



Planning Performance Framework 2016-2017 May 2017



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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Part 1: Defining and measuring a high-quality planning service

Quality of outcomes

Saltcoats Town Hall award-winning outcome

Saltcoats Town Hall is an historic building at the heart of the town and close to the railway station. It forms a key component of the gateway for visitors to the town.

After a period of decline and deterioration of the building this key regeneration project involved its renovation, internal redesign and refurbishment to create 360 square metres of office space and the re-establishment of the community hall space on the upper level.

*“The Judges have given this an Award because of the **collaboration and outcomes based approach** provided by the Council in creating a strong transformation on one of the main streets. The journey is one which has started from a point of ‘dilapidation’ to ‘delight’”. (quote from <https://saqp2016.com/>)*



The facility offers an exceptionally high standard of accommodation for conferences, wedding ceremonies, wedding receptions and other community and social events. This includes access to in-house catering and a licenced bar, conference materials and Wi-Fi as well as access to its very impressive multi-media system.

The judges further commended the development:

“The impact that it has had on the community has paid dividends. It has brought new life back into the centre as well as aligning with the Town Centre First principle. The result has been a boost of confidence in the town.



*The new asset has also formed part of a relocation project for Council office workers as well as providing a one stop shop for key services. **The thought and consideration that have been applied to the development is evident – not to mention the passion and dedication from all those involved.***

Overall, the planning commitment reflects priorities for people and places, not just sites and policies.”

(quote from <https://sagp2016.com/>)

The project has been a successful collaboration involving Planning, Historic Environment Scotland, North Ayrshire Council and other local stakeholders.

A feature on the project was published in Scottish Planner magazine (December 2016 edition).

Scottish Planner: In Practice

In Practice: Saltcoats Town Hall - an example of plan-led heritage regeneration

Jim Miller discusses how North Ayrshire Council worked with partners to regenerate an iconic Ayrshire building



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Saltcoats has some of the most deprived communities in Scotland. The success of the town centre is vital to its future social and economic security. Significant work has been undertaken by North Ayrshire Council and Irvine Bay Urban Regeneration Company to regenerate the town centre in line with the Saltcoats Town Regeneration Plan 2008, and the North Ayrshire Local Development Plan 2014. The redevelopment of the town hall was identified by all stakeholders as a key project within this plan. Its successful delivery was to provide communities with:

- Improved access to public and heritage services, information and advice.
- High quality community and social facilities.
- A focus for civic and community activities.

This project was not just about the physical restoration of an important local building. A key outcome was also to be the creation of a new Hub for local council services, which would see an amalgamation of existing services, which has been dispersed across a wider local area, in a one-stop-shop.

Through the development of the project, Council Services have developed more collaborative working practices and the scope

of the project was developed to improve service delivery for our customers. The office space has brought together Housing, Health and Social Care Partnership, Registration Services and Customer Services staff into a closer working environment with efficiencies

project and the role that Planning Services maintained in the delivery, allowing for a much more successful project than would otherwise have been possible. The benefits for the wider Council and community are clear.

"Through the development of the project, Council Services have developed more collaborative working practices and the scope of the project was developed to improve service delivery for our customers."

Within Planning a key outcome was the key relationships created in order to help deliver the project successfully. Planning Services took an active role in the project by acting as advisor and working closely with the project team. Using existing contacts within Historic Environment Scotland Planning Services was able to ensure that issues were resolved effectively.

The project sets a high standard for future projects led by the public and private sectors, and the skills developed by the officers have been invaluable for work on similar projects.

This project could be used as a case study by Historic Environment Scotland to illustrate an example of heritage led town centre regeneration and the importance of maintaining and adapting historic buildings to be fit for purpose and available for a range of mixed uses.

This project demonstrates the importance of close working relationships with clients, HES, Contractors and other stakeholders and how through close involvement Planning can play a key role in heritage led regeneration. A lesson and role which is transferable to any public planning service. ■

made in service delivery.

Redeveloping the event space has led to closer working relationships between the Economy and Communities team and Facilities Management. The ability to deliver a full wedding package has evolved as works on site progressed, with the Council's award winning catering department being drawn upon to deliver high quality catering and bar services. The council can now offer an exciting package of options for a diverse range of functions.

Careful planning, detailed surveying and an experienced design team were all key in tackling the severely dilapidated condition of the building. Planning Services maintained a close working relationship with colleagues in Property Management and Investment acting as the 'middle man' between the project team and a key investor and regulator, Historic Environment Scotland.

The project and its delivery was innovative in many fronts. Most important were the close interworking relationships created during the



Saltcoats Town Hall

Newhouse of Auchengree award-winning design

Newhouse of Auchengree is a contemporary house in the countryside near the A737 between Beith and Dalry. It has won several awards, including a 2016 Scottish Quality Award for Planning, the 2016 Glasgow Institute of Architects Supreme Award and Design Award. The project has also been shortlisted for the 2017 RIAS/RIBA Awards and The Scottish Design Awards 2017.



*“The Judges welcomed this ‘single house’ and have given it an Award because of **the local authority’s commitment to create a rural housing policy which has a positive impact on the ground.**”*



The development has achieved what the Council's planning policy set out to achieve, and in particular the outstanding quality of design. The house is distinctive and responsive to its setting, it has made a positive contribution to the locality and integrates with, complements and enhances the established character of the area.

*“The Judges considered that [the] story from policy to delivery was a positive one. It was also a brave move to embrace a thoroughly grand, bold and contemporary design. That said, the development of the site was all in tune with its historical past. **All in all it created a great place to live**”*

(quote from <https://saqp2016.com/>)

The house was enabled by a positive planning policy, but its delivery required the skills of people with vision and commitment to place-making. The design goes beyond aesthetics, and encompasses the future needs of its occupants, featuring an annexe for older age when stairs could become a barrier. The house seeks to provide a holiday home for the wider family, a place of retreat, a safe haven, a place to belong to. The project architect succeeded in creating a design which rose to the challenge of a planning policy that required in depth analysis of place, context, history and future.

Without a suitably clear planning policy context and positive attitude of the Council, this extremely positive development may never have happened. Place making has been achieved through good planning, robust and positive policies, and the engagement of people at every stage in the process.

[See here for the original study in 2015 PPF.](#)

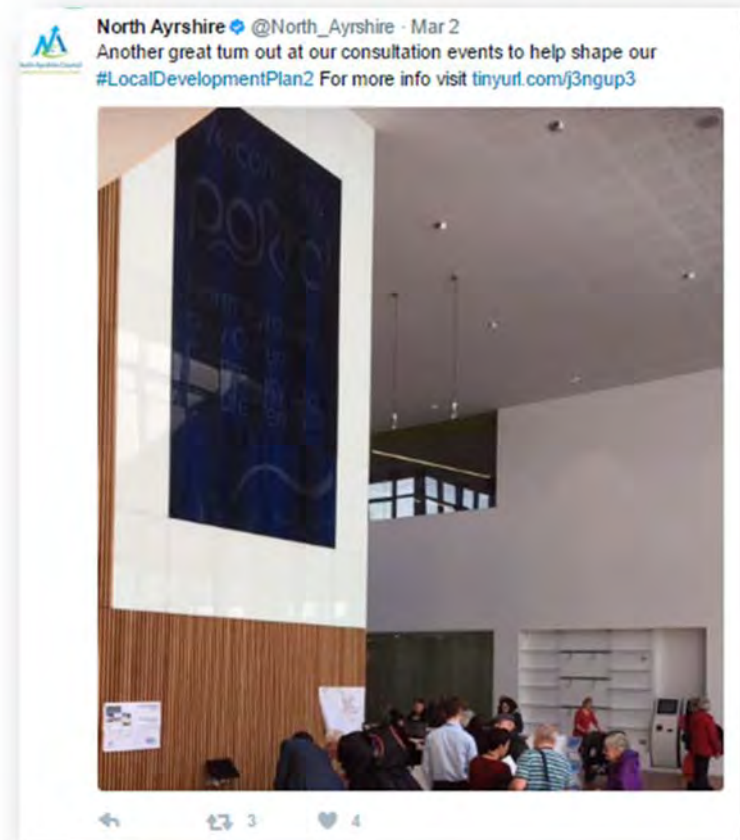
Portal

In January 2017, Irvine's new leisure centre, **The Portal**, opened to members of the public.

Located within the town centre it has brought vitality and vibrancy to the traditional core of Irvine. Its bespoke design which merges the traditional architecture of the town, particularly the historic town house which forms part of the new facility, with the modern needs and requirements of users has attracted an excellent membership return.

The Portal was a key feature of our quality outcomes in the 2016 PPF, and it is used for more than just sports and exercise.

We used it as a public venue for one of the Main Issues Report exhibition days. This was well attended by a range of interested parties and members of the general public. The town centre location and quality of facilities were commended by visitors.



