

Planning Performance Framework

2019-20



Forward



by **Councillor Jim Roberts** Chair of the Planning Committee

I am pleased to introduce our Planning Performance Framework for 2019/20. This is now our 9th such Annual Report from our Planning Service, setting out our performance during the period April 2019 to March 2020.

This Framework is published annually to demonstrate our drive towards continuous improvement. Year on year improvements are made across a range of areas including providing a good customer service, training and developing our staff and utilising digital solutions to deliver greater efficiencies, all of which assist in improving performance.

The year ahead will see the launch of the Ayrshire Growth Deal, which will bring significant funding and investment to East Ayrshire. The Planning Service will be a significant partner in the delivery of those important projects.

East Ayrshire is one of the renewable energy powerhouses of Scotland with our wind farms producing enough energy to power 4 times the number of houses in the District. While the significant Section 36 Consultation workload our Renewable



Energy Team is not captured by this PPF process their contribution is noted. Our performance during this period has seen positive gains in the time taken dealing with Local Developments (non -householder) applications and Local Housing Development applications while attention is required to improving the processing of householder applications

The Community Plan for East Ayrshire remains our focus, growing the economy in an inclusive way promoting community led regeneration and improving outcomes for vulnerable children and young people, tackling social isolation and building community resilience. These issues have only been exacerbated during the Coronavirus Pandemic and as a Council we continue to do our best for and with our Communities.

As we learn to live with the challenges of the virus the Service will be vital in shaping our towns, villages and countryside, enhancing the environment and the lives of people in our

communities through close links between good spatial planning and inclusive community planning.

The Planning and Economic Development Service incorporates Planning, Building Standards, Regeneration, Environmental Health, Trading Standards and Economic Development thus ensures a more holistic service to business and householders and hence the Service has a key role as an enabler of the Community Plan's growth ambition.

As has been show by the ability of the Planning and Economic Development service to adapt to serve our communities during the Covid 19 lockdown I know we will continue to see a drive for continued performance improvements and innovation in our Planning Service through 2020/21.



Councillor Jim Roberts Chair of the Planning Committee



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1 Introduction

East Ayrshire Council's Planning and Economic Development Service is pleased to submit its ninth Planning Performance Framework which covers the April 2019 to March 2020 period.

The core objectives of the Planning Authority are set out within the second Community Plan for East Ayrshire. The Community Plan is recognised by all Partners as the sovereign strategic planning document for the delivery of public services in East Ayrshire over the 15 years from 2015 to 2030 and sets out the overall vision for the local area.

The Vision set out in East Ayrshire Community Planning Partnership's new Community Plan 2015-2030 is that -

"East Ayrshire is a place with strong, safe and vibrant communities, where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs."

Community Planning is about a range of partners in the public and voluntary sectors working together to better plan, resource and deliver quality services that meet the needs of people who live and work in East Ayrshire.



East Ayrshire Council Planning Authority's core objectives include achieving sustainable development, supporting business investment, revitalising our economy, and providing a supply of attractive housing and employment land to meet East Ayrshire's future needs through greater emphasis on "place".

This Planning Performance Framework provides an overview of the evolution the Service has undertaken over the last year, including the engagement and collaborative working to achieve our development planning and development management goals which have

contribute to achieving East Ayrshire's economic, community, infrastructure and environmental aspirations.

Like all Authorities in Scotland, East Ayrshire Council is facing a period of unprecedented change. We are required to reduce our budget by around £32million and change the way we deliver services with and for our communities. Our Transformation Strategy 2017-22 and work streams set out how we will bridge the projected funding gap through redesigned Council services that are both financially viable and best meet the needs of our communities. We are committed to securing a fairer, kinder and more connected East Ayrshire by working closely with our partners to tackle poverty and inequality and build stronger communities.

As part of the Council's Transformation Strategy the Planning Authority was relocated in June 2019 to new offices, incorporating hot-desking and mobile working arrangements across the service. Following a settling in period it is envisaged that these changes will positively enhance performance overall with positive effects on the levels of customer service while meeting the need for change within the Authority. While outwith this reporting period the change to mobile working arrangement has been hugely beneficial in enabling the Planning Service to work remotely and hence continuing to serve the public during the Covid19 pandemic lockdown.



2 Renewable Energy

Renewable Energy Sustainable Communities

We recognise the importance of renewable energy in the fight against climate change and we welcome appropriate renewable energy developments in the correct location to help achieve our national commitment to the delivery of renewable energy in line with the Climate Change (Scotland) Act 2009.

East Ayrshire Council received or formally commented on 4 consultations under Section 36 of the Electricity Act from the Energy Consents Unit during the 2019/20 Planning Performance Framework period. Each of the consultations were considered in depth by our Renewable Energy Team and relevant consultants, then presented to the Planning Committee for consideration. All the Consultations have been considered within



the negotiated timeframe agreed between the Planning Authority, the Developer and the Energy consent Unit. These S36 Consultations are not reflected in the statistics captured within the Scottish Government Returns detailed in this report. East Ayrshire Windfarm map



Note : All data is derived from Section 36 and windfarm Consents or Submissions



3 Case Studies

The following case studies provide examples of how our processes enable us to deliver an efficient and effective planning system for the people and communities of East Ayrshire. They illustrate how we actively listen to our customers and shape improvements around their feedback. We continue to innovate and develop the Planning Service in East Ayrshire to meet current challenges both economic and technological and provide a forward-thinking flexible and responsive service to achieve sustainable economic growth. The case studies illustrate the ways in which East Ayrshire planning influences development on the ground and highlight examples of cases where the planning process and planning staff have influenced outcomes and achieved improved quality of development. We continue to review and critically assess how and what we do in terms of processes and services we deliver in line with our FACE principles.

Our proactive approach to how we deliver our services and critically assess and review our business processes provides us with the ability to face the challenges presented by continuing financial pressures while ensuring we meet the needs of our customers.

The case studies below highlight a snap shot of the broad range of activities and initiatives which we have delivered within the PPF9 reporting period.



Case Study 1 - Hurlford Street Design			
Case Study 1 - Humbru Street Design			
Partnership working & Community Engagem	ent		
Location and Dates:			
Hurlford - September 2019 – March 2020			
Elements of a High Quality Planning Service this study relates to :			
Quality of service and engagement			
Key Markers			
Corporate working across services	Sharing good practice, skill and knowledge		
Key Areas of Work			
• Design	Community Engagement		
Environment	Placemaking		
Town Centres	Staff Training		
 Interdisciplinary Working 	Transport		
Collaborative Working	Active Travel		
Stakeholders Involved			
General Public	Authority Planning Staff		
Key Agencies	Authority Other Staff		
Overview:			

The Hurlford Street Design Project is an exciting opportunity for local people to re-imagine the village centre.

The project follows a successful application by Ayrshire Roads Alliance, in partnership with colleagues in East Ayrshire Council, to Sustrans Scotland last year for support through Sustrans' <u>Street Design Programme</u>. The application came from a community desire to improve the current vehicle dominated street environment and underutilised public space.

Hurlford - <u>https://hurlford.commonplace.is/</u>

The project worked directly with the local community of Hurlford between September 2019 and March 2020 to develop a concept design which aims to:

- Celebrate local history and heritage
- Provide access for all
- Address vehicle dominance and speeds
- Enhance public space

Following early engagement, the original project boundary that we asked the community to comment on and suggest ideas for has been refined. The design therefore has a general focus on Union Street, Academy Street (including the car park), Mauchline Service Road and Mauchline Road junctions with Academy Street and Blair/Cessnock Road.

The initial designs have been inspired by the community and will be developed further following continued community engagement and feedback to develop a better quality environment for Hurlford Village Centre!



Sustrans is the charity making it easier for people to walk and cycle. Funded by the Scottish Government, Sustrans' Street Design projects work to bring communities together to help them re-imagine and re-design their streets and public spaces so they are safer and more attractive places to live in and travel through.

East Ayrshire Council (EAC) and Ayrshire Roads Alliance are the project delivery partners who will support Sustrans with the development of a concept design. Funding is then available from Sustrans to develop the design further and deliver the project.

The project partners make up a Delivery Group who have developed the project in line with its aims and objectives. This has been steered and supported by a Steering Group made up of key community representatives including:

- Local residents
- Hurlford Community Association
- Hurlford Primary School
- Local Councillors
- East Ayrshire Tenants & Residents Federation
- Ayrshire Chamber of Commerce
- Young people
- Police Scotland
- Inclusive Design Advisor

The design process has been shaped by a series of events and activities in the local area, to enable the community to get directly involved in person and online whether they live, work or travel through Hurlford.

The project followed a four-stage process with engagement activities taking place throughout the process before the concept design was handed over to East Ayrshire Council to develop further.





Engagement in numbers:-

The number of people engaged with the project during the design stage were:

- Attendance at events and activities 113
- Visitors to the project website 285
- Comments submitted on line 37
- Paper surveys completed 44

Engagement Events and activities

- Mother and toddler groups Parents/guardians
- Cuppa & Blether Over 65's
- Mauchline Service Road residents & closest businesses meeting Residents & business owners
- Hurlford Primary school Assembly Pupils & teachers
- Hurlford Primary school design walk.

