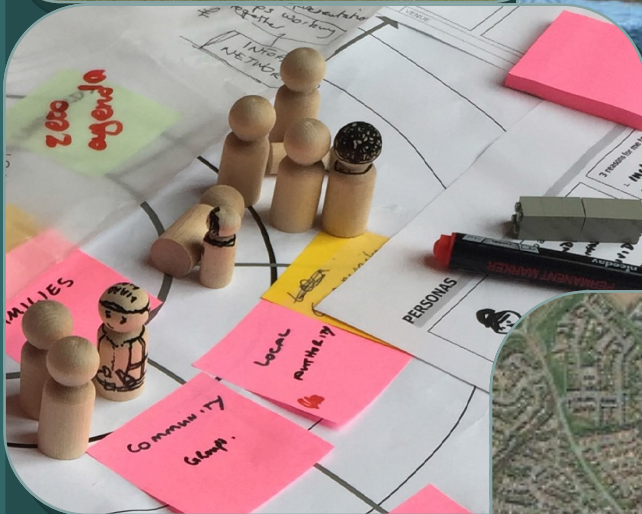


Angus Council Planning Performance Framework 2016/17



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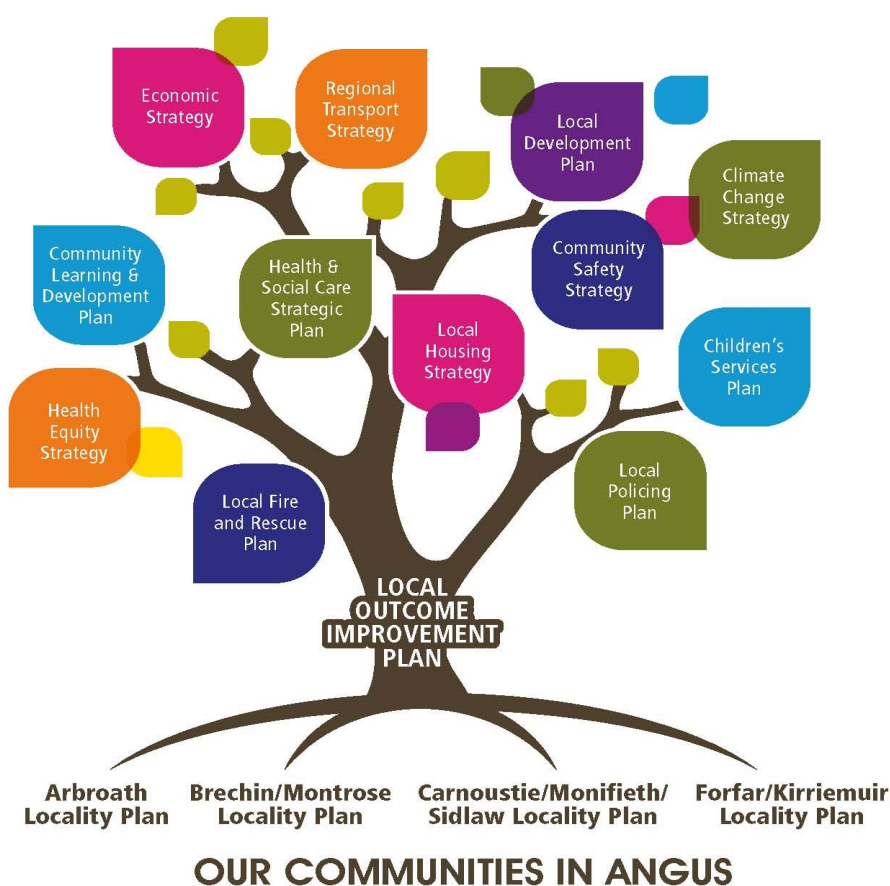
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Introduction

This is Angus Council's sixth Planning Performance Framework (PPF), which covers the period from 1 April 2016 to 31 March 2017. The document builds on the previous Planning Performance Frameworks and the positive feedback received in previous years.

In 2016 Angus Council's Planning Service received a score of eight green, three amber and two red 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 Communities Directorate in Angus Council, Planning focuses on delivering the Council's and Community Planning Partnership's vision of making Angus "a place where a first class quality of life can be enjoyed by all". The Local Development Plan is also one of a number of delivery tools for the emerging Local Outcome Improvement Plan and Locality Plans as shown here:



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Quality of outcomes

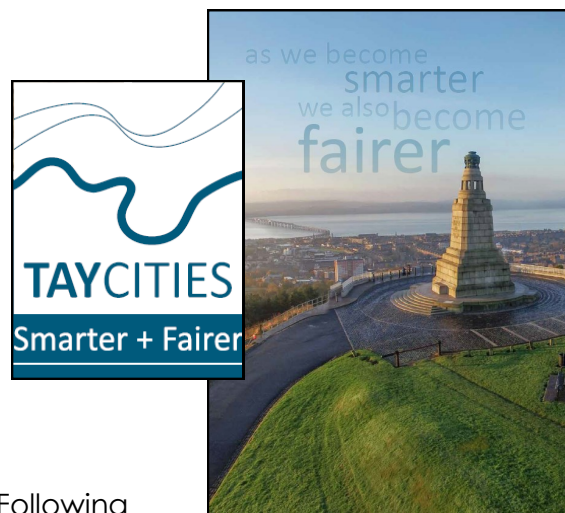
Angus Council's Planning Service delivers quality outcomes by adding value through joint work and collaboration between departments and at a site specific, development level.

The Planning Service were involved in bringing together the bid for funding through the **Tay Cities Deal** initiative, working in particular on two regeneration and development projects in Montrose and Arbroath.

The North Angus project was brought together by a private/public sector partnership. Potential funding through the Tay Cities Deal presents a once in a generation opportunity to invest in infrastructure to facilitate growth in North Angus and beyond. The infrastructure would unleash development potential, generate economic growth and accelerate delivery of employment and housing land over the next 50 years.

The Arbroath project seeks to grow both Arbroath and its economy through re-use of the former airfield at Condor Base which has been designated as surplus by the Defence Infrastructure Organisation. The project could grow the population of Arbroath by 5,000 people over the next 50 years. The project could also help to re-imagine and future proof the public

sector infrastructure in the town such as schools and health facilities, by addressing needs locally, closing inequality gaps and expanding the economic growth of the town.