Garnock Community Campus

In December 2016, the state-of-the-art Garnock Community Campus was formally handed over from Kier Construction and Hub SW to North Ayrshire Council and it opened on the 10th January 2017.

Prior to the hand-over taking place Garnock Community Campus head teacher Alan Dick said:

“We are all extremely excited that the opening is now just days away and our young people, and communities, will get to use this amazing new facility”

“We have all worked incredibly hard to get to this stage. I must pay tribute to all the staff for their hard work and dedication - this has been a real team effort”

The stunning £40 million school, community and leisure campus at Beith Road, Glengarnock serves the Garnock Valley's three main towns - Kilbirnie, Beith and Dalry and provides new accommodation for pupils from the former Garnock Academy, Glengarnock Primary School and Glengarnock Early Years class.

As well as providing premium educational facilities for pupils, the campus includes a high quality six-lane swimming pool leisure facility, operated by KA Leisure, to replace Garnock Pool and has drawn in investment to improve roads and pedestrian connections between Beith and Glengarnock which will improve the connectivity of these settlements and in particular make Glengarnock Station a more attractive transport proposition for Beith residents.



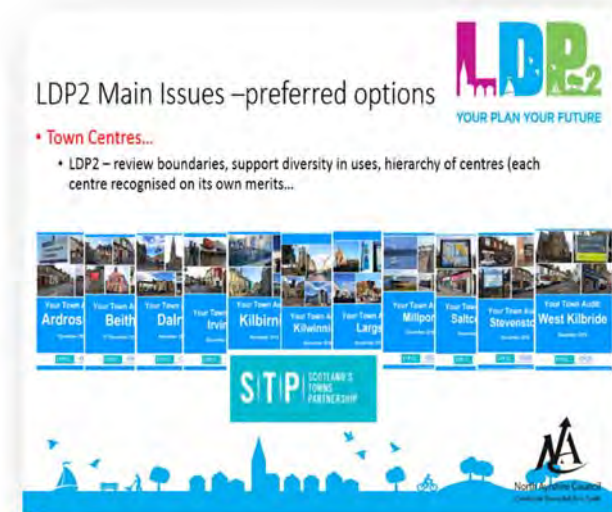
(quotes from http://www.ardrossanherald.com/news/14992707.Sneak_peek_inside_new_Garnock_Campus/).

Town Centre Audits

In preparing North Ayrshire Local Development Plan [LDP] 2, we worked with Scotland's Towns Partnership/EKOS to produce town centre audits for all North Ayrshire town centres.

LDP1 did not establish a network of centres (required by Scottish Planning Policy), and did not distinguish between the Irvine, sub regional centres and local centres.

The audits supported the MIR proposing a network of centres, which recognised Irvine as the primary location for investment and the location where investment will generate the widest regional impact. The approach secured political support, because it recognised all centres serve communities in different ways, and need different interventions.



The audits have been a resource for locality partnerships in setting local priorities for locality plans (data analysis being matched with SIMD data to identify actions) and benchmarking for community councils; for successful charrette funding bids; Conservation Area Regeneration Scheme monitoring; securing the only major-scale residential Simplified Planning Zone pilot in Scotland.

The audits formed an evidence base for supporting town centre living to revitalise town centres. North Ayrshire and Scotland's Towns Partnership/ Architecture + Design Scotland have begun to scope a pilot town centre living project for Ardrossan.

The audits came with officer training and toolkits to support annual updates of the audits.

The work featured in Scottish Planner, promoting the success of the approach.

The audit work was a cost effective, proportionate process. The audits provided significantly more than a monitoring baseline from which to develop policy. Partnership with STP/EKOS has been a platform for communicating with other services, elected members and communities, and has been a resource for those partners. It has supported funding bids that so far have already more than recovered the audit costs.

This approach was innovative for STP, EKOS and NAC as it covered all town centres. NAC worked with consultants to frame a strategic overview of all centres, to support a network approach, and recognise the value of a network in maximising town centres as regional and local economic drivers; through interrelationships of centres providing a more complementary 'offer' to users and attractiveness for investment.

The work is a template to embed a town centre focused approach in planning through monitoring, auditing and developing a well-informed strategic approach, and supporting public and community partners to deliver that strategy. This is an increasingly relevant model considering the emergence of community planning & empowerment (which will increasingly direct and deliver services and allocate budgets). This will support efficient direction of public, private and third sectors resources to deliver the place-based interventions that have the maximum positive impact on communities and its users.

KILWINNING TOWN CENTRE IS STREETS AHEAD



Scotland's Towns Partnership chose Kilwinning town centre as the final destination for this year's MSP Connector Programme. The programme established by STP in 2015 is intended to get MSPs from across the country talking to shoppers, residents and businesses in their constituency towns.

Phil Prentice, Chief Officer at Scotland's Towns Partnership said: "The work undertaken by the Council to improve Kilwinning Town Centre is fantastic and it's also great to know that these works were delivered using Land Engineering who are an Ayrshire based employer. We used today's visit to look at some of the various uses within town centres that are often viewed controversially - the bookmaker, the pie shop, the pub and the charity shop. In towns like Kilwinning they all form an important part of the town centre mix."

Ruth Maguire MSP, recently elected to represent Cunninghame South said, "The town centre is where our residents meet, shop, access services and socialise. I am happy to keep the focus on our town centres by working with the Council and STP to deliver further improvements".

Quality of service and engagement

Inverclyde National Sports Centre Development, Largs - Using protocols and relationship management to deliver £12 million of investment and ensure reliability of advice and working timescales with stakeholders

Sportscotland's National Sports Centre at Inverclyde has operated on its current site for some 60 years and during its time became a hub of sporting excellence, an inspirational destination for schools and a proving ground for the latest coaching techniques and recognition as a centre of excellence however, having been extended and altered in many ways over the years, the facility was recognised as being past its 'sell by date' and proving difficult and expensive to upkeep.

Some 5 years ago Sportscotland embarked on an initial study to ascertain the feasibility of the site to be either upgraded or redeveloped to provide state of the art facilities worthy of its title of a national training centre.

As this process progressed and a commitment to invest in major improvements to the facility, namely replacing some of the original buildings and retaining and improving the sports hall was confirmed, Planning Services became heavily involved in providing guidance and certainty on various redevelopment options.

A productive relationship was developed by offering advice to the applicant on the most appropriate method of submitting the relevant planning applications – effectively agreeing a bespoke processing protocol, which, given the tight timescale for delivering the project and as it was also to be a design and build contract, left little room for slippage in the application process.

A Planning Processing Agreement was entered into with the applicant in order to provide them with a degree of **certainty** in decisions by the target dates. Further positive relationship management was evident following the granting of planning permission in principle, as an open day presentation was held to provide potential main contractors for the project with advice on the planning process, planning policy and design principles, a site walkover and a Q & A session was also included, together with an offer to subsequently be available to provide further advice to any interested bidders. This led to further design advice provided to Sportscotland prior to their selection of the preferred bid and created an atmosphere of collaborative working between Planning Services and the applicant, their agent and contractor which continued throughout the detailed planning application process and the construction of the development.

The £12m development is now open to the public and is the first UK residential sports centre of its kind designed for inclusivity, providing world class sports facilities to users at all levels of physical and sensory ability and provides residential training for schools, governing bodies and sport clubs.



(images from <https://sportfirst.sportscotland.org.uk/articles/first-of-its-kind/>)

Douglas Hotel, Isle of Arran – an example of the benefits of pre-application engagement

The Isle of Arran sits off the West coast and is accessible by using the dedicated ferry service from Ardrossan. Since the introduction of Road Equivalent Tariff (RET) in November 2014 the island has seen a significant increase in tourists travelling to and staying on the island. The community and its economy relies on tourism with existing businesses on the island providing jobs and facilities. With increasing tourist numbers and rising expectations in the quantity and quality of bed spaces many hotels have taken steps to offer accommodation to visitors, much of which has resulted in glamping or lodges in the countryside.

In February 2016 the Douglas Hotel contacted the Planning Service with a view to erecting more accommodation within the grounds of their hotel which is located within the settlement of Brodick. For those visiting the island, the Douglas Hotel is the first most significant building seen by tourists disembarking from the ferry. It is in a key and central location. To the south of the hotel is a natural woodland, protected by a Tree Preservation Order (TPO) which covers the full extent of the site and gorge. The gorge contains a burn with a series of waterfalls before it runs into the sea.

The proposal was to provide 11, 4 single bed, standard wooden, glamping pods. It was proposed to place the pods throughout the protected woodland. The initial pre application enquiry was dismissed due to concerns regarding the acceptability of having wooden huts within an urban setting and the potential impact on trees throughout the woodland.



In August 2016 the Douglas Hotel contacted the department again to discuss alternative proposals. The hotel had engaged the services of a Danish architectural firm who proposed the erection of more permanent accommodation.

