

# Planning Performance Framework

2018/19

**Angus Council**

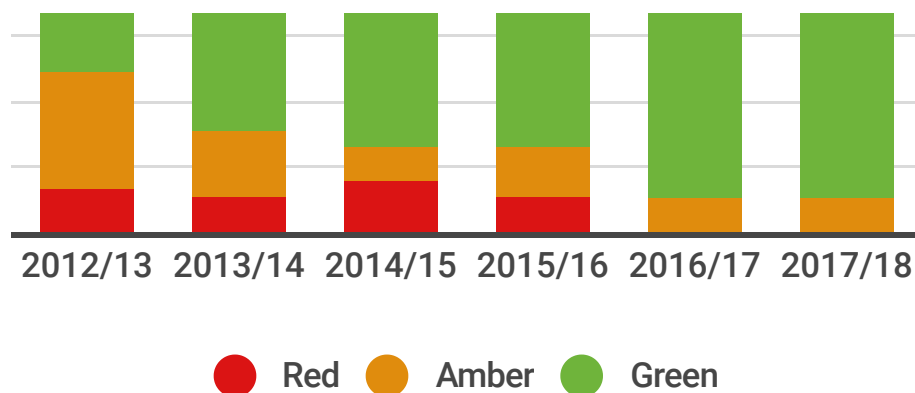
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# Introduction

This is Angus Council's eighth Planning Performance Framework (PPF), which covers the period from 1 April 2018 to 31 March 2019. The document builds on the preceding Planning Performance Frameworks and the positive feedback received in previous years.

In 2018 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 Communities 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.

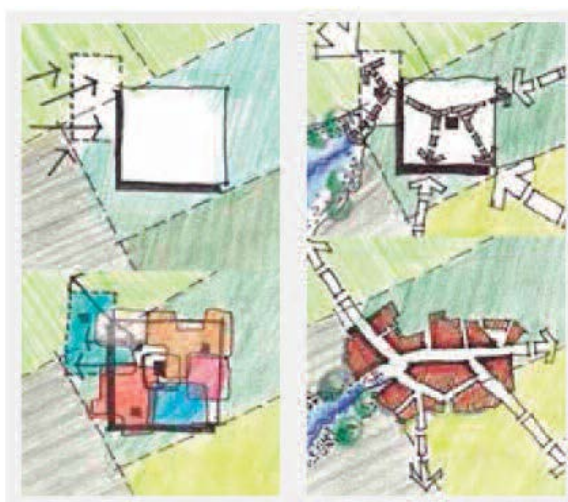


# Quality of Outcomes

Angus Council's planning service continues to deliver high quality outcomes, helping to deliver high quality development on the ground, adding value through the application process and recording high levels of customer satisfaction indicated in post-application surveys.

Planning Officers use up-to-date policy and guidance including the Angus Local Development Plan (ALDP) and Supplementary Guidance. The Design Quality & Placemaking Supplementary Guidance was adopted in October 2018. This Supplementary Guidance supports the implementation of Policy DS3 of the ALDP by promoting the creation of better quality buildings and places. It sets out the Council's expectations for the design of new development and how these should be achieved. The document advocates a design led approach to developing proposals and the need to demonstrate an understanding of the site and its wider context. It also sets out specific design requirements to ensure that places meet the design qualities distinct in character, safe and pleasant, well connected, adaptable and resource efficient. The adoption of this document completes the adoption of all the Supplementary Guidance identified in the Action Programme. The 2016 Developer Contributions and Affordable Housing Supplementary Guidance was also reviewed at the same time and an updated version adopted in October 2018.

Planning Advice Notes provide best practice guidance on how to meet the requirements of the ALDP and Supplementary Guidance. Following a review updated Advice Notes on Telecommunications developments (5/2018), Residential care homes (4/2018), Planning and contaminated land (3/2018), Hot food takeaways (2/2018) and Advertising in the rural area (1/2018) were published.



Source: TAYplan



# Quality of Outcomes

Development Briefs support the ALDP and provide greater efficiency to the application process by setting out the design principles for identified sites at an early stage. In early 2018, the Development Standards Committee agreed a new process by which Development Briefs would be drafted and approved.

Work has been undertaken to draft development principles for site at land between Blairs Road and Dundee Street in Letham, including initial consultation with Local Members. The site is 4.4 ha of land on the edge of the village of Letham allocated for the development of around 20 dwellings.

Work has also commenced by the landowner/developer in collaboration with Angus Council for a site at Crudie Farm, Arbirlot Road West in Arbroath. This site is 5ha of land allocated for residential development of around 120 dwellings in the period 2021 – 2026. Offices from across Services have been involved in providing assistance and guidance to the landowner and their agent on the implications to take into account for a phased site particularly in relation to open space. This will be reported to the Development Standards Committee during 2019/2020.

The Planning Service continues to work with the Council's Housing and Property Services to bring forward new and regenerated housing sites. Two of the four sites for the regeneration of the Timmergreens area of Arbroath have advanced to full applications for planning permission determined in early 2019 (see Case Study 4). The remaining two sites are at advanced pre-application enquiry stage where there have been discussions about designs and layouts to facilitate high quality development with good urban design and placemaking principles.

The former Damacre Centre in Brechin and Guthrie Hill in Arbroath have been granted planning permission and are under construction. Chapelpark School in Forfar was completed in 2018 and subsequently been nominated for an Angus Design Award in the Best Restoration/ Conversion category. Ensuring high quality development in these locations is contributing to the 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.

# Quality of Outcomes

In 2018/19 the Planning Officer (Built Heritage) has focused on the review of Angus built heritage guidance, including appraisals and management plans for the 19 conservation areas. To support wider objectives a new approach has been developed and agreed by the Council's Communities Committee in January 2019. It comprises three interrelated elements.

- revised and updated guidance on built heritage in Angus, which promotes a 'stewardship' approach including: retention and repair first; replacement only when necessary; reinstatement of original features; and, reuse of buildings ahead of demolition and redevelopment. The guidance includes the encouragement of proper maintenance of traditional and historic buildings using good building practices, and the need to address energy efficiency and climate change adaptation. It has been developed as accessible web content which will go live in April 2019 and will replace older, redundant advice.
- the preparation of conservation management guidelines with content relevant to all Angus conservation areas covering Form and Layout of Places, Construction, Architectural Details and Modern Installations is being progressed. The primary intention is to provide clear and consistent advice to aid the submission and assessment of planning and listed building consent applications and take us towards a common understanding of the issues and solutions among all parties. They will take account of the significant review of policy undertaken by Historic Environment Scotland in the last year, to which our officer has contributed.
- Developing a partnership approach to the preparation of appraisals and character statements in collaboration with local people and groups interested in the history and special character of the conservation areas in their places. The contribution heritage makes to the local and tourism economies will also form part of this work. The use of digital technologies to display the information in an engaging format will meet wider Council, LOIP and Locality Plan objectives. The potential of external funding to support this work will also be explored.

There have also been discussions with Historic Environment Scotland regarding clarification of Angus heritage designations and developing the internal document management record for designated sites.

# Quality of Outcomes

"Turning the Plastic Tide" is a two-year initiative run by the East Grampian Coastal Partnership which aims to encourage greater participation in community beach cleans in the North East of Scotland. Funded by European Maritime and Fisheries Fund (EMFF) and a range of partners including Angus Council, the project covers Angus as far south as East Haven. The Environment Team continue to use "Shaping Angus - Social Pinpoint" to engage communities along the Angus coast through the project Turning the #plastic tide Angus - Help us clean up our coast. Communities can report marine litter hotspots; share upcoming beach cleans and can share their experiences of cleaning up the coast. The engagement page has had 194 visits.

In 2018 Angus Council launched the "Species & Habitats Champion" programme. At present, almost half (15) local elected members represent 30 species and habitats. The champions have pledged their support for local biodiversity; have engaged in projects in the Tayside Local Biodiversity Action Plan 2016 -26. In 2018/19 the species champions have carried out awareness raising with local communities, businesses and schools. Champions have engaged in a diverse range of activities including topics such as marine litter, coastal erosion, farmland management, invasive non-native species, meadow creation, pollinators, natural flood management and local and UK priority species. In 2019 the programme has been expanded to include schools across Angus and we currently have marine litter, swift, small blue butterfly and wildcat champions.

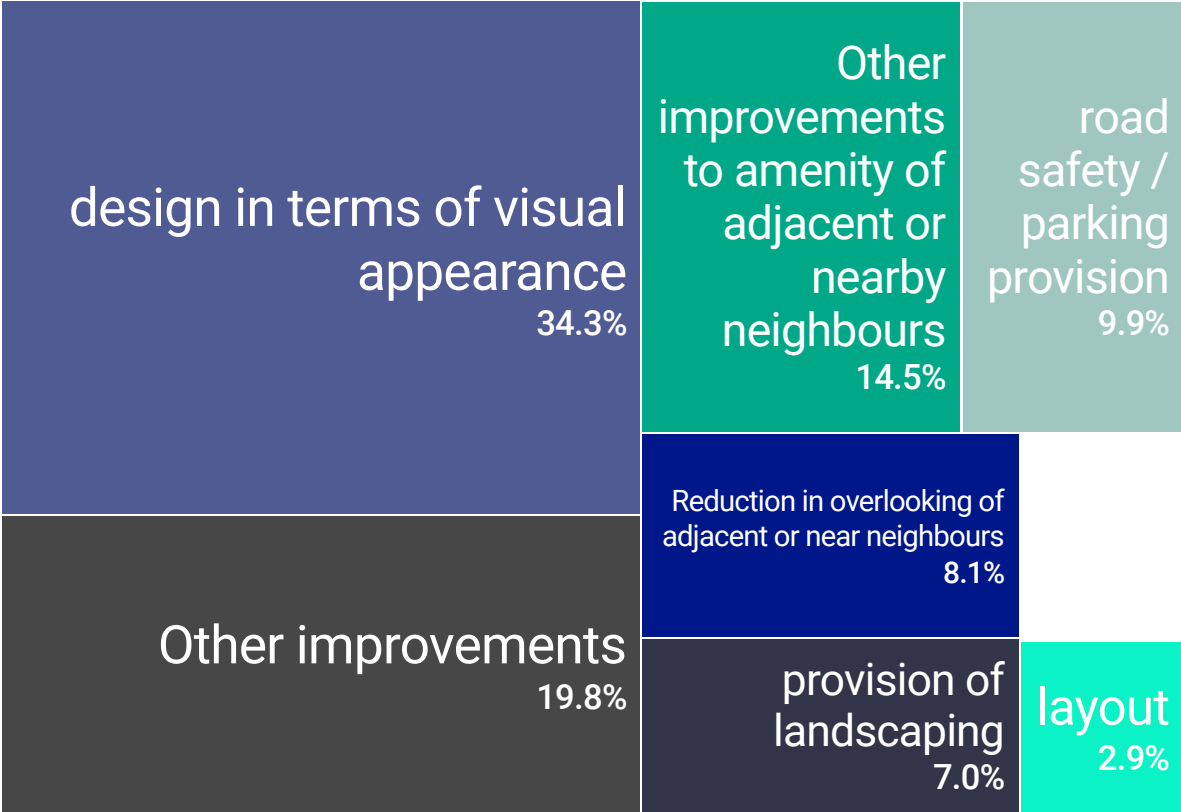
Angus Council engage with external stakeholders to deliver climate change adaptation projects. Good practice is shared with member officer groups, the Community Planning Partnership and the Scottish Government through the Local Outcome Improvement Plan and mandatory climate change reporting.

