

Planning Performance Framework 2017/18

Angus Council



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Introduction

This is Angus Council's seventh Planning Performance Framework (PPF), which covers the period from 1 April 2017 to 31 March 2018. The document builds on the preceding Planning Performance Frameworks and the positive feedback received in previous years.

In 2017 Angus Council's Planning Service received a score of eleven green and two amber markers (based on RAG ratings). The evidence presented in this report illustrates the outcomes the service contributes to delivering and shows that work is continuing to improve the service.

As part of the Place Directorate in Angus Council, Planning focuses on delivering the Council's and Community Planning Partnership's vision of making Angus "A great place to live, work and visit". The Local Development Plan is one of a number of delivery tools for the Local Outcome Improvement Plan and Locality Plans published in September 2017.



Part 1: Qualitative Narrative & Case Studies

Quality of Outcomes

Angus Council's Planning Service continues to deliver quality outcomes by using up to date policies and guidance to deliver high quality development on the ground at a locality, place and site specific level.



The Angus Local Development Plan (ALDP) (adopted 2016) promotes economically, environmentally and socially sustainable places. This is achieved through the strategy aims of directing the right development to the right place and creating high quality places, with a presumption in favour of sustainable development enshrined in the ALDP. Policies guide the majority of development, including local housing and employment opportunities, to locations within the towns that have the capacity to accommodate new development and seeks to maintain and protect the diversity and quality of the rural area.

Two **Supplementary Guidance** documents dealing with Developer Contributions and Affordable Housing and Housing in the Countryside were adopted in September 2016. A further Supplementary Guidance document on Renewable and Low Carbon Energy Development was adopted in June 2017. This document establishes a Spatial Framework for onshore wind energy and detailed criteria to assist the preparation and assessment of proposals for renewable and low carbon energy development, facilitating consistent interpretation and application of the relevant ALDP policy.

Amendments to the Design Quality & Placemaking Supplementary Guidance have continued with targeted consultation to be undertaken in August and September 2018, with adoption thereafter. This will complete the adoption of all the Supplementary Guidance identified in the Action Programme.

The ALDP and Supplementary Guidance are further supported by Angus Council's **Planning Advice Notes** and Technical Guidance which provide best practice guidance on how to meet the requirements of the ALDP and SG. Whilst there is a significant amount of planning advice in place within Angus Council and much of



it remains relevant, some of it has not been reviewed for some time. Advice Notes for Telecommunications Developments, Residential Care Homes, Planning and Contaminated Land, Hot Food Takeaways and Advertising in the Rural Area are therefore in the process of being updated and reformatted to ensure they are in an accessible format. Part 2: Supporting Evidence gives a link to the full suite of guidance available.

A number of **Development Briefs** were identified through the Local Development Plan. The procedure for preparation and approval of development briefs agreed in January 2001 was fairly lengthy and resource

heavy. The team therefore reviewed the scope of the various briefs identified and the process with a view to simplify and shorten the process and involve the developer and / or landowner as part of the process. It was agreed that the aim of the briefs is to provide more detailed design principles and development guidelines for sensitive sites and not repeat information within the ALDP.

The revised procedure provides a greater focus on proactive engagement between officers and developers / landowners at the outset to establish design principles which will form the development brief. When a planning application comes forward, engagement with the local community will be required where there is a development brief in place (regardless of site size) and the developer / landowner will have to demonstrate how the principles set out in the brief have been applied to the development of their proposal.

Officers from the Planning service have been working closely with the landowner of a site at Dundee Street / Blairs Road, Letham in relation to informing the design of any future development proposals by setting out the design principles for the site at an early stage. It is expected that a finalised brief will be reported to a meeting of Angus Council's Development Standards Committee later in the year.

Following on from the significant pre-application work detailed in the 2016/17 Planning Performance Framework, the Development Brief for Sunnyside Hospital, which comprises a significant number of listed buildings set within extensive grounds, was updated in January 2017. The brief seeks to provide a

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comprehensive and aspirational approach to the redevelopment of Sunnyside, and provides a useful background to progressing delivery of the site.

The Planning Service continues to work with Housing and Property Services on bringing forward **new and regenerated housing sites**. This includes providing pre-application advice on initial proposals, designs and layouts to facilitate high quality development with good urban design and placemaking principles. The examples provided in the previous Planning Performance Framework including Timmergreens in Arbroath, the former Damacre Centre in Brechin and Guthrie Hill in Arbroath have now progressed

to the final pre-application prior to submission of application, grant of planning permission and preparation for construction respectively. Chapelpark School in Forfar is due for completion in July 2018. Ensuring high quality development in these locations is contributing to Angus Council's Housing Service ambition of



providing high quality places that people are proud to call home. Joint working on emerging sites continues to assist in delivering the accelerated programme of affordable housing developments agreed by the Council in February 2017.

2017/18 saw the appointment of a Conservation Officer on a fixed term contract within the Planning Service. The purpose of the appointment is to progress the review of **appraisals and management plans of the Conservation Areas** of which there are 19 in Angus. Coverage of appraisals & management plans is currently fairly limited and therefore it was felt that a focus on providing proactive guidance would be beneficial. Whilst existing documents were comprehensive it was felt that they were lacking in straightforward guidance for those living and seeking to develop within conservation areas. The officer is therefore reviewing the format of the documents, identifying areas which could be applied as general advice, focussing on the key characteristics within each of the areas and the impacts and principles to take on board and of most importance, to ensure a pragmatic approach and guidance which can be widely used. The revised format will initially be applied to Kirriemuir to coincide with the conclusion of the CARS project as part of the legacy work (see Case Study 2). A significant part of the work will also look at the role of communities in these areas in the preparation and education on appraisals and management plans. The preparation of these documents is being prioritised where change is most rapid and inappropriate

changes most obvious and damaging.

All public bodies are required, under the Wildlife and Natural Environment (Scotland) Act 2011, to report every three years on how they have complied with their duty to further the conservation of biodiversity when carrying out their functions. Angus Council's **Statutory Biodiversity Duty Report on Delivery** covers activity for the period 01 January 2015 to 31 December 2017 and demonstrates how Angus Council has complied with the Biodiversity Duty for this period.



During 2017/2018, the Planning Service provided a range of active environmental and educational initiatives which promote a sustainable environment and support health and wellbeing, including Angus establishing its own “**Species and Habitat Champions**”. At present, fifteen elected members have pledged their support for local biodiversity and will engage in projects and carry out awareness raising with local communities, businesses and schools.

Since 2009, Angus Council has provided the programme manager as an in kind contribution to the **River South Esk Catchment Partnership**. In 2017, the partnership published its catchment management plan review highlighting the project work carried out between 2010—17. More than 90% of the plan's actions have been delivered by their steering group. Proactive partnership work has seen: Water quality in the catchment improved and pollution reduced; 27,000 trees planted in catchment; 130-kilometres of banks protected against pollution by buffer-strip fencing; 8000-metres of river restoration and more than 195,000 square metres of Invasive Non- native Species has been treated. The lessons learned in the River South Esk catchment are transferable and can be applied to other catchments in Angus.