The architects approached the project with an open mind and positive attitude with the view of listening to and discussing the constraints of the site with officers. Between August and December, 2016, planning officers, working alongside the Councils Business Growth team, met with the hotel and their agents on a monthly basis both in and out the office, so as to discuss potential design options and final designs for the accommodation.

As all parties were committed to protecting the health of the TPO and to reflect this both sides engaged the expertise of arboriculturists to provide advice on the placing, scale and foundations of potential buildings as well as advice on wider improvements to the protected woodland by way of potential tree pruning, felling and replanting. The project was seen as a contemporary and ambitious plan for the hotel requiring a significant amount of work by both sides.

Whilst being a 'local' development, Planning officers encouraged the agents to carry out community engagement prior to submitting their application. The success of this engagement was clear once the application was submitted in January 2017, where the application received positive responses and only 9 objections.

Planning permission was granted within 7 weeks and proposes £4million worth of investment for the hotel. Engagement with Planning Officers resulted in a significant increase in bedrooms from 11 wooden pods to 59 units of varying degrees of scale and design. Development is expected on site soon.



Local Development Plan 2 - Demonstrating our communications with support and interaction with local forums.

The Council's second Local Development Plan preparation formally began during 2016. The Development Plan Scheme outlined a target date for Main Issues Report publication of January 2017.

Following a period of staffing and resource changes which delayed commencement of the engagement strategy, North Ayrshire's Planning Service worked to ensure there was ultimately no delay to the target publication date for the Main Issues Report.

The compressed timeframe for engagement meant that particular effort had to be taken to ensure that communities and stakeholders were a meaningful part of the conversation and were able to contribute to the Main Issues Report.

In particular Planning Services followed a strategy of engagement using existing networks, namely by engaging with youth networks through our colleagues in Connected Communities

(<https://www.north-ayrshire.gov.uk/Documents/CorporateServices/LegalProtective/LocalDevelopmentPlan/ldp2/youth-conference.pdf>) to get access to views of a group not easily accessed through traditional consultation methods.



We also sought to building up better relationships with key stakeholders, notably by holding a developer forum and providing meaningful housing insight with Homes for Scotland representatives and the main housebuilders in the area (both active and interested).

The feedback at the meeting was very positive and a further developer forum was held post-MIR in March 2017.



We have also been involved in tapping into and supporting the formation of our **new** Locality Planning Partnerships across North Ayrshire. The partnerships have introduced a shared governance of a wide range of services for each distinct locality in North Ayrshire, including Police, Fire, NHS and planning. This is an emerging development and we have attended meetings at each of the Locality Planning Partnerships including using these opportunities to highlight the opportunities for communities to engage with the planning system.

This involved, for example, a presentation and training on the pre-MIR process to 6 Locality Planning Partnerships in each of the North Coast, Garnock Valley, Irvine, Kilwinning, Arran and the Three Towns areas.

In addition our public engagement involved a series of public exhibitions during the consultation phase of the MIR where we made officers available for questions,

suggestions and discussion as well as promoting the consultation process and encouraging engagement. We also listened to feedback about the initial number and location of meetings following comments at the first meeting and advice from a Local Elected Member. We subsequently scheduled a further 2 meetings in Millport and Beith and increased the consultation period by two weeks to ensure that these communities had the opportunity to engage.

The Main Issues Report was approved and published for consultation during January 2017, meeting the target date for publication.



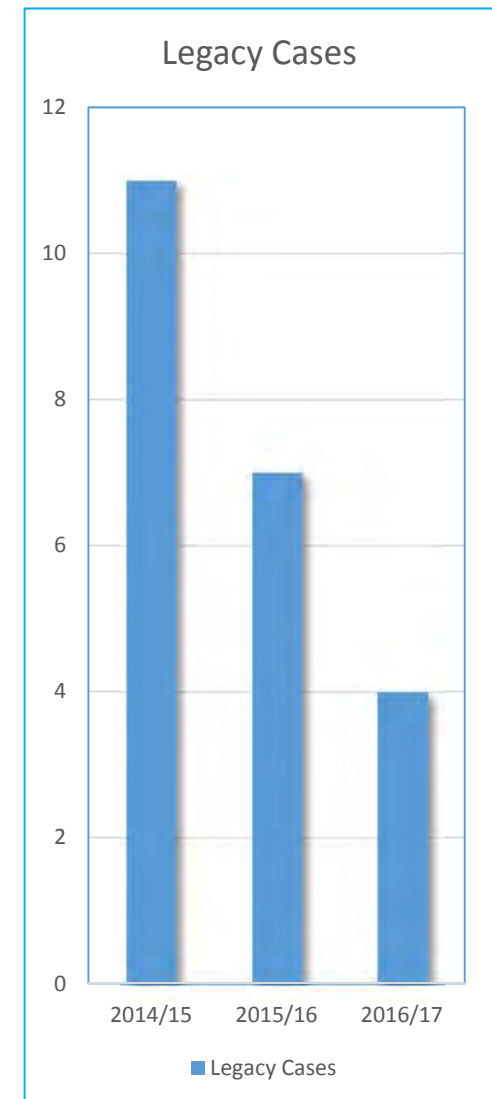
Proactively Addressing Legacy Cases

This year we have again recorded a decrease in the number of legacy cases (applications over 1 year old). We have achieved this by pro-actively managing our cases with amongst others - weekly programming meetings, time management of casework, use of processing agreements, and pre-application discussions to enable 'right first time' submissions. This has resulted in a consistent focus on front-loading the planning application process. We also identified a typical link (and risk moving forward) between Section 75 agreements and legacy cases. For this reason we have focussed on negotiating out issues which, in the past, would have resulted in S75 obligations. This should limit the likelihood of an increase in legacy cases in the future.

An example of the success of this approach is that this year we have drawn up processing agreements for **every major application** in advance of submission. This helps us to project manage the formal application process and sets out what is expected of applicants in terms of information needed to reach a decision. In addition we have been aiming to use conditions to address issues which in the past may have been covered by S75 obligations.

With regards to existing legacy cases, there have been several instances, for example 09/00690/PPPM for a mixed use harbourside development (see planning application search at www.eplanning.north-ayrshire.gov.uk), where Planning renegotiated with applicants and sought to resolve the S75 issues through conditions. This has involved agreeing the conditions, setting up processing agreements (albeit many years after the initial application has been made) and reporting back to Committee for a decision with conditions. This has enabled a number of legacy cases to be disposed of in the past but none were successfully dealt with in this way this year.

Finally, there have been some instances where Planning has successfully resolved legacy cases through negotiating with applicants to withdraw their historic applications. This has typically happened in cases where a new proposal has come forward for development on the same site, for example in the case of 02/00710/PP for a waste disposal site at a former limestone quarry. Applicants generally accept, in these circumstances, that the earlier legacy application is no longer worth concluding. This has enabled a number of legacy cases to be disposed of including 2 this year.



Customer Survey

A customer satisfaction survey continues to be emailed with all decisions and involves 12 short questions which ask the customer to rate the service they received from the Planning Service in general terms and then be more specific in terms of meeting timescales, responding promptly to problems and communicating clearly and effectively. See <https://www.north-ayrshire.gov.uk/Documents/CorporateServices/ChiefExecutive/PolicyandPerformance/performance-review-rpt-econ-comm-march2016.pdf>.



North Ayrshire Council
Glenpark, Kilmorye, North Ayrshire

Planning Services Applicants

1. Please provide the reference number for your application. (This can be found on your decision notice and will be in the format XX/XXXX/XX, i.e. 15/00001/PP)

2. Please answer the following questions based on the staff member you have dealt most frequently with.

How helpful was the officer that you dealt with?

☐ Very Helpful
☐ Helpful
☐ Unhelpful
☐ Very Unhelpful

Comments?

The image is a screenshot of a survey form from North Ayrshire Council. It is titled 'Planning Services Applicants'. The first question asks for the application reference number in a specific format. The second question asks for feedback on the helpfulness of the staff member dealt with, with four radio button options: 'Very Helpful', 'Helpful', 'Unhelpful', and 'Very Unhelpful'. There is a text box for 'Comments?' at the bottom.

17 responses were received over the year and 100% of respondents either made very good comments about the service they received from Planning Services or provided generally positive feedback.

Comments received included: “Extremely helpful from initial enquiries and throughout the scheme design progression, offering invaluable input” and “Very friendly and helpful Case Office”.