Communication

A newsletter was delivered to all residents and businesses in Hurlford and Crookedholm to promote, explore and design activities. In addition, a press release was sent to local media, social media updates were posted locally, links were available to the project information on the Sustrans website, display boards were placed on the street and Hurlford Primary School updated all parents and guardians through their app. Postcards were sent to encourage people to view the designs either on the street or view and feedback on the website, with those who couldn't feedback online could contact the project team directly. Information packs were delivered to residents on the key streets. This included a design booklet, feedback forms and pre-paid envelope to return completed forms.



Quotes from the Community Engagement:

"I like the overall design. It's good that unnecessary and unsightly street furniture will be removed, and better pedestrian crossings installed. Great that something is to be done to make the area more inviting. It's good to see that a lot of thought has gone into this. "Very child friendly. Safety is a must."

"The suggested designs are very colourful which will brighten up the area and also very safety conscious. I am hopeful it will improve safety walking to school."

"This would significantly help me and my family get to the village – and encourage us to walk!"

"Looks more inviting place to socialise and a place for kids to gather and talk."

Goals:

To maximise the engagement with the community in the initial designs to develop a better quality environment for Hurlford Village Centre that aims to Celebrate local history and heritage; Provide access for all; Address vehicle dominance and speed; and Enhance public space.

Outcomes:

Through partnership working and wide & varied methods of community engagement, the project has enabled the community to get directly involved in person and online whether they live, work or travel through Hurlford, to shape the design process through a series of events and activities in the local area.

Name of key officer

Colin McKee

Case Study 2 - Modern Apprentice Mauchline CARS	
Mauchline Conservation Area Regeneration Scheme (CARS)	
Location and Dates:	

Kilmarnock & Mauchline - December 2019 - Ongoing

Elements of a High Quality Planning Service this study relates to :

Culture of continuous improvement

Key Markers			
Continuous Improvement	Corporate working across services		
Key Areas of Work			
Skills Sharing	Staff Training		
Stakeholders Involved			
Authority Planning Staff	Mauchline CARS Steering Group		

Overview:

Working with Mauchline Community Action Group and other local community organisations the Development Planning and Regeneration team, were successful in securing funding from Historic Environment Scotland & the Council to establish the <u>Mauchline Conservation</u> <u>Area Regeneration Scheme</u>. To provide administrative support to the scheme the Mauchline CARS Team contacted East Ayrshire Works who support individuals through the journey of finding work, from updating CV's updating skills and experience with work placements, training and job vacancies.

East Ayrshire Works is managed by East Ayrshire Council Economic Development and includes a wide range of opportunities delivered by a <u>range of partners</u> through a range of programmes - Employability Pipeline, Youth Employment Initiative and Poverty & Social Inclusion all co financed by the European Union with the aim of supporting people who live in East Ayrshire to progress to sustainable employment.

The Mauchline CARS only had a very limited budget available so working closely with East Ayrshire Works the team were able to identify sufficient budget to take on a modern apprentice.

Former Auchinleck Academy pupil and graduate of Ayrshire College, Billy Govans (22) from Sorn, joined the Mauchline CARS Officer, in the team, which is overseeing a multi-million pound project to Regenerate Mauchline.

With six historically important buildings earmarked for extensive renovation, the scheme will also fund works to revitalise shop fronts and refurbish roofs, rainwater goods and windows in many other buildings in the conservation area. The <u>Historic Environment Scotland</u> and East Ayrshire Council funding will also support the creation of community arts projects, schools workshops and training in traditional skills such as lime mortaring, slating and heritage joinery for aspiring and existing skilled craftspeople.

For Billy, the chance to qualify with a SVQ level 2 qualification through a Modern Apprenticeship is a dream opportunity. As a qualified sound engineer with video experience he's already looking forward to helping compile pictorial records, presentations and films as the project progresses. He admits he didn't know a lot about Mauchline's hidden history

before he started in early December but he's now really enjoying learning more about the amazing buildings, nooks and crannies around the village.



He says, "I'm so delighted to have an opportunity to use my existing skills and learn new ones, and which gives me a good chance for my future career. After graduating from college with an HND in Sound Production recently I'd been working in B&M, the hours weren't really great and it was only part time and it was my family who suggested that I could be good at this job and I should apply, and I'm really enjoying it so far. It not only has allowed me to develop my skillset and work alongside great and supportive people, but it has also invested in my long-term future by opening new opportunities for me when I complete my time with the team."

Our Modern Apprentice has already proven a valuable addition to the team. He carries out a range of tasks, from arranging meetings more recently using Zoom video conferencing facilities, and sending out letters, to maintaining databases and carrying out historic research, searching the planning application register for any developments affecting the Mauchline Conservation Area.

His work has supported not only the Mauchline CARS Team, but has also including the Development Planning and Regeneration Manager, regeneration officers and the Development Plans Team. This is an important supporting role that the wider team has benefitted from having allowed officers to more effectively carry out their various roles.

The appointment of the modern apprentice has also had the dual benefit of ensuring the Planning Service contributes to a wider employability agenda of getting young people into work and providing a local young person the opportunity of gaining a work based training qualifications.

Goals:

The Planning Service aims to provide a quality service for its communities. Part of this service is embedded in Community Led Regeneration and in particular the regeneration of historic town's and villages throughout the area. The addition of a Modern Apprentice to the Mauchline CARS has assisted the team to provide this high quality service.

The modern apprentice position has allowed the work of the team to be more efficient and to make better use of the skills and experience of the planning & regeneration professionals. Less time now needs to be spent by officers on admin tasks that previously took time away from getting on with the key remit of the team.

Outcomes:

The Modern Apprentice appointed in 2019 will hopefully secure his qualifications by the end of his appointment. It is anticipated that the qualification and experience gained will provide him with the skills to obtain a permanent position within East Ayrshire whether this be with the Council or an alternative employer.

In terms of the Planning Service, and particularly the Mauchline CARS the appointment has proved hugely worthwhile. The Mauchline CARS is now exploring how to build on what has been learnt through this experience, which has been the first time a modern apprentice position has been created in a regeneration project.

Name of key officer

Lynne Rew



Case Study 3 - Scottish Awards for Quality in Planning			
Placemaking and East Ayrshire Coalfields Initiative			
Location and Dates:			
Coalfield Communities of East Ayrshire & Newmilns and Greenholm			
April 2019 - November 2019			
Elements of a High Quality Planning Service this study relates to :			
Quality of outcomes			
 Quality of service and engagement 			
Culture of continuous improvement			
Key Markers			
Continuous Improvement	Regular and Proportionate policy advice		
	Corporate working across services		
Key Areas of Work			
Regeneration	Interdisciplinary Working		
Environment	Collaborative Working		
Greenspace	Community Engagement		
Town Centres	Town Centres		
Local Develop Plan & Supplementary Place Standard			
Guidance	Skills Sharing		
Ecology Staff Training			
Stakeholders Involved			
General Public	Authority Planning Staff		
Key Agencies	Authority Other Staff		
Environmental Volunteers			
Overview:			

External validation of the quality of our Service's varied workload is a very important benchmark of our performance.

Reflecting the variety and the span of our work covering town and country the Planning & Economic Development Service entered two very strong applications for the Scottish Government's Awards for Quality in Planning in 2019. Both projects won top accolades for their innovative work in the Plans & Partnerships categories at the November 2019 Scottish Awards for Quality in Planning ceremony.

<u>Placemaking Plans</u> (now referred to as Place Plans) bring together planners, communities and individuals to look at preferred and practical solutions for improvement of towns, villages and communities, looking at issues such as transport networks, derelict buildings, green space, parking and opportunities for leisure and community activities. Using a programme of formal and informal meetings, events and consultations communities are empowered to

have a big influence on future decision-making and funding opportunities for local improvements.



The community led approach improves delivery in three ways; it empowers communities to take forward projects of their own, it encourages partnership work between communities and the public and private sectors; it helps assert community priorities on the service provision of the council and other agencies.

In practical terms this approach has assisted in generating a number of partnership projects being taken forward In Newmilns, Ochiltree and Catrine including the construction of the Ochiltree Community Hub designed and built by the community in partnership with the East Ayrshire Council following the asset transfer and demolition of the former community centre.

Communities come willingly into the administrative procedures and statutory process of planning ensuring that plans are drawn up with, rather than for communities thus reinforcing the status of their views. In doing so, this project elevates locally established and widely consulted priorities to become an important part of the Councils' Planning Policy.

Rough Guide to Placemaking with East Ayrshire Council



Once the process is complete, each community has a Placemaking Plan and Action Programme that informs the local priorities for improvements becoming part of planning policy as supplementary guidance to the Local Development Plan.

Meanwhile, working in conjunction with partner agencies including RSPB Scotland, Scottish Natural Heritage, Scottish Wildlife Trust, East Ayrshire Woodlands, Forestry Commission Scotland and a team of highly trained local volunteers the Planning & Economic Development Service also triumphed, picking up the Partnership Award for their work with <u>East</u> <u>Ayrshire Coalfields Initiative</u>. With their partners and a squad of enthusiastic local volunteers, they have managed to achieve the restoration of 741 hectares of peatland within the coalfield area. Several of the CEI restored sites are nationally

designated SSSI and additionally fall within internationally designated areas including the Muirkirk and North Lowther Uplands Special Protection Area (SPA) and the Muirkirk Uplands SSSI. These sites are important for breeding upland birds including Hen harriers, Short-eared owls, Golden plovers and rare invertebrates.



