



Planning Performance Framework

Annual Report 2012 - 2013

Introduction

In Stirling Council's first Planning Performance Framework for 2011-12, I highlighted the fact that this document was a baseline on which to assess future performance, with an expectation of continuous improvement. I am therefore pleased to report that this, the second Planning Performance Framework for 2012-13, indicates that there has been an improvement in performance on a number in the National Headline Indicators, in particular, in relation to the processing of planning applications and the significant progress made on ensuring the council has an up to date Development Plan.

Continual improvement is also being made in relation to customer service and our internal processes, with a strong focus on leadership development, particularly at Management level. Further proposals are also in the pipeline for internal auditing of our functions and service improvement via the Public Service Improvement Framework process, which will be reported in next year's framework document.

The Planning Service is performing well and it is anticipated that further improvements can be reported in next year's document.

Kevin Robertson
Head of Economy, Planning and Regulation



PLANNING PERFORMANCE FRAMEWORK

ANNUAL REPORT 2012-2013

1. National Headline Indicators (NHI's)

Key Outcomes	2012-2013	2011-2012
Development Planning:		
· age of local/strategic development plan(s) (full years)	Structure Plan 11yrs Local Plan 6 yrs	Structure Plan 10yrs Local Plan 5yrs
Requirement: less than 5 years		
· development plan scheme: on track? (Y/N)	Y (September 2013)	Y (September 2012)
Effective Land Supply and Delivery of Outputs		
· effective Land Supply: years supply	2.5 years (June 2012)	3.3 years (June 2011)
· effective housing land supply	1483 units	1887 units
· housing approvals	328 units	266 units
· effective employment land supply	47.7 ha (effective to 2019)	35.4 ha effective to (2019)
· employment land take up		
· effective commercial floorspace supply	19,729 sq.m	9795 sq.m
· commercial floorspace delivered	6,387 sq.m	3700 sq.m
Development Management		
Project Planning		
· percentage of applications subject to pre-application advice	25%	11%
· number of major applications subject to processing agreement or other project plan	None	None
· percentage planned timescales met	N/A	N/A
Decision-making		
· application approval rate	94.4%	93.4%
· delegation rate	75.7%	72%
Decision Making Timescales		
Average number of weeks to decision:		
· Major developments	14.9	17.7
· Local developments (non householder)	10.9	13.2
· Householder developments	8.7	9.1

Enforcement

·	Time since Enforcement Charter published/ Reviewed (months) Requirement:review every 2 Years	12 months	0 months (reviewed and republished September 2012
·	Number of breaches indentified/resolved	132/79	72/71

Development Planning

Since approval of the Proposed Local Development Plan in September last year, progress has kept to the timescale as outlined in the Development Plan Scheme.

Consultation on the Proposed Plan took place between Oct-Dec 2012 and resulted in 878 representations being received, amounting to 1870 separate objections and 241 supports.

The representations were recorded and draft Schedule 4 Forms, outlining the Council's response, produced for approval by Council in May 2013. The Schedule 4's and associated documentation was submitted to the DPEA in June 2013. The Examination process is currently under way with an anticipated adoption date of the Plan in May/June 2014, in line with the (recently) approved Development Plan Scheme.

Effective Land Supply

The effective housing land supply figures are based upon the June 2012 Housing Land Audit and do not include the Proposed Local Development Plan allocations. A 5 year effective housing land supply will be in place following the adoption of the LDP.

The effective employment land supply is based upon the 2013 Employment Land Audit and does include the Proposed Local Development Plan allocations up to 2019, hence the increase in floorspace.

Available figures for commercial floorspace are comprehensive but the information provided relates to retail floorspace with current Planning Permission.

Development Management

Pre-application discussions are now recorded but there has been a back log in entering them into the Uniform system. Combining those entered and those still to be entered into the system shows an increase from the figure recorded last year.

Decision making timescales have improved over last years figures due in part to changes in the Scheme of Delegation and also targeted improvements to case load management by officers.