*“Very happy with recent applications in North Ayrshire....
NAC seem to have a good handle on the economic benefits
of development and are not seeking to obstruct.”*

"I deal with planning authorities all over Scotland on a regular basis and unfortunately not all of them have the same ethos and 'can do attitude'. It is to be commended in NAC"



The image shows a screenshot of a web-based survey form titled "Customer Satisfaction Survey" under the heading "Pre Application Planning Advice". The form is from North Ayrshire Council, with the logo and name at the top. The survey consists of four numbered questions:

1. Please provide the Pre Application Reference Number
[Text input field]
2. What was the name of the Planning Officer who advised you on your enquiry?
[Text input field]
3. What was your method of contact?
☐ Email
☐ Telephone
☐ Reception (public counter at Council/Service Point)
☐ Letter
☐ Other (please specify)
[Text input field]
4. What did your planning enquiry relate to?
☐ Domestic (extension or alteration)
☐ Development - Commercial
☐ Change Of Use of building or land
☐ Business/Industry
☐ New Housing
☐ Other (please specify)
[Text input field]

We have also issued a tailored customer satisfaction survey to all those who have received pre-application responses. This involves 9 short questions which ask the customer to rate the service they received from the Planning Service in general terms and then be more specific in terms of meeting timescales and how they found the service. This year we receive 8 responses all of which provided positive feedback while 50% of them considered the service they received to have been 'excellent'.

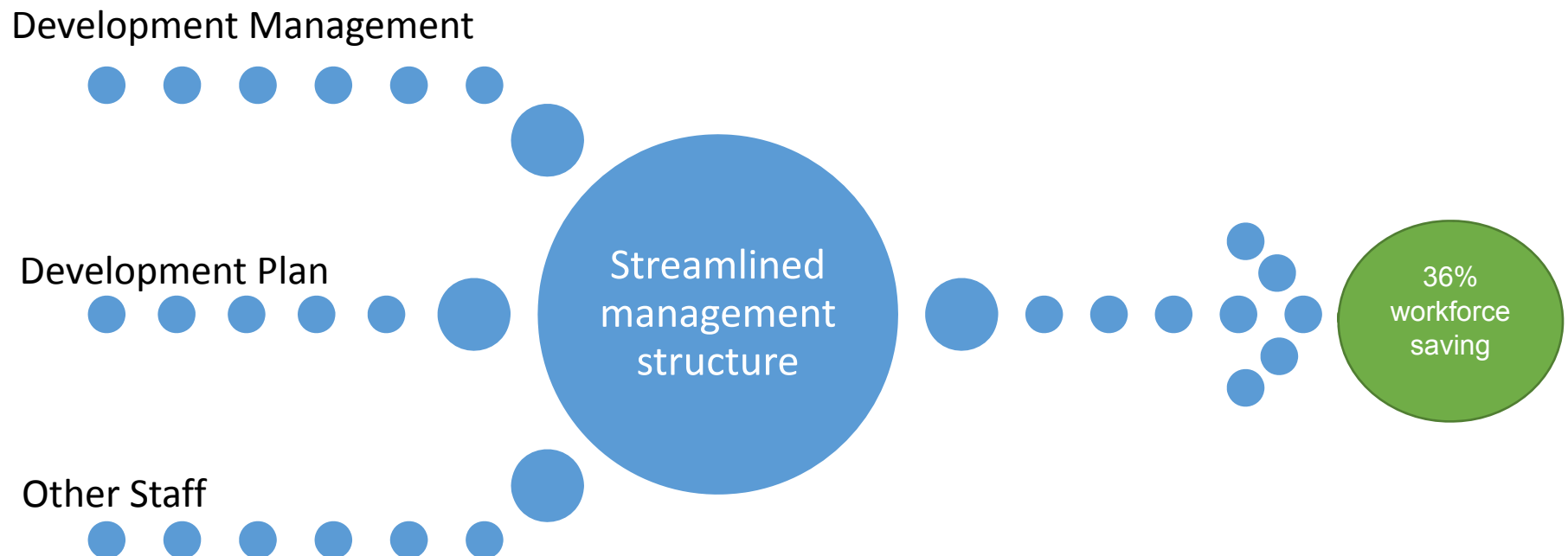
One of the staff actions (see Culture of Continuous Improvement section) seeks to improve the public awareness of pre-application advice using social media.

Governance

Organisational change

Since the submission PPF 5, the Planning Team has been the subject of a Departmental restructure to provide more effective management structures for the wider Economies and Communities Service. This resulted in a dedicated Regeneration & Transportation Team, within the Service (but outwith Planning), to address the Council's strategic priorities in terms of growing our economy, increasing employment, regenerating our towns; and protecting and enhancing the environment for future generations.

The Senior Management structure has been strengthened to reflect these changes and provide improved financial management and local governance, with the creation of a Senior Manager (Planning Services) and Strategic Planning Manager, and a Senior Manager (Regeneration) and Active Travel and Transport Manager.

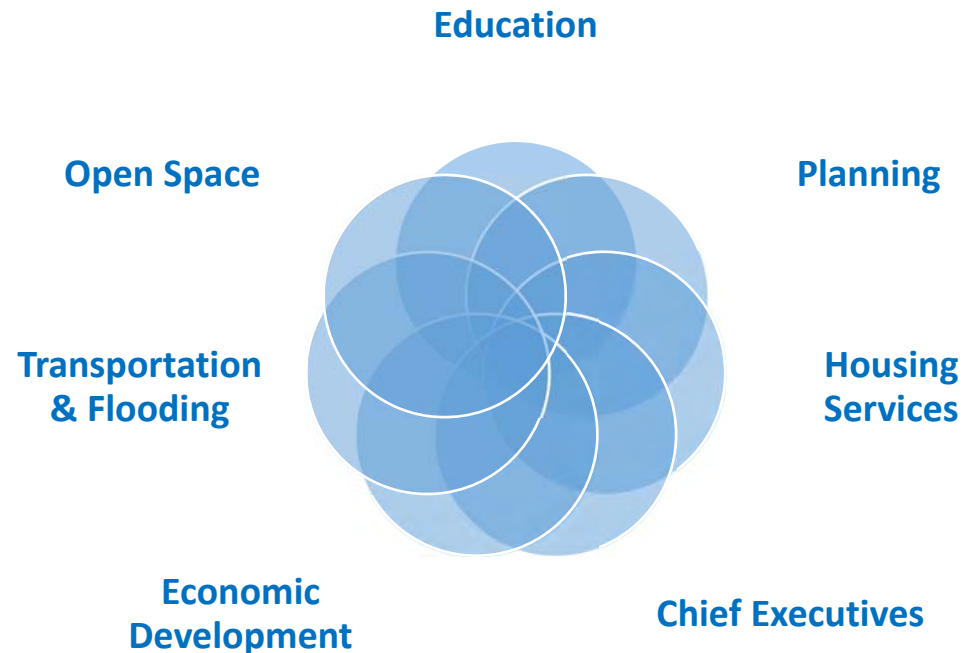


Delivering Development Group

A development group has been set up by Planning Services and approved by the Council's Extended Leadership Team (ELT) to ensure that all impacts of existing and future development programmes (arising through LDP2) are part a corporate approach to understanding and managing the impact of development of physical and community infrastructure.

The group reports back to ELT and to the Council's capital planning group to ensure that the cost implications are understood. Part of this group (which has representation from the Council's Housing service) is to consider developer contributions (including affordable housing contributions) to inform the Proposed LDP.

It is clear that a core benefit of the group will be **strong collaboration and training of officers** in the goals, aims and challenges of other services. It should support corporate working and will also produce outputs such as protocols for implementation of policy decisions. It is recognised that it will take some time to produce all output from this group, and it has been agreed that in the meantime, the group acts as a first port of call mechanism for interim issues that arise.



