

West Dunbartonshire Council  
Planning and Building Standards

# Operational Plan 2014-15



MARCH 2014

West  
Dunbartonshire  
COUNCIL

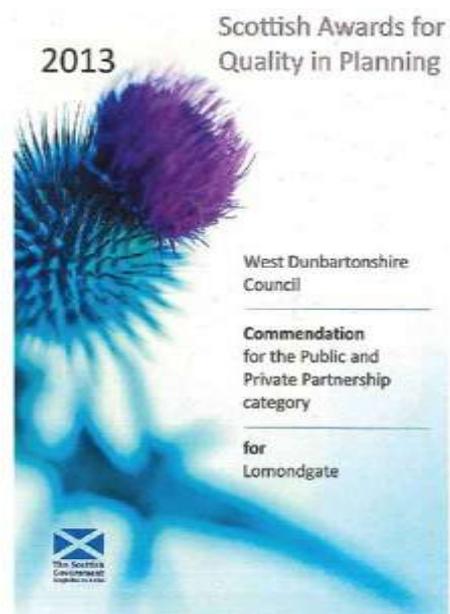
## Overview

Welcome to our annual Operational Plan which provides a review of our previous years commitments and actions and identifies and addresses the issues that are likely to affect the service in the forthcoming year. The Regeneration and Economic Development Divisional Plan identifies the strategic issues to affect the Division this year. There are many large challenges and opportunities facing the service some which remain similar to those identified for previous years either due to conditions out with the control of the Council or to the significant scale and nature of the challenges and opportunities. There are also new challenges and opportunities.

The challenges facing the Council and the area are still significant. The area has been severely affected by economic conditions and although other areas have started to experience signs of recovery, this has not been experienced to the same degree in this area as it starts from a lower base. Whilst our key regeneration sites remain undeveloped, the Council has been working closely with the site owners to bring forward proposals. The Council is also progressing its own ambitious Capital Programme. 2013/14 saw planning applications fees at their lowest level since the financial crisis of 2008. This has largely been due to the lack of major applications. It is hoped that the planning application fees will rise this year as many of the major projects and sites reach application stage. Building Warrants have not experienced the same fall. Feedback on our Planning Performance Framework from the Scottish Government recognises a Planning Authority with a strong commitment to decision making timescales and the provision of an open for business culture.

Our partnership working with the private sector and the regeneration company at Lomondgate was recognised at the annual Scottish Planning Awards.

The Proposed Local Development Plan was issued for consultation in September 2013 and Elected Members, Community Councils and the local community has been fully involved at each stage of the plan process. This year the plan will be submitted for examination and Officers will be preparing supplementary guidance to supplement the policies of the plan. The Forward Planning team has also been involved in a charette at Bowling in partnership with Scottish Canals. This has been well received and attended by the community of Bowling and substantial effort and commitment was made by Officers to ensure that it was a success.



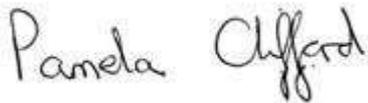
The Council still faces substantial financial challenges in the coming years. Staff are continually investigating ways of better working and efficiency savings. The use of electronic communication continues to be embraced by staff and this will be increased by the implementation of eBuilding Standards and movement to more flexible ways of working.

This year the Planning and Building Standards Service had a Development Day in the refurbished Clydebank Town Hall. This was an opportunity to interact with other teams as well as acquire new skills and knowledge.

Ownership of the Operational Plan lies with the staff in order to better achieve the performance target indicators and the implementation of the actions for the forthcoming year.

The Operational Plan is intended for a wide audience and if you have any questions or comments please let us know by phoning 01389 738656 or e-mailing: [buildingandplanning@west-dunbarton.gov.uk](mailto:buildingandplanning@west-dunbarton.gov.uk).

I hope you enjoy reading the Plan.

A handwritten signature in black ink that reads "Pamela Clifford". The signature is written in a cursive, slightly slanted style.

