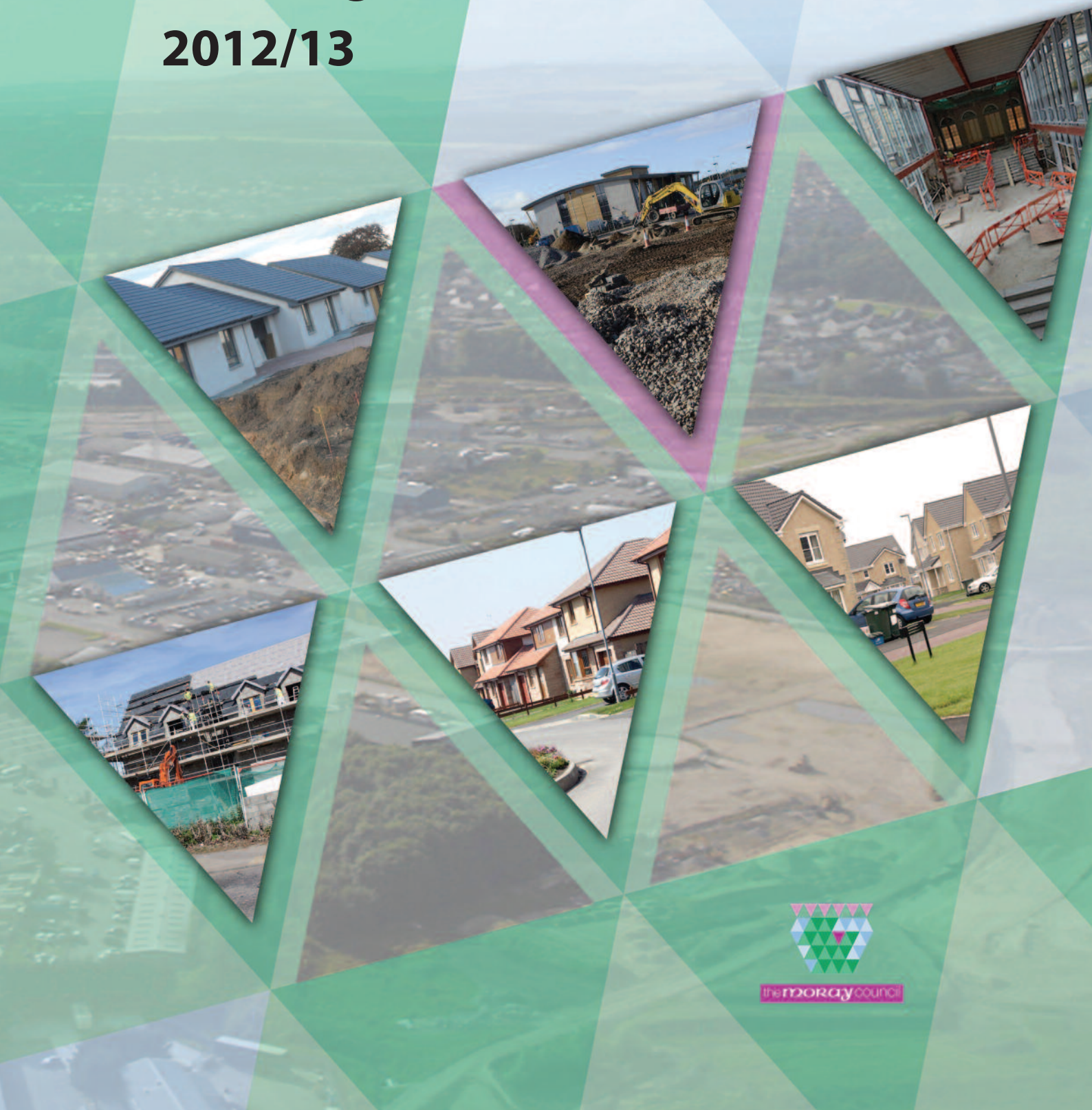


Planning and Development Services

Planning Performance Framework 2012/13



the moray council

Contents

Introduction	3
Section 1	4
National Headline Indicators (NHIs)	4
Explanatory Notes	5
Open for Business	5
Private Business Investment supported through the planning process during 2012-13	7
Development Planning	7
Development Management	7
Section 2: Defining and measuring a high-quality planning service	8
High Quality Development on the Ground	8
Certainty	8
Communications engagement and customer service	9
Efficient and effective decision-making	10
Effective management structures	11
Development Management	11
Financial management and local governance	12
Culture of Continuous Improvement	12
Section 3: Supporting Evidence	13
Section 4: Service Improvements 2013-14	14
Appendix I	15
Decision making timescales	15
Decision making: local reviews and appeals	16
Enforcement Activity	16
Appendix II	17
Workforce and financial information	17
Appendix III	18
Team structures	18



Construction of new Forres Health Centre

Introduction

This is the second Planning Performance Framework for the Moray Council. The framework provides an evaluation of performance supported by evidence relating to the delivery of the planning service and encouragement of high quality development in Moray.

Like many rural authorities Moray has limited resources and planning teams require individual officers to retain a greater range of knowledge and flexible approaches to meet the needs and priorities of the Council than may be required in larger authorities with a larger population and a more diverse economy than Moray where resources allow for dedicated and specialised approaches.

Moray is a largely rural area (2,238 square kilometres with approx 40 persons per square kilometre) with a population 93,295 (2011 census).

