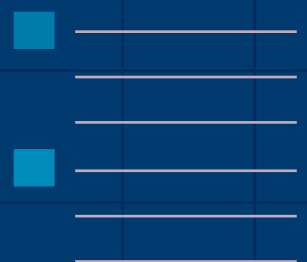
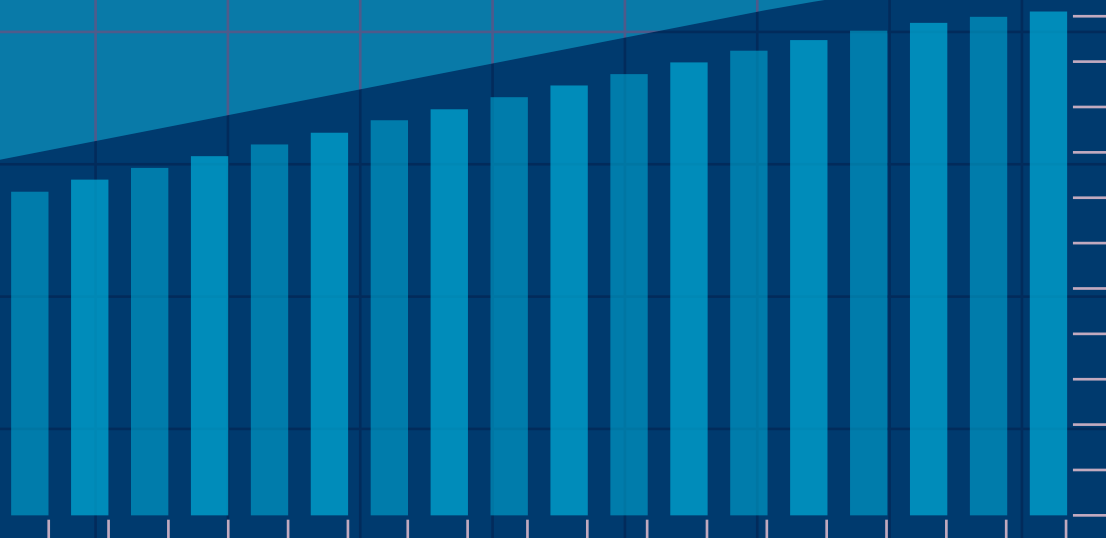
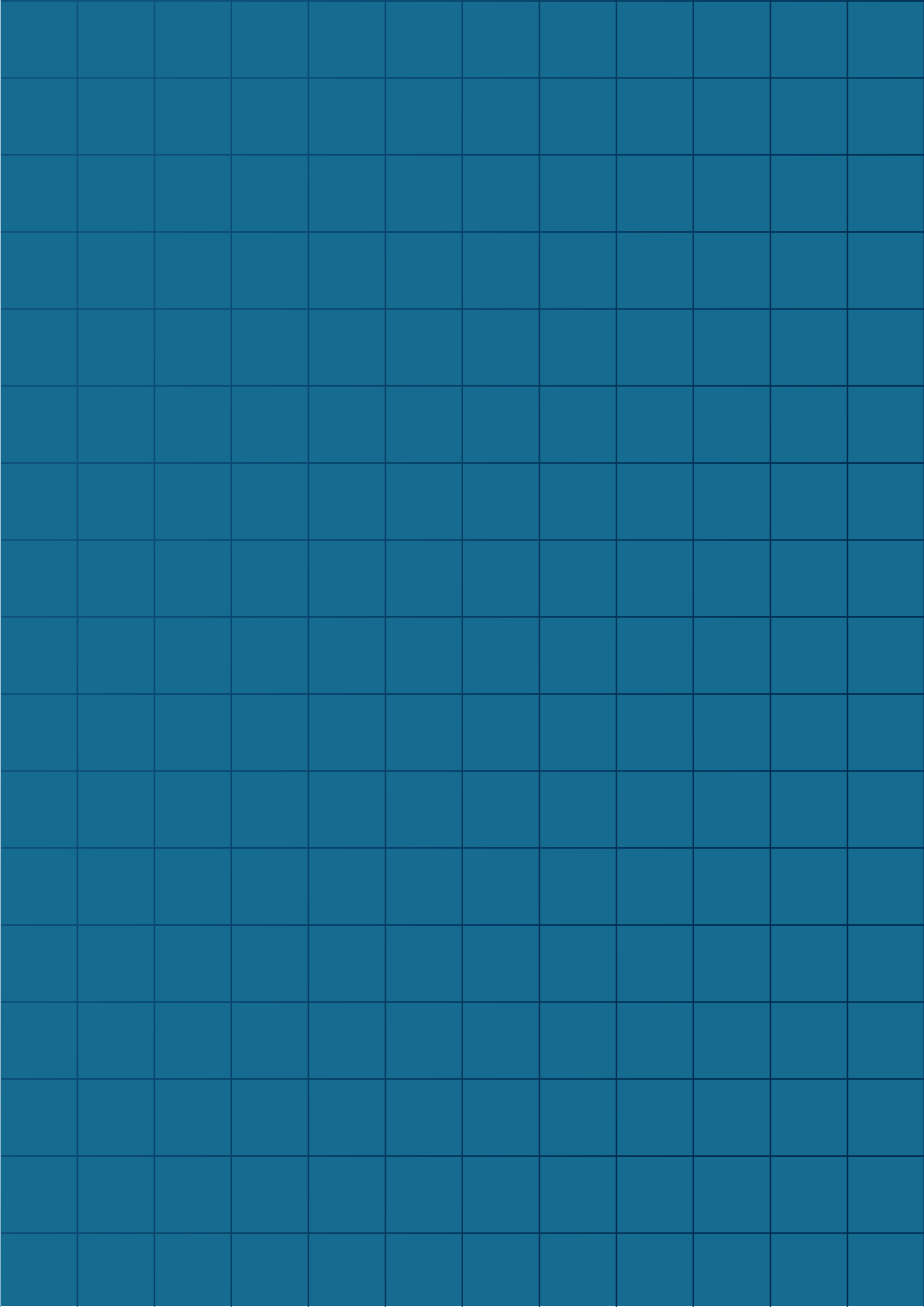


Planning Performance Framework

Services for Communities
Planning

2012 - 2013
2012 - 2013





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Feedback from Planning Performance Framework 2011-2012

The Planning Performance Framework submitted to the Scottish Government for 2011-12 was the first Planning Performance Framework to be produced for the City of Edinburgh Council.