**Pamela Clifford**  
**Planning and Building Standards Manager**

March 2014

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## **1. Planning and Building Standards Profile**

The Planning and Building Standards service is comprised of four teams:

- **Development Management;**
- **Forward Planning;**
- **Building Standards; and**
- **Technical and Administrative Support**

The main work of these teams are summarised below:

### **Development Management**

- Encouraging high quality development within West Dunbartonshire;
- Protecting the natural and built environment from inappropriate forms of development, and rectifying or mitigating against any negative impacts;
- Considering and determining planning and related applications with a fee income of £125,000 for 2013-14;
- Providing a pre-application advice service to prospective applicants and developers of major development sites;
- Negotiating and securing improvements and facilitating high quality development;
- Providing general planning advice to developers, objectors and other stakeholders;
- Monitoring of development to ensure compliance with planning requirements, and the use of planning enforcement powers when appropriate;
- Reporting significant and contentious cases to the Council's monthly Planning Committee;
- Preparing the Council's case in planning appeals; and
- Assisting other Council services in the achievement of their objectives by providing advice on projects which have planning implications.

### **Forward Planning**

- Preparation of the Strategic Development Plan and the Local Development Plan;
- Provision of planning policy advice to developers and in relation to planning applications;
- Preparation of supplementary guidance, development briefs and masterplans;
- Monitoring of developments and other land use change; and
- Provision of statistical information relating to Forward Planning; and
- Acting as Planning Advisor to the Local Review Body.

### **Building Standards**

- Considering and determining Building Warrant Applications. Receiving approx 520 Building Warrant Applications in 2013-14 with a fee income of £273,000;
- Inspection of construction work on site, ensuring that the aims of the Building Regulations are being met;
- Consideration of Completion Certificate Submissions - approx. 450 Completion Certificate Submissions were accepted;
- Responded to around 25 incidents relating to dangerous buildings;
- Resolving matters relating to unauthorised works; and
- Inspecting around 60 properties prior to issuing Letters of Comfort.

### **Technical and Administrative Support**

- Developing and maintaining Planning and Building Standards related information systems and performance management systems;
- Providing technical and administration support to ensure that applications, warrants and enquiries are processed efficiently and effectively;
- Managing, maintaining and developing Geographic Information Systems, Corporate Address Gazetteer and other data resources;
- Supporting and providing training to other departments of the Council in GGP and CAG information systems and providing CAG information on a regular basis to outside bodies such as the Valuation Board;
- Providing administrative support for Planning Committee;
- Promoting and working with other support functions of the Council such as Finance, HR and ICT ensuring all data used is up to date and accurate; and
- Assigning official new street names and property numbering.

**Appendix 1** shows the Planning and Building Standards Service Structure. The majority of work carried out by Planning and Building Standards is dealt with by Officers under Delegated Powers. Development Management reports on more major and/or controversial planning applications to the monthly Planning Committee. Forward Planning reports mostly to the monthly Planning Committee on policy matters. The majority of Building Standards business is mostly delegated.

## **2. Performance Review**

Only Development Management is subject to Statutory Performance Indicators (SPIs) which cover the time taken to deal with planning applications. The performance of the Forward Planning function is measured by the population covered by an up-to date Development Plan.

The Planning Service is now assessed through the Planning Performance Framework which is submitted annually to the Scottish Government for their comments and feedback. It takes a Balanced Scorecard approach to performance which allows Planning Authorities to demonstrate their achievements, successes, individuality and personality. This year the feedback included a Performance Markers Report which assessed the submitted Performance Planning Framework against agreed markers to give an indication of priority areas for improvement action. The majority of the markers were either green or amber (6 green and 6 amber) with only one red which has now been actioned. Positive feedback on the Planning Performance Framework was received which supported an open for business culture and a strong commitment to decision making timescales with a strong emphasis on collaborative working, customer service and efficiency. An improvement plan has been produced to address areas for further improvement.

In Building Standards performance and service quality continues to be assessed by a Balanced Scorecard approach and this is reviewed and submitted on an annual basis and feedback has been favorable.