The Glen Clova Contour Planting Project is one such project. In 2018 approx. £3.2M was secured by grant funding to plant 165Ha of trees planting, a mixture of broadleaf and commercial forestry. The total number of trees planted will be around 264,000. This is a collaborative project with the three main landowners in Glen Clova working towards a common aim. The tree planting will work as a Natural Flood Management scheme by reducing the rate of water runoff into the river, flattening peak flows, increasing water storage in upland areas, and improving the sustainability of agriculture in the glen and flood resilience in the lower catchment.

# Quality of Outcomes

Development Management officers work to ensure added value on all applications. This continues to be 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. In many instances this is where Planning Service Officers have negotiated improvements in schemes to ensure the best outcomes for all.

Ongoing analysis shows that approximately 59.9% of planning applications benefitted from added value measures by negotiated amendments or other improvements during the planning process. This is higher than last year (45%), and all previous years (55%, 43%, 33%, 40% and 33% respectively). In 2018/19 the most frequent improvements were again in relation to design in terms of visual appearance (34.3%), improvements to amenity of adjacent or nearby neighbours (14.5%) and improvements in road safety/parking provision (9.9%).



Added value measures negotiated through the Planning Process

## Baker Hughes General Electric

### Location and dates:

Montrose.

Pre application and application  
2017/18, delivery 2018/19

### Elements of a High Quality Planning Service:

- Quality of outcomes

### Key areas of work

- Economic Development
- Collaborative Working

### Key Markers:

1, 2, 3, 12

### Stakeholders involved

- General Public
- Authority Planning Staff
- Other - Scottish Government
- Key Agencies
- Authority Other Staff

### Overview

The Planning Service was engaged at an early stage in an international site selection process and the formulation of a development proposal for an international centre of excellence for subsea oil and gas. 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 development of the erection of a new workshop, test facilities and yard with ancillary office accommodation was received in early 2018. This proposal saw the formation of a building of 4760sqm area within the company's 35 acre site at Charleton Road that would be a 'Centre of Excellence' producing Subsea equipment for the oil and gas industry. The equipment would be assembled and tested in the Centre of Excellence operating a 24hr shift pattern. Early engagement in the pre-application process and involvement of the Roads, Environmental Health and Flood Risk services at an early stage ensured that the application was submitted with all the necessary information and was determined quickly and efficiently with permission granted in June 2018.





## Goals

The development represents a £31million investment from a multi-national company in Angus, securing around 100 new jobs for the area and will see the creation of a manufacturing centre of excellence, based at the company's existing location in Montrose. The 35-acre site will include test and assembly, research and development (R&D) and workforce training facilities leading to world-wide and world class skills and manufacturing training in Angus. The growth comes with Scottish Government investment of £4.9 million from Scottish Enterprise and follows a lengthy period of discussion and partnership work between Baker Hughes, Angus Council and Scottish Enterprise.

The centre of excellence will be among the most advanced facilities of its kind anywhere in the world and will pioneer state-of-the-art manufacturing processes, such as virtual reality tools, industrial 3D printing, automation and sensor-equipped machines. Research and development activities will focus on bringing new technologies to market that reduce costs, enhance productivity and lower the carbon footprint of oil and gas operations in some of the world's most demanding offshore and onshore environments.

## Outcomes

The development has resulted in a comprehensive expansion to the site with extensions to existing warehouses, erection of a new workshop and test facilities and the development of an equipment yard with office accommodation. The facilities have seen construction of additional manufacturing capacity that will build precision engineered equipment to service the global oil industry and ensure environments are protected whilst oil is extracted.

The development reinforces the strategic vision of Montrose and North Angus as a hub for world class industries, adding to the existing Baker Hughes/GE facility, Glaxo Smith Kline and the expanding Montrose Port. This is supported by investment on the Montrose spine road to improve traffic flows and road safety and support economic development in the town, allowing Montrose to be connected to its port, rail links and road links in a way that makes it possible to attract business to Angus.

The positive engagement of the Planning and Communities Service and continued co-operation of the wider service (including Building Standards and Communities) has helped to secure investment in Montrose. The continued joint working between the Council and BHGE following the signing of a Memorandum of Understanding will continue to deliver significant benefits for Angus and Scotland.

## Key Officer

Damian Brennan - Planning Officer (Development Standards)

## Angus Design Awards

### Location and dates:

Angus wide.

Early 2018 conception and planning

Early 2019 award ceremony

### Elements of a High Quality Planning Service:

### Key areas of work

- Design
- Place Making

### Key Markers:

1, 2, 3, 14

### Stakeholders involved

- General Public
- Authority Planning Staff
- Local Developers
- Hard to reach groups
- Authority Other Staff

## Overview

Following a 10 year hiatus, a project began in early 2018 to re-launch the Angus Design Awards. The awards are an opportunity to recognise and celebrate the very best of building design, development and restoration in Angus. Works completed between 1 November 2008 and 31 October 2018 were to be considered for the awards.

The competition sought to find buildings or developments that are distinctive, respond well to their location, are safe and pleasant, well-connected and sustainable. Four judges selected a single project for commendation within four award categories: New build - single house; New build - all development (excluding single houses); Extension to an existing building; and, Restoration/conversion of an existing building. The public then decided the overall winner from the judge's shortlist through a voting process hosted by the Courier newspaper. The judges were Phillip Long (Director of the V&A Dundee), Lucy Byatt (Director of Hospitalfield Arts Centre Arbroath), Graham Brown (chief reporter at the Courier) and Margo Williamson (Chief Executive of Angus Council).



## Goals

The aim of the Design Awards, which will now operate on a more frequent cycle, is to inspire and encourage exceptional design quality in future proposals. This is in line with Angus Council's Community Plan (LOIP) to provide an enhanced, protected and enjoyed natural and built environment and the overreaching corporate vision to make Angus a great place to live, work and visit.



## Outcomes

The project has demonstrated that in Angus there are talented designers and developers who recognise the benefits of good design. The awards provide an opportunity to recognise the exceptional development that has taken place over the last ten years and the positive contribution that has been made to our environment. The awards allow the public to take part and vote for the overall winner generating interest in design issues in the general public, and has enhanced the good working relationship between Angus Council, key local development companies who sponsored the awards, and the local press, which was instrumental in ensuring strong public engagement. The awards ceremony will take place in April 2019 where the winners will be announced.

## Key Officer

Alan Hunter - Manager - Development Standards

## Accessible Arbroath

### Location and dates:

Arbroath.

2018 Feasibility Study

2019 Final Report.

### Elements of a High Quality Planning Service:

- Quality of outcomes
- Quality of service and engagement
- Governance

### Key areas of work

- Community Engagement
- Active Travel

### Key Markers:

3, 6, 9, 10 and 13

### Stakeholders involved

- General Public
- Authority Planning Staff
- Hard to reach groups
- Authority Other Staff

## Overview

The project sought to establish an Active Travel Corridor through the town of Arbroath including the removal of sections of the dual carriageway of the A92 and the formation of a cycleway and footway with improved public spaces.

From a 2018-19 feasibility study, this project has continued to evolve focusing on reallocation of road space for cycle, pedestrian and place making uses in Arbroath. This project responds to community events (Locality Events, Town Centre Design Charrette and Accessible Arbroath project) where the dual carriageway section of the A92 through the town was identified as causing severance, dislocation and accessibility issues. In response Angus Council progressed a Community Links funded project (Accessible Arbroath) and was successful in competing for funding the Community Links Plus Programme. Throughout this project the emphasis has been on participation – from the community, local authority staff, elected members and businesses and organisations in the town. It is a potentially transformative project for Arbroath and builds on established partnership working.



## Goals

The goal is to establish an Active Travel Corridor through Arbroath, accessible to all and connecting destinations along the route. This would improve pedestrian accessibility in the town reconnecting those areas and facilities severed by the route and creating a seafront people want to use. Additionally it would help:

- Climate Change through decarbonisation and modal shift;
- Enhance health and wellbeing through creating and encouraging opportunities for active travel, access to good quality open space, social interaction
- Develop the use of public transport and national active travel routes that link the town to the wider area and supporting planned investment in seafront facilities;
- Increase footfall (resident and visitor) on the High Street;
- Promote and enhance the coastal section of Angus Blue Green Network.

## Outcomes

The Accessible Arbroath Report has demonstrated it is possible to meet current and projected travel flow with single lanes and appropriate junction improvements and timed light system. This means that pedestrians and cyclists can be given parity in accordance with the Road user hierarchy and Designing Streets. The Active Travel Active Town submission was made to Sustrans in June 2018 and was awarded further funding under the competitive Community Links Plus Initiative. This stage focussed on public participation and addressing access for all issues with a series of events, use of social media and targeted workshops on Behavioural Change and Place Standard. These informed the final report prepared by Aecom, with support from officers from across the Council, and will be presented to a judging panel in June 2019.

## Key Officer

Isabelle Davies - Planning Officer (Strategic Planning)



## Timmergreens Regeneration Project

### Location and dates:

Arbroath.