The volunteers were trained to assist with site monitoring. They have acquired skills in plant identification and use of tools alongside the health and social benefits gained from volunteering outdoors. Delivery of the restoration work has gone hand in hand with a programme of school and community events, which has helped to educate and inspire the

local community about the value of their local peatland sites. By making sure that the habitat quality and hydrology have been improved the team has helped reduce the flood risk in the area, contained millions of tonnes of peatland carbon and improved the water quality in local rivers, habitat quality and connectivity, to protect what is an internationally important area for biodiversity.



Goals:

The Planning Service aims to provide a quality service for its communities. The projects entered for these awards seek to obtain external validation of the quality of the planning input into these projects. They are looking to achieve recognition of their innovation and continuous professional development through coproduction, community engagement and partnership working.

Outcomes:

To empower communities to take forward projects of their own, to encourages partnership work between communities, the wider public and private sectors, and to help assert community priorities on the service provision of the council and other agencies. To improve the environment of East Ayrshire and to care for internationally recognised areas of special importance such as SSSI's and SPA's through peatland restoration.

Name of key officer

John Semple & Daisy Whytock

Case Study 4 – Gypsy/Traveller Site

Planning application for change of use of land to form 4 gypsy/traveller pitches

Location and Dates:

Land at the former quarry on the west side of the A719 between Waterside and Moscow, East Ayrshire.

Planning Application approved at Planning Committee on 17 May 2019

Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

Key Markers			
Cross sector Stakeholders			
Regular and Proportionate policy advice			
 Sharing good practice, skill and 			
knowledge			
Key Areas of Work			
Community Engagement			
Staff Training			
Stakeholders Involved			
-			
Authority Planning Staff			
Authority Other Staff			
Overview:			

The application site is a former quarry located between the settlements of Moscow and Waterside within a Rural Protection Area.

On the 1 August 2017 EAC first became aware of unauthorised activities on the subject site. Information was received that heavy plant was operating on site and lorries were delivering type 1 stone and builder's rubble and depositing it on site and heavy plant machinery was in the process of reshaping the contours of the land and levelling the site. EAC Enforcement Officers attended at the site and observed that the land had been levelled and excavations had taken place adjacent to the roadway.

With works continuing on site, a Planning Contravention Notice was served in relation to the unauthorised activities. An Enforcement Notice was subsequently served by East Ayrshire Council as the unauthorised works continued on site.

More substantive works continued on site and following visits to the site it was evident that works were continuing unabated. A decision was taken to serve a further Enforcement

Notice accompanied by a Stop Notice in an attempt to control the matters unlawfully occurring on site albeit the Notice was then held in abeyance pending the planning application determination.

A Planning Application for the change of use of land to form 4 Gypsy/Traveller pitches (one principal caravan and two tourers per pitch), formation of hard standing, erection of boundary fences, installation of lighting, and erection of amenity blocks (one within each pitch) was submitted to the local authority in November 2017.

After lengthy discussions, negotiations and working closely with the Traveller family group and the Agent as well as key stakeholders SEPA and ARA to address flooding and road safety issues the planning application was approved at Planning Committee and represented the Authority's first private travellers site.

Links

Planning Application Committee Report

Goals:

To work in partnership with the agent, the Traveller community, and stakeholders to deliver a private traveller site that identifies and accommodates the current and future needs of Gypsy/Travellers.

This example demonstrates that the Service has been approachable, forward thinking and flexible where appropriate to encourage the right development in the right location, and have proactively exercised the Authority's functions in having due regard to human rights and equality. It has also fostered continuous learning and improvement in an area which officers had minimal experience.

As part of the determination process the case officer and team leader engaged with the family directly, visited the site to build up a relationship and explained the determination processes for the planning application. This helped with providing contacts for the committee meeting that the family could relate to. Both officers sought to help the family understand the committee process for the meeting and they visited the family with the Members of the Planning Committee thereafter too. Following issue of the decision, both officers visited the family again to help them understand the planning conditions of the approval and both officers also helped them discharge the appropriate conditions and submit the required paperwork. During this process we had to balance the rights and needs of the family with continued representations from members of the public given the retrospective nature of the planning application.

The application contributed to the promotion and development of the Council's new multiagency approach to service provision for Gypsy/Travellers in East Ayrshire. Agreed with cross-party support, the new approach between Housing Services, Planning and Vibrant Communities sets out a range of measures to help foster a better understanding of

Gypsy/Traveller lifestyle, including training for the Council's Elected Members, staff, Community Planning Partners and communities. It also aims to help Gypsy/Travellers better understand the effect they can have on the local area and provide them with a single point of contact within the Council. East Ayrshire Council is also the first local authority in Scotland to pilot 'Negotiated Stopping Places' – an initiative which offers an alternative to the traditional enforcement-based approach to Unauthorised Encampments

Outcomes:

This example has involved working with different stakeholders to deliver a private travellers site within the local authority. Since approval of the application, officers have worked closely with the traveller community and the agent and have been pro-active in assisting to discharge planning conditions imposed on the development Regular site visits have been undertaken with the traveller community to clarify and explain the process in order to enable the conditions to be discharged successfully. Effective communication has been the key to arriving at amicably agreed solutions.

The overall outcome has been the successful integration of the gypsy/traveller site into the locale and the wider local community.

Name of key officer

Fiona Finlay and Craig Thomas



Case Study 5 – Minerals Local Development Plan			
Adoption and Implementation			
Location and Dates:			
East Ayrshire wide			
Elements of a High Quality Planning Service this study relates to (please select all that apply):			
Quality of outcomes			
Quality of service and engagement			
Key Markers			
Local Development Plan	Cross sector Stakeholders		
Development Plan Scheme	Corporate working across services		
Key Areas of Work			
Regeneration Eccal Develop Plan & Supplementary Guidance			
Stakeholders Involved			
General Public Authority Planning Staff			
Overview:			
Following the demise of the coal industry in 2013, a decision was made by East Ayrshire Council to prepare a new Minerals Local Development Plan, to replace the Opencast Coal Subject Plan 2003. Work on the Plan commenced in 2015 and the plan was adopted in January 2020.			

From the very outset, it was clear from the extensive community engagement carried out early on in the process, that local communities demanded the focus of the Plan be on restoration, regeneration and rural placemaking, moving away from the legacy of the unrestored sites and environmental degradation. It was also clear that the Plan should focus not just on policy, but on delivery. A fundamental element of the Plan was a proposal for a Landscape Partnership, which if successful in securing funding from the National Lottery Heritage Fund (NLHF), would take a landscape scale approach to regeneration and enhancement and would be an important vehicle for taking forward some of the aspirations of the Plan. A successful stage 1 bid was made to NLHF in 2017 and the Coalfield Communities Landscape Partnership was embedded within the Minerals LDP (Proposed Plan) in 2018.

Following adoption of the Minerals Plan in January 2020, the NLHF confirmed in March 2020 that the stage 2 Landscape Partnership bid was successful, securing £2.2 million of Lottery funding. Together with match funding from a range of other sources, the CCLP will deliver a £6million scheme over the next 5 years. 22 projects will be delivered by community partners, under the umbrella of the CCLP and will include peatland restoration, new strategic walking routes, a new heritage centre, the reinstatement of hedgerow habitats and many other heritage and landscape projects, with the overall aim of reconnecting communities with their landscape.

In its consideration of the Landscape Partnership bid, NLHF made it clear that the statutory support given to the CCLP through its inclusion in the Minerals Plan was a significant factor in its decision to support the bid. This reaffirmed the approach taken in the Minerals Plan and illustrates the role that developments plans can play in driving regeneration and placemaking.

Links

£6m boost to restore East Ayrshire's coalfield communities - BBC

Goals:

The regeneration of former coalfield communities and their landscape is an important priority for East Ayrshire as is the restoration and reuse of former coal sites themselves. The adoption of the Minerals Plan in 2020 puts in place a positive framework for achieving these aims and ensures there is a robust, fit for purpose, set of policies in place to assess any proposals for further extraction within East Ayrshire; not just coal, but for all types of minerals extraction. The purpose or goal of including the Coalfield Communities Landscape Partnership within the Plan, was to have a mechanism for delivering some of the aspirations of the Plan.

Outcomes:

The case study has demonstrated the important link between policy and delivery and the benefits in ensuring that development plans are prepared with a clear focus on implementation. The success of the NHLF grant application, in a very competitive grants process, may not have happened was it not for the statutory support given in the Minerals Plan. The CCLP cannot deliver everything, but it is an important piece in the jigsaw, which alongside other projects and proposals that will be developed, will enhance the former coalfield landscape and enable communities to start to use, value and enjoy their landscape again.

The CCLP is at the very start of its delivery phase and will run until August 2025. Throughout this period the project will continue to be part of Development Planning and Regeneration, with dedicated project staff, but overseen by senior officers within DP&R. An important task within the 5 years will be to develop a legacy plan, which will explore how the CCLP could be sustained beyond the 5 years of the NLHF grant.

Name of key officer

Karen Purves

Case Study 6 – Ayrshire Growth Deal NERD

Policy and the Ayrshire Growth Deal National Energy Research and Demonstrator Project

Location and Dates:

Cumnock / East Ayrshire wide, reporting year and ongoing

Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement

Key Markers

Local Development Plan	Cross sector Stakeholders	
Key Areas of Work		
Regeneration	Economic Development	
Stakeholders Involved		
UK and Scottish Government	Authority Planning Staff	
Overview:	· · · · · · · · · · · · · · · · · · ·	

East Ayrshire has for a long time substantially contributed to the energy of both Scotland and the United Kingdom, through coal mining and now, as we move towards a more sustainable age, in renewables. The area has suffered substantial environmental economic blight as a result of the demise of the coal industry.

