

Annex 2
PERFORMANCE FRAMEWORK
ANNUAL REPORT 2012-2013



Introduction

This is the Annual Report 2012-2013 for Cairngorms National Park Authority (CNPA), prepared under the Planning Performance Framework (PPF) developed by Heads of Planning Scotland (HOPS) and Scottish Government. The Framework provides a common approach to reporting on planning performance for the 32 Local Authorities and two National Park Authorities.

Background

Two areas of Scotland have been designated as National Parks under the National Parks (Scotland) Act 2000 because they are of outstanding national importance because of the combination of natural and cultural heritage and have special management needs. Cairngorms National Park Authority (CNPA) and Loch Lomond and The Trossachs National Park Authority (LLTNPA) are distinct from the other planning authorities and have a specific purpose under Section 9 (1) of that Act:

“The general purpose of a National Park authority is to ensure that the National Park aims are collectively achieved in relation to the National Park in a co-ordinated way.”

The four aims of the National Parks are set out in Section 1 of the Act:

- To conserve and enhance the natural and cultural heritage of the area.
- To promote sustainable use of the natural resources of the area.
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public.
- To promote sustainable economic and social development of the area's communities.

The Park Authority is required by the legislation to give greater weight to the first aim if there is a conflict between the first and the other aims.

As custodians of these national assets the National Park authorities must therefore deliver their planning service within the context of the purpose in the National Parks (Scotland) Act as well as obligations under the Planning Acts.

The National Parks (Scotland) Act also requires each National Park Authority to prepare a National Park Plan which is the management plan for the Park, to be delivered by a wide range of partners. The Plan provides strategic context for the Local (Development) Plan and is a significant material consideration in planning decision making. The second National Park Partnership Plan was adopted by CNPA in approved by Ministers in 2012.

The Designation Orders for each of the two National Parks contain the specific arrangements for planning powers. LLTNPA has full planning powers, in the same way as each of the 32 Local Authorities. In the Cairngorms there is a unique set of arrangements whereby planning powers are shared between CNPA and the five other planning authorities – Aberdeenshire, Angus, Highland, Moray and Perth & Kinross Councils.

Under these arrangements the CNPA is responsible for the preparation of the Local (Development) Plan for the National Park. The Development Management function is shared between CNPA and the five local authorities. Applications are submitted initially to each of the respective local authorities and they must notify CNPA within 5 days of all planning and related applications that they receive. CNPA has the power, within 21 days, to “call in” and determine those applications that raise a planning issue of “general significance” to the statutory aims of the National Park. Delivery of development requires a high degree of collaboration between CNPA and each of the respective local authorities who remain responsible for important matters including, for example, housing, transport, education and waste management.

Decisions on planning applications, whether by CNPA or the Councils, are based on the Cairngorms National Park Local Plan, except within Perth and Kinross. The Cairngorms National Park Local Plan was adopted in October 2010, at the same time that the Scottish Parliament designated the Perth and Kinross area as part of the National Park. Therefore the two older Perth and Kinross Local Plans still apply in this part of the Park. They will be replaced by the Local Development Plan for the Park, which is due for adoption in 2014.

The remainder of this report follows the format set out for all planning authorities with an additional appendix to report on the new High Level Group on Performance Markers.

1. National Headline Indicators (NHIs)

** Indicates reference to a Performance Marker as identified by the High level Group on Planning Performance. The relevant paper has not been formally considered by COSLA but all planning authorities have been encouraged to make clear reference to those markers that have been identified.

Key outcomes	2012-2013	2011-2012
Development Planning: <ul style="list-style-type: none"> • age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> Cairngorms National Park Local Plan Perth & Kinross Eastern Area Local Plan Perth & Kinross Highland Area Local Plan • **development plan scheme: on track? (Y/N) 	 2 years 14 years 12 years Yes	 1 year 13 years 11 years Yes
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 • effective commercial floor space supply • commercial floor space delivered 	 20 years 2184 units 43 units 135 ha Not available Not available Not available	 20 years 2465 units 218 units 135 ha Not available Not available Not available
Development Management Project Planning <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 	 43% None N/A	 69% None N/A
Decision-making <ul style="list-style-type: none"> • application approval rate • delegation rate 	 94.1% N/A	 80% N/A
Decision-making timescales ** Average number of weeks to decision: <ul style="list-style-type: none"> • major developments • local developments (non-householder) • householder developments 	 92 weeks 18.5 weeks 9 weeks	 125 weeks 29.8weeks N/A
Enforcement <ul style="list-style-type: none"> • time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i> • number of breaches identified / resolved 	 7 months 42/28	 7 months 49/40
Development Planning: <ul style="list-style-type: none"> • CNP Local Plan, adopted in 2010, was legally challenged later that year by three Non-Governmental Organisations (NGO). One Court judgement 		

