who lead on preparing the new National Park Partnership Plan, published for consultation in April 2017.



Health, Wellbeing and safety

We developed a Wellbeing Action Plan and as a result we were awarded the Healthy Working Lives Bronze Award. We continue to use our lone working facility to keep us safe on site visits and we have recently developed a new equipment cabinet which holds all our shared safety equipment, alongside new site visit guidance. To contribute to staff wellbeing, we also trialled a weekly 15 minutes away from your desk and 8 members of the planning team were involved in the national 'Paths for All' step challenge. We encourage all team members to have short, regular monthly one to one meetings with their Managers and, when possible, support these to be 'walking' meetings utilising nearby Balloch Park.

Case Study 3 Partnership Working

Partnership working helps us progress actions and deliver our Local Development Plan.

Our focus during 2016 has been very much on progressing the actions needed to deliver the development strategy set out in our Local Development Plan.

Partnership working is key to achieving this and significant efforts have been dedicated to influence and support the activities of partner organisations and communities to shape and progress projects that progress the Plan's **Placemaking priorities** in a number of communities including:



Callander Landscape Partnership (9th March 17)

Callander

Delivering on the 2011 Charrette aspirations to develop Callander as the outdoor Capital of the National Park with various partnerships projects including the Stirling City Deal, Phase 1 development of the Callander Landscape Partnership Heritage Lottery Fund award to improve accessibility of the towns heritage and recreational resources, active travel improvements led by Sustrans and community action planning.



Arrochar

We are a key partner in the recently established 'Arrochar Forum' which comprises community and key agency representatives including the National Park Authority and Argyll and Bute Council. Early actions include preparation of initial concept designs for a viewing platform incorporating eye catching public sculpture and facing onto Loch Long towards the Arrochar Alps and support to the communities' pontoon project.



Balloch Charrette Event (Sept 2016)

Balloch

Working with West Dunbartonshire Council on a public realm enhancement project led by Sustrans focussing on the Main Street and Station Square and the Council's feasibility study for potential future uses of Balloch Castle (a grade A Listed Building) – see Balloch Charrette update under Quality of Outcomes section.

At **community level** we have continued to support our communities to prepare and implement their own local community action plans. These identify the physical, social and environmental actions needed to improve quality of life and create better places. They are used by communities to fundraise, lobby and secure funding for project activity, and by us and local authorities, as early versions of Place Plans helping to inform development and community planning. Last year Callander, Strathard and St Fillans were supported to prepare new action plans.

In the **rural area**, significant progress has been made on delivery of some of the outcomes identified in the West Loch Lomondside Rural Development Framework (see separate case study for more information on this).



This case study contributes towards to the Quality of Service and Engagement but also Governance and Culture of Service Improvement.

Performance Measure

Culture of Continuous Improvement

Improvements to procedures

Last year we started to review our validation procedure. The need was recognised given the requirement to train new members of staff. There was also a need to re-consider the procedure given the new split in the management structure (see governance section). In place at the end of the reporting year was a case officer 'checklist' to help streamline validation of planning applications which is a task now shared by the three new planning assistants. The improvement in procedures will be a continuing action and is recognised as a new service improvement for next year.

We have reported on our progress on pre-applications within the 'Quality of Service and Engagement' section of this report.

In terms of processing agreements, we have reduced the number we have entered into (down from 16 to 11) and we have significantly increased the agreed timescales that we have met from 31% up to 54%. The amended procedure reflects the effort being made to ensure the agreements are a project management tool, used on appropriate cases.

Sharing Good Practice amongst the team

This year we continued our successful model of running departmental team sessions; on development activity, strategy and community action. This year, on May 12th, the team went to Callander and learned about:

- future plans for upgrading the pedestrian bridge,
- the works to upgrade the rugby pitch and add flood lighting,
- community projects such as the heritage trail, and
- a visit to St Kessogs at the heart of Callander, to hear the story about bringing the building to life.

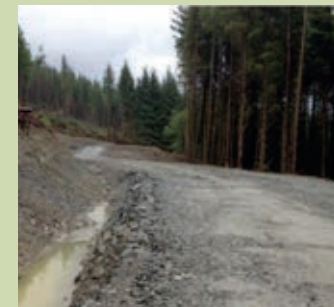
We also had a session from the Communications team on the new website and how to use social media and blogs more widely to communicate work on the ground. This is when we developed the idea for a hydro blog to be issued on a rainy day (see supporting evidence).



Case Study - Training on Private Ways

As commented on in last year's PPF we have had a substantial increase in prior notification applications in relation to private ways. Following on from this we ran a training session in September 2016 for the wider team to share the knowledge gained by a few members of staff. The training also covers tracks generally and what needs planning permission. This training need was recognised following lessons learnt from a series of applications for new hill paths (part of [The Mountains and The People project](#)).

