



Development Management Service Objectives

The work of the Development Management Service supports the Council's corporate objectives in responding to the respective Climate and Housing Emergencies, in the promotion of economic growth and addressing population decline, seeking to improve the quality of places, and protecting the natural and built environment.

1. To process planning and related applications in a timely and efficient manner;
2. To execute decision making with a high degree of competency and consistency;
3. To offer a responsive service to applicants and the public making effective use of IT to enhance customer experience and communication;
4. To investigat

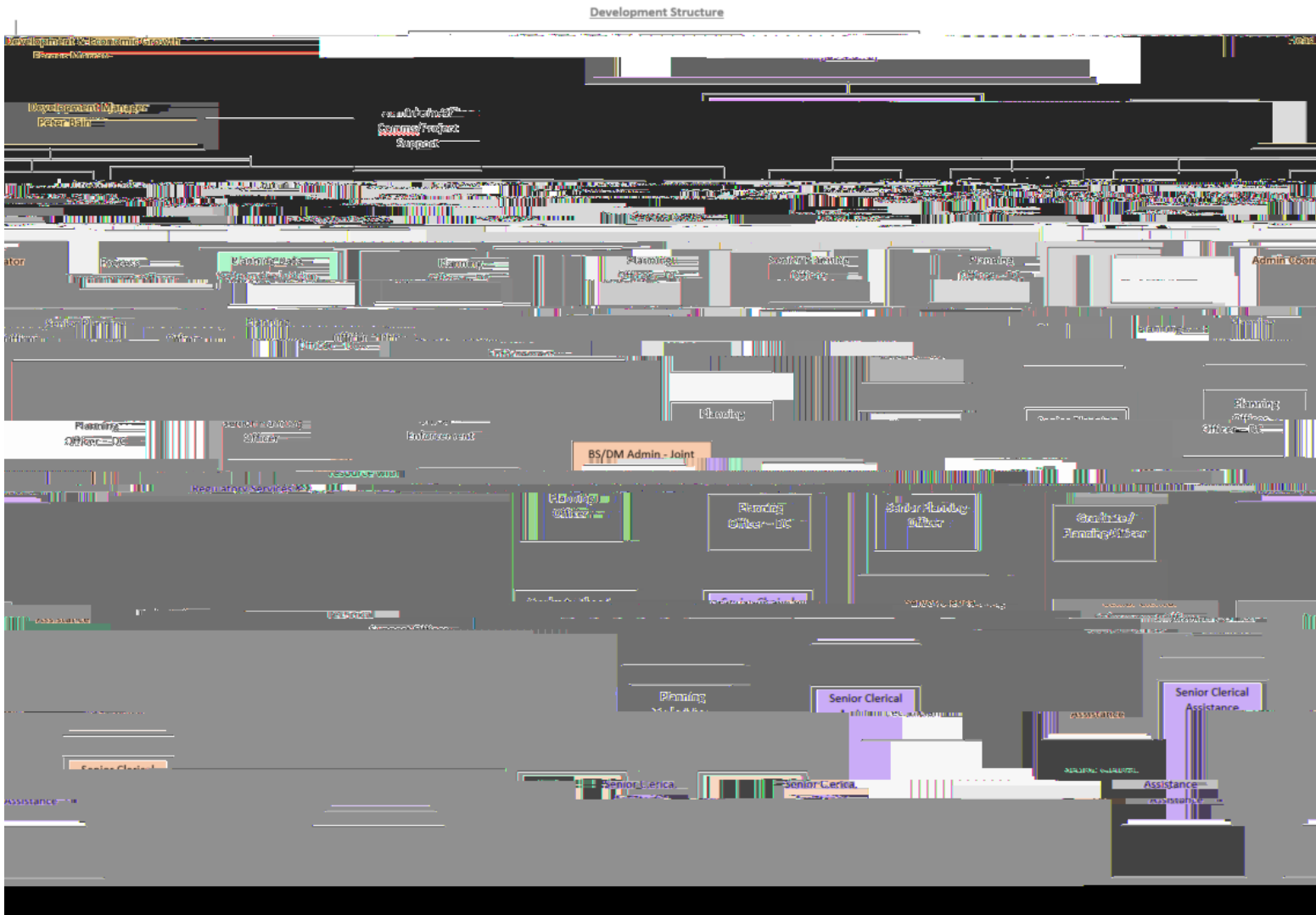
Key Challenges

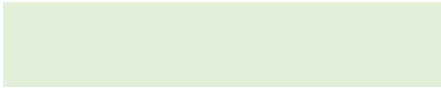
- To retain experienced staff and to attract new staff to Argyll and Bute within workforce planning;
- Embed a culture of continuous support, learning and improvement for staff;
- Promotion of health and wellbeing across the DM Service;
- Inform budget setting to facilitate a financially sustainable Service.

The Action Plan identified thirty-eight specific improvement actions. Thirteen actions have subsequently been completed, and work has commenced and is on-going in relation to a further eighteen actions. The Improvement Action Plan has been attached to the DM Service Plan as [Appendix 2](#)

Service Structure – August 2024

Note: Improved formatting of Service Structure to be prepared for document prior to publication





	<p>2. Excluding applications subject to a processing agreement / agreed extension of time. 3. Target set at being within 10% of the National Average 4. National Average based on latest available data from Scottish Government Statistical Publications (2022/23) 5. Target of >100% set with the aim of managing an existing backlog of casework.</p> <p>Additional measures for reporting performance on processing of Prior Notifications, Discharge of Conditions, Non-Material Amendments to be developed during 2024/25 alongside enhanced workflow for these processes.</p>						