2018 Pre-app to 2018/2019 planning applications to 2022 estimated delivery.

### Key areas of work

- Affordable Housing
- Planning Applications

### Stakeholders involved

- General Public
- Authority Planning Staff
- Planning Committee

### Elements of a High Quality Planning Service:

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

### Key Markers:

1, 2, 3, 12

- Hard to reach groups
- Authority Other Staff

## Overview

A £25million project to deliver up to 125 affordable homes over 4 sites in the Timmergreens area of Arbroath. This includes the removal of derelict, outdated and substandard 1960's to provide a mix of modern one and two storey cottages and cottage flats, as informed by housing need information.



## Goals

This proposal represents a significant investment by the Council to remove dated derelict housing unfit-for-purpose and deliver new affordable houses that respond well to their location, are safe and pleasant, well-connected and sustainable. The proposals will also improve the quality of open space as a result of the development in areas where the current quality of that open space is identified as low value in an Open Space Audit. Improvements to active transport links are also proposed at all sites.

The Planning Service was engaged at an early stage in the formulation of the re-development proposal with a dedicated liaison officer identified giving a single point of contact. That officer facilitated round-table meetings with the Roads, Parks & Burial Ground and Flood Risk services to identify issues and to ensure that the applicant was aware of information that would be required to support planning applications. Advice was provided and amendments negotiated to ensure compliance with the Design Quality and Placemaking Supplementary Guidance and other relevant policies.

## Outcomes

Following the conclusion of the pre-application stages for two of the four housing sites, planning applications for the Emslaw and Muirton sites were submitted. Those applications will be determined early to mid-2019, with the estimated project completion over all 4 sites scheduled for 2022.

The developments will provide new, high-quality, affordable housing through the removal of dereliction and substandard housing on developed sites. The quality of open space will be improved and active transport links will be enhanced.

## Key Officer

Fraser MacKenzie - Planning Officer (Development Standards)

# Quality of Service and Engagement



Throughout 2018/19 work has continued on the implementation of the adopted Angus Local Development Plan (2016) and the actions identified in the Action Programme. This has included a continued focus on working with landowners and developers of allocated sites to assist in bringing them forward and maintaining an online development delivery database.

Following extensive consultation with key stakeholders, Angus Council adopted new Supplementary Guidance in November 2018 on Design Quality and Placemaking. In addition, following the publication of updated School Rolls Forecasting data in June 2018, the Council also carried out consultation on an updated Developer Contributions and Affordable Housing Supplementary Guidance. These guidance documents were subsequently adopted in October 2018.

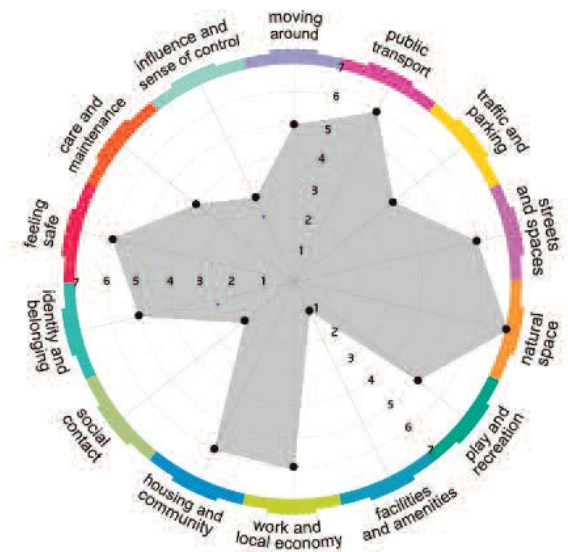
Other Angus Local Development Plan implementation projects that have commenced in 2018/2019 include the Blue and Green Network Guidance (Case Study 5) and Local Landscape Areas in Angus (Case Study 6).

In order to improve engagement in the upcoming review of the Local Development Plan, the Planning Service have worked with Abertay University to develop promotional video clips. These clips try to break down some of the barriers planning terminology often presents to non-planners, and their production has resulted in some different perspectives on engagement which will be progressed through AngusPlan (the review of the Local Development Plan). The integration of the Communities teams (who have a specific remit of working with community groups across Angus) within Planning and Communities has brought significant benefit to this process, which are expected to increase over time.

The Planning and Communities Service also continues as Place Standard Lead for Angus Council, promoting the corporate use and development of the Place Standard Tool. This is of increasing significance in light of the recent adoption of the Place Principle and meeting the National Performance Framework.

# Quality of Service and Engagement

Officer training in the use of Place Standard across the Council, including a specific session with the Development Plan and Community Planning teams in June 2018, has led to its use to inform a number of community based initiatives and projects. Further opportunity exists through the AngusPlan to use the Place Standard Tool in developing place based approaches responding to community input and promoting collaborative working. This approach, as promoted by the Cabinet Secretary for Communities and Local Government, provides the means for the Planning Service to take a central role in developing safe, empowered communities and address inequality.



Partnership working, which is at the heart of good planning is established within the Council. Application of the Place Standard Tool and Place Principle across the Council and its partners will be challenging but the Planning and Communities Service can help coordinate the effective delivery of better places.

The Angus Development Plan Scheme 2019/2020 was published in March 2019 and sets out a vision and timetable for progressing “AngusPlan” the Local Development Plan review towards adoption in 2021. The project plan for AngusPlan continues to take on board key themes and aspirations set out in the Planning Scotland Bill.



One of the strong themes emerging from the Planning Bill is the closer alignment between Community Planning and land use planning. In April 2018, the Communities team was integrated with the Development Plan team under a single manager.

This structure has allowed us to broaden the remit for our Plan to incorporate wider considerations and to bring the Plan much closer to the high level aspirations and ambitions for Angus set out in the Community Plan (Local Outcome Improvement Plan) and Locality Plans.

The approach to AngusPlan articulated in the Development Plan Scheme will take a fundamental look at our desire for growth, the capacity of settlements to accommodate growth, the relationships between settlements, the future and function of our rural area and will also incorporate actions in the existing Action Programme to review development and town centre boundaries.



# Quality of Service and Engagement

The DPS sets out that engagement on our plan will be focussed around broad themes pertinent to a place to ensure we are able to clearly identify opportunities and a long term vision for that place rather than just areas of growth. This will provide a clearer framework for future action for physical change for communities, partners and the Council and coordinate opportunities.

We will continue to use our Social Pinpoint© community engagement platform that was procured in March 2018. Since the platform was procured, it has been used to engage people in a number of projects including Accessible Arbroath, several environmental projects and a specific questionnaire engagement with developers about current and future housing market demand in Angus.



Social Pinpoint will be used in conjunction with specific stakeholder sessions and will allow 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 and this feature is likely to be a key component as we develop the Plan.

Additional training in respect of community engagement has been arranged for both the Development Plan team and Community Planning team in early April 2019. This training is to be run by Planning Aid Scotland (PAS) and is intended to provide staff with a better understanding on how to undertake effective community engagement, what techniques may be appropriate and how to develop and undertake a successful engagement session in the context of preparing a development plan.

On 22 March 2019, the Development Plan team hosted an AngusPlan drop-in session for elected members in advance of publication of the 2019/2020 Development Plan Scheme. A number of elected members attended the event to hear about how the plan will develop and the programme for the next 12 months. Information was also provided to the elected members on how they will be involved during the plan preparation period. The event also provided an early opportunity for elected members to have a discussion with officers around certain topics / issues AngusPlan will have to consider, such as the strategy for rural development and housing in the countryside. Feedback from the event was very positive from staff and elected members.



# Quality of Service and Engagement

High level stakeholder engagement as part of the 2018 Housing Land Audit was once again undertaken by the Planning Service. The gathering of accurate programming information in relation to development delivery sites allowed the Council and Homes for Scotland to reach general agreement on all sites in the 2018 audit. The period from publication of the draft audit to finalising the final version of the audit was approximately 12 weeks.

Development Plan and Development Management officers continue to attend biannual 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 now include key infrastructure providers including Scottish Water and focus on the delivery of the SHIP. The SHIP is reviewed annually by the Council's Housing Service with development plan officers project development group.

In 2018/19, the Planning Service continued to lead on the development of the corporate Climate Change Member Officer Group (CCMOG) within the Council. The CCMOG, supported by three Working Groups, focuses on adaptation, carbon reduction and sustainable development. Continuing priority work underway includes: a new area wide Sustainable Energy and Climate Action Plan; the development of an Adaptation Action Plan, further development of the Carbon Management 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. Sharing Good Practice and training for staff and elected members has been delivered on carbon sequestration, reforestation and natural flood management and the Council led events throughout Climate Week 2018.

In September 2018, the Environment Team played an integral part in organising and running the Angus Coastal Festival which took place over a ten day period. The purpose of the festival was to raise awareness of coastal habitats, species and issues including climate change and marine litter. The event was guided by the Tayside Local Biodiversity Action Plan 2016-26. The event attracted 700 participants at 43 events in 14 locations.



# Quality of Service and Engagement

21 partner agencies were involved and 126 school children took part in beach cleans and natural heritage activities. Angus Council were invited to present a poster on the Angus Coastal Festival at the Scottish Government's first ever Scottish International Marine Conference 2018, the focus being on how the community were engaged in environmental action and learning.

The Environment Team in the Planning and Communities Service also continues to facilitate a partnership project called "Our Rivers" LEADER Transnational Cooperation Project through the River South Esk Catchment Partnership. This project has secured £70k of EU LEADER funding, with the overall purpose of the project to facilitate the creation of resilient, innovative and prosperous communities on a landscape scale. The project continues to focus on collaborative river management, invasive non-native species control, climate change resilience, community volunteering, and wildlife/nature/cultural tourism.

Transnational meetings in Angus and Finland will also see river twinning initiatives, stakeholder and community workshops and cultural heritage infrastructure development.

The Development Standards Team has continued to provide free pre-application advice for all types of development proposals and on the need for planning permission. The pre-application service will also draw on advice from internal Council services as well as statutory consultees to determine what information should be submitted in support of a planning application. Officers will also discuss any developer contribution requirements in line with the Council's Supplementary Guidance. Whilst 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, use of the service from late 2019 will incur a charge (further details are available in the Governance section). The Planning Service sets a target to respond to pre-application enquiries within 15-working days.