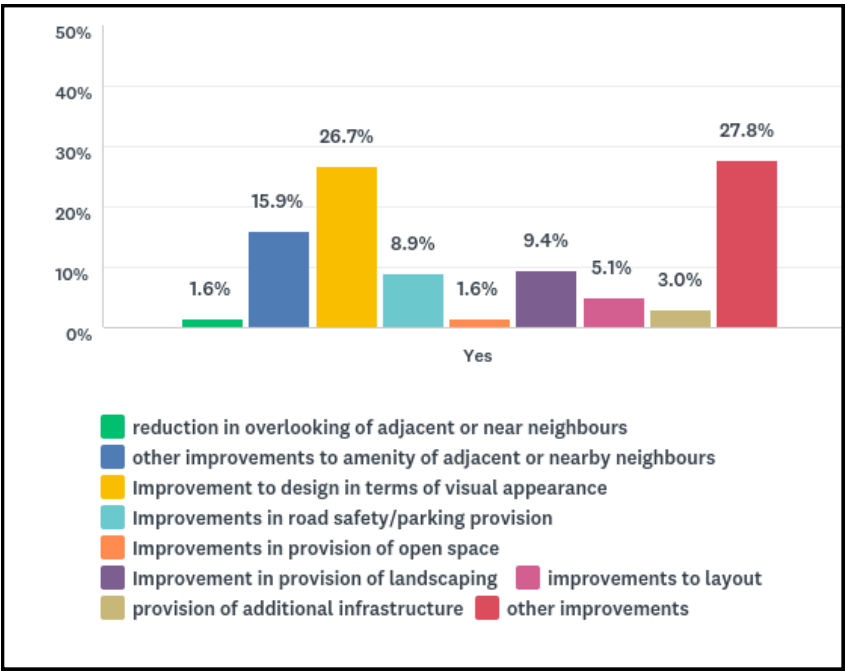
At a site specific level, Development Management officers work to ensure **added value on all applications**. This is monitored by a survey system where every determined planning application is assessed by the case officer in terms of the improvements, additional protections or additional value that have been introduced to the development through the planning process.

Ongoing analysis shows that approximately 45% of planning applications benefitted from added value measures by negotiated amendments or other

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improvements during the planning process. This is lower than last year (55%), but higher than previous years (43%, 33%, 40% and 33% respectively). In 2018/19 the most frequent improvements were in relation to design in terms of visual appearance (26.7%), improvements to amenity of adjacent or nearby neighbours (15.9%) and improvements in the provision of landscaping (9.4%).

Value added to applications during the planning process



Left—Case Study One:
Carnoustie Golf Pro Centre

Right—Case Study Two:
Kirriemuir CARS Memory Mural



Case Study One: Carnoustie Golf Pro Centre

Location and Dates:

Carnoustie. Pre-app and application 2016/17 to delivery in 2017/18

Elements of a High Quality Planning Service this study relates to:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Quality of Outcomes | <ul style="list-style-type: none"> • Quality of Service & Engagement |
|---|---|

Key Markers

1, 2, 3

Key Areas of Work

- | | |
|---|--|
| <ul style="list-style-type: none"> • Design • Economic Development • Development Management Process • Planning Applications | <ul style="list-style-type: none"> • Interdisciplinary Working • Community Engagement • Placemaking • Project Management |
|---|--|

Stakeholders Involved

- | | |
|--|---|
| <ul style="list-style-type: none"> • General Public • Key Agencies | <ul style="list-style-type: none"> • Planning Committee • Authority Planning Staff • Authority Other Staff |
|--|---|

Overview:

Carnoustie is home to Carnoustie Golf Links historic championship golf course, one of the venues on the British Open Championship circuit and host of the recent tournaments in 1999 and 2007. The golf pro-centre at Carnoustie Golf Links initially opened in 2011, but it was soon identified that this facility would require significant development and expansion to rival the facilities offered at other venues on the Open Championship circuit in order to be ready for The Open Championship in 2018.

The local development plan development strategy for Carnoustie promotes development which protects and enhances Carnoustie's internationally recognised golfing facilities and the further development of tourism, recreation facilities and accommodation. The local development plan promotes design quality and development which is distinct in character and identity.

Goals

The Planning Service was engaged at an early stage in the formulation of the re-development proposal. Pre application advice was provided on design, identifying necessary supporting information and promoting additional public consultation with the community. The pre application discussion also focused on how the proposed development could be delivered in a manner that would provide wider economic benefits through links with existing businesses, the town centre and the adjacent golf hotel. A dedicated liaison officer was identified within the Planning Service early in the process, giving a single point of contact with a sound understanding of the business and operational requirements of the applicant.

A planning application for the redevelopment of the Pro Centre was subsequently submitted in 2016. This proposal saw an additional 1469sqm floor space over 2-storeys accommodating a new entrance, catering facilities and improved facilities for visitors, members and staff. Early engagement in the pre application process ensured that the application was determined quickly and efficiently and permission was granted in 2016. The applicant indicated that they were 'very satisfied' with the service provided by the Council when completing the customer satisfaction survey following the grant of planning permission.

Outcomes

The £4.75 million development constructed consists of two rectilinear wings with pitched roofs using a mixed material palette to provide a striking building that blends both a traditional form and modern appearance. The design draws upon features which are found in the local area whilst also taking inspiration from other club house buildings that are found at Links locations. The redeveloped golf pro-centre was officially opened in April 2018 and will play a key role as Carnoustie hosts the 147th Open Championship in July 2018.

The development has created 26 new jobs and provides an enhanced facility for players taking part in the 147th Open Championship. Beyond the Championship, the facilities within the golf centre will continue to operate as a destination in its own right with potential to provide economic, employment, community and tourism benefits independent of the golf use of the site.

The golf pro-centre is a new landmark building which offers a high quality experience that encourages longer stays, increased spending and return visits to the area.

Case Study Two: Kirriemuir Conservation Area Regeneration Scheme

Location and Dates:

Kirriemuir. 2017/18 is the final year of a five year project

Elements of a High Quality Planning Service this study relates to:

- Quality of Outcomes

Key Markers

3, 11, 12, 13

Key Areas of Work

- Design
- Conservation
- Regeneration
- Town Centres
- Economic Development
- Planning Applications
- Collaborative Working
- Community Engagement
- Placemaking
- Project Management

Stakeholders Involved

- General Public
- Local Developers
- Authority Planning Staff
- Authority Other Staff

Overview

Progress on the Kirriemuir Conservation Area Regeneration Scheme (CARS) was reported in the 2016/17 Planning Performance Framework, but the project drew to a close on the 31st March 2018. This 5 year project, funded jointly by Historic Environment Scotland and Angus Council, promoted a greater awareness and appreciation of the built heritage within the Kirriemuir Conservation Area to contribute to its economic and social regeneration.

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Goals

The primary aim of Kirriemuir CARS was to improve the historic character of buildings within the Conservation Area boundary so as to encourage additional investment in the town centre. Over the 5-year period from 2013 – 2018, the project invested over £1.1 million in building repair works and public realm improvements, and developed traditional building skills through training workshops and practice.

Outcomes

CARS worked closely with a number of local community groups and financed other heritage related initiatives to complement the grant funded repairs and physical projects in order to leave a lasting legacy of the project funding within the town. An ESRI storymap shortlist was developed to showcase the project and those buildings that had received grant funding. This is available on the Council's website.

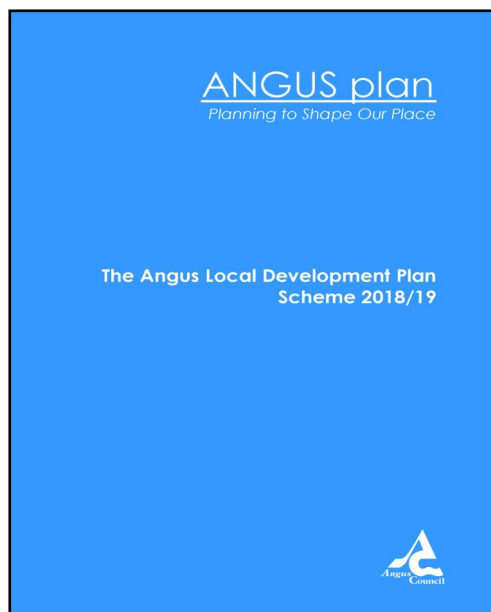
A significant success of the CARS project has been the involvement of the community, school pupils from local Websters High School, local agents and Kirrie Connections, a dementia friendly community hub. Funding was provided through the CARS project for a memory mural, a mosaic which captures the town's history, its stories and memories. The eight-metre long mosaic was a collaborative labour of love by a local artist and Kirrie Connections. Stories, anecdotes and memories were transformed into the striking images that comprise the mosaic.