The following strengths were highlighted in this feedback.

"The authority has embarked on some very good initiatives that can enhance a reputation as an 'Open for Business' planning authority and these are well illustrated by your adoption of a flexible approach on developer contributions. This culture and programme of work fits very well with the intentions and purpose of planning reform, displaying behaviours envisaged when the PPF was developed with planning stakeholders"

"An average timescale of a year across more than 80 applications subject to legal agreements suggests significant time and resources going into concluding these agreements and you have recognised the delays at this stage, illustrating why there could be benefits in bringing this activity within the scope of processing agreements"

"Quality of design and place is clearly an essential element of the authority's role, and welcome the wide range of strategies and activities geared towards securing high quality development and places to be valued. It is important to understand where value has been added by planning, to learn for future involvement and the Scottish Government are interested in Edinburgh's introduction of Environmental Quality Indicators and customer rating of completed developments"

"You have provided good evidence of a strong commitment to customer engagement and quality communications, illustrated through a range of service quality accreditations. We are pleased to see you operating a number of methods for securing feedback on the quality of service and places and the use of a range of media to publicise activities all pointing towards a service appreciated by customers"

"Your relationship and early engagement with the development sector can certainly contribute to a degree of confidence in moving forward with development proposals. The completion of your Local Development Plan with the associated action programme, should try to add to this by shifting from a 'monitoring' role to one of proactively engaging to support and deliver planned development"

"You have structures and procedures in place that can complement good project management and efficient handling of workload and activities, including a flexible workforce and regular committee meetings supplemented by good links between officials and committee convenors"

"We welcome the Council's commitment to the use of processing agreements with the increase uptake and note your record in decision making within agreed timescales. We appreciate your assistance in publicising the benefits of working with these agreements"

"We recognise your commitment to regular staff and member training and to understanding the skills available for deployment as needed"

Introduction

This Planning Performance Framework is the second annual report to be produced for the City of Edinburgh Council. The Framework includes an evaluation of the Council's performance and highlights key evidence to support our delivery of a high quality Planning service, in the year to 31 March 2013.

The Framework is supported by hyperlinked references to key evidence throughout. A full index of evidence is detailed in Part 3 – Supporting Evidence on page 17.

The City of Edinburgh Council's Planning service remains committed to driving forward change and enabling sustainable economic development. The suggested improvements contained in the Scottish Government's feedback on our evidence for 2011-12 have been addressed in this second report.

Within this period, good progress was made with the Development Plan. The Proposed Strategic Development Plan was submitted to Scottish Ministers for examination and approval. The Edinburgh Local Development Plan reached the Proposed Plan stage.

Both plans have been the subject of extensive consultation and discussion with communities, stakeholders and partners. In addition to the Development Plan preparation, innovative strategies such as the Area Development Frameworks for the Waterfront and Leith and the City Centre Southern Arc have been prepared. Furthermore the Council's planning guidance has been reviewed to provide briefer and more customer focused advice.

The Council's Development Management service performs at a high level. The Edinburgh Planning Concordat with the Chamber of Commerce sets a framework for the processing of major developments. Benchmarking with other Scottish cities and other councils handling a high volume of applications indicates that Edinburgh is generally the best performing. Edinburgh also processes the highest volume of applications per case officer. Delegation from Historic Scotland in relation to proposals for category A listed buildings in addition to those already in place, has improved performance and signals the Government's confidence in Edinburgh's handling of the historic environment.

Development activities have increased over the past three years for the City of Edinburgh and in 2012 developments with a value of £9.1bn were in the pipeline. This includes planning applications, consents, sites under construction and recent completions. The Development Activity Bulletin estimates the value of development based on the Council's own monitoring of development floorspace and valuation data provided by Property Consultants Ryden. In 2012 the decrease in the total development value was mainly attributable to a fall in market valuations across most property sectors. It is significant that 70% of current development value sits with proposals where planning permissions have been granted.

Edinburgh has a top performing Planning Service with an ethos of continuous improvement. New initiatives such as the One Door Approach are designed to show that Edinburgh is Open for Business whilst delivering Customer Service Excellence. Work has started on the new Edinburgh Planning Concordat which will include community councils and move us towards a consensual way of working to achieve high quality development on the ground. In order to continue being a top performing service we must continue to improve and to adapt to the changing needs of the city. This is being achieved through joint working in all service areas and protocols are being developed to ensure the synergies are understood and put into practice.

Part 1 - National Headline Indicators

DEFINING AND MEASURING A HIGH QUALITY PLANNING SERVICE

Development Planning

- age of local/strategic development plan(s) (full years)
Requirement: less than 5 years

Rural West Edinburgh Local Plan (RWELP) – 7 years
RWELP alteration – 2 years
Edinburgh City Local Plan (ECLP) – 3 years

- development plan scheme: on track? (Y/N)

Yes

Effective Land Supply and Delivery of Outputs

- effective housing land: 5-year supply (Y/N)
- effective housing land supply (units)
- housing approvals
- effective employment land supply
- employment land take-up
- effective commercial floor space supply
- commercial floor space delivered

No
5,292 (2011/12 HLA) 5,118 (2010/11)
4,412 ha. (2012/13) 3,260 (2011/12)
229.5 ha (Aug. 2012) 230.9 ha (Aug. 2011)
1.4 ha (Aug. 2012) 11.8 ha. (Aug. 2011)
1,409,969 m² gross (Dec. 2012)
1,471,661 m² gross (Dec. 2011)

Development Management

Project Planning

- percentage of applications subject to pre-application advice
- number of major applications subject to processing agreement or other project plan
- percentage planned timescales met

42.9 %

19

78.9 %

Decision-making

- application approval rate
- delegation rate

92.9 %

92.7 %

Enforcement

- time since enforcement charter published / reviewed (full years)
- number of breaches identified / resolved

3*

751

*The enforcement charter is being reviewed and an update to be reported to Planning Committee in August 2013

IMPORTANT : There was an error with last year's figure for commercial floorspace supply, and this has been corrected in the table above (which includes comparisons between this year's and last year's figures). As pointed out last year, there are several definitional issues which are likely to render some of the figures meaningless in

comparisons between local authorities especially in regard to 'effective commercial floorspace supply' and 'commercial floorspace delivered'.