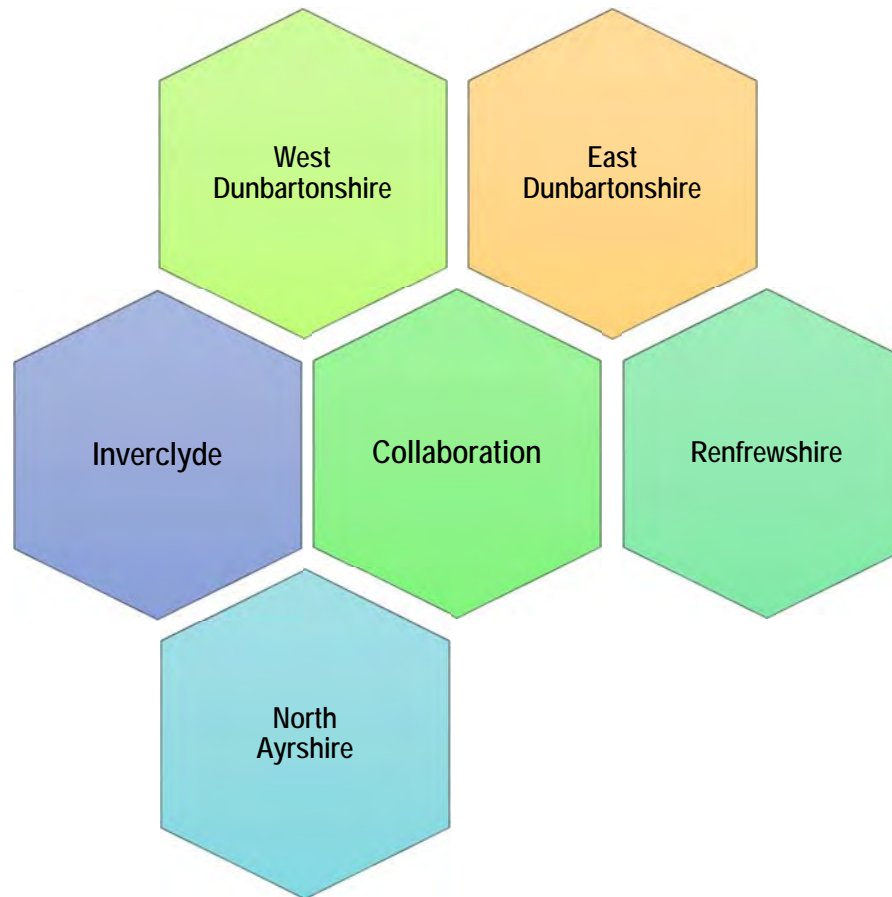
Our Benchmarking Partners

The West of Scotland Planning Benchmarking Group is a good example of Councils working collaboratively in a cost effective way. The group (West Dunbartonshire, East Renfrewshire, Renfrewshire, East Dunbartonshire North Ayrshire and Inverclyde Councils) continues to meet every 3-4 months with a high attendance levels. It met four times between 1st April 2016 and 31st March 2017 to share good practice and benchmark on specific planning issues.

The meetings are minuted and chaired by the host council. Topics discussed this year included the Planning Performance Framework, Planning Review, Growth Deals, and legal agreements.

The email group continues to be used by all levels to exchange information and to get views on specific planning issues.

The Council also participates in the national (Solace) benchmarking group (including East Ayrshire, North Ayrshire, Fife, Stirling, South Ayrshire, East Lothian, Perth and Kinross and Loch Lomond) which is held twice a year and is primarily used to discuss the Planning Performance Framework submissions together with general planning and enforcement issues.



Enforcement

The Council took up 156 enforcement investigations in the financial year to 1st April 2017. The vast majority of these were resolved through negotiation. However, where required the Council took appropriate formal enforcement action. This included the issue of a Temporary Stop Notice. This is the first time that the Council has had to use such powers and is an example of us using lean processes to deliver efficiencies.



156 Enforcement investigations

A development with planning permission was progressing in breach of a condition relating to access. Construction deliveries were being made via a route not permitted by the planning condition. This was held to be detrimental to the local road network and causing disturbance to residential amenity. The Council issued a Breach of Condition Notice requiring compliance. However, this did not take effect for 28 days. In that time the breach could continue. As such the Council also issued a Temporary Stop Notice requiring the cessation of access to the site other than in accordance with the permitted route. Following this action the unauthorised deliveries ceased.

Culture of continuous improvement

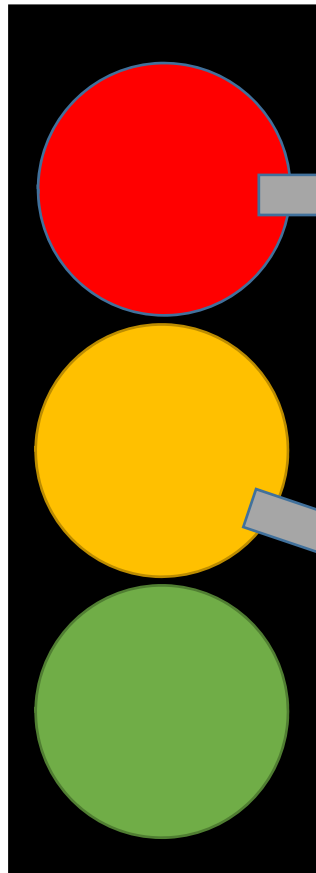
Addressing the Issues

North Ayrshire's Planning Service has developed a performance management model for driving continuous improvement of service delivery. This model targets service improvement based on two fundamental elements of service delivery: 1) adequacy of service delivery and 2) achieving excellence.

In reviewing adequacy of service delivery, the primary method for identifying improvement actions is related to the most recent score card for the previous year. PPFs have evolved significantly and have matured into a comprehensive record of the performance of the service.

North Ayrshire recognises that, used effectively, they can also drive improvement to service. We also recognise that publicising the Scottish Government's score card related to the most recent PPF increases transparency in the performance of the service, focusing efforts on targeting areas for improvement. Accordingly, North Ayrshire's performance management model utilises the score card by including a comments and actions section to the score card. This responds to concerns raised with areas of service delivery, by providing explanation of the score rating from a service delivery perspective, and displays the actions required to overcome issues related to the service area.

This section of the PPF includes details of how the Planning Service has acted on red or amber ratings in the score card for PPF5, giving specific examples of action taken to improve service delivery. It also contains information on staff and elected member training; and how the service has developed a programme of pro-active service improvement through a participatory approach involving all Service staff.



Elected members engaged early (red) and Cross sector stakeholders* engaged early (red)

Scottish Government said “you have not explained how elected members will be engaged in the preparation of the MIR” and “you have not demonstrated how you will be involving stakeholders in the charrette or wider engagement in the preparation of your MIR”

We responded by offering examples that outline how we have involved stakeholders at various levels in the Planning process. The LDP engagement through LPP and via public exhibitions focuses on this element.

Development plan scheme (amber)

Scottish Government said “You have not set out how your replacement LDP will be project planned and delivered to the timescales set out in your DPS.”

We updated the DPS in March 2017 and it was subject to relevant consultation and notification procedures. The timescale between the DPS of March 2016 and March 2017 has been retained.

This reflects that a project managed approach using gant charts, risk analysis incorporating a risk log, and project workstream status log designed around critical path has been adhered to and allowed us, together with recruitment to full capacity of the development planning team, to deliver the MIR on time despite the concerns last year that slippage caused by organisational changes would impact.

Processing agreements (amber)

Scottish Government said “It’s not clear if processing agreement information is included on your website. We note that your website is currently being reviewed and we would encourage you to address this issue.”

We responded by publishing our processing agreement on the Council website alongside a description of our expectations relating to the use of processing agreements to promote and encourage their use.

Legal agreements: (amber)

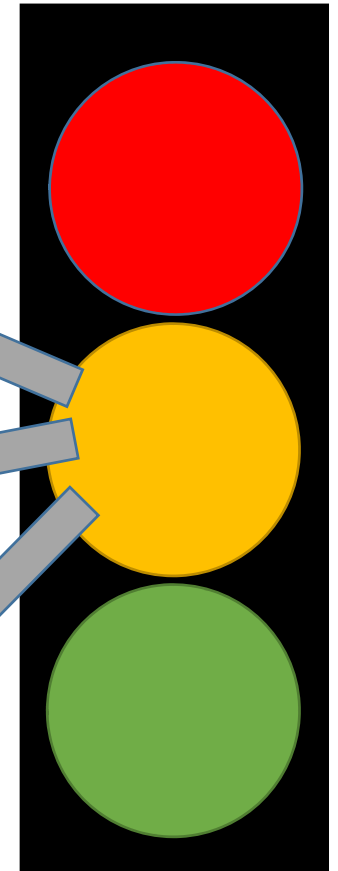
Scottish Government said “you have not outlined how you prevent cases from reaching legacy status.”

We have responded by again being able to show a positive trend in clearing cases and by providing a specific section in the PPF explaining our approach to both preventing legacy cases from occurring and for dealing with existing cases.

Sharing good practice, skills and knowledge (amber)

Scottish Government indicated that it was not enough simply for us to have “demonstrated how you have improved pre-application recording through discussion with other authorities” but that further evidence of sharing good practice, skills and knowledge was necessary.

We responded by detailing our contribution to Benchmarking and Solace groups, by setting up and leading a delivering development group and by engaging more actively with key stakeholders like Homes for Scotland.



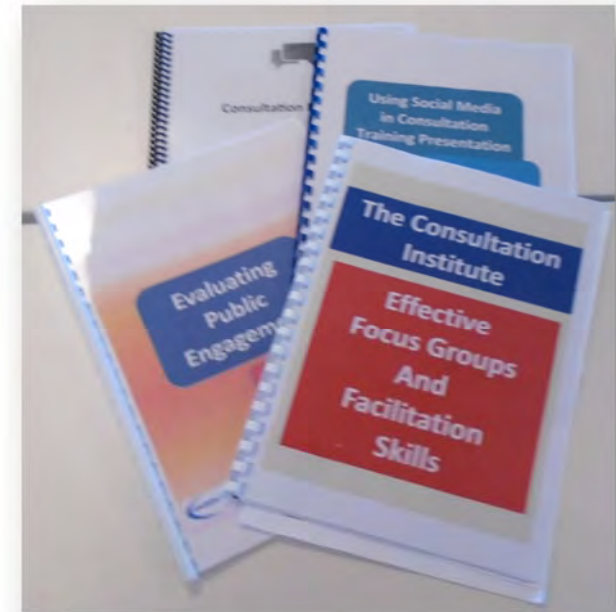
Evidence of staff training, management training and member training.