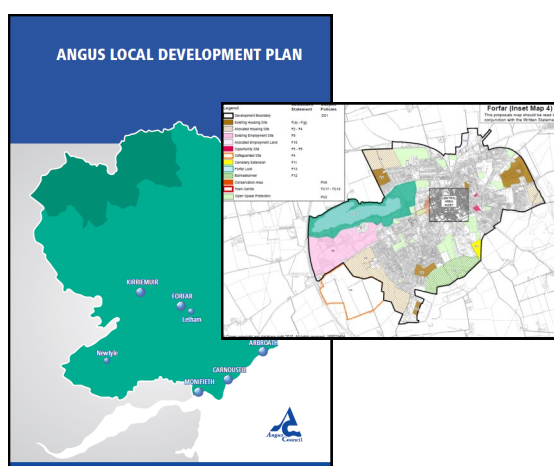
Following examination of the Proposed **Angus Local Development Plan** in late 2015/ early 2016, the Council received the report of the examination in June 2016. The Council adopted the Angus Local Development Plan in September 2016, less than 10 months after the submission of the document to Scottish Ministers. The adoption of the document saw the replacement of the Angus Local Plan Review adopted in 2009, bringing policy coverage and allocations up to date and providing certainty for communities and developers.

The **Action Programme for the Angus Local Development Plan** was approved by Angus Council on 8 December 2016. The document lists the actions required to deliver each of the ALDP policies, proposals and land allocations,

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identifies who is to carry out each action, and indicates the broad timescale to implement each action.

Identifying the actions and infrastructure needed to deliver the policies and proposals in the Local Development Plan, and to overcome known constraints helps to give



confidence to key stakeholders, developers and funders. Whilst not all actions have detailed programmes or committed funding, this is a working document and the Council will review it regularly (at least every two years from the date of adoption of the ALDP) to demonstrate the progress made by the Council and its partners in delivery and implementation.

The Action Programme was prepared in consultation with relevant departments within Angus Council, key stakeholders, the Scottish Government and other organisations / individuals named in the document. Following approval of the document in

December 2016, Planning Officers have been contacting landowners and developers of allocated sites to discuss progress and delivery and identify and work through obstacles and constraints.

Angus Council seeks to **make best use of existing assets** to improve the range and choice of new homes for residents including affordable housing provision. Planning continue to work with Housing and Property Services on bringing forward 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.

Examples include the former Damacre Centre in Brechin, Guthrie Hill in Arbroath, and Timmergreens in Arbroath which are all at design or application stage. Other projects include Chapelpark School in Forfar which is currently under construction and Camus Court in Carnoustie which is now complete. 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 with the Housing Service is helping to deliver the accelerated programme of affordable housing developments agreed by the Council in February 2017.

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Case Study 1: South Montrose Regeneration

The Angus Local Development Plan provides for economic growth by identifying sites to support emerging demands and area regeneration. This includes the southern part of Montrose which is occupied by Montrose Port and the GSK pharmaceutical facility along with a mix of port related businesses, residential properties, warehousing and commercial uses.

Montrose Port is of strategic importance to the Angus economy. It is identified in NPF3 and the TAYplan Strategic Development Plan . The port hinterland has historically seen minimal investment resulting in a number neglected sites, derelict buildings and unsightly storage areas.

The road network, poor access arrangements and signage also affected connectivity in and around the area. These issues presented a negative impression and were seen as an impediment to business opportunities and investment in South Montrose. In seeking to facilitate the economic and physical regeneration of the area, the Planning Service instigated the preparation of a Masterplan to stimulate investment and guide development in 2011.

Implementation of the Masterplan has been a focus for the Council over

recent years. Working in partnership with Scottish Enterprise and the private sector, key elements have been delivered including the first phase of a new spine road and associated environmental improvements.

This improved infrastructure has stimulated private sector investment in new property and business expansion leading to a number of pre-application enquiries and planning and building warrant applications. The Planning Service is playing a key role in supporting development delivery in this area giving pre-application advice in liaison with other Council Services to ensure all necessary information is provided to allow planning applications to be assessed and permission to be granted within target timescales. A dedicated officer deals with Montrose Port ensuring a single point of contact with good understanding of the business and operational requirements.

Since 2012, planning permission has been granted for a range of business developments providing over 21,500 sqm of new floorspace. This includes development on vacant or underused sites improving amenity and areas of public realm. These developments together with investment by the Port Authority are valued at approximately £98 million and have created 190 new jobs.

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The **Kirriemuir Conservation Area Regeneration Project (CARs)** is in the penultimate year of its 5-year programme with a further 12 small grants (totalling £105,393) being awarded this year by the CARs Steering Group. Grant monies awarded for the Warehouse Priority Project (c£80,000) were withdrawn by the Steering Group due to contractual issues with the Applicant and moved into the Small Grants budget given the demand for grant assistance.

Grant eligible repair works continue to progress well in general for buildings within the town centre with two further grants for building repair works in Roods to the north of the central area also being awarded. Interest continues to be expressed in grant funding however applicants are being reminded of forthcoming project deadlines for completion of works.

In the four years from commencement of the Scheme in 2013 up to the end of March 2017, some 50 buildings within the Conservation Area have been awarded grant monies from the Small Grants Scheme with 5 of these also having received additional top-up grant funding for unforeseen eligible repair works. Grant monies totalling £514,528 have to date been awarded from the Small Grants Scheme since April 2012. Four building projects continue to be progressed to date.

A Training Programme comprising a series of seminars/ workshops in Traditional Building Repairs and Maintenance has been successfully delivered in Kirriemuir during 2016 which was attended by over 70 individuals, mainly building professionals, but also homeowners and contractors. The courses were fully funded through Kirriemuir CARs and received a very favourable response.



Work continues to progress on the CARs legacy to illustrate how the project has achieved its outcomes at the end of the five year timescale. Part of the legacy work identified an opportunity to take forward early action on an issue raised at the Kirriemuir Town Centre Charrette. Pupils from Websters High School had highlighted the potential to develop a trail map for the town in the form of an app and CARs funding was identified to allow this to be taken forward through incorporating information on the CARs scheme and some of the