Part 2 - Defining and Measuring a High Quality Planning Service

Open for Business

Positive actions to support sustainable economic growth and social needs:

- **Holistic approach to economic development and investment opportunities in partnership with others, internal and external to the Local Authority.**

The Council's Economic Resilience Plan, adopts a flexible approach towards developer contributions to ensure that they are not a barrier to development proceeding. It makes provision for agreements to defer payments to help with development cash flows, thus allowing development to proceed.

The action plan also makes a commitment to review and revise our developer contribution policies where necessary. A number of policies have subsequently been revised and the Council is currently reviewing developer contributions in line with the Proposed Local Development Plan.

The award winning Edinburgh Planning Concordat which demonstrates the commitment of the Planning service to working with the business community to deliver economic development within the city is currently being updated to include Community Councils. A new tri-partite concordat will set the framework for a consensual approach to community and business engagement.

Planning is also taking forward the Council's 'Delivering Capital Growth' strategy which focuses on the next stages of the City's transformation, how to make it happen and setting a clear but flexible context for the Development Plan to take this ambitious change agenda forward.

The Council's approach includes extensive partnership working with our key stakeholders including Scottish Enterprise, Forth Ports and the Chamber of Commerce.

- **Development Plan action programmes; evidence of efforts and success of delivery.**

The Council has now published the proposed Local Development Plan and as part of the action programme, consultation is currently underway. The Council has experience of monitoring the implementation of its plans: for example it published an action plan for the

Rural West Edinburgh Local Plan in 2010 and a report monitoring progress with actions for the Edinburgh City Local Plan (February 2011). In December 2011 the Council published a monitoring report for its Open Space Strategy. These identified which actions and proposals had been implemented or were being implemented.

- **Management structure in place to facilitate / handle specific applications meeting business and social priorities: use of project managers as appropriate.**

There are two teams in place to handle national and major applications effectively. Planning processing agreements have now been embedded into our handling of major applications and is a proven project management success. The Head of Planning and Building Standards has an open door policy to facilitate meetings with potential developers. We have a culture in place of being ready to facilitate sustainable economic development in the City which meets our place-making objectives.

- **Single point of contact allocated for duration of application; appropriate level of authority to provide reliable advice.**

Principal Planners coordinate pre-application advice for more significant and complex proposals. They subsequently supervise the case officer allocated to assess the application. We operate a help desk service for general enquiries and team e-mail boxes for easy access to advice. In terms of general enquiries, our ground breaking One Door Approach to Development Consents was officially launched in November 2012 with a One Door Approach web page, key contacts and shared services with the Business Gateway Team.

- **Positive and proactive policy on pre-application discussions and follow up contacts / advice to developers post decision; evidence of policy in practice; measure (i) percentage of major and local applications preceded by PAD and (ii) resources given to customer facing service for pre-application and post decision activity.**

The Council website has extensive information on policies and procedures. Pre application discussion is encouraged although this is not currently measured. Post decision monitoring is regularly carried out by case officers. A project looking at our pre-application service has just started and is included in the service plan for 2013\14

- **Proportionate information requests: evidence of reasonable risk management approach to requests for supporting information alongside applications.**

Our validation guidance was recently updated and gives information on what supporting evidence is needed when making applications. Meetings with consultees on major developments identify supporting information that is required and gives the opportunity for face to face contact between officers and the developer at an early stage.

- **Proportionate and reasonable expectations for contributions to infrastructures etc; clear on expectations at an early stage.**

The Council's Economic Resilience Plan ensures that contributions are proportionate. Policies and guidance on developer contributions are under review and planning officers have access to expert advisors on development viability to assist with complex cases.

- **Policy in place on engagement standard: quick response to meeting requests; telephone calls taken or returned quickly; early dates set for meetings.**

The Council has communication and consultation toolkits and is accredited with Customer Service Excellence. Priority is given to meetings on major developments and other complex proposals.

- **One Door Approach and other Planning Charters.**

The One Door Approach to Development Consents aims to give the customer all the information needed at the start of the development process. We advise on all possible consents they might need from planning permission to licences. A One Door Approach Charter is currently being prepared. The Planning Enforcement

Charter has been programmed for an update.

- **Early consideration of detail and quality aspects of proposals during application process, in addition to the principle of development.**

The Council encourages pre-application discussion on complex and major developments. Our suite of guidance has been comprehensively updated and is used for a basis for delivering high quality development. Our online procedures manual is constantly updated and ensures all aspects of the processing of applications are dealt with efficiently.

High Quality Development on the Ground

Creating and shaping places of which we can all be proud:

- In context of the Development Plan and changes in land use, positive steps to examine and produce case studies into how the physical environment has changed and learning from experiences.

For the second year running a set of Environmental Quality Indicators, which aim to measure the effect of planning decisions on the ground, has been produced. This combines the outcome from the Edinburgh Residents Survey and Customer Focus Groups with the agreed Biodiversity index indicators as well as Key Awards which are based on an impartial assessment by independent agencies. The results from asking Edinburgh citizens about the quality of their environment showed improved levels of satisfaction over the last year. This is a useful measure of our success creating high development quality on the ground.

- **Development proposals have been the subject of negotiated or conditioned design improvements through the planning process.**

The Planning service includes expertise in design, conservation, landscape and biodiversity to ensure existing quality is maintained. Design officers work across teams and meet regularly to discuss more complex cases.

