

**PLANNING PERFORMANCE FRAMEWORK
 ANNUAL REPORT 2013-2014**



Part 1: National Headline Indicators (NHIs)

Key outcomes	2013-2014	2012-2013
Development Planning: <ul style="list-style-type: none"> age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> <p>Cairngorms National Park Local Plan Perth & Kinross Eastern Area Local Plan Perth & Kinross Highland Area Local Plan</p> <ul style="list-style-type: none"> development plan scheme: on track? (Y/N) 	<p>3 15 13</p> <p>Y</p>	<p>2 14 12</p> <p>Y</p>
Effective Land Supply and Delivery of Outputs <ul style="list-style-type: none"> effective housing land: years supply effective housing land supply housing approvals effective employment land supply employment land take-up 	<p>20 years 2129 units 1521 units¹ 135 ha not available</p>	<p>20 years 2184 units 43 units 135 ha not available</p>
Development Management <p>Project Planning</p> <ul style="list-style-type: none"> percentage of applications subject to pre-application advice number of major applications subject to processing agreement or other project plan percentage planned timescales met <p>Decision-making</p> <ul style="list-style-type: none"> application approval rate delegation rate 	<p>40%</p> <p>None</p> <p>N/A</p> <p>90.4%</p> <p>N/A</p>	<p>43%</p> <p>None</p> <p>N/A</p> <p>94.1%</p> <p>N/A</p>
Decision-making timescales Average number of weeks to decision: <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments 	<p>251² 19.4 N/A</p>	<p>92 18.5 9</p>
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / 	<p>19 months</p>	<p>7 months</p>

¹ The large number of housing approvals includes the issue of decision notice for planning permission in principle for 1500 units at the new settlement of An Camas Mòr.

² This time period is for the issue of decision notice for planning permission in principle for the new settlement of An Camas Mòr. The decision notice was delayed while the Cairngorms National Park Local Plan was challenged through the courts.

reviewed (months) <i>Requirement: review every 2 years</i> • number of breaches identified / resolved	23/19	32/28
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The Cairngorms National Park Authority (CNPA) calls in applications within the Park that it considers to be significant to the aims of the Park. In practice this means most major and significant local applications and numbers between 50-60 applications per year on average. All applications are determined by the CNPA Planning Committee. The NHI figures related to the CNPA's Development Management service are therefore based on a few, often complex applications rather than a wide range of applications, where many decisions are delegated to officers.

The single application major application determined by the CNPA during 2013/14 was for a controversial new settlement. The issue of a decision notice was delayed while the adopted Local Plan underwent challenge through the courts.

PLANNING PERFORMANCE FRAMEWORK

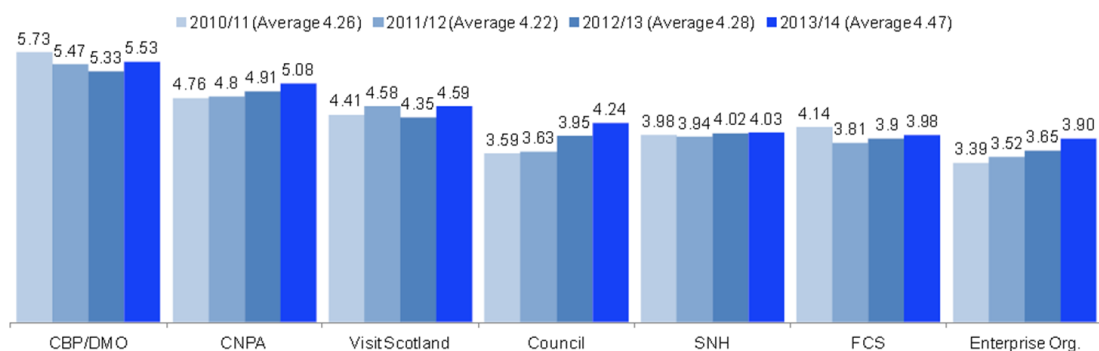
Part 2: Defining and measuring a high-quality planning service

Open for business

We:

1. Supported businesses in the development of Economic Development and Diversification Strategy for the Park and facilitated the Cairngorms Economic Forum .
2. Continue to improve our reputation with business in the Park – as illustrated by the Cairngorms Business Partnership’s Business Barometer (**Figure I**) where the businesses in the Park rate the effectiveness of the contribution of different organisations within the Park: CNPA’s reputation amongst businesses has always been above average and has improved for the third consecutive year.