### **Strengths**

A review of the last year (2013/14) highlights a number of strengths:

- Planning application decision-making timescales very favorable when compared with the national average, with 90 % of householder and 77% of all local development planning applications determined within 2 months;
- Excellent Building Standards performance achieved with all targets being exceeded for a third successive year - 95% of Building Warrant Applications were responded to within 4 weeks;
- Quick and effective response to dangerous building incidents by Building Standards Team with excellent local knowledge;
- Commended at the annual Planning Awards by the Scottish Government for partnership working with the developer and regeneration company at Lomondgate;
- Review and approval of our Scheme of Delegation;
- 68% of planning applications submitted online- in the top 5 of all Local Authorities;

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- Publication of the Proposed Plan and Residential Development Supplementary Guidance for consultation;
- Organising and running a charrette in partnership with Scottish Canals to consider the future of Bowling Basin;
- Successful pre application/warrant service which is well used by developers and which enables better quality submissions and speedier decisions;
- Key members of a working group set up by our Housing Colleagues to deliver the first Council housing in 25 years - recently recognised as Team of the Year by the Council;
- Facilitating the implementation of key developments such as the Lomondgate housing and roadside services, new Dumbarton Cemetery, new housing development at Glasgow Road and Helenslee Road, Dumbarton, and Kilbowie Road, Clydebank, office accommodation in Clydebank Business Park and industrial units at John Knox Street;
- Improved customer access and efficiency savings to Planning and Building Standards information by the further development of our electronic document management systems;
- Coordinating and managing the Geographical Information Systems User Group for all Council users; and holding annual GGP Forum;
- Continuing to achieve Gold Award Rating for 0% of errors in the upload to the Corporate Address Gazetteer;
- Regular liaison meetings with the Roads Service which has resulted in the agreement of a Planning and Roads Protocol providing a coordinated approach to Planning and Roads matters;
- Joint working with Historic Scotland and 4 other Local Authorities to allow the approval of the Antoine Wall Management Plan 2014-19 and associated Action Plan;
- Joint working with SNH to prepare a draft Kilpatrick Hills Local Landscape Area Statement of Importance;
- Continuation of the Development Management Benchmarking Group sharing best practice, process and cost;
- Up to date staff PDPs and implementation of Training Plan and Staff Development Day; and
- Close working relationship with our Elected Members and development of a training plan.



## Performance Issues

The review also highlights a number of weaknesses/performance issues:

- Major Waterfront Development sites remain undeveloped due to the economy;
- Reduced number of planning applications has had a further impact on fee income;
- Proposed Plan has not been published as per the Development Plan Scheme;
- Small size of all teams can affect performance during holiday and periods of other leave and the delivery of some projects such as archiving, review of the Environmental Health protocol, Tree Preservation Order review, reviewing old undetermined warrants; and
- Due to technical difficulties and software issues eBuilding Standards did not go live.

This review summarises the performance of Planning and Building Standards and will inform the work of the service over the next year.

### **3. Strategic Assessment**

#### **Major Issues for 2014/15**

The Regeneration and Economic Development Divisional Plan has recognised the key strategic issues which will affect the division in the coming year. It is these issues which will have a major influence on how we deliver a Planning and Building Standards service and our operational requirements in 2014/15.

The Council's 10 year Capital Programme was agreed on 6 February 2013 and work has commenced on the major investment and regeneration projects. Planning and Building Standards is a key service in the delivery of this programme and a number of the projects will reach the Planning Application and Building Warrant stage during 2014/15.

Planning Services will play a significant role in bringing forward and delivering a new masterplan for Queens Quay, the Dumbarton Town Centre Masterplan, the new Clydebank Leisure Centre and the Mitchell Way redevelopment of Alexandria, all of which will bring important economic benefits to these areas.

The Proposed Local Development Plan was re-issued for consultation in February 2014, following the introduction of a modification, and it will be submitted to the Scottish Ministers for examination by June 2014. It sets out a vision of how the area will be developed identifying opportunities for housing, retail, industry, etc. Already developers and landowners are bringing forward proposals for opportunities identified in the Plan. The second Strategic Development Plan for the Glasgow and the Clyde Valley city-region is under preparation with the Main Issues Report scheduled for publication in February 2015. The Planning Service will make a significant contribution to this process, and particularly the Housing Need and Demand Assessment (HNDA)

The Council's Property and Land Asset Disposals Strategy has identified a number of strategic sites, which the disposal and development of would bring significant economic impact and help meet housing requirements. Through the regular liaison meetings with Asset Management and Regeneration, Planning Services will be involved in the process of bringing these sites to development, mainly through the preparation of development briefs.

The current situation regarding restoration of mineral workings and landfill sites, particularly the adequacy of restoration bonds has highlighted the need to ensure that sites where there is substantial restoration requirement adequate bonds are monitored on a regular basis. In West Dunbartonshire this affects are 2 quarries- Sheephill and Dumbuckhill and 2 landfill sites- Auchencarroch and Rigangower.