Our Design Leader has been instrumental in delivering total place making in Council developments such as the Drumbrae Hub. This is not just a building but a social experience.



- Development plans provide a clear policy context for place shaping and quality design.

Throughout the past year, a project to devise Edinburgh Design Guidance was advanced. Following consultation, the guidance was approved on 16th May 2013 to support existing local plans and the emerging Local Development Plan.

- Design panel; operate local design awards.

The Edinburgh Urban Design Panel is part of the pre-application process for major developments proposals in the city. The panel meets monthly and its members are drawn from a range of organisations with particular expertise to offer to the design review process. The Edinburgh Urban Design Panel map displays the reviews on a map of the city. The Council has a Design Leader with a wide ranging role to promote and support good design and placemaking across the Council and among external stakeholders.

- Promote understanding and provides support / training for community interests.

Planning participates in the quarterly Civic Forum events, providing awareness raising and training for a range of community and interest groups. We have been working closely this year with the Edinburgh Association of Community Councils on the new Edinburgh Planning Concordat. Planning staff regularly attend Neighbourhood Partnerships and Community Councils to give presentations and to provide support and training.

- Demonstration of investment and benefits; recognise value to area of consented / completed development and if possible development plans.

Our annual Development Activity Bulletin summarises the total market of development proposed, approved, under construction or completed in 2012 is £9.1 billion.

- Local environmental improvements, regeneration and town centre activities and enhancements.

The World Heritage status of the City Centre requires an appropriate Management Plan which should specify how the Outstanding Universal Value of the site will be protected. A second Management Plan for 2011-16 was approved in June 2011 and an action plan was approved in March 2012. Monitoring of the state of conservation of the site is carried out on a regular basis.

In June 2011 the Council approved a Retail Strategy for the City Centre to improve and diversify the retail offer across the City Centre.

A project to improve the environment of the Royal Mile has now been developed. Following widespread consultation a finalised Royal Mile Action Plan will be presented to Planning Committee in August 2013. Key areas to be addressed are: traffic / pedestrian conflict, the nature of the retail offer and the management of the street.

The regeneration of Craigmillar has been guided by the 2005 Craigmillar Urban Design Framework. In 2012 the Council commenced a review of the Framework in light of changing economic circumstances which resulted

in stalled development on the ground. Following consultation with the community, a reviewed Framework will be presented to Planning Committee in August 2013. The regeneration of Craigmillar town centre is being progressed in a separate exercise but within a context provided by the reviewed Craigmillar Urban Design Framework.

The Council has two Area Development Frameworks: the Waterfront & Leith ADF (2011) and the City Centre Southern Arc ADF (2012) in collaboration with Architecture + Design Scotland and NHS Lothian. At the Waterfront, the Council recognised the need to revisit existing masterplans due to changing economic circumstances and priorities. In the City Centre, the aim of the ADF is to create an environment where walking and cycling is appealing, convenient and safe.

The ADFs are intended to provide a framework for the delivery of council services and those of its key partner agencies and are regularly reviewed, most recently in February 2013.

- **Design context set out in Strategic Development Frameworks, Masterplans, Design Briefs or similar.**

The Local Development Plan focuses the growth of the city on four Strategic Development Areas. This approach is consistent with the Strategic Development Plan and the Council's Economic Strategy.

City Centre:

The Local Development Plan supports four major development opportunities in the City Centre: St James Quarter, New Street, Fountainbridge & Quartermile. Other changes expected over the next 5 years include the completion of improvements to Waverley and Haymarket Stations, tram services between the City Centre and the airport and further development on Princes Street including public realm. The planning service is also preparing supplementary guidance for town centre retail uses.

South East Edinburgh (Bio Quarter):

Edinburgh Bio-Quarter is an urban extension of the

city focused on the Edinburgh Royal Infirmary and its associated medical school. This will create the potential for further clinical and teaching development and related commercial research and development. The planning service is working with Scottish Enterprise, NHS Lothian and Edinburgh University to prepare supplementary guidance to guide the future development of the area.

Leith:

The Council is working with Scottish Enterprise and Forth Ports Ltd to explore options for the creation of a 21st Century Port, including a renewables hub (as promoted by the National Renewables Infrastructure Plan). The project is being led by Scottish Enterprise. The Council is

Providing advice on the preparation of a PPP application, masterplan and other consents. The expectation is that a planning application will be submitted towards the end of 2013 with a construction in 2014.

West Edinburgh:

West Edinburgh is an area that will change significantly in the coming years. The focus is to progress the International Business Gateway (IBG). The proposals are described in the Local Development Plan and are being developed in the context of a strategic design framework and supplementary planning guidance. A PPP application and masterplan are expected towards the end of the year. The Council is part of a development partnership with Edinburgh Airport, the Royal Highland Centre, other principal landowners and key agencies to oversee the delivery of this nationally important development.

Certainty

Consistency of advice, process, engagement and decision making:

- **Key Agencies and Lead Persons engaged over development plan action programmes ability to deliver planned development.**

Edinburgh's statutory Development Plan Scheme, sets out the steering group, key agencies and lead persons involved.

- **Robustness of Development Plan: measure percentage of applications decided contrary to plan; benchmark level of departures considered acceptable.**

The robustness of the Development Plan is highlighted by the fact that less than 1% of 3,673 decisions were approvals contrary to the Development Plan. Successful appeals as a percentage of planning determinations at 0.56% was well below our benchmarking target of 1%.

- **Protocols / Concordats in place with other Local Authority services and agencies about reliability of advice and working timescales for development management and development planning.**

The Edinburgh Planning Concordat (2010) has created confidence and transparency in working with the business community. It charts a process for managing major development proposals, in a manner which is transparent and clarifies expectations and responsibilities. It advocates the use of processing agreements (PPAs) which have proved to be successful as a project management tool and giving developers the certainty they need in making investments in the City. Work has been ongoing in 2012/13 to update it and include Community Councils as part of the tri-partite agreement. Work is also progressing well on a number of internal protocols between Planning and Economic Development, Estates, Transport and Culture and Sport. This illustrates our move to collective working to deliver development outcomes.