We wanted to ensure there was consistency across the team when making judgements about whether a path works needed planning permission or not given the difficulties of interpreting the General Permitted Development Order. This training was repeated when the new Development Management Assistants came into post in March this year.



Sharing Best Practice and Skills with others

Stuart Mearns, Head of Planning spoke at the Holyrood conference 'Next Steps for Planning in Scotland – Delivering Great Places' in March 2017. Stuart shared the tools and techniques used to prepare our Local Development Plan including the series of short videos we produced and the use of blogs and social media. He also talked about the map-based approach used in the document itself.

Stuart was also voted on to the Heads of Planning Scotland (HOPS) Executive Committee, which oversees the work of the HOPS, the representative organisation for senior planning officers from Scotland's local authorities, national park authorities and strategic development planning authorities.

Erin Goldie, one of our Planning Managers together with one of the planning assistants and a support staff member visited North Ayrshire Council to share good practice. They shared with them our LivePark approach to the Local Development Plan and our use of social media to actively engage with and reach out to our communities, partners and stakeholders. We sought to explore their approach to performance with a view to improving our statistics.

Management training for team leaders

Managers in the planning team have all participated in management training to help them manage, motivate and support team members as well as manage difficult situations.

Member Training and Development

In June last year the Members had a briefing on our work on community engagement, run of river hydro and rural development provided by staff. At this same session, we had Nick Wright, Scottish RTPI Convener and Phil Williams, RTPI president visit. We also provided them with a number of briefing sessions on the planning review in June, September and February, prior to approval of our consultation response to Scottish Government. Late 2016 we provided training on Tree Preservation Orders (TPOs) given we are underway with our review of existing TPOs in the National Park.

Awareness Month

As part of a corporate idea to work better together and share what we do, we ran awareness months on access, conservation, development planning and management, as well as procurement etc. A series of events ran throughout November from informal drop in 'lunch and learns', video sessions, tours and walks. Sessions involved running a development management quiz which was well attended, and a session on 'Everything you need to know about the Local Development Plan!' in the coffee break and a well-attended trip to Luss to learn about the development strategy, conservation of the built heritage and community led project activity.



Case Study 4 Innovative Ways to Deliver Housing in the Park

We have developed innovative ways to deliver more homes in the National Park to help retain our population and attract inward migration.

The annual housing target of 75 new homes is a crucial part to our strategy to address the projected declining and ageing population. The housing policies in the newly adopted plan seek to deliver housing in innovative ways, taking into account the challenges of delivering new housing in a pressured housing market where demand for second, holiday and retirement homes is high, as well as commuting. The plan identifies potential for 426 units on allocated sites but also recognises that a high proportion of housing will be delivered through windfall developments on account of the nature of development in the rural area.



This case study demonstrates our Quality of Service and Engagement but also contributes towards Quality of Outcomes & culture of continuous improvement.

The housing approvals and development last year have included a selection of interesting cases on windfall and allocated sites:



We had our **first affordable house in a building group** approved with a legal agreement that ensures it is used as a permanent residence (instead of a second home) and is sold at a discount in the future. The house, located at Uig in Cowal, is a 2 bed modestly designed house fitting into the local landscape context to meet the applicant's specific affordable housing need. The house is now under construction and is hoped to be completed in July 2017.

Our **exception policy** that supports **housing at the edge of towns and villages** was also used this year to support 26 affordable homes at the edge of Balloch. This was a site that we were not aware of at the Main Issues or Proposed Plan stage. The other sites in Balloch have planning approvals known to only be capable of delivering 2 affordable units given other developer contribution requirements. Therefore this site was a great opportunity to help meet the affordable housing needs in the area.



In one of our Loch Lomondside villages, where the policy previously required new infill housing to be tied by a local occupancy condition, we have approved two homes that have required an **affordable housing contribution of £55,000**. This is an encouraging and it is hoped that we either deliver more affordable houses on infill sites or receive commuted sums to open up the development on the allocated sites within the same village.

We have also seen the delivery of **5 affordable homes on an allocated site in Luss** that has been funded by the landowner, the housing association, Scottish government and the council. This case study proves the difficulties of bringing forward some of our smaller allocated sites and demonstrates the need for an innovative strategy such as the West Loch Lomondside Rural Development Framework (see further details in case study 1).

These case examples highlight the diverse nature of the housing applications that the Park Authority deals with and the need to have an innovative policy approach to deliver housing on the ground. It demonstrates the positive action we are undertaking to support sustainable economic growth and sustain the population of the Park.