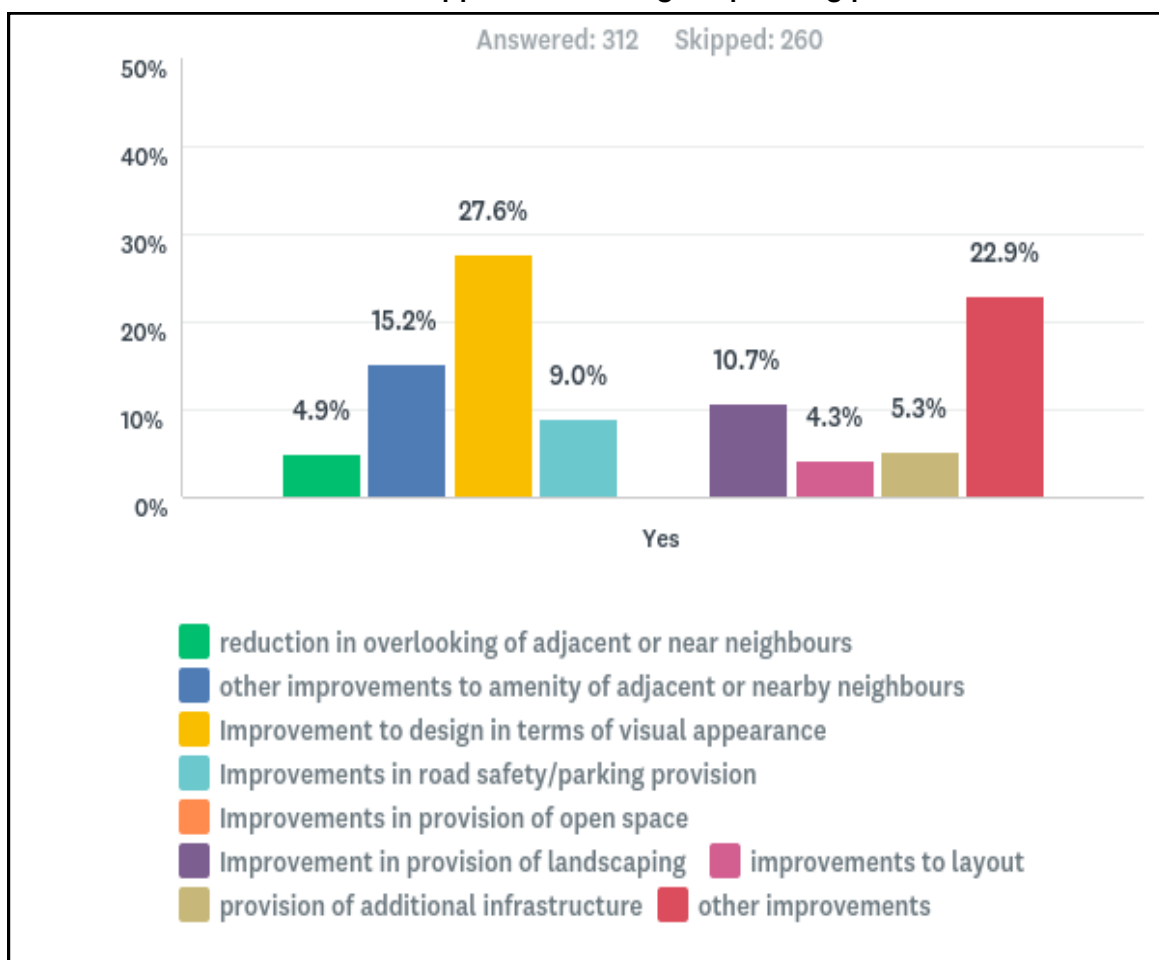
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buildings that were part of the project. The treasure trail map was fully developed by pupils at the High School. There has also been very positive feedback from Historic Environment Scotland on the extent and impact of works being undertaken on the built environment of Kirriemuir as a result of the project.

At a site specific level, Development Management officers work to ensure **added value on all applications**.

The Planning Service's Customer Satisfaction survey shows that approximately 55% of planning applications benefitted from added value measures by negotiated amendments or other improvements during the planning process. This is higher than previous years (43%, 33%, 40 % and 33% respectively). In 2016/17 the most frequent improvements were in relation to design and amenity of neighbours.

Value added to applications during the planning process



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Quality of service and engagement

Angus Council and the Planning Service continue to operate an “Open for Business” approach, and strive to provide certainty for communities and developers wherever possible, whilst at the same time promoting flexibility.

Project management of the Development Plan process throughout 2016/17 has been effective with the dates set out in the Development Plan Scheme for the examination and adoption process being adhered to.

Following submission of the Proposed ALDP for examination in late 2015, the Planning Service has been progressing the four **Supplementary Guidance** documents set out in the Plan and associated Action Plan. These documents further explain elements of policy contained within the Development Plan including Design Quality & Placemaking, Developer Contributions & Affordable Housing, Countryside Housing and Renewable Energy & Low Carbon Development.

The first three of these Supplementary Guidance Documents were published for consultation in May 2016. The Developer Contributions & Affordable Housing and Countryside Housing Supplementary Guidance Documents were subsequently amended as a result of consultation and adopted by

the authority in November and December 2016.



The Renewable Energy & Low Carbon Development Supplementary Guidance document was issued for consultation in November 2016. The document was subsequently amended as a result of consultation. The guidance will be adopted by the authority in August / September 2017.

Work is continuing to amend the Design Quality & Placemaking Supplementary Guidance in light of consultation. A targeted consultation will then be undertaken and the Council will be able to adopt the guidance in December 2017. Adopting all Supplementary Guidance in just over a year from Local Development Plan adoption in September 2016 provides a significant amount of certainty for communities and developers in how the policies in the Plan will be applied, including the calculation of developer contributions.

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The high level of engagement in the Council's **Housing Land Audit** has continued in 2016/17 with developers and landowners contacted before the document was drafted to provide information to inform the projected programming of sites. The more accurate information allowed the Council and Homes for Scotland to reach general agreement on all sites in the 2016 audit with agreement to further monitor the effectiveness of a small number of sites in advance of preparing the 2017 Audit.

Dundee University, TAYplan, Angus Council, Dundee City Council, Fife Council and Perth and Kinross Council provided pupils from ten secondary schools across Tayside and North Fife with the opportunity to take part in a one day **Youth Camp** at Dundee University. The Youth Camp gave the pupils the chance to learn more about how places can change, how they can influence the process and why it is important to think about where they live, study and work. In particular, planning matters such as design, accessibility and climate change were considered as part of the afternoon session when the pupils working in their school groups aimed to develop their own 'sustainable place'. The Youth Camp is now in its third year and has proven to be a great success which has recently been highlighted by being

shortlisted for an RTPI Planning Award in 2017.



Officers from the Planning Service have continued to be involved in the **Charrette Programme** being undertaken throughout Angus. In 2016/17 events have taken place in Monifieth (June 2016) and Kirriemuir (September 2016). Both of these events provided a detailed view of existing and possible future services including housing, retail, leisure and tourism.

Officers from the Planning Service were also closely involved in procurement and planning for a rural Charrette to take place in May 2017 in the Muirhead, Birkhill and Liff area.



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Case Study 2: Sunnyside

In 2015/2016, the Planning Service worked with NHS Tayside and Scottish Futures Trust on a Development Framework to inform the disposal of the former Sunnyside Hospital site. In July 2016 the Sunnyside Estate was purchased by the FM Group and Montrose based Pert Bruce Construction, operating as a joint venture.

Engagement through the Council's Developers Forum led to early discussions with the new site owners, and an initial "Reception Meeting" was held in August 2016 to discuss the Joint Venture's proposals for the site.

A Proposal of Application Notice was received by the Council in September 2016 and in the same month a site walkover was arranged with key Council officers as well as officers from Historic Environment Scotland. An initial meeting was also arranged with Transport Scotland given known issues with infrastructure capacity on the trunk road network.