We have an ongoing commitment to staff to allow them to prepare and discuss Personal Development Plans (PDPs). These are reviewed annually, or more often if required, and are tailored to each staff member's professional development where it aligns with the Service's needs. An example of this is our support for a Planning Assistant to attend university courses and ensuring flexibility with regards to work patterns and demands. Management courses have been completed by two of the 4 managers in the service.

"I have experienced a diverse range of operational, skills-based and knowledge led training."

"I feel that my continuous professional development is valued by the Council and that has been demonstrated by their support in identifying and addressing learning opportunities"

(Manager, Planning Services)



All Members are trained as per our code of conduct ([needs link](#)), before they can sit on committee. One member was trained last year. In addition, the Locality Planning Partnership meetings have involved training for participants (including all elected members, community councils and other parties with a community representative role) tailored to the specific stage of the LDP (i.e. pre MIR its focussed on what an LDP is and promoted early engagement; post MIR, it was how to make representations, the formal process and dissemination of information). The link to Locality Planning Partnerships has given a consistent and frequent governance arrangement to disseminate key information about the LDP to key partners about the plan-making process, how to influence the content of the LDP through participation in LPP groups or by representations. This has resulted in a process that ensures all members and community councils across North Ayrshires are directly involved in LDP on a frequent basis with a consistency to the information, guidance and assistance provided to communities to get involved.

Clear vision and programme as basis for service improvements.

The Planning Service is committed to going beyond the requirements of the PPF and a programme of improvements was designed following a staff meeting in December 2016. Each staff member put forward an action that they would take forward including the introduction of storymaps, improving the webpage and introducing the use of social media. Each action was given a target completion date (some were ongoing) and will be reviewed regularly.

Action	Target Completion Date	Remarks & Progress
Install Uniform and IDOX updates and Understand the changes	Ongoing	Public Access 3 release 2017
Introduce Online enforcement register	Completed Apr 17	Enforcement register from 2016 onwards is available online from April 2017. This will be updated as ongoing. Previous years remain in paper form for viewing
Promote pre-app service	May-17	To be linked with Social Media programme
Streamline mail process - priceless	Ongoing	apps and other online info
Enhance RoH formatting & publicity	Sep-17	in Uniform & standard ROH for smaller reports
Form and Lead 'Delivering Development' Working Group	Ongoing	1st meeting held January. Agreement to hold monthly meetings until PLDP Dec 2017 (followed by review of arrangements and continuation of group). ELT in February.
Support Locality Planning Partnerships	Ongoing	Continue to work with Audrey and working group
Engagement with internal LDP Champions	Ongoing	Through notifications, consultation and participation in working group
Publish Land Supply Information in Site book format	Dec-17	Audits to be undertaken April - July. Workshop for staff to be delivered (Feb through March workshops). Publications due before 2018.
Promote idea of work shadowing with housing colleagues	Sept - Dec 2017	Seasonal benefit identified - most value to service Sept-Dec (i.e. during discussions with HfS)- broach resource implications closer to that period
Prepare LDP story map	Mar-17	Under preparation. Final publication overview required, followed by HFS consultation.
Lead on Webpage improvements	May-17	Work with IT
Improve social media engagement	May-17	Work with Communications and draw up procedure
Clarify conditions where Agile and mobile working will apply to Planning Service	Completed Mar-17	Corporate policies review, discussion paper drafted for discussion @ Managers meeting
Using/developing skills of staff - topics for staff	Completed-Feb 2017	CPD arranged for DM regarding Main Issues Report, including call for sites. SP to lead.
Introduce an awards scheme for architects	May-17	Jan - review of best practice completed. Preparing a paper for Managers.

Part 2 - Supporting Evidence

Hyperlink	Description of Information
https://saqp2016.com/	SAQP website for information relating to Saltcoats Town Hall and Meikle Auchengree awards
See here for the original study in 2015 PPF.	North Ayrshire Council PPF5
https://twitter.com/search?q=%23localdevelopmentplan2&src=typd&lang=en-gb	Twitter showing tweets published to promote MIR consultation and LDP exhibitions
https://www.north-ayrshire.gov.uk/Documents/CorporateServices/ChiefExecutive/PolicyandPerformance/performance-review-rpt-econ-comm-march2016.pdf	Economy & Communities Year End Performance Review 2015-16
http://www.ardrossanherald.com/news/14992707.Sneak_peek_inside_new_Garnock_Campus/	News article relating to Garnock Campus opening
https://www.north-ayrshire.gov.uk/Documents/CorporateServices/LegalProtective/LocalDevelopmentPlan/ldp2/youth-conference.pdf	Consultation report from 2016 NAC Youth Conference with focus on planning
https://www.north-ayrshire.gov.uk/council/consultations/mir.aspx	North Ayrshire Council MIR page. Contains various documents and information on progress with LDP2.
http://www.scotlandstowns.org/understanding-scottish-places	Scotland's Towns Partnership website containing information on town centre audits carried out to support MIR including the audits for North Ayrshire
http://www.scotlandstowns.org/kilwinning_town_centre_is_streets_ahead	Scotland's Towns Partnership article relating to an MSP Connector promotion event related to town centre audits
http://www.rtpi.org.uk/media/2314918/Scottish%20Planner%20169%20-%20FINAL.pdf	Scottish Planner Magazine showing town centre audits process
http://www.rtpi.org.uk/media/2174494/Scottish%20Planner%20168%20-%20final.pdf	Scottish Planner Magazine promoting Saltcoats Town Hall project
https://www.north-ayrshire.gov.uk/planning-and-building-standards/make-a-planning-application.aspx	North Ayrshire Council web page including link to Processing Agreement template
http://www.northayrshire.community/your-community/	North Ayrshire Locality Planning Partnership website showing minutes of meeting at which LDP was considered. Calendar also shows dates of LDP2 public exhibitions.
https://www.north-ayrshire.gov.uk/Documents/CorporateServices/LegalProtective/LocalDevelopmentPlan/ldp2/LDP-Work-Programme-Pre-MIR.pdf	Local Development Plan Work Programme – Commencement to MIR publication.

Benchmarking

The Benchmarking Group consists of participants from the following Councils: East Dunbartonshire, East Renfrewshire, Inverclyde, North Ayrshire, Renfrewshire & West Dunbartonshire. The Group normally meets every 3 – 4 months and met four times in 2016-17 as follows: 21st April 2016 (at East Renfrewshire); 27th July 2016 (at North Ayrshire); 20th October 2016 (at Renfrewshire) and 23rd February 2017 (at West Dunbartonshire). The meetings are minuted, with the host council, chairperson and minute-secretary rotating around the councils.

A wide range of topics were discussed at these meetings, including:-

1. The authorities' Planning Performance Frameworks
2. The national review of the planning system
3. The national consultation on raising the planning fees
4. The new controls on betting offices and payday finance offices
5. The use of the SCOTS Roads Development Guide and parallel roads and planning consent procedures
6. The use of Designing Streets
7. How Councils are implementing the Place Standard
8. The national eplanning and edevelopment system
9. Staffing levels within each authorities' planning service
10. Enforcement resources that are available
11. The use of shared service, including how the Councils obtain archaeological advice
12. Training for planning staff
13. The frequency and content of Community Council training
14. How the Councils undertake elected member training
15. The content of Schemes of Delegation
16. How the Councils implement pre-determination hearings and full-Council decisions
17. The form and content of 'reasons' on planning decisions
18. The format of Reports of Handling
19. The applicability and types of development contributions which are sought
20. The level of work that constitutes the commencement of a development
21. Processes involved in 'Section 42' applications
22. Whether authorities can add new conditions to an application for renewal of permission
23. Whether authorities can apply a condition to an AMSC consent
24. The use of Certificates of Lawful Use
25. Policies and controls on agricultural workers' houses

26. The definition of 'hard surface' in the permitted development rights legislation
27. The use-class of Uber taxi offices
28. The treatment and control of 'granny-annexes'
29. High hedges procedures including direct action
30. How the Councils review their Tree Preservation Orders

The meetings allow for the sharing of experiences and of best practice. This does not necessarily lead to standardisation of practice, but allows for legislative interpretation and practice of practical issues to be shared.