Work was required to ensure the wall on which it would be placed was suitable and structurally sound. This provided an opportunity for additional training for individuals involved in lime pointing. On some of the snowiest weeks of the year the project successfully ran a training week with local agents and contractors and 2 further weeks with Websters High School. Pupils of the school enjoyed their training so much, they even asked if they could work over the weekend. The high school nominated our training providers for an award.

Now at the end of the five year period, the CARS investment will be safeguarded at a local level by owners continuing to look after their buildings, by the local community in having an increased interest and awareness of their town's history and heritage and by the Council in continuing to manage development proposals to maintain the continued regeneration of the town. This will hopefully be achieved through the work on the conservation area appraisals and management plans to be undertaken in the next year.

Quality of Service and Engagement

The Angus **Development Plan Scheme** 2018/2019 was published in March 2018 and sets out a vision and timetable for progressing “AngusPlan – Planning to Shape our Future” towards adoption in 2021. The project plan for the ALDP review takes on board key themes and aspirations set out in the Planning Scotland Bill.



The DPS recognises that the Local Development Plan is now an integral part of Community Planning, with place based approaches embedded in the Local Outcome Improvement Plan (LOIP) and Locality Plans. The AngusPlan will have a key role in contributing to a number of local outcomes.

The first step on this journey will be the integration of the Local Development Plan and Community Planning teams in April 2018 (see “Governance” section). The Angus DPS recognises this opportunity, revising our approach and timescales to take forward our

LDP. Our vision for the Local Development Plan is for it to become a Place Plan based on strategic, longer term masterplanning of settlements setting out an overall spatial strategy, linking with the high level aspirations and ambitions for Angus set out in the LOIP and locality plans.

AngusPlan will look at short, medium and long term opportunities for growth which will continue to build the “Open for Business” approach Angus Council and the Planning Service has continued to develop in recent years. This will set out a clear ambitious, flexible long term vision for our places whilst continuing to provide certainty for communities and developers.

The pre-Plan engagement stage will be extended to ensure consideration of the co-production of the Plan with Communities and working with them to look at how their Places function. We are also keen to see how we can involve developers and agents as part of this stage in the plan.

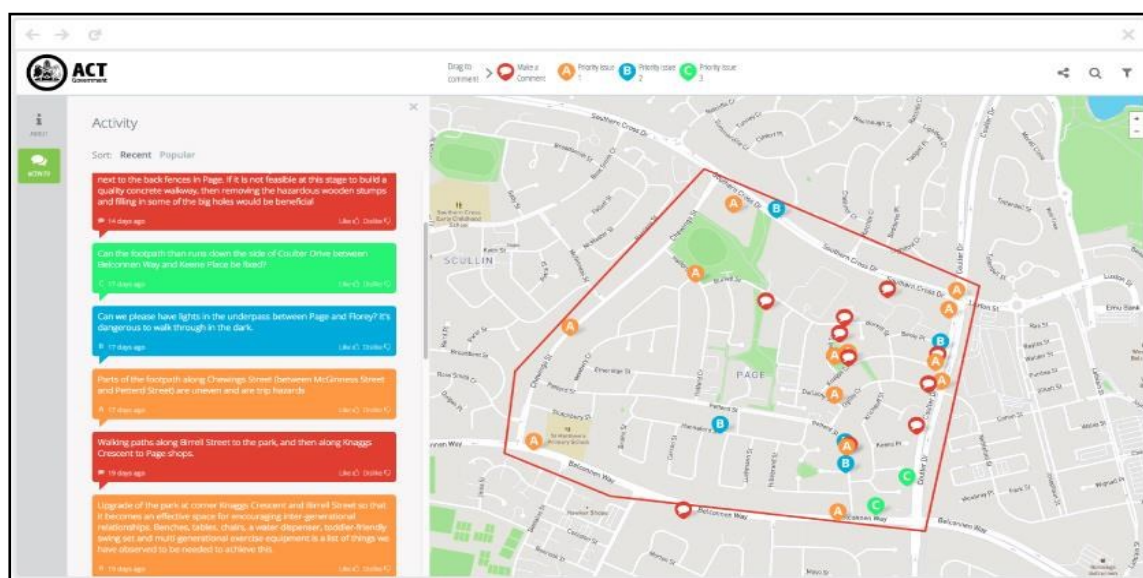
One of the improvement actions from 2016/17 was to look at how we could **improve engagement** in the development plan. We committed to investigating

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the use of interactive mapping as a tool to assist us. Alongside this we were keen to work with non planners around how to get people involved and collaborated with the Business School at Abertay University to pose a challenge to some of their Business and Marketing students as part of their live project.

The key driver for looking at **interactive mapping** was its ability to provide a visual representation of planning as one of the first questions people ask is: "where is it?". It was also important to provide something that would be quick and easy for people to comment on, so people could respond to planning consultations at their convenience, on various devices, which may go some way to engage those who don't always get involved.

The Planning Service were keen to procure something that could be used more corporately to ensure value for money. Following market testing at the end of 2017 and the start of 2018, the Council procured Social Pinpoint© as its platform in March 2018.



The Social Pinpoint platform provides a central point for consultations and is user friendly. Social Pinpoint provides the ability for officers to interact with comments; clarifying or seeking further information on points raised. The platform provides a further option for people to interact with the planning process in a quick and easy way. It also offers an ideas wall function to seek views on particular issues. A number of pilot projects have been tested, and these will help us shape our future engagement.

The Planning Service were keen to engage with non-planners to help us develop our framework for progressing our LDP. Contact was made with the Business

School at [Abertay University](#). The marketing course looks for live projects for students to undertake and Officers pitched the challenge of whether digital engagement options such as interactive mapping would help people engage in planning. Fortunately, one student saw past the other more mainstream marketing opportunities being pitched and put together a proposal that focussed around researching different age groups to identify some of the challenges faced.

As a follow-up exercise the Planning Service have been working with Abertay to develop promotional video clips which will encourage people to get involved and have had some useful discussions around some of the barriers planning terminology presents. This has resulted in some different perspectives on engagement which will be progressed through AngusPlan.

The Planning Service has also continued to play a key role in corporate engagement and provides [the Place Standard](#) Lead for Angus Council, supported by Community Planning.

The spatial/community link is well developed with the Lead Officer attending the Leads and Alliance meetings throughout the year. The Council's corporate networking service, Yammer, is used to share the information from these events and to keep colleagues throughout the Council in touch with Place standard development both locally and nationally.

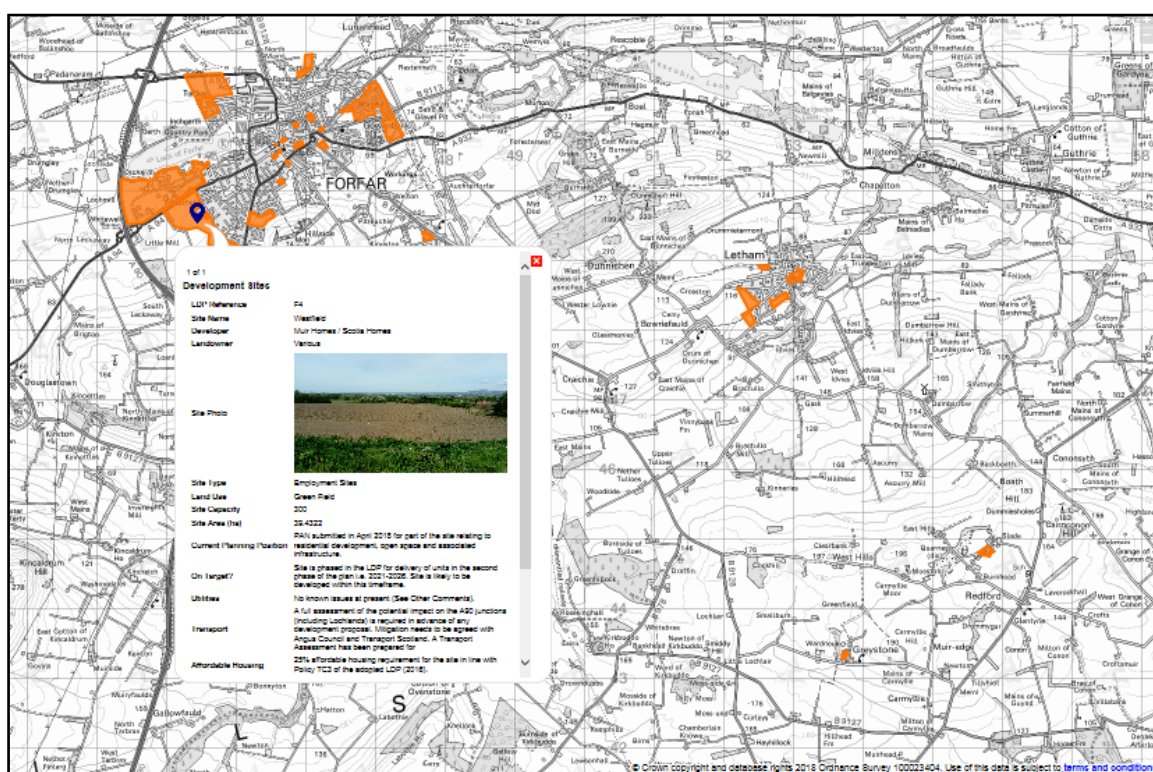
The Place Standard Took will feed into developing the participation strategy for AngusPlan and the review of our Locality Plans incorporating spatial and community planning outcomes reflecting the emphasis on people and place.