Figure I: The contribution of organisations for business in the Cairngorms National Park (Scale of 1-10)



Source: Cairngorms Business Partnership Business Barometer Annual Report 2013/14

<http://visitcairngorms.com/assets/files/Cairngorms-Business-Barometer-2013-14---Summary-Report-.pdf>

3. Convened the Developers Forum 4 times a year to discuss common issues between development industry and planning/public authorities. Meeting on high-speed broadband infrastructure led to direct contact and cooperation between BT Openreach and local developers. Meeting on water issues led to better contact between Scottish Water development services, SEPA and local developers.
4. Due to restructure and relocation issues we have had significant staff turnover in development management and admin support teams during this year with periods of unfilled vacancies. This contributed to a lack of continuity in case officer knowledge and some delays to individual applications. These issues are being ironed out as staff team stabilises from late 2014.
5. We understand the importance of pre-application advice and have always tried to provide a targeted service. The nature of the development management service in the Cairngorms National Park (split between the local authorities and CNPA) has made it difficult to provide a consistent service. We tackled the problem with local authority partners during the 2013/14 and identified confusion about the types of application likely to be called in or not called in by

the CNPA as one of the key barriers to providing a consistent service. This established further improvement priorities for 2014/15 to clarify the call-in process and provide a consistent and effective service across all areas of the Park.

6. We have been involved in the local authority-led Pre-application Consultation (PAC) Process on cases and will use some of the best practice from that in designing the pre-application process for local developments.

High quality development on the ground

We:

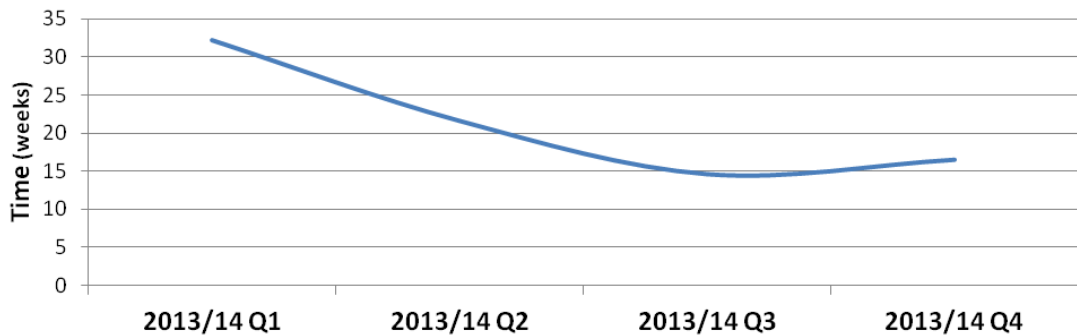
1. Have an up-to-date Local Plan in place with a strong Design Policy and Supplementary Planning Guidance on Sustainable Design.
2. Are on target with [timetable](#) to prepare our Local Development Plan with Design Policy, Supplementary Guidance and development briefs for appropriate site. [Examination](#) of Plan started early 2014 and DPEA report was received in September 2014.
3. Continued to use our [Landscape Toolkit](#) to help assess development proposals and have supported developers to use the toolkit in their own planning.
4. Have worked in partnership with Forestry Commission Scotland to begin planning for an improved [management plan and masterplan](#) for development and visitor infrastructure in the Cairngorm and Glenmore area of the Park.

Certainty

We:

1. Have a record of no applications decided contrary to the Cairngorms Local Plan in 2013/14.
2. Have a record of nearly 100% of applications determined in line with officer recommendations in 2013/14. Only one decision was against officer recommendation.
3. While our average determination timescales for local developments rose slightly compared to 2012/13, we determined a number of legacy cases over the year and have been managing cases towards swifter determination during the year. The CNPA Planning Committee makes all planning application determinations, so most cases take more than 2 months to determine. The graph below shows how the average time for local development determinations taking more than 2 months to determine (85% of applications determined by the CNPA).

Figure 2: Local developments average time over 2 months (weeks) 2013/14



4. Introduced faster procedures to speed up the issue of decision notices following Committee determinations. During the first quarter of 2013/14 only 7% of decision notices were issued within 7 days of the Committee. By the fourth quarter of the year 79% of decision notices were issued within 7 days of the Committee.
5. Introduced new [procedures](#) for the review of applications post-determination where outstanding S75 agreements or developer obligations delayed the issue of decision notices. We target swift resolution and will report outstanding cases to Planning Committee after four months, with a recommendation for refusal of the application if no significant progress has been, or appears likely to be, made. The procedure has resulted in resolution of a number of cases and issue of decision notices.
6. Began offering processing agreements on planning applications, trialled different forms of processing agreement and ended the year offering processing agreements on all applications called in by the CNPA.
7. Continued to use project management structures to deliver Local Development Plan and reviewing for programme towards a replacement Local Development Plan for 2019.
8. Have a planning protocol and regular contact with the 5 local authorities to ensure there is a consistent approach to managing development and providing customer service.
9. Produce regular and proportionate policy advice: SPG is up-to-date. During the period of the report we reviewed it and prepared fresh and comprehensive [Supplementary Guidance](#) to accompany consultation on the proposed Local Development Plan in 2013.