Part 2 Supporting Evidence

In order to compile Part 1 above we have drawn on the following documents:

Examination Report

<http://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/Report-of-Examination-of-Proposed-Loch-Lomond-The-Trossachs-National-Park-Local-Development-Plan.pdf>

Adopted Local Development Plan

<http://www.lochlomond-trossachs.org/planning/planning-guidance/local-development-plan>

Part 1 & 2– Introduction and Vision

Our Local Development Plan | Local Development Plan & guidance | - Loch Lomond & The Trossachs National Park

Part 3 – Place: Arrochar to Crianlarich

http://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/LIVE-Park-Adopted-Plan-5-1-17web_Part2.pdf

Part 3 –Place: Croftamie to Tyndrum

http://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/LIVE-Park-Adopted-Plan-5-1-17web_Part3.pdf

Part 4 & 5 – Policies and Appendices

http://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/LIVE-Park-Adopted-Plan-5-1-17web_Part4.pdf

Enforcement Charter

http://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/Planning_20161128_Agenda7_Appendix-1_Enforcement-Charter-2016.pdf

Website

<http://www.lochlomond-trossachs.org/planning/>

Run of River Hydro - Blog

Example of blog on website – ‘Rainy days – great for ‘run-of-river’ hydro schemes in the National Park! –
<http://www.lochlomond-trossachs.org/rainy-days-great-run-river-hydro-schemes-national-park/>

Facebook

LIVE Park on Facebook
<https://www.facebook.com/lomondtrossachs>

Twitter

LIVE Park on Twitter
<https://twitter.com/ourlivepark>

Built Heritage Repair Grant Scheme

<http://www.lochlomond-trossachs.org/park-authority/how-we-can-help/funding-grants/built-heritage-repair-grant/>

Balloch Charrette

LIVE in Balloch

<http://www.lochlomond-trossachs.org/planning/development-delivery/live-in-balloch/>

Balloch Castle Consultation event -

<http://www.dailyrecord.co.uk/news/local-news/big-plans-breathe-new-life-10002699>

2016 Scottish Award for Quality in Planning

Bringing LLTNP Development Plan to life – Award Winner

Built Heritage Repair Grant Scheme – Short Listed

<https://saqp2016.com/>

Loch Lomond and The Trossachs National Park

<http://www.lochlomond-trossachs.org/park-authority/blog/national-park-wins-award-excellence-planning/>

RTPI President mentions visit to LLTNPA

<http://www.rtpi.org.uk/briefing-room/news-releases/2017/january/phil-williams-proud-of-global-impact-of-planning-during-final-speech-as-rtpi-president/>

"A visit to Loch Lomond National Park to meet its hardworking staff demonstrated that good planning can be undertaken in many forms and scales."

Planning Performance Framework 2015-2016

Available to download on the following webpage

<http://www.lochlomond-trossachs.org/park-authority/publications/planning-performance-framework/>

Loch Lomond and The Trossachs Operational Plan 2017/18

Available to download on the following webpage

http://www.lochlomond-trossachs.org/rr-content/uploads/2017/01/Board_20170313_Agenda7_Appendix1_Annual-Operational-Plan-Draft-2017-18.pdf

Loch Lomond and The Trossachs Annual Report 2016/17

Available to download on the following webpage

Training

<http://www.wildthinking.co.uk/>

Supporting Evidence for the Case Studies

Ripple Retreat (see Case Study 1)

Ripple Retreat planning submission

<http://eplanning.lochlomond-trossachs.org/OnlinePlanning/applicationDetails.do?activeTab=summary&keyVal=MZ35ROSIA9000>

Partnership Working (see Case Study 2)

Callander Landscape Partnership

<http://www.lochlomond-trossachs.org/callander-landscape-partnership/>

West Loch Lomondside Rural Development Framework (see Case Study 2)

West Loch Lomondside Rural Development Framework

<http://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/Draft-West-Loch-Lomondside-SG.pdf>

Blog on 5 new homes at Luss

<http://www.lochlomond-trossachs.org/weve-approved-development-five-affordable-homes-luss/>

Housing Applications (see Case Study 4)

Link to cases on the online planning application search

26 New affordable homes at edge of Balloch

<http://eplanning.lochlomond-trossachs.org/OnlinePlanning/applicationDetails.do?activeTab=summary&keyVal=NVMRNUSIHDR00>