There are 5 relatively small centres of population (Buckie 8,514, Forres 10,059, Elgin 23,128, Keith 4,734 and Lossiemouth 7,033). A review of planning applications received in the last 3 years shows the large proportion of development is for domestic use comprising householder applications. The low number of major development applications means there will be correspondingly low numbers of opportunities to use processing agreements.

Financial constraints present a major challenge to Moray Council and an area based review group consisting cross party member representatives has been established to determine a 10 year plan for Moray and the delivery of public services, as part of these discussions the Council has identified sustainable economic growth as the main priority and recognise the role the planning service has in delivering that priority.

The service has continued to improve performance in both the approach to business and improving on performance.

Section 1: National Headline Indicators

National Headline Indicators (NHIs)

Key outcomes	2012-2013	2011-2012
Development Planning: <ul style="list-style-type: none"> ● age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> ● development plan scheme: on track? (Y/N) 	4 years (local) No	3 years (local)
Supply and Delivery of Outputs <ul style="list-style-type: none"> ● effective housing land: years supply ● effective housing land supply ● housing approvals ● effective employment land supply ● employment land take-up ● effective commercial floor space supply ● commercial floor space delivered 	6.2 years 2,129 units 762units 80.82 ha Not measured Not measured Not measured	5.7 years 2173 units units ha ha m ² m ²
Development Management Project Planning <ul style="list-style-type: none"> ● percentage of applications subject to pre-application advice ● number of major applications subject to processing agreement or other project plan ● percentage planned timescales met Decision-making <ul style="list-style-type: none"> ● application approval rate ● delegation rate 	 7.5% 1 100% 91.7% 95.1%	 2% 0 N/A 90.1% 91.7%
Decision-making timescales Average number of weeks to decision: <ul style="list-style-type: none"> ● major developments ● local developments (non-householder) ● householder developments 	 55.7 16.8 10.1	 60.3 41.4 25.3
Enforcement <ul style="list-style-type: none"> ● time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i> ● number of breaches identified / resolved 	26 months 164/233	14 months 184/167

Explanatory Notes

The local Development plan was approved in December 2008, due to the downturn in the construction industry the development rates have been slower and sufficient land supply is available within the plan. Where pressures have been identified such as in Elgin there has been an early release of long sites to alleviate the situation. The handling of responses to the main issues report has taken longer than anticipated meaning that the new plan will now not be published until January 2014.

Employment land take up will be measured in future years using the employment land figure for 2012/13 as a reference point.

Commercial floor space supply and commercial floor space delivered is not currently measured and specific guidance on what counts towards effective commercial floor space.

Open for Business

The most economically significant developments during 2012-13 have been for the food and drink sector including the enlargement and redevelopment of distilleries i.e. additions to house plant and equipment, combined heat and powers facilities, erecting and replacing bonded warehouses, also for additions to food production facilities. Other high levels of application have been for wind turbines and wind farms (s36). There have been a small number of applications for housing estates. In general a project managed approach is adopted for developments that are likely to have a positive impact on the economy.

The planning authority offers [pre application advice for major developments](#) and provides a project managed approach.

[Advice and guidance has also been prepared and is available to SMEs](#) to increase business understanding of and to smooth its interaction



New development, Forres

with the regulatory process. This has been advertised in the Chamber of Commerce magazine for the last 2 years.

We have met with major local developers, Community Councils, Federation of Small Businesses and the Scottish Building Federation to increase their understanding and involvement in planning in partnership.

As acknowledged by the Scottish Government in its review of the PPF 2011/12, a lot of time has been spent on addressing the implications of the Strategic Defence and Security Review, working with partners to prepare a long range [economic strategy](#) to facilitate the growth and diversification of the economy. Governance structures have been put in place across the community planning partnership and advertised to facilitate implementation. The strategy was a prerequisite for the development plan.

The strategy provides the platform for inward investment and growth on which the development plan is founded. Implementation of the strategy involves implementation of developments identified in the development plan. The strategy provides evidence of intent and the basis for confidence that Moray is open for business and development. Separate sections of the framework highlight the progress that has been made in the preparation of the development plan during 2012/13.

In October 2012 the Community Planning Partnership launched the Moray Economic Strategy. The core targets are to:

- grow population to over 90,000 in the next 10 years, attracting new residents and people aged 16-25 years;
- create over 5,000 jobs with a focus on high quality jobs in engineering, science and technology, coupled with an increase in employment in established sectors including tourism, food and drink;



Construction of Life Science Centre, Elgin



- increase average earnings to the regional and Scottish average by an emphasis on higher values.

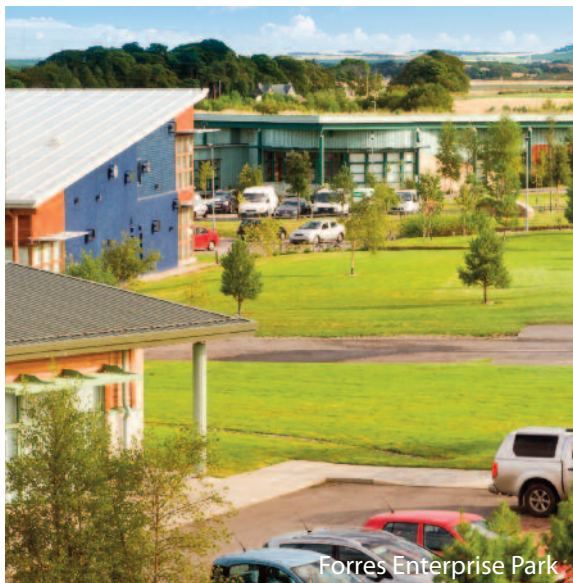
During 2012-13 the governance structure to oversee and coordinate implementation of the strategy has been put in place. A prioritised programme of enabling actions and projects has been drawn from the strategy, project plans and project teams formed. Key projects that have been taken forward through planning application to construction with a project managed approach include:

The construction of the Life Science Centre in Elgin. Construction of a £6.5m, three floor Life Sciences Centre at Moray College UHI in Elgin which will carry the name of the esteemed Scottish inventor, Alexander Graham Bell. The project, being funded by HIE, Moray College UHI and NHS Grampian is a major step forward in the area's ambition to lead the way in developing digital technologies to create unique health services which will improve the lives of patients across the world. The centre is set to open this autumn

Enterprise Park Forres. A 10 hectare site at the Enterprise Park Forres was selected by the Scottish Government as an Enterprise Area site for Life Sciences. The status brings incentives and actions

to stimulate investment including: business rate discounts worth up to £275,000 per business; new streamlined planning protocols across all sites; skills and training support; and an international marketing campaign to promote the sites. £9.5 million has been invested to construct 3 units and provide roads infrastructure. In 2013 unit 6 was completed and Atos have moved in with 50 jobs unit 11 is pre let and the third unit is under construction.

We have co-located Planning and Transportation staff within the Council HQ to improve working relationships and service to the customer.



Private Business Investment supported through the planning process during 2012-13

During 2012/13 there has also been significant private investment from businesses based in Moray. Projects include:

- Diageo announced plans for a £6m state of the art bioenergy plant at the Glenlossie Distillery complex. The new plant near Elgin builds on Diageo's investment in renewable energy at the Roseisle distillery.

- Walkers Shortbread announced plans to expand factory facilities at their Aberlour plant, creating in the region of 60 jobs.
- Work began on the £60.5 million biomass plant in Rothes. The Helius CoRDe venture, being delivered by a partnership of the major Speyside distillers, will use by-products to generate enough electricity to power 9,000 homes.

Development Planning

The Development Plan Scheme is now on a revised timescale as it had been intended to publish the Proposed Plan in September 2013, but this is now likely to be January 2014. This delay has been caused by further analysis of long housing land allocation following comments from developers and Transport Scotland as part of the Main Issues Report (MIR) responses, and the further investigations required into aspects of MIR proposals.

The consultation period has been re-scheduled to commence after the Christmas/New Year break and therefore the whole timetable has been moved back by approximately four months. The IDOX Local Development Plan module has now been introduced, which should help with recording of objections and preparation of Schedule 4s, and will assist in some recovery of time when dealing with representations.

Development Management

Having a dedicated Manager for Development Management has helped in driving performance levels higher and clearing the legacy cases from the system. Closer management, work reviews, and re-allocation of work assisted in ensuring that cases are not stalled. Householder application performance has significantly improved along with average determination rates for local developments. The removal of legacy cases has continued to have a negative impact on the average performance levels in 2012/13 but its impact is decreasing as the older cases are removed.

Section 2: Defining & measuring a high-quality planning service

High Quality Development on the Ground

Further Urban Design training undertaken by WSP looking at core principles of Designing Streets/Places. A collaborative team has been formed (Development Management/Development Plans/Transportation) to advise on planning applications/pre-application, and to input key design principles into site designations in the new Local Development Plan.

A new SPG was prepared for Onshore Wind Turbines, to update the previous version which had become obsolete. Moray is experiencing a high volume of turbine applications, and up to date guidance was required. This was subject to consultation with the industry, and with the public through a series of drop in exhibitions held across Moray. The guidance involved a Landscape Assessment of Moray from which preferred areas of search, and the capacity for various typologies of turbines, was established. This SPG has since been short-listed for RTPI Scotland "Quality in Planning" Award.

Residential developments that have been implemented have received a National Award from Premier guarantee Excellence Awards as Social Development of the Year 2012.



Rothes Wind Farm

Certainty

It is less than 5 years since the Local Plan was adopted (Dec 2008), but it will be approximately 6 and a half years old by the time the new Local Development Plan is in place and adopted. It was a deliberate decision to delay work on the new Plans whilst the situation with Defence Review was resolved, and approval of MIR for consultation was put back until after the Local Government Elections in May 2013. These decisions were based on the fact that the 2008 Plan was not considered to be so out of date as not to be continue to be "effective". Due to a downturn in the construction industry, development rates and land take up have been lower, and only in Elgin (where the situation has been resolved by the release of a LONG site) has there been an issue with effective land supply. Any changes in key Agency policy approach, or Scottish Government guidance can be a material consideration.

A project management approach has been taken to the Development Plan Scheme. Completion of the Local Development Plan is a high priority action. A revised Development Plan Scheme will be prepared to reflect this. The introduction of the IDOX LDP module will allow some time to be made up when dealing with representations. The ability to adhere to timetable will be to some extent

dependant upon the number and complexity of objections received. Weekly project meetings are held to discuss progress/issues. The Development Plans team are represented at the North of Scotland Development Plans Forum.

The lack of a specific policy on Gypsy/Traveller sites had been identified during a Reporter's report on a Planning Appeal decision letter for the refusal of such a proposal. As an interim measure, and until a formal Policy can be drafted, a Policy Interpretation Note was prepared which explained how policies within the extant Local Plan would be interpreted for Gypsy/Traveller proposals. This was subject to consultation before being approved by the Council.