found in favour of CNPA but a further appeal was made. Within the period of this report a hearing was held (March 2013) and a decision on judgement was awaited. In July 2013 Court judgement was issued in favour of CNPA. However, the three NGOs have subsequently decided to appeal the decision to the Supreme Court. Contesting these legal challenges has taken a very considerable amount of staff time and caused uncertainty and delay on five significant sites allocated for housing within the Plan.

- Perth and Kinross Local Plans date back to time before Park was extended and will be replaced by LDP when adopted in 2014
- Preparation of Local Development Plan is on track and progressing well

Development Management:

- Pre-application discussions: Proportion of applications subject to pre-application discussion dropped considerably which is disappointing. This is due to internal process-related issues, notably under-recording of discussions that did take place and disruption of systems due to significant staff changes within the year. We will work to improve internal systems and promote the importance of pre-application discussions more fully to all parties.
- ** Processing agreements and project plans: Staff participated in relevant training and discussions about system of processing agreements through Developers Forum and with partners local authorities. System has still to be implemented and plans are in place for in 2013.
- **Decision- making: Significant improvement in approval rate is noteworthy and attributable to relatively high proportion pre-application discussions and better awareness of policy framework and associated Supplementary Planning Guidance.
- Delegation: No applications were delegated to officers due to arrangements in Cairngorms NP where all applications called in are considered by full Planning Committee due to being of general significance to the aims of the Park.

Decision-making timescales:

- ** General: Continuous evidence of reducing average timescales in all development types is noteworthy. We are conscious that we have further work to do to improve timescales. A range of measures to be implemented during 2013/14 (including staff re-structure, new recruitment and management changes) will address these issues.
- Major development: The one major development listed is application for Permission in Principle in Kingussie for up to 300 houses which was very significantly delayed by legal challenge. In order to progress the application we made particular efforts, working very closely with our legal team, to grant permission whilst the legal challenge to Local Plan was still ongoing. This approach was successful and that particular decision has not been challenged further. We are now working with developer to process detailed application.
- Local development: Timescales have improved considerably due to improved communication with customers and staff diligence.

Enforcement:

- ** Enforcement Charter is reviewed annually by the Committee as part of considering a progress report by our Enforcement Officer
- Enforcement Officer reduced from full time to 3 days per week.

PLANNING PERFORMANCE FRAMEWORK

This section of the report is structured under the eight identified areas that define a high quality planning service.

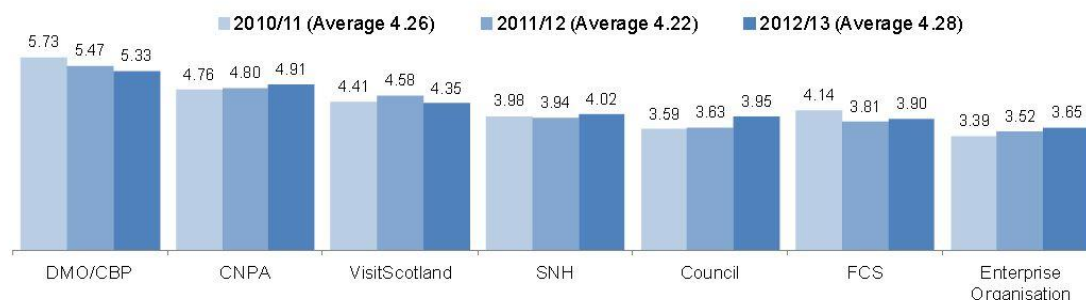
2. Defining and measuring a high-quality planning service

1. Open for Business

We:

- Have supported the establishment of an Economic Forum for the Park.
- Started work on an Economic Diversification Strategy for the Park with the Cairngorms Business Partnership
- Maintain a positive working relationship with the Cairngorms Business Partnership as the Park’s Chamber of Commerce and Destination Management Organisation
- Continue to improve our reputation with business in the Park - as illustrated by the Cairngorms Business Partnership’s Business Barometer (**Figure 1**) where the businesses in the Park rate the effectiveness of the contribution of different organisations within the Park: CNPA’s reputation amongst businesses is high and has improved for third consecutive year.
- Have strengthened our Economic Development team and their involvement in pre-application discussions and determination of applications.
- Have improved our information and survey requests for applicants in relation to European Protected Species and the features of designated sites in order to be proportionate and transparent as possible.
- Continue to have constructive and open discussions, through our Developers Forum , with developers architects and other professionals on issues that affect them and how to improve our planning service.