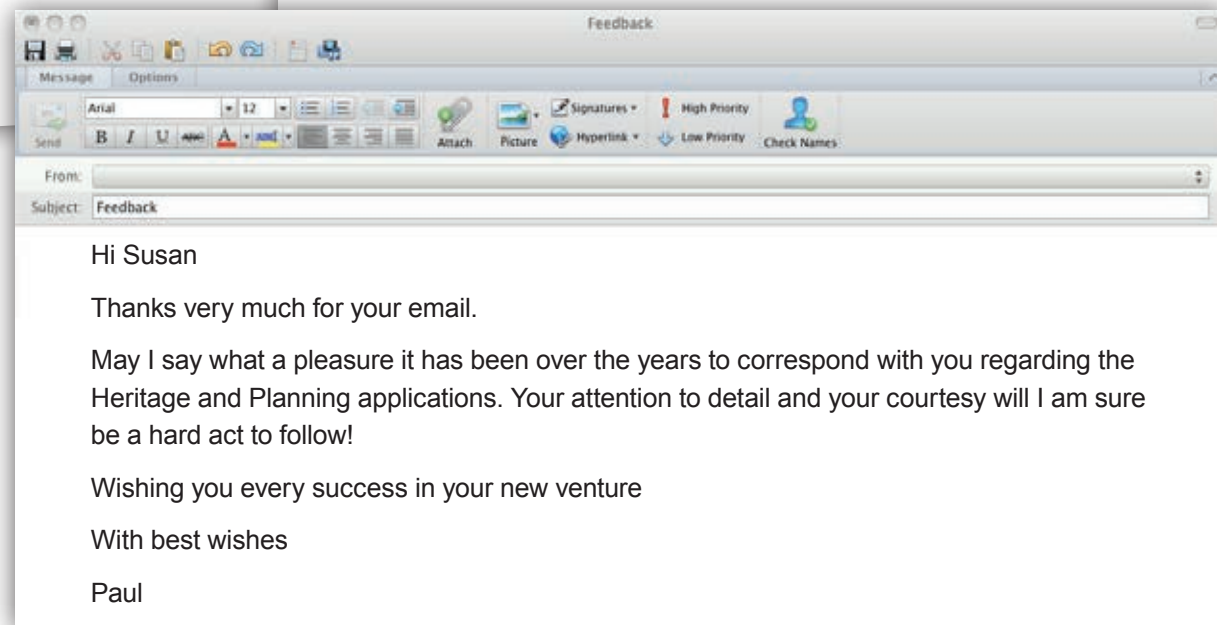
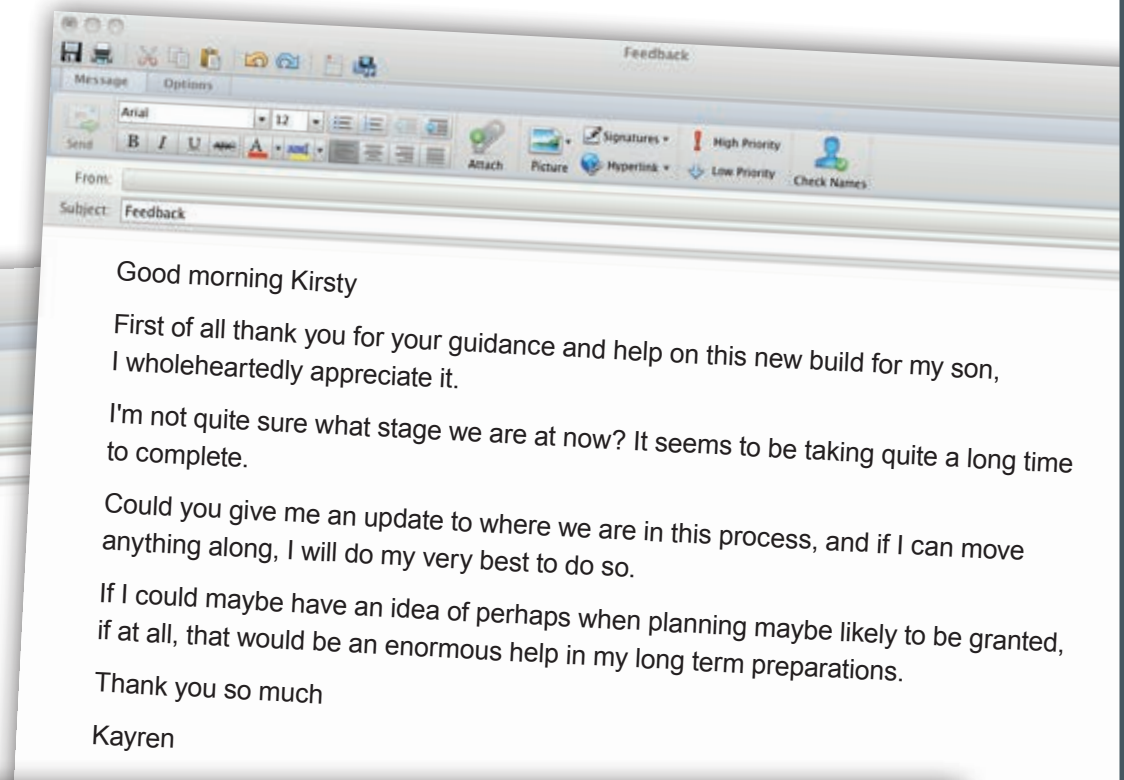
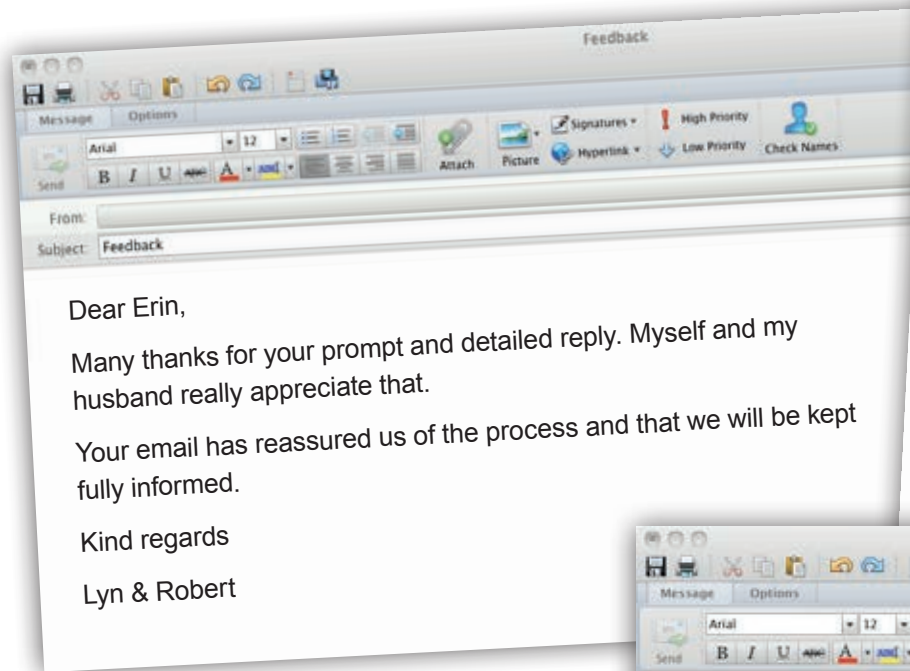
Mansefield, Gartocharn 2 homes infill