The protocol for Forres Enterprise is in place has helped delivery development proposals on the ground and decisions have been dealt with to meet tenant requirements. The working relationship with HIE has continued to be developed with regular liaison meetings held and future events planned to be attended jointly to assist with future proposals.

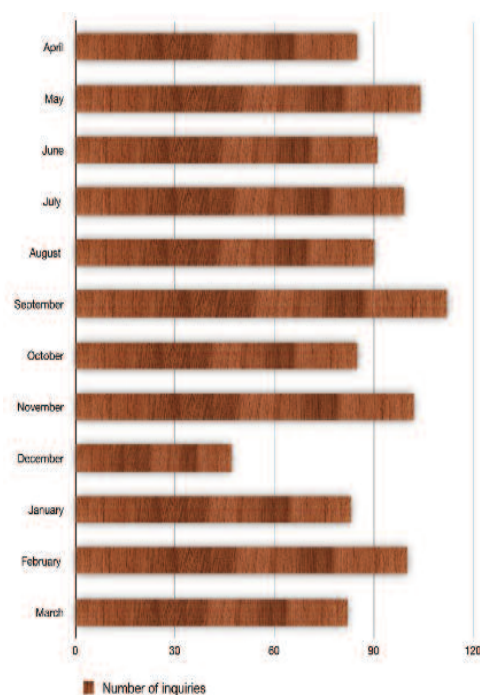
In terms of the Emerging Local Plan a general statement is going to be included covering Developer Contributions stating that contributions may be sought towards some public facilities (e.g. core paths, library; schools; sports/leisure facilities; transportation) and this will be confirmed at application stage. Developments over 4 houses will be required to make an affordable housing contribution. Some specific comments on road access arrangements and off site road improvements are contained in site text descriptions. It is intended to produce and consult on Supplementary Planning Guidance after confirmation is provided as to what is to be sought following the area based review and arrangements with Aberdeenshire who currently provide advice on via the Planning Obligations Team through a Service Level Agreement.

Communications engagement and customer service

Development Management continue to operate a Duty Planning Officer service every day between 2pm and 4pm. Records of all enquires are kept and during this period 1080 customers used the duty officer service either on the telephone or face to face with customers who have the opportunity to just drop in without an appointment to speak to a Planning Officer. All telephone enquiries are now dealt with by a dedicated customer call centre and are logged in the Laggan operating system increasing the ability to manage workload and re-distribute calls to colleagues in Building Standards when dealing with related issues more efficiently.

The Council offers customers the opportunity to submit a free enquiry and receive confirmation as to whether or not planning permission is needed for a development proposal. The number of informal determinations dealt with in 2012/13 was 519. This helps to provide certainty for customers and reducing the number of potential enforcement enquiries and despite the change in Householder

Desk Duty Enquiries



Permitted Development Rights being simplified confirmation is still sought regularly. Responses are provided with 28 days of receiving the full information necessary to assess whether or not the development proposal requires a formal application. 60% of customers received a response within 28 days and monitoring of response times has now been put in place to increase this response rate to 80% over the next 12 months.

Development Management has continued with its customer satisfaction survey through survey monkey by adding links to e-mails when sending out documentation electronically. The results of these surveys have been monitored but as more emphasis as been placed on clearing legacy cases more time needs to be dedicated to analysing responses and improving the response rate.

The web site for Development Services has been the subject of review and is now much more customer focused with useful links being added to help navigate direct to delegation scheme/committee timetable. Further work is under way to develop a Development Hub page to help navigate customers through the full development consent process extending to Building Warrants, Licensing requirements, Road Construction consents etc. The MIR consultation period was extended to 12 weeks since it straddled the Christmas period. A "Community Leaders" event was held (in conjunction with Planning Aid Scotland) to explain the Plan/process/MIR to community group chairperson/secretaries, and encourage them to promote participation amongst their communities. All respondents to the Main Issues Report were

advised of the Committee response to their representations, using e-mail where available.

Any complaints that are received have continued to be monitored but the number for Development Services has fallen. Regular monitoring is in place and these are reported in the Planning & Regulatory Services Committee.

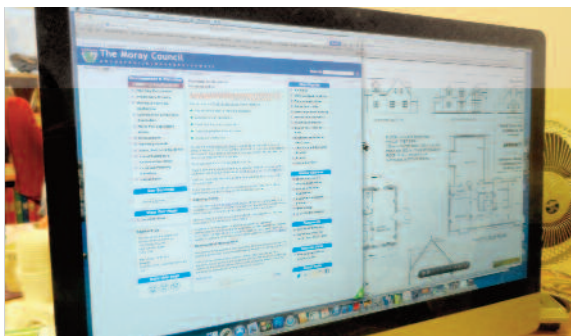
Actions resulting from complaints or customer feedback are developed and incorporated in team meetings for allocation of all staff.

Efficient and effective decision-making

As part of the induction programme following the formation of the new Council in May 2012, members were advised of the LDP process, and invited to submit issues for inclusion within MIR. A Special Meeting of the Planning and Development Committee was held to approve MIR for consultation, with ward Member briefings carried out beforehand. Similar briefings were convened before the MIR response was reported to Committee.

Decision making in Moray is devolved between the Planning & Regulatory Services Committee who meet every two months and determine all planning applications and the Economic Development & Infrastructure Services Committee for economic related projects and funding. Special meetings can be called when necessary to meet application deadlines and ensure efficient working.