Figure 1: The contribution of organisations for business in the Cairngorms National Park (on a scale of 1-10)



Source: Cairngorms Business Partnership Annual Report 2012/13 Business Barometer Summary

2. High quality development on the ground

We:

- Have an up-to-date Local Plan in place with a strong Design Policy and Supplementary Planning Guidance on Sustainable Design.
- Are on target with timetable to prepare our Local Development Plan with Design Policy, Supplementary Guidance and development briefs for appropriate site.
- Held the first Cairngorms National Park Design Awards in 2012 which were a great success, celebrating good design in the Park.
- Have used the entries to the Design Awards to create a series of Design Case studies that are promoted via our website (**Figures 2 and 3**).
- Use and promote our Landscape Toolkit to help ensure new development takes account of the special landscape qualities of the National Park
- Have investigated establishment of a National Park Design Review Panel.
- Support centre improvements such as the Boat of Garten Station Square upgrade.

Figure 2: Winners in the Cairngorms National Park Design Awards 2012 were promoted as design case studies



Figure 3: New web pages based on Sustainable Design Awards

Planning

- How Planning Works
- Planning Applications
- Planning Papers
- Call-ins
- Park Protocol
- Local Plan
- Planning FAQs
- Affordable Housing
- Planning Satisfaction Survey
- Contacts
- Good Design in the Park

Good Design in the Park


Achieving good design is a partnership between well-informed clients, good architects/designers and highly skilled builders and contractors.

It is our aim to promote good design, showcase good examples from the Park and elsewhere, and to work with those involved in design and construction to ensure the Cairngorms National Park is renowned for the high quality design and construction of all its development.


Case studies

There are many examples of great design in the Park. So you can see what's out there and what's possible, we've put together a series of case studies to inspire you.


**Cairngorm Brewery
Aviemore**



**New house, Easter Tombain
nr Granttown-on-Spey**



**The Woodman's Hut
Lazy Duck Hostel
Nethy Bridge**



- **The Dipper, nr Granttown-on-Spey**
- **Fae Bothy, Dorback Estate**
- **Croft of Clachaig, nr Nethy Bridge**
- **Aundorach Steading, Tulloch**
- **Creagan Gorm Cottages, Glenmore**
- **Ardgeal Housing, nr Kinncraig**
- **Aviemore Community Primary School**
- **MacIntosh House, Duthill**
- **Bellabeg House, Strathdon**
- **Burn o' Vat viewpoint, Dinnet**
- **Glen Doll Ranger Base**
- **Pond at 10 Station Cottages, Kingussie**

Have a look at where the case studies are **located in the Park**. We'll publish more over time, so watch this space for additional ideas.

3. Certainty

We:

- a) Have a record of only XX% of applications decided contrary to the Cairngorms Local Plan.
- b) Have a record of XX% of application determination in line with officer recommendations.
- c) ** Early collaboration and pre-application discussion with applicants and consultees is encouraged on website, publications and in other communications. Relatively high rate of pre-application discussion on applications. Proposals to improve further in 2013/14 by pre-specifying those applications to be called in (see below).
- d) Have reduced average application determination timescales for local developments from 29.5 weeks to 18.5 weeks.
- e) 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.
- f) Reviewed and improved the protocol for advice with Scottish Natural Heritage and Loch Lomond and the Trossachs NPA so there is consistent approach across the 2 Parks
- g) ** Have a Development Plan Scheme and project plan for preparation of Local Development Plan that will be adopted within 4 years of current Cairngorms Local