The outcome of the performance review for 2013/14 set out in Section 2 together with the strategic assessment for 2014/15 will inform the work of the service over the period of this plan influencing the service priorities and objectives and planned actions for 2014/15 and beyond.

## **Development Management**

- Maintain, and improve further, speed of planning decisions;
- Continue to encourage use of pre-application consultation service for all applications and to engage with major developers through regular liaison meetings;
- Need to continue to work in partnership with developers, the Regeneration and Asset Management teams and other key partners in order to encourage early implementation of major development sites;
- Requirement to update Supplementary Planning Guidance for developers, to assist in achievement of high quality development;
- Continue to focus on the requirement of the Performance Framework of self assessment, based on service quality and speed;
- Continuing to benchmark with adjacent Local Authorities on processes, best practice and cost;
- Identify opportunities for improvement by engaging with regular users of the planning system, by way of surveys and User Forum;
- Need to undertake formal compliance monitoring for quarry sites and land fill sites and review bond arrangements; and
- Need to review Environmental Health Protocol.

## **Building Standards**

- Maintain improved performance on processing Building Warrants and Completion Certificates;
- Implement eBuilding Standards to allow more effective methods of working and improved customer services;
- Engage with neighbouring Councils on peer reviews of Local Authority Building Warrant applications and benchmarking on process, best practice and cost; Monitor and review the actions in our Balanced Scorecard in preparation for the next audit by the Scottish Government ;
- Encourage greater use of electronic communication, including the provision of web-based information;
- Engagement with regular users of the Building Standard system through surveys and the Users Forum;
- Continue to facilitate regular integration with Planning and Building Standards teams;
- Continue pre-warrant consultation as a service for all major applications and review, as required; and
- Monitor affect of implementation of Construction Compliance and Notification Plans (CCNP's) on performance.

### **Forward Planning**

- Submit Local Development Plan for Examination;
- Prepare Supplementary Guidance; and
- Prepare development briefs for Council sites.

### **Technical and Administrative Support**

- Continue to develop and refine ePlanning and associated information systems to make the best use of electronic service delivery for all users;
- Continue the development of data resources and information systems - GIS, Corporate Address Gazetteer, CAPS, Civica;
- Develop, promote and expand the use of GIS and CAG services;
- Support the implementation of eBuilding Standards;
- Process and verify invoices and financial information;
- Undertake a Planning and Building Standards archiving project;
- Continue to undertake the back-scanning of planning applications and Building Warrants and associated plans;
- Continue to review and streamline procedures to reduce administration support and encourage greater electronic servicing;
- Continue to investigate ways of generating additional income for the service;
- Monitor the operation of the One-Stop-Shop to ensure that it meets services requirements; and
- Promote the work of the Service.

### **Staffing Issues**

- Ensure the necessary training and support is available for staff so they can effectively undertake their roles and responsibilities and update or acquire new skills as required;
- Ensure continuing staff development and support including participation; Undertake annual Performance Development Plans for all staff and provide and implement an up to date training plan for the service;
- Regular monitoring by Team Leaders and Service Manager through One-to-Ones, Team Meetings, Team Leader meetings and Service Management meetings to identify and address staffing and project issues and ensure performance and service measures are met;
- Implement Elected Members Training Plan; and
- Address issues raised in the Employee Survey and Staff Survey.

## 4. Resources

### Budget

The revenue budget for 2014/15 continues to be heavily weighted towards employee costs and related items. The main payments to other agencies and bodies are for the Strategic Development Planning Authority, Ordnance Survey, computer licences and the Archaeology Service. The main source of external income is from application fees and related items. Planning fees were increased by 20% on 6 April 2013. Despite this planning fee income fell to the lowest level since the downturn in applications began in 2008. However, it is hoped that planning fee income will rise this year to the levels experienced in recent years. The signs are promising as in the last few months a number of developers have re-engaged and it is hoped that this interest will be translated into applications. As the Council's ambitious capital projects are progressed this should further assist with an increase in planning fee income. Recently the Council, together with 14 other Planning Authorities, took part in a 4 week pilot of costing the planning service. The findings of this exercise will be presented to the Planning Minister and will be used to negotiate a further increase in planning fees. The Planning Minister has made it very clear that any increase in planning fees must be linked to an improvement in performance levels nationally for all planning applications.

