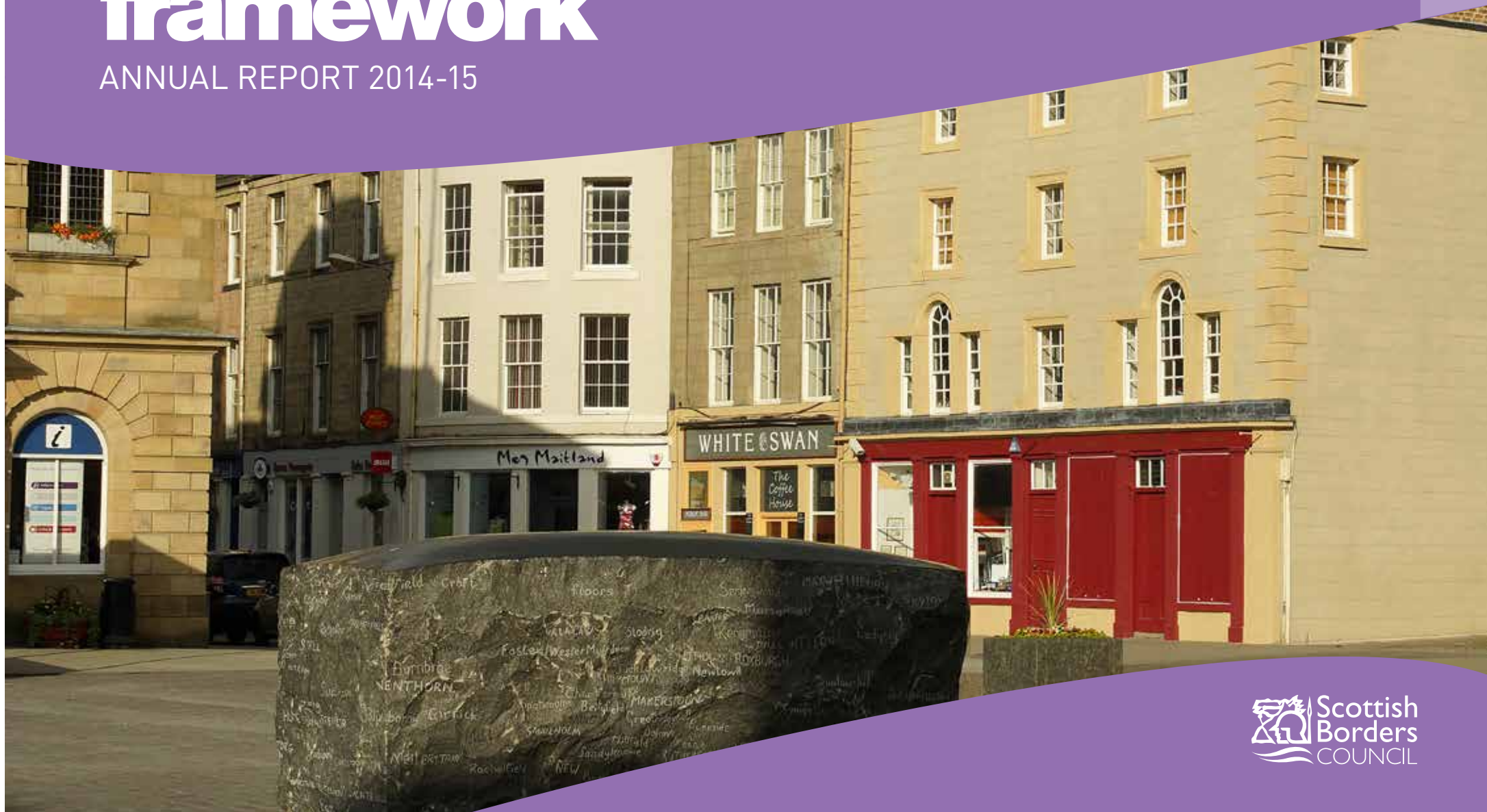


planning performance framework

ANNUAL REPORT 2014-15

PLANNING AND REGULATORY
SERVICES



Contents

1. Introduction	3
2. National Headline Indicators	5
3. Defining and Measuring a High-Quality Planning Service	
• Open for Business	7
• High Quality Development on the Ground	11
• Certainty	18
• Communications, Engagement and Customer Service	18
• Efficient and Effective Decision-Making	19
• Effective Management Structure	20
• Financial Management and Local Governance	20
• Culture of Continuous Improvement	21
4. Supporting Evidence	21
5. Service Improvements 2015-16	21
6. Delivery of Service Improvement Actions 2014-15	22
APPENDIX I - Official Statistics	23
APPENDIX II – Workforce and Financial Information	24

1.0 INTRODUCTION

- 1.1 This is the fourth Planning Performance Framework (PPF) prepared by Scottish Borders Council for its planning service and covers the period 1 April 2014 to 31 March 2015. It outlines the Planning Service's contribution to delivering the Council's corporate priorities of providing the best quality of life for all the people in the Scottish Borders, prosperity for businesses and good health and resilience for all communities. The Framework also highlights the on-going work to improve the quality of development being built, how we are preserving and enhancing the environment and implementing continuous improvement within the service.
- 1.2 The feedback received from Alex Neil, Cabinet Secretary for Social Justice, Communities and Pensioners' Rights, on last year's Planning Performance Framework was accompanied by a Performance Markers report that provided RAG (Red, Amber, Green) ratings for 15 identified Performance Markers. The report acknowledged the Planning Service's commitment to an "Open for Business" approach and especially to quality of place and that there had been a significant reduction in number of outstanding planning applications more than a year old

(known as legacy cases). It stressed the need to reduce average decision making timescales but acknowledged that quality of Placemaking was important for the service. The Minister commented that:

You have again demonstrated a strong commitment to quality of place. You refer to your work in relation to the Borders Railway, with improvements in design at three new stations and joint working with City of Edinburgh and Midlothian Councils in the preparation of a Borders Railway prospectus.

We welcome your collaborative approach to cross department working; for example, staff from planning and related disciplines conducted a review using the principles set out in the Supplementary Planning Guidance on Placemaking and Design and Designing Place/Street

You have produced another report that shows your commitment to an Open for Business approach and especially to quality of place and Designing Place/Street

You have significantly reduced the number of outstanding legacy cases and we look forward to seeing these further reduced next year.

We also look forward to more progress being made on reducing average decision-making timescales in your next report.

Planning's role in quality placemaking is clearly an important matter for your service and your authority as a whole, and we look forward to hearing of the outcomes from your work in examining the success and influence of local and national guidance on placemaking and design

- 1.3 The report gave Scottish Borders Planning Service 1 red, 3 amber and 9 green RAG ratings (2 Markers being excluded as not applicable for that year's report). This was a significant improvement on the report for 2012/13 PPF, when the service was subject to 4 red and 3 amber markers.
- 1.4 In response to this feedback report, the service identified a series of priority actions to address the red and amber ratings and these are set out table below, along with a commentary on the outcome of implementing the actions:

Performance Marker 1 - Decision making: (Red Marker)	
SBC Actions: 1. Implement Development Management Improvement Plan 2. Implement and monitor Development Contributions protocols & streamlined legal processes 3. Encourage the use of Processing Agreements to manage major applications 4. Proactive and thorough case management	Action Outcomes: The figures show that good progress has been made in terms of local development applications (Householder and non-householder categories) and that there has been a significant reduction in the time taken to deal with major applications. Achieving a more significant improvement in performance has been adversely influenced by the requirement to clear legacy cases and the requirement for legal agreements to secure development contributions. However, real efforts have been made to reduce timescales and it is anticipated that this performance marker will move to Amber this year.
Performance Marker 4 - Legal Agreements - within 6 months of minded to grant (Amber Marker)	
SBC Actions: 1. Implement and monitor Development Contributions protocols & streamlined legal processes 2. Further integration of the working practices between Legal and Planning Services 3. Encourage the use of Processing Agreements to manage major applications 4. Proactive and thorough case management	Action Outcomes: As indicated in PM 1 above, the figures show a marked improvement in times to determine applications. The time taken to conclude applications that require a legal agreement has reduced to an average of 62.7 weeks from last year's figure of 79.7 weeks. A mechanism to more accurately measure and monitor the time from an application being 'minded to approve' to being issues is currently being developed. The work carried out already and reported last year showed a steady downward trajectory in timescales. It is anticipated that this marker will remain Amber this year but that on-going efforts will bring the service closer to achieving a Green rating in subsequent years.
Performance Marker 6 - Continuous Improvement (Amber Marker)	
SBC Actions: 1. Continue to drive delivery of key service improvement actions in last year's PPF 2. Use Priority Action Report to monitor progress on	Action Outcomes: The service has completed 4 of the 6 improvement actions identified in last year's PPF in terms of implementing the Development Management Improvement Plan, reviewing the management of applications for windfarms and turbines, developing customer feedback forms and developing and implementing Local View Fusion. There is on-going work in the remaining actions relating to a design review of a range of scales of development and work relating to stakeholder engagement. It is anticipated that this will remain Amber this year.
Performance Marker 14 - Stalled/legacy Sites (Amber)	
SBC Actions: 1. Continue efforts to clear legacy cases and identify where "stop the clock" mechanism can be used. 2. Encourage the use of Processing Agreements to manage legacy applications 3. Pursue withdrawal /final disposal of legacy applications 4. Proactive and thorough case management	Action Outcomes: A total of 197 legacy cases were removed from the system in 2014/15, an increase of 15% over the number of cases handled in the previous year, which in itself had seen a significant rise in the number of cases cleared. This demonstrates that the service is focussed on the continued aggressive management of such cases. There are 203 legacy cases remaining in the system. It is anticipated that we will move to a Green rating this year.

2.0 NATIONAL HEADLINE INDICATORS

Key outcomes	2014-2015	2013-2014
Development Planning: - age of local/strategic development plan(s) (years and months) at end of reporting period (Requirement: less than 5 Years) - Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) - Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) - Were development plan scheme engagement/consultation commitments met during the year? (Y/N)	SESplan (Approved June 2013) 2 year 1 month old Scottish Borders Consolidated Local Plan (Adopted 2011) Yes N/A Submitted October 2014 Yes, The Development Plan Scheme was updated in April 2015 and the Local Development Plan remains on track. The representations to the Plan were considered by Council in September 2014, and Examination of the Plan began in November 2014. The initial target date for a report from DPEA was set at July 2015, and this remains the case.	SESplan (Approved June 2013) 3 months old Scottish Borders Consolidated Local Plan (Adopted 2011) - - Yes, The Development Plan Scheme was updated in April 2014 and the Local Development Plan remains on track. The Representation period has concluded and consideration of submission will be presented to Council in September 2014 with the Examination of the Proposed LDP late 2014.
Effective Land Supply and Delivery of Outputs - Established Land supply 5-year effective housing land supply 5-year housing supply target 5-year effective housing land supply - housing approvals - Housing completions in the last 5 years - effective employment land supply - employment land take-up	Scottish Borders Finalised Housing Land Audit 2014 8689 units 3,109 units - * 8.5 years ** 104 units 1,837 units Scottish Borders Council Employment Land Audit 2014 112.9Ha 0.4Ha	Scottish Borders Finalised Housing Land Audit 2013 9,189 units 3,386 units 3,072 units 7.8 years 105 units 2,162 units Scottish Borders Council Employment Land Audit 2013 22.4Ha 2.7Ha
Development Management Project Planning - 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 - application approval rate - delegation rate	84% 1 *** 100% 94.4 % 95.2%	88% 7 100% 93.5% 94.5%

2.0 NATIONAL HEADLINE INDICATORS (cont'd)

Key outcomes	2014-2015	2013-2014
Decision-making timescales Average number of weeks to decision: - major developments - local developments (non-householder) - householder developments	30.9 weeks 22.7 weeks 7.7 weeks	73.3 weeks 26.8 weeks 8.6 weeks
Legacy Cases (applications more than a year old) - Number of cases cleared - Number of cases remaining	197 203	169 158
Enforcement - time since enforcement charter published / reviewed (months) Requirement: review every 2 years - number of breaches identified / resolved	13 133/167	8 160/149
Explanatory Notes * Under the SPP (2014), strategic development plans are required to set housing supply targets. The SESplan SDP and Supplementary Guidance were produced in advance of the SPP, and do not set housing supply targets. ** The Local Development Plan meets the housing requirement set by the SESplan Supplementary Guidance on Housing. The annual monitoring of the housing land supply through the housing land audit seeks to assess whether housing demand continues to be met. The Council uses the measure of housing completions which is a reasonable measure of housing demand. *** While only 1 major application with a processing agreement was approved last year, 28 local applications with processing agreements were also determined.		
Context There have been a number of factors influencing performance, namely: - Although improvements have been evident this year in terms of timescale, the high number of legal agreements the Council enters into in respect of its development contributions policy continues to have an impact on processing times for applications. - The service continues to prioritise engaging in pre-application discussions with prospective applicants with 84% of applications having some level of pre-application engagement with the service. - Major planning applications and S36 applications for large scale windfarms and the associated enquiries, screening and scoping opinions, appeals and condition monitoring processes have a significant and disproportionate impact on performance and the resources available to respond to other priorities. - The service has also continued to prioritise the determination of legacy cases.		

3.0 DEFINING AND MEASURING A HIGH-QUALITY PLANNING SERVICE

Open for Business

- 3.1 The Council has an up-to date Development Plan (Consolidated Local Plan and Strategic Development Plan) to guide and facilitate development. The new Local Development Plan has concluded its consultation phase and is progressing through Examination, with the report expected in August 2015. This would allow an anticipated adoption date of end 2015/start 2016.
- 3.2 The authority has sufficient effective housing and employment land identified to provide for the region's needs. The 2014 Housing Land Audit confirms that we have in excess of the required 5 year effective housing land supply. The land supply figure identified in the audit reflects calculations based on the number of completions and stands at 8.5 years of supply, an increase 0.7 years on last year's figures. The reduction in the number of houses being built in the Borders has led to a slight increase in land supply when calculated against completion rates. Completions have reduced from 659 in 2008 to 288 in 2013/14, and there was a decrease of 18 units on last year. The Employment Land Audit 2014 is being finalised and will be published later this year but the provisional figures confirm the authority is comfortably meeting employment land need. The position has not changed significantly since the 2013 Audit in terms of employment land take-up. The requirement to provide a broad range and choice of sites is being addressed through the Local Development Plan.
- 3.3 The Council's adopted scheme of delegation result in 95.2% of planning applications being determined under delegated powers by officers. The planning authority approves 94.4 % of all applications. The figures reported in the National Headline Indicators table above, demonstrate that the determination periods for all main reporting categories of planning application have seen improvement last year. In particular, significant improvement has been made in the processing times for major applications, which reduced from 73.3 weeks in 2013/14 to 30.9 weeks last year. The official statistics table, in Appendix I, also shows there has been an improvement in the determination of other consents from 9.1 to 8.4 weeks and for applications that require a legal agreement from 79.7 to 62.7 weeks.
- 3.4 The Service continues to promote the use of processing agreements for all types of application, not just for major applications. Since last year's PPF, there has been seen a significant increase in their take up by developers with a total of 89 agreements having been entered into, an increase of 79 from 2013/14. Of the 29 applications determined last year, subject to processing agreements, 1 was a major application and the others were all local applications relating to housing, business and industry and renewables applications. All of the applications were determined within the agreed timescale set out within the agreement.
- 3.5 The service continues to invest significant resources in undertaking pre-application enquiries and handled 1085 written enquiries last year. Overall, this means an 84% equivalent of the applications received in 2014/15 have been subject to formal written provisional enquiries. Whilst this constitutes a slight decrease from last year it is still a significant commitment. The service also issued 17 scoping opinions and 13 screening opinions relating to major renewables development last year. There are implications on the service's ability to make more significant improvement to processing times for applications due to the staff time taken to respond to such enquiries but this is balanced by the ability of officers to influence the quality in submissions for planning permission.
- 3.6 There has been real progress in implementing the actions of the Development Management Improvement Plan. The Improvement Plan identified 19 key issues affecting service delivery, in particular the speed of decision-making, and highlighted potential causes and implications, the extent of risk these have for service delivery and identified options for action. Two actions of the Improvement Plan that have assisted an improvement in processing times relate to internal consultations and a traffic light system for case management and these are featured in Case Studies 1 and 2.