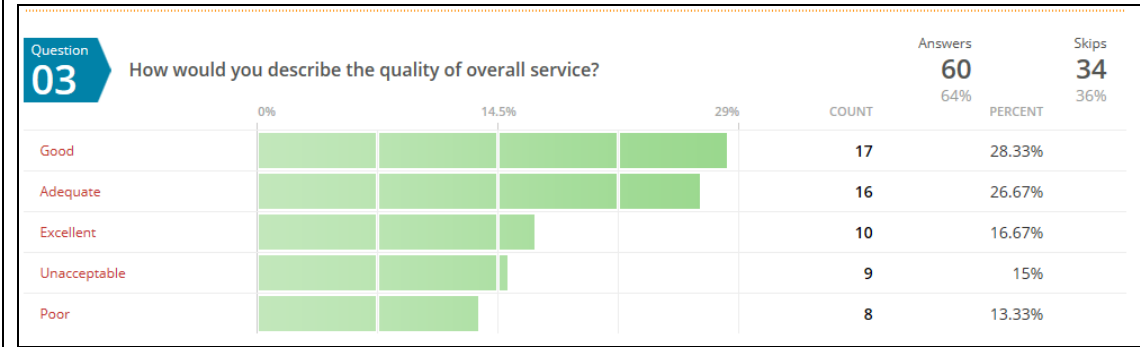
Plan. The timetable for preparation slipped by one month during 2012/13 because of court hearing on a legal challenge to the adopted Cairngorms Local Plan.

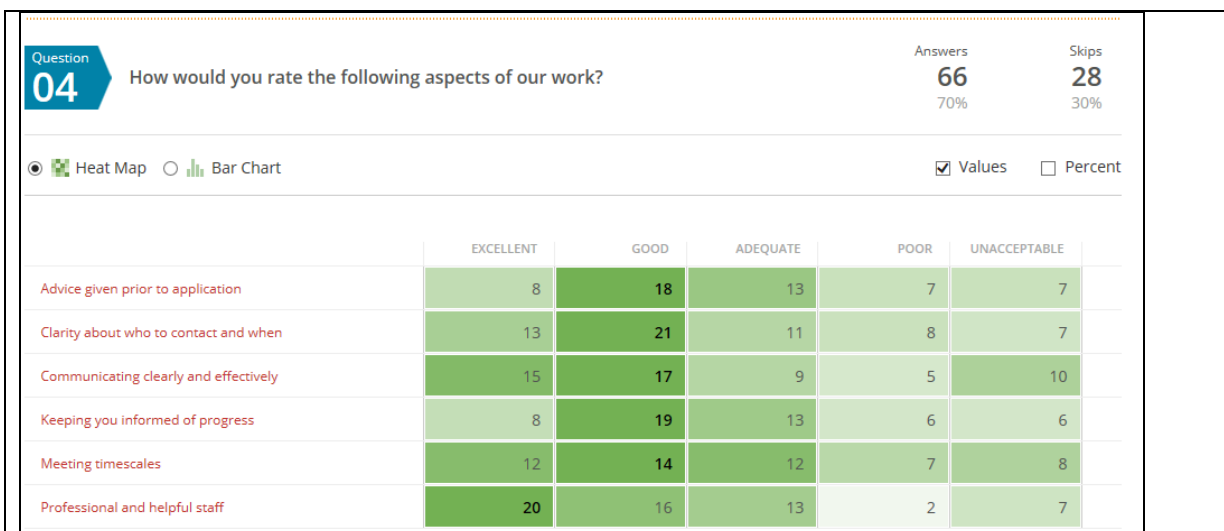
- h) ** Produced regular and proportionate policy advice: SPG is up-to-date. During the period of the report we reviewed it and prepared a fresh and comprehensive set of Supplementary Guidance to accompany consultation on the proposed Local Development Plan in 2013.
- i) Undertook Phase 1 habitat surveys for all allocated sites in the proposed Local Development Plan.
- j) Have learnt from experience that we need to give clearer advice on the standards for ecological surveys required to determine applications and are working with partners to develop new standards where no national advice exists.

4. Communications, engagement and customer service

- We:
- a) Have operated a customer satisfaction survey for the planning service throughout 2012/13. The results (**Figure 4**) have demonstrated a high degree of satisfaction (72% of respondents scoring us within the adequate-good-excellent categories) as well as reinforcing areas where we need to improve (e.g. “clear and effective communications” and “meeting timescales” categories).
 - b) Improved planning staff accessibility and visibility to customers in west of the Park with recruitment of one Development Management planner based in Grantown on Spey.
 - c) Have established and service a Community Council Representatives Planning Network to share best practice, inform communities and improve engagement in the planning process.
 - d) 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
 - e) Trialled and improved the “In My Back Yard” (IMBY) planning engagement project with 3 schools and pupils in the Park in partnership with Planning Aid Scotland.
 - f) Use E-Planning system for development management and for Local Development Plan consultation.
 - g) Reviewed the planning section of the CNPA website.