## 13 Working days

Average response time  
for pre-application  
enquiry 2018/19

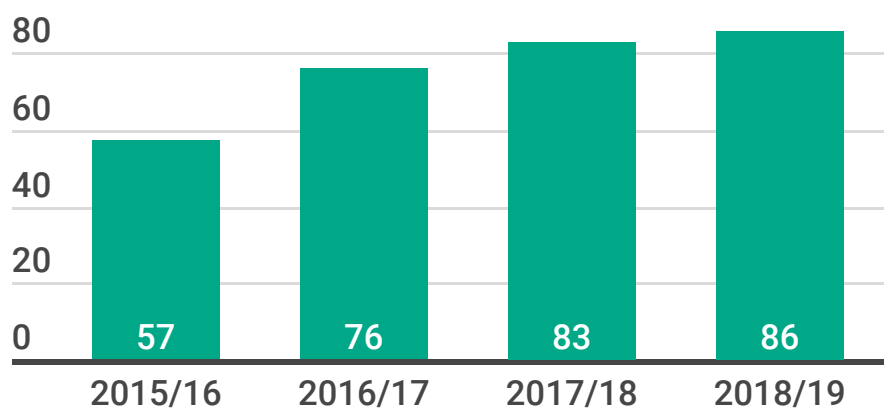
The Planning Service continues to support planning "surgeries" in Monifieth and Montrose. Development Management staff are available in these locations every two weeks to discuss any planning related issues with members of the public. The planning surgeries are a valued opportunity to increase accessibility to the service for the customer. Corporately, the Council continues to promote agile working. In the context of the Planning Service this presents great opportunities as it enables staff to meet customers anywhere in Angus across the working week.

# Quality of Service and Engagement

This is particularly important in Angus given the extensive network of rural communities outwith the seven main towns. The Council’s ambition to be fully digital by 2020 will ensure that this aspect of service delivery continually evolves over the next few years.

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 83% in 2017/2018 to 86% in 2018/2019.

Planning applications submitted online



The customer satisfaction survey continues to show a relatively consistent high level of satisfaction with the Planning Service. Over the year, 64% of respondents were either satisfied or very satisfied with the service they received. This is slightly down on previous years where just over 70% of respondents were either satisfied or very satisfied with the service they received.

## Blue and Green Network

### Location and dates:

Arbroath.

January 2019 to present. Project to be rolled out across other areas of Angus in the future.

### Key areas of work

- Environment
- Local Development Plan and Supplementary Guidance

### Stakeholders involved

- Authority Planning Staff
- Authority Other Staff

### Elements of a High Quality Planning Service:

- Quality of service and engagement
- Added value of Planning

### Key Markers:

11 and 12

- Key Agencies

## Overview

A pilot project was undertaken to identify the existing blue and green network (BGN) assets in and around Arbroath for safeguarding, and highlight any gaps within those networks, as well as future opportunities for improvements. The intention is to roll out this process across the other remaining Angus towns, and the resultant draft 'settlement scale' networks will be widely consulted upon before eventually being included within the review of the Local Development Plan.

## Goals

Following on from a previous workshop held during summer 2018 which considered what an Angus-wide Strategic Blue Green Network (BGN) might look like, the workshop in Arbroath focussed on the 'settlement scale' to try to identify:

- The existing green and blue network assets that should be protected in the new LDP Review;
- Any gaps in those networks;
- The key priorities for action, and opportunities for enhancement – including how they might be tackled; and also to
- Produce a short description for each individual BGN.



Arbroath was chosen as the pilot for this work due to the other relevant projects and proposals underway at the time for the town. For example the Arbroath 2020 Vision, Accessible Arbroath project, and also the Green Infrastructure Fund bid submission which was being prepared at the same time as the workshop event.

### Outcomes

The workshop brought together a number of Angus Council staff from a range of disciplines including roads, flooding, infrastructure, planning (both policy and Development Standards), parks, landscape, environmental strategy, countryside, access and communities; as well as representatives from other key agencies, namely Scottish Natural Heritage and the Tayside Biodiversity Partnership.

Attendees discussed and annotated maps using their expert and local knowledge to build a picture of the existing BGNs in and around Arbroath, and also to help identify any gaps, constraints or barriers to the functioning of those networks, as well as potential opportunities for their future enhancement.

The maps were grouped around three key themes (Green Space and Habitats; Connectivity and the Natural and Cultural Environment, and The Water Environment), and a wide range of mapped data was collated under those topics to help kick-start discussions.



The input provided by the attendees on the day was captured and assessed as part of an evaluation matrix approach, which looked at the function(s) provided by a number of draft BGNs for the town, including one with a more strategic focus providing links between Dundee and Aberdeenshire along the Angus Coast.

The next step is to discuss the draft networks internally and with key agencies, and then to undergo wider consultation with the public. Furthermore, the methodology developed for and applied to the Arbroath pilot will be reviewed and revised to take account of what worked well on the day and what we could do better. The updated approach will then be rolled out across the remaining Angus towns as part of the Local Development Plan engagement process.

### Key Officer

Ciara Gray - Planning Officer (Development Standards)



## Local Landscape Areas

### Location and dates:

Stakeholder engagement across Angus between October – November 2018.

### Key areas of work

- Interdisciplinary working
- Local Development Plan and Supplementary Guidance

### Stakeholders involved

- Authority Planning Staff

### Elements of a High Quality Planning Service:

- Quality of outcomes
- Quality of service and engagement

### Key Markers:

11 and 12

- Key Agencies

## Overview

The purpose of this study is to identify Local Landscape Areas within Angus. Local Landscape Areas seek to protect and celebrate those landscapes within Angus which are special. The project was overseen by a steering group comprising SNH and Angus Council officers. It has identified four Local Landscape Areas within Angus and these areas will be designated through the next Angus Local Development Plan – AngusPlan and will inform the approach for the protection and enhancement of the diverse and quality landscapes in Angus.

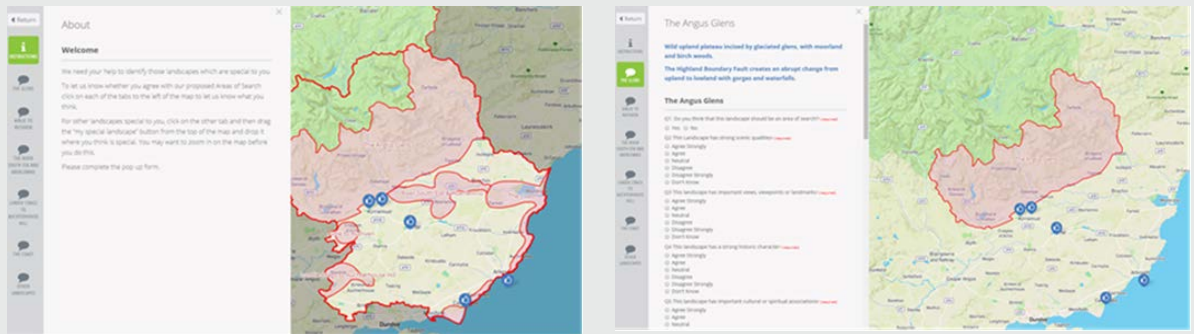


## Goals

Following the identification of areas of search a period for public engagement was carried out between 12 October and 3 November 2018. Public engagement was carried out via the SocialPinpoint engagement platform. The webpage provided background to the study and included a project timeline with the Areas of Search Report being available for download. Feedback was encouraged via an interactive map showing the proposed areas of search. The map enabled structured feedback by using a pop-up questionnaire for each area of search as well as a “my special landscape” option to allow respondents to drop a pin to identify other parts of Angus that are special to them.

The public engagement exercise was promoted by:

- Direct Mailing – including relevant contact from the Development Plan mailing list;
- Angus Council Website - the public engagement exercise was advertised on the Council's "have your say" webpage; and
- Social Media - invitation to participate in the public engagement was promoted by the Council's various social media channels, including Twitter. This was carried multiple times during the engagement period.



## Outcomes

There was a high level of success at raising awareness of the project within Angus and particularly among those who may have an interest in local landscape areas. Whilst there has not been public consultation undertaken on the Final Report, the study will inform the preparation of the next Angus Local Development Plan.

The engagement questions were designed to specifically relate to the five special qualities assessment criteria. This enabled an indirect comparison between the criteria and the consultation responses. Whilst the boundaries of the landscape character types do not match the areas of search consulted on, there was generally a good level of correlation between the Council's assessment of special qualities and the answers in the questionnaires.

The results demonstrate high levels of support for Local Landscape Areas in both The Angus Glens and The Angus Coast areas of search. The number of responses in relation to the other three areas of search was relatively low, but nevertheless strongly positive in relation to both The River South Esk & Aberlemno and Lundie Craggs to Auchterhouse Hill areas. Following more detailed assessment it was considered that there are insufficient special qualities to merit a local landscape area designation within the Ruthven to Airlie area of search moving forward.

Following the public participation exercise, it has been decided to proceed to prepare statements of Importance for four Local Landscape Areas.

## Key Officer

Stewart Roberts - Countryside Officer

# Governance

The Angus Council Planning and Communities Service sits within the Communities Directorate. The Communities Directorate comprises of 4 services; Environmental Services, Housing, Environmental & Consumer Protection and Planning & Communities. The Planning and Communities Service consists of the Development Standards, Strategic Planning and Building Standards teams. The structure of the Communities Directorate and the current managers can be viewed on pages 53 and 54.



This current structure resulted from a Management Structure Review which took place in the previous financial year. The Management Structure Review was discussed in last years Planning Performance Framework and was implemented in April 2018. The Review has streamlined the Council's management structure in order to be more effective and fit for purpose.

As part of the Review, Community Planning and Development Planning both sit within the Strategic Planning Team and share the same manager. This has reinforced the 'One Council' approach and has ensured better outcomes for Angus and the people who live, work and visit. This structure provides significant scope to work with our communities in the preparation of the development and in wider place discussions. Our timetable and approach to the Local Development Plan has been reviewed to make the most of these opportunities to work across the team.

Over the course of the last year the newly implemented management structure has resulted in better communication and collaboration between teams. Although the Planning Service has identified a minor weakness in relation to internal service communication and intends to utilise opportunities and introduce new procedures to broaden information sharing between teams within the Service going forward.