Most of the pre MIR engagement and key agencies occurred prior to 2012/13, but there had been early communication about the intention to prepare the LDP, with identification of any issues invited. A call for sites was issued and all bids submitted were subject to consultation with consultees for early comment and advice. Key agency meeting was held in Elgin to enable a round table discussion on matters to be addressed in the new Plan. On publishing the MOIR in November 2012 a Community Leaders meeting was organised, in conjunction with Planning Aid Scotland and the





Moray Council HQ

Joint Community Council Association for a briefing on the MIR process, from which attendees were asked to “spread the word” and promote participation within their communities. All stakeholders – key agencies; Scottish Government Departments developers; agents; community groups were consulted on the MIR in November 2012, and all respondents were subsequently advised of how their submission had been considered by Committee.

Despite the meetings being every two months with additional hearing dates between there hasn’t been a need to arrange a special meeting in 2012/13 to meet applicant’s timescales.

The current scheme of delegation is due to be reviewed before May 2014, but is currently at a rate of 95% to officers.

The Local Review Body meets every month and revised procedures are now working efficiently with the numbers of decisions being higher than last year but dealt with in a similar timescale.

The performance figures for this year reflect the work that has continued to unblock and remove legacy cases from the system including those subject to pending S.75 agreements that needed signing. In 2012/13 73 legacy cases (over a year old) have been determined/withdrawn from the system in addition 20 128 legacy cases cleared in 2011/12. The back log of cases over a year old are now down to 10 with a target set for the remaining applications to be being cleared by the end of 2013/14.

Effective management structures

The corporate management structure places a high profile on both economic delivery and planning being key to delivering successful development on the ground and making a positive contribution to the wider success of the local economy which is in line with the Moray’s single outcome agreement.

The temporary post of Development Management Manager has continued for a further 12 months. This has provided the opportunity for performance to be focused on within Development Management without neglecting other key areas.

The current structure is shown in Appendix 3.

Development Management

We now have a dedicated Technical Support Assistant for validation of all applications who shares the same room as the Planning and Enforcement Officers which has helped improved validation and performance targets. The introduction of a Planning Assistant to the team has had benefits of being able to assist other Planning Officers with desk duty, condition monitoring, information determinations, and a small caseload of householder applications as well providing an element of cover for the technical support assistant. This has enabled Planning Officers to dedicate more time to more complex cases and improve performance targets.

All Planning Officers are now able to work flexible through the provision of portable lap tops that can be used from home as well as having access to a hot desking room. The administrative and other technical support officers are located in close proximity within the same building and assist with the processing of planning applications, listed building consents, advert consents, building warrants and issuing of enforcement notices.

All work is allocated by the Development Management Manager who closely monitors individual caseloads. Work review meetings are held every two weeks with Officers to ensure that targets are met and any stalled cases unlocked. The Manager ensures targets are met and delays in resolving concerns raised by returned consultations don't unnecessarily delay determination. Work is re-allocated according to complexity and re-distributed during annual leave periods, sickness to ensure that timescales are not missed. Where gaps become available with certain officers clearing more cases due to either the nature of the cases once again work is re-distributed to assist with meeting performance targets. All team and individual performance results are circulated monthly and charted on graphs to show the progress made.

Financial management and local governance

Annual service plans identify the resources required for project and service delivery to meet council priorities and outcomes, the planning service is recognised as having key a role in contributing to the outcomes associated with sustainable economic development. In 2012/13 there has been an emphasis on improving performance within development management and continuing to build relationships with developers to encourage investment in Moray.

The increase in planning fees was utilised to make a temporary planning officer post permanent.

The financial constraints facing the Moray Council are placing budget pressures on all services including those related to the planning service. This requires a flexible approach between teams to meet changing priorities and workloads. This has resulted in greater distribution of major or significant local development applications across the planning team and has also limited the potential to recruit additional staff to support the development plan process.

Regular budget and performance monitoring takes place and is reported to the Planning and Regulatory Committee to allow scrutiny of performance.

Culture of Continuous improvement

Development Services have taken part in the Employee Review Development Process (ERDP) and an overall training plan for each team has been prepared.

Training workshops have been prepared for officers and members on landscape assessment to assist with making recommendations on wind farm application.

Attendance at Master Classes in relation to listed buildings – good practice and techniques.

Team meetings are held monthly for Development Services teams which include a monthly team talk on corporate issues and a variety of external and internal consultee's attending to provide updates on guidance/procedures i.e. SEPA, BAA Safeguarding, Historic Scotland Advisor.

RTPI Chapter Events are attended in Aberdeenshire and Highland by Planning officers along with attendance at the Young Planners Conference & two day Scottish Government Placement (Planning & Architectural Dept).

Heads of Planning Development Management Sub-committee is attended quarterly along with the HOPS Annual conference to assist with benchmarking and sharing best practice. Enforcement Forum is also attended to assist with benchmarking and comparing similar cases.

Regular meetings are held with consultees such as SEPA and SNH to improve the consultation process and speed.

Section 3: Supporting Evidence

Part 2 of this report was compiled, drawing on evidence from the following sources:

Pre-application Guide for Major Developments

Do I need Planning Permission?