Work has also continued on the implementation of the adopted Angus Local Development Plan (2016) and taking forward actions identified in the Action Programme. A continued focus in 2017/18 has been working with landowners and developers of allocated sites to assist in bringing allocated and stalled sites forward and producing a [development delivery database](#).

The information gathered on the delivery of allocated sites as well as those with planning permission has enabled the production of a development delivery database and live action programme map. This resource is regularly updated and is available on the [Council's website](#). The information gathered and published includes the potential developer, landowner, current land use as well as the site area and capacity. Further information around the current planning position, whether development of the site is on target and information on utilities,

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transport, affordable housing, marketing and programming are regularly kept up to date. Publishing this information allows the public to see what is happening in terms of the delivery of the plan, but the process of gathering the information and building relationships with the landowner / developer allows the Planning Officers to be proactive and help address any emerging issues quickly.



Angus Council continued with its high level of stakeholder engagement as part of the **2017 Housing Land Audit**. Through our action programme work we were already in contact with all developers and landowners with sites in the audit so already had information on anticipated delivery rates and programming. The more accurate information gathered allowed the Council and Homes for Scotland to reach general agreement on all sites in the 2017 audit.

Quarterly **liaison meetings with Scottish Water** continue to take place between development plan officers, and other Council officers as required. These meetings provide the Planning Service with useful progress on initiatives Scottish Water are providing at a national level whilst also focussing attention on dealing with particular issues relating to a settlement or site in Angus. The Planning Service also attended the annual Scottish Water Developers Forum for the first time in May 2017. The event was attended by over 200 people and focused on engagement

between the development industry, local authorities and Scottish Water in order to deliver planned development.

Development Plan and Development Management officers continue to attend quarterly strategic **affordable housing** delivery meetings as well as attending monthly affordable housing project meetings with the Council's Housing Service, Legal Service and active RSL partners as well as Scottish Government's Housing Service. These monthly meetings focus on the delivery of the SHIP which is reviewed annually by the Council's Housing Service with development plan officers sitting on the SHIP project development group.

The 2016/17 Planning Performance Framework included a case study on a review of governance in relation to **Climate Change**. In 2017/18, the Planning Service led on the corporate creation of a new Climate Change Member Officer Group (CCMOG) within the Council. The CCMOG, supported by Working Groups, focuses on adaptation, carbon reduction and sustainable development. Priority work underway includes: a new area wide Sustainable Energy and Climate Action Plan; the development of an Adaptation Action Plan and input into a Sustainable Procurement Action Plan. Embedding more sustainable practices in staff behaviour has also been a key priority and contributes to meeting the Council's annual and national 2020 emissions and reduction targets.

The Development Management Team continues to provide free **pre-application advice** for all types of development proposals and whether there is a need for planning permission. This service continues to prove very popular with customers and has resulted in complex proposals with significant economic benefits being dealt with timeously and effectively at the planning application stage (see BHGE case study). Pre-application advice sets out the relevant provisions of the Development Plan and advises on any relevant Supplementary Guidance (including Developer Contributions) or non-statutory guidance. The advice given also outlines what information may be required in support of an application. The Planning Service sets a target that all pre-application enquiries are responded to within 15-working days. The average response time for pre-application enquiries in 2017/18 was 12 working days, a slight decrease from the 12.3 working day response time achieved in 2016/17.

Planning "surgeries" continue to be held weekly in Monifieth and Montrose in order to increase accessibility to the service for the customer. Whilst the main office for the Planning Service is in Forfar, all planning officers can work in an agile way and are therefore able to meet customers anywhere within the working

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week. This is a significant improvement to service delivery particularly within a rural environment such as Angus and will continue to be promoted and improved in the future.

The structure in place for dealing with planning application continues to develop with local applications dealt with by specific officers on a locality basis and major and more significant applications dealt with by a separate Business Critical and Major team. For the major development proposals with the potential to create significant economic benefits, the Council continues to utilise multi-disciplinary working groups to identify application requirements and to aid consideration of proposals. The Council continues to utilise **processing agreements** where necessary and appropriate to give certainty to applicants in terms of timescales.

Significant progress continues to be made in relation to the number of **planning applications received online**. The number of applications made online has once again increased from 76% in 2016/2017 to 83% in 2017/2018.

The **customer satisfaction** survey shows a consistent high level of satisfaction with the Planning Service. Over the year, 71% of respondents were either satisfied or very satisfied with the service they received.

Case Study Three: Baker Hughes , a General Electric Company

Location and Dates

Montrose. November 2017 to present

Elements of a High Quality Planning Service this study relates to:

- Quality of Service and Engagement

Key Markers

1, 2, 3, 15

Key Areas of Work:

- Regeneration
- Economic Development
- Development Management Processes
- Planning Applications
- Interdisciplinary Working
- Collaborative Working
- Project Management

Stakeholders Involved

- Key Agencies
- Authority Planning Staff
- Authority Other Staff

Overview

The authority was approached by Baker Hughes, a General Electric company in November 2017. The company currently have premises in Montrose, and were looking to explore the potential for a multi-million pound investment in an oil and gas Centre of Excellence. The company had looked at expanding current production facilities in Montrose as well as other options across the globe.

Goals

The investment would create a world class manufacturing centre of excellence, serving global demand. The development of digital and additive innovation and manufacturing capabilities would be of high value to the Scottish economy. BHGE needed to make the final investment decision in the first quarter of 2018, with the aspiration that the new centre of excellence would begin operation in the second half of 2018.

Outcomes

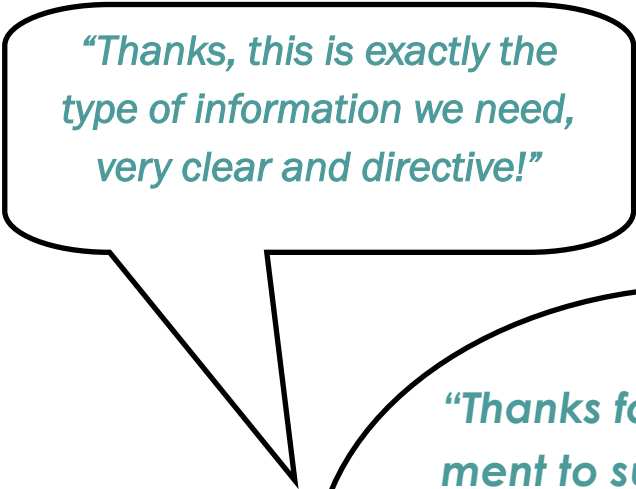
Following an initial meeting with Senior Council Officers, a series of regular workshop meetings were set up involving BHGE, the Council and Scottish Enterprise. This developed into a strong working relationship. Following pre-application advice from Planning Officers on the nature of the proposals and what information would need to be submitted in support of proposals, it was determined that a series of applications would be submitted for various improvements to the Montrose site.