Figure 4: Responses to questions in our Planning Service Customer Satisfaction Survey





5. *Efficient and effective decision-making*

We:

- a) Built on 2011/12's streamlining of 'call-in' process by delegating call-in decisions to the Head Planner.
- b) Improved Planning Committee procedures including shortening the timescales for representations to be made at planning committee and implementing improvements regarding late representations
- c) Identified issues with our procedures for management of cases from pre-application to determination and completion of legal agreements. These issues require additional resources to address successfully.
- d) ** NPA Board members were involved early in LDP preparation and in all stages of public consultation (Examples: Board members introduced sessions at relevant consultation meetings and explained why issue were important. Planning Committee Convener Chairs the Developers Forum and hosted discussion on main policy changes and how they would work in practice)
- e) ** Cross sector groups were involved in, and informed about, LDP development though Advisory Forum meetings (Example: The Sustainable Tourism Forum and the "Cairngorms Rothiemurchus and Glenmore Group" discussed the emerging Development Brief at Glenmore)
- f) ** There are a number of cases where too much time passes between Committee resolving to grant planning permission and conclusion of legal agreement (e.g. Tesco application in Aviemore where, despite our best efforts, we are awaiting further submission of information to satisfy SEPA and conclusion of legal agreement). Plans are in place to take Committee paper in October 2013 to agree new procedure to prompt Committee reconsideration.
- g) ** Corporate cross-service working: We have separate concordats in places with five local authorities and with SNH. (Example: We reviewed arrangements and continue Aberdeenshire Council to provide a consistent and high quality service for negotiating Developer Contributions (guided by SPG) across the National Park)
- h) ** Sharing good practice: We have worked jointly during the year with The Improvement Service and partners local authorities to identify what works well and where we can improve performance. Results were discussed with our NPA members before finalisation of this PPF report.

6. *Effective management structures*

We:

- a) Began to review the resources and management structures required to deliver a more effective planning service.
- b) Worked with Improvement Service and partner local authorities to explore ways of improving the delivery of the planning service across the Park and between the 6 organisations acting as planning authorities.

7. *Financial management and local governance*

We:

- a) Prepared for an organisational structure to improve performance.
- b) Increased, in agreement with our five Local Authority partners, the proportion of the Planning Fee claimed by CNPA when an application is called in to 60%. In 2012/13 this amounted to £58,700.
- c) As a result of the planning fee increase (April 2013) we estimate that, based on similar level of planning applications, planning fee income in 2013/14 will increase by approximately £12,000, which will be reinvested in the Planning Service.

8. *Culture of continuous improvement*

We:

- a) Supported key staff in participating in the HoPS and Improvement Service development course "Leading for Outcomes"
- b) Provided additional bespoke leadership and management development opportunities for senior managers.
- c) Held a 'Planning Summit' with the planning team, other CNPA staff and the Director of Planning and Rural Development with Loch Lomond and the Trossachs National Park Authority to identify performance issues and solutions from across the organisation.

3. Supporting evidence

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

Cairngorms National Park Planning Pages

<http://www.cairngorms.co.uk/park-authority/planning/>

Cairngorms National Park Authority Planning Satisfaction Survey

<http:// Cairngorms.co.uk/park-authority/planning/planning-satisfaction-survey>

Cairngorms National Park Planning Protocol with the 5 local authorities

<http://www.cairngorms.co.uk/park-authority/planning/park-protocol/>

National Parks (Scotland) Act 2000

<http://www.legislation.gov.uk/asp/2000/10/notes/contents>

The Cairngorms National Park Designation, Transitional and Consequential Provisions (Scotland) Order 2003 and the 2010 Amendment Order that brought part of Perth & Kinross within the National Park.