Angus Council approved a Development Brief for Sunnyside in 2002. Whilst 15 years had passed since its approval and the policy context had changed, many of the principles set out in the Development Brief were considered to still be relevant. The Angus Local Development Plan makes

a commitment to bring the Development Brief for the site up to date, and in light of the sale of the site and pre-application discussions, it was considered prudent to update the Brief in anticipation of a planning application being submitted. Work was undertaken to update the Brief and the amended document was approved by the Development Standards Committee at their meeting in January 2017.

Regular liaison meetings were set up between the Council and the Joint Venture to discuss the forthcoming application. The continued liaison and extensive pre-application meetings and advice provided by the Council on this site have developed constructive working relationships with the Joint Venture. The engagement of other departments of the Council and statutory bodies in the pre-application process has enabled discussion and resolution of a significant number of issues prior to the submission of the application. These discussions are continuing, especially in relation to the significant number of listed buildings on the site.

The application for Planning Permission in Principle was received by the Council in March 2017.

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The Local Development Plan identified a number of sites where a **development brief** was required. Rather than adopt a standard approach to the production of development briefs officers undertook a review of the scope of the further information and guidance required for each of the sites individually. This was to ensure that any brief would be tailored to the particular sensitivities or design parameters of each site and avoid any repetition of information elsewhere.

Through site engagement work officers have discussed the approach to development briefs with the landowner/developer at an early stage providing an outline of the brief parameters and allowing the developer/landowner to take this on board in the design of the site and consultation with communities as part of pre-application processes.

This approach provides some flexibility within parameters and avoids an overly prescriptive up to date brief. It also avoids unnecessary delays due to committee cycles and over consultation with communities.

Discussions on briefs have taken place on sites at East of Duriehill Road, Edzell which raised significant comment from the local community at the Proposed Plan stage in relation to design and how the site would fit with the traditional historic core of the village

and adjacent areas of housing land. Another site at Newtyle has seen the officers from the Planning Service working closely with the developer to inform the design by setting out the design principles at the outset.

Through **engagement on allocated sites** in the Local Development Plan, an issue raised by an agent which was impacting on delivery of development was tackled by officers taking a proactive approach and coordinating a meeting of all parties and Scottish Water. The meeting helped to identify issues and actions for proposed solutions. Whilst actions have taken significantly longer to progress than initially envisaged due to issues within Scottish Water, officers are in regular contact which means that the developer can be kept up to date with progress.

Quarterly meetings with Scottish Water are now undertaken by development plan officers in addition to regular liaison on site specific issues. A seminar was also held for Planning, Housing and Property Services to hear from Scottish Water and discuss roles, responsibilities, priorities and working practices. The result of this seminar is that Scottish Water now attend affordable housing forum meetings to exchange information on sites being progressed by the Housing Service and RSL partners.

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The Development Management Team continues to provide free **pre-application advice** for all types of development proposals and the need for planning permission. Planning “surgeries” are held in Monifieth and Montrose in order to increase accessibility to the service for the customer, given that the office base is in Forfar. For all planning applications a single point of contact of a level of authority to provide reliable advice is allocated for the duration of the application.

The structure in place ensures local applications are dealt with by specific officers on a locality basis. Major and more significant applications are dealt with by a separate team. Where appropriate officers advise prospective applicants that they can enter into a processing agreement. This agreement confirms the information that would be required to support an application and identifies key stages and actions to help process the application as efficiently and quickly as possible. The availability of processing agreements is set out on the Angus Council website.

For major development proposals with the potential to create significant economic benefits, the Council has processes in place to establish multi-disciplinary working groups to identify application requirements and to aid consideration of proposals.

Significant progress has been made in relation to the number of **planning applications received on-line**. The number of applications made on line as increased from 57% In 2015/16, to 76% in 2016/17. Work has been undertaken behind the scenes to encourage such submissions and to improve the process of handling these applications by officers.

The **customer satisfaction** survey shows a consistent high level of satisfaction with the Planning Service. Over the year 74% of respondents were satisfied with the service they received. This has been borne out through the continuing programme of **Developer’s Forums** held. Two forums have been held in 2016/17, on the 30 June and 14 December 2016. Discussions in June centred around the consultations being undertaken on the Countryside Housing, Development Contributions and Affordable Housing and Design and Placemaking Supplementary Guidance documents and Householder Planning Advice Note. The December forum considered what the Planning Service could do to help deliver the sites allocated in the adopted Angus Local Development Plan and the customer journey through the Development Management Service: from pre-application discussions to starting on-site.

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Governance

In 2016/17 The Planning Service in Angus was made up of the Environment and Development Plan Team, The Development Management Team (including Enforcement), the Building Standards Team and the Processing Team. The Service is supported by a number of staff from the Business Support Unit that serves the wider Communities Directorate.



Managers of the teams within the Planning Service meet regularly on a monthly basis and the Service Manager uses these meetings to relay information from the Planning and Place Management Team and the Extended Communities Senior Management Team. Information is cascaded by other means if necessary and appropriate. Time is set aside each week for the Service Manager to catch up with the Environment and Development Team Manager and the Development Standards Manager. These Managers conduct regular 1 to

1's with their Senior Officers, who in turn meet regularly with Officers to review cases or discuss work. Regular Team meetings are also held.

There has been a significant review of the **Planning Service budget** over 2016/17, rationalising cost centres and codes and providing guidance for managers. Managers now have greater clarity over their own budgets and increased responsibility for the monitoring of them.

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

The Council's scheme of delegation continues to ensure that over 90% of applications are delegated for determination by the Service Manager (Planning). In 2016/17 97.3% of applications were delegated compared to 96.5 in 2015/16. The Development Standards Committee meets on a three-week cycle ensuring that determination of those applications that are not delegated are not unduly delayed. Convenors briefings are held before every Development Standards Committee to identify relevant information and any potential barriers to decision making.

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Case Study 3 – Review of Climate Change governance

In recognition of its duties under duties under Section 44 of the Climate Change (Scotland) Act, Angus Council adopted its Climate Change Strategy in 2012 covering a period to 2016. The strategy outlined how the Council would meet its obligations and how this would be delivered through a programme of constantly evolving projects with annual progress reports.

In 2016, when public reporting on climate change became mandatory for public bodies in Scotland, the range and depth of reporting required became much greater than in previous years. In preparation for this, a self-assessment was carried out on Angus Council in September 2016 to measure progress against legislation and best practice. This self-assessment highlighted the critical role that an existing Carbon Member Officer Group has played in terms of governance but recognised that sustainability and adapting to climate change also require that same level of scrutiny within the Council.