- **Positive support for processing agreements / project management approach to timetabling decisions; set clear and realistic timescales for actions and decision.**

In 2012-13 decisions were issued on 30 major applications, 19 (63%) of which had PPAs and 16 met the PPA target date. Excluding the major applications with PPAs and applications submitted prior to 2009 when statutory change was introduced, decisions were made on 6 major planning applications. This illustrates the increased willingness by developers to enter into a PPA. The Council generally includes a target for legal agreement completion of 3 to 6 months in the processing agreement.

However, experience has shown that this is very much in the hands of applicants. We have therefore continued with the Committee date being the focus as this is where the certainty for the developer lies. Our definition of meeting the target date continues to be based on the agreed Committee date for this reason.

- **Clear project management in place for development planning with Development Plan schemes setting out project plans.**

The Council's statutory Development Plans implement the city-wide strategy "Delivering Capital Growth". The programme proceeded smoothly during 2012-13 and all the agreed milestones were achieved. The Strategic Development Plan for Edinburgh and South East Scotland was approved by Ministers on 27 June 2013. The modifications are largely in line with the DPEA reporters recommendations including the need for the SDP authority to prepare supplementary guidance to define housing requirements per council area.

At the local level, the Council adopted an alteration to the Rural West Edinburgh Local Plan in June 2011. The new Edinburgh Local Development Plan, which will eventually replace two existing local plans, reached a milestone in March 2013 when the Proposed Plan was published. This was followed by a period for public representations which closed recently. The Development Plan Scheme is supplemented by a Project Plan, Project Initiation Document and Risk Register.

- **Consistency and reliability of officer advice on likely decisions; measure applications decided contrary to officer recommendation.**

In 2012-13 only 13 applications were determined contrary to officer recommendations by Committee. This amounts to 0.27% of all the decisions.

- **Clear advice on expected standards for application submissions (including assessments etc); measure percentage applications not validated at first attempt.**

The Edinburgh Council website provides clear guidance on procedures, policy and information to applicants,

developers and the public. The site has retained its SOCITM 4 Star ranking from last year and Edinburgh is the only Scottish local authority to retain this rating for three years running. This is due to our customer focused approach to providing services online and it includes clear pre-application advice including what is expected to validate a planning application. Monitoring of registration times is an important part of our customer service. In 2012-13 4,430 applications were received of which 20.7% were invalid. Our validation guidance was updated this year to ensure applicants have up-to-date information.

Communications, Engagement and Customer Service



Planning and Building Standards continues its commitment to customer service with the accreditation of Customer Service Excellence in March 2012 in addition to the achievement of the Quality Assurance accreditation ISO 9001. This involved an extensive review of how we communicate with our customers, seek customer feedback and ensure these results inform our Service Plan.

- Customer service charter(s) in place; include clear contact points / one stop shop for reliable advice; recognise differing needs of regular and occasional customers.

Customer Service Charters and Standards are in place. Our Planning Help Desk continues to provide a single contact point during office hours for general planning enquiries whether by phone, e-mail or face to face and answered by planning professionals. The Planning and Enforcement Charters are both programmed for updates. The One Door Approach Charter is in progress.

- Customer surveys and local forums, covering range of interests (report in segments); examine experiences and perception of whole service; report on customer satisfaction levels; results inform action plans.

As part of the Royal Mile Action Plan, The Planning Service undertook consultations with young people about plans for the Royal Mile at the Royal Primary and St Marys Primary schools and a general Planning exercise with secondary school children at St Augustine's secondary school.



The 2012-2013 Edinburgh Peoples Survey with over 5000 respondents provides a representative sample of each of the city's 12 neighbourhoods. As part of the last two surveys, a question on the perceived quality of the built environment was asking about the how satisfied they are with their area as a place to live. 86% of all respondents said that they were satisfied with the quality of new buildings and the spaces in their local area, an increase from 58 % in 2011. Satisfaction was high in all the neighbourhood areas, and was highest amongst residents of Portobello / Craigentinny (96%).

The Planning Communication Toolkit and Consultation Toolkit allows us to work with all parties involved in development proposals.

Edinburgh has also developed a range of customer feedback mechanisms including the Edinburgh People's Survey (Used for Environmental Quality Indicators) where 4,000 residents of Edinburgh were asked about the quality of new buildings and the spaces around them and in 2012-13 86% of all respondents said that they were satisfied with the quality of new buildings and the spaces around them in their local area. A further 8% said they were neither satisfied nor dissatisfied, 1 % said they were either fairly or very dissatisfied and 5% had no opinion. Satisfaction has increased from 58% in 2011-12 and this indicates a very high level of satisfaction and is a significant increase from the previous year. This survey was complemented by Customer Focus Groups held to present nine randomly chosen completed developments. The groups rated the developments on a 5 point scale with 2011-12 being the first baseline year against which future years performance can be assessed. In 2012-13 the average scores for the nine schemes indicate that 66% of respondents considered that the developments fitted in well with their surroundings and that 53% considered that they were attractive. The levels of dissatisfaction were much lower, with 15% considering the developments did not fit in with their surroundings and 21% that they were not attractive. This indicates a small positive increase from the 2011-12 results in the assessment of how well the developments fit in with their surroundings with the measure of attractiveness remaining the same.

We have implemented both Mystery Shopping and a Local Authority wide Customer Satisfaction Management Tool within our service to enable us to address customer service issues and continually improve the service we deliver.

- **Proactive encouragement for constructive feedback of customer experiences.**

Our toolkits include feedback forms to encourage constructive feedback on our engagement processes. This was implemented through the Edinburgh Local

Development Plan Main Issues Report consultation allowing us to improve our consultation events and engagements in the future.