Case Study 1 – Open For Business - Development Management Improvement Plan Implementation - Internal Consultation and Joint Working with Roads Planning

The Roads Authority is a statutory consultee on significant range of planning applications. Within the Scottish Borders, around 70% of planning-related applications (amounting to around 750 applications a year) received result in a consultation with the Roads Planning Service.

Since 2011 the Roads Planning Service has been part of the wider Development Standards team, which also includes the Council's Development Management service. As part of an ongoing review of the consultation process, efforts have been made to ensure a consistent approach to the efficient handling of planning consultations.

Until relatively recently, and prior to the amalgamation of the teams, there had been less focus on the consultation period given to consultees to respond to planning applications, due in part to the differing priorities of the various services. As a result, many cases did not receive pivotal roads responses until quite late on in the application process. This could mean that negotiations that had already taken place with an applicant had to be revisited to incorporate roads requirements, so slowing down the process more generally.

As part of a wider review of the consultation process more generally and acknowledging the position of the Roads team within Development Standards, some common goals in relation to the application process have been put in place.

Whilst consultations were always recorded in a spreadsheet, the system has been adapted to ensure that the responses are provided expediently. A simple

change has led to a more robust monitoring system, which sets out all consultations received, but now importantly, the deadline for a response and also the time taken to respond. Still taking the form of a spreadsheet to which the entire team have access, this has, in turn, formed a very visible form of monitoring for the team and their manager and has become the basis of performance management of the Roads Planning Service, with the primary aim of reducing consultation times. This enables reporting to be produced on response times and therefore targets to be set.

Although the system adaptation is relatively new, it has already been successful in reducing response times, with the average time for replies now being 28 days for applications received in 2015, from an average of 33 in 2014.

Further changes are being introduced as a means of speeding up response times, including working with planning colleagues to introduce a range of standard Roads conditions for use on planning applications, which should reduce the time spent on preparing individual responses on applications.

Closer working relationships also enable roads input into planning proposals throughout the process and from the earliest possible stage, including at pre-application.

Case Study 2 – Open for Business - Development Management Improvement Plan Implementation - Traffic Light Management System: “Reducing the Reds”

As part of its stated commitment to improving the speed of decision-making, officers within the Development Management team explored ways of making caseloads easier to monitor for both case officers and managers. Central to this was making the age of individual cases more immediately apparent within the lists of outstanding applications already produced for officers.

Working with colleagues in the Council’s IT Systems Admin team, a simple but effective mechanism for highlighting the age of applications was developed. At the heart of it is a “traffic light system” which makes clear at a glance how cases are being managed. This indicates applications that are up to 30 days old as green, those up to 40 as amber and anything 41 and over as red. The red threshold was deliberately set quite low (and lower than the old two month target) as a means of ensuring that early determination is achieved and to ensure that appropriate priority is given to cases that need it. The number of days that the application has been live is also recorded.

The simple but effective message is to minimise the amount of red on the spreadsheet. Because the applications across the entire service are monitored and visible to everyone in the team, monitoring becomes a self-regulating exercise across the team, with everyone committed to playing their part in “reducing the reds”.

The new system enables easy identification of “legacy cases” with officers encouraged to ensure that at least the oldest “red” case on their list is removed before the next fortnightly list is produced.

Already, in an early adaptation of the system, processing agreements are now also recorded on the list (and coloured accordingly, depending on the final date for delivery), which ensures that the average figures of applications on the list are not skewed by legitimately agreed outstanding applications.

Because it’s never been truer that “every day counts” in decision making, the straightforward cases in the green category are also expected be determined as soon as officers are able, which will assist in bringing down the Council’s overall average figure.

Going forward, the team will need to look at ways to avoid applications awaiting determination for as long as had been the case in the past; the aspiration should be that there are no applications more than 56 days old (or 112 in relation to majors) on the list. That clearly isn’t going to be possible in every case, but should not stop the team aiming for it.

DC App Type	Address	Proposal	Date Valid	Officer	Status	Time taken	PFA Flag	PFA Ds
JUL	High Mill Forest Mill Du	Change of use from res	09/11/2012		PCO	955	T	24/07
JBC	High Mill Forest Mill Du	Internal and external ad	09/11/2012		PCO	955	T	24/07
JUL	Land And Steading Bulk	Change of use from sta	28/04/2014		PCO	420	T	13/06
PPP	Land North West Of Wt	Erection of 19 holiday i	29/07/2014		PCO	328	T	03/08
PPP	Sentry Knowe Service R	Erection of dwellings	23/09/2014		PCO	272	T	24/07
PPP	Land South Of East Loth	Erection of two dwelli	07/08/2014		PCO	319	T	30/06
JUL	Land North West Of Ha	Formation of car park	07/10/2014		PCO	258	T	10/07
JUL	Land West Of The Laun	Erection of dwellings	28/01/2015		PCO	145	T	13/07
JUL	Land And Building North	Change of use from agr	03/02/2015		PCO	139	T	08/05
W0075	Sentry Knowe Service R	Modification of planir	05/02/2015		PCO	137	T	24/07
JUL	Garden Ground Of Den	Demolition of existin	10/02/2015		PCO	132	T	16/06
JUL	Plot 5 Land West And S	Erection of dwellings	02/03/2015		PCO	112	T	12/06
JUL	Land South East Of New	Installation of hydro po	16/03/2015		PCO	98	T	30/06
JUL	Land West Of Calsmuir	Erection of dwellings	13/03/2015		PCO	101	T	24/07
JUL	Dryburgh Mains Farmh	Alterations and extensi	24/03/2015		PCO	90	T	15/06
JUL	Land North West Of 2 R	Erection of boundary h	16/04/2015		PCO	67	T	17/07
JUL	Co-Operative NGT - Wa	Alterations and change	22/04/2015		PCO	63	T	22/05
NDV	Co-Operative NGT - Wa	New signage	22/04/2015		PCO	63	T	30/06
JUL	12 Todburn Way Clover	Erection of decking and	06/05/2015		PCO	47	T	16/07
JUL	Land And Building North	Change of use from agr	11/05/2015		PCO	42	T	16/07
PPP	Garden Ground Of Lind	Erection of dwellings	18/05/2015		PCO	35	T	16/07
JUL	Langbrae Main Street S	External re-decoration	17/05/2015		PCO	5	T	16/07
JUL	Ian Middlemiss Embros	Extension to form stora	19/05/2015		PCO	24	T	16/07
JUL	67 Springfield Terrace S	Extension to dwellings	03/06/2015		PCO	19	T	16/07
MMC	Land North East Of 22 I	Erection of dwellings	04/06/2015		PCO	18	T	16/07
JUL	Raebank Chapel Street	Installation of 36 No so	04/06/2015		PCO	18	T	16/07
JUL	6 Jedward Terrace Dent	Formation of vehicular	04/06/2015		PCO	18	T	16/07
JUL	1 Jedward Terrace Dent	Formation of access	04/06/2015		PCO	18	T	16/07
JUL	Land South West Of Ha	Erection of wind turbin	04/06/2015		PCO	18	T	16/07
JUL	Buccleuch Arms Hotel I	Alterations to form fra	05/06/2015		PCO	17	T	16/07
JUL	Stare Xela Scaffolding	3 Extension to existin	08/06/2015		PCO	14	T	16/07
JUL	St Helens Bridgeland	1 Alterations and extensi	16/06/2015		PCO	6	T	16/07
JUL	Woodcroft The Croft St	Erection of potting sha	09/06/2015		PCO	13	T	16/07
JUL	Fanne Salmon And Trou	Siting of BOC storage v	17/06/2015		PCO	5	T	16/07
JUL	The Stables Cottage Br	Alterations and extensi	12/06/2015		PCO	10	T	16/07
JUL	60 High Street Hawick	1 Change of use from ret	16/06/2015		PCO	6	T	16/07
PPP	Land To South And Wes	Residential developme	04/01/2013		PCO	899	T	07/08
JUL	New Ladykirk Farm Ste	Change of use, alterati	03/04/2015		PCO	82	T	07/08
JUL	2 Barony Knoll Jedburg	Extension to dwellings	28/04/2015		PCO	55	T	07/08
NDV	The Royal Bank Of Scot	Installation of illuminat	19/05/2015		PCO	34	T	07/08
JBCNN	Eden Hall Mansion Hou	Internal and external al	19/05/2015		PCO	34	T	07/08
PPP	Land East Of Haxington	Erection of dwellings	22/05/2015		PCO	31	T	07/08
JUL	Land North West Of Sai	Erection of dwellings	26/05/2015		PCO	27	T	07/08
JUL	15 Fairway Court Kelso	Extension to dwellings	04/06/2015		PCO	18	T	07/08
JUL	Shop 18 The Square Kel	External re-decoration	06/06/2015		PCO	14	T	07/08
JUL	30 Croft Road Kelso S	Extension to increase h	12/06/2015		PCO	10	T	07/08
JBCNN	Shop 18 The Square Kel	External re-decoration	08/06/2015		PCO	14	T	07/08
JUL	Kaimflat Cottage Kelso	Extension to dwellings	11/06/2015		PCO	11	T	07/08
JUL	Plot 1000000000000000	Extension to dwellings	23/06/2015		PCO	10	T	07/08

- 3.8 The service has a range of information and advice for customers published on its web site and this information has been reviewed to ensure that it is up to date and relevant. The service will continue to monitor and up date this information, when necessary. Customers have been encouraged to self serve and utilise the benefits of the web site and Public Access. The service has developed Local View Fusion which is badged as Find It on the Council's web site. The service was launched in March 2015 and the detail of this facility is highlighted in Case Study 3.