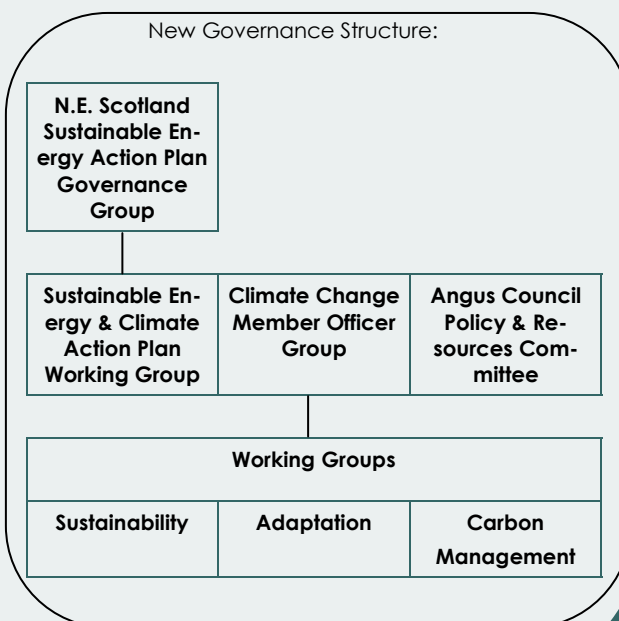
As such a report was taken to Angus Council's Communities Committee in November 2016 which sought to expand the remit of the existing Carbon Member Officer Group to a wider Climate Change remit. The membership of the group was expanded from three

members to six, with three working groups established covering the three strands of climate change, namely sustainability, adaptation and carbon reduction.

At the same time, there was a recognition of the work that was being undertaken on the North East Sustainable Energy Action Plan, and the governance structure put in place ensured that this could be embedded and taken forward in the work of the authority, with particular attention being paid to how this document could evolve and influence the action of other bodies.

The self-assessment and resulting actions taken show an alignment of staffing resource to address priorities and ensure appropriate governance to meet the Climate Change agenda.

New Governance Structure:



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Briefings and Member Officer Groups are convened as and when necessary. Examples in 2016/17 include briefings to members of the TAYplan Strategic Development Plan Joint Committee on the progress of the review of the Strategic Development Plan.

Senior officers within the Planning Service have been involved in work on both the emerging Council Plan and the Communities Directorate Improvement 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.

The innovative work of the four locality groups (see the Case Study: Aspire Arbroath in the Culture of Continuous Improvement Section) reflects the innovative approach of working towards outcomes and the joint working taking place has continued to enable and facilitate the broader approach to pre-application discussions. This ensures that all services that may be impacted or affected by a proposal are involved in discussions at the earliest stage.

This focus on outcomes and collaboration between services provides greater certainty for potential applicants and helps to deliver a "one Council" approach to development.

There has been significant collaboration between the Planning Service and other Council Services, with concerted efforts directed towards improving such relationships.

Implementation of the Brechin Flood Prevention Scheme.



The Roads service led on the hard engineering of the scheme, but Environmental Project officers in the Planning Service helped to ensure quality development on the ground, protecting our Environment, residents and businesses. Officers from the Planning service led on the implementation of associated environmental, open space and biodiversity improvements.

The development of the Local Housing Strategy.

Officers from the Planning Service have provided information to inform the drafting of the document, as well as providing specific comment and consultation responses on successive drafts of the document.

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Angus Council's emerging School Investment Strategy.

Officers from the Planning Service have worked closely with the Children and Learning Service especially in relation to ensuring that accurate roll forecasts are produced which reflect the anticipated level of development across different parts of Angus. The Planning Service has led the Demand and Location group set up which has revised roll forecasts, collected information and data and used GIS mapping tools to help provide a robust basis for identifying issues with the current school estate .

The development of the Council's second Shoreline Management Plan.



Whilst colleagues from the Council's Roads team led on the production of the document. Significant input came from development plan, development management and landscape officers within the Planning Service.

The Open Space Audit and Strategy.

Colleagues from the Parks and Landscape Service and the Planning Service have continued to work together on the Open Space Audit and Strategy documents.

Active Travel Strategy and Action Plan.

Whilst Roads colleagues have led on the development of an Active Travel Strategy and Action Plan, officers from the Planning Service have been involved ensuring appropriate consideration of access and environmental issues. The strategy was agreed at the Council's Communities Committee in November 2016.



Regular update meetings are now also held with colleagues in Economic Development ensuring information exchange on current projects or anticipated need for additional land and premises in particular areas.

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Culture of continuous improvement

Considerable progress has been made in 2016/17 in the Planning Service moving towards more **agile** ways of working. This has included significant investment in computer hardware to enable the paperless handling and processing of applications with all Development Management officers now operating tablet devices.

The back-scanning of paper files has continued at a pace with additional resource put in place to try and ensure that all files are electronic by November 2017 when the Service will move offices.

Ensuring that all files are available electronically is of benefit to both customers of the service and officers. The move towards an agile way of working will also help 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. It will also enable officers to work from a variety of locations.

After Angus Council's Development Standards Convenor met with Scottish Government's **Chief Reporter** late in 2016, the Council invited the Chief Reporter to Angus to talk to both Elected Members and Officers. The visit was arranged for 1 March 2017. The

Chief Reporter addressed both Elected Members and Officers covering questions posed in the Planning Review and issues of local democratic accountability. An active debate followed with both Elected Members and Officers raising concerns and issues. The event was particularly interesting for all parties and served to create debate and understanding across the board as well as building relationships between politicians and officers.

Placemaking in Angus has continued to develop since the inception of Planning and Place as Service in 2013.

The locality group work reported in the 2015/16 Planning Performance Framework has continued to evolve and develop. The four locality groups that consisted of officers from Planning, Strategy Housing and Community Planning were widened out to involve officers from Economic Development and in some cases the Roads Service.

The different groups have met more frequently as well as coming together to report on progress in the Planning and Place manager's forum.

Work has progressed on draft locality plans with a view to consultation on these during Summer 2017.

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.

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Case Study 4: Aspire Arbroath

Angus Community Planning is based around four locality areas which reflect but do not yet mirror the four housing market areas used in the Angus Local Development Plan. The similarities are however close enough to facilitate the integration of spatial and community planning. Locality teams allow the exchange of information across the Council and in particular the links between land use and community wellbeing.

The common aim of delivering services and development to meet the needs and desires of residents, businesses and visitors has been strengthened by the process of bringing land use, housing, economic development, infrastructure, social inclusion and service delivery into the same frame. Co-ordination, co-cooperation and partnerships are building.



Aspire Arbroath is the group with overarching representation for the Arbroath District. It comprises community representatives, local businesses, local Arts and public sector services and is following up and developing the original issues and ambitions identified through:

- initial locality meetings (2015),
- the town centre Charrette process (2016)
- the formation of an officer and a community team to progress ideas into practice which merged in 2017 to a single entity – Aspire Arbroath.
- The group meets officially every four months but serves as a local network for all sorts of activities, involving the group in The Architecture Festival 2017 event at Hospitalfield House, to positioning decorative bikes around the town to area regeneration.