<http://eplanning.lochlomond-trossachs.org/OnlinePlanning/applicationDetails.do?activeTab=summary&keyVal=NP0KF7SIG7500>

Land at Uig, Benmore, affordable house

<http://eplanning.lochlomond-trossachs.org/OnlinePlanning/applicationDetails.do?activeTab=summary&keyVal=NWZKAISHLW00>

The following are examples of positive feedback from our customers directly via email:



Part 3 Service Improvements

In the coming year we will:

1. Establish a new monitoring framework to accompany the new Local Development Plan covering new areas such as climate change. This will ensure clear reporting on how our Plan is performing.
2. Target improvements in determination times for householder and other local development applications.
3. Pilot a new approach to Section 75 Agreements – to seek to reduce the time for completion.
4. Engage with communities and other key audiences to improve awareness on delivery of planning with a service design approach.
5. Publish user guidance for processing agreements.
6. Embed a new approach for handling enforcement cases based upon a shared caseload across the Development Management team. This will include updated procedures and a system support role through our monitoring officer.
7. Our delivery of service improvement actions from previous year

Our delivery of service improvement actions from previous year

1	Building on our innovate approach to our Local Development Plan, and our ongoing LIVE Park campaign, prepare complimentary approach to supporting delivery of the new Vision.	COMPLETE
	We have continued to use our LIVE Park brand to post information about our weekly list and other developments in the Park on social media. We have also used this approach to develop our new Action Programme that was published in March 2017.	
2	Pilot new mechanisms or amended procedures to target improving decision making timescales for local and householder applications.	COMPLETE
	We reviewed our structure and created a new post 'Development Management (Performance and Support) Manager' and this post has a new focus of managing the Planning Assistants and support team who process and determine the majority of the local and householder applications. This mechanism is in place and new procedures are being developed. The difference to the timescales in local and householder applications is likely to become visible in the statistics in the next reporting year.	
3	Further target 'legacy cases' to further reduce determination timescales - and the number of such case running at any one time – in line with our organisational Operational Plan objective.	COMPLETE
	A new target to reduce legacy cases was established for our overarching annual Operational Plan – such cases to comprise no more than 10% of live cases at any time. We continue to target resolution of long standing cases – aiming to secure withdrawal of those that are clearly stalled. The statistics for this year evidence a reduction in the number of legacy cases.	
4	Reviewing our planning content on our website will be undertaken as part of a website re-design project for the whole National Park. The aim of the review will be to improve the accessibility and ease of use of all our planning information.	COMPLETE
	The new website as launched in June 2016. The re-design has massively improved the planning pages on the website and has improved accessibility and ease of use. This will be further developed and improved in the coming year.	
5	Piloting a 'Service Design' Review of our Development Management work.	COMPLETE
	The Development Management (Performance and Support) Manager participated in the 'Scottish Approach to Service Design Champions Programme' run by the Government's Digital Public Services and Business Transformation Team. This helped us take a user based look at performance, communication and engagement in the Development Management context. We have prepared a project plan for the year ahead including service improvement priorities with a view to embed users of our service into the design of how we provide it. Bringing forward a coherent programme of planning reform for the coming years will also feature in the project plan. See Supporting Evidence - Annual Operational Plan under the 'Organisational Excellence' section.	