<http://www.legislation.gov.uk/ssi/2003/1/contents/made> and

<http://www.legislation.gov.uk/ssi/2010/348/contents/made>

National Park Partnership Plan 2012 – 17

<http://www.cairngorms.co.uk/park-authority/national-park-plan/cairngorms-national-park-plan-2012-2017/>

Cairngorms National Park Local Plan

<http://www.ldpcairngorms.co.uk/oldp>

CNPA Local Development Plan Consultation

<http:// Cairngorms.co.uk/park-authority/planning/local-plan/local-development-plan>

New web pages Good Design in the Park arising from Sustainable Design Awards

<http:// Cairngorms.co.uk/park-authority/planning/design/>

CNPA Complaints Procedures

<http://www.cairngorms.co.uk/park-authority/about-us/complaints/>

View Planning Applications Online

<http://www.cairngorms.co.uk/park-authority/planning/new-planning-applications/>

Planning Service Improvement Plans 2011-12 & 2012-14

<http://www.cairngorms.co.uk/park-authority/about-us/publications/?publicationID=272>

Planning Statistics

<http://www.cairngorms.co.uk/park-authority/about-us/publications/?publicationID=297>

Planning Committee Standing Orders

<http://www.cairngorms.co.uk/resource/docs/publications/18092012/CNPA.Paper.1418.Standing%20Orders%20for%20CNPA%20planning%20committee.pdf>

Cairngorms National Park Landscape Toolkit

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

Cairngorms Business Partnership Annual Report 2012/13

[http://visit Cairngorms.com/assets/files/CBP%20ANNUAL%20REPORT%20MAR13\(7\)lores.pdf](http://visit Cairngorms.com/assets/files/CBP%20ANNUAL%20REPORT%20MAR13(7)lores.pdf)

4. Service Improvements: 2013-14

The current CNPA Service Improvement Plan covers the two year period 2012-14. It has a programme of activity that was developed through involvement of all staff involved in the planning process and taking account of advice from the Developers Forum and the Community Council Planning Representatives Network. Although we have made good progress in some areas, the programme was broadly based and in its first year of implementation we have not made sufficient progress in some important areas – notably on developing a better system for pre-application discussions, implementing processing agreements and significantly improving determination timescales. There is need to refocus management effort within the remainder of plan period so that substantial progress can be made.

In the 2013/14 we will focus in particular on the following elements:

- **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.
- **Review the location of planning team** (historically based in Ballater office) to establish the most effective service for the National Park.
- **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.
- Work to **improve decision-making timescales** through enhanced management supervision, staff restructure and process improvements related to S75 Planning Obligations.
- 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.
- **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.

Summary of delivery of our actions in Service Improvement Plan in 2012-13:

Committed improvements and actions	Completed in 2012/13?
Open for Business	
<ul style="list-style-type: none"> Assist the Cairngorms Business Partnership (CBP) to lead the formation of an Economic Forum and preparation of the Economic Diversification Strategy for the Park. <i>The Economic Forum has been established and early work to prepare Economic Diversification Strategy for the Park is underway.</i> 	Yes
<ul style="list-style-type: none"> Consolidate the Developers Forum and make sure it is worthwhile for all concerned so that key relationships are built and that developers/agents/ architects etc are very well involved in the development of policy and how it is implemented. <i>Developers Forum met twice during the year with constructive discussion around design issues in particular. Members of the Forum have requested more frequent meetings with focus on particular topics.</i> 	Yes
<ul style="list-style-type: none"> Prepare a Planning Concordat with Cairngorms Business Partnership as a joint statement of commitment setting out roles and responsibilities of applicants, planning authority and wider business community. 	No
<ul style="list-style-type: none"> Maximise the potential of the Housing Enabler Service we provide in partnership with NGOs and local authorities. <i>Housing enabler service is now provided across the Park by Highland Small Communities Housing Trust. New CNPA Housing Officer will be recruited in 2013.</i> 	Yes
<ul style="list-style-type: none"> Improve internal systems to ensure very close working arrangements between economic development and planning staff. <i>New staff recruited and procedures are in place to improve internal working arrangements</i> 	Yes
High Quality Development on the Ground	
<ul style="list-style-type: none"> Move forwards the place-specific initiatives (e.g. in Aviemore and in Cairngorms Rothiemurchus and Glenmore area) and ensure they influence standards of development. <i>Masterplanning and development brief work at Glenmore, Braemar and Tomintoul was used to inform the relevant statements of the proposed Cairngorms Local Development Plan and is progressing to next stage.</i> 	Yes
<ul style="list-style-type: none"> Judge and celebrate the Sustainable Design Awards. <i>A very successful Design Awards competition was held and well-supported by residents, local builders and businesses.</i> 	Yes
<ul style="list-style-type: none"> Design Advisory Panel in place and working well. <i>Proposals for a Design Review Panel were drawn up and discussed in detail with members of the Developers Forum. There were concerns that it would add time to application determination, particularly given the call-in process and lack of consistent pre-application processes between the CNPA and five local authorities. We could not</i> 	No