Part 2. Defining and Measuring a High Quality Planning Service

Open for Business

- The Economic Development Service and Planning Service operates under one Head of Service for Economy, Planning and Regulation. This is designed to ensure that the objectives of the planning and economy services are more closely aligned and that any planning issues surrounding applications for economic development can be managed in a holistic manner.
- The post of Business and Economy Officer has recently been created within the Economy, Planning and Regulation Service in order to research and develop local economic policy and strategy and to oversee the delivery of the Council's Economic Strategy. It is anticipated that the postholder will work closely with the Planning Service in relation to emerging policy and applications with a significant economic impact.
- Planning Officers work with Economic Development colleagues on the maintenance of Employment sites register/vacant and derelict land register.
- Planning officers provide advice to Economic Development colleagues when dealing with inward investment enquiries for sites/premises in the Council area and also consult with them on applications which may have significant economic impact.
- Identification of new employment land and safe guarding of existing employment sites carried out as part of LDP process.
- The Development Management team operate a single point of contact/case officer for all applications, direct dial and e-mail contact details are provided in all correspondence and applicants are encouraged to enter into pre-application discussion at an early stage in the process. Senior Planning Officers are allocated to the more complex/larger scale applications.
- Information to support potential applicants for planning permission is available through the Council's recently updated website including online submission of applications, public access to planning applications, Development Advice Notes, forms etc
- Commercial awareness of staff is developed through ongoing dialogue with the development industry and at training events targeted at this issue.
- The Planning website has been updated to give greater prominence to encouraging pre-application discussions. Research on best practice in this area has highlighted the use of pro formas to aid pre-application dialogue and exchange of information. It is therefore proposed to develop this to suit our purposes for introduction this year.
- The availability of Processing Agreements to aid the determination of 'Major Development's has now been added to the Planning website together with the standard template produced by Scottish Government. There were only 3 major applications received in 2012-13 and Processing Agreements were not sought by the applicants in those instances.

High Quality Development on the Ground

- Place making agenda given prominence in the production of the Main Issues Report and Draft Proposed LDP. Involvement of A&DS in the production of a City Vision which informed the LDP spatial strategy, focussing on origins of city growth, sense of place, need for high quality design etc
- Proposed LDP contains specific policies entitled 'Placemaking', 'Site Planning' and 'Design Process' high lighting the significance of these issues in achieving high quality development on the ground.
- Over 70 pieces of Supplementary Planning Guidance (SG) have been produced in association with the Proposed LDP, the majority of which are aimed at improving the quality of development, which will support the Proposed LDP. This can be broken down into;
 - 35 Policy Guidance documents – these support specific policies in the Plan.
 - 25 Conservation Area Appraisals/Statements
 - 13 Site Development Frameworks/Masterplans/Briefs
- This year, it is also proposed to consult on new Supplementary Guidance prepared in relation to 'Small Settlements' and 'Historic Buildings; Windows and Doors' The former has been prepared in response to monitoring of the Council's Housing in the Countryside policy whilst the latter is seeking to provide greater guidance to applicants/owners of historic buildings.
- The Planning service can draw upon expertise in urban design, conservation and landscape to ensure that new developments are of a high quality design.
- Over the past year, planning staff have been involved in the development of the following Masterplans:
 - Viewforth site in Stirling (site of former Council offices)
 - Raploch Masterplan reworking
 - Forthside Civic Square
 - Stirling Royal Infirmary for redevelopment as a Care Village
- A Site Design Brief for a vacant site on the edge of Stirling city centre has provided guidance for the development of a new Waitrose retail development at the end of last year. The brief was referred to in pre-application discussion and changes brought about in compliance with it.



Certainty

- Availability and encouragement of Pre-Application discussion now highlighted on Council Planning webpage
- Pre-application enquiries are circulated to other Services as relevant and their views included in the response back to the prospective developer. This ensures that issues are flagged up early in the process, as is the need for any relevant information to be supplied with the application. For 2013-14, it is proposed to introduce a more formal system using pro-forma which will set out the Council's response more clearly.
- Other Services regularly attend pre-application discussions with developers. Recent housing applications in Balfron raised issues regarding affordable housing provision which was a departure from the agreed Site Development Guidelines. Early pre-application engagement with the Council's Housing service, however, resulted in a revised arrangement which saw affordable housing being provided by the developer and managed by the Council, instead of via a Registered Social Landlord/Housing Association for which uncertainty existed over future funding.
- Extensive consultation has been undertaken with key Government agencies including SEPA, SNH and Transport Scotland in the preparation of the Local Development Plan to ensure that proposals within the Plan will be deliverable.
- The Proposed Local Development Plan was submitted to Council for approval in May 2013 and submitted to DPEA in June.
- The Development Plan Scheme has been updated (September 2013) and is in place.
- Following adoption of the Plan, it is proposed to set up an Infrastructure Working Group to ensure that the Action Programme accompanying the LDP is being monitored and constraints to development can be overcome.
- Supplementary Guidance has been prepared to provide applicants with a checklist of information required for certain types of application.
- In 2012-13, the Planning Service determined 727 applications. Only one application was approved which was deemed to be contrary to the Development Plan and only 3 applications were determined contrary to officer recommendations and overturned by the Planning and Regulation Panel. This amounts to 0.42% of all decisions.
- Ongoing training of staff is carried out to ensure that they are fully aware of legislative changes and current planning issues.