Communications, engagement and customer service

We:

1. Improve planning staff accessibility for most customers and by the end of the year the majority of planning officers and managers working from Grantown-on-Spey, closer to the majority of development sites and customers.
2. Continued to service the Community Council Planning Representatives Network and have responded to feedback from the group. One example was a change to the [Planning Committee Standing Orders](#) to extend the period for accepting representations on planning applications from 21 to 28 days. This was

in response to feedback from Community Councils via this network that 21 days did not allow sufficient time for considered representations.

3. Continue to have constructive and open discussions with developers on issues that affect them and how to improve our planning service through our Developers Forum but have also used the Forum to address topical issues and provide advice on issues outside the CNPA's control but important in securing development on the ground such as high speed broadband infrastructure and avoiding delays with statutory consultees.
4. Continued to implement "In My Back Yard" (IMBY) planning engagement project with 3 schools and pupils in the Park in partnership with Planning Aid Scotland.

Efficient and effective decision-making

We:

1. Reviewed Planning Committee Standing Orders to improve efficiency and service to customers.
2. Introduced new targets for issues of decision notices within seven days of Committee determinations and significantly increased proportion of applications where decision notices are issued within seven days.
3. Introduced new procedures for the review of applications post-determination where outstanding S75 agreements or developer obligations delayed the issue of decision notices.

Effective management structures

We

1. [Restructured](#) the planning team and made new appointments with commercial experience. We clarified the management hierarchy for development management to improve quality and speed of decision-making.
2. Established clearer internal procedures to maintain continuity of development management service during the year when staff turnover was high, new posts were recruited and training needs created fluctuations in workload. Staff resource increased during year.
3. Have improved working relationships with local authority partners and identified further areas where planning service delivery can be improved across authorities such as clearer definition of CNPA call-in categories of development.
4. Have stepped up senior management liaison with regulating authorities over water environment issues in the Park where European designations, water abstraction, waster water and water flows have a direct impact on development planning, development management decisions and development on the ground.

Financial management and local governance

We:

1. Increased the staffing level in our planning team and restructured the team to improve performance.
2. Made new arrangements with our external legal advisers in terms of attending Committee meetings and giving advice to staff to ensure we get the best

- possible service.
3. Reviewed corporate-wide procurement policies and procedures.

Culture of continuous improvement

We:

1. Trained new staff in use of Eplanning systems (six out of seven staff involved in development management, from support staff to managers).
2. Planning staff participated in project management, advanced Eplanning systems administration and design awareness training throughout year, courses identified through recruitment or appraisals.
3. Identified that a wider skills audit for the planning team was required once posts were filled and immediate work priorities addressed so have identified this as priority for 2014/15.
4. Have introduced more detailed and comprehensive monitoring of planning service performance for managers to identify targets and trends. Are identifying most representative indicators for CNPA planning service, where only a few planning applications are considered per year.
5. Managers across planning service are participating in HoPS activities and learning from other authorities' experience.

Part 3: Supporting evidence

Part 2 of this report was compiled drawing on evidence from the following sources:

Cairngorms Business Barometer

<http://visitcairngorms.com/assets/files/Cairngorms-Business-Barometer-2013-14---Summary-Report-.pdf>

Procedure for S75/ planning obligations

<http://cairngorms.co.uk/resource/docs/boardpapers/06122013/CNPA.Paper.6026.Planning%20Committee.Paper.11.-Plan.pdf>

Online Local Development Plan with Local Plan, proposed Local Development Plan and Supplementary Guidance

<http://www.ldpcairngorms.co.uk/oldp/docSelectorAction.do?docId=179>

Adopted Local Plan

<http://cairngorms.co.uk/park-authority/about-us/publications/?publicationID=265>

Development Plan Scheme

<http://cairngorms.co.uk/resource/docs/publications/21052014/CNPA.Paper.1938.Development%20Plan%20Scheme%20-%20revised%20April%202014.pdf>

Proposed Local Development Plan

<http://cairngorms.co.uk/resource/docs/publications/12042013/CNPA.Paper.1880.Proposed%20Local%20Development%20Plan.pdf>