<p><i>demonstrate that the proposals would not add time to proposals and, given the voluntary nature of the process, there was concern that few potential applicants would use it. We have deferred the proposal until we can improve the pre-application process.</i></p>	
<ul style="list-style-type: none"> Initiative to promote earlier and more positive environmental NGO engagement with the planning process. <i>Although regular liaison meetings have taken place (e.g. with Badenoch and Strathspey Conservation Group) and there are good working relations with some environmental NGOs (e.g. RSPB and NTS), significant progress has been hampered by ongoing legal challenge to Local Plan.</i> 	No
<ul style="list-style-type: none"> Produce and promote more visual illustrations of good design in the Park – linked to the Design Awards. <i>The entries to the Design Awards are all presented as design case studies and promoted via our website and at relevant events.</i> 	Yes
Certainty	
<ul style="list-style-type: none"> Consult on the draft Local Development Plan and full set of Supplementary Planning Guidance at the same time to allow consultees to see whole picture. <i>All documents were prepared by March 2013 for consultation between April and July 2013.</i> 	Yes
<ul style="list-style-type: none"> Implement a system of process agreements for major applications. <i>Now a priority for 2013/14</i> 	No
<ul style="list-style-type: none"> Undertake habitat surveys for all proposed allocated sites in the Local Development Plan. 	Yes
<ul style="list-style-type: none"> Develop a pre-application initiative with partner local authorities to ensure we have the best possible pre-application discussions. <i>Now a priority for 2013/14</i> 	No
<ul style="list-style-type: none"> Review and agree existing protocol with SNH. <i>New protocol is in place with SNH and LLT NPA to ensure consistency of treatment within and around Scottish National Parks</i> 	Yes
<ul style="list-style-type: none"> Review and simplify the Development Appraisal Toolkit. <i>Deferred</i> 	No
<ul style="list-style-type: none"> Extend the Member Development Programme and include key staff and partners. <i>Informal discussions and training events took place on design issues and service improvements.</i> 	Yes
Communications, Engagement and Customer Service	
<ul style="list-style-type: none"> Develop a communications plan, as part of the Communications and Engagement Strategy, to clarify the messages, processes, stories and statistics required. <i>Some internal work took place but requires consolidation following consolidation of Communications and engagement Action Plan</i> 	No
<ul style="list-style-type: none"> Review and improve the planning section of CNPA website. <i>The</i> 	No

<i>planning section was reviewed and changes have been proposed, awaiting implementation.</i>	
• Implement the e-planning system for development management.	Yes
• Development of a Planning Charter to set out customer standards. <i>Programmed for 2013/14</i>	No
• Establish new network of planning representatives from Community Councils and Associations to work alongside Community Liaison Officers. <i>The network was established and is working well with good attendance and feedback from participants</i>	Yes
• Meet with two of the CNP Advisory Forums per year to promote wider discussion about the role of Planning in the achievement of the NP vision. <i>Discussion took place with Inclusive Cairngorms.</i>	No
• Review and improve the schools engagement programme (IMBY) about planning in the Park.	Yes
• Improve planning staff accessibility and visibility to customers in the west of the Park. <i>Development Management Planner recruited and based in Grantown on Spey office with further posts recruited to Grantown in 2013.</i>	Yes
• Produce short update every year on implementation of the Local (Development) Plan and associated work. <i>Update provided with updated evidence base for proposed Local Development Plan</i>	Yes
<i>Efficient and Effective Decision Making</i>	
• Delegate responsibility to the Head Planner to take the majority of the “call in” decisions. <i>System now delegated and working well, subject to review in October 2013.</i>	Yes
• Review of the Planning Report format to make it shorter and to focus more on the appraisal section. <i>Programmed for 2013/14</i>	No
• Improve Committee procedures (including review of Standing Orders) to shorten time available for representations, address site visits, shorten planning papers and promote use of video and other images. <i>Substantial progress made with Standing Orders in clarifying representation timescales.</i>	Yes
<i>Effective Management Structures</i>	
• Keep under review our partnership approach to planning arrangements with local authorities.	Yes
• Review resources required in the Planning Team and benchmark, as far as we are able, with other planning authorities in relation to the “call-in” processes, administration support and travel to and	No