Case Study 3 - Open for Business - Local View Fusion

The planning service led the implementation of the LocalView Fusion web application, which was launched on the Council's web site as "Find It" in March 2015.

The application is simple and intuitive and provides map-based information on public services, and on data used by public services, meeting current expectations.

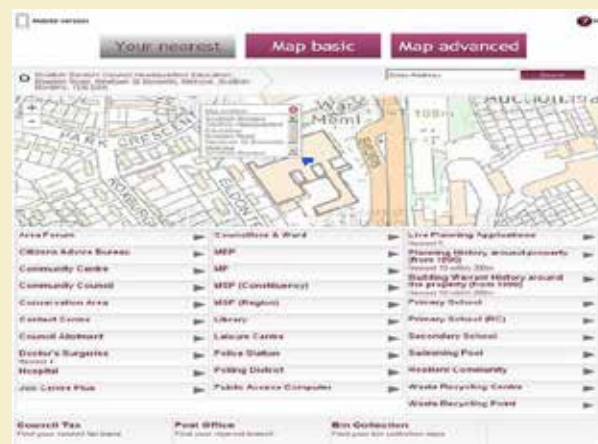
The application provides improved access to spatial information for both staff and public. It is used by the Council's customer services to assist their service delivery. The application provides the opportunity for cost saving in relation to customer information requests, and also the reduced need for GIS licenses and specialist training. It also provides a basis for the Council's response to the European INSPIRE project.

The public version (see screenshot below) provides three methods of accessing information- Your Nearest which provides information related to an address; Map basic that provides general Borders wide information; and, Map Advanced that provides increased usability for the more confident user. The application currently delivers around 100 different datasets that are kept up to date by a controlled mechanism.

The application is also served to employees through the council intranet (see screenshot below). It provides a wide array of planning and other general information, and it is intended to develop it further for use specific to individual services.



The application is currently also being developed for use in relation to the council's localities approach to service delivery, and to the development of the pilot Land Use Strategy.



High Quality Development on the Ground

- 3.9 The Council has produced a suite of policies, supplementary planning guidance and planning briefs to ensure the delivery of high quality developments and these are available to view on our web site. An extensive list of Supplementary Guidance has been identified in the Proposed Local Development Plan (Appendix 3) with an identified programme for its production, review and updating.
- 3.10 The service continues to operate a robust monitoring system including regular reports and specific audits covering housing, employment land, vacant land, town centres, and rural communities. This is essential to maintain an up to date Development Plan, and also provides the backdrop to the Council's duties related to Strategic Environmental Assessment. The service has been implementing a defined action plan aimed at promoting GIS across the department.
- 3.11 As demonstrated by the number of provisional enquires the service deals with, we continue to engage proactively with developers. This has involved design workshops, masterplanning and collaborative working with responsive developers on a number of development sites and in particular engagement with the renewables industry. The service works closely with applicants to secure high quality developments, investing time and effort to

negotiate improvements rather than refusing applications. The Case Studies 4(1) and 4(2) highlight two applications where this pro active and cross cutting approach will deliver high quality development on the ground.



Case Study 4(1) Kelso High School

This is a significant proposal for a new high school on a green field site occupying a prominent location at the northern edge of Kelso, sitting between established residential areas and the town's racecourse. The proposal was to deliver a new high school for Scottish Borders Council to serve the town and its outlying communities.

The planning application involved a complex range of stakeholders, including Hub, the national community infrastructure initiative, together with their commissioned architects, and also the Council in its capacity as both education service provider and major projects delivery team.

Whilst this complexity was not without its challenges in terms of meeting a range of requirements, what emerged was a successful exercise in partnership working, resulting in a scheme that all parties were satisfied represented an improvement on the original submission, with negotiation on planning matters clearly adding value to the quality of the scheme.

The case was also an exercise in successful pre-application negotiation, as most of the amendments were sought and achieved at the pre-application stage, so that the scheme that was eventually submitted as part of the application was very close to that which eventually gained permission. This, in turn, meant that anyone consulted about the proposal was not troubled by a series of iterations and that the application secured a relatively smooth passage through the formal application process.

The Original Scheme

Whilst it was acknowledged that there were likely to be limitations on the cost of delivery, the initial submission was not considered to meet the highest standards expected of a new and significant piece of civic architecture. The first iteration of the proposal offered a functional architecture,

but one which did not feel like a welcoming modern educational environment. The principal elevation needed intervention or relief in order to break up what appeared as an expansive and unrelieved frontage. This appearance was not helped by the very horizontal emphasis of the design. It lacked an identifiable arrival point to the school and the indicated palette of materials added to the overall impression of a very dark and austere façade.

Revised Scheme

Through a series of positive discussions and negotiation, revised proposals addressed these issues as follows:

The accommodation was re-orientated into two blocks on a 90° arrangement, which created variety in the massing between blocks and enabled the introduction of a clearly identifiable single entrance/arrival feature. This element became almost fully glazed, breaking up the previous large expanse of building frontage and providing a neat transition between the re-orientated blocks. This also introduced a welcoming, bright, focal access point into the building.

The introduction of extensive good quality masonry to the principal elevations, combined with feature areas of timber and aluminium panelling provided a warmer more welcoming palette of materials whilst still reinforcing the importance and civic nature of the building. A vertical fenestration pattern introduced further interest and provided a statement of quality and presence towards the town and public face of the building.

Clearly defined corner features were introduced which helped provide end-stop focal point and assisted in reducing the horizontal emphasis.

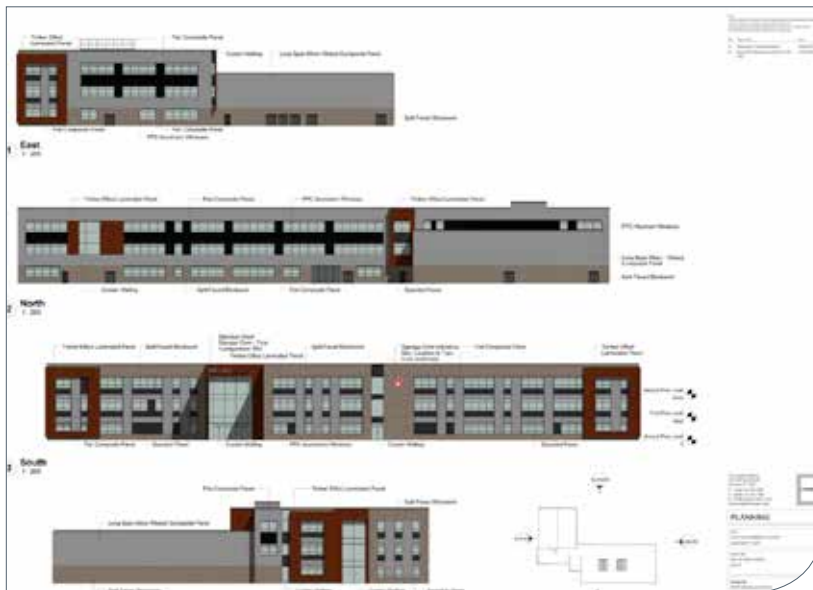
The revisions to the scheme were also able to accommodate changes that would address some of the practical and operational issues raised by the school itself.