Wind Energy Policy Guidance 2013

Scottish Awards for Quality in Planning (SAQP)

Customer Satisfaction Survey

Social Housing Development of the Year

MEP Annual Report



Atos, Forres

In May 2013 the following was reported in the Scottish Parliament

Motion S4M-06752: Mary Scanlon, Highlands and Islands, Scottish Conservative and Unionist Party,

That the Parliament notes that the Cabinet Secretary for Rural Affairs and the Environment, Richard Lochhead MSP, officially opened the new base for Atos in Moray, named Venture House; welcomes the news that 50 highly-skilled jobs have already been created at the Forres site, with around 20 going to ex-RAF personnel, ensuring that they remain part of the local community after leaving the armed services; further welcomes the news that another 200 high-value, well-paid jobs could be created at this location over the next three years as staff are recruited under the message “work and relax in Moray”; notes what it considers the positive working relationships between Atos, Moray Council, Highlands and Islands Enterprise and the contractors, which it understands ensured a swift completion of the new building; understands that Atos employs 1,500 people in Scotland and has a global workforce of 76,000 and is the second largest technology company in Europe after IBM, and hopes that its investment in Moray will be a signal for more companies to establish and grow their businesses in that part of Scotland.

Supported by: Jamie McGrigor, Alex Johnstone, Murdo Fraser, Margaret Mitchell, Jackson Carlaw, John Lamont



Biomass Plant, Rothies

Examples of business developments gaining planning permission or under construction

Helius CoRDe is the Joint Venture Company created by Helius Energy, the Combination of Rothes Distillers (CoRD) and Rabo Project Equity to develop, build, own and operate the proposed biomass CHP plant. On 16th April 2013, HRH The Prince Charles, Duke of Rothesay, officially opened the [Helius CoRDe 8.3 MWe biomass fired combined heat and power plant at Rothes](#).

In March a [Biomass \(CHP\) plant in Craigellachie](#) was granted planning permission which will provide renewable energy in the form of heat to the Macallan distillery, as well as electricity to the National Grid. It will use low-grade wood fuel from local forestry.

In April 2013 planning permission was approved for [New distillery Chivas Brothers Ltd](#) at Carron, Aberlour

In April 2013 planning permission was approved for replacement warehouses at Glenfiddich Distillery, Castle Road, Dufftown

Advertising:

M-Power (add hyperlink to adverts about planning advice and the Moray Economic Strategy Implementation Programme

Advice:

[pre application advice for major developments](#)

[Advice and guidance has also been prepared and is available to SMEs](#)

Section 4: Service Improvements 2013-14

This year we will:

- Review methods of customer feedback and develop in improvement plan.
- Review format of Planning Committee Reports
- Review Model Planning Conditions
- Publish and consult on proposed Development Plan
- Prepare Action programme in association with proposed Development Plan
- Undertake training in LDP Examinations and completion of Schedule 4
- Provide training for Councillors and officers for wind turbine proposals
- During 2013/14 for implementation of the economic strategy and the development plan the focus will be on putting the infrastructure in place to facilitate development. For instance, the total amount of land designated for employment use in the plan is 124.51ha however, only 9.13 ha is immediately available (served/marketed). During 2013/14 we will continue to pursue the provision of serviced sites at Elgin (Barmuckity) Business Park and at Forres Enterprise Park.

2012-13 Progress:

Commitments	Progress
Customer Feedback , establish systems for gathering, recording and reviewing customer experience of the service, implementing improvements and reporting back changes.	<i>A system has been established to give customers the opportunity for feedback and these responses are monitored and implemented. Improvements in the system can still be made to attempt to increase both the volume and quality of response and this will be a further action for 2013/14</i>

Commitments	Progress
Liaison Groups for planning and building standards will continue to be developed to engage the main applicants, agents and architects in improving the service at a time of significant change.	<i>The liaison group has met and discussed changes in planning and potential for improved working, for 2013/14 this will be extended to one to one meetings with the major developers applicants and agents to further improve feedback and relationships.</i>
The Planning Performance Framework requires the development of new indicators (i.e. employment land and commercial floor space supply and take up are not presently measured), working procedures and performance standards recognising the speed, quality and cost of service delivery within the Planning Service. Make better use of project management tools i.e. Processing Agreements to help deliver major planning applications to an agreed timetable.	<i>Work still requires to be done on the measurement of commercial floor space and we will be seeking guidance on the definition and measurement process being implemented elsewhere for this in 2013/14. A project management approach has been developed with greater use of pre application meetings with developers, planning process agreements have been approved by committee in 2013 as a means of working with major and larger local development applications.</i>
The Moray Economic Strategy embed governance structure and organisational structure as business as usual. In particular with partners prioritise actions and prepare project plans; establish and facilitate programme groups, business and community forums.	<i>The governance structure of the partnership is now well established and projects are prioritised in terms of resource allocation with programme groups taking forward projects related to tourism, Infrastructure development, skills and education, inward investment and transportation.</i>
Local Development Plan Main Issues Report will be consulted on. The main issues report identifies the main land use planning issues in our area.	<i>Consultation on the main issues report was concluded</i>
Carbon/ Climate Change/Sustainability are all recognised within the Single Outcome Agreement. A review of current strategies and development of new strategies, targets and methodologies are required to embed this within the organisation and community partners.	<i>Sustainability and climate change has been identified within the community Planning Partnership as a priority. The timing is such that with the new local development plan in preparation and the existing carbon management plan for the Council subject to a review, a new strategy, behaviour change programme relating to energy and supplementary planning guidance is being developed which will form the main actions for the partnership over the coming years.</i>
Development Contributions requires to be reviewed to reduce costs and provide an open and transparent process.	<i>Work was carried out to reduce the contract cost and number of applications which were consulted on in relation to developer contributions. Further work will be undertaken in 2013/14 to prepare supplementary planning guidance to support developer contributions policies and provide an open and transparent system.</i>
Placemaking /Urban Design establish cross service team to prepare design statements for key development sites, refresh and extend urban design training to key internal and external stakeholders	<i>Further urban design training has been undertaken and a collaborative team to advise on planning applications has been formed.</i>