6	Review the recording and reporting of pre-application advice.	COMPLETED
	We started the review of recording and reporting pre-application advice in January. The changes include a 'no site visit' approach for pre-applications unless the scale of proposal or complexities merits this approach. Instead a desk based assessment has been adopted thereby 'freeing up' officer time for tasks associated with planning applications. We have also streamlined our responses for different development types. This has made efficiencies without compromising the service we provide and ensured consistency in approach throughout the team. This is part of a wider review of all our Development Management procedures and processes which is ongoing. In terms of the reported statistics the percentage of applications subject to pre-app remains fairly consistent with previous reporting years. However, some analysis of the development types has revealed that the relatively low (22%) overall figure actually disguises that 100% of detailed and PPP applications were subject to pre application advice. Householder and 'other' applications skew the figures (with only 10% having pre-application input).	
7	Review our use of Processing Agreements – and publish user guidance.	PART - COMPLETE
	The published statistics for the year confirm that a lower number of processing agreements were set up and that the % meeting the agreed target date has improved. This is reflective of our review work as a team to focus the use of agreements on 'major' or more significant local applications. We have still to publish guidance on our use of agreements on our revised website.	
8	Publish an updated Enforcement Charter.	COMPLETE
	We reviewed and published our updated Enforcement Charter in November 2016. We presented the updated charter to our committee who approved the charter and we republished the document on our website. See supporting evidence.	

Part 4 National Headline Indicators

KEY OUTCOMES	2016-2017	2015-2016
Development Planning:		
Age of local/strategic development plan(s) (years and months) at end of reporting period. <i>Requirement: less than 5 years</i>	0 years 3 months	4 years 4 months
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	Yes	Yes
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	No	No
Were development plan scheme engagement/consultation commitments met during the year?	Yes	Yes
* Revised timescales were reflected in our updated Development Plan Scheme approved by our Board in April and published in May.		
Effective Land Supply and Delivery of Outputs:		
Established housing land supply	572 units*	377 units
5-year effective housing land supply	469 units*	345 units
5-year housing supply target	375 units	375 units
5-year effective housing land supply (to one decimal place) *	6.3 years	4.6 years
Housing approvals	89 units	40 units
Housing completions over the last 5 years	123 Units	139 Units
Marketable employment land supply	14.95 ha	13.78 ha
Employment land take-up during reporting year	1.04 ha	0.15 ha
*These figure includes windfall development of sites over 1unit with planning consent or under construction (total 84 units) and also sites in the adopted local development plan. There has been an increase since last year given the adoption of the new Local Development Plan increasing the number of allocated effective sites.		

KEY OUTCOMES	2016-2017	2015-2016
DEVELOPMENT MANAGEMENT		
Project Planning:		
Percentage of applications subject to pre-application advice	22%	24%
Numbers of major applications subject to processing agreements or other project plans	1 Major	0 Major
Percentage of planned timescales met	-	-
Decision-making		
Application approval rate	97.9%	98.9%
Delegation rate	97.9%	97.0%
Decision-making timescales		
Average Number of Weeks to Decision		
Major developments	19.7 weeks	-
Local developments (non-householder)	12.1 weeks	14.4 weeks
Householder developments	10.5 weeks	9.2 weeks
Legacy Cases:		
Number cleared during reporting period	5	6
Number remaining	11	15
Enforcement:		
Time since enforcement charter reviewed (months) <i>Requirement: review every 2 years</i>	7 months	25 months
Number of breaches identified/resolved	25 identified 11 resolved	19 identified 20 resolved

National Headline Indicators - Contextual Statement

This statement provides some headline commentary surrounding the notable trends in the National Headline Indicators. Our detailed statistics are in Part 5 following on from this section.

The statistics evidence a slight improvement in the overall average determination time for all 'local' applications - down from 12.3 weeks in the previous reporting year to 12.1. Nevertheless, this remains short of the Scottish average which is around the 11 week mark. We are disappointed with the decrease in householder performance over the period - falling from 9.2 weeks average determination time in 2015/16 to 10.5 weeks for 2016/17 - and some way off the Scottish average of 7.5 weeks. However the 2016/17 reporting period saw considerable staff turnover (this is reported within the Governance section of this report) and structural changes to the Development Management team.

Looking to the year ahead, the restructure of the DM team to secure an increased resource at management level to focus on the 'systems and performance' aspect of the DM work will provide the opportunity to develop specific actions to redress the timeframes for the 'quick turnaround' applications. This is a service improvement focus for the year ahead.

While the negotiation of legal agreements can continue to take a considerable time - often due to factors outwith the Planning Authority control (such as resolution of title issues) - the average determination time is almost half that reported for the previous year. The overall number of cases subject to legal agreement remains low (4). The number of EIA applications determined this year has reduced to zero - largely reflecting the tail-off of renewable energy development applications (run-of-river hydro) in 2016/17.