Overall, there was agreement among all partners that the revised proposals were successful in addressing the originally expressed concerns, resulting in a more responsive, contextual design for a new building of such importance in Kelso.

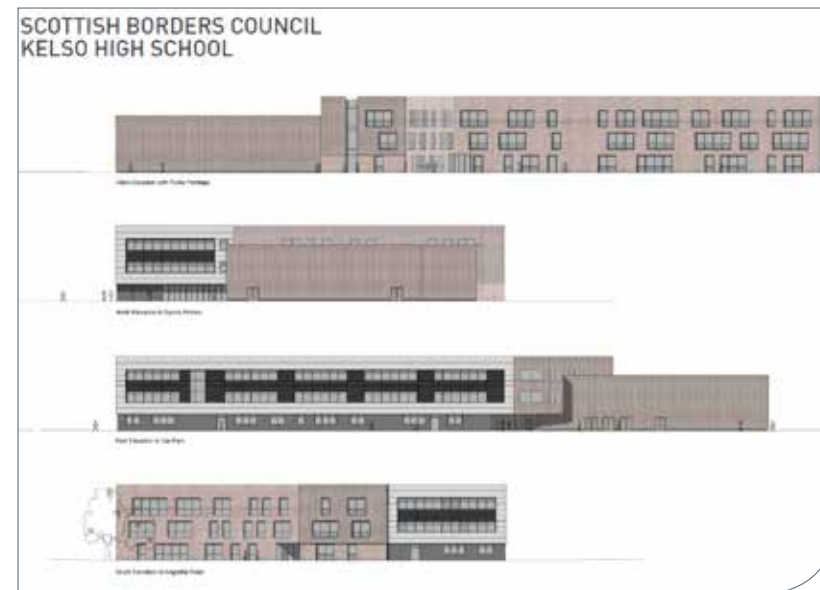




Revised scheme



Revised scheme



Original scheme

Case Study 4(2) - High Quality Development on the Ground – Development Management – Negotiated Improvements

1 Broomilees Road, Darnick

This was a detailed application for the erection of seven houses at the western edge of the village of Darnick, near Melrose, in the central Borders. The site lies close to the Eildon and Leaderfoot National Scenic Area. It was allocated in the Local Plan and had previously received planning permission in principle.

The current character of Broomilees Road is defined by a line of semi-detached bungalows; the development was proposed immediately behind these and this relationship would prove to be critical in the evolution of the proposal.

The Original Submission

The scheme as first submitted proposed six two-storey houses set in a relatively dense arrangement around a courtyard. A one-and-a-half storey house was proposed at the site entrance, at a right angle to the existing pattern of development in the street.

The overall street design was quite dated, taking the form of a cul-de-sac; it was considered to be over-engineered in that its design and layout was more suited to the car, rather than primarily focused on pedestrian movement and creating a sense of place, in manner consistent with the aspirations of “Designing Streets” and the Council’s established “Placemaking” agenda.

The ‘square/courtyard’, whilst a welcome idea in principle, neither served as a car parking area or an amenity space because so many house driveways

would have been served by it. In addition, the houses around it were set too far back, with parking spaces dominating frontages.

The form, scale and detailing of the houses paid little regard to the context and were standard house types used elsewhere by the housebuilder. Had they been built, they would have raised serious concerns regarding impacts on existing properties in Broomilees Road.

These views were relayed to the developer, who engaged very positively with the Council with the aim of achieving a greatly improved scheme. Having agreed to enter into a processing agreement, the developer engaged an architect to consider alternative approaches to the development, and working with the case officer, the application was taken forward with a fully positive recommendation.

Revised Scheme

The density of the approved scheme better reflects Broomilees Road, with detached and semi-detached houses, all of which face the new street. The houses relate comfortably to one another and much better to those existing beyond the site boundary.

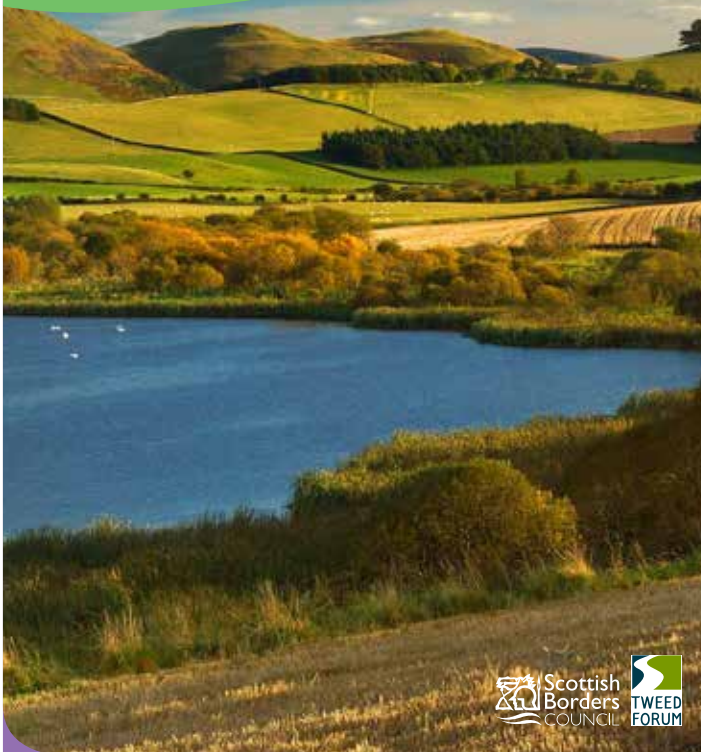
The applicants have responded very positively to the concerns over impact on adjoining residents. The revised proposal has been designed to both suit its context and safeguard neighbouring amenity. It has the potential to contribute positively to the character of the surrounding area, including Broomilees Road, while achieving a distinctive sense of place.

The design of the houses changed significantly. They are all now single-storey, with hipped roofs to reflect the prevailing form of houses in Broomilees Road. They incorporate a hybrid of traditional and modern fenestration, which will be distinctive in appearance. While not an exact match for existing properties, they will reflect the overall character of buildings that front both sides of Broomilees Road.

The road layout was also adjusted to cater for the ‘placemaking’ agenda of current policy guidance, with efforts made to reduce the impact of roads and parking on the wider street layout.

The result was a significant improvement on the original scheme and represented a good example of positive dialogue between developer and planning authority.

scottish borders pilot regional land use framework



3.12 The Council, with its partners Tweed Forum and the University of Dundee, has completed the Scottish Borders Rural Land Use Framework pilot. The outputs include a Framework document and a mapping tool. A land use application is being developed for the Council's web-mapping service Find it, which it is anticipated will be live by autumn 2015. A report of the lessons learned during the process was also submitted to Scottish Government. This will help inform the National Land Use Strategy 2016. A programme of works is being implemented in a post-pilot Phase 2, including actions for the Council integrating the outputs with corporate programmes for flood protection, woodland strategy, community resilience and biodiversity offsets. Tweed Forum are leading on a further evaluation of the mapping tool to inform SRDP targeting, identifying local catchment priorities with a local partnership and ground-truthing of the mapping tool. This high profile pioneering project has resulted in the team making presentations across Scotland and the UK.

3.13 The Kelso Townscape Heritage Initiative (THI) is nearing completion and has been short listed for Scottish Awards for Quality in Planning in the Development on the Ground category. The project is a complex area led integrated regeneration scheme which has taken eight years to deliver. The project was delivered in partnership with external funders and the local community who were actively involved from the very beginning of the project. The details of the scheme are set out in Case Study 5.



Case Study 5 - High Quality Development on the Ground

Kelso THI

The Kelso Townscape Heritage Initiative been shortlisted for this year's Scottish Awards for Quality in Planning. The project is a complex area led integrated regeneration scheme which has taken eight years to deliver. The project combines Kelso Townscape Heritage Initiative; traffic management and public realm enhancements; a contemporary new building in a gap site; together with a shop front enhancement scheme and new public art. The project was delivered in partnership with external funders and the local community who were actively involved from the very beginning of the project.

Many of the properties around The Square in Kelso are in multiple ownership with deteriorating historic fabric and low market values. There was a need to develop a financial partnership based on community interest to regenerate the town centre by addressing building repairs on a "stitch in time" basis rather than waiting for properties to reach rock bottom. The setted square posed real accessibility problems for the ageing population, the disabled and tourists. There was a need to improve vehicle and pedestrian circulation whilst creating a generational opportunity to give space back to people and to future-proof the public realm to enhance economic opportunities and social activity. A central gap site was regenerated to provide toilets, bus shelters and business space.