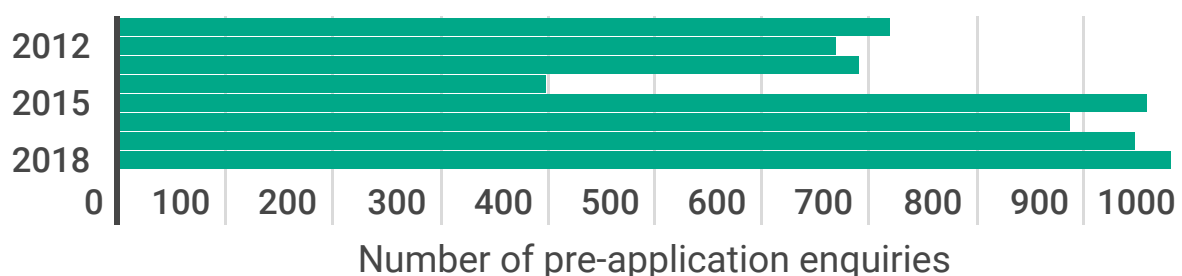
In last year's Planning Performance Framework it was reported that the Development Standards Committee met on a three-weekly cycle, however as part of on-going improvements to realign resources the Development Standards Committee now meets once a month. This change to frequency of the Committee cycle has had no impact upon the timescales of non-delegated applications but has conserved resources.

In addition to the above, in December 2018 the Development Standards Committee agreed the formation of a Short Life Working Group to examine the Development Standards Scheme of Delegation and to consider whether any changes are required within the context of the Planning etc (Scotland) Act 2006 to further improve the efficiency and effectiveness in determining planning applications etc within the Council's area. The Short Life Working Group consisted of officers from the Planning Service and four elected Members who met in March 2019. The findings from that review considered the current Scheme of Delegation had operated well and helped to promote efficient and high quality decision making in accordance with the Scottish Government's intention that planning authorities should make the most effective use of powers to delegate decisions on straightforward planning applications to officers, allowing elected members to focus attention on more complex or controversial applications. The Short Life Working Group concluded that the current Scheme of Delegation remained appropriate but that further clarification would be appropriate in relation to one of the criterion. Legal advice was sought in relation to this and a form of wording was proposed. The findings of the review will be presented to Development Standards Committee in April 2019 for discussion prior to submission to Scottish Minister for approval before June 2019.

As part of the wider Council 'Change Programme' for budget setting, it was purposed that charging for pre-application planning advice was introduced. A Report (No 56/19) detailing this recommendation was put forward to and was approved by Full Council in February 2019 with the intention for the charging scheme to come forward in 2019-2020. It is common practice in England and just under a third of Scottish Planning Authorities currently charge for pre-application advice so this innovate approach could provide a number of benefits to the customer and the Service.

It is acknowledged that pre-application discussions and early engagement are an important part of the development management process and this process provides many benefits to both the customer and the Authority in terms of time and money saved and the approval of better schemes. However providing pre-application advice is not a statutory requirement and the resources needed to provide such advice can be significant.

Angus Council has historically operated a free pre-application advice service but 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 also be multiple pre-application enquiries relating to a particular site from a number of different parties.



An internal time recording exercise was undertaken over a four week period. Analysis of this data indicated that on average it took around 60 minutes of officer time to record and reply to a pre-application enquiry excluding site visits. 2,388 hours would be spent on all pre-application work in a year at a cost of £93,000 (£54,000 on staff and £39,000 on overheads). This roughly equates to a cost of £40 per hour. The decision to charge could generate a potential income of between £10,000 -£30,000 for the Service. The decision to charge for pre-application will allow:

- Improvements for the customer - a better service by way of but not restricted to a certainty of timescales and the level of details information provided
- Improvements for the Council – possible income and efficiencies
- Improvements for the process - better outcomes

In addition to the above there is also a benefit to a prospective applicant in that they can pay for a the level of service they want, including meetings and site visits which are currently not routinely part of a pre-application response. The income generated would go some way to covering the cost of providing the pre-application service.

In December 2018 the Planning Service and the Performance Service Manager published an internal audit report which detailed a scrutiny and audit of Section 75 Agreements. Some of the key objectives of the audit sought to ensure documented procedures are in place to ensure developer contributions are calculated on a consistent basis, appropriate offices have input at the appropriate time and to ensure effective procedures are in place to monitor developer contributions and ensure amounts are collected in timely manner.



The audit found that the objectives were all achieved with no major weaknesses but scope for improvement was identified. A need to update the Procedure Note on Planning Obligations was identified to ensure sufficient guidance is in place for officers from all Services involved and this is in the process of being undertaken. A recommendation was put forward to put in place a procedure to inform relevant services when requested contributions do not result in actual planning obligations in order to prevent services from including contributions in future plans. This will address issues with potential budget errors. Further recommendations as a result of the audit include raising invoices with developers to create ledger account details for following up on outstanding payments and providing a proper audit trail of payments requested and received. At the point of invoicing developers, it is also intended that the relevant Services will be contacted so that they are aware of the pending receipt of income. Lastly in terms of the above objectives it was suggested that management should review the efficiencies of the Planning Obligation Monitoring System (possibly a lean review) to investigate whether there is a module within the existing system which could be utilised. The aforementioned recommendations are part of on-going works to provide assurance that S75 agreements have been applied, collected and spent in a consistent manner and agreed timeframe. It is intended that this audit and subsequent work will result in a procedure that is proportionate, effective and fit for purpose.

In February 2019 a meeting was attended by the Service Leader and Team Managers to agree an approach to revive the Developer/Agent Forum. Attendance at previous forum meetings had declined as developers and agents indicated that they had no significant issues. Alternative options for the forum, including extending attendance to include other stakeholders such as community councils are being explored.

On a wider collaboration basis, the Affordable Housing Delivery Group which appeared in Case Study Four of last year's Planning Performance Framework, continues to meet. The group met monthly in the first quarter of 2019 and includes staff from the Housing Service, Housing Associations, Scottish Government and the Planning Service. This group continues to resolve any issues to ease delivery of affordable housing on sites.

The Planning Service is committed to on-going training of managers, officers and elected members. In the last financial year the Service authorised the expenditure of over £2,500 on staff training. This included sending Officers and Team Leaders to a number of external courses conducted by Trevor Roberts Associates and the RTPI. Places on these courses are usually allocated to staff based on areas of weakness or interest identified during yearly appraisals, such as EIA, permitted development, effective use of conditions and planning enforcement.

The Service supports investment in people to provide a more effective and efficient workforce. On 28 January 2019, the Angus Council Planning Enforcement Team (Team Leader and 2 Enforcement Officers) took part in a Planning Enforcement Networking and Benchmarking day between Aberdeenshire Council, Aberdeen City Council, Moray Council and Angus Council. The meeting took place in Aberdeenshire Council's Inverurie office.

The day was set up as a means of sharing experience and knowledge and was focussed on a number of specific topics. The first meeting covered topics such as waste disposal and land raising that was undertaken under the guise of agricultural operations, taking direct action, the liaison with internal and external consultees on enforcement matters, enforcement appeals and delegated powers. All topic area discussions were centred on specific case studies with open discussion and experience sharing taking place in that context.

The day was considered to be useful by all in attendance and all parties agreed that it would be useful to have further events of a similar nature on a regular basis in the future.

The Service is a sponsor of the Dundee Conservation Lectures and these are well attended by Officers from the Service. The events are free to attend and are also open to anyone from students, members of the public and professional with involvement in conservation. There is strong collaboration and information sharing between attendees and the lectures offer valuable continuing professional development in relation to built heritage matters.

As well as external training, as the Planning Service is a PAS Partner, as part of the PAS Partnership Programme the Service is entitled to one training event per year. In August 2018 in conjunction with Planning Aid for Scotland the Service undertook an in house training event for Elected Members' discussing robust decision making and how to provide support to constituents on the planning process. The morning event covered topics including the roles and responsibilities of elected members in the planning process, an overview of the planning system in Scotland, local polies, material considerations and the member's code of conduct. The event was beneficial and provided training for Members which would allow them to support the Planning Service and a more conjoined corporate way of working.

As well as formal training courses, during the last year Officers of the Development Management team were given the opportunity to present mock Committee Presentations to a number of managers and key officers typically involved in the Development Standards Committee. The in-house exercise saw officers produce and present powerpoint presentations to a group of managers in a manner replicating the procedures of Committee. This helped officers identify considerations raised at Committee which are not usually discussed in detail as part of a delegated determination, as well as building confidence in public speaking.

## Academy Court

### Location and dates:

Academy Street, Forfar  
Completion July 2018

### Key areas of work

- Regeneration
- Affordable Housing

### Stakeholders involved

- General Public
- Authority Planning Staff

### Elements of a High Quality Planning Service:

- Quality of outcomes
- Governance

### Key Markers:

2, 3, 11, 12 and 13

- Key Agencies
- Authority Other Staff

## Overview

As part of the Council's drive to provide quality affordable housing, planning permission and listed building consent were granted in 2015 to convert the category B-listed former Chapelpark school buildings, Forfar into 29 high quality affordable homes for social rent. The 29 homes comprise 18 one bedroom flats, 6 two bedroom flats, 1 three bedroom flat, as well as 4 new-build five bedroom townhouses. Six of the properties are also suitable for households with particular needs.

To ensure effective delivery of the approved scheme there were a number of minor alterations which were identified in the final stages of the build. This required a strong collaboration between the Council's Housing, Architects and Planning Services to resolve and address these issues in order to complete the development in July 2018.



## Goals

The Planning Service continues to work with Housing and Property Services in bringing forward new and regenerated housing sites. The purpose of the Planning Service's involvement in this scheme was to project manage and proactively deal with any land use planning issues which might cause delays in the delivery of the much needed affordable housing supply.



## Outcomes

The continuous collaboration and communication between Services allowed for information to be shared and to identify the most cost and time efficient ways of resolving issues. This resulted in the completion of a conversion which was nominated for an Angus Deign Awards 2018 within the Conversion/ Restoration category. Alterations to the main building were kept to a minimum and the development guarantees the future protection and enjoyment of a well-known local building that has fulfilled a major role in the community over many years.

In addition to the conversation element of the development, new-build homes are built which were designed to complement the surrounding properties and still maintain their own individual identity. High levels of thermal insulation, air tightness and passive solar gain, coupled with careful use of non-toxic materials, provide comfortable, efficient and healthy homes. The properties meet barrier-free design criteria and include a range of home safety measures including sprinkler systems.

The development has won a SURF award for best housing regeneration project in Scotland as well as a Dundee Institute of Architecture award.