Of particular note this year have been our discussions on:

- **Staffing levels within each authorities' planning service.** For the past few years we have compared staffing levels within the development management teams. This year we expanded this to include development plans teams. This allows the Councils to compare staffing levels and workloads with some nearby and comparable authorities.
- **Training policies and procedures** were discussed on a number of occasions. This included elected member training, community council training and planning staff training. Staff training is a subject that we intend to develop over the coming year with plans in place to undertake some joint staff training across the authorities.
- **The discussions on the form and content of reports of handling and decision notices** were useful as the authorities were able to learn from the practices of the other Councils, ensuring compliance with the relevant legislation whilst minimising administrative procedures and obtaining efficiencies.
- **The use of national guidance standards**, including the SCOTS Roads Development Guide, Designing Streets and the Place Standard were interesting to discuss as practices varied across the Councils.

In addition to the formal meetings, the participants also use the email list as a 'forum' for quickly asking questions and obtaining advice on areas of uncertainty.

This group concentrates on development management issues. Development Plans teams benchmark extensively with the eight Councils who prepare the Glasgow & Clyde Valley Strategic Development Plan (including sub-groups); as well as through Heads of Planning and the national Development Plans Forum. Benchmarking also takes place supporting environmental and technical functions, including through the Glasgow and Clyde Valley Green Network Partnership; the Scottish Outdoor Access Forum; the Scottish Strategic Environmental Assessment Forum; the Local Authorities Historic Environment Forum; the Corporate Address Gazetteer Forum; the One-Scotland Mapping Agreement Group; and the Ordnance Survey User Group.

Some of the Councils also participate in the national (Solace) benchmarking families.

Part3: Service Improvements 2017-18:

In the coming year we will:

- Continue to work closely with Housing Services in order to ensure that all new Council housing projects have a planning input, putting placemaking at the heart of all developments.
- Continue to analyse the consultation responses gained during the Main Issues Report for LDP2 and the Housing Needs and Demands Analysis in order to help shape the long term future of North Ayrshire as a place to live, work and spend time in.
- Launch a new social media service on Twitter.
- Add processing agreement template to web site and investigate adding public register to website
- Continue to provide an efficient and effective Development Management Service.
- Showcase the achievements of the Service.

Delivery of our service improvement actions in 2016-17:

Committed improvements and actions		
Commitment	Actions carried out/evidence	Complete Y/N
Open for Business <ul style="list-style-type: none"> • Continue to engage in a purposeful dialogue with internal and external stakeholders in order to increase certainty and the delivery of new developments on the ground. 	<p>There has been ongoing commitment across Planning Services to raise awareness of the efficient decision making process and to carry this approach into the preparation of LDP2. For example, every member of the team took part in the Main Issues Report roadshow, which travelled to every part of North Ayrshire in a genuine attempt to engage with all localities in the district. This enabled people to talk about local issues and enabled planners to listen to a wide range of views. The Main Issues Report was preceded by a Call for Sites which gained many responses from landowners and developers, primarily with a focus on potential housing sites throughout North Ayrshire.</p>	Yes (and ongoing)

	<p>Certainty has been improved through the increased use of pre-application advice, with 514 individual cases recorded during 2016 and 255 in the first five months of 2017.</p> <p>Every case entered into the system enables advice to be provided in advance of a planning application being submitted. The advice can then be retrieved at a later date helping to avoid misunderstandings. Improved communication at the start of the planning process is considered essential to improving outcomes on the ground.</p> <p>Whilst pre-application advice is not binding on a decision, it does provide essential guidance to prospective applicants as to requirements for applications and the compatibility of a proposal with the development plan.</p>	
<p>High Quality Development</p> <ul style="list-style-type: none"> • Continue to work very positively with developers, including our partners within the Council, to support and assist the delivery of high quality development on the ground. • Monitor progress on developments including Garnock Community Campus to ensure development is implemented and complies with any conditions imposed. 	<p>There has been a continued focus on working closely with Housing Services in the Council through the Strategic Housing Investment Plan, with individual discussion groups being set up to shape the layout and design of all new Council housing developments. Whilst the Council has permitted development rights to build new houses, Planning has an important supporting role to ensure that high quality and placemaking is at the forefront of all new projects.</p> <p>Monitoring of progress on developments is an essential component of delivery and the Planning Service has tracked progress on a number of major developments to ensure that conditions are complied with and that any issues are resolved at the right time. For example, the £40 million Garnock Community Campus was completed at the start of 2017 and Planning Services continues to engage with the project managers for the scheme to ensure that essential landscaping works are successfully established.</p>	Yes (and ongoing)

<p>Certainty</p> <ul style="list-style-type: none"> Engage in a partnership working group with Housing Services to examine the use and implementation of the Affordable Housing Policy, how this might be improved and the production of a protocol to ensure certainty for applicants. 	<p>A development group has been set up by Planning Services and approved by the Council's Extended Leadership Team to ensure that all impacts of existing and future development programmes (arising through LDP2) are part a corporate approach to understanding and managing the impact of development of physical and community infrastructure. This group reports back to ELT and to the Council's capital planning group to ensure that the cost implications are understood. Part of this group (which has representation from the Council's Housing service) is to consider developer contributions (including affordable housing contributions) to inform the Proposed LDP. This group will also produce outputs such as protocols for implementation of policy decisions. It is recognised that it will take some time to produce all output from this group, and it has been agreed that in the meantime, the group acts as a first port of call mechanism for interim issues that arise.</p>	<p>Yes (and ongoing)</p>
<p>Communications, Engagement & Customer Service</p> <ul style="list-style-type: none"> Continue to strengthen our online presence, improving the design and visibility of pre-application and other relevant information that we currently provide to members of the public. Build upon our current use of social media to improve the visibility of the service and current, more significant, planning applications. 	<p>The Council's website was re-designed and re-launched during May 2017 making it easier to find information about Planning Services, including planning applications, the LDP and getting in touch.</p> <p>Planning Services are working on a social media project involving the use of Twitter to promote the service and provide information to the public and service users. This project is now at the design stage.</p>	<p>Yes (and ongoing)</p>

<p>Efficient and Effective Decision Making</p> <ul style="list-style-type: none"> • Continue progress to determine outstanding legacy cases. • Continue to promote the benefits of Processing Agreements through early engagement with applicants and agents, drawing on previous success and provide online guidance. 	<p>As noted elsewhere, progress on legacy cases continues with the number steadily decreasing as historic applications are either withdrawn or determined.</p> <p>Processing Agreements are being used for all major applications and for local applications which may take longer due to the Committee cycle. This provides certainty for applicants and has reduced the decision making period. An example is a major housing development by Cunninghame Housing Association, whose application for 64 new houses on a greenfield site in Kilwinning was determined in just two months – 8 weeks ahead of the statutory 4 month period. This was essential to enable the Housing Association to draw down funding from the Scottish Government, proving the point that the decision making period has real effects on the delivery of development on the ground.</p>	<p>Yes (and ongoing)</p>
<p>Effective Management Structures</p> <ul style="list-style-type: none"> • Implement a restructure in April 2016 to strengthen the delivery of one of the Council's key Strategic priorities of 'Growing our economy, increasing employment and regenerating towns' as part of the Economy and Communities Directorate within the Council. • Create two new posts of Regeneration Managers within the Regeneration Team and bring Planning Services back together to be more focussed on service delivery. 	<p>A restructure of the team took place during 2016. The working relationship between Planning Services and Regeneration continues to grow and develop, with planning advice being provided 'on demand' – made possible by an open plan office layout where everybody is within easy reach.</p>	<p>Yes</p>

<ul style="list-style-type: none"> • Create new posts of Strategic Planning Manager and Planning Assistant and bring a dedicated Admin Support Officer back into the Service from the central support. 		
<p>Culture of Continuous Improvement</p> <ul style="list-style-type: none"> • To build on the outcome of the GoGarnock Charrette, ensuring synergy between spatial and community planning through Locality Partnerships 	<p>The findings of the GoGarnock Charrette has not yet been published.</p> <p>A further charrette is planned for the Three Towns of Ardrossan, Saltcoats and Stevenston.</p> <p>The outcome of both charrettes will help to inform policy making for LDP2.</p>	<p>Yes (and ongoing)</p>

Part 4: National Headline Indicators (NHIs)

Key outcomes	2016-17	2015-16
Development Planning:		
Administrative Targets		
What is the age of local development plan at end of reporting period (31 st March 2017)? <i>(Requirement: less than 5 years – LDP adopted 20th May 2014)</i>	2 years and 10 months	1 years and 10 months
Will the local development plan be replaced by its 5 th anniversary according to the current development plan scheme?	Y	Y
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	N	Y-later
Were development plan scheme engagement/consultation commitments met during the year?	Y	N
Effective Land Supply and Delivery of Outputs ¹		
Established housing land supply	9,249 units (↑)	8,800 units
5-year effective housing land supply	2,405 units (↓)	2,674 units
5-year housing supply target*	2,090 units	2,090 units
5-year effective housing land supply <i>(to one decimal place)</i>	5.8 years (↓)	6.4 years
Housing approvals	580 units (↑)	234 units
Housing completions over the last 5 years	1491 units (↑)	1,324 units
Marketable employment land supply**	231 ha (2015-16)	138 ha (2014-15)
Employment land take-up during reporting year**	3.4 ha (2015-16)	8.7 ha (2014-15)

* Based on the long term average of 418 completions per year (*5). ** marketable employment land based on most up-to-date figures ie. 2015-16.