Locality Teams within the Council led by senior management have delivered the Locality Plan for consultation and input into the Angus Local Outcome Improvement Plan. This provides the vehicle for delivery of services and for responding to the community voice. The other Community Planning Partners meet with council and community representatives formally and informally

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at all levels.

As well as the formal role of the planning service in the delivery of the Locality Plan, there is a good working relationship at all levels. Planning staff inputted into the successful Activating Ideas bid, the Arbroath Town Centre Accessibility Study commissioned by the Community Council which was the culmination of ideas around accessibility, signage and circulation for all. This brought together all interested parties from interest groups to education and roads engineers to deliver the first phase of a developing access strategy which resulted in the Angus Streets Charter and continuing

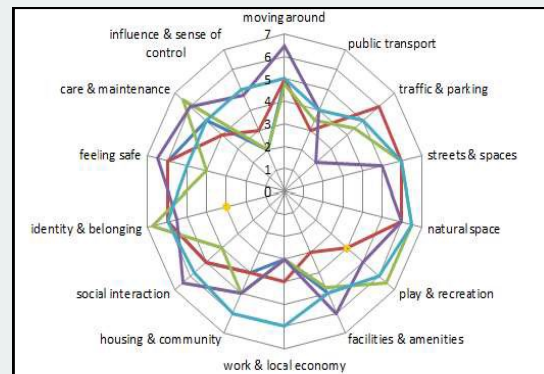


through Community Links supported project to assess wider options and possibilities to improve accessibility.

A strong element of Aspire Arbroath and the Locality Plan exercise is in bringing people together knowing who to ask and who knows what. For spatial planning this is invaluable generating links and understanding of local issues that the next LDP can take

forward – catching and developing local consultation and input from a broad range of sources and responding to it. There is now a local network to share ideas and discuss options.

Angus Council is also promoting the application of the Place Standard tool with spatial and community planning again teaming up the make sure we



get the best from the Council's investment and make the most of the information gathered through analysis and dissemination.

Whilst there are many strategic issues demanding attention, it is good to get to grass roots level, to talk to colleagues and local people and businesses and to get to know each other, what we can offer and what the limitations are. The next stage is to deliver and to be seen to deliver and Aspire Arbroath is up to the challenge... and the next Local Plan will encompass that local ambition.

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Two by-elections in Angus in November 2016 meant that new **elected member training** sessions were undertaken. The work undertaken to support these sessions was particularly useful in considering the elected member training that would need to be undertaken following the upcoming local elections in May 2017.

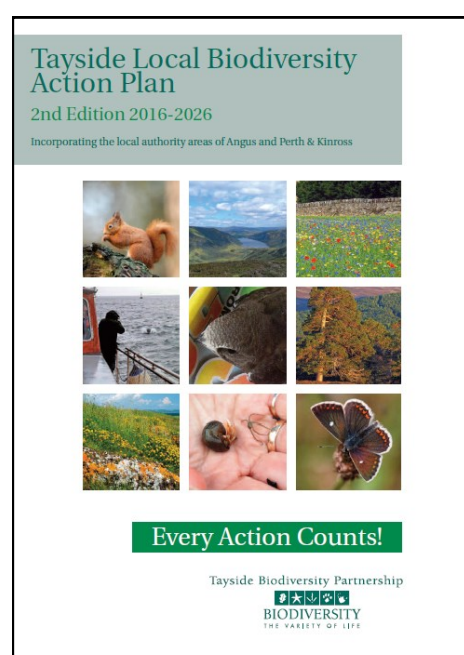
Senior officers within Angus Council have had an active role within **Heads of Planning Scotland (HOPS)** regularly attending and contributing to the work and discussions as part of the Development Management and Development Planning sub-committees. With a significant element of the work of both groups in 2016/17 involving responses to the Planning Review officers from Angus Council supported the chair through coordinating and drafting responses to specific elements that were put forward as part of the overall HOPS response.

The Environment and Development Plan Manager has also represented HOPS 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**. The 2nd Edition Tayside Biodiversity Action Plan (2016-2026) was officially launched in August 2016 supporting the East Haven BioBlitz. Support for an international student placement through the partnership resulted in an audit and biodiversity review of SUDS sites within Angus which provides a useful baseline for future work moving forward.



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

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

The culture of continuous improvement within the Council and the Planning Service enabled one officer to demonstrate such a significant body of work in the last year that they were recognised as an aspiring young talent in the Personal Achievement in Planning section of the Scottish Awards for Quality in Planning.

A number of the **service improvements** set out in the 2015/16 Planning Performance Framework have been completed including the establishment of conservation protocols on Council owned buildings, the publication of advice on solar farm capacity, the publication of update reports for particular applications and a review of Development Management Review Committee procedures.

Other improvements such as the introduction of design awards, a skills audit, and the population of specialist modules in Uniform have taken longer than anticipated, but are in progress.

All other improvements set out are part of a continuing journey of improvement. The review of the Development Plan Scheme and Action Plan was completed, but will need to be considered again as proposals and legislation from the Planning Review emerge. Work on the locality plans will similarly continue, as will the moves towards agile working and back-scanning. The lessons learnt from customer mapping and action learning sets as well as other work have contributed towards determining the proposed service improvements for 2016/17.

Part 2: Supporting evidence

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

- ⇒ [TAYplan Strategic Development Plan publications](#)
- ⇒ [Angus Community Plan and Single Outcome Agreement](#)
- ⇒ [Angus Council Development Plan Scheme 2017](#)
- ⇒ [Angus Local Development Plan 2016](#)
- ⇒ [Angus Local Development Plan Action Programme December 2016](#)
- ⇒ [Angus Countryside Housing Supplementary Guidance](#)
- ⇒ [Angus Developer Contributions & Affordable Housing Supplementary Guidance](#)
- ⇒ [Angus Householder Development Planning Advice Note](#)
- ⇒ [Draft Renewable Energy & Low Carbon Development Supplementary Guidance](#)
- ⇒ [Angus Housing Land Audit 2016](#)
- ⇒ [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](#)
- ⇒ [Montrose South Regeneration Information](#)
- ⇒ [Angus Council Charrette Programme Information](#)
- ⇒ [Sunnyside Development Brief 2017](#)
- ⇒ [Angus Council Draft Local Housing Strategy](#)
- ⇒ [Angus Council School Investment Strategy Report](#)
- ⇒ [Angus Council Shoreline Management Plan 2](#)
- ⇒ [Angus Council Locality Plan Information](#)
- ⇒ [Angus Planning Enforcement Charter](#)

Part 3: Service Improvements 2017-18

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:

- Creating a live Action Programme to show progress with ALDP allocations. To include information on progress, images, programming, and actions.
- Introducing Angus Design Awards to illustrate and incentivise delivery of quality development.
- Working with colleagues across the Council on the production and delivery of locality plans.