Future Kelso was created to drive forward positive changes for the town. The Council had the political desire and professional capacity, knowledge and skills to deliver another conservation area led regeneration project, integrating conservation, design and placemaking, engineering and community engagement.

Successful submissions were made for a Townscape Heritage Initiative (THI) with the Heritage Lottery Fund (HLF) and a Conservation Area Regeneration Scheme (CARS) with Historic Scotland (HS) to provide the core of the £1.4m Common Fund. The Council also funded £1.6m for the public realm works and the new £0.85m business hub included European funding (LUPS), monies from Sainsbury's for public art and a complimentary shopfront grant scheme together with private sector contributions for the repairs totalled £1.15m. This provided a total investment of £4.8m.

Delivery of the project has required professionalism, partnership working and community participation to undertake a series of measured but understated interventions which truly reflect Kelso's sense of place. All parties also recognised the need to reconcile historic fabric with issues of accessibility. Future proofing the Square for events and outdoor economic and social activity has been properly integrated.

The Discover Kelso programme was rewarding, creating a wide range of participatory activities to assist all new generations understand and value their heritage. The traffic management / public realm works and public art were not without challenges, but the conflict resolution was led and reconciled by the community through the stakeholder group, with SBC support. The new gap site building makes a positive contribution to the regeneration of the conservation area and provides modern business space and public amenities, consistent with the emerging Town Centre First principle. Local contractors were given the opportunity to retain and enhance their traditional building skills. The vast majority of the project expenditure was retained locally providing both direct and indirect economic benefits. The enhancements will benefit businesses, visitors and

local residents alike, creating an attractive and active town centre. There has been significant positive local feedback to the project.

Project Results

- ◆ 8 priority buildings completed
- ◆ 34 traditional buildings repaired
- ◆ Complimentary shopfront grant scheme for over 30 properties to enhance "kerb appeal". A major public art commission – funded by support from the new Sainsbury's Kelso supermarket
- ◆ 245 m2 of high quality business space created (and a "gap" in both Horsemarket and Woodmarket infilled with a contemporary new building)
- ◆ Event space at town hall relaid with services and street furniture. New additional event space created
- ◆ All pavements relaid in natural sandstone flags, with enhanced road crossing points from widened pavements. New flat paved routes across square with flush paving and integrated lighting
- ◆ Successful trial and implementation of a one-way traffic system with enhanced opportunities for disabled parking, taxis, loading bays and integrated bus shelters and tourist information with no loss of on street car parking
- ◆ A successful Discover Kelso Events programme with 50 events and over 4,000 attendees
- ◆ Integrated working with seven schools and nine community groups.

3.14 Following on from last year's review of the Placemaking & Design SPG, a design training programme is being developed and will be rolled out to staff in the coming year for a range of development types. This programme is identified as an on-going improvement action in this year's PPF.

Certainty

3.15 The service continues to seek consistency in its decision making that is based on an up-to-date Development Plan and planning guidance.

3.16 The Council is delivering on the Development Plan Action Plan and reported the Proposed Local Development Plan to Council in September 2013. SESplan, the Strategic Development Plan for south east Scotland was approved in June 2013 and this along with the current adopted Consolidated Local Plan, is the Development Plan for the Borders. The consultation period on the Proposed Local Development Plan ended in March 2014 and the Local Development Plan was reported back to Council in September 2014. The Examination in Public was held in the early 2015 and the reports' findings are due to be received in August 2015.

3.17 The service has produced, and keeps updated, a range of topic based Supplementary Planning Guidance, as well as site specific planning briefs. The Council has an up-to-date, clear and robust policy framework for the determination of planning applications and information and guidance available to applicants and interested parties alike. All of these documents are available on the Council's web site.

3.18 The service's willingness to engage in pre-application consultation also helps reduce uncertainty and stimulate confidence in the planning process. The authority approved 94.4 % of all applications last year and this along with high levels of delegation to officers adds to certainty for applicants.

3.19 There has been an increase in the upholding of the appointed officer decisions at the Local Review Body from 48.7 % in 2013/14 to 63% last year. Whilst there has been a reduction in the number of cases submitted for appeal to the Directorate of Planning & Environmental Appeals from 16 in 2013/14 to 8 this year, the rate of the service's success has remained constant at 62.5%. The robustness and consistency of decision making within our streamlined decision making processes is reflected in the high level of decisions upheld on appeal or on review by the LRB providing evidence of reliable decision making.

Communications, Engagement and Customer Service

3.20 The Council's Public Access portal and the information on our web pages continues to be well used and appreciated by customers.

3.21 We continue to promote the uptake of electronic submission of applications with agents and developers through stakeholder meetings, letters and offers on training on the system. The yearly average of applications now received on-line stands at 45%, with a peak of 55% in the final quarter. This constitutes a 5% increase

in the number of applications being lodged on-line from last year, which in itself had seen a similar rise in the use of the system. We also have an active programme of engagement with stakeholders to increase the use of the system including e-consultation and communication on applications.

3.22 The planning service continues to maintain a range of information on the planning pages including supplementary planning guidance, windfarm data bases and plans. A number of on-line forms for general planning contacts, planning enforcement and pre-application enquiries are also available on the web site. The service will continue to develop Local View Fusion, which is a public facing web based GIS application, as part of the programme to communicate spatial information corporately and to the general public.

3.23 The Council has a formal complaints procedure and has the facility for customers to complain using an on-line form. In terms of complaints reporting, there were a total of 35 complaints about the wider Regulatory Services directorate. The majority of the complaints were not upheld but, where appropriate, the service has responded by identifying staff training needs and service improvements in business plans and the Planning Performance Framework.

3.24 Stakeholder meetings with groupings of Community Councils on how to engage with the Planning Service and respond to windfarm planning applications were held last year. The service has altered the format of its annual

stakeholder forum and now holds separate meetings for Community Councils and agents/ developers recognising the different interests of these customer groups. It is proposed to hold the next round of these meetings over summer 2015.

Efficient and Effective Decision-Making

- 3.25 The Council's scheme of delegation provides a high level of officer delegation with only 4.8% of applications being referred to the Planning & Building Standards Committee in 2014/15. The Planning & Building Standards Committee is held on a monthly basis sitting on the first Monday of each month during the day. The Local Review Body also meets on a monthly basis but has had to sit on several occasions in a particular month due to the need to undertake further procedure.
- 3.26 The service has continued to focus efforts on removing legacy cases (applications more than a year old) from the planning system. In 2013/14, a total of 169 legacy applications were dealt with, whilst this year a further 197 were removed; leaving a total of 203 still within the system. The traffic light system featured in case study 2 has led to a more focussed and effective management of outstanding cases and will, in coming years, enable the outstanding backlog of applications to be cleared. The disposal of this number of legacy cases continues to have a disproportionate influence on performance figures, despite the ability to "stop the clock" for some periods of time due to applicant's inaction.

3.27 The introduction last year of a more streamlined process, which allowed twin-tracking of planning applications and the legal process of concluding section 69 or 75 agreements, has led to further improvement in determination times. The time taken to determine applications subject to a legal agreement has fallen from 99 weeks in 2012/13 to 62.7 weeks in 2014/15, a reduction in 17 weeks from the previous year's figures. In addition, when pre-2009 legacy cases are removed from the figures the time period reduces to 47.6 weeks. The new process is delivering benefits and will continue to be refined and improved upon.

3.28 The service continues to develop its project management approach to the determination of major and complex planning applications, utilising the skills and expertise within the expanded and re-structured service. As part of this process, the service has promoted the use of processing agreements as an application management tool for all major applications. However, as mentioned in 3.4 above, there has been a significant uptake in the use of processing agreements by applicants of local developments as well. Information on processing agreements and an on-line form are available on the Council's web site.

3.29 To respond to development pressures and encourage sustainable economic development, the service continues to have dedicated officers to manage renewable energy and business applications. However, through the implementation of the Development Management Improvement Plan work is continuing to monitor the allocation of staff resources and the implementation of more effective operating practices.

3.30 The service continues to engage in a wide range of working groups, agencies and stakeholder and is involved in a number of multi-disciplinary/ agency initiatives, which were outlined in detail in last year's PPF. Details of these are obtainable from the Planning Service on request.