Cllr Craig Fotheringham said: "I'm delighted to see the completion of these new housing options for tenants. They are truly modern homes, with their innovative heating and energy efficiency features. Their design and construction ensures that the character of the original buildings has been retained for future generations to enjoy."

## Key Officer

Ed Taylor - Senior Planning Officer



## Early Years Expansion Programme

### Location and dates:

Angus wide

Ongoing

### Key areas of work

- Collaborative Working
- Project Management

### Stakeholders involved

- Authority Planning Staff

### Elements of a High Quality Planning Service:

- Quality of outcomes
- Governance

### Key Markers:

2, 3, 11, 12 and 13

- Authority Other Staff

### Overview

The Service Lead for Planning and Communities sits on the Board of the Early Years Expansion Programme.

On a more site specific level early pre-application meetings were held between multi-disciplinary Service within Angus Council to discuss any issues and to ensure schemes could be delivered effectively, namely the Early Years development which was approved at Carnoustie during this PPF period.



## Goals

Angus Council is committed to ensuring that 1140 hours per annum of early learning and childcare (ELCC) is available for all 3 to 5 year olds, and eligible 2 year olds, within Angus by August 2020. Due to local demand, a date of August 2019 was set for the Carnoustie site.

In order to meet this target date, the Planning service collaborated with the Council's Architects to discount a range of alternative sites. During this process it was noted that the subsequently approved proposal would result in the loss of open space which raised initial planning policy concerns. Early discussions with the Parks department identified the use of this site was in fact feasible, with the proviso that suitable enhancements would be undertaken in nearby open green spaces. This proportionate approach would allow delivery of the early years centre in a manner which would not result in any notable amenity impacts.

Prior to submission of the application, the Planning Service encouraged the Architects to undertake early public engagement. Officers from Communities supported with online consultation and provided feedback on the importance of earlier engagement in the design process. As well as comment on the design the consultation also sought feedback on open space enhancements in the area and this informed the final proposals for submission of the planning application.

The purpose of the Planning Service's involvement in this and the wider Early Learning scheme is to project manage and proactively deal with any land use planning issues which might cause delays in the delivery. The collaborative working allows for information to be shared, interdisciplinary working and to identify where to best focus resources.

## Outcomes

The early collaboration between services helped in providing regular and proportionate pre-application advice. The combined corporate level working helped to improve outputs and services for the benefit of the service user. As part of continuous improvement the recent experiences with the Carnoustie will allow for a more streamlined and effective process when other sites within the county that are to be brought forward.

## Key Officer

James Wright  
Planning Officer  
(Development Standards)



# Culture of Continuous Improvement

Placemaking in Angus has continued to develop since the inception of Planning and Place as a Service in 2013. Management restructures have meant that from April 1 2018 Local Community Planning has been brought within the Planning and Communities service. This has aligned the work of Local Development Plan delivery with activity in Pride and Place and Planning for Place at a locality level. The timing of the integration has directly benefitted the approach to review of the Local Development Plan with community engagement expertise informing the engagement plan for the review. Officers in the Planning and Communities service are directly involved in the delivery and development of the Locality Plans that were originally published in September 2017. This integration has however reduced the available management resource to the Development Plan team.

Since the publication of the Locality Plans, Locality Implementation Partnerships have been working to identify their own priorities for action or co-ordination. A Locality Partnership development day was held in November 2017, where representatives from each partnership worked through the Place Standard with Council officers to develop their thinking at a locality basis.

Work by the Planning and Communities service also resulted in a review of the workings of the Locality Implementation Partnerships in late 2018, with eight recommendations identified ranging from introducing a more formal performance and reporting structure for the partnerships to better communication with partners, elected members and the Health and Social Care Partnership Local Improvement Groups.

The continuing work at the locality level has already informed the approach taken to reviewing the Local Development Framework and the emerging AngusPlan. This mirrors the intent and aspirations set out in the Planning Bill for Local Place Plans. The alignment and integration of the Locality Plans and AngusPlan moving forward will deliver efficiencies and added value to both processes.

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 and involvement in external working groups.

# Culture of Continuous Improvement

The Service Lead attended a round table discussion organised by Audit Scotland for key stakeholders including Heads of Planning Scotland, COSLA, SOLACE, Scottish Government, Key Agencies and the Royal Town Planning Institute in February 2019. The discussion covered a range of issues within three areas, namely:

- Repositioning Planning: the purpose of planning and place in delivering health priorities and Community Planning outcomes.
- Streamlining Planning: the intention behind reviewing planning and impact as it progresses.
- Resourcing Planning: impacts of budget cuts and the cost of planning

The manager of Strategic Planning is representing HOPS Development Planning sub committee as part of the Infrastructure First working group investigating school infrastructure.

A number of officers from Angus Council attended the Partners in Planning Launch Event held by HOPS and the Improvement Service in September 2018. The event was very informative and officers shared knowledge with other stakeholder and authorities regarding effective ways of working. The Partners in Planning website has been used often by Officers of Angus Council, as has the Knowledge Hub forum.

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.

The Service Lead has assumed the role of Acting Strategic Development Plan Manager for TAYplan, and representatives from the four Tayside authorities continue to meet to discuss cross boundary issues (e.g. Housing Need and Demand Assessment requirements) and also to share experiences and good practice. Discussions with all authorities have continued through the progression of the Planning Bill in respect of the future of Strategic Planning. The Service Lead has also assumed the role of Planning Advisor to the TACTRAN Joint Committee.

Work has continued on the Tay Cities Deal at a Tayside level with the Heads of Terms of the Deal being signed in December 2018. Officers in Planning and Communities have continued to be involved in developing the Strategic Outline Cases and Business Cases to deliver the deal. The Heads of Terms specifically included the development of a pilot Masterplan Consent Area in Montrose.

# Culture of Continuous Improvement

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 officer 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 17/18 Planning Performance Framework have been completed including adopting the Design Quality and Placemaking Supplementary Guidance and reviewing the Developer Contributions & Affordable Housing Supplementary Guidance. The Angus Design Awards ceremony will be held in April 2019 as the culmination of a lengthy process of submission assessment and judging panel discussions as well as a public vote organised through the local newspaper.

One of the actions identified in the 17/18 Planning Performance Framework was to update the conservation area management guidance for Kirriemuir. The appointment of a dedicated Conservation Officer for a two year period (as a result of a secondment) has resulted in the revision of the Council's Conservation web pages, promoting stewardship of the Built Environment.

Other improvements have not progressed as anticipated such as reviving the developers forum. Whilst an initial meeting has been held to consider the role and remit of the forum, the first event will take place in 2019/20. Reducing the number of legacy planning enforcement cases has not progressed as anticipated due to the departure of one of the Planning Enforcement Officers and the time needed to recruit to the post. This will remain as an action for 2019/20.



# Culture of Continuous Improvement

The implementation of the pre-application charging project and the review of payment options and methods for services provided (an action in the 2017 Planning Performance Framework) are all interlinked and being progressed together alongside a service improvement that was not identified in last years Planning Performance Framework: a move towards electronic submission of pre-application enquiries and enforcement observations. These will be carried forward into 2019/20.

All other improvements set out are part of a continuing journey of improvement, such as the place based approach to the work on AngusPlan – the Local Development Plan review, proactive engagement with landowners / developers and developing opportunities presented through the integration of the development plan and communities teams. This will most notably be progressed through a Service Review planned for 2019/20.

# Organisation Development & Zero Based Budgeting

## Location and dates:

Planning and Communities session in November 2018

## Key areas of work

- Performance Monitoring
- Process Improvement

## Stakeholders involved

- Authority Planning Staff

## Elements of a High Quality Planning Service:

- Quality of outcomes
- Quality of service and engagement
- Governance
- Culture of continuous improvement

## Key Markers:

1, 2, 3, 12

- Authority Other Staff

## Overview

As part of a wider corporate programme, the Planning and Communities Service took part in an Organisational Development Zero Based Budgeting exercise. The council wide programme was created to try and find a different way of delivering the savings needed to balance the Council's budget. Each service within the Council took part in a session with senior managers to consider how the service could improve and deliver the work of the future.

”

**“If you always do what you always did, you will always get what you always got”**

**Albert Einstein**

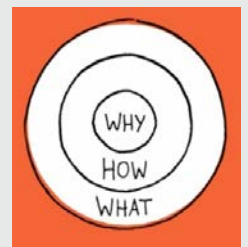
## Goals

The aim of each session was to contribute towards a collaborative organisational design that delivers the right services to meet stakeholder and citizen needs and delivers Council priorities and desired outcomes.

Using a zero base, each service was to consider the work of the future, essentially the work that drives value. Services should then consider the resources required to deliver that work. The starting point for each session was to consider Simon Sinek's “Golden Circle” which poses three questions:

1. Why? This is the core purpose of the organisation. It's why we exist.
2. How? This is how we fulfil that core purpose.
3. What? This is we do to fulfil that core purpose.

Once a clarity of purpose had been determined, the session moved on to consider new ways of delivering that purpose (where appropriate). The session then considered performance information, benchmarking information, financial and staffing information before looking at options for change.



## Outcomes

Discussions within and following the session focused on purpose, cause, belief and being inspirational, as well as considering our own stories. The Planning and Communities Service therefore determined that our “why” was to be: *“Creating great places to live, work and visit where everyone can live their best life.”*

It was clear that the service will only achieve the “why” by:

- Balancing interests and making positive things happen with stronger, more resilient, supportive, influential and inclusive communities; and
- Making a positive difference to people’s life chances through learning, personal development and active citizenship

The work of the Planning and Communities Service was considered fundamental to a preventative approach. This included Land use planning's profound influence on health and wellbeing, especially in relation to air quality, physical activity, natural and urban environmental conditions, employment opportunities, mental wellbeing and equity as well as the support provided by community learning and development workers to communities, groups and individuals which has a significant impact on reducing their need for other services and ensuring social justice.

In considering how Planning and Communities can further transform, the team defined some principles that provide a basis for consideration of any further change. These included:

- Predicting our demand and managing it
- Creating flexibility in our resource
- Knowing and responding to our places better
- Knowing and responding to our people better

Following the session, a final report was prepared that was considered by the Council's Leadership Team. This considered how the service could transform against the principles defined, but also considered opportunities for investment, immediate savings and the potential for longer term savings. A project plan was devised for the next 3 years that would deliver any changes identified and ensure that the service continued to work towards transformation in the way we work.