In late 2018 an opportunity arose to conceive a new project as part of suite of projects to be put forwards to the UK and Scottish Governments as part of the Ayrshire Growth Deal prior to any deal being agreed. This piece of work was given to the planning department to progress.

In the midst of writing the minerals plan and concentrating significant efforts on the restoration of abandoned sites, it was clear to us that the south of the local authority area required a project which would foster economic growth. A project was devised called the National Energy Research Demonstrator Project (NERD) which aims to overcome through research and design a range of technical challenges that currently prevents the harnessing of local but intermittent energy generation, and its storage and subsequent transmission onto the grid during periods of high demand.

This project will provide solutions to energy supply and storage challenges in non-urban locations, with Cumnock providing a unique location to investigate a wide mix of solutions due to its unique geography, landscape and the way the land has been exploited in the past for mining. The NERD will design, develop and construct a local electricity distribution network within the Cumnock area whilst utilising existing grid infrastructure, so that the area becomes effectively energy "self-sufficient" with the integration of a range of energy generating systems and the development of new, locally sited energy storage facilities that fully link with and support the national and regional electricity grid network.

The idea was progressed with both the UK and Scottish Governments with the Principal Planning Officer from Local Development Plans acting as the project lead. The Ayrshire Growth Deal was announced on 8th March 2019 with an award of £17 million from the UK Government towards the NERD project.



East Ayrshire Council have been working in the PPF review period with Strathclyde University, British Geological Survey, University of Glasgow and Scottish Power Energy Networks (SPEN) to progress the project from the initial idea through the various business case stages, building it up in increasing detail and working on costs and economic outputs.

Subsequent to the announcement, 3 new posts have been created in the Planning and Economic Development Service within Development Planning and Regeneration to deal specifically with the Growth Deal, one of which is specific to the NERD project and being led by a chartered planner. The Growth Deal project is a long term piece of work but one that has been progressing throughout the PPF year.

Links

Ayrshire Growth Deal: Heads of Terms

East Ayrshire Executive Committee Report (30th June 2020)- National Energy Research Demonstrator (NERD) Project

Goals:

The AGD has economic development at its heart and acts as one mechanism in fulfilling the LDP vision that 'East Ayrshire will be a desirable place in which to live, work, invest and

visit.' The project is anticipated to create direct and indirect jobs and attract substantial investment into the area. The project also contributes to a low carbon economy through the use of renewable energy technologies.

Outcomes:

The study has demonstrated the importance of planning in economic development and recovery.

The project team (including partners as specified above) continue to work on NERD and have been further developing the business case as well as progressing the design for a Centre of Excellence and working up a series of demonstrator projects including:

Climate Positive Response

The proposed LCCF project, "Climate Positive Response" is being developed (in partnership with Energy Technology Partnership at the University of Strathclyde) to bring additional resources to East Ayrshire and connect SMEs and the NERD project to wider climate change activity across Scotland. The project will involve hiring Development Managers and Knowledge Exchange fellows (from the University) who will set up and run a programme of 1-2-1 support sessions for local SMEs on climate challenge opportunities, run a series of brokerage sessions bringing together SMEs and potential funders, running engagement programmes designed to get SMEs on a climate challenge innovation journey to exploit opportunities which will be arising.

Re-Heat Project (in partnership with SPEN)

The Re-Heat project will be a large scale trial of innovative solutions that support the transition to electric heating with particular focus on off-gas grid homes. This project will install heat pumps and thermal storage technologies to a selected number of off-gas grid homes in East Ayrshire and other parts of the UK. The project will help to prove that reducing the peak electricity demand is a cost-effective alternative to network upgrades.

Name of key officer

Lorna Clark

		ice Process
Webpage, advice leaflet and application forms Location and Dates:		
3 June 2019		
Elements of a High Quality Planning Servi	ce this stu	idy relates to :
Quality of outcomes		
 Quality of service and engagement 		
Culture of continuous improvement		
Key Markers		
Decision-making	Cros	s sector Stakeholders
 Processing agreements/project 	• Regu	ular and Proportionate policy advice
management	Corp	orate working across services
 Early Collaboration 	Deve	eloper contributions
Continuous Improvement		
Key Areas of Work		
Development Management Processes	Pro	cess Improvement
 Planning Applications 		
Stakeholders Involved		
General Public	Auti	hority Planning Staff
Local Developers		
Overview:		
In 20118/19 as part of our departmental inter		
monitoring processes, we became more awa		East Ayrshire Council Comhairle Siorrachd Air an Ear
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Engaging with our applicants, agents and staff we were aware that developers were seeking reassurances about responses and staff were faced with competing demands and statutory performance requirements. We engaged with developers and development partners who advised that they would consider paying for pre application planning advice if it could give them greater certainty for pre application engagement.

As a result of staff engagement and benchmarking with other planning authorities, we began to explore the idea of introducing a charging process for pre application advice, with some exceptions. We sought to formalise this process to properly record advice given by officers and to give a clear position to potential developers and investors. We introduced an easy to read guidance leaflet, straightforward application form, simple charging system and a formal standardised reply, which would be tailored to suit individual proposals.

Following council approval, we introduced this on 3 June 2019. We voluntarily took a sympathetic view that we would not charge not-for-profit organisations and registered charities and after discussions with Members we agreed to waive charges for householders seeking to extend their homes.

We took the decision that introducing this approach would allow our staff to retain their proactive outlook, respond timeously to enquiries, balance their applications and statutory workload, and give our customers a focused quality service. We consider all requests for pre application advice as sensitively as possible and continue to support customers who do not wish to pay for our service, with publicly available information and help them navigate where they can research their proposals further using the information we publish on our website.

As part of our assessment of an application for pre application advice we:-

- Initially undertake a desk top assessment;
- Look at planning policy matters including **developer contributions** to ensure policy matters that are critical are raised at an early date
- Highlight key consultees and seek their involvement if need be depending on the specific proposals
- Clarify additional matters that an applicant might wish to lodge with any planning applications
- Highlight potential issues both that affect the principle of a proposal and finer details
- Undertake a desktop assessment and highlight relevant planning history with a site visit as required
- In certain cases where merited we encourage meetings with a multi-disciplinary approach and in recent weeks have been offering video conferencing for strategic economic recovery cases where East Ayrshire will benefit from significant inward investment.

We accept further discussion on these matters after our initial response if required.

Links

Pre application guidance on our webpage

Pre application advice service leaflet

Pre application advice service application form

Goals:

This case study demonstrates how the Planning Service is responding to changes in service demands and how we are constantly reviewing our Service to address and maximise performance, delivering a quality service for economic recovery and growth. This process is more structured and allows for effective monitoring of staff workload, ensuring customers receive a focused and timeous reply to their pre application enquiry. It allows us to raise issues at an early date to seek a more efficient formal planning application process which benefits our customers in fulfilling their development plans and also seeks to ensure that the Planning Service is delivering Best Value which is a key service goal.

Outcomes:

Our Service has a very broad range of customers from householders, individual business operators, to local developers and national and international companies. We have sought to support all our customers through the process and we will continue to do so.

Individual and more speculative developers have slightly been more reluctant to follow this process, whereas it has been positively embraced by other developer partners, professional agents and also by our strategic partners who seek to engage fully with us.

Since the process has been operational we have seen a wide range of customers use this service.

We have the following customer engagement results as part of our current review process:-

Peter Drummond, Peter Drummond Architects

"My client wished to construct outbuildings that fell outwith the scope of permitted development and – given the rural setting – wished advice on the likely acceptability of the works prior to expending monies and time on a formal application.

The timeous response was very helpful, providing guidance on the most productive way forward and giving confidence prior to incurring any costs. My client was correspondingly pleased with the outcome and, as architects, we would not hesitate to make use of the pre-application process again in future."

East Ayrshire Council Housing Team (SHIP Programme):

"The Pre Application Advice process helps develop each of the Council's approved SHIP sites for delivery. The Design Team attends pre-application advice meetings that are arranged with the Planning Authority and Ayrshire Roads Alliance, adopting a place-based approach, so as to inform the site's specific design and layout within the overall context of the wider community. These meetings are invaluable in that they facilitate discussions across a breadth of perspectives, ranging from national and local policy considerations, need and demand data, community consultation to site specific constraints; all of which

would not be possible through general enquiries alone. Clear direction may therefore be elicited through this multi-disciplinary approach. This process informs and supports the application stage, and, in turn, the realisation of new affordable homes for East Ayrshire's residents."

James Mair, Agent.

"I have been an agent submitting applications for planning permission for clients in East Ayrshire amongst other authorities, for many years. The new Pre Application Advice process that the Planning Service has introduced, makes it a much more straightforward process to obtain advice on the merits of proposals for my clients. This way of working is more focused, meaning I can give my clients greater certainty and the clarity of response that I receive is very helpful."

Laurence McCluskey, Cunninghame HA and Andrew Easton, Robert Potter and Partners, Chartered Architects

"We are very happy to confirm that CHA have found the formal pre-development consultation process very helpful for our proposed development at Barskimming Road, Mauchline, within East Ayrshire.