Communications, Engagement and Customer Service

- Planning training sessions held with new Elected Members following the Local Government Elections to bring them up to speed with Planning legislation, practice and procedure. Training also held for those members on Local Review Bodies.
- The Development Management team operate a single point of contact/case officer for all applications, direct dial and e-mail contact details are provided in all correspondence and applicants are encouraged to enter into pre-application discussion at an early stage in the process.
- Local Agents/Architects Forum held annually to discuss current issues, service delivery etc. A meeting was held in May 2012 and discussions focussed on e-planning, charging for pre-application discussions, aspects of supplementary planning guidance and performance of the Service. The opportunity was taken to highlight the performance of the Service in relation to the National average and also against other similar sized authorities. This helped put the Service's performance in context.
- Feedback from previous forums has highlighted the complexity of the planning process and the lack of knowledge over the need for various supporting studies or reports required to accompany applications. During 2012- 2013, progress has been made on developing 'checklists' for use by both applicants and planning officers covering issues like biodiversity and transportation to assist in the submission and assessment of applications. These will be available online in 2013-14.
- Extensive 8 week consultation exercise carried out as part of the Proposed Local Development Plan stage (Oct-Dec 2012) A total of 878 valid representations were received amounting to over 1870 separate objections and 241 intimations of support to various aspects of the Plan. 84 comments were also received in relation to the Proposed Supplementary Guidance.
- During the LDP consultation process, feedback forms were available in paper and on line. Over 50 comments were received. Some quotes from the process;

"I welcome the transparent way the process has been managed"

"I would suggest using social media as this is where many of the younger members of the community get information"

" I think the Council has made a good attempt to involve the local community but as always, it will tend to be the activists who will tend to monopolise the process"
- A customer survey of the Development Management process is undertaken every two years, however, the last survey had a very low return rate which did not enable any meaningful conclusions to be drawn or trends to be identified. For 2013-14, the survey has moved to a link to a survey being added to correspondence with both applicants and objectors which will enable feedback to be given on an ongoing basis and allow a more responsive approach to be taken to resolve any issues.
- Planning Newsletter published annually
- Rolling programme of frontline planning staff undertaking Institute of Customer Service (ICS) award scheme.

Efficient and Effective Decision Making

- Monthly reports on planning application performance against agreed targets submitted to the Council's Environment and Housing Committee as part of the 'Stirling Performs' performance reporting framework.
- A Report on the Planning Service (Development Management) performance for 2012 discussed at Environment and Housing Committee in June 2013. The Report highlighted that the Service was performing well against agreed targets and provided useful contextual information on the operation of the Development Management process which the Committee found informative and useful.
- Planning Panel and Local Review Body meetings are timetabled monthly with scope for 'special' meetings of the Planning Panel to be convened in response to certain circumstances.
- The E-Planning system is fully embedded allowing submission and payment of applications on-line. Currently averaging around 45% of applications being submitted online
- Dedicated Planning Administrators fully trained and responsible for validation of applications thus freeing up officer time to concentrate on dealing with applications
- Planning application files are marked with target timescales for determination and officers are able to generate reports from Uniform systems setting out current application workload and timescales
- Progress meetings are held every two weeks with the Development Management team to monitor progress of applications against timescales. During 2012-2013 and in response to the use of the 'average no. of weeks' measurement as a gauge of performance, greater emphasis was placed on the need to process the more straightforward applications quickly. Team meetings also re-inforced this change.
- Officers now have to report on reasons for delays on applications going over the 2 month determination period and this is discussed at catch up meetings with the DM Principal Planner/team leader.
- During 2012-2013, the Service has made efforts to remove a number of 'legacy' cases which have been in the system for some time. This has resulted in 15 applications being either refused or withdrawn following discussion with the applicants.