Objective	Outcome	Description of Measure	Reporting Mechanism(s)	Reporting Frequency	Target	Benchmarking	Notes
2. To execute decision making with and achieve a high degree of competency and consistency;		% of all decisions which are a departure to the Development Plan	PPSL / ELT	Quarterly	<5%	n/a	
	Consistency in Decision Making	% of original decisions upheld following LRB	NPIF	Annually	>		

	% of 'householder' applications determined within the timescale established by processing agreement	NPIF	Annually	>80%	National Average ⁶ (2022/23 – 78.0%)	<u>2022/23</u> ABC No data	
		SG Publication	Bi-annually			<u>2023/24 FQ2</u> Nat. Avg. 72.7% ABC No data	
	% of Listed Building / Conservation Area Consent applications determined within the timescale established by processing agreement	NPIF	Annually	>80%	National Average ⁶ (2022/23 – 77.6%)	<u>2022/23</u> ABC No data	
		SG Publication	Bi-annually			<u>2023/24 FQ2</u> Nat. Avg. No data ABC No data	
	Efficient Use of IT	% of applications submitted via ePlanning Portal	NPIF	Annually	95%	n/a	
		Publication of updated DM Service Status	ABC website	Monthly	Min. of 12 updates annually	n/a	
<p>Explanatory Notes: ⁶ National Average based on latest available data from Scottish Government Statistical Publications (2022/23)</p>							

Objective	Outcome	Description of Measure	Reporting Mechanism(s)	Reporting Frequency	Target	Benchmarking	Notes
4. To investigate and act upon complaints about unauthorised development in a timely, consistent, and efficient manner; ⁹	Consistency of Enforcement Activity	Up to date Enforcement Charter in place	NPIF	Annually	<2 years old	n/a	
		% of original Enforcement Notices upheld on appeal	PPSL / ELT	Quarterly	>50%	n/a	
	Efficiency of Enforcement Activity	Turnover of Enforcement Casework ⁷	PPSL / ELT	Quarterly	100%	n/a	
	Timeliness of Enforcement Activity	% of Complainants issued with initial update within 5 weeks ⁸	PPSL / ELT	Quarterly	>75%	n/a	

Explanatory Notes:

⁷ Data set total no. of complaints received / no. of cases closed. Detail of no. of cases taken c

infrastructure, and sufficiently compatible with neighbouring land uses;		through external awards					
		Promotion of high quality design outcomes (DP Service)	ABC Website	As necessary	n/a	n/a	
Explanatory Notes: <i>ABC Design Awards held on a bi-annual basis by Development Policy Team with involvement of PPSL</i>							
Objective	Outcome	Description of Measure					

Objective	Outcome	Description of Measure	Reporting Mechanism(s)	Reporting Frequency	Target	Benchmarking	Notes
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	Promote staff retention and successful recruitment	Staff Retention (average time in post)	NPIF	Annually	n/a	n/a	
		Up to date Succession and Recruitment Plan	Corporate – HR	Bi-annually	<6 months	n/a	
		Staff Survey	DM Management Team	Annually	n/a	n/a	
		Leaver Survey – lessons learnt	DM Management Team	As necessary	n/a	n/a	
Explanatory Notes: 18 Upper threshold intended as a general guide – this will be for ATLs to set on an individual basis having due regard to level of experience, complexity of casework and any other demands upon officer time.							
Objective	Outcome	Description of Measure	Reporting Mechanism(s)	Reporting Frequency	Target	1a1 0 0 1 1221 T	

		Review of individual / team performance	DM Management Team	Quarterly	n/a	n/a	
			ATL/Officer 1:1	Monthly			
		Annual Planning Conference (with DP)	NPIF	Annually	Min. of 1 event annually	n/a	

deal with Enforcement backlog					
1:03 Review Major Applications Team Planner Numbers	Commenced Summer 2022	HOS	Development Manager	COMPLETED FQ1 2024/25	Funding for two additional Senior Planners identified however recruitment has proven problematic (posts advertised several times no successful applicants; see action) Additional resource has been provided through use of agency staff as a temporary measure.

					from FQ1 2023/24 onwards. Backlog reduced from 350 to 150 items. Additional Agency resource recruited to provide support through until FQ3 2024/25.
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1:09
 Review of
 Planning Officer
 Resources
 deployed in
 West of Argyll in
 both short and
 long term.

October 2023
 Rescheduled
 FQ4 2023/24
 Rescheduled

					Recruitment process concluded Feb 2024. Project underway.
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Improvement Area 2 – Review Internal processes including enforcement

ACTION	TIMESCALE TO COMMENCE	LEAD OFFICER	DELIVERY	STATUS/RESOURCES
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Provide clear guidance on NPF4 policy implications and continue to



2:11

Review and seek new Service Level Agreement with ABC Roads to improve consultation process/content.

Include formal process for escalation and determining items where

party representations.					
2:15 Review of model conditions.	Rescheduled for FQ2 2024/25	Development Manager	Development Manager / ATLS / Sys. Tech	IN PROGRESS	Require to review model conditions to ensure these remain competent in relation to LDP2 Seek to update model conditions within Uniform system to improve ease of use.



stakeholders of the DM Service					Regular liaison meetings with Forestry Land Scotland / SEPA / Roads / SSEN established. Regular liaison meetings with EH / HES / Nature Scot still TBA Customer User forum scheduled for 1 st October 2024
4:02 Carry out well publicised quick wins through improvements to the accessibility of the website and improved customer response times	FQ4 2023/24 Rescheduled for FQ1 2024/25	HOS	Development Manager/Planning Policy Manager and Communications Team	IN PROGRESS	Ensure planning is centre placed in the council's new website; Establish clear communication protocols with officers and Developers utilising additional admin support. Initial review of website content commenced along and discussion with Web Team initiated
4:03 Improve communication with the development industry through a greater focus on local agents and restarting	Autumn 2023				

developer forum
(s)



<p>4:06</p> <p>Seek to ensure that all applications are either determined within the statutory timescale, or where this is not possible ensure that an extension period is communicated.</p>	<p>Commenced Summer 2023</p>	<p>Development Manager</p>	<p>Development Manager / ATLs / POs / Sys. Tech</p>	<p>IMPLEMENTED</p>	<p>New process to record and provide agents with extension of time in place. Remains under review with requirement for regular reinforcement.</p> <p>Significant reduction in customer complaints following introduction.</p>
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