Key outcomes		2016-17	2015-16
Development Management			
Project Planning			
Percentage and number of applications subject to pre-application advice		41% (↓) 261 applications	43%
Percentage and number of major applications subject to processing agreement		100% 7 major applications (↑)	6 major applications
Decision-making			
Application approval rate		97.1% (↑)	96.2%
Delegation rate		97.0% (↑)	96.5%
Validation			
Percentage of applications valid upon receipt		58%	n/a
Decision-making timescales			
Average number of weeks to decision:	<ul style="list-style-type: none"> Major developments 	13.3 weeks	26.7
	<ul style="list-style-type: none"> Local developments (non-householder) 	5.9 weeks (↑)	5.8
	<ul style="list-style-type: none"> Householder developments 	4.6 weeks (↓)	4.7
Legacy Cases			
Number cleared during reporting period		3	4
Number remaining		4	7

Enforcement		
Time since enforcement charter published / reviewed <i>(Requirement: review every 2 years – Charter published April 2015)</i>	23 months	11 months

The development plan continues to be on course to meeting the PPF targets but the impact of a poorly performing housing market and a suppressed industrial and business sector have ensured the land supplies remain substantial.

Our management of planning applications continues to deliver exceptional results. Delegation of decisions remains an essential component of delivering outstanding application turnaround times with over 97% of applications dealt with in this way. A pro-development culture has also contributed to a 97% approval rating i.e. 97% of applications are approved.

For the first time we have recorded the initial state of applications in terms of whether they are received by us with all the basic requirements of an application. For example, that they include the necessary, maps, drawings, fee etc. 58% of applications were received as valid but this is a surprisingly low proportion given the high levels of pre-application that the Council are involved in. We will need to consider strategies in the forthcoming year to improve intelligence about this element and identify areas where we can seek to improve this outcome.

Part 5: Official Statistics

A: Decision-making timescales (based on 'all applications' timescales)

Category	Average timescale (weeks)		
	2016-2017	2016-2017	2015-2016
'All Applications' timescales			
Major developments	7	13.3 weeks (↓)	26.7 weeks
Local developments (non-householder)	259	5.9 weeks (↑)	5.8 weeks
• Local: less than 2 months	98.5%	5.8 weeks (↑)	5.6 weeks
• Local: more than 2 months	1.5%	9 weeks (↓)	12.4 weeks
Householder developments	253	4.6 weeks (↓)	4.7 weeks
• Local: less than 2 months	100%	4.6 weeks (↓)	4.7 weeks
• Local: more than 2 months	0%	N/A	N/A
Housing developments			
Major	5	13.9 weeks (↓)	42.1 weeks
Local housing developments	79	6 weeks (↓)	6.2 weeks
• Local: less than 2 months	100%	6 weeks (↑)	5.9 weeks
• Local: more than 2 months	0%	n/a	12 weeks

Business and industry			
Major	2	11.8 weeks (↑)	8.3 weeks
Local business and industry	15	6.5 weeks (↑)	5.3 weeks
• Local: less than 2 months	93.3%	6.3 weeks (↑)	5.1 weeks
• Local: more than 2 months	6.7%	9.7 weeks (↑)	8.9 weeks
EIA developments	2	8.1 weeks	n/a
Other consents²	117	4 weeks (↑)	3.9 weeks
Administration			
Planning/legal agreements³	0	N/A	12.7 weeks
• Major: average time	N/A	N/A	Not recorded
• Local: average time	N/A	N/A	Not recorded
Local reviews	7	9.4 weeks	8.8 weeks

B: Decision-making: Local Reviews and Appeals

Type	Total Number of Decisions	Original Decision Upheld			
		2016-17		2015-16	
		No.	%	No.	%
Local Reviews	7	5	71.4	4	100
Appeals to Scottish Ministers	3	3	100	1	0

C: Enforcement Activity

	2016-17	2015-16
Complaints lodged	183	171
Cases taken up	157	135
Breaches identified	124	135
Cases resolved	125	136
Notices Served	21	13
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

D. Context

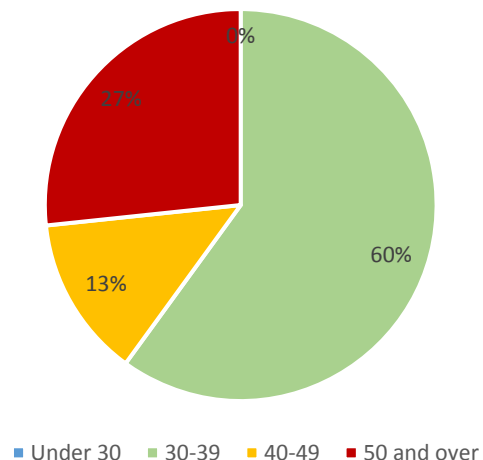
The highlight of this year's official statistics section is the improvement in the timescales for dealing with major applications. The period for dealing with a major application has almost halved to 13.3 weeks since last year.

The improvement is primary focussed on new major housing developments as well as householder developments and we will need to continue to focus on major employment applications which, although well with statutory time limits, did not perform as well as last year.

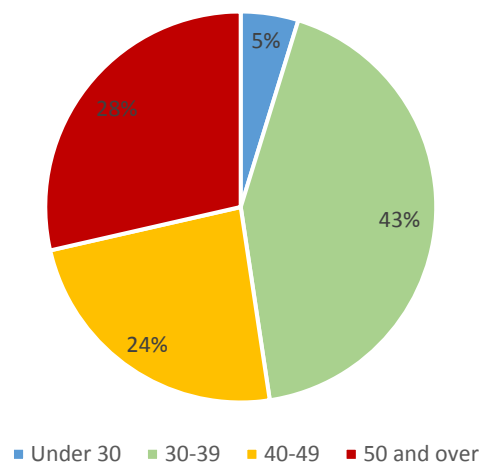
Part 6: Workforce Information

		Tier 1 <i>Chief Executive</i>	Tier 2 <i>Director</i>	Tier 3 <i>Head of Service</i>	Tier 4 <i>Manager</i>		
Head of Planning Service⁴					1		
		DM	DP	Enforcement	Other	2016/17 Total	% Change
Managers/Team Leaders⁵	No. Posts	1.8	1	0	0	2.8 (↓ 1.2)	-30%
	Vacant	0	0	0	0		
Main posts grade	No. Posts	3.6	3	0	0	6.6 (↓ 4.6)	-41%
	Vacant	1	0	0	0		
Technician	No. Posts	1.8	1	0	0	2.8 (↓ 2.2)	-44%
	Vacant	0	0	0	0		
Office Support/Clerical	No. Posts	1	0	0	0	1 (↓ 1)	-50%
	Vacant	0	0	0	0		
2016/17 Total		9.2 (↓ 1)	5 (↓ 2)	0 (↓ 1)	0 (↓ 4)	14.2 (↓ 8)	-36%
% Change		-10%	-29%	-100%	-100%	-36%	

Staff Age Profile 2016/17



Staff Age Profile 2015/16



Staff Age Profile	Number
Under 30	0 (↓1)
30-39	9 (↓2)
40-49	2 (↓3)
50 and over	4 (↓2)

A Streamlined Service

There has been a reasonably extensive overhaul of the Planning Service in the past year resulting in the formation of a multi-disciplinary Regeneration team, independent of the Planning Service, focussed on delivery. This led to the largest reduction in Planning Service staff resource.

In addition there has been a wider reorganisation of the Council's business support and clerical assistance leading to a reduction in dedicated clerical staff for the Planning Service.

Overall there are around a third less staff resource dedicated to the Planning Service for this audit year compared with last.

Youth to the Fore

Understandably, given the changes noted above the staff age profile has changed and shows less reliance on '40-49' and 'under 30s' age brackets and more reliance on the 30-39 age bracket than previously (up 17%).

Committee & Site Visits⁶	2016/17	2015/16
Full council meetings	8	10
Planning committees	11	11
Locality Planning Partnership Meetings	13	n/a
Committee site visits	4	None
LRB ⁷	5	5
LRB site visits	0	0
LDP Committee	1	1

Our contact details

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www.north-ayrshire.gov.uk

This Planning Performance Framework
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