Appendix I

Decision-making timescales

Category	Total number of decisions 2012-2013	Average timescale (weeks)	
		2012-2013	2011-2012
Major developments	8	55.7	60.3
Local developments (non-householder)	553	20.0	41.4
Local: less than 2 months	58.8(%)		
Local: more than 2 months	41.2(%)		
Householder developments	264		
Local: less than 2 months	84.8(%)	10.1	25.3
Local: more than 2 months	15.2(%)		
Housing developments			
Major	2	103.6	74.2
Local housing developments	322		
Local: less than 2 months	59.6(%)	23.1	42.6
Local: more than 2 months	40.4(%)		
Business and industry			
Major	2	21.4	63.4
Local business and industry	134		
Local: less than 2 months	59.7(%)	14.5	39.0
Local: more than 2 months	40.3(%)		
EIA developments	0	N/A	55.1
Other consents*	135	14.4	15.4
Planning/legal agreements**	12	98.3	56.9
Local reviews	28	8.6	12.1

Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2012-2013		2011-2012	
		No.	%	No.	%
Local reviews	28	12	42.9	6	46
Appeals to Scottish Ministers	11	7	63.6	2	50

Enforcement activity

	2012-2013	2011-2012
Cases taken up	164	184
Breaches identified	87	148
Cases resolved	233	167
Notices served***	6	1
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

Appendix II

Workforce & Financial Information

Head of Planning Service Tier
2nd

Posts	Managers (2)	Main Grade		Technician		Office support/ Clerical		TOTALS
	No. Vacant Posts	No. Posts	No. Vacant Posts	No. Posts	No. Vacant Posts	No. Posts	No. Vacant Posts	
Development Management	2	8.2	1	1	0	3	0	12.2
Development Planning	3	4	0	1	1	1		9
Enforcement Staff		1.3						1.3
Cross Service/Other Planning	1			3				3
								26

Staffing Profile	Number
Under 30	4
30-39	9
40-49	12
50 and Over	10

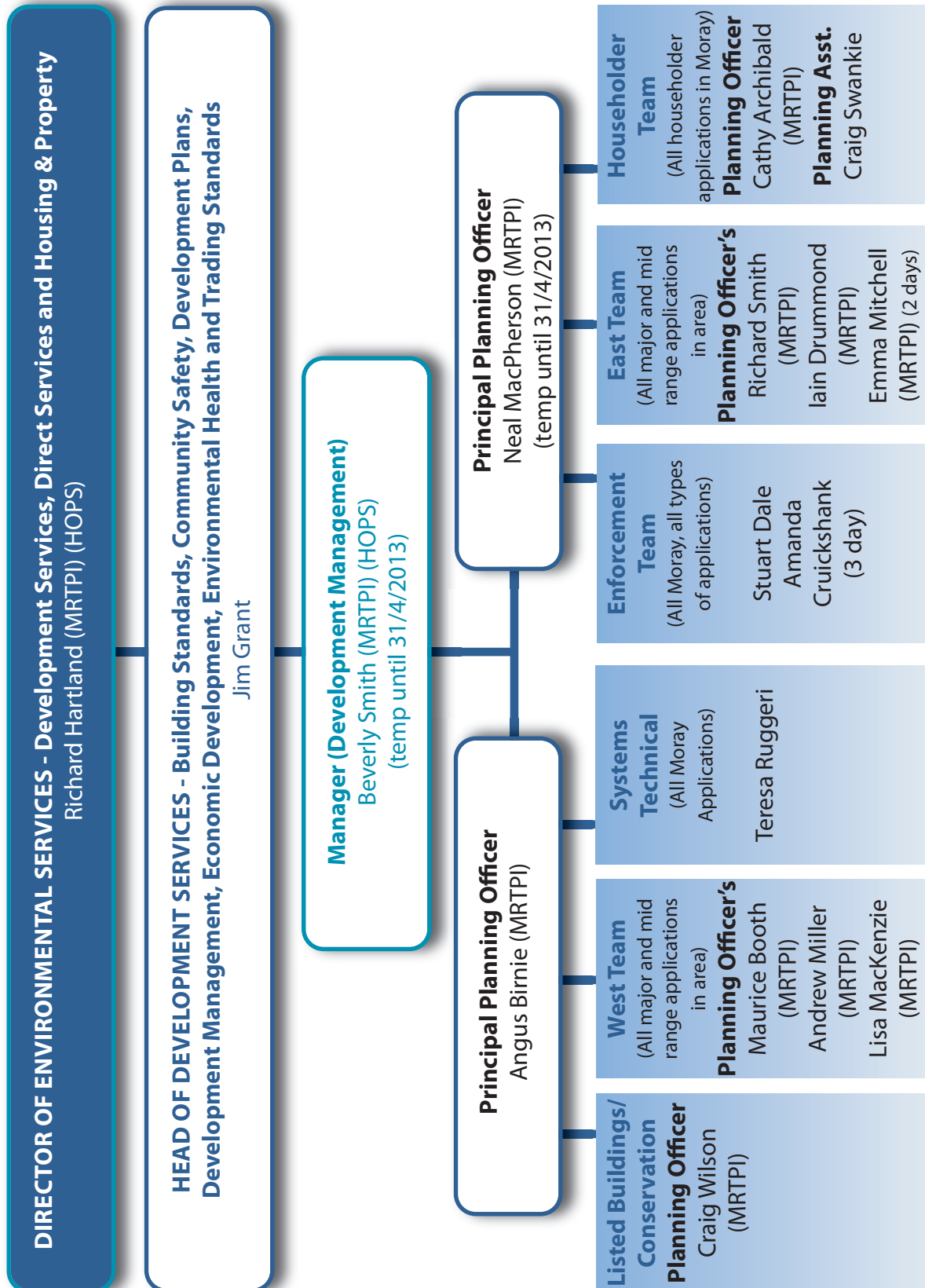
Committees and Site Visits (3)	Number per year
Full Council Committees	6
Planning Committees	6
Area Committees (where relevant)	-
Committees site visits	6
LRB (4)	11
LRB site visits	11