Building Warrant fees have increased to projected budget level. There are no proposals by the Scottish Government to increase the fees presently.

### Staff

Staff are a major resource within Planning and Building Standards. A Service Chart is shown in **Appendix 1**. Planning and Building Standards has a total of 22.5 FTE employees consisting of a Service Manager, 5 in Development Management, 3.3 in Forward Planning, 5 in Building Standards and 9 in Technical and Administrative Support.

### Training and Development

Training is essential for staff to expand their skill base, to meet legislative and procedural requirements to improve quality and service matters and to meet PDP requirements and the Service Training Plan. There is a strong commitment to the provision of training from a departmental level to service level. Internal training continues with the sharing of knowledge and skills between team members and with events held by the Council's Organisational Development team and other services such as a recent SUDS event organised by the Council's Roads Service.

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One of our Support Officers represented the Council at the Young Scotland Programme in October in North Queensferry. This event develops young talent in the workplace by improving communication skills and inspiring confidence and was attended by young people employed in both the public and private sectors.

Also one of our Support Assistants achieved the Customer Service Professional Qualification and another Support Assistant is undertaking the same qualification in the coming year.

The Service's GIS Officer and a Support Officer have completed Level 2 Chartered Management Institute (CMI) qualification.

A Development Day at the new Clydebank Town Hall discussed the issues facing the Division, the Operational Plan, and the Staff Survey. In the afternoon, there was a session on drawing skills led by Officers from the Scottish Government Planning and Architecture Division. This day received good feedback from the staff.

Other external events attended by staff included the two day A&DS Design Symposium, the National Planning Forum, PPF, dealing with the media, fire testing, asbestos awareness, LABSS (Local Authority Building Standards Scotland) events and the Development Management Sub-Group Training and development needs will continue to be identified through Performance and Development Planning work.

### 5. 2013/14 Action Plan with Indicators and Targets

**Appendix 2** sets out in detail the 2014/15 Action Plan to help deliver the corporate and departmental objectives and priorities.

The Action Plan was developed from information gathered through the four operational teams.

Each action within the plan has been assigned to an Officer who has responsibility for taking forward that action within the given timescale.

## 6. Risks

The following strategic risks were considered as a potential threat to service delivery in the year ahead:

- The level of Planning Application fee income does not rise and also impacts on Building Warrant fees;
- Redevelopment sites continue to remain undeveloped due to lack of private/public sector investment;
- Dependence on electronic data and information; and
- Restoration bonds do not meet the approved restoration requirements.

An assessment was carried out using a standard likelihood and impact risk assessment matrix. The risk regarding the restoration bonds and monitoring of quarries and landfill has developed as an action within the action plan. The risks appear in the matrix below. Planning and Building Standards have also identified a number of more generic operational risks which are contained in a risk register and are the subject of appropriate risk management.