The multi-disciplinary meetings with officers from the Development Management Team and your colleagues from planning policy, roads (Ayrshire Roads Alliance) flooding and housing departments within the local authority allowed our team to focus on the primary issues in delivering an appropriate proposal for the site.

During this process, developer contributions, flooding, parking provision, access, and privacy for surrounding residents were all considered in an integrated manner from the earliest date.

Due to this, the resulting development is one of high quality, which will successfully integrate with and enhance the existing surrounding environment."

The above commendations are encouraging to receive and are testament to the hard work of our staff to approach proposals in a positive and integrated manner. We recognise that this process requires further time to mature and we will respond as appropriate taking into account the current pandemic and requirement for economic recovery as the strategic local and national priority. The Pre Application Advice process will be reviewed continually and procedures updated as we respond to the economic circumstances.

Our approach echoes the Chief Planner's advice in his economic recovery strategy position to local planning authorities of 29 May 2020:-

The need for a well-functioning planning system is as important now as ever. Decisions and actions being taken now, across government and wider society, are vital to the nation's health, wellbeing and economic recovery. What we do in planning is vital to all of those objectives in the short and the long-term.

In East Ayrshire we aim to deliver an efficient planning service that supports our wide range of customers and allows us to focus on economic development and recovery with our staff being deployed where it best supports these aims.

Name of key officer

David McDowall

Case Study 8 – Glenbuck Village Memorial			
Restoration of former opencast mine and memo	prial project		
Location and Dates:			
Ponesk and Spireslack, former opencast coal surface mine, A70, east of Muirkirk from April 2013 to April 2020 Elements of a High Quality Planning Service this study relates to:			
 Quality of outcomes Quality of service and engagement Governance Culture of continuous improvement Key Markers:			
Elected members Engaged early	Cross sector Stakeholders		
Key Areas of Work:			
Regeneration	Community Engagement		
Stakeholders Involved:			
General Public	Authority Planning Staff		
Overview:			

People @ the the do

The former mining village of Glenbuck, famous as the home of Liverpool FC legendary Manager Bill Shankly and the Glenbuck Cherry Pickers football team, was demolished in the 1990's to make way for the expansion of the Ponesk and Spireslack opencast coal surface mines. In 2013 Scottish Coal went into liquidation leaving the opencast mine unrestored. East Ayrshire Council as the authority of last resort working with the new owners Scottish Mines Restoration Trust (SMRT) <u>http://www.smrtrust.org/</u> used its enforcement powers under Section 127 of the Town and Country Planning (Scotland) Act 1997 to rectify the blight.

Planning Committee Report Links

- <u>21 June 2019</u>
- <u>21 April 2017</u>
- <u>24 June 2016</u>

In line with Council policy to <u>"Make Good, Make Safe and Make New"</u> and in partnership with SMRT and the restoration contractor Banks Mining, the sites were re-contoured to reduce uneven and dangerous slopes and depressions and to make the sites environmentally safe.

As part of the Restoration project the Planning Authority engaged with the local interested parties through the <u>Ponesk & Spireslack Community Liaison Committee (CLC)</u>. The membership of the CLC included local residents from Muirkirk, as well as former residents of Glenbuck and relatives of Bill Shankly. It became apparent from these CLC meetings that it was important to the members of the CLC that the former village be formally remembered in some form. Therefore it was agreed to create the Glenbuck Heritage Group to focus on what would be a fitting memorial to the village and it former residents. It was also recognised by the CLC that the birth place of Bill Shankly was important to Liverpool Football fans, many of whom visited the site on a regular basis.

In partnership, the Planning Authority and SMRT, helped deliver the wishes of the Glenbuck Heritage Working Group. The final project leaves a permanent legacy of interpretative signboards detailing the history of the village's industrial past, new memorials to the Bill Shankly and the Glenbuck Cherry Pickers and reinstatement of original Glenbuck memorials from the Church and village and even marks out the original Glenbuck Burnside football pitch.



The Glenbuck Village Memorial was official opened on the 2 September 2019 Bill Shankly's 106th birthday by Scottish government Minister Fergus Ewing.

- YouTube video of opening
- Planning Application Details

Barbara Alexander, niece of Bill Shankly said: "I was born in Glenbuck but left in the 70s and didn't return until the last celebration in 1997. At that time, there was nothing left of the village and I thought something should be done to commemorate what was once here. I wanted Glenbuck to be remembered, and not to become one of the many forgotten villages in Ayrshire.

"I've always dreamt that Glenbuck would flourish again, and today my dream has been answered. Bill Shankly would have been so proud to see so many people here today to remember him, especially on his birthday.

"This is a very special day, not just for the Shankly family, but for all the people who were born and lived in the village; for the men who died during the war; for the 86 men who played with the Cherries and for Liverpool fans the world over."


Cheryl Hynd, great niece of Bill Shankly, was the last resident to leave Glenbuck village in 1993. Speaking at the event Cheryl said: "I was brought up in Glenbuck and left when I was 15 years old. I have so many fond memories of my childhood here and to have something tangible like this that reminds me of that time is amazing.

"I never thought I'd see anything on this scale – the home I lived in, the houses I visited and the vast playground of history is on display for the world to appreciate. I'm so thankful to everyone who has worked to help keep this heritage alive.

"It's an absolute privilege to see the names in print of the people that my dad, James Blyth Knox Hynd, my uncle John Roger Shankly Hynd, my cousins Barbara Alexander and Blyth Mitchell and myself Cheryl (Cherry) are named after.

"This will be a welcome boost to the area and I believe it will have a positive effect on nearby villages and surrounding areas."

Goals:

To allow locals, former residents and tourists to have a pleasant place to honour the famous Bill Shankly and the Glenbuck Cherrypickers football Team and remember times long gone and the memories of the former Glenbuck village.

Outcomes:

The Glenbuck Heritage Working Group - incorporating among others, former Residents, supporters groups, Residents of Muirkirk, Scottish Mines Restoration Trust and East Ayrshire Council – has created a memorial to the former village which allows visitors to experience the remoteness of Glenbuck and learn about the history of the Village and honour its famous footballing residents.

The collaborative working of this project also lays the foundations for further opportunities at the Glenbuck site.

Name of key officer

David McDowall

Case Study 9 – Notice of Inter	ntion to Develop
Improve office procedures	
Location and Dates:	
December 2019	
Elements of a High Quality Planning Servic	e this study relates to:
Quality of outcomes	
 Quality of service and engagement 	
Governance	
Culture of continuous improvement	
Key Markers:	
Early Collaboration	Enforcement Charter
Legal Agreements	Continuous Improvement
Key Areas of Work:	
Enforcement	Development Management Processes
Stakeholders Involved:	
General Public	Local Developers
Overview:	1

The Notification of Initiation of Development requirement contained within Section 27 of the Town and Country Planning (Scotland) Act 1997, as amended, was introduced as part of the changes contained within the Planning etc. (Scotland) Act 2006.

The main intention of its introduction was to provide Planning Authorities with a trigger to allow pre-start Planning conditions to be addressed before the commencement of development on sites.

This has become even more important due to the changes contained within the current Planning Legislation which requires Planning Authorities to evidence compliance monitoring of major developments.

East Ayrshire Council, has since the effective date of the 2006 Act, included within the decision notice packs sent to applicants and agents copies of the Notification of Initiation of Development and Notification of Completion of Development to be completed and returned to the Planning Authority at the relevant times.

As part of East Ayrshire Councils regular review of process in relation to our effective management of our planning processes it was noted that the return of Section 27A Notices in relation to approved planning permissions was extremely low at around the 30% of all

approvals issued. This has obviously to be offset that not all consents would have commenced within the test period and that some consents are never implemented. However, this lack of participation by applicants has led to serious enforcement issues, which could potentially have been avoided had a S27A Notice been received at the requisite time.

PLEASE READ THIS BEFORE CHECKING YOUR PLANNING CONSENT

The following are matters which must, by statute, be addressed **prior to any works being enacted** on the strength of the attached consent;

- If this consent is issued conditionally all "prior to commencement" conditions must be formally discharged for any works to be considered lawful. Any failure in this regard will constitute a breach of Planning Control as defined by \$123(1)(b) of the Town and Country Planning (Sotaind) Act 1997.
- 2) The Notice required by Section 27A of the Town and Country Planning (Scotland) Act 1997, Notification of Initiation of Development, must be submitted to the Planning Authority. Any failure in this regard will constitute a breach of Planning Control as defined by S123(1)(c) of the Town and Country Planning (Scotland) Act 1997.
- 3) The Notice required by Section 27C of the Town and Country Planning (Scotland) Act 1997, Display of Notice While Development Is Carried Out, for developments belonging to the categories of national or major development or of a Class specified in Schedule 3*, must be displayed at the development site for the period of the development. Any failure in this regard will constitute a breach of Planning Control as defined by S123(1)(d) of the Town and Country Planning (Scotland) Act 1997.

In addition to the above it is also a requirement, as soon as practicable once development is complete, that a Notice is submitted to the Planning Authority under the terms of \$278 of the Town and Country Planning (Scotland) Act 1997 advising of the completion of works approved. If the development is phased the terms of \$278(2) will be of relevance.

Pro forma copies of the Notices detailed above are included in this Decision Notice Package.