Effective Management Structures

- The structure of the Economy, Planning and Regulation Service provides for close liaison between Planning, Building Standards, Environmental Health, Licensing and Economic Development. Monthly meetings ensure exchange of information.
- The Head of Service actively participates in the Local Development Plan Member/Officer working group to provide a senior officer presence and to ensure that political objectives are reflected in the Plan making process.
- The Chief Planning Officer role provides for overarching management of both the Development Management and Planning and Policy functions to ensure co-ordinated and consistent response to development applications. Monthly meetings are held with the respective team leaders of the Development Management and Planning and Policy teams to review performance and discuss current workload issues
- Strong collaborative working with other Council Services through the Local Development Plan process, in particular over the production of the Housing Needs and Demand Assessment, City Transport Strategy and Open Space Strategy. Examples in 2012-13 have included cross service liaison on the Beaully Denny power line, EGIP proposals affecting the Council area and the bid process for the Scottish Performance Centre for Sport
- Management team are the subject of '360 degree' feedback from their direct reports and other colleagues as part of the Council's leadership development programme. Results from the process show a high level of confidence in the manager's leadership abilities.
- Annual 1-2-1 and Personal Development Plan meetings held for all Managers/team leaders to allow feedback
- Joint working with Clackmannanshire Council on provision of Archaeological advice for planning applications.

Financial Management and Local Governance

- Monthly budget outturns are produced by the finance team to enable Managers to monitor income and expenditure
- Planning administrators check the required application fee and contact applicants within 2 working days if the fee is incorrect
- Bi-monthly meetings held with the Service accountant to ensure that budgets are on track and fee income is monitored.
- The Development Management and Planning and Policy teams have adequate staff and financial resources to undertake statutory requirements. Budget allocations can be shifted between teams to take account of resource pressures as they arise.
- Senior staff have completed procurement training to ensure that commissioning of consultants is carried out in accordance with procurement law and procedures.

Culture of Continuous Improvement

- Annual performance review and development (PRD) carried out for all staff in order to discuss objectives, personal performance and learning needs and opportunities. PRD's are recorded and passed to HR.
- Personal Development Plan's (PDP's) are prepared as part of the PRD process and are aligned to continuous professional development training and staff are matched to training opportunities as they appear, in line with their PDP.
- In 2012-13 8 members of staff attended 6 training courses.
- Management team are subject of '360 degree' feedback from their direct reports and other colleagues as part of the Council's leadership development programme. Feedback was also sought from external bodies. Results from the process show a high level of confidence in the manager's leadership abilities.
- The wider Council Management team have been engaged in an ongoing Leadership Development process since 2012. The Head of Economy, Planning and Regulation and the Chief Planning Officer have both been engaged in this process and have used this process to reflect on particular issues or challenges within the Planning Service with a view to improvements to service delivery.
- Internal Planning Service Performance Framework developed and approved by Committee outlining 22 performance measures covering processes, people, finance and customers with a focus on continuous improvement and customer satisfaction. The Planning Service Improvement Framework is embedded into the Council's 'Covalent' performance monitoring system and allows for continual scrutiny by Elected Members. The Council's Environment and Housing Committee monitor the performance of the Planning Service monthly.
- The Council's Environment and Housing Committee considered a Report on Planning Performance in 2012-13 which highlighted the Service's performance against key performance indicators and showing limited benchmarking against other Councils and the Scottish average.
- It had been planned to produce a Development Management Charter but this was not achieved in 2012-13 due to other priorities and work commitments. It remains on the work programme for completion in the year 2013-14.

3. Supporting evidence

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

- Stirling Council Local Development Plan
<http://www.stirling.gov.uk/services/planning-and-the-environment/planning-and-building-standards/local-and-statutory-development-plans/local-development-plan>
- Stirling Council Annual Housing Land Audit
<http://www.stirling.gov.uk/services/housing/planning-and-building-standards/local-and-statutory-development-plans/planning-monitoring/housing-land-audit>
- Stirling Council Annual Retail monitoring Report
http://www.stirling.gov.uk/__documents/temporary-uploads/economy,-planning-_and_-_regulation/retail/retail-report-2012.pdf
- Planning Service Performance Report
<http://minutes.stirling.gov.uk/pdfs/environment%20%26%20housing/Reports/EH20130606Item14PlanningServicePerformance.pdf>
- Scottish Government Planning Authority Performance Statistics



4. Service Improvements: 2013-2014

In the coming year we will:

- Undertake the Public Service Improvement Framework (PSIF) process for the Planning Service. The aim of PSIF is to drive continuous improvement in services to achieve Best Value for customers through a process of self assessment and implementation of improvement actions. As the improvement actions are implemented, progress and impacts on performance is monitored to ensure continuous improvement.
- Undertake an internal audit of the Planning Enforcement function to ensure that the requirements of legislation are being properly carried out and that the team is undertaking it's duties in accordance with Council policy etc
- Implement a more formal Pre-Application advice service utilising a pro-forma for potential applicants to submit to the Council as well as introducing a similar arrangement for responses to be provided. This should ensure a better exchange of information and provide greater transparency for applicant and planning authority alike.
- Continue to reduce the number of 'legacy' applications in the planning system by reviewing the case and instigating contact with the applicant with a view to bringing the application to a conclusion.
- Investigate the use of 'social media' as a means of ensuring that our customers are more aware of current planning issues, significant planning applications in their area.
- Carry out dialogue with neighbouring authorities on benchmarking of the planning function in order to identify and learn from best practice and implement this where possible.
- Develop 'checklists' for key planning issues such as biodiversity, transportation etc to assist applicants and officers in the quicker processing of applications
- Develop and publish a Development Management Charter.
- Put in place an up to date Development Planning Framework including statutory and non statutory Supplementary Guidance for the Council planning area to provide certainty, enable quality decisions and improve the environment.
- Continue to provide a formalised structure via the Personal Review and Development (PRD) process to ensure that staff have the appropriate training and skills to meet the requirements of a modernised planning system

Delivery of our Service Improvement Actions in 2012-13

Service Improvements	Complete?
<p>Improve performance in processing planning applications in relation to agreed targets</p> <p>Performance in relation to processing almost all categories of application has improved significantly since 2011-12. This reflects the efforts which have been made to try and move more straightforward applications through the system more quickly and raising awareness amongst staff of the importance of the 'average no. of weeks' measure. Whilst Listed Building applications are just above the national average for determination, efforts are being made to try and improve upon this figure.</p>	In part
<p>Ensure that our processes and working arrangements operate efficiently and effectively to the benefit of our customers and support continuous improvement through customer engagement and feedback.</p> <p>Steps have been taken in the last year to try and improve processes in Development Management which has resulted in improved performance figures. An Agents Forum meeting provided useful feedback on the e-planning system and need for improved communications which have been carried forward. Useful customer feedback was also obtained via the customer survey of the LDP process.</p>	Ongoing
<p>Put in place an up to date Development Planning Framework for the Council planning area to enable quality decisions and improve the environment</p> <p>The Local Development Plan was successfully taken through Council committees and submitted to the DPEA. The Plan is currently under examination with a decision expected by the end of this year/early next.</p>	In part
<p>Ensure Planning service staff are fully aware of any legislative changes and the economic environment in which the planning system operates</p> <p>Team meetings have used to update staff on Scottish Government consultations and discussions/outcomes of HOPS Development Management and Development Plan sub groups. Staff sent</p>	Yes
<p>Improve accessibility/understanding of the planning process to all users of the planning system.</p> <p>The online planning system has been updated to improve navigability for users. The Planning website has also been improved and more information included in relation to the Development Management process and also the Local Development Plan.</p>	Yes
<p>Provide a formalised structure to ensure that staff have the appropriate training and skills to meet the requirements of a modernised planning system</p> <p>Personal Review and Development meetings are held annually with staff and training opportunities identified as they become available. 360 degree feedback has also been undertaken with the Senior Managers.</p>	Yes

**PLANNING PERFORMANCE FRAMEWORK
OFFICIAL STATISTICS**

Decision-making timescales

MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)
Without Legal Agreement	3	14.9
With Legal Agreement	0	-
MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)
All Major Developments	3	14.9
Minerals	0	-
Housing	2	14.3
Business and Industry	1	16.1
Waste Management	0	-
Electricity Generation	0	-
Freshwater Fish Farming	0	-
Marine Finfish Farming	0	-
Marine Shellfish Farming	0	-
Other Developments	0	-
LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)
Without Legal Agreement	577	9.7
With Legal Agreement	3	15.8
LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)
All Local Developments	580	9.7
Local: Less than 2 months	455	6.6
Local: More than 2 months	125	21.3
Local Developments (non-householder)	269	10.9
Local: Less than 2 months	191	6.7
Local: More than 2 months	78	21.3
Householder Developments	311	8.7
Local: Less than 2 months	264	6.4
Local: More than 2 months	47	21.4
Housing	110	12.6
Local: Less than 2 months	72	7.2
Local: More than 2 months	38	22.6
Business & Industry	64	9.6
Local: Less than 2 months	49	6.6
Local: More than 2 months	15	19.4