## Key Officers

Managers in Planning and Communities

# Part 2: Supporting Information

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 Development Plan Scheme 2019
- Angus Local Development Plan 2016
- Angus Local Development Plan Action Programme (2018 update)
- Development Delivery Database
- Angus Developer Contributions and Affordable Housing Supplementary Guidance 2018
- Angus Design Quality and Placemaking Supplementary Guidance 2018
- Planning Advice Notes
- Angus Housing Land Audit 2018
- Development Management Online Information
- Angus Council Conservation Online Information
- Angus Council Climate Change Information
- Scottish Government Planning Authority Performance Statistics
- Tay Cities Deal Information
- Angus Council Local Housing Strategy
- Angus Planning Enforcement Charter 2019
- Angus Employment Land Audit 2018
- Angus Biodiversity Information
- Angus Council Engagement Hub
- Schedule of Council meetings
- Report on the Service Lead Planning and Communities Scheme of Delegation
- Report on the audit of Section 75 Agreements
- Report on Developer Contributions and Affordable Housing, and Design Quality and Placemaking Supplementary Guidance
- Report on Local Development Plan Action Programme Update
- Report on Angus Development Plan Scheme
- Report on Built Heritage Management

# Part 2: Supporting Information

## Checklist for Part 2: Qualitative Narrative and Case Studies

Case Study Topics	Issue Covered by Case Study	Case Study Topics	Issue Covered by Case Study
Design	2	Interdisciplinary working	6
Conservation		Collaborative Working	1, 8
Regeneration	7	Community Engagement	3
Environment	5	Placemaking	2
Greenspace		Charrettes	
Town Centres		Place Standard	
Masterplanning		Performance Monitoring	9
LDP & Supplementary Guidance	5, 6	Process Improvement	9
Housing Supply		Project Management	8
Affordable Housing	4, 7	Skills Sharing	
Economic Development	1	Staff Training	
Enforcement		Online Systems	
Development Management Processes		Transport	
Planning Applications	4	Active Travel	3



# Part 3: Service Improvements

In the coming year we will:

Undertake a review of the Planning and Communities Service to support more effective integration across teams.



**Launch our digital pre-application enquiry process**

This will provide alternative options for customers and support the receipt of additional upfront

**Launch our eForms for Planning Enforcement**

This will provide alternative quick and easy options for customers to report potential breaches of planning control and provide us with statistical information.



**Progress a Masterplan Consent Area for Montrose North**



**Progress a collaborative community approach to conservation area appraisals**



**Undertake a Service Review of Planning and Communities in line with the Organisational Design Zero Based Budgeting principles**

# Part 3: Service Improvements

Further integration of the work of the Development Plan and Communities team through:



**Delivery of LDP Session as part of curriculum to S5/6 pupils in Angus secondary schools & Angus College**

Including integration and training in the use of place standard and development of a specific digital engagement project.

**Undertake Joint Community & Developer Events to Explore the Development Strategy in South Angus**

**Conclude the review of our Section 43A scheme of delegation**



**Delivery of Young Placechangers Programme at Montrose Academy**  
Pilot project with Greenspace Scotland and Scottish Government as part of the ideas fund for young people to lead on community placemaking projects.



**Ensure maximum coverage of Development Plan and Placemaking engagement activity as part of the Plan preparation**

# Part 3: Service Improvements

## Delivery of our service improvement actions in 2018/19

Committed improvements and actions	Complete?
<p>Progress a place based approach to the preparation work for AngusPlan in conjunction with communities and developers / landowners</p> <ul style="list-style-type: none"> <li>- Integration of Community Planning and Planning</li> <li>- Training in community engagement and place standard</li> <li>- Approach to AngusPlan set out in 2019 Development Plan Scheme</li> <li>- Work ongoing to launch engagement hub in Summer 2019</li> </ul>	Yes - ongoing
<p>Continue proactive engagement with landowners / developers as part of plan implementation</p> <ul style="list-style-type: none"> <li>- Live action programme regularly updated</li> <li>- Work continues on individual sites (examples given in main report)</li> </ul>	Yes - ongoing
<p>Adopt the Design Quality and Placemaking Supplementary Guidance</p> <ul style="list-style-type: none"> <li>- Consultation on draft document in August and September 2018</li> <li>- Document adopted November 2018</li> </ul>	Yes
<p>Introduce Angus Design Awards to illustrate and incentivise delivery of quality development</p> <ul style="list-style-type: none"> <li>- Awards launched September 2018</li> <li>- Judging took place in January / February 2019</li> <li>- Awards ceremony April 2019</li> </ul>	Yes

# Part 3: Service Improvements

## Delivery of our service improvement actions in 2018/19

Committed improvements and actions	Complete?
<p>Progress a place based approach to the preparation work for AngusPlan in conjunction with communities and developers / landowners</p> <ul style="list-style-type: none"> <li>- Integration of Community Planning and Planning</li> <li>- Training in community engagement and place standard</li> <li>- Approach to AngusPlan set out in 2019 Development Plan Scheme</li> <li>- Work ongoing to launch engagement hub in Summer 2019</li> </ul>	Yes - ongoing
<p>Continue proactive engagement with landowners / developers as part of plan implementation</p> <ul style="list-style-type: none"> <li>- Live action programme regularly updated</li> <li>- Work continues on individual sites (examples given in main report)</li> </ul>	Yes - ongoing
<p>Adopt the Design Quality and Placemaking Supplementary Guidance</p> <ul style="list-style-type: none"> <li>- Consultation on draft document in August and September 2018</li> <li>- Document adopted November 2018</li> </ul>	Yes
<p>Introduce Angus Design Awards to illustrate and incentivise delivery of quality development</p> <ul style="list-style-type: none"> <li>- Awards launched September 2018</li> <li>- Judging took place in January / February 2019</li> <li>- Awards ceremony April 2019</li> </ul>	Yes

# Part 3: Service Improvements

Committed improvements and actions	Complete?
<p>Implement 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</p> <ul style="list-style-type: none"> <li>- Approach to engagement set out in 2019 Development Plan Scheme</li> <li>- Work ongoing on digital platform engagement hub</li> <li>- To be launched summer 2019</li> </ul>	Yes
<p>Review the Developer Contributions &amp; Affordable Housing Supplementary Guidance</p> <ul style="list-style-type: none"> <li>- Consultation carried out August and September 2018</li> <li>- Document adopted November 2018</li> </ul>	Yes
<p>Update our conservation area management guidance for Kirriemuir</p> <ul style="list-style-type: none"> <li>- Work throughout 2018/19</li> <li>- updated and enhanced conservation website in development</li> <li>- Expected launch April 2019</li> <li>- Promotes stewardship of Built Environment generally</li> </ul>	Yes
<p>Refresh the Angus Developers Forum</p> <ul style="list-style-type: none"> <li>- Meeting held in February 2019</li> <li>- Concluded that refreshed forum should be launched in 2019</li> <li>- Widen scope to include engagement and Building Standards</li> <li>- Decision to review invitees - could include Community Councils</li> <li>- Possible stall type event / drop in session</li> </ul>	Started
<p>Implement recommendations from the review of the pre-application service</p> <ul style="list-style-type: none"> <li>- work continues on implementation</li> <li>- now considering on-line submission of enquiries</li> <li>- additional work has delayed final implementation</li> </ul>	Started



# Part 3: Service Improvements

Committed improvements and actions	Complete?
Undertake and audit of our planning obligation processes and procedures - Audit undertaken in 2018 - Final report was issued in December 2018 - Report found "substantial assurance" in processes - A number of actions identified as part of an action programme	Yes
Develop opportunities presented through the integration of development plan and communities teams both with the LDP and through localities work - Closer integration of teams through joint training - Closer alignment of work through management - Further opportunities will arise through service review	Ongoing
Align AngusPlan as the spatial framework for the LOIP and Locality Plans to help shape priorities - Early work on AngusPlan aligns with LOIP and Locality Plans - Workshop with Community Planning Partners planned	Ongoing
Carry out member training in robust decision making - PAS member training carried out 31 August 2018 - Additional internal training carried out throughout the year	Yes
Review our planning application validation standards and guidance - Informal review has been undertaken - Need to move to formal review and communication	Ongoing
Reduce the number of legacy planning enforcement cases - reduction in cases has not been possible due to resource - Action will continue into 2019/20	Ongoing
Continue to develop engagement and digital skills within the service to support the preparation of the plan and develop approaches moving forward - Training in community engagement undertaken - Training in Place Standard undertaken - Digital skills developed through Social Pinpoint and Social media use	Ongoing

# Part 4: National Headline Indicators (NHI)

## A: NHI Outcomes - Development Planning

Development Planning	2018/19	2017/18
Local and Strategic Development Planning		
Age of Strategic Development Plan at end of reporting period	1 year 6 months	6 months
Age of Local Development Plan at end of reporting period	2 years 6 months	1 year 6 months
Will the Strategic / Local Development Plan be replaced by their 5th 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?	N	Y
Effective Land Supply and Delivery of Outputs		
Established housing land supply	3859 units	4041 units
5-year effective housing land supply programming	2112 units	2138 units
5-year effective land supply total capacity	3455 units	3627 units
5-year housing supply target	1550 units	1550 units
5-year effective housing land supply (to one decimal place)	6.8 years	7.2 years
Housing approvals	685 units	544 units
Housing completions over the last 5 years	236 units	1126 units
Marketable employment land supply	166.0 ha	172.6 ha
Employment land take-up during reporting year	2.71 ha	1.31 ha

# Part 4: National Headline Indicators (NHI)

## B: NHI Outcomes - Development Management

Development Management	2018/19	2017/18
Project Planning		
Percentage and number of applications subject to pre-application advice	30% 261	36% 214
Percentage and number of major applications subject to processing agreement	50% 2	75% 3
Decision Making		
Application approval rate	98.0%	96.4%
Delegation rate	96.6%	96.4%
Validation	64%	54%
Decision making timescales		
Major Developments	10.3 weeks	12.4 weeks
Local developments (non-householder)	7.5 weeks	7.4 weeks
Householder Developments	5.9 weeks	5.6 weeks
Legacy Cases		
Number cleared during reporting period	4	2
Number remaining	5	7

# Part 4: National Headline Indicators (NHI)

## C: Enforcement Activity

	2018/19	2017/18
Time since enforcement charter published / reviewed*	0 months	12 months
Complaints lodged and investigated	166	233
Breeches identified - no further action taken	106	132
Cases closed	167	234
Notices served	27	53
Direct Action	0	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

\* [www.angus.gov.uk/media/planning\\_enforcement\\_charter](http://www.angus.gov.uk/media/planning_enforcement_charter)

## D: NHI Key Outcomes - Commentary

The Council's performance dealing with applications timeously remains better than the Scottish average and generally in the upper quartile for key indicators. Average timescales for dealing with some application types has increased very slightly and this is largely due staff turnover and vacancy. Opportunity for more proportionate use of site visits and standardised or template style reports of handling continue to be explored to improve efficiency and maintain performance.