- **Complaints: policy on handling complaints and actions where complaints upheld; report on number of upheld complaints.**

In 2012-13 there were 25 Stage 2 complaints however only 1 was upheld demonstrating the robustness of our Stage 1 complaints process. There were also 128 compliments received during the year making an average of 32 per quarter. This is above the baseline of 19 and indicates the appreciation of our customers for the service we provide.

Complaints and compliments are analysed on a quarterly basis with the analysis feeding into team meetings to ensure that staff are aware of issues. Where complaints are upheld, we undertake remedial action for example, further staff training may be required.

- **Electronic communication options: website audits; proactively pursue E-Planning use; measure applications and representations submitted online; and development planning and other consultations online.**

Our planning website recently retained its 4 Stars from SOCITM in its 2013 Better Connected Report. In 2011 it was the first Scottish site to receive 4 Stars and is only one of two Council websites to have retained the rating.

Edinburgh Council's website retained its 4 star rating in 2013 and is the only Scottish local authority to retain this rating for 3 years running.

Social media - The Edinburgh Planning Twitter <<https://twitter.com/planningedin>> account has now over 1000 followers, an increase in over 400 since last year. The account is widely used as a key tool to communicate instantly the work of the service and respond to planning enquiries.

- **Document quality: evidence of commitment to easy to read; Crystal Mark on key documents; availability of alternative methods of presentation (e.g. Braille and minority languages).**

A key component of Customer Service Excellence accreditation was the requirement to ensure we targeted our customer with appropriate information in a way that was easy for our customers to understand.

- **Meaningful and balanced engagement: evidence of effort to engage with 'hard to reach' groups; rolling programme of training for community groups.**

As part of the Royal Mile Action Plan, the planning service undertook consultations with young people about plans for the Royal Mile. These consultations took place with pupils from The Royal Primary and St Mary's Primary Schools with a further consultation taking place with pupils at St Augustine Secondary School.

Efficient and Effective Decision Making

Ensuring structures and processes are proportionate:

- **Team and Committee structures and governance arrangements established; displaying a collective sense of urgency.**

The Planning and Building Standards Service has a Head of Service, a Leadership Team and a team structure compatible with the decision making process for the Development Plan, planning applications and other services within the function. This structure allows responsibility and accountability at all levels with all staff expected to take ownership for their own work.

The Committee structure is made up of the Planning Committee which makes high level policy and strategy decisions on planning matters and the Development Management Sub Committee which makes decisions on around 10% of planning applications. This Committee meets every 2 weeks ensuring that cases are dealt with quickly. Senior Managers meet with the Convenor and Vice Convenor on a weekly basis to discuss current issues.

- **Schemes of delegation effective; Committee and local review body cycles meet with appropriate regularity.**

The Council currently has two schemes of delegation covering the planning service. This allows more

complex and contentious applications to be decided by Committee with planning officers determining those of less public interest. The removal of duty to notify certain types of proposals for category A and B listed building consents to Historic Scotland has meant that in 2012/13 we dealt with 83.2% in 2 months, an increase on the previous year which was 68%.

- **Dealing with delays: evidence of action to progress projects, e.g. stalled cases and Development Plans.**

Service managers are required to submit a monthly performance report for scrutiny by the Leadership Team.

Active monitoring of the Development Plan and planning application performance is embedded into the ethos of the service through the Planning and Building Standards Service Plan. In terms of planning applications, processing agreements are now firmly established as the most effective and efficient way of dealing with major planning applications. Our performance figures in 2012/13 were affected by time taken to complete legal agreements which skewed our performance. This is an ongoing issue but we are now developing systems to deal with legacy cases without impacting on performance. Principal planners of the Development Management teams monitor performance and advise on dealing with any planning delays.

- **Time management: training available and policy / procedures in place.**

The Council has a full training offering through E-Learning and in-house courses ranging from Leadership Matters to time management. Project management training is embedded in the major development teams. The service has a Staff Development Group which focuses on delivering appropriate training and monthly workshops are held on topics such as development economics, One Door Approach and legislative changes so that all staff are aware of them.

- **Service agreements / protocols with agencies and other consultees; reviewed regularly.**

The Council has aligned its own outcomes to the

Government's Single Outcome Agreement. In addition the planning service has a number of partnership working relationships including the Edinburgh Development Forum and the establishment of the Edinburgh Planning Concordat. As stated above, this is currently being updated. We have also made good progress with internal protocols.

Efficient Management Structures

Ensuring management structures are effective and fit for purpose:

- **Local Authority management and team structures capable of delivering planning / development priorities.**

The Planning Service Leadership Team is underpinned by several groups. Within Development Planning one group deals with the Strategic Development Plan and Local Development Plan and associated research and information, another group provides specialist Natural and Built Heritage advice and a delivery and implementation service, which is a key aspect of planning in a Capital Heritage City. In Development Management there are five teams dealing with planning applications: two teams deal with major applications, two teams deal with local and one team with proposals affecting listed buildings. There are two additional teams dealing with enforcement, appeals, local reviews and development contributions.

- **Good support mechanism in place; mobile / fluid workforce able to react where needed.**

Staff are re-allocated to areas of greatest need when appropriate and additional short term appointments are made as and when necessary so that performance overall can be maintained. In the year 2012-13 there have been a number of temporary and permanent staff moves between teams and all performance targets have been met.

- **Planned development of staffing resource; right numbers and skills available to meet future needs.**

The Council's Performance Review and Development process and Contribution Based Pay facilitate efforts to develop staff. There is a Staff Development Group which oversees training and development needs. Regular staff seminars at which attendance is usually compulsory are held along with team away days when issues facing the service can be considered.

- **Collaboration: strong relationships with (i) other business areas within Local Authority, (ii) neighbouring authorities and (iii) other public bodies, to deliver joint objectives.**

The Planning and Building Standards service is part of Services for Communities the Head of Service for Planning and Building Standards is now responsible for a wider remit of services within the City Centre and Leith neighbourhoods. This brings together various front line services with which planning has close working links.

The Council works with five other Local Authorities in South East Scotland through SESplan to prepare the Strategic Development Plan. The Development Management service has a long standing benchmarking arrangement with partners in Aberdeen, Dundee and Glasgow City Councils.