The first planning application for a proposed extension to the existing warehouse was validated on the 19 December 2017, and determined by the authority on the 30 January 2018, some six weeks later (including the Christmas holiday period). Further applications for vehicular access, security hut and security fence and further extensions to an existing warehouse were validated on the 28 February 2018 with decision notices issued by the authority on the 6 April, under 5 weeks later.

Outcomes continued

The final piece of the jigsaw, the erection of new workshop, test facilities and ancillary office accommodation was validated on 26 March with the decision notice issued on the 8 June, after further information had to be requested by the authority in relation to noise and transport. The application was subject to a processing agreement. The authority also issued building warrants expediently to allow the permissions to be implemented without delay.

The First Minister announced £4.9 million Scottish Government funding as part of a £31 million investment being made by BHGE on the 30 May 2018. The strong working relationship between the Council and BHGE continues with the parties pulling together a memorandum of understanding for working together moving forward. This is likely to include working together to masterplan further developments on the companies sites in Montrose, linked to the wider masterplanning of Montrose to be undertaken as part of the review of the Angus Local Development Plan.



"Thanks, this is exactly the type of information we need, very clear and directive!"



"Thanks for your commitment to support us with this project and the level of collaboration to date, this is recognised and very much appreciated!"

Governance

In 2017/18 the Planning Service in Angus was made up of the Environment and Development Plan Team, the Development Management Team (including Enforcement) and the Building Standards Team. The Service is supported by a number of staff from the Business Support Unit who also serve the wider Place Directorate.

The **Team Managers** within the Planning Service meet on a monthly basis and the Service Leader uses these meetings to relay information from the Place Management Team. Information is then cascaded to employees of the Planning Service by various other means, including innovative methods such as Yammer.

Yammer is a corporate networking service recently pioneered within the Council, where the Planning Service has its own closed forum for distributing information, advertising training events and for the open discussion of on-going planning related matters.



Time is set aside each week for the Service Leader to catch up with Team Managers. These Managers conduct regular 1 to 1's with their Team Leaders, who in turn have frequent meetings with Officers. The Development Management Team also meet following the Development Standards Committee to feedback on issues identified by members.

The Development Standards Committee meets on a three-week cycle and Convenors briefings are held before every Committee to identify relevant information and any potential barriers to decision making.

The Council's **scheme of delegation** continues to ensure that over 95% of applications are delegated for determination by the Planning Service Manager. The frequency of the Committee cycle ensures that non delegated applications are not unduly delayed.

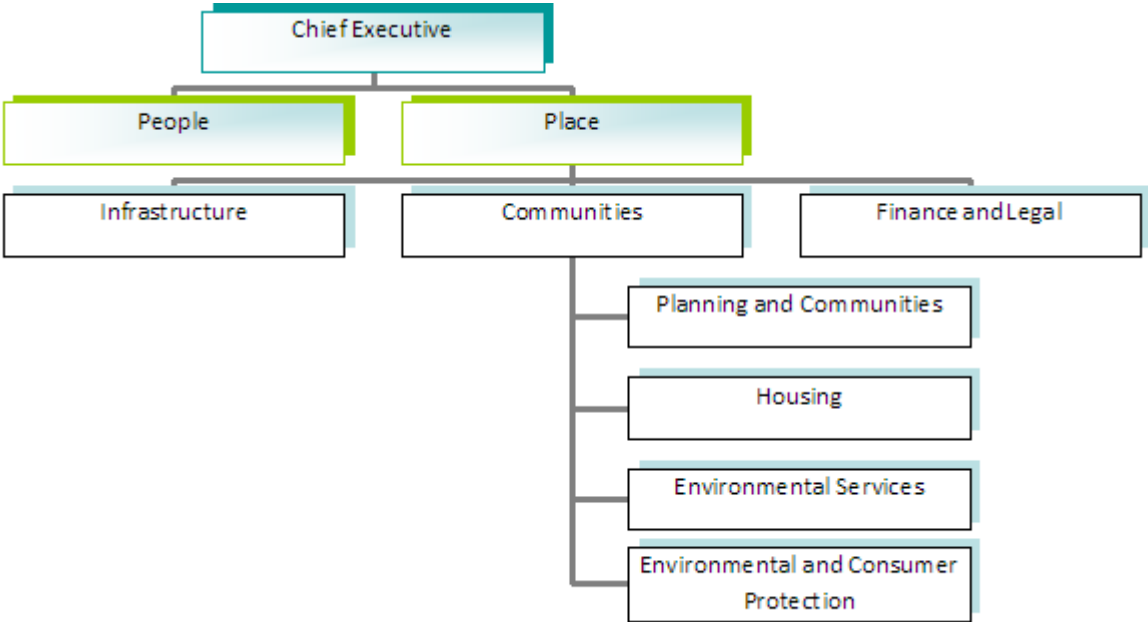
The business of the Planning Service is referred to Angus Council, the Communities Committee, Policy and Resources Committee, the Development Standards Committee, or the Development Management Review Committee. Regular meetings of these committees are timetabled throughout the year.

In 2017/18 Angus Council undertook a **Management Structure Review** to ensure that management arrangements are proportionate, effective and fit for purpose.

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As an interim arrangement, Planning became part of the Housing, Regulatory and Protective Service, within the Place Directorate. This service included Housing, Parks and Burial Grounds, Environmental Services and Environmental and Consumer Protection. This lean process has supported efficient service delivery by the alignment of staff resources and proficient working processes. The communication and collaboration between services has been significantly improved.

The Management Review subsequently concluded that from April 2018 Local Community Planning and the Environment and Development Plan would be brought under the supervision of one manager. It is hoped this will better align the Planning for Place function and ensure better outcomes for Angus and the people who live, work and visit.



In conjunction with the Management Review the Council has also rationalised its estate and this has resulted in many disciplines in the Housing, Regulatory and Protective Services division being brought under one roof at Angus House. Many of these services are key in the development process and this relocation has helped to facilitate and strengthen the partnerships between these services, resulting in a more proactive service delivery (see Case Study 4).

Furthermore these corporate changes reinforce the 'One Council' approach discussed and illustrated in last year's Planning Performance Framework.

In addition to the changes above the Planning Service has sought to **maximise benefits from available resources** over the past year. This has included dedicating Planning Officers to a major and business critical arm of the Development Management Team. This arm facilitates efficient processing of business critical applications. There is also a dedicated Householder team to maintain a strong performance in less complex applications.

The Service has also made better use of existing facilities available to them, for example, the Development Management Team now utilises more facilities in the Uniform file system in order to assist efficient decision making and Excel spreadsheets to monitor application progress and Officer caseloads. The Uniform Tree Preservation Order module is also now fully populated, enabling all officers to access relevant information where needed. Officers have also been encouraged to improve communication links with the Aberdeenshire Archaeology Service which is procured by the Council in a cost sharing exercise with Aberdeenshire Council.

Recent **training** of officers and members has also occurred to improve the previous working methods, by moving away from paper plans, guidance, forms and correspondence, and using electronic methods where possible. A more user friendly website also provides easy access to [LDP documents](#) (while still meeting statutory requirements) and a simple means of submitting [enforcement observations](#).

In order to continually maintain a good quality service and one which service users find fit for purpose a short online survey was undertaken of those persons that had submitted three or more planning applications over a defined period. In total, 86% of respondents indicated that they used the council's pre-application service. All respondents that used the service indicated that they found the pre-application responses to be clear and understandable and almost 85% indicated that responses provided the required information. This suggests that the pre-application template used by Officers is proportionate and successful.