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

- Undertaking map based consultation engagement, working with Community Engagement officers using digital engagement tools to inform early interaction and discussion on the ALDP review.
- Developing closer linkages with schools / Colleges / Universities in relation to planning and to inform the ALDP review.
- Reviewing the pre-application enquiry service, and investigating the potential for charging in appropriate circumstances.
- Undertaking a review of and improving social media presence.
- Continuing with customer experience mapping through our most popular channels.

Improve **governance** by:

- Going fully digital with no paper files.
- Progressing agile working policies and procedures in anticipation of office move in November 2017.
- Documenting a risk register for the Planning Service addressing business continuity issues.
- Reviewing payment options and methods for services provided.

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

- Undertaking skills audit of staff within the Planning Service.
- Reviewing procedures for the registration and validation of applications.
- Reviewing enforcement case monitoring procedures.
- Reducing the number of legacy enforcement cases.
- Reducing average timescale for determination of all application types.
- Creating standard templates for Non material variations, Condition Approvals.

Part 3: Service Improvements 2017-18

Delivery of our service improvement actions in 2016-17:

2016/17 Actions — Quality of outcomes:	
<p>Develop the Angus Local Development Plan Action Programme – focusing on delivery with a corporate approach and involvement of developers and infrastructure providers</p> <ul style="list-style-type: none"> Angus Council agreed their response to comments received during consultation on Draft Action Programme at their meeting on 22 October 2016. Draft Action Programme updated and amended as a result of consultation, post examination modifications and to incorporate additional detail. Angus Local Development Plan Action Programme agreed for adoption, submission and publication at Angus Council meeting on 8 December 2016. 	Complete
<p>Introduce Angus Design Awards to illustrate and incentivise delivery of quality development</p> <ul style="list-style-type: none"> The potential of this is still being investigated and considered. 	In progress
<p>Establish conservation protocols on Council owned buildings</p> <ul style="list-style-type: none"> Framework developed in consultation with Historic Environment Scotland, focuses on window replacement. Document will be used as a guide for supporting information for Listen Building Consent applications submitted by Angus Council Property Services. 	Complete
<p>Work with colleagues across Planning and Place on the production of locality plans</p> <ul style="list-style-type: none"> Input into Locality Groups and through specific sessions during the consultation on locality plans has helped to shape both the consultation material and will feed into the final documents. Locality Plans are expected to be published in September 2017. 	In progress
<p>Publish advice on solar farm capacity in Angus</p> <ul style="list-style-type: none"> Work undertaken to produce a Strategic Landscape Capacity Assessment for Solar Energy. The document was agreed at the Council's Development Standards Committee on the 13 September 2016. The document is now a material consideration in determining planning applications. 	Complete

Part 3: Service Improvements 2017-18

2016/17 Actions — Quality of service and engagement:

<p>Undertake a review and carry out improvements to the Planning Service website, including improving our social media presence</p> <ul style="list-style-type: none"> • Significant work undertaken in reorganisation and rewriting of Planning Service website pages, ensuring appropriate linkages are provided between pages. • Social media presence still requires to be addressed. 	In progress
<p>Undertake a fundamental Review of the Development Plan Scheme including the Participation Statement to ensure it is fit for purpose for the review of the Angus Local Development Plan</p> <ul style="list-style-type: none"> • The Development Plan scheme has been fundamentally reviewed and was agreed at Angus Council in March 2017. • The Development Plan Scheme will be reviewed annually and more fundamentally amended as a result of emerging changes through the Planning Review and emerging legislation. 	Complete
<p>Undertake reviews of customer experience and map customer experience through our most popular channels</p> <ul style="list-style-type: none"> • Explored through a workshop session at the Developer's Forum in December 2016 and through discussions with individual applicants throughout the year. • Considering more formal sessions with individual applicants or documented mapping moving forward 	In progress
<p>Produce update reports through the Development Management process to communicate more effectively with agents/applicants</p> <ul style="list-style-type: none"> • Update reports now produced where considered appropriate. 	Complete

Part 3: Service Improvements 2017-18

2016/17 Actions — Governance:		
Undertake a review of Development Management Review Committee procedures and protocols	Complete	
<ul style="list-style-type: none"> Review of procedures and protocols undertaken. Review of other authorities procedures and protocols undertaken including site visit to Perth and Kinross Development Management Review Committee. Procedures and Protocols produced to be implemented following local government elections. 		
Continue with the back scanning of paper case files in Development Management	Complete	
<ul style="list-style-type: none"> Significant progress made in back scanning of files. Potential office move in November 2017 has provided additional focus. Significant progress made in disposal of material. 		
Make progress on agile working policies and procedures	In progress	
<ul style="list-style-type: none"> Some agile working practices have been introduced. Further progress will be made when the Planning Service relocates in its entirety in November 2017. 		
2016/17 Actions — Culture of continuous improvement:		
Undertake a skills audit of staff within the Planning Service	In progress	
<ul style="list-style-type: none"> Skills audit still being considered. Delays due to corporate skills audit progress 		
Instigate Development Management Action Learning Sets to allow beneficial discussion of cases and ensure early resolution of identified issues	Complete	
<ul style="list-style-type: none"> Action Learning sets now used to consider particular cases 		
Populate the Tree Preservation Order and Listed Building modules in Uniform	In progress	
<ul style="list-style-type: none"> Officers have worked with support staff who are now populating modules 		
Improve reporting to Development Standards Committee on Developer Contributions to detail where spend has occurred	In progress	
<ul style="list-style-type: none"> Report expanded where possible . Further work needed with other departments to ensure appropriate reporting. 		