<p>from Ballater. <i>We commenced work with the Improvement Service and our partner local authorities to identify improvements that could be made to delivery of the panning service across the Park. Substantial progress was made during 2012/13 to be completed in 2013/14.</i></p>	
<p><i>Financial Management and Local Governance</i></p>	
<ul style="list-style-type: none"> • Improve process for decisions about when and how to feed into Inquiries. <i>Programmed for 2013/14 associated with discussion with Committee about handling of onshore wind applications.</i> 	<p>No</p>
<ul style="list-style-type: none"> • Implement new Programme Manager arrangements to improve cross-team working. <i>Implemented as part of staff restructure.</i> 	<p>Yes</p>
<p><i>Culture of Continuous Improvement</i></p>	
<ul style="list-style-type: none"> • Key staff to participate in the significant training initiative to be run by Improvement Service on “Better outcomes for planning” in planning and economic development. <i>Four key staff were supported in attending the HoPS and Improvement Service course “Leading for Outcomes”.</i> 	<p>Yes</p>
<ul style="list-style-type: none"> • Enhanced training initiative for Board and key staff on planning and economic development. <i>Staff and Board members have attended training events, conferences and networking events with SCDI, and with Cairngorms Businesses Partnership and have worked to establish Economic Forum and Economic Diversification strategy.</i> 	<p>Yes</p>

Appendix I

PLANNING PERFORMANCE FRAMEWORK
OFFICIAL STATISTICS

Decision-making timescales

Category	Total number of decisions 2012-2013	Average timescale (weeks)	
		2012-2013	2011-2012
Major developments	1 (100%)	92	125
Local developments (non-householder)			
• Local: less than 2 months	4 (8.5%)	7.2	7
• Local: more than 2 months	43 (91.5%)	19.6	31.3
Householder developments			
• Local: less than 2 months	0 (0%)	-	-
• Local: more than 2 months	1 (100%)	9	124.6
Housing developments			
Major	1 (100%)	92	149
Local housing developments			
• Local: less than 2 months	0 (0%)	-	-
• Local: more than 2 months	16 (100%)	18.5	24.2
Business and industry			
Major	0 (0%)	-	145.4
Local business and industry			
• Local: less than 2 months	(%)	-	8
• Local: more than 2 months	6 (100%)	19.2	16.8
EIA developments	0	-	-
Other consents*	2	10.8	12.1
Planning/legal agreements**	0	-	184.8
Local reviews	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 & 8 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 1977 or section 69 of the Local Government (Scotland) Act 1973

Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2012-2013		2011-2012	
		No.	%	No.	%
Local reviews	N/A	N/A	N/A	N/A	N/A
Appeals to Scottish Ministers	4	2	50	3	75

Enforcement activity

	2012-2013	2011-2012
Cases taken up	61	93
Breaches identified	42	49
Cases resolved	28	40
Notices served***	2	5
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.

Appendix II

WORKFORCE AND FINANCIAL INFORMATION

Appendix 2 is an integral part of the Annual Performance Assessment. It is designed to be a snapshot of staffing at 31 March 2013.

As at 31 March 2013

Please note - The figures do not have to be exact - we are looking for a snapshot of each authority

	Tier?												
	1	2	3	4	Managers (2)		Main Grade Posts		Technician Posts		Office support/Clerical		Totals
	No. Posts		Vacant		No. Posts		Vacant		No. Posts		Vacant		
Head of Planning Service (1)													
Development Management	1		3										4
Development Planning	2		1										3
Enforcement Staff			1										1
Cross Service/Other Planning							1		1				2

Staffing profile	Number
Under 30	0
30-39	4
40-49	5
50 and Over	2

Committees & site visits (3)	No. per year
Full Council committees	6
Planning Committees	12
Area Committees (where relevant)	N/A
Committee site visits	
LRB (4)	N/A
LRB site visits	N/A

Budgets	Budget (£)	Costs (£)		Income (£) (7)
		Direct (5)	Indirect (6)	
Planning Service				
Development Management	205,000	250,000	73,500*	60,000***
Development Planning	55,000	102,000	21,000*	
Enforcement	0	31,000	9,000*	

* based on pro- rata core costs of £8027 per employee and rent costs of £950 & £450 per employee for Ballater and Grantown-on-Spey offices respectively

*** CNPA get 60% of fees for applications called in under voluntary arrangement with the five local authorities

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.
References to committees also include National Park Boards. Number of site visits are those cases where were visits carried out by
- 3 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 planning 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, Administration; 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)