Effective Management Structure

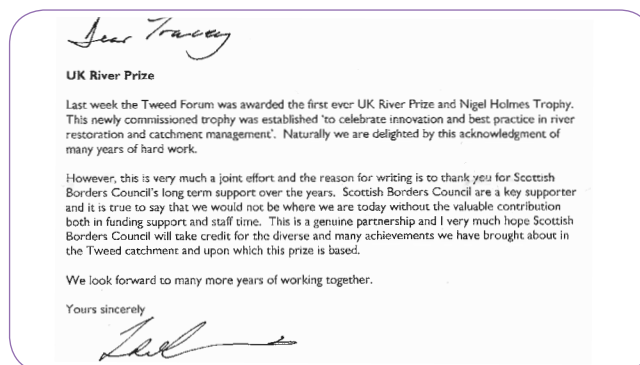
3.31 The key sections delivering the planning function, which are located within Regulatory Services Directorate in the new "Place" department, were subject to a further re-structuring exercise last year. A leaner management structure has evolved with 3 new divisions being created: Development Standards, Planning Implementation and Planning Policy & Access. A post of Chief Planner has also been created to manage this new service. The new structure is set out in Appendix II.

3.32 This further restructuring builds on the service integration achieved last year. The improvements in performance in almost all categories of planning application have been influenced by the greater levels of collaborative working and more effective management of the services. This integration helps us provide quick and effective responses to development proposals, greater consistency of decision making and a wider understanding of the cross linkages and relationships required to deliver planning objectives. In particular, the location of legal services within the Service Directorate is delivering effective implementation of the

new development contributions and legal agreements protocols and we are continuing to see a reduction in the times taken to conclude applications subject to legal agreements.

3.33 In addition to the collaborations mentioned in 3.30 and 3.32 above and in the case studies, there are a number of working protocols in place with other Council services most notably with Housing Strategy, which enables effective working on affordable housing policy and investment decisions through the Strategic Housing Investment Plan (SHIP) process. The Peer Review Group, of senior planning managers, is also a mechanism for cross service debate and discussion on issues, applications and procedures.

3.34 The service continues to examine ways to work more effectively and we positively engage with other authorities and agencies sharing knowledge, information and best practice. There are a number of working protocols that are in place with these bodies. This relates to work that has been on-going for a number of years and work that has been undertaken more recently. As stated in 3.30 above a number of the organisations and groups that the planning service is involved with were listed in last year's PPF. In addition, the service has provided the Vice Chair for the Heads of Planning Scotland sub-Committee on Energy and Resources and contributed to the publication of a position statement on the use of financial guarantees. The planning service has worked extensively with Tweed Forum on a number of environment projects in recent years and in receiving the UK River Prize they kindly complemented the Council on the joint working and support.



Financial Management and Local Governance

3.35 The planning service faces significant budget pressures due to wider Council funding efficiencies and the continuing low levels of planning fee income. Stringent budget monitoring processes have been put in place to monitor and report on budget pressures on a monthly basis. A close working relationship between budget holders and finance staff has also been developed to address these issues while still delivering on the Council's planning aspirations.

3.36 There are regular meetings of senior management across the service to consider budget and efficiency measures to enable services to be provided cost effectively.

3.37 The Council has put in place robust procedures to recover costs incurred when direct action is pursued under enforcement legislation.

3.38 The service continues to refine its development contributions system to ensure effective collection and allocation of contributions. This is administered by the Development Negotiator, legal and finance staff, and feeds into the delivery of key service infrastructure.

Culture of Continuous Improvement

- 3.39 The planning service continues to ensure that there is sufficient training budget for staff to meet their Continuing Professional Development obligations. There are also opportunities for staff to undertake longer term study which is funded in full, or in part, by the Council. The service has completed a workforce planning project with the aim of up-skilling staff and addressing succession planning in the service. As part of the re-structuring of the service, the savings delivered will be utilised to provide opportunities for creation of technician/support posts and to develop opportunities for the service to upskill and “grow its own” staff.
- 3.40 Training continues to be provided in advance of any Member sitting on the Planning & Building Committee and the Local Review Body. This continues to be supplemented by presentations to Members on particular topics.
- 3.41 The Council’s new staff appraisal process is now embedded and this has enabled managers to reinforce the performance culture at all levels of the department. Using this process, staff have been given goals and projects to assist not only in the delivery of the aims set out in this Planning Performance Framework, but also wider departmental and corporate objectives.
- 3.42 Effective engagement with other authorities and organisations to consider best practice and shared learning has been set out already in this document. How we delivered last year’s improvement action is set out in section 6.

4.0 SUPPORTING EVIDENCE

- 4.1 This report was compiled drawing on evidence from the following sources:
- Scottish Borders Council Planning Performance Framework 2013/14
 - Scottish Borders Housing Land Audit 2014
 - Scottish Borders Retail Audit and Footfall Survey 2013
 - Scottish Borders Employment Land Audit 2013
 - Scottish Borders Employment Audit 2014 (draft)
 - Scottish Borders Rural Facilities Audit.
 - Scottish Vacant and Derelict Land Audit 2013
 - Place GIS Systems.
 - Place Department budget
 - Uniform data management system.
 - Public Access ePlanning system
 - Development Management Workload and Performance Briefing Notes. Monthly bulletin for Members.
 - Scottish Borders Council Web Site planning information pages
 - Development Management Improvement Plan 2014
 - Development Management Charter 2014
 - Enforcement Charter 2014
 - Scottish Borders Council Corporate Plan
 - Single Outcome Agreement
 - Business Plans for service teams within Regulatory Services.
- 4.2 The documents and information mentioned above are available on line or by approach to Regulatory Services.

5.0 SERVICE IMPROVEMENTS 2014-15

- 5.1 The Planning Service has identified a number of key service and performance improvement measures for 2014/15 and these are set out below:
1. continue to develop LocalView Fusion following implementation
 2. review our approach to LDP preparation and engagement
 3. review our approach to the housing land audit process
 4. produce an enforcement manual
 5. continue Design Review to address a range of scales of development
 6. continue to implement the Development Management Improvement Plan
- 5.2 The improvements set out in the PPF will be monitored effectively and a 6 monthly priority update report will be prepared for the service to ensure that we are on track to deliver the identified improvements on time.

6.0 DELIVERY OF IMPROVEMENT ACTIONS 2013-14

6.1 The specific commitments made in the PPF last year, along with the actions taken and progress made, are set out below:

Committed improvements and actions	Complete?
1. Implement the improvements identified in the Development Management Improvement Plan 2014 The service has gone through a thorough review to assess work practices and implement a more rigorous and effective management process for the handling of planning applications. This has resulted in improvements in performance without prejudicing the ability to achieve quality development and engage pro-actively with applicants and communities. The implemented actions will deliver further improvements as they bed in and are refined. Two of the actions implemented are highlighted in case studies 1 & 2.	Yes
2. Review management of applications for windfarms and turbines The service retains an officer to oversee and manage the renewable applications but case work is now shared by a number of planning officers. There has also been continued focus on the effective project management of such applications through the use of processing agreements. The further integration of the service has resulted in the key specialist consultees and planning officers dealing with such cases being managed by the Planning Implementation Manager.	Yes
3. Continue Design Review to address a range of scales of development Following on from the successful case study last year of testing the principles of the Placemaking and Design by examining the Easter Langlee development in Galashiels, a programme for considering a range of development is being developed and will be rolled out to staff this year. This could evolve to include reference to the Place Standard that is being developed for Scotland.	On-going
4. Continue study on stakeholder engagement and implement findings We have continued to roll out stakeholder meetings. In response to feedback from Community Councils and local agents/developers regarding how we interact and communicate with them this has changed and separate meetings are now being arranged. We have again increased the number of Community Councils that are consulted electronically on applications and that submit their responses to us electronically. We continue to offer assistance and training to agents and developers to encourage them to submit a higher percentage of applications on-line. The service has contributed to an audit being undertaken on a Council wide basis on what consultation we currently carry out with our customers and its effectiveness. The outcome of this study is yet to be implemented corporately.	On-going
5. Develop customer feedback forms These have been developed and will be rolled out this summer as part of the stakeholder engagement meetings planned through summer 2015.	Yes
6. Develop and Implement Local View Fusion GIS tool This web application has been developed and was implemented in March 2015. The application is featured in case study 3.	Yes