Part 4: National Headline Indicators

Key outcomes	2016-17	2015-16
Development Planning:		
Age of strategic development plan at end of reporting period Requirement: less than 5 years	4 years 9 months	3 years 9 months
Age of local development plan at end of reporting period Requirement: less than 5 years	6 months	7 years 1 month
Will the local/strategic development plan(s) be replaced by their 5 th anniversary according to the current development plan scheme?	Y	No LP/LDP Yes SDP
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	4895 units	5015 units
5-year effective housing land supply	3324 units	3399 units
5-year housing supply target	1570 units	1650 units
5-year effective housing land supply (to one decimal place)	10.6 years	10.3 years
Housing approvals	812 units	267 units
Housing completions over the last 5 years	976 units	999 units
Marketable employment land supply	43.57 ha	43.56 Ha
Employment land take-up during reporting year	1.5 ha	1.5 Ha

Part 4: National Headline Indicators

Key outcomes	2016-17	2015-16
Development Management		
Project Planning		
Percentage and number of applications subject to pre-application advice	33% 208	47% n/a
Percentage and number of major applications subject to processing agreement	60% 3	33% 2
Decision-making		
Application approval rate	96.4%	94.8%
Delegation rate	97.3%	96.5%
Validation		
Percentage of applications valid upon receipt	56%	n/a
Decision-making timescales		
Average number of weeks to decision:		
Major developments	20.0	22.0
Local developments (non-householder)	8.4	11.1
Householder developments	7.2	6.7
Legacy Cases		
Number cleared during reporting period	5	10
Number remaining	4	7
Enforcement		
time since enforcement charter published / reviewed Requirement: review every 2 years	0 Months	12 Months

Part 4: National Headline Indicators

Commentary on National Headline Indicators

At the 31 March 2017, it had been 4 years and 9 months since the TAYplan Strategic Development Plan was approved in 2012. In accordance with the TAYplan Development Plan Scheme, the review of the document was submitted for examination in June 2016. A hearing was held on 13 December 2017 with a report of examination received on 8 March 2017.

The Angus Local Development Plan was adopted in September 2016 ensuring that at the end of the reporting period the Plan was 6 months old. The timetable set out in the Development Plan Scheme 2016 was adhered to and engagement / consultation commitments set out were met during the year.

Both the established housing land supply and the 5 year effective housing land supply have decreased slightly since 2015/16, but the 5 year effective housing land supply has increased from 10.3 years to 10.6 years. A significant number of housing developments were approved in 2016/17, about three times as many as the previous year. This is largely due to a number of significant sites from the Local Development Plan coming forward and being approved.

Housing completions over the last year have remained fairly steady, as has the marketable employment land supply and employment land take up.

The percentage of applications subject to pre-application advice has fallen, but is still more than was reported in 2014/15 (29%). The application approval rate has risen slightly, as has the delegation rate with 97.3% of applications being delegated for determination by the Service Manager (Planning).

The average number of weeks to decision for major developments has continued to improve from 34.1 weeks in 2014/15 to 22.0 weeks in 2015/16 and 20.0 weeks in 2016/17.

Further legacy cases have been cleared including applications that were subject to Ministerial Direction and Judicial Review. Two legacy cases remain from previous years which relate to the progression of a called-in applications and an application directly associated with the called-in proposal. Two further legacy cases have been added this year, but work will continue to ensure that these are cleared as soon as possible.

Part 5: Official Statistics

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

Category	Total Number of Decisions	Average timescale (weeks)	
	2016-2017	2016-2017	2015-2016
Major developments	5	20	22.0
Local developments (non-householder)	329	8.4	11.1
• Local: less than 2 months	79.3%	7.2	7.3
• Local: more than 2 months	20.7%	12.9	17.5
Householder developments	313	7.2	6.7
• Local: less than 2 months	97.8%	7.1	6.5
• Local: more than 2 months	2.2%	11.4	13.4
Housing developments			
Major	0	0	24.9
Local housing developments	161	8.5	11.4
• Local: less than 2 months	79.5%	7.2	7.2
• Local: more than 2 months	20.5%	13.5	18.5
Business and industry			
Major	3	22.4	0
Local business and industry	91	8.4	9.3
• Local: less than 2 months	80.2%	7.4	7.3
• Local: more than 2 months	19.8%	12.6	13.5

Part 5: Official Statistics

Category	Total No. of Decisions	Average timescale (weeks)	
	2016-2017	2016-2017	2015-2016
Other consents	124	7.5	8.8
Planning/legal agreements	12	14.2	22.9
Major: average time	2	22.5	43.9
Local: average time	10	12.6	20.3
Local reviews	9	8	11.4

B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2016-17		2015-2016	
		No.	%	No.	%
Local reviews	9	9	100	9	64.3
Appeals to Scottish Ministers	4	1	25	2	66.7

C: Enforcement activity

	2016-17	2015-16
Complaints lodged	281	n/a
Cases taken up	260	225
Breaches identified	141	170
Cases resolved	106	148
Notices served	55	30
Reports to Procurator Fiscal	1	0
Prosecutions	0	0

Part 5: Official Statistics

D: Context

The number of applications subject to pre-application advice has decreased. The application approval rate has risen slightly to 96.4%, as has the delegation rate, with 97.3% of applications being delegated for determination by the Service Manager (Planning). The average number of weeks to decision for major developments has improved from 22.0 weeks to 20 weeks. Further legacy cases have been cleared during the period. Local non-householder development performance has significantly improved from an average time of 11.1 weeks reduced to 8.4 weeks.

Performance for local business and industry developments has improved from an average time of 9.3 weeks to 8.4 weeks. Householder performance over the year has declined from 6.3 weeks to 7.2 weeks. This can be explained by the introduction of a trial period in which the relevant officers were asked to take a more active role in enforcement matters resulting in a dip in performance in Q1 and Q2. In Q3 and Q4 however this situation has been rectified with Q4 average time of 5.7 weeks for householder applications.

The average timescales taken to progress applications subject to planning / legal agreements has significantly reduced for both major and local applications. This is especially profound given that the average timescale for major application subject to a legal agreement has reduced from 91.8 weeks in 2014/15 to 43.9 weeks in 2015/16 and is now 22.5 weeks. Similarly, the average timescale for local applications subject to a legal agreement has reduced from 58 weeks in 2014/15 to 20.3 weeks in 2015/16 to 12.6 weeks in 2016/17. This is largely due to measures put in place to ensure there are no unnecessary delays in issuing decisions on applications subject to a planning obligation.

The average timescales for local reviews to be determined by the Council's Development Management Review Committee has also decreased from 11.4 weeks in 2015/16 to 8 weeks in 2016/17.

Whilst the number of Enforcement breaches identified has reduced and the number of cases cleared has also reduced, the severity and nature of breaches identified is reflected in the rise in notices served and reports to the Procurator Fiscal.

Part 6: Workforce Information

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

		DM	EDP	Enforce- ment	Other
Managers/Team Leaders	No. Posts	1	1	0	1
	Vacant	0	0	0	0
Main grade posts	No. Posts	8	11	2	0
	Vacant	1	0	0	0
Technician	No. Posts	2	0	0	0
	Vacant	0	0	0	0
Office Support/ Clerical	No. Posts	0	0	0	5
	Vacant	0	0	0	0
TOTAL		12	12	2	6

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

Additional support staff contribute to the work of the Planning Service from a Directorate Business Support Unit.

Part 6: Workforce Information

Staff Age Profile	Number
Under 30	2
30-39	7
40-49	10
50 and over	13

Committee & Site Visits	Number per year
Full council meetings	2
Planning committees	10
Area committees (where relevant)	0
Committee site visits	0
LRB	8
LRB site visits	3