Senior officers within the Planning Service have been involved in work on both the **Council Plan** and the Place **Directorate Development Plan**. This helps to ensure that the work of the service is considered as part of these processes and conversely that the work of the service reflects corporate and directorate ambitions.

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Officers from the Planning Service have continued to be involved in **corporate and partnership working** in the Locality Partnerships, which will only develop further when the Planning and Community Planning teams are brought together. There has been significant collaboration between the Planning Service and other Council Services with involvement in the continuing Schools for the Future programme as well as the Early Years Provision Project, ensuring the Council has made provision for 1140 hours of nursery provision. The Service has also been involved in wider partnership working, working with the Scottish Futures Trust and other partners in progressing the One Public Estate agenda.

Case Study Four: Affordable Housing Delivery Group	
Location and Dates	
Across Angus. Ongoing.	
Elements of a High Quality Planning Service this study relates to:	
<ul style="list-style-type: none"> Governance 	<ul style="list-style-type: none"> Quality of Outcomes
Key Markers	
2, 3, 14, 15	
Key Areas of Work:	
<ul style="list-style-type: none"> Regeneration Masterplanning Local Develop Plan & Supplementary Guidance Housing Supply Affordable Housing Economic Development 	<ul style="list-style-type: none"> Interdisciplinary Working Collaborative Working Community Engagement Placemaking
Stakeholders Involved:	
<ul style="list-style-type: none"> Key Agencies 	<ul style="list-style-type: none"> Authority Planning Staff Authority Other Staff
Overview	
The group meets quarterly. Stakeholders involved include the Scottish Government, Registered Social Landlords (RSL), Scottish Water, Architects, Housing and Planning staff from Angus Council.	

Goals

The purpose of the Planning Service's involvement in the Affordable Housing Delivery Group is to project manage and proactively deal with any land use planning issues which might cause delays in the delivery of a much needed affordable housing supply. The AHDG allows for information to be shared, interdisciplinary and collaborative working and to identify where to best focus resources.

Outcomes

The early collaboration between services and stakeholders helps in providing regular and proportionate pre-application advice. The combined corporate level working helps to improve outputs and services for the benefit of the service user.

As part of continuous improvement the AHDG has recently been focusing on the role of a delivery package, as part of Section 75 agreements. This package allows for the method of affordable housing contribution to be determined after a planning approval has been granted and allows for some flexibility for developers and RSL should unforeseen circumstances arise. This should in turn reduce the need for MDPO applications (a timely process that doesn't generate fee income).

This is evidenced in the fact that during the 2017/18 period the affordable housing supply programme's resource planning assumption (RPA – the Scottish Government contribution to affordable housing) was originally £5.7m. However the Council were allocated an additional £1m and spent £6.7m across the programme during that period. The additional funding was allocated on the basis that three projects identified within the Strategic Housing Investment Plan for the following year, had already started onsite. In total 88 affordable housing units were completed in 2017/18 in the Angus area.

“The inclusion of the Planning Service in the AHDG creates a strong collaboration between the relevant services and allows for the early identification of any issues which may arise during the Planning process of any affordable housing scheme. This in turn supports the efficient delivery of affordable housing in Angus which is to the benefit of not just the community but stakeholders and the wider Council.”

Culture of Continuous Improvement

In the first half of 2017/18, considerable resource was focused on the move of the Planning service into Angus Council HQ at Angus House, Orchardbank. This involved further progress on the back-scanning of paper files. Ensuring that all files are available electronically is of benefit to both customers of the service and officers. The move towards a paperless office has also helped to ensure efficiencies within the Service, with officers being able to carry out site visits without the need for a large amount of printed material.

The move to Angus House has also realised the benefits of the significant investment in hardware in 2016/17. All Development Standards Officers now operate with a Surface Pro. This has enabled officers of the Planning Service to work in an **agile** way from a variety of locations. Hardware (including screens and docking stations) has also been issued to officers to enable them to work from home. The office moves in November and December 2017 went very smoothly as a result of the preparation undertaken, and officers can now choose where and when they work (within parameters) ensuring efficiencies for the service.

Placemaking in Angus has continued to develop since the inception of Planning and Place as Service in 2013. Whilst the Planning and Place Service was split between the Council's Strategic Policy Unit and Housing, Regulatory and Protective Services in May 2017, a further management restructure has aligned Planning and locality Community Planning under the Planning and Communities Service, effective from April 1 2018. The locality group work reported in the 2016/17 Planning Performance Framework has continued to evolve and develop. Some of those officers involved in the four internal locality groups are now part of the Locality Implementation Partnerships that have been set up for each of the four localities in Angus.

Locality Plans for each of the four localities were published in September 2017, alongside the Community Planning Partnerships Locality



Improvement Plan. Since publication, the Locality Implementation Partnerships have been working to identify their own priorities for action or co-ordination. Significant successes of the locality teams has seen the added benefits to projects as a result of cross working and the role in terms of implementation.

The Council was awarded money from the Scottish Government to carry out **elected member training**. Unfortunately scheduling issues have meant that the training will be carried out in the 2018/19 financial year.

Senior officers within Angus Council have had an active role within **Heads of Planning Scotland (HOPS)** regularly attending and contributing to the work and discussions as part of the Executive, Development Management and Development Planning sub-committees.

The Environment and Development Plan Manager has also represented HOPS as part of a working group on Land Value Capture and as part of the Schools Infrastructure Steering Group set up by the Scottish Government to look at Recommendation 22: Future school building programmes should address the need for new schools in housing growth areas. Input has been provided to the various discussions and the findings of the research work on this issue as well as feedback to the wider HOPS executive.

Officers within Angus Council have also been active through other planning forums, including membership and contributions to the work of the RTPI Scottish Executive Committee, RTPI East of Scotland Chapter and through additional volunteers with Planning Aid for Scotland.

Angus Council has continued its joint working with Perth and Kinross Council through the **Tayside Biodiversity Partnership**, and through the procurement of the Archaeological Service from Aberdeenshire. There have been information sharing meetings with nearby local authorities including Fife Council to discuss the approach to the next LDP, development delivery, schools infrastructure and digital enhancement amongst other initiatives.

Whilst there are currently no TAYplan staff representatives from the four Tayside authorities continue to meet on a quarterly basis to discuss cross boundary issues (e.g. HNDA requirements) and also to share experiences & good practice (e.g. future session on development plan delivery). We've also been in discussion with Dundee City Council regarding Place Standard.

The culture of continuous improvement also extends to the people within the

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Planning Service. The Council continues to implement the **Performance and Appraisal and Development Scheme**, which ensures that each officer has an agreed Action Programme and Personal Development Plan which is reviewed annually. This year the Service has developed new guidelines for the Performance and Appraisal and Development Scheme which aligns the new corporate competencies with the RTPI professional competencies. This will be used in the Appraisals due in 2018/19 for the first time, and will be subsequently reviewed and amended if necessary. This should help bring together in a structured way the skills audit that has been on the Action Plan in the Planning Performance Framework for a number of years.

Alongside a programme of professional competency training available through the Council, the service has also continued to invest time and resource in project management training, a leadership



programme available for nominated officers and Officers continue to attend external workshops and training events including RTPI Chapter Events, Landscape Institute and Dundee Conservation Lectures which the Planning Service sponsors in part.

A number of the **service improvements** set out in the 2015/16 Planning Performance Framework have been completed including the delivery of the live action programme, the publication of locality plans, reviewing the pre-application process and exploring the potential of charging for the service, delivery of a fully digital service, the office move, completing the risk register and reviewing enforcement case monitoring procedures.

Other improvements have not progressed as anticipated, such as the introduction of design awards, and the investigation of alternative payment options. The design awards have not been brought forward because of a lack of resource in the Planning Service. A specific officer has now been identified to take this forward in 2017/18. Payment options will be looked at in the implementation of the recommendations of the review of pre-application processes in due course. There has been some customer experience mapping undertaken as part of the pre-application project, but this has been limited in other areas.