Proposed Local Development Plan Examination

<http://www.dpea.scotland.gov.uk/CaseDetails.aspx?id=114871>

Landscape Toolkit

<http://cairngorms.co.uk/landscape-toolkit>

Glenmore Outline Masterplan

<http://cairngorms.co.uk/resource/docs/boardpapers/27062014/CNPA.Paper.6334.Board.Paper.9.Annex.1.pdf>

Standing Orders for CNPA Board and Planning Committee

<http://cairngorms.co.uk/park-authority/about-us/publications/?publicationID=216>

Part 4: Service Improvements 2014-15

The CNPA Planning Committee agreed planning service priorities for the year 2014/15 on 11 April 2014. In the coming year we will:

1. Complete move of Planning Staff to Grantown on Spey.
2. Undertake feedback exercise with Community Council/Association Planning Representatives Network (PRN) on recent LDP process to improve ease of engagement for next LDP.
3. Establish partner coordination group to deliver LDP Action Programme and use the monitoring reports to highlight importance and value of consented/delivered development.
4. Establish procedure advice notes across planning service to help customers understand key Local Development Plan implementation topics and development management procedure issues.
5. Implement new call-in categories across Park and deliver a more consistent pre-application service with 5 councils.
6. Offer processing agreements on all applications likely to be called in or called in by the CNPA.
7. Establish Customer Service Charter for Planning Service focussing on development management and day to day service provision that is not covered by the Enforcement Charter and Development Plan Schemes already in place.
8. Review the delivery of planning gain service for the CNPA to establish most efficient service for all parties involved.
9. Review internal procedures and processes to improve efficiency and speed of decisions and introduce internal determination timescale targets to reduce overall determination timescales.
10. Simplify and improve the customer focus of the CNPA planning web pages and provide quicker routes to applications and open consultations.
11. Review Enforcement Charter and investigate greater integration of enforcement between CNPA and five Councils.

12. Establish plan for Enforcement Officer role from July 2015.
13. Undertake skills audit of planning team and establish a prioritised training/enhancement plan, including training activities on natural heritage skills and advice, delivery of the new LPD for the Park, and planning support team training on Uniform administration and template modification.
14. Review options for CNPA member involvement in pre-application discussions.

Delivery of our service improvement actions in 2013-14:

Committed improvements and actions	Complete?
<p>Restructure and strengthen the CNPA planning team as part of wider CNPA staff restructure with emphasis on coordination of planning process under one Director of Planning and Rural Development, recruitment of new posts to the Grantown office (closer to the majority of planning applications) and a renewed focus on delivery of an effective and efficient service delivery.</p> <ul style="list-style-type: none"> • <i>Clearer structure under Head of Planning with planning manager responsible for development management, development planning and service improvement.</i> • <i>Service improvements built into planning team work plans.</i> 	Yes
<p>Review the location of planning team (historically based in Ballater office) to establish the most effective service for the National Park.</p> <ul style="list-style-type: none"> • <i>All development management staff located in Grantown on Spey.</i> • <i>Plan established for all permanent planning service staff to be located in Grantown-on-Spey by October 2014.</i> 	Yes
<p>Review and implement new processes for our Development Management service, including the offering the use of processing agreements and making more use of project plans.</p> <ul style="list-style-type: none"> • <i>Procedure reviews undertaken for committee preparation, S75 agreement conclusion, legacy case resolution.</i> • <i>Processing agreements offered on all applications by April 2014.</i> • <i>Project plans based on processing agreement established for major applications.</i> 	Yes
<p>Work to improve decision-making timescales through enhanced management supervision, staff restructure and process improvements related to S75 Planning Obligations.</p> <ul style="list-style-type: none"> • <i>Management focus on efficient determination of applications resulted</i> 	Yes

<p><i>in reduction in processing timescales throughout year.</i></p> <ul style="list-style-type: none"> • <i>Review of procedures and setting of targets for decision notices resulted in significantly faster decision notice issuing.</i> • <i>New procedures for review of cases waiting conclusion of S75 agreements or developer obligations proved effective tool for resolving some stalled cases.</i> 	
<p>Work with local authority partners to redesign the pre-application process including review of internal systems and development of a protocol that makes clear which categories of development will be automatically be “called in” (or not) by the CNPA. This will improve the clarity of process for all interested parties and reduce potential time delays.</p> <ul style="list-style-type: none"> • <i>Discussed the call-in process and pre-app process with local authority partners.</i> • <i>Reviewed call-in categories with planning committee and staff.</i> • <i>Identified actions for 2014/15 to launch and operate new system</i> 	No
<p>Introduce more rigorous up-front information and survey requirements for applicants to support efficient planning application validation and subsequent determination. The provision of adequate information with planning applications will allow us to determine applications efficiently and substantially reduces the risk of delays in determination or subsequent challenges.</p> <ul style="list-style-type: none"> • <i>Natural Heritage Team introduced new checklist and checking procedures to ensure survey requirements are identified as early in process as possible.</i> • <i>Identified best practice survey standards to signpost to applicants.</i> • <i>Prompted Scottish Natural Heritage to identify best practice survey standards for Wildcat.</i> 	Yes