APPENDIX I - PLANNING PERFORMANCE FRAMEWORK - OFFICIAL STATISTICS

Decision-making timescales

Category	Total number of decisions 2014-2015	Average timescale (weeks)	
		2014-2015	2013-2014
Major developments	8	30.9	73.3
Local developments (non-householder)	574	22.7	26.8
• Local: less than 2 months	310	7.1	7.4
• Local: more than 2 months	264	41.1	51.6
Householder developments	351	7.7	8.6
• Local: less than 2 months	310	6.9	7.1
• Local: more than 2 months	41	13.8	17.4
Housing developments			
Major	1	103.7	103.4
Local housing developments	188	42.8	45.9
• Local: less than 2 months	46	7.4	7.6
• Local: more than 2 months	142	54.2	65.6
Business and industry			
Major	0	n/a	n/a
Local business and industry	45	14.2	9.8
• Local: less than 2 months	30	7.2	7.1
• Local: more than 2 months	15	28.3	25
EIA developments			
Major	?	-	-
Local	-	-	-
Other consents*	165	8.4	9.1
Planning/legal agreements**	94	62.7	79.7
Local Reviews	27	7.1	8.1

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2014-2015 No.	%	2013-2014 No.	%
Local reviews	27	17	63	19	48.7
Appeals to Scottish Ministers	8	5	62.5	10	62.5

Enforcement activity	2014-2015	2013-2014
Cases taken up	133	160
Breaches identified	133	129
Cases resolved	167	149
Notices served***	11	2
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

*** Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

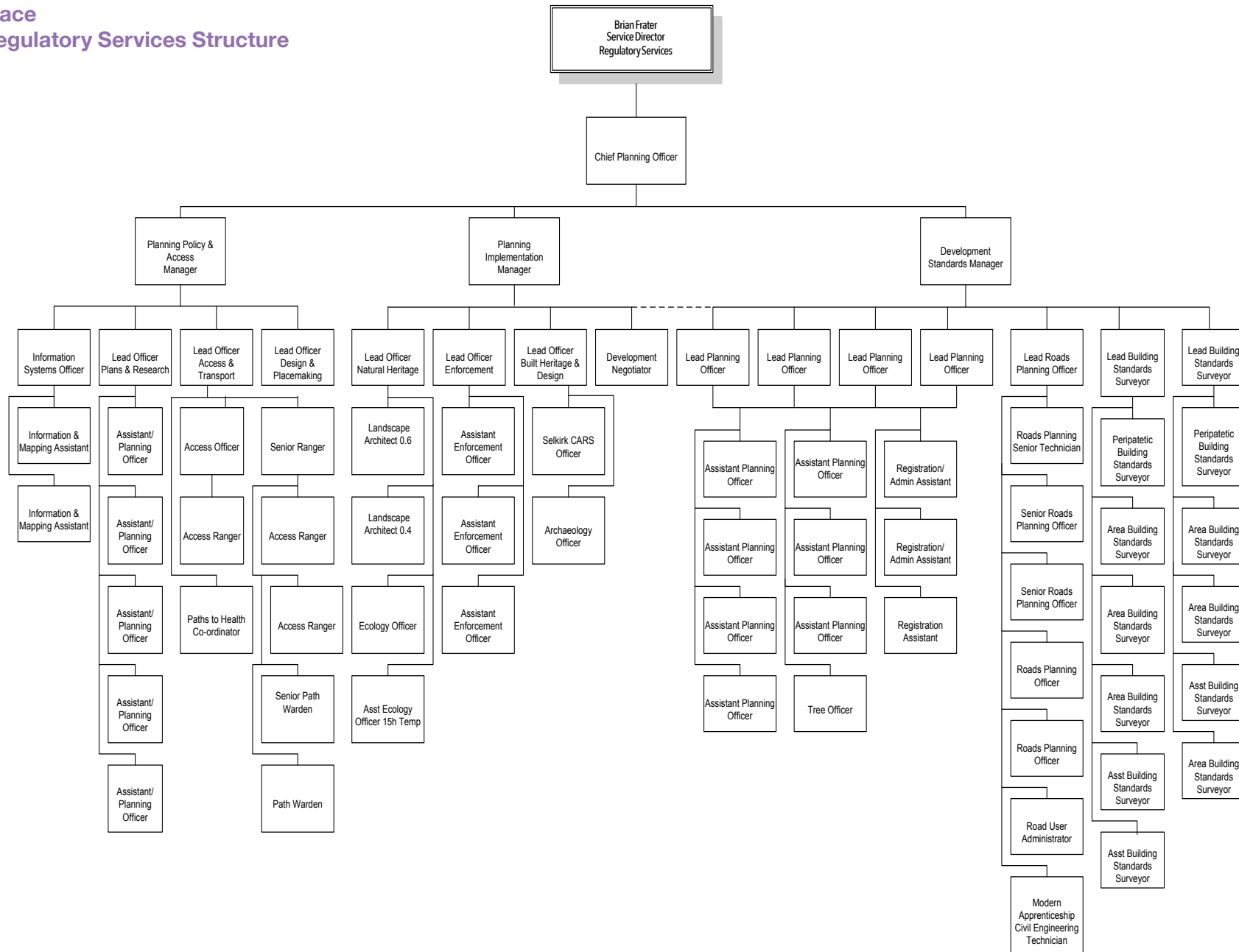
APPENDIX II - WORKFORCE AND FINANCIAL INFORMATION

Part 6: Workforce and Financial Information

The key teams that deliver the planning function are identified below:

- **Development Standards:** Includes Development Management, Building Standards and Roads Planning Services. In Development Management there are 11 professional planning officers. 10 of the officers work in 4 area teams with each team led by a Principal Officer. The remaining professional planning officer focuses on processing and overseeing commercial renewable energy development throughout the Scottish Borders. In Building Standards, there are 13 professional staff while Roads Planning have 7 professional officers and one member of support staff. A Registration Team of three officers supports Development Management and Building Standards. Following the recent re-structuring, the Tree Officer now reports to the Development Standards Manager.
- **Planning Policy and Access:** Includes 3 principal officers, 1 research planner, 4 professional planners and 3 GIS specialists. In addition, to the development planning function there is a responsibility for transport strategy and departmental GIS. The Access Team has now been incorporated with the section integrating with transport strategy. The lead officer Design & Placemaking is now within this team
- **Planning Implementation:** Includes 4 professional officers dealing with planning and building enforcement. Two new services Built Heritage & Design and Natural Heritage have seen the assimilation of 6 FTE posts and one part time post into the new section providing specialist advice on conservation, design, landscape, biodiversity, and archaeology. The manager project manages major planning applications in a matrix management arrangement with Development Management staff and is the planning advisor to the Local Review Body. The team also includes the Development Negotiator.

Place Regulatory Services Structure



Planning Service Statistics

	Tier 1	Tier 2	Tier 3	Tier 4
Head of Planning Services			X	

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

		DM	DP	Enforcement	Other
Managers	No. Posts	1	1	1	1
	Vacant	0	0	0	0
Main grade posts	No. Posts	11	11	4	33
	Vacant	0	0	0	2
Technician	No. Posts	0	0	0	3
	Vacant	0	0	0	0
Office Support/ Clerical	No. Posts	2	0	0	2
	Vacant	0	0	0	0
Total		14	12	5	41

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

Staff Age Profile	Number
Under 30	12
30-39	12
40-49	25
50 and over	20

Committee & Site Visits*	Number per year
Full council meetings	12
Planning committees	12
Area committees (where relevant)	N/A
Committee site visits	6
LRB**	15
LRB site visits	5

Notes: *References to committees also include National Park Authority Boards. Number of site visits is those cases where visits were carried out by committees/boards.

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

Planning Service Figures 2014-15

	Total Budget (£)	Costs		Income**
		Direct*	Indirect**	
Development management	-62,638	567,058	82,201	-697,084
Development planning	606,349	451,896	151,077	-6,272
Enforcement	196,400	190,955	23,751	-11,652
Other (Built & Natural Heritage Team)	159,374	858,771	49,196	-720,388
Total	899,485	2,068,680	306,225	-1,435,396

Notes:

* Direct staff costs covers gross par (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority spending 30% or more of their time on planning should be included in costs, irrespective of what department they are allocated to (for example, legal advice, administration, typing). Exclude staff spending less than 30% of their time on planning.

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

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

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