The service works with other public bodies, organisations and community groups to improve the service provided, for example Scottish Enterprise, Forth Ports, NHS Lothian, University of Edinburgh, New Inghliston and the Royal Highland and Agricultural Society of Scotland. The award winning Concordat is an example of this work. Processing agreements for all major development proposals is another example of this collaborative working ethos.

Financial Management and Local Governance

Demonstrating effective governance and financial management:

- **Resources aligned to priorities; demonstrating drawing on workforce survey.**

Planning has a flexible and agile workforce which can move between teams to deal with casework fluctuations

within Development Management. In 2012-13 we had the highest caseload per officer of Scottish cities.

Planning has realigned our Development Planning staff to focus resources in the Strategic Development Plan and Local Development Plan in order to meet our Development Plan scheme targets.

- **Policy to ensure time and resources committed is proportionate to the value added.**

We continue to offer opportunities to Graduate Planners and trainees in addition to offering short term placements to school students and placements over the summer. This allows Development Planning to undertake short life projects within Development Planning and assists with fluctuations in Development Management caseload.

- **Structures in place to procure services / spend effectively.**

There is a dedicated Finance Manager who is responsible for ongoing budget monitoring to ensure that we are efficient and effective in procuring services and in spending. The Council uses the Oracle system for procurement and purchasing.

Culture of continuous improvement

Demonstrating a culture of learning and improving:

- **Plan for ongoing development of staff, management and elected members.**

As part of our Gold Award for Investors in People, we have a strong commitment to staff development comprising of the Annual Performance Review and Development Appraisal, an annual target of five days staff development per officer and bespoke monthly training workshops. The appraisals also allow staff to express their areas of interest and can facilitate team moves.

Members decisions are important to investor confidence and a full programme of training is delivered throughout the year to support Planning Committee members.

- **Evidence staff, management and members have been well trained and given clear sense of priorities.**

The Council has its own training programme including over 300 online bespoke courses which all staff can access. Staff are encouraged to pursue continuous learning for example attending external seminars, workshops and conferences or applying for further or higher educational courses. This is discussed through Performance Review and Development appraisals which are linked to our planning service priorities as set out in our annual Planning & Building Standards Service Plan.

- **Previous improvement plan – evidence it has been delivered and benefits realised.**

Planning and Building Standards produce an annual Service Plan which incorporates the performance outcomes for the previous year 2012-13 and the performance indicators for the coming year 2013-14 and these are based on 4 key outputs.

- **Key Performance Results**

- **Customer Results**

- **Community Results**

- **People Results**

The Planning and Building Standards Service Plan for 2013-14 was approved at Planning Committee on the 16 May 2013.

The performance review of 2012-13 shows that most targets were exceeded and the table opposite highlights some of these.

Aim	Indicator	Target 2012-13	Actual 2012-13	Comments
Improve the timescales for processing Listed Building consents	% of Listed Building consent applications determined within 2 months	65%	83.2%	Target far exceeded and the removal of duty to notify Historic Scotland on some listed building consent on A listed buildings has improved efficiency without impact on quality
Achieve targets for processing Building Warrant applications	Building Warrant applications - % first report issued in 15 days	80%	84.54%	Target met with a marginal improvement over performance for the previous year
Achieve targets for processing Building Warrant applications	Building Warrant applications - % issued in 10 days after receiving final revised plans	80%	96.24%	Target met and exceeded
Achieve targets for processing Completion Certificate submissions	% notice of acceptance of completion certificate issued in 5 days	80%	94.31%	Target met and exceeded
Improve processing of Enforcement queries	% Enforcement cases where statutory action taken notice served within 4 months if receipt of complaint	80%	94.4%	The target was exceeded. Enforcement enquiries are dealt with quickly and effectively to show public confidence in the system

Part 3 - Supporting Evidence

This document is supported by Hyperlinked references to key evidence throughout.

A full index of evidence of set out below

[Action Plan for the Rural West Edinburgh Local Plan](#)

[Annual Development Activity Bulletin](#)

[Area Development Frameworks](#)

[Planning and Building Standards Service Plan 2013 –2014](#)

[Civic Forum](#)

[Communication and Consultation Toolkits](#)

[Complaints Policy Customer Service Charters Customer Service Excellence Delivering Capital Growth](#)

[Developer Contributions and Affordable Housing](#)

[Development Management Sub Committee](#)

[Development Plan Scheme](#)

[Edinburgh City Local Plan](#)

[Edinburgh Local Development Plan Main Issues Report Consultation](#)

[Edinburgh People's Survey](#)

[Economic Resilience Plan](#)

[Edinburgh Local Development Plan](#)

[Edinburgh Residents Survey](#)

[Edinburgh Design Guidance, Sustainable Buildings, Streets and Housing](#)

[Edinburgh Urban Design Panel](#)

[Environmental Quality Indicators](#)

[Main Issues Report](#)

[Monitoring Report for its Open Space Strategy](#)

[National 24 hour Twitter](#)

[New Permitted Development](#)

[Planning Committee](#)

[Planning Help Desk Service](#)

[Performance Targets](#)

[Procedures Manual](#)

[Processing Agreements](#)

[Retail Strategy for the City Centre](#)

[Royal Mile Charrette](#)

[Schemes of Delegation](#)

[Single Outcome Agreement The Council Website](#)

[The Planning Concordat](#)

[The Proposed Strategic Development Plan](#)

[Union Canal Strategy](#)

[Validate a Planning Application](#)

[Validation Guidance](#)

[World Heritage New Management Plan for 2011-16](#)

[2012 Better Connected Report](#)

Part 4 – Service Improvements

The Service Plan for 2013 / 2014 sets out the actions that we aim to deliver for the continuous improvement of our services. Whilst pursuing more effective and efficient systems, the focus is increasingly on outcomes and performance.