### Risk Assessment Matrix

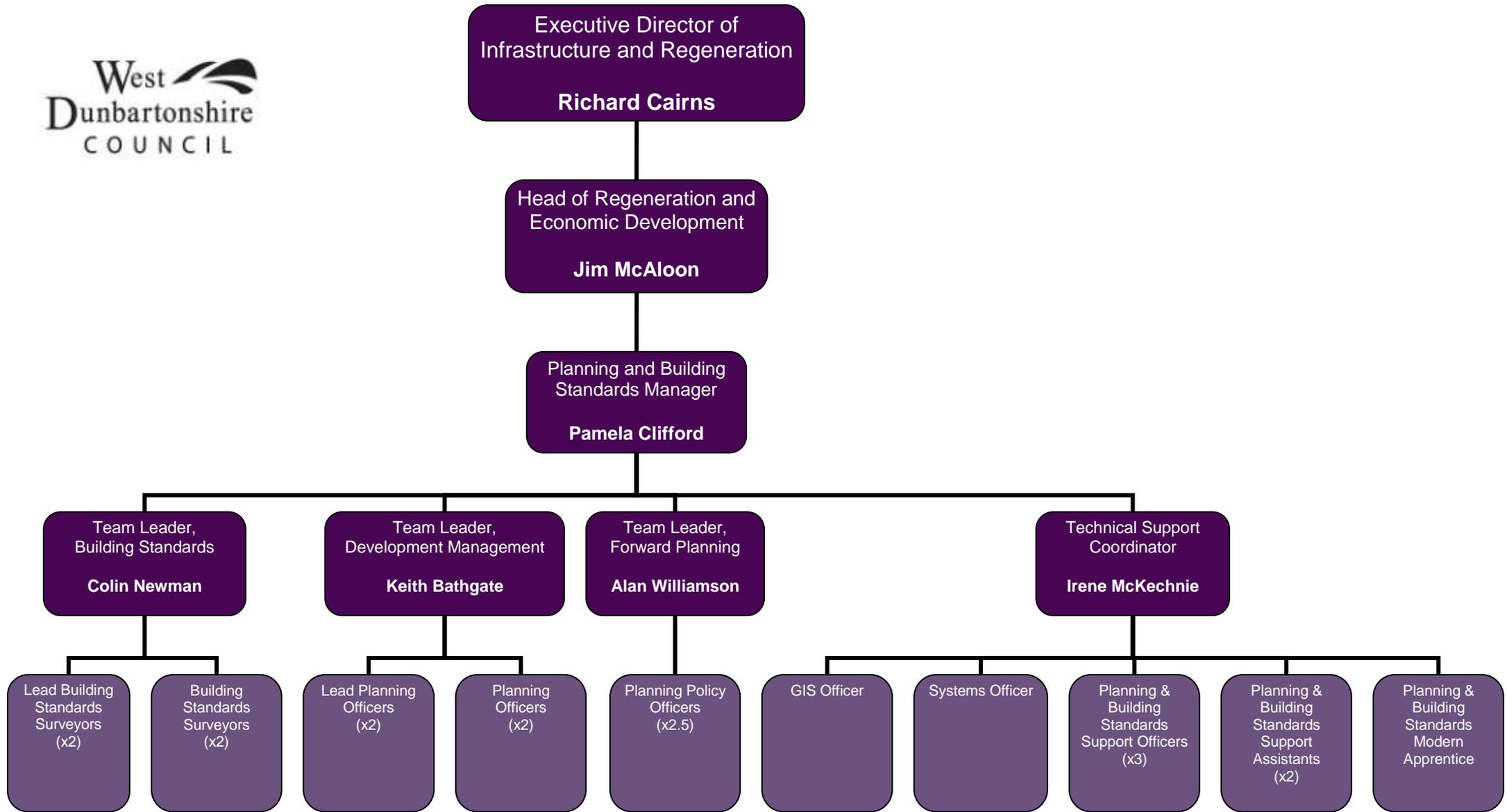
	4	8	12	16
Likelihood	3	6	9	12
	2	4	6	8
	1	2	3	4
	Risk			

Risk	Likelihood	Impact	Status
Economic downturn continuing to impact on planning and Building Warrant fees	3	3	9
Lack of private/public sector investment	3	4	12
Dependence on electronic data and information	1	4	4
Failure of restoration bond	3	4	12

## **Management of Risks**

- Increased contact with developers through pre application meetings and regular liaison meetings to encourage developers to invest in West Dunbartonshire by implementing existing permissions or submit applications for new proposals;
- Work closely with developers to encourage more efficient use of private investment and public funds;
- Ensure that there is a ICT back-up plan if electronic systems fail; and
- Robust monitoring of quarries and landfill sites and the formal review of all restoration bonds.

Planning and Building  
Standards Service Structure



## Appendix 2 – 2014/15 Action Plan with Indicators and Targets

This appendix forms the main element of the Operational Plan. Under each of the relevant Department objectives it focuses firstly on performance indicators and then on actions (with targets) that will make a difference, change the way we do things and improve service delivery. Each of the actions relates to a major issue for 2014/15 as identified in Section 3 Strategic Assessment.