- Screenie al
- Causes of development - regulations 20(2)(c) and 41(1)(b)
The following are the classes of development sectified for the purposes of regulations 20(2)(c) and 41(1)(b)(1) the constructions of purposes of the purposes of regulations 20(2)(c) and 41(1)(b)(1) the constructions of purposes of the purposes of regulations 20(2)(c) and 41(1)(b)(1) the constructions, traination of development of or the storage or recovery of resuble metal;
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(b) for the the storage of recovery of the storage of recovery of the storage o

Whilst the notices were included within our decision packs they were to the rear of the bundle of papers and not obvious. Therefore, it was decided to relocate these notices to a front page of the decision notice package as a "Note to the Applicant". It is anticipated that this simple change will increase the probability of Developer's dealing with pre-start conditions.

Goals:

The goal is to increase the number of Applicants and Developers who discharge precommencement planning conditions and submit Section 27A notices prior to the commencement their development thus reducing the volume of planning enforcement cases raised as a result of the breach of prestart planning conditions.

Outcomes:

The impact of this change has been difficult to assess at the current time due to the negative impact of the Covid 19 Pandemic on the development industry.

Name of key officer

Tom Dickie

Issues Covered by Case Studies - Check list

Case Study Topics	Issue covered by case study	Case Study Topics	Issue covered by case study
Design	1	Interdisciplinary Working	1,3
Conservation		Collaborative Working	1,3
Regeneration	3,5,6,8	Community Engagement	1,3,4,8
Environment	1,3	Placemaking	1,3
Greenspace	3	Charrettes	
Town Centres	1,3	Place Standard	3
Masterplanning		Performance Monitoring	
LDP & Supplementary Guidance	3,5	Process Improvement	7
Housing Supply		Project Management	
Affordable Housing		Skills Sharing	2,3
Economic Development	6	Staff Training	1,2,3,4
Enforcement	4,9	Online Systems	
Development Management Processes	4,7,9	Transport	1
Planning Applications	4,7	Active Travel	1
Other: please note		1	

4 National Headline Indicators

Development Planning	2019-20	2018-19
Local and Strategic Development Planning:	·	
Age of local/strategic development plan(s) at end of reporting period	2 years and 0 months	3 years and 0 months
Requirement: less than 5 years		
Will the local/strategic development plan(s) be replaced by their 5 th anniversary according to the current development plan scheme?	No (see note 1 below)	Yes
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	No (see note 2 below)	No
Were development plan scheme engagement/consultation commitments met during the year?	No	Yes
Effective Land Supply and Delivery of Output	uts	
Established housing land supply	5662 units	5662 units
5-year effective housing land supply programming	2665 units	2416 units
5-year effective land supply total capacity	3714 units	2416 units
5-year housing supply target	2670 units	2670 units
5-year effective housing land supply (to one decimal place)	4.9 years	4.5 years
Housing approvals	481 units	462 units
Housing completions over the last 5 years	1577 units	Not completed
Marketable employment land supply	110.40 ha	109.30 ha
Employment land take-up during reporting year	1.101 ha	0 ha

Commentary

Note 1 – Proposed Plan is anticipated to be submitted to Examination in July 2022 with adoption in Spring 2023.

Note 2 – The 2019 development plan scheme did not have a date for adoption of the second LDP as the Planning Bill had not yet received Royal Assent and transitional arrangements had not been clarified.

The timeframe for the publication of the Main Issues Report and the associated engagement activities was delayed from that set out in the 2019 Development Plan Scheme. MIR publication was programmed for September – November 2019, however, the MIR was published in June 2020. There were two keys reasons for the delay: (i) extended engagement with elected members through the Member-officer working group which took longer than originally anticipated and (ii) the impact of the covid-19 pandemic on committee processes and decision making. The effect has been that the engagement/consultation commitments set out in the Development Plan Scheme were not possible during 2019/2020. They will be undertaken in 2020/2021 albeit that adjustments will be required to reflect the impact of the Covid-19 pandemic in terms of social distancing and remote working.



The new Development Plan Scheme was presented to and approved by Cabinet on the 11th March 2020. It sets out how the Planning Authority will engage with communities and stakeholders in the preparation of Local Development Plan 2. The adopted East Ayrshire Local Development Plan (2017) is now 3 years into its intended 5 year lifespan, as such we are continuing to progress with the preparation of LDP2. The Development Plan Scheme sets out a full timetable and is project planned, the scheme anticipates that the consultation stage for the Proposed Local Development Plan will be underway by Quarter 4 of 2021 (September – November 2021), within the 5-year cycle of the Plan.

Employment land take up has been limited, which has followed a similar pattern from previous years. The Planning Authority is taking steps to address this and in March 2020 tendered for a study to review the business and industrial land supply, which will ensure that LDP2 takes forward an up-to-date, evidence based approach to business and industrial land.

People @ the **\vec{vec}** of everything we do

Official

Development Management	2019-20	2018-19
Project Planning		
Percentage and number of applications subject to pre-application advice on decision issued	25% 130	28.8% 162
Percentage and number of major applications subject to processing agreement	28.6% 2	0% 0
Decision Making		
Application approval rate	94.5%	91.9%
Delegation rate	95.8%	95.0%
Validation	28.3%	29%
Decision-making Timescales		
Major Developments	48.7 weeks	21.3 weeks
Local developments (non-householder)	11 weeks	11.7 weeks
Householder developments	8.3 weeks	7.3 weeks
Legacy Cases		
Number cleared during reporting period	19	21
Number remaining	18	21

Enforcement activity	2019-20	2018-19
Time since enforcement charter published / reviewed Requirement: review every 2 years	Reviewed 31 st March 2020	Reviewed 31 st March 2019
Complaints lodged and investigated	140	151
Breaches identified – no further action taken	132	135
Cases closed	195	174
Notices served	8	16
Direct Action	0	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

Commentary

Effective management of development within East Ayrshire is important to the wellbeing and economic growth of the area to that end it is important to have a transparent and effective enforcement process for the Planning Service. In addition to the work detailed above, significant resources are given over to the compliance monitoring of major projects such as Opencast Coal, Quarries and Wind farms.

5 Official Statistics

Scottish Government Official Statistics

Decision-making timescales (based on 'all applications' timescales)

Timescales	2019-20		201	8-19
Overall				
Major developments	7	48.7 weeks	6	21.3 weeks
Local developments (non-				
householder)	249	11 weeks	256	11.7 weeks
Local: less than 2 months	73.2%	7.4 weeks	72.3%	
Local: more than 2 months	26.8%	21 weeks	27.7%	
Householder developments	172	8.2 weeks	165	7.3 weeks
 Local: less than 2 months 	81.3%	7.1 weeks	97.0%	
Local: more than 2 months	18.7%	12.7 weeks	3.0%	
Housing Developments				
Major	5	57.2 weeks	3	19.2 weeks
Local housing developments	57	10.2 weeks	87	13.8 weeks
Local: less than 2 months	69.2%	7.3 weeks	58.6%	
Local: more than 2 months	30.8%	16.7 weeks	41.4%	
Business and Industry				
Major	0	-	0	-
Local business and industry				
developments	78	9.4 weeks	72	9.2 weeks
Local: less than 2 months	78.9%	7.5 weeks	80.6%	
Local: more than 2 months	21.1%	16.3 weeks	19.4%	
EIA Developments	3	92 weeks	0	0 weeks
Other Consents				
 Listed bldg. + cons. area consents 	45	11.7 weeks	43	8.0 weeks
Advertisements	36	6.9 weeks	25	7.1 weeks
Hazardous substances consents	0	-	0	-
Other consents and certificates	9	5.3 weeks	29	4.5 weeks
Total	90	9.2 weeks	97	6.7 weeks
Planning/legal agreements				
Major: average time	3	61.5 weeks	2	25.7 weeks
Local: average time	5	73.5 weeks	5	48.0 weeks

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Appeals and Reviews						
		Ori	ginal deci	sion up	neld	
Decision Making Type	Total number of decisions	2019-20		20 ⁻	2018-19	
	No.	No.	%	No.	%	
Local reviews	11	8	72.7%	3	42.9%	
Appeals to Scottish Ministers	0	0	-	4	50%	

Commentary

The appeal process provides important checks and balances on the decisions made by the Planning Authority either at a delegated Officer Level or by the Planning Committee. In this period 37 applications were refused and 11 of those were appealed. Of those appealed the decision maker took a different viewpoint from the Planning Authority on only 3 occasions thus demonstrating that the views of the Planning Authority have been reasonable.



6 Workforce Information

The information below is a snapshot of the staffing position on 31 March 2020.

	Tier 1 Chief Executive	Tier 2 Director	Tier 3 Head of Service	Tier 4 Manager
Head of Planning Service			1	

RTPI Qualified Staff	Headcount	FTE
Development Management	12	12
Development Planning	5	5
Enforcement	0	0
Specialists	0	0
Other (including staff not RTPI eligible)	1 (includes Technical Support & Admin)	0.5
Total	18	17.5

Staff Age Profile	Development Management	Development Planning	Total Headcount
Under 30	3	2	5
30-39	7	3	10
40-49	8	1	7
50 and over	14	2	10
Total	32	8	40

Context

While the current staffing structure has remained the same over the last year with six posts within Development Management have become vacant during this period comprising a Planning Officer (Graduate), 3 Planning Officers (1 Temporary), Senior Planning Officer (Coal and Minerals) and an Enforcement Officer. These posts are subject to a vacancy review process.