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)
Minerals	0	-
Waste Management	0	-
Electricity Generation	8	20.1
Freshwater Fish Farming	0	-
Marine Finfish Farming	0	-
Marine Shellfish Farming	0	-
Other Developments	75	9.3
Telecommunications	8	4.6
AMSCs (under 2 months)	4	12.5
OTHER CONSENTS	Total number of decisions	Average time (weeks)
Listed bldg.+con.area consents	65	15.6
Advertisements	36	13.5
Hazardous substances consents	0	-
Other consents and certificates	9	5.4

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

APPLICATIONS SUBJECT TO	Total number of decisions	Average time (weeks)
Planning/Legal Agreement	4	15.4
Local Review	7	16.4

PROCESSING AGREEMENTS	Total number of decisions	% within agreed timescales
All Processing Agreements	0	-
Major applications	0	-
Local Applications	0	-
EIA developments	0	-
Other consents	0	-

APPLICATIONS APPROVED / DELEGATED	Percentage
Percentage of Applications Approved	94.4%
Percentage of Applications Delegated	75.7%

LOCAL REVIEWS and APPEALS	Total number of decisions	Original decision upheld (%)
Local Review	7	28.6%
Appeals to Scottish Ministers	14	100.0%

ENFORCEMENT ACTIVITY	Number
Cases Taken Up	132
Notices Served	10
Reports to Procurator Fiscal	0
Prosecutions	0

Context

In general, planning application performance has improved between 2011-12 and 2012-13. This can be attributed to a greater awareness of deadlines and management of workflow to ensure that applications can be determined within the 2 month period where possible. The number of Planning Appeals which were dismissed during the period also highlights that the original reasons for refusal were sound and shows a high level of confidence in the Development Plan policies despite the fact that this will shortly be replaced by a new Local Development Plan. The Development Management team continues to perform well despite the relative size of the team but can be stretched during periods during periods of staff absence. The average number of applications per officer remains around 160 application per annum.

Appendix II

WORKFORCE AND FINANCIAL INFORMATION

Appendix 2 is an integral part of the Annual Performance Assessment. It is designed to be a snapshot of staffing at 31 March 2013.

As at 31 March 2013

Please note - The figures do not have to be exact - we are looking for a snapshot of each authority

Head of Planning Service (1)	Tier?									
	1	2	3	4						
	1		1							
	Managers (2)		Main Grade Posts		Technician Posts		Office support/Clerical			
	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	Totals	
Development Management	1		4.65	0.35			5.2		11.2	
Development Planning	1		3		3				7	
Enforcement Staff			2						2	
Cross Service/Other Planning			3.60						3.60	

Staffing profile	Number
Under 30	2
30-39	7
40-49	8
50 and Over	4

Committees & site visits (3)	No. per year
Full Council committees	
Planning Committees	12
Area Committees (where relevant)	N/A
Committee site visits	11
LRB (4)	7
LRB site visits	4

Budgets	Budget	Costs		Income (7)
Planning Service		Direct (5)	Indirect (6)	
Development Management	385000	610438	56757	384217
Development Planning	639300	570400	16300	15600
Enforcement	Inc with DM above	-	-	-

Notes on Completion:

- 1 In relation to service structure, 1st tier post holders are Chief Executives, 2nd tier are Directors, 3rd tier are Heads of service and 4th tier are managers.
- 2 Managers are those people who are responsible for the operational management of a team/division. They are not necessarily line managers.
- 3 References to committees also include National Park Boards. Number of site visits are those cases where visits were carried out by committees/boards
- 4 This related to the number of meetings of the LRB, application numbers going to LRB are reported elsewhere.
- 5 Direct staff costs covers gross pay, including overtime, national insurance and the superannuation contribution. The appropriate proportion of the direct cost of any staff member within the planning authority concerned 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 costs spending less than 30% of their time on planning.
- 6 Indirect costs include all other costs attributable to determining planning applications. Examples (not exhaustive) are:
 - Accommodation
 - Computing Costs
 - Stationery
 - Office machinery/Equipment
 - Telephone charges
 - Print
 - Advertising
 - T&S
 - Committees
 - Elected Members' expenses
 - The relevant apportionment of Support Service costs
- 7 Income - include planning fees for applications and deemed applications. (exclude income from property and planning searches)

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