### Departmental Objective: Regenerate in a properly planned, coordinated, inclusive and sustainable manner

Ref	Performance Indicator	Current target and Value	Target for 2014/15
DM1	% all planning applications determined in accordance with Local Plan policies.	Target 95% 2013/14 value 99 %	95%
DM2	% of major applications determined within 4 months.	Target 80% 2013/14 value 80%	80%
DM3	% of major applications where social, economic and/or environmental benefits have been achieved, either through pre-application discussion or during the application process.	Target 80% 2013/14 value 100 %	80%
DM4	No. of major applications subject to a processing agreement	Not in place yet	2

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Ref	Action	Start Date	Milestone	Target Date
DM/5 BS1	Promote and implement Developer Protocol in terms of pre-application service and regular liaison meetings with key developers	Ongoing	Continue to undertake liaison meetings for all key development sites and set up new meetings for key sites where appropriate.	30/09/14
			Undertake end-of-year review of liaison meetings and annual report on their effectiveness	31/03/15
DM6/ BS2	Assess the effectiveness of pre-application/warrant discussions for major/significant proposals	Ongoing	Promote service through guidance notes, online and meetings	31/06/14
			Review and implement any improvements	31/12/14

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Ref	Action	Start Date	Milestone	Target Date
FP2	Maintain an up-to-date Development Plan		Submit Proposed Local Ministers for Examination Participate in Examination of Local Development Plan Contribute to publication of Strategic Development Plan Main Issues Report Adopt Local Development Plan	30/06/14 28/02/15 31/03/15
FP3	Undertake annual monitoring of development and land use change	Ongoing	Undertake housing, industrial and vacant and derelict land and town centre surveys Submit draft housing land audit to Homes for Scotland Submit vacant and derelict land return to Scottish Government finalise Housing Land Audit.	31/05/14 30/06/14 30/09/14 30/11/14
FP4	Prepare development briefs for Council disposals site	Ongoing	Identify sites which require a development brief to be produced during 2014/15 Prepare development briefs for the sites as required	30/06/14 30/09/14
FP5	Preparation of Supplementary Guidance	Ongoing	Adopt 'Residential Development Principles for Good Design Supplementary Guidance' Adopt 'Green Network and Green Infrastructure Supplementary Guidance' Adopt 'Forestry, Woodland and Trees' Supplementary Guidance	30/06/14 31/12/14 31/03/15

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**Corporate Objective: Improve local housing and environmentally friendly sustainable infrastructure**

Ref	Performance Indicator	New Target	Target for 2014/15
DM7	% of all approved housing applications (above 5 units) which meet agreed residential development guidelines	Not in Place	75% by 31/03/15

**Departmental Objective: Create an attractive, healthy and sustainable environment for residents and visitors to enjoy**

Ref	Action	Start Date	Milestone	Target Date
DM8	Negotiate design improvements in line with local and national guidance with a view to achieving improvements to 50% of development proposals	Ongoing	Achieve 50%+ of applications where added value is achieved in first half of the year	30/09/14
			Achieve 50% of development proposals have achieved added value	31/03/15

**Departmental Objective: Continue to improve our services to meet community needs**

Ref	Performance Indicator	Current Target and Value	Target for 2014/15
DM9	% householder planning applications dealt with within 2 months	Target 90% - 2013/14 value 90%	90%
DM10	% non householder local development planning applications dealt with within 2 months	Target 80% - 2013/14 value 77%	80%

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Ref	Performance Indicator	Current Target and Value	Target for 2014/15
DM11	% all planning applications dealt with within 2 months and 4 months target time	Target 80% 2013/14 value 82 %	80%
BS3	% Building Warrant applications receiving a technical response within 20 days	Target 80% 2013/14 value 95 %	80%
BS4	Average response time to Building Standards Completion Certificate submissions	Target 5 days 2013/14 value 2.2 days	5 days
BS5	% Building Warrant applications approved within 10 days of receipt of all necessary plans and specifications	Target 80% 2013/14 value 90 %	80%
BS6	% Building Standards Completion Certificates accepted within 3 days	Target 80% 2013/14 value 93 %	80%
BS7	% reports of unsafe structures responded to within 3 hours	Target 85% 2013/14 value 92 %	85%
BS8	% reports of un-authorized building works responded to within 3 days	Target 90% 2013/14 value 62 %	90%
TS1	% of errors in West Dunbartonshire upload to the One Scotland Gazetteer	Target >0.1% 2014/15 value 0%	>0.1%