All other improvements set out are part of a continuing journey of improvement. The investigation of map based consultation and digital engagement tools has

taken a very positive step forward with the procurement of the Social Pinpoint software as well as the joint working with Abertay University. The review of Social media presence has resulted in the creation of the Twitter account, but this will have to be utilised in the coming year to be effective. The work undertaken on the performance and appraisal reviews should help bring together the skills audit in 2018/19 and a number of the development management reviews (of registration and validation as well as reducing legacy enforcement cases) are ongoing.

Case Study Five: Review of the Pre-application Advice Service

Location and Dates

Angus wide. August 2017 to March 2018

Elements of a High Quality Planning Service this study relates to:

- Culture of Continuous Improvement

Key Markers

3, 12, 13, 15

Key Areas of Work:

- Development Management Processes
- Planning Applications
- Performance Monitoring
- Process Improvement

Stakeholders Involved:

- Local Developers
- Authority Planning Staff

Overview

Angus Planning Service currently offers free pre-application advice and deals with around 900 pre-application enquiries each year with a target of dealing with any enquiry within 15 working days. The service review formed part of the Council's Change Programme.

Goals

Not all pre-application enquiries result in an application, and not all applications are the subject of pre-application enquiries (usually around 40 – 55% of applications determined have been subject to pre-application advice). There may be multiple pre-application enquiries relating to a particular site from a number of different parties.

The current national review of the planning system has proposed that Planning Services should be able to introduce discretionary charging, and as part of the Council's Change Programme, the possibility of introducing a charge for pre-application advice has been raised.

The consideration of charging for pre-application planning advice has not just considered the income that could be generated. The process has allowed for a review of the current pre-application advice service to bring about:

- Improvements for the customer - a better service
- Improvements for the Council – possible income and efficiencies
- Improvements for the process - better outcomes

Outcomes

Data collection, including time recording, customer survey and analysis of outcomes of pre-application advice was undertaken between September and November 2017. This data was analysed over the new year, and two staff workshops were held in March 2018. The staff workshops considered the current customer journey as well as what the officers, as customers, considered to be good and bad customer service. The potential barriers of introducing a charge for pre-application advice were considered as well as possible measures to address or mitigate any issues identified.

The results of all of this research have been pulled together in a recommendation report that will go before the Council's Change Programme Board. Whilst the recommendation report sets out that a pre-application charge may be appropriate, the setting of possible charges will be informed by the results of the Costing the Planning Service exercise carried out by the authority as part of the Heads of Planning Scotland initiative.

Part 2: Supporting Evidence

Planning Performance Framework 2017/18

Part 1 of this report was compiled, drawing on evidence from the following sources:

[TAYplan Strategic Development Plan publications](#)
[Angus Community Planning Partnership Local Outcomes Improvement Plan](#)
[Angus Community Planning Partnership Locality Plans](#)
[Angus Council Development Plan Scheme 2018](#)
[Angus Local Development Plan 2016](#)
[Angus Local Development Plan Action Programme December 2016](#)
[Development Delivery Database](#)
[Angus Countryside Housing Supplementary Guidance](#)
[Angus Developer Contributions & Affordable Housing Supplementary Guidance](#)
[Angus Renewable Energy & Low Carbon Development Supplementary Guidance](#)
[Planning Advice Notes](#)
[Sunnyside Development Brief 2017](#)
[Angus Housing Land Audit 2017](#)
[Development Management Online Information](#)
[Angus Council Conservation Online Information](#)
[Angus Council Climate Change Information](#)
[Angus Scheme of Delegation](#)
[Scottish Government Planning Authority Performance Statistics](#)
[Tay Cities Deal Information](#)
[Angus Council Local Housing Strategy](#)
[Angus Planning Enforcement Charter 2017](#)
[Angus Employment Land Audit 2017](#)
[Angus Council Statutory Biodiversity Duty Report](#)
[River South Esk Catchment Management Plan Review](#)
[Angus Town Centre Health Checks 2017](#)
[Angus Retail Floorspace Survey 2017](#)
[Angus Council Social Pinpoint ©](#)
[Kirriemuir Conservation Area Regeneration Information](#)
[Schedule of Council meetings](#)
[Angus Council Place Directorate Improvement Plan 2017](#)
[Angus Council Place Directorate Development Plan 2018](#)

Part 3: Service Improvements

The following service improvements are presented under the four elements of defining and measuring a high quality planning service discussed above. In the coming year we will:

Improve **quality of outcomes** by:

- progressing a place based approach to the preparation work for AngusPlan in conjunction with communities and developers/landowners.
- Continuing proactive engagement with landowners/developers as part of plan implementation.
- adopting the Design Quality & Placemaking Supplementary Guidance.
- Introducing Angus Design Awards to illustrate and incentivise delivery of quality development.

Improve **quality of service and engagement** by:

- Implementing an engagement plan including our digital platform and other forms of activity to maximise opportunities for people to get involved at various stages of plan preparation.
- reviewing the Developer Contributions & Affordable Housing Supplementary Guidance.
- Updating our conservation area management guidance for Kirriemuir.
- Refreshing the Angus Developers Forum.
- Implementing recommendations from the review of the pre-application service.

Improve **governance** by:

- undertaking an audit of our planning obligation processes and procedures.
- Developing opportunities presented through the integration of development plan and communities teams both with the LDP and through localities work.
- Aligning AngusPlan as the spatial framework for the LOIP and Locality Plans to help shape priorities.

Improve our **culture of continuous improvement** by:

- Carrying out member training in robust decision making.
- reviewing our planning application validation standards and guidance.
- Reducing the number of legacy planning enforcement cases.
- Continuing to develop engagement and digital skills within the service to support the preparation of the plan and develop approaches moving forward.

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Delivery of our Service Improvement from 2016/17 Planning Performance Framework:

2017/18 Actions – Quality of Outcomes	Complete?
<p>Creating a live Action Programme to show progress with ALDP allocations to include information on progress, images, programming and actions</p> <ul style="list-style-type: none"> Live Action Plan published March 2018 	Complete
<p>Introducing Angus Design Awards to illustrate and incentivise delivery of quality development</p> <ul style="list-style-type: none"> Action not progressed due to lack of resource. The potential of this is still being investigated and considered. 	Ongoing
<p>Working with colleagues across the Council on the production and delivery of locality plans</p> <ul style="list-style-type: none"> Local Outcome Improvement Plan and Locality Plans published in September 2018. Officers from the Planning Service involved in delivering priorities and projects identified. 	Complete

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2017/18 Actions – Quality of Service and Engagement	Complete?
<p>Undertaking map based consultation engagement, working with Community Engagement Officers using digital engagement tools to inform early interaction and discussion on the ALDP review.</p> <ul style="list-style-type: none"> The Council has procured and implemented Social Pinpoint software, which allows map based digital engagement. 	Complete and ongoing
<p>Developing closer linkages with schools / Colleges / Universities in relation to planning and to inform the ALDP review.</p> <ul style="list-style-type: none"> Angus Planning Service have worked with Abertay University students on engaging individuals in planning with research work completed as part of a student live project. Short video clip produced to be used for promotional purposes and a further two to be progressed in 2018 / 19. Initial contact with Hospitalfield in Arbroath regarding joint project with local pupils. This will be progressed during 2018/19 along with a further schools programme. 	Complete and ongoing
<p>Reviewing the pre-application enquiry service and investigating the potential for charging in appropriate circumstances.</p> <ul style="list-style-type: none"> Action identified as part of the Council's Change Programme. Monthly progress reports submitted to the Change Programme Board. Final report outlining recommendations produced. Project will be implemented in 2018/19. 	Complete
<p>Undertaking a review and improving social media presence.</p> <ul style="list-style-type: none"> An AngusPlan twitter account has been setup for raising awareness around key dates and stages of the plan, plus information on the LDP. This links closely with our existing Sustainable Angus and Landscape Angus accounts. Good integration with social media accounts is provided by Social Pinpoint with the ability to direct people straight to the platform and for participants to directly share comments. There are a number of local social media accounts which the team link into as part of promotional activities. 	Complete and ongoing
<p>Continuing with customer experience mapping through our most popular channels.</p> <ul style="list-style-type: none"> Undertaken as part of the pre-application process review 	Ongoing