Key Performance	Customer	Community	People
Age of Development Plan Report on representations to the proposed Local Development Plan by December 2013	Deliver an up-to-date One Door Approach Customer Charter Completion of the One Door Approach Charter by October 2013	Develop Indicators of Environmental Quality Prepare a list of measures to inform planning policy and processes by December 2013	Improved Staff Training 5 Hours IT Training per staff member and 31 hours additional training
Removal of Legacy Cases from the System 25% reduction by March 2014 in undetermined cases over 3 years old as at April 2013	Joint working with Building Standards, Economic Development and Corporate Property to ensure linkage of development consents Implement joint working agreements by October 2013	Edinburgh Planning Concordat Complete version 2 by October 2013 and launch by December 2013 to embrace Community Councils in a tripartite process	Review of Planning and Building Standards Management Structure Review and implement new management structure by December 2013
Improved and Sustained Performance in serving Enforcement Notices 80% of Enforcement Notices served within 4 months of receipt of complaint	Review of Pre Application Advice Service including resources and recording Review current pre application service by October 2013 and implement new service by March 2014	Development of 'Added Value' framework to improve quality of planning applications Implement an 'Added Value Assessment Framework' by December 2013	Engage staff in progressing organisational improvements Action Plan to be approved by end of June 2013 and implement Staff Engagement Action Plan by March 2014
Improved and sustained performance in processing Planning Applications Decision within 2 months (Link to Added Value Framework) 70% non householder per quarter 70% listed building consent per quarter	Raise awareness of Planning among young people Identify opportunities to involve young people in major projects by March 2014	Maintain and enhance the vitality and viability of Shopping Centres Finalise Town Centre guidance pilots by December 2013 and publish 2nd batch in draft by March 2014	

Appendix 1

Decision making timescales

CATEGORY	TOTAL NUMBER OF DECISIONS	PROPORTION OF DECISIONS	AVERAGE TIME (WEEKS)
All Major Developments	6 this excludes applications with PPAs and applications submitted prior to August 2007		22.7 this excludes applications with PPAs and applications submitted prior to August 2007
All Local Developments	2,070		8.4
All Local Developments (non-householder)	831		8.4
Local: less than 2 months	573	68.9%	6.7
Local: more than 2 months	258	31.1%	18.8
Householder developments	1,238		6.9
Local: less than 2 months	1,131	91.4%	6.5
Local: more than 2 months	107	8.9%	12.2
Housing Developments - Major	6		114.8
Housing Developments - Local	163		14.1
Local: less than 2 months	102	61.6%	6.7
Local: more than 2 months	61	38.8%	28.4
Business & Industry - Major	1 (as above)		16.1
Business & Industry - Local	72		14.2
Local: less than 2 months	62	86.1	6.4
Local: more than 2 months	10	13.9	22.1
EIA Developments	0		-
Other Consents	1,160		7.7

Decision Making: Applications subject to Planning/Legal Agreements

CATEGORY	TOTAL NUMBER OF DECISIONS	PROPORTION OF DECISIONS	AVERAGE TIME (WEEKS)
Planning/Legal Agreements	69		38.7
Local Reviews	71		7.7

Decision-making: local reviews and appeals

	TOTAL NUMBER OF DECISIONS	ORIGINAL DECISION UPHELD (%)
Local Reviews	71	52.1
Appeals to Scottish Ministers	63	68.3

Enforcement activity

	NUMBER
Cases Taken Up	751
Notices Served	56
Reports to Procurator Fiscal	2
Prosecutions	0

Applications Decided after more than 3 years

	NUMBER
Major Applications	5
Local Applications	3
Other Consents	1

Commentary on Performance Statistics

Edinburgh's figures shows consistently high performance in all areas. The majority of major developments are now dealt with by processing agreement where we agree a Committee date with the applicant. The above figures show we met 78.9% of these dates. This reflects the partnership working we undertake with developers with agreed timescales through processing agreements. Concluding legal agreements continues to be a source of delay as applicants defer signing for various reasons. In term of householder developments, the figures reflect a top performing Local Authority with 91.4% of applications being processed under the 2 months target.

Local development (non-householder) in general is dealt with within 2 months in all categories. This is a 9% improvement on last year. Business and industry development is a priority and this is reflected in the 76.5% of applications processed in the target period. This stimulates business confidence and shows that delivering economic development is a priority for this Council.

Edinburgh intends to build on these figures and display a culture of continuous improvement. A more detailed analysis of actual processing times of major applications for future Planning Performance Frameworks will allow us to show that Edinburgh is Open for Business.

Appendix 2: Workforce and Financial Information

	Tier								
Head of Planning Service (1)	3								
	Managers (30)		Main Grade Posts (113)		Technician Posts (13)		Office support/ Clerical (28)		
	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	Totals
Development Management	5		42		7		16		70
Development Planning	4		32		6				42
Enforcement Staff	2		9						11
Building Standards	3		44						47
Cross Service / Other Planning	1		1				12		14
									184
Total Staff									185

Staffing profile	Number	
Under 30	21	11%
30-39	38	21%
40-49	51	28%
50 and Over	75	41%
Total	185	100%

Committees & site visits (3)	No. per year
Full Council committees	12
Planning Committees	6
Area Committees (where relevant)	N/A
Development Management - Sub Committee)	20
Committee site visits	9
LRB (4)	16

Budgets	Budget	Costs		Income (7)
Planning Service		Direct (5)	Indirect (6)	
Development Management	£3,052,737.00	£2,461,580.00	£534,593.00	£1,388,866.00
Development Planning	£2,357,544.00	£1,795,328.00	£466,069.00	£247,870.00
Enforcement	£479,715.00	£386,819.00	£84,007.00	£-
Building Standards	£2,472,835.00	£1,899,016.00	£412,526.00	£2,496,557.00
Cross Service / Other Planning	£1,149,185.00	£485,793.00	£604,569.00	£91,020.00
Total Budgets	£9,512,016.00	£7,028,536.00	£2,101,764.00	£4,224,313.00

Notes on Completion:

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

Planning Performance Framework

Services for Communities
Planning

2012 - 2013
2013 - 2013