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Ref	Action	Start Date	Milestone	Target Date
TS2	Encourage greater use of electronic communication and document management systems to improve service delivery and to be more cost effective	Ongoing	Backscan planning applications to December 2005 Investigate and implement the use of the General Filing Module within Planning and Building Standards Service Ongoing benchmark with other planning authorities to improve procedures and processes	30/06/14 30/12/14 31/05/15
TS3/ BS9	Implement eBuilding Standards	Ongoing	Carry out and prepare Risk Assessment Report. Install, setup and Test Civica and IDOX Software applications Train all users in CIVICA Workflow and IDOX Building Inform agents of system Go live	31/04/14 30/07/14 30/08/14 30/10/14 30/11/14
DM12/ BS10	Hold an annual Planning and Building Standards Forum to allow regular contact with frequent users of the service	Ongoing	Review feedback from previous forum Organise and identify agenda	30/09/14 30/12/14
DM13	Review all legacy applications	01/04/4	Identify stalled applications Contact Applicant/Agent Determine Applications	30/05/14 30/05/14 30/09/14

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Ref	Action	Start Date	Milestone	Date
DM14	Review restoration bonds for quarries and landfill sites	01/04/14	Identify existing bonds Tender for consultants Appoint consultants Review their findings Negotiate with operators and implement	30/04/14 30/04/14 30/05/14 30/06/14 30/09/14
DM15	Formally monitor landfill and quarry sites	01/04/14	Produce guidance for compliance monitoring Train officers Site visits Review Review	30/04/14 30/04/14 30/05/14 30/07/14
TS4	Continue to develop a Geographic Information management strategy and investigate eGGP	Ongoing	Maintain GIS corporate and departmental information datasets and promote greater use council wide Arrange and coordinate Annual GGP Users Forum Investigate eGGP Prepare a GIS Management Strategy	30/06/14  30/09/14 31/12/14 31/03/15
TS5	Develop and maintain the Corporate Address Gazetteer(CAG) ensuring the data conforms to the agreed Scottish Gazetteer Conventions, including compliance with completeness and data quality	Ongoing	Promote and encourage other departments within the Council to use the CAG Manage, maintain and cleanse data achieving an overall Gold Standard Rating for all KPIs Benchmark with CAG custodian's from other Authorities	30/03/15  30/08/14 30/09/14
TS6	Continue to update the Planning and Building Standards website	Ongoing	Set up quarterly meeting with all team leaders and web editors within Planning and Building Standards to ensure information is up to date and accurate. Review the webpage with Team Leaders and web editors and implement any agreed changes	30/05/14  30/12/14

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Ref	Action	Start Date	Milestone	Date
BS11	Implement and monitor out of office cover for dangerous buildings	Ongoing	Discuss with neighbouring authority Consult staff Implement Monitor number of incidents and review	30/04/14 15/05/14 30/06/14 30/03/15
BS12	Review unissued warrants older than 6 months and ensure appropriately determined	Ongoing	Identify appropriate files Contact Applicant/Agent Determine applications	30/04/14 30/04/14 30/09/14
DM16/ BS13	Benchmark with other authorities on processes, best practice and cost	Ongoing	Continue to attend, take part in Benchmarking Group meetings Review and revise own processes & best practices as appropriate Prepare an Annual Report	30/05/14 30/09/14 28/02/15
DM17	Review Environmental Health Protocol	01/04/14	Review protocol Consult/agree with Environmental Health and implement	30/05/14 30/07/14
TS7	Seek out, promote and provide GIS services to other internal and external organizations	01/04/14	Identify internal and external organizations demand in GIS Identify scope for GIS apprentice post and implement if appropriate Promote GIS service and identify new customers	01/07/14 30/08/14 31/12/14

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**Departmental Objective: Develop a staff training and development programme to support modernisation**

Ref	Performance Indicator	Current Target and Value	Target for 2014/15
PBS1	% working days lost to staff absence	Target 2% - 2013/14 value 1.1%	2%

Ref	Action	Start Date	Milestone	Target Date
PBS2	Review and undertake individual PDPs and prepare training implementation programme.	01/04/14	Ensure that all staff have an up to date PDP Prepare and implement training Review implementation of training plan	31/05/14 30/06/14 30/11/14
PBS3/ TS8	Hold an annual Service Development Day	Ongoing	Seek staff comments Set-up and implement	30/05/14 30/10/14
PBS4	Implement training needs of Elected Members of the Planning and Building Standards system	Ongoing	Implement Training Plan with Improvement Service Review Training Plan and feedback	30/05/14 30/01/15
PBS5	Address issues from results of the Division and Service Staff Survey	01/04/14	Identify issues Review and progress Action and feedback to staff	30/05/14 30/06/14 30/07/14