East Ayrshire Council Comhairle Siorrachd Àir an Ear

7 Planning Committee Information

Committee & Site Visits	Number per year
Full council meetings	0
Planning committees	10
Area committees	0
Committee site visits	4
Local Review Body	12
LRB site visits	10

Commentary

The Planning Committee has provided a robust forum for debate relating to Planning Applications required under the Scheme of Delegation to be consider by Councillors. In this forum under the Council's guidelines objectors and applicant are able to participate in the decision making process. Since April 2020 the Planning Committees have taken place online due to the Covid 19 pandemic.



8 Service Improvement

No	Performance Marker	PPF9 rating	Comments By Scottish Government on 2018-19	2019/2020 Review
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	Amber	Major Applications Your timescales of 21.3 weeks are faster than the previous year and are faster than the Scottish average of 32.5 weeks. RAG = Green Local (Non-Householder) Applications Your timescales of 11.7 weeks are slower than the previous year and are slower than the Scottish average of 10.7 weeks. RAG = Red Householder Applications Your timescales of 7.3 weeks are slower than the previous year and are slower than the Scottish average of 7.2 weeks. However, this is faster than the statutory timescale of 8 weeks. RAG = Green Overall RAG = Amber	 1.1. Promotion of Processing Agreements for all complex local and major developments at each preapplication meeting – Ongoing. 1.2. Introduce electronic Pre application process with charging matrix for major and non-Householder developments - Implemented and ongoing 1.3. Review and reduce timescales for Local (Non-Householder) developments; planning application service performance across development types - Continuous review of working practice 1.4. Maintain the project management actions to review, assess and determine the legacy planning cases which remain outstanding in excess of 1 year – Ongoing 1.5. Introduce mobile working for electronic application assessment and site visits - Completed and ongoing 1.6. Update Planning Website to reflect electronic Service delivery – Completed

Official

2	 Offer to all prospective applicants for major development planning applications; and availability publicised on website 	Green	Processing agreements are offered for major and complex local applications. RAG = Green You promote the availability of processing on your website. RAG = Green Overall RAG = Green	 2.1 Promotion of Processing Agreements for all complex local and major development at each preapplication meeting - Ongoing 2.2 Management and Senior Planning Officer attendance at the School Estate Board for the preapplication meetings on all local and major developments – Ongoing 2.3 Management and Senior Planning Officers (DM/DP) attendance at the Public Sector Housing Board for the pre-application meetings local and major developments - Ongoing 2.4 Review and update Planning website - Ongoing
3	 Early collaboration with applicants and consultees availability and promotion of preapplication discussions for all prospective applications; and clear and proportionate requests for supporting information 	Amber	Your report shows evidence of early collaboration with applicants and consultees. RAG = Green It is not clear form your report how you ensure requests for supporting information are clear or proportionate. RAG = Red Overall RAG = Amber	 3.1 Promotion of new electronic pre-application process for applicants/developers; update pre-application guidance on website - Ongoing for applications 3.2 Attend pre-application meetings with capital project team for new schools and offices - Ongoing 3.3 Attend pre-application meetings with Council Housing project team - Ongoing

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4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	Amber	Your average timescales for determining applications with legal agreements is faster than last year but slower than the Scottish average.	 4.1 Project Manage the conclusion of outstanding Legal agreements to secure the consent for legacy application- Ongoing 4.2 Secure conclusion of new Legal Agreements within 6 months of 'resolving to grant' either via the planning Committee or via a Report of Handling through the introduction of standard legal agreements with none responsive applications being referred back to Planning Committee - Ongoing however proving challenging due to external Solicitors timescales
5	Enforcement charter updated / re- published within last 2 years	Green	Your enforcement charter was renewed at the end of the reporting period.	 5.1 Annual review of Enforcement Charter by 31st March 2020 - Completed 5.2 Review of service complaints and ombudsman cases regarding planning enforcement to identify any updates necessary to Charter. Completed 5.3 The reduction of all legacy planning enforcement cases and move to electronic delivery targeted at May 2019.

Official

6	Continuous improvement:	Amber	Your decision making timescales for major	6.1 Continue with Actions above to provide pre
Ŭ	progress/improvem	7 (1100)	applications were faster, however local applications	application advice, determine the remaining legacy
	ent in relation to		are slower than last year and the national average.	cases, assess and determine all new applications
	PPF National		Your LDP and enforcement charter are both up to	within the statutory period, review and update the
	Headline Indicators;		date and you have clear timescales for their renewal.	Enforcement Charter - Under constant review and
	and		The number of legacy cases you have has	implementation
	 progress ambitious 		increased.	
	and relevant service		RAG = Amber	6.2 Implement LDP2 through the evidence gathering
	improvement			in preparation of key issues report - Completed
	commitments		You have completed 25 out of 38 service	
	identified through		commitments with the remainder ongoing. In next	
	PPF report		year's commitments, there is clear evidence of a	6.3 Implement the Scheme of Delegation to improve
			considered approach to continuous improvement.	efficiency of decision making - Completed
			RAG = Green	
				6.4 Introduce Mobile working within the Planning
			Overall RAG = Amber	Service - Completed
				•
				6.5 Introduce GDPR Document Retention software
				for file management IDOX Software procured for
				installation once Windows 10 updates completed
				with new hardware

7	Local development plan less than 5 years since adoption	Green	Your LDP was 3 years old at the time of reporting.	 7.1 Continue to implement Development Plan Scheme to guide preparation of LDP2. MIR to be published by the end of 2019 - Completed 7.2 Review and update action programme for LDP1 - Completed 7.3 Adopt MLDP by end of 2019 - Completed 7.4 Preparatory work for consolidating the LDP and MLDP into one Plan - Ongoing
8	 Development plan scheme – next LDP: on course for adoption within 5 years of current plan(s) adoption; and project planned and expected to be delivered to planned timescale 	Green	Your LDP2 is on course for adoption in the next 5 years. RAG = Green Your project plan for replacement of your LDP is set out in your Development Plan Scheme. RAG = Green Overall RAG = Green	8.1 Publication of new Development Plan Scheme in Feb 2020, which will take full account of the implications of the Planning bill - Ongoing
9	Elected members engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year	N/A		9.1 Implement Member officer Working Group for LDP2 as part of MIR preparation - Ongoing

10	Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year *including industry, agencies and Scottish Government	N/A		10.1 Continue pre-MIR consultation for LDP2 and engage with key stakeholders and local communities - Ongoing
11	Regular and proportionate policy advice produced on information required to support applications.	Green	A number of placemaking plans have been prepared and adopted as supplementary guidance. Non- statutory guidance was prepared for Mauchline CARS will positively contribute to development proposals within the conservation area. You have also prepared a Minerals LDP which is currently at examination.	 11.1 Continue to prepare and adopt as statutory supplementary guidance placemaking maps for remaining settlements as per Schedule 9 of the LDP - Completed 11.2 Prepare supplementary guidance and non-statutory guidance to support the Minerals Plan as set out in Annex 2 of the Plan - Delayed

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12	Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre- application advice)	Green	You provide evidence of corporate working across services to You encourage pre-application discussions with other council services such as the Inclusive Design Officer, Roads and Contaminated Land Officer. You also participate in the Future Homes Project Board to contribute to delivery of the Strategic Housing Investment Plan allocations.	 12.1 Conclude review of service delivery and service protocols with internal consultees including Ayrshire Roads Alliance (Roads) and Environmental Health to clarify responsibilities; streamline the consultation process - Ongoing 12.2 Streamline of service contact and delivery when Planning, Environmental Health and Roads move to same office location - Incomplete as EH have not moved location. 12.3 Continue the cross service pre and post application advice for the multi-service review of capital programme and Housing Improvement scheme projects - Ongoing 12.4 Strengthen working relationships with Community Development as part of delivery of LDP2 - Ongoing
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13	Sharing good practice, skills and knowledge between authorities	Green	You provide evidence of sharing good practice, skills and knowledge between authorities. Examples of skills sharing includes on legal agreements, taking on a modern apprentice and participating in benchmarking and HOPS groups.	 13.1 Implementation of best practice within the Development Management service through HOPS and Benchmarking Groups - Ongoing 13.2 The Development of the planning processes (including Benchmarking) to finalise prior to the external assessment by BM TRADA on behalf of the ISO 9001 accreditation - Implementation following upgrade of IT and electronic planning systems 13.3 Continued interaction with the HOPS Mineral Working Group, HOPS Renewables Group and HOPS Development Management and Development Planning Groups - Ongoing
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Amber	You have cleared 21 cases during the reporting year, with 21 cases still awaiting conclusion. Based on this and last year's figures, 15 cases reached legacy status during the reporting year.	14.1 Continue with Actions in Marker 1-4 and 6 above to reduce and clear all Legacy applications - Ongoing

 eveloper contributions: clear nd proportionate expectations set out in development plan (and/or emerging 	Amber	Your plan sets out policy for developer contributions and you have produced supplementary guidance on developer contributions. RAG = Green	15.1 Review implementation of Developer Contributions Supplementary Guidance as part of LDP2 - Ongoing
plan); and • in pre-application discussions		Your report fails to provide evidence that developer contributions are discussed at pre application stage. RAG = Red Overall RAG = Amber	