There is continued use of planning processing agreements to deal with additional information requirements and team leaders within the Development Management Section undertake regular caseload reviews with officers to ensure progress of applications is positively managed.

The application approval rate and delegation rate remain relatively constant with both in excess of 96%. The Council has commenced review of its S43A scheme of delegation and that will be concluded in the 2019/2020 reporting period.

Some preliminary work has been done to review validation standards and associated guidance and that has seen applications valid upon first receipt increase from 54% in the previous reporting period to 64% in the current period. The 10% improvement is not insignificant but the Council will continue to review validation standards and guidance and seek to share information with planning agents who regularly submit applications.

Four legacy cases were determined in the reporting period and the total number of legacy cases has been reduced from seven to five. There are processing agreements in place for three of the remaining legacy cases and there is clarity regarding the matters that require to be addressed to allow determination. Discussion is ongoing with the applicants for the remaining two legacy cases but it is anticipated that most, if not all current legacy cases should be determined within the 2019/20 reporting period.

The enforcement charter was reviewed, updated and submitted to Scottish Ministers in the reporting period. It is up-to-date and less than 2-years old.

The Council seeks to promote electronic reporting of suspected breaches of planning control and is in the process of developing a revised online reporting tool.

Progress reviewing and closing legacy enforcement cases has been adversely impacted by staff vacancy but that has been addressed.

The Council continues to seek resolution of enforcement cases through negotiation but it has successfully defended a number of enforcement appeals during the year.

There has been slippage in the timescales for engagement on the Local Development Plan as a result of impacts from the implementation of the new management structure. This has reduced the available management resource to the development plan team.

Integration of the teams has also provided an opportunity to review the added value to the engagement process and timetable amended to incorporate additional upfront activity.



# Part 5: Scottish Government Official Statistics

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

Timescales	2018/19	2018/19	2017/18
Overall			
Major Developments	1	10.3 weeks	12.4 weeks
Local developments (non-householder)	248	7.5 weeks	7.4 weeks
Local: less than 2 months	78.2%	6.6 weeks	6.8 weeks
Local: more than 2 months	21.8%	10.7 weeks	10.4 weeks
Householder developments	251	5.9 weeks	5.6 weeks
Local: less than 2 months	96.8%	5.8 weeks	5.4 weeks
Local: more than 2 months	3.2%	11.7 weeks	9.8 weeks
Housing Developments			
Major	1	10.3 weeks	0 weeks
Local housing developments	85	7.6 weeks	7.8 weeks
Local: less than 2 months	76.5%	6.5 weeks	6.9 weeks
Local: more than 2 months	23.5%	11.2 weeks	10.7 weeks
Business and Industry			
Major	0	0 weeks	0 weeks
Local business and industry developments	43	7.7 weeks	7.2 weeks
Local: less than 2 months	74.4%	6.8 weeks	7.0 weeks
Local: more than 2 months	25.6%	10.2 weeks	8.8 weeks
EIA Developments	0	0 weeks	0 weeks
Other Consents	102	6.2 weeks	6.3 weeks
Planning Legal agreements			
Major: average time	0	0 weeks	0 weeks
Local: average time	3	7.8 weeks	9.8 weeks

# Part 5: Scottish Government Official Statistics

## B: Decision-making: Local reviews and appeals

		Original Decision upheld			
		2018/19		2017/18	
Type	No.	No.	%	No.	%
Local reviews	10	10	100%	6	42.9
Appeals to Scottish Ministers	0	0	0	0	0

## C: Context

The performance in relation to major application continues to improve with the only major application in 2018/19 being determined in 10.3 weeks.

Performance on Local applications is more variable with an improvement in those determined in less than 2 months, but a slight delay in those determined in more than 1 month.

In addition, determination times for householder developments have risen slightly overall from 5.6 weeks to 5.9 weeks.

The determination times for all application types is below the Scottish average.

The percentage of original decisions upheld by the Local Review Body has increased from 42.9% to 100%.

# Part 6: Workforce Information

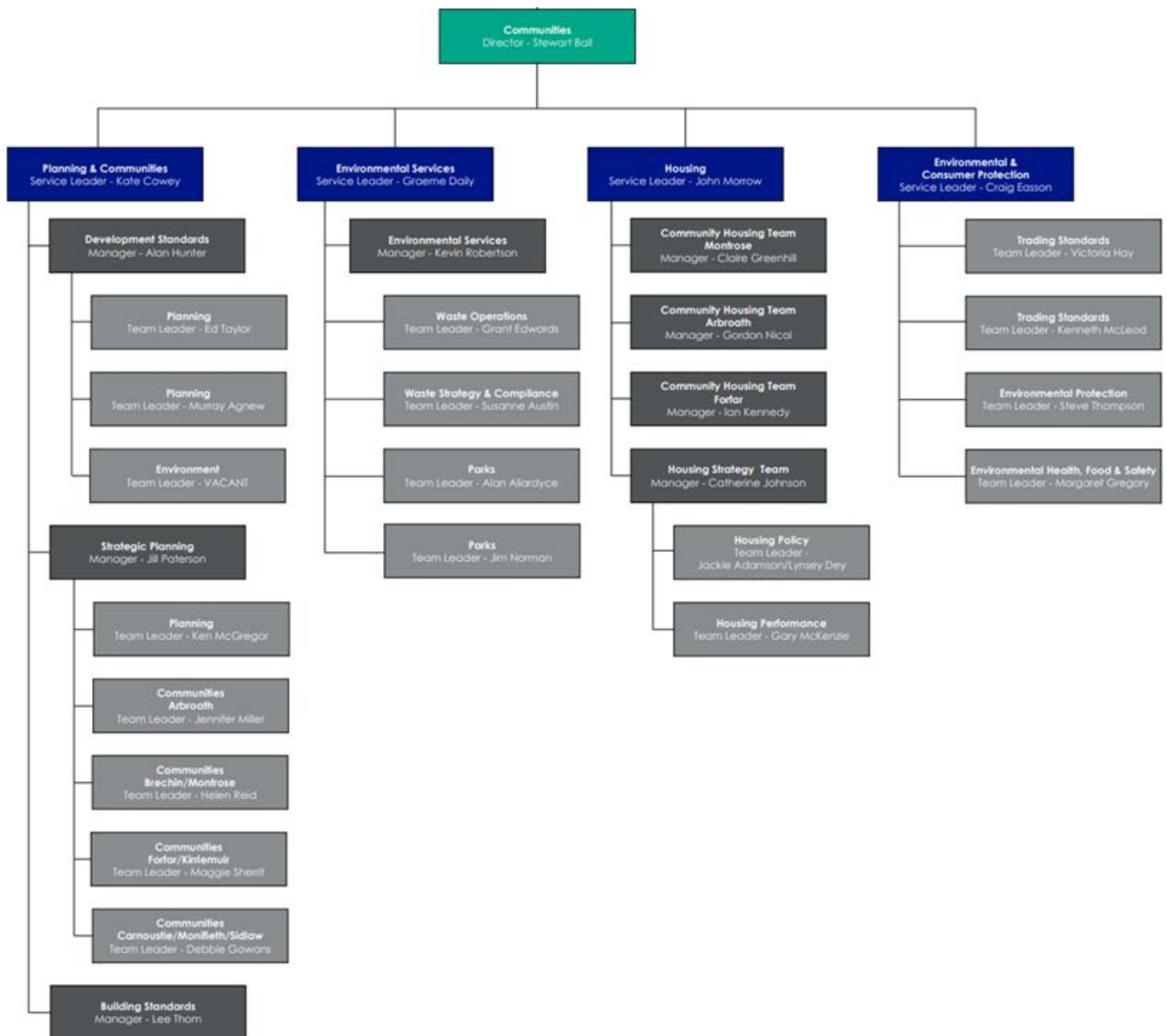
	Tier 1	Tier 2	Tier 3	Tier 4
Level	Chief Executive	Director	Head of Service	Manager
Angus Council Equivalent	Chief Executive	Depute Chief Executive	Director	Head of Service
Head of Planning Service				x

Staff age profile	Headcount
Under 30	1
30-39	9
40-49	7
50 and over	10

\*1 vacancy (Team Leader Environment)

RTPI Chartered Staff	Headcount
Chartered Staff	18

# Part 6: Workforce Information



# Part 6: Workforce Information

## Planning workforce

Service Lead Planning and Communities Kate Cwey	Manager Strategic Policy Jill Paterson	Team Leader – Strategic Policy Ken McGregor	Planning Officer – Isabelle Davies
			Planning Officer – Frances Loffreda
			Planning Officer – Paul Christison
			Planning Officer – Ciara Gray
	Manager Development Standards Alan Hunter	Team Leader – Environment Vacant	Countryside Officer – Stewart Roberts
			Countryside Access Officer – Paul Clarke
			Planning Officer (Built Heritage) – Nicola Hay
			Environmental Project Officer – Kelly Anne Dempsey
			Environmental Project Officer – Brenda Roddy
		Team Leader – Development Standards Murray Agnew	Planning Officer – Ruari Kelly
			Planning Technician – Pauline Chalmers
			Planning Technician – Alexendra Motoi
			Planning Enforcement Officer – Robert Parry
			Planning Enforcement Officer – Charlie Colvin
		Team Leader – Development Standards Ed Taylor	Planning Officer – Damian Brennan
			Planning Officer – Fraser MacKenzie
			Planning Officer – James Wright
			Planning Officer – Stephanie Porter
			Planning Officer – Walter Wyllie
			Clerical Officer – Veronica Caney
			Clerical Officer – David Moore



## Part 7: Planning Committee Information

Committee and Site Visits	Number per year
Full Council Meetings	1
Planning committees	8
Area Committees	0
Committee Site Visits	0
Local Review Body	8
LRB Site Visits	5