The resolution of enforcement breaches has remained effective over the reporting period with very few resulting in formal enforcement action. Our Enforcement Charter was reviewed and republished in February this year. A new approach to addressing enforcement work is being rolled out for the year ahead working with a shared caseload across the DM team of planning officers rather than an individual single enforcement officer role. The updating of the procedures around this important area of work and the development of a support role through our monitoring assistant is a service improvement target for the year ahead.

We are delighted that our local development plan was adopted late last year meeting our development plan scheme target and providing the area with an up-to-date plan. The housing land supply is made up of all the allocated sites, which are classed as effective in the housing land audit and extant windfall applications. The established housing land supply has increased this year due to the adoption of our local development plan. The effective housing land has also increased for this reason. The housing approvals have increased on last year due to natural fluctuations and an upturn in the market. The relaxation in the housing policies in the Loch Lomondside villages is likely to impact on the housing approvals next year.

Part 5 Official Statistics

MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)
Without Legal Agreement	1	19.7
With Legal Agreement	0	-

MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)
All Major Developments	1	19.7
Minerals	0	-
Housing	0	-
Business and Industry	0	-
Waste Management	0	-
Electricity Generation	0	-
Freshwater Fish Farming	0	-
Marine Finfish Farming	0	-
Marine Shellfish Farming	0	-
Other Developments	1	19.7

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)
Without Legal Agreement	234	11.5
With Legal Agreement	4	52.0

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	Proportion of Decisions
All Local Developments	238	12.1	
Local: Less than 2 months	80	7.1	33.6%
Local: More than 2 months	158	14.7	66.4%
Local Developments (non-householder)	149	13.1	
Local: Less than 2 months	46	7.0	30.9%
Local: More than 2 months	103	15.8	69.1%
Householder Developments	89	10.5	
Local: Less than 2 months	34	7.1	38.2%
Local: More than 2 months	55	12.7	61.8%
Housing	44	18.3	
Local: Less than 2 months	9	7.3	20.5%
Local: More than 2 months	35	21.2	79.5%

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	Proportion of Decisions
Business & Industry	21	9.8	
Local: Less than 2 months	11	7.8	52.4%
Local: More than 2 months	10	12.0	47.6%
Other Developments	78	11.0	
Local: Less than 2 months	25	6.5	32.1%
Local: More than 2 months	53	13.2	67.9%

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	% Under 2 months
Minerals	1	8.6	100%
Waste Management	0	-	-
Electricity Generation	3	14.0	0.0%
Freshwater Fish Farming	0	-	-
Marine Finfish Farming	0	-	-
Marine Shellfish Farming	0	-	-
Telecommunications	2	13.5	0.0%
AMSCs (under 2 months)	0	-	-

OTHER CONSENTS	Total number of decisions	Average time (weeks)
All Other Consent	78	7.9
Listed buildings & conservation area consents	30	11.5
Advertisements	5	8.0
Hazardous substances consents	0	-
Other consents and certificates	43	5.3

ENVIRONMENTAL IMPACT ASSESSMENTS	Total number of decisions	Average time (weeks)
Local Developments Subject To EIA	0	-
AMSCs (Subject to EIA)	0	-

APPLICATIONS SUBJECT TO	Total number of decisions	Average time (weeks)
Planning/Legal Agreement	4	52.0
Local Review	1	7.7

PROCESSING AGREEMENTS	Total number of decisions	% within agreed timescales
All Processing Agreements	11	54.5%
Major applications	0	-
Local Applications	10	50.0%
EIA developments	0	-
Other consents	1	100.0%

APPLICATIONS APPROVED / DELEGATED	Percentage	
Percentage of Applications Approved	97.9%	
Percentage of Applications Delegated	97.9%	

LOCAL REVIEWS and APPEALS	Total number of decisions	Original decision
Local Review	1	0.0%
Appeals to Scottish Ministers	0	-

ENFORCEMENT ACTIVITY	Number	
Cases Taken Up	25	
Notices Served	2	
Reports to Procurator Fiscal	0	
Prosecutions	0	
Number of breaches resolved	11	

1. For a full description of the categories in this analysis please see NOTES page.
2. Time has been removed from the decision time for 12 applications where delays were outwith the control of the local authority.

Part 6 Workforce Information

This is a snapshot of staffing at 31 March 2017.

Tier				
Head of Planning Service ⁽¹⁾	1	2	3	4
	1 Chief Executive	0	1 Head of Service	3 Team Managers

	Managers ⁽²⁾		Main Grade Posts		Technician Posts		Office support/ Clerical		Totals
	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	
Development Management	1.8*		4.4	1	3		3		
Development Planning	0.8		1.8**		1		0.6		
Enforcement Staff			0***		1				
Cross Service/Other Planning			1						

* New manager post was created on Nov 2016

** The 0.8 Development Planning Officer post was vacant between March 16 and January 17.

*** This post has been removed from the structure and enforcement is being shared between all Development Management officers.