9 Supporting Information

Service Improvement Evidence 2019/2020

Com	mitted improvements and actions	Complete
1.1	Promotion of Processing Agreements for all complex local and major developments at each pre-application meeting;	Yes and ongoing
	Evidence:- Promoted at each pre-application meeting	
	National Performance Figures	
	Planning Processing Agreements · East Ayrshire Council	
1.2	Introduce electronic Pre application process with charging matrix for major and non- Householder developments	Yes
	Evidence:- Planning pre-application advice · East Ayrshire Council	
1.3	Review and reduce timescales for Local (Non- Householder) developments; planning application service performance across development types;	Ongoing
	Evidence:- National Performance Figures show improvement in this area.	
1.4	Maintain the project management actions to review, assess and determine the legacy planning cases which remain outstanding in excess of 1 year	Ongoing
	Evidence:- National Performance Figures show this matter is ongoing	
1.5	Introduce mobile working for electronic application assessment and site visits	Yes
	Evidence:- Planning Service being delivered while all staff currently working from home using laptops and having access to the majority IT systems	
1.6	Update Planning Website to reflect electronic Service delivery	Yes
	Evidence:- Planning and the environment · East Ayrshire Council	
1.7	Promote electronic application submissions and introduce surcharge for paper submissions.	Yes

	Evidence: Doument of plenning and huilding warrent face	
	Evidence:- Payment of planning and building warrant fees • East Ayrshire Council	
	Planning application forms · East Ayrshire Council	
2.1	Promotion of Processing Agreements for all complex local and	Yes
2.1	Promotion of Processing Agreements for all complex local and major developments	165
	Evidence:- National Performance Figures and Planning Processing Agreements · East Ayrshire Council	
2.2	Management and Senior Planning Officer attendance at the School Estate Board for the pre-application meetings on all local and major developments.	Yes
	Evidence:- Advice delivered at each School Estate Board meeting and recorded with Minutes and view the pre-application process:- <u>Planning Processing Agreements · East Ayrshire</u> <u>Council</u> /National Performance Figures on submitted applications	
2.3	Management and Senior Planning Officer attendance at the Public Sector Housing Board for the pre-application meetings local and major developments.	Yes
	Evidence:- Advice delivered at each SHIP Board meeting and recorded with Minutes and view the pre-application process:- <u>Planning Processing Agreements - East Ayrshire</u> <u>Council</u> /National Performance Figures on submitted applications	
2.4	Review and update Planning website	Yes
	Evidence:- Planning and the environment · East Ayrshire Council	
3.1	Promotion of new electronic pre-application process for	Yes
0.1	applicants/developers;	100
	update pre-application guidance on website	
	Evidence:- EAC Website/National Performance Figures on submitted applications	
	Planning Processing Agreements · East Ayrshire Council	

3.2	Attend pre-application meetings with capital project team for new schools and offices;	Yes
	Evidence:- School Estate Board Minutes	
3.3	Attend pre-application meetings with Council Housing project team;	Yes
	Evidence:- SHIP Board Minutes	
4.1	Project Manage the conclusion of outstanding Legal agreements to secure the consent for legacy applications;	Yes
	Evidence:- shared drive installed for service integration of legal agreements with progress monitored weekly	
4.2	Secure conclusion of new Legal Agreements within 6 months of 'resolving to grant' either via the planning Committee or via a Report of Handling through the introduction of standard legal agreements with none responsive applications being referred back to Planning Committee	Yes
	Evidence:- Ongoing, this is proving challenging due to external Solicitors timescales	
5.1	Annual review of Enforcement Charter by 31st March 2020	Yes
	Evidence: East Ayrshire Council	
5.2	Review of service complaints and ombudsman cases regarding planning enforcement to identify any updates necessary to Charter.	Yes
	Evidence:- Review of Enforcement Charter takes cognisance of any key decisions. Ongoing	
5.3	The reduction of all legacy planning enforcement cases and move to electronic delivery targeted at May2019;	Yes.
	Evidence:- National Performance Figures on enforcement cases	
6.1	Continue with Actions above to provide pre application advice, determine the remaining legacy cases, assess and determine all new applications within the statutory period, review and update the Enforcement Charter and implement Mineral LDP and LDP2	As noted within table
6.2	Implement LDP2 through the evidence gathering in preparation of key issues report.	Completed
	Evidence: Link no longer available.	

6.3	Implement the Scheme of Delegation to improve efficiency of decision making	yes
	Evidence: Scheme of Delegation · East Ayrshire Council	
6.4	Introduce Mobile working within the Planning Service;	Ongoing
	Evidence:- Planning Service being delivered while all staff currently working from home using laptops and having access to the majority IT systems	
6.5	Introduce GDPR Document Retention software for file management	Ongoing
	Evidence: delayed due to the conclusion of the IDOX maintenance contract and completion of installation once Windows 10 updates completed with new hardware	
7.1	Continue to implement Development Plan Scheme to guide preparation of LDP2. MIR to be published by the end of 2019.	Yes
	Evidence: LDP2-Main-Issues-Report.pdf	
7.2	Review and update action programme for LDP1	Yes
	Evidence: Link no longer available.	
7.3	Adopt MLDP by end of 2019	Yes
	Evidence: link no longer available.	
7.4	Preparatory work for consolidating the LDP and MLDP into one Plan	Yes
	Evidence:- work ongoing as part of LDP2	
8.1	Publication of new Development Plan Scheme in Feb 2020, which will take full account of the implications of the Planning bill – Ongoing	Yes
9.1	Implement Member officer Working Group for LDP2 as part of MIR preparation	Yes
	Evidence:- Member Officers Working Group set up to review and feed into the proposed plan.	
10.1	Continue pre-MIR consultation for LDP2 and engage with key stakeholders and local communities. Evidence	Yes

	To felence a Distance from the second state of	I
	Evidence : Link no longer available.	
11.1	Continue to prepare and adopt as statutory supplementary guidance placemaking maps for remaining settlements as per Schedule 9 of the LDP.	Yes
	Evidence:- Ongoing	
11.2	Prepare supplementary guidance and non-statutory guidance to support the Minerals Plan as set out in Annex 2 of the Plan.	Ongoing
	Evidence:- Ongoing	
12.1	Conclude review of service delivery and service protocols with internal consultees including Ayrshire Roads Alliance (Roads) and Environmental Health to clarify responsibilities; streamline the consultation process	Ongoing
12.2	Streamline of service contact and delivery when Planning, Environmental Health and Roads move to same office location. Incomplete as EH have not moved location	Yes
12.3	Continue the cross service pre and post application advice for the multi-service review of capital programme and Housing Improvement scheme projects Evidence: SHIP Meeting minutes	Ongoing
12.4	Strengthen working relationships with Community Development as part of delivery of LDP2. Evidence Link no longer available.	
13.1	Implementation of best practice within the Development Management service through HOPS and Benchmarking Groups.	Ongoing
	Evidence:- HOPS Minutes	
13.2	The continued review of the Development Management planning processes (including Benchmarking) to finalise prior to the external assessment by BM TRADA on behalf of the ISO 9001 accreditation.	Ongoing as part of Transformation Agenda
	Implementation following upgrade of IT and electronic planning systems	
13.3	Continued interaction with the HOPS Mineral Working Group, HOPS Renewables Group and HOPS Development Management and Development Planning Groups;	Ongoing

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	Evidence:- HOPS Minutes	
14.1	Continue with Actions in Marker 1-4 and 6 above and clear all legacy applications.	See above
	Evidence : National Stats	
15.1	Review implementation of Developer Contributions Supplementary Guidance as part of LDP2 <u>Planning Supplementary Guidance Developer</u> <u>Contributions</u>	Yes

Service Plan 2020/2021

Things we will do this year		
1	Publish Local Development Plan 2 Main Issues Report	
2	Progress actions related to the Mauchline CARS scheme	
3	Deliver on the next phase of the Landscape Partnership activity	
4	Continue to review the Placemaking/ Community Planning process with colleagues in other services to ensure the good practice in integration of community and spatial planning is maintained and developed	
5	Implement new pre-application planning processes and fee structures	
6	Roll out new and improved digital ways of working across the planning and building standards functions	
7	Recovery and renewal of our services following the COVID-19 pandemic restrictions	
8	 Progress Local Development Plan 2 preparation through:- Members/Officers Working Group Partnership working with other Council services, communities and external organisations (A&A NHS Trust, SEPA, TS) Commissioning key consultancy studies (e.g. flooding, traffic modelling, industrial land, infrastructure) Updating the monitoring report, SEA and Habitats appraisal Master-planning of key development locations Analysing and responding to MIR comments received Providing technical support for AGD projects NB: The Proposed Plan will be submitted for approval before the end of September 2021 unless further guidance or amendments to existing transition arrangements relating to the 2019 Planning Act is issued	
9	Prepare supplementary guidance (statutory and non-statutory) for Minerals LDP (e.g. Excess soils, developer contributions)	

10	Update East Ayrshire LDP 1 Action Plan
11	Support MOWG for Developer Contributions (unspent RES 29 Funds) (See Council Report 5 March 2020)
12	Prepare Regional Spatial Strategy (with North and South Ayrshire Councils)
13	Contribute to the preparation of National Planning Framework 4
14	Continue with programme of Placemaking Plans
15	Introduction of IDOX Planning and Building Standards mobile apps to assist with site inspections on mobile devices
16	On a staged basis, carry out upgrades to back office servers and UNIFORM/IDOX systems to align with PSN and national IT updates
17	Carry out development work to enable 'Enterprise' to be utilised remotely by employees and to allow real time monitoring via UNIFORM
18	Extension of 'Enterprise' performance management software to UNIFORM module
19	Introduce online payment system for Planning and Building Standards



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