Budgets

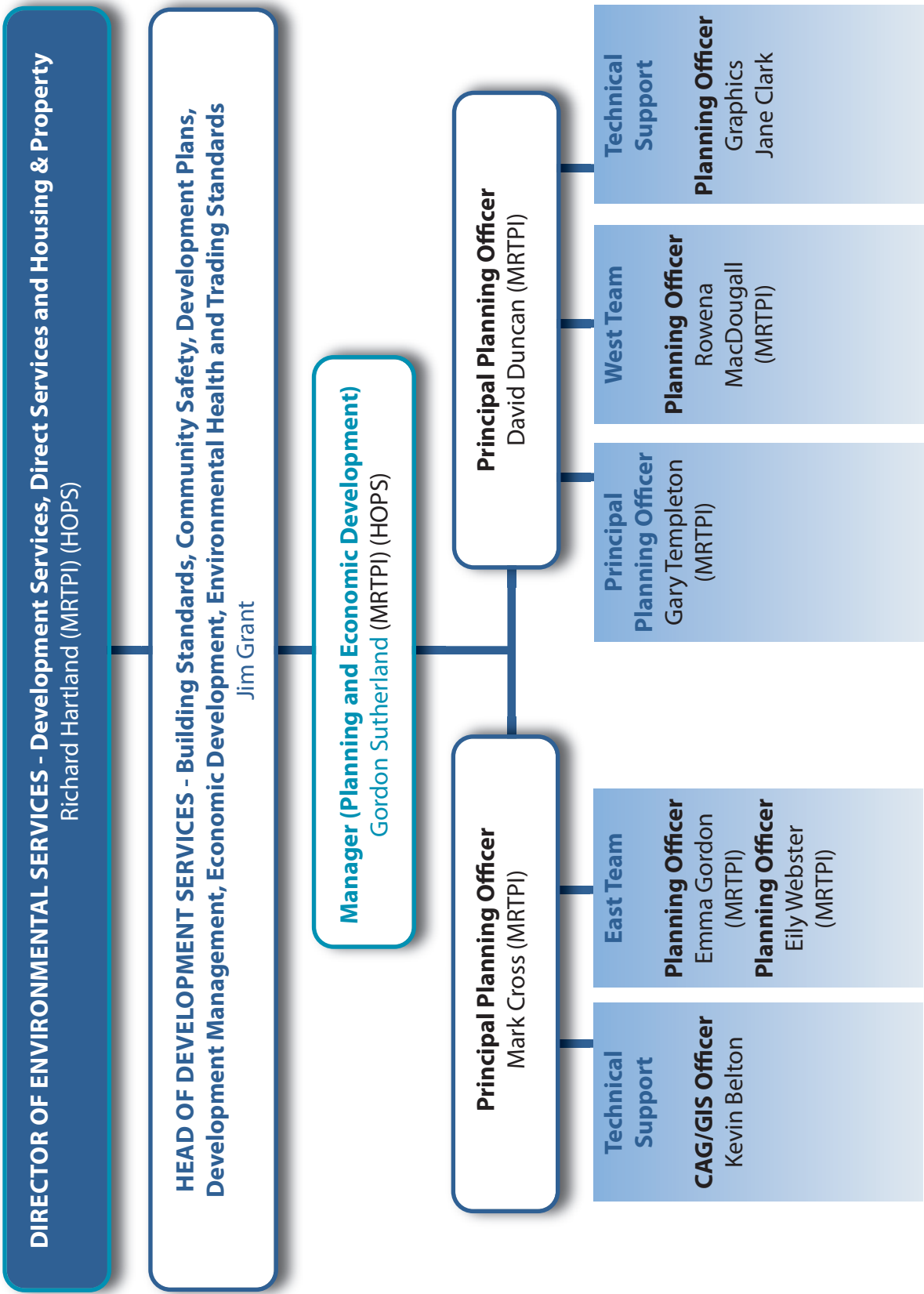
Planning Service	Budget	Costs		Income (7)
		Direct (5)	Indirect (6)	
Development Management		£759661	£277101	£748993
Development Planning		£561155	£122083	£493
Enforcement				

Appendix III

Team Structures - Development Management



Team Structures - Development Plans





THE MORAY COUNCIL

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