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Part 5: Official Statistics

A: Decision-making timescales

Category	Total number of decisions 2013-2014	Average timescale (weeks)	
		2013-2014	2012-2013
Major developments	1 (100%)	251	92
Local developments (non-householder)			
• Local: less than 2 months	9 (19%)	7.6	7.2
• Local: more than 2 months	38 (81%)	22.1	19.6
Householder developments			
• Local: less than 2 months	0	-	-
• Local: more than 2 months	0	-	9
Housing developments			
Major	1	251	-
Local housing developments			
• Local: less than 2 months	1 (14%)	5.7	-
• Local: more than 2 months	6 (86%)	20.3	18.5
Business and industry			
Major	-	-	-
Local business and industry			
• Local: less than 2 months	2 (25%)	7.6	-
• Local: more than 2 months	6 (75%)	26	19.2
EIA developments	1	16.9	-
Other consents*	4	21.1	10.8
Planning/legal agreements**	4	100.8	-
Local reviews	N/A	N/A	N/A

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 7 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2013-2014		2012-2013	
		No.	%	No.	%
Local reviews	0	0	0		
Appeals to Scottish Ministers	1	1	100	2	50

C: Enforcement activity

	2013-2014	2012-2013
Cases taken up	23	61
Breaches identified	23	42
Cases resolved	19	28
Notices served***	2	2
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

*** Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

D: Context

The Cairngorms National Park Authority (CNPA) calls in applications within the Park that it considers to be significant to the aims of the Park. In practice this means most major and significant local applications and numbers between 50-60 applications per year on average. All applications are determined by the CNPA Planning Committee. The NHI figures related to the CNPA's Development Management service are therefore based on a few, often complex applications rather than a wide range of applications, where many decisions are delegated to officers.

The single application major application determined by the CNPA during 2013/14 was for a controversial new settlement. The issue of a decision notice was delayed while the adopted Local Plan underwent challenge through the courts.

Our average determination timescale for applications with legal agreements was over 100 weeks during 2013/14. We accept that this figure is not acceptable and that is one of reasons we adopted new [procedures](#) to encourage swift resolution of such cases during the year.

Part 6: Workforce and Financial Information

The information requested in this section is an integral part of providing the context for the information in parts 1-5. Staffing information should be a snapshot of the position on 31 March. Financial information should relate to the full financial year.

	Tier 1	Tier 2	Tier 3	Tier 4
Head of Planning Service	0	0	1	3

Note: Tier 1= Chief Executive, Tier 2= Directors, Tier 3= Heads of Service, Tier 4= Managers

		DM	DP	Enforcement	Other
Managers	No. Posts	1	1	0	1
	Vacant	0	0	0	0
Main grade posts	No. Posts	2	1	1	0
	Vacant	0	0	0	1
Technician	No. Posts	0	0	0	0
	Vacant	0	0	0	0
Office Support/Clerical	No. Posts	1.5	0	0	0
	Vacant	0	0	0	0
TOTAL		4.5	2	1	2

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

Staff Age Profile	Number
Under 30	2
30-39	0
40-49	4
50 and over	3

Committee & Site Visits*	Number per year
Full council meetings	4
Planning committees	13
Area committees (where relevant)	N/A
Committee site visits	
LRB**	N/A
LRB site visits	N/A

Notes:

*References to committees also include National Park Authority Boards. Number of site visits is those cases where visits were carried out by committees/boards.

**this relates to the number of meetings of the LRB. The number of applications going to LRB are reported elsewhere.

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development management	200000	113300	38000	76000
Development planning	101000	83000	17000	
Enforcement	0	27000	8500	
Other		232000	38000	
TOTAL	301000	455300	101500	76000

Notes:

* Direct staff costs covers gross par (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority 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, administration, typing). Exclude staff spending less than 30% of their time on planning.

**Indirect costs include all other costs attributable to the planning service. Examples (not exhaustive) include accommodation, IT, stationery, office equipment, telephone charges, printing, advertising, travel & subsistence, apportionment of support service costs.

*** Include fees from planning applications and deemed applications, and recharges for advertising costs etc. Exclude income from property and planning searches.