Planning Performance Framework 2017/18

2017/18 Actions – Governance	Complete?
<p>Going fully digital with no paper files.</p> <ul style="list-style-type: none"> No new paper files are created. All applications are dealt with electronically. Back-scanning of historic files continues. 	Complete
<p>Progressing agile working policies and procedures in anticipation of office move in November 2017.</p> <ul style="list-style-type: none"> The Planning Service moved offices in November and December 2017. The move was unproblematic given work in the run up to the event. 	Complete
<p>Documenting a risk register for the Planning Service addressing business continuity issues.</p> <ul style="list-style-type: none"> Risk Register produced for the Planning Service for internal use. Will be developed to include Community Planning as a result of the Management Review. 	Complete
<p>Reviewing payment options and methods for services provided.</p> <ul style="list-style-type: none"> This will be carried out as a Lean project, in association with implementing the recommendations of the Pre-application Charging Project. 	Ongoing

Planning Performance Framework 2017/18

2017/18 Actions – Culture of Continuous Improvement	Complete?
<p>Undertaking skills audit of staff within the Planning Service</p> <ul style="list-style-type: none"> • Work undertaken to bring together new Council competencies with those of the RTPI. • This will form the basis of Appraisals undertaken in 2018/19, which will help bring together the skills audit. 	Ongoing
<p>Reviewing procedures for the registration and validation of applications.</p> <ul style="list-style-type: none"> • Parameters considered, but not progressed due to current lack of resources. • This action will be carried forward to 2018/19 	Ongoing
<p>Reviewing enforcement case monitoring procedures.</p> <ul style="list-style-type: none"> • A revised protocol has been produced and implemented. 	Complete
<p>Reducing the number of legacy enforcement cases.</p> <ul style="list-style-type: none"> • Ongoing high levels of enforcement activity and staff changes have made it necessary to direct resources to investigating current cases rather than dealing with older legacy cases. • This action will be carried forward to 2018/19 	Ongoing
<p>Reducing average timescale for determination of all application types.</p> <ul style="list-style-type: none"> • Average timescales have reduced. 	Ongoing
<p>Creating standard templates for Non material variations, Condition Approvals.</p> <ul style="list-style-type: none"> • Parameters considered, but not progressed due to current lack of resources. • This action will be carried forward to 2018/19 	Ongoing

Part 4: National Headline Indicators (NHI)

A: NHI Key outcomes - Development Planning:

Development Planning	2017-18	2016-17
Local and Strategic Development Planning:		
Age of strategic development plan(s) at end of reporting period	6 months	4 years 9 months
Age of local development plan(s) at end of reporting period	1 year 6 months	6 months
Will the local/strategic development plan(s) be replaced by their 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	N
Were development plan scheme engagement/consultation commitments met during the year?	Y	Y
Effective Land Supply and Delivery of Outputs		
Established housing land supply	4041 units	4895 units
5-year effective housing land supply programming	2138 units	2211 units
5-year effective land supply total capacity	3627 units	4424 units
5-year housing supply target	1550 units	1570 units
5-year effective housing land supply (to one decimal place)	7.2 years	7 years
Housing approvals	544 units	812 units
Housing completions over the last 5 years	1126 units	1001 units
Marketable employment land supply	172.6 ha	98.73 ha
Employment land take-up during reporting year	1.31 ha	1.18 Ha

B: NHI Key outcomes – Development Management:

Development Management:	2017-18	2016-17
Project Planning		
Percentage & number of applications subject to pre-application advice	36% 214	33% 208
Percentage & number of major applications subject to processing agreement	75% 3	60% 3
Decision Making		
Application approval rate	96.4 %	96.4%
Delegation rate	96.4 %	97.3%
Validation	54%	56%
Decision-making Timescales		
Major Developments	12.4 weeks	20.0 weeks
Local developments (non-householder)	7.4 weeks	8.4 weeks
Householder developments	5.6 weeks	7.2 weeks
Legacy Cases		
Number cleared during reporting period	2	5
Number remaining	7	4

C: Enforcement activity

	2017-18	2016-17
Time since enforcement charter published / re-viewed	12 months	0 months
Complaints lodged and investigated	233	281
Breaches identified	132	145
Cases closed	234	233
Notices served	53	55
Direct Action	0	0
Reports to Procurator Fiscal	0	1
Prosecutions	0	0

D: NHI Key outcomes – Commentary

Commentary

The percentage and number of applications subject to pre-application advice has increased in comparison to 2016/17. That pre-application service is currently provided free of charge and is promoted on the council's website.

The application approval rate and delegation rate remain relatively constant and are high with both sitting at over 96%.

The percentage of applications valid upon first receipt remains constant at 54%. Whilst this figure is constant it is disappointingly low and we will review our validation standards and associated guidance over the coming year.

The average timescale to determine applications has reduced significantly for all major, local and householder developments. This continues a generally positive trend and reflects a continued focus on performance management.

The number of legacy cases has increased slightly over the reporting period but the overall number remains low and work will continue to ensure that these cases are cleared as soon as possible. Two of those cases relate to a matter called-in for determination by Scottish Ministers. It is anticipated that those two cases will be determined in 2018. Processing agreements are in place for determination of three cases and again it is anticipated that those will be determined in 2018. The council has engaged with the applicants in relation to the remaining cases in order to agree project plans that will allow early determination.

The enforcement charter remains up-to-date and enforcement activity remains high. The council continues to focus on resolution of breach of planning control by negotiation.

Part 5: Official Statistics

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

Timescales	2017-18	2017-18	2016-17
Overall		weeks	weeks
Major developments	2	12.4	20
Local developments (non-householder)	288	7.4	8.4
• Local: less than 2 months	237 (82%)	6.8	7.2
• Local: more than 2 months	51 (18%)	10.4	12.9
Householder developments	263	5.6	7.2
• Local: less than 2 months	251 (95%)	5.4	7.1
• Local: more than 2 months	12 (5%)	9.8	11.4
Housing Developments			
Major	0	0	0
Local housing developments	120	7.8	8.5
• Local: less than 2 months	94 (78%)	6.9	7.2
• Local: more than 2 months	26 (22%)	10.7	13.5
Business and Industry			
Major	0	0	22.4
Local business and industry develop-ments	59	7.2	8.4
• Local: less than 2 months	54 (92%)	7.0	7.4
• Local: more than 2 months	5 (8%)	8.8	12.6
EIA Developments	0	0	12.6
Other Consents			
• As listed in the guidance	108	6.3	7.5
Planning/legal agreements			
• Major: average time	0	0	22.5
• Local: average time	4	9.8	12.6

B: Decision-making: local reviews and appeals

Original decision upheld					
	Total number of decisions	2017-18		2016-17	
Type	No.	No.	%	No.	%
Local reviews	14	6	42.9	9	100
Appeals to Scottish Ministers	2	0	0	1	25

C: Context

The average timescale to determine applications has reduced significantly for all major, local and householder developments. Regular monitoring meetings with senior officers assist in identifying applications that can be progressed quickly and those that will require submission of further information.

Part 6: Workforce Information

	Tier 1 Chief Executive	Tier 2 Director	Tier 3 Head of Service	Tier 4 Manager
Head of Planning Service				x

RTPI Qualified Staff	Headcount	FTE
Development Management	10	10
Development Planning	6	6
Enforcement	0	0
Specialists	1	1
Other (including staff not RTPI eligible)	9	8.6

Staff Age Profile	Headcount
Under 30	2
30-39	7
40-49	8
50 and over	9

Part 7: Planning Committee Information

Committee & Site Visits	Number per year
Full Council meetings	0
Planning committees	10
Committee site visits	0
Local Review Body	12
LRB site visits	1