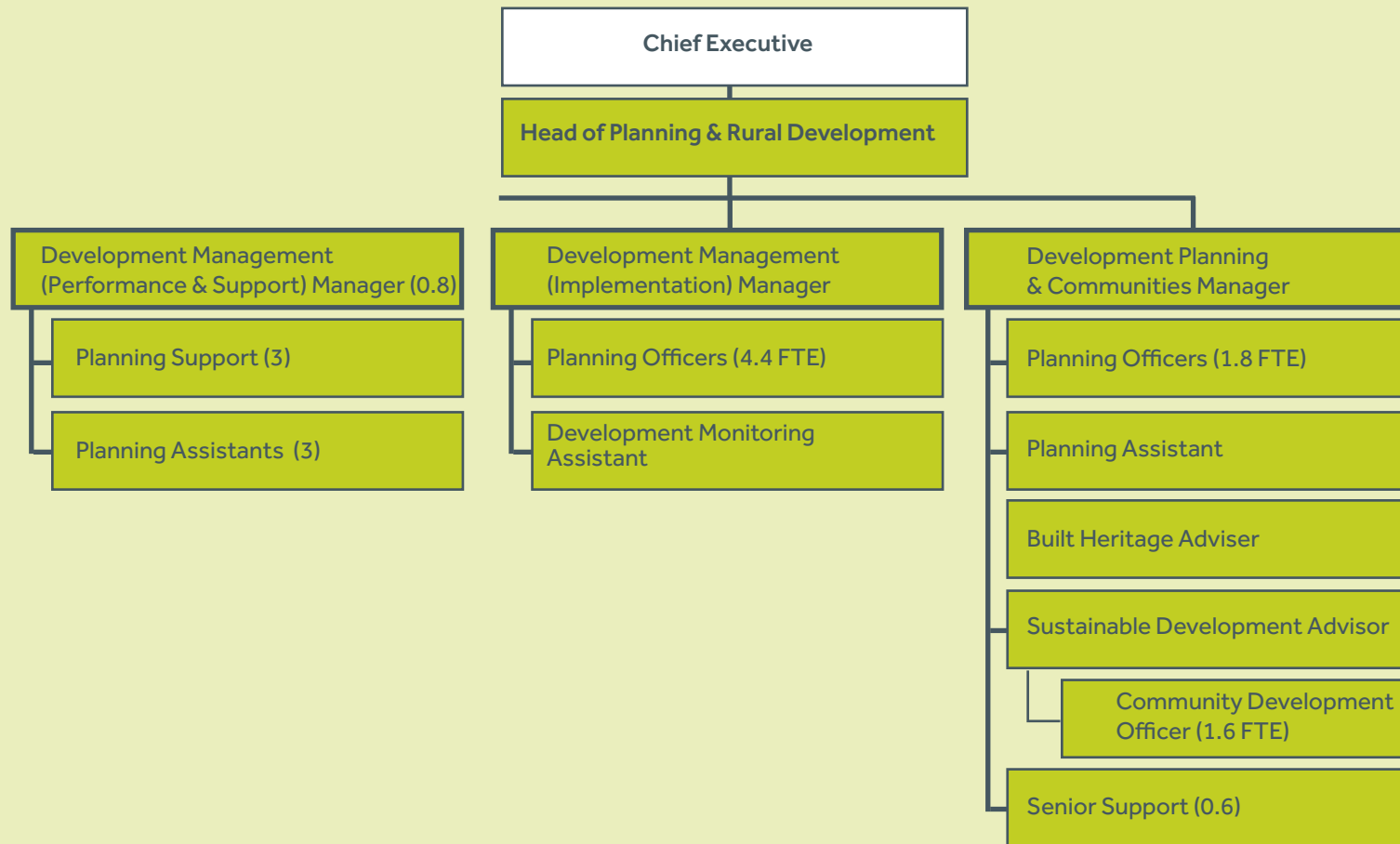
Staffing profile	Number
Under 30	1
30-39	6
40-49	8
50 and Over	5

Committees & site visits ⁽³⁾	No. per year
Full Council committees	0
Planning Committees	8
Area Committees (where relevant)	n/a
Committee site visits	3
LRB ⁽⁴⁾	2
LRB site visits	0

Notes on Workforce

1. In relation to service structure, 1st tier post holders are Chief Executives, 2nd tier are Directors, 3rd tier are Heads of service and 4th tier are managers.
2. Managers are those people who are responsible for the operational management of a team/division.
3. References to committees also include National Park Boards. Number of site visits are those cases where were visits carried out by committees/boards.
4. This related to the number of meetings of the LRB, application numbers going to LRB are reported elsewhere.

PLANNING & RURAL DEVELOPMENT ORGANISATIONAL STRUCTURE





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