

Planning Committee

10am, Thursday, 15 May 2014

Planning and Building Standards Service Plan 2014 –15

Item number	8.1
Report number	
Executive/routine	Executive
Wards	All

Executive summary

This report advises Planning Committee of progress in the implementation of the previous Service Improvement Plan for 2013-14. It sets out the Scottish Government requirements for Planning and Building Standards and how this Council has agreed a programme of service improvements to deliver on these requirements. It focuses on the outcomes achieved in 2013-14 and proposes a Service Plan for 2014-15 to guide continuous improvement in the Planning and Building Standards Service.

Links

Coalition pledges	P15, P27, P28, P40
Council outcomes	CO7, CO19, CO24, CO25, CO26, CO27
Single Outcome Agreement	SO1, SO4

Report

Planning and Building Standards Service Plan 2014-15

Recommendations

- 1.1 It is recommended that Committee:
- 1) notes the progress made in delivery of service improvements in 2013-14; and
 - 2) approves the Planning and Building Standards Service Plan for 2014-15 to guide delivery of improvements under the key output headings of Key Performance Results, Customer Results, Community Results and People Results.

Background

Scottish Government Requirements

- 2.1 The Scottish Government expects all stakeholders within the planning system to consider how they can change their ways of working to deliver the key objectives of planning modernisation. It is now a requirement that each of the 34 Scottish planning authorities produces an annual Planning Performance Framework report which explains progress and sets objectives for further improvement. The key headings in this framework have been used to define Service Plan indicators for the next 12 months.
- 2.2 Last year was the first year of the new nationally derived and implemented performance framework for Building Standards. The purpose of the framework is to drive up quality and customer satisfaction within the Building Standards system operating in Scotland. The reporting structure of the framework has been used as the basis for setting the relevant Service Plan indicators this year.
- 2.3 The Service Plan for Planning and Building Standards sets out how new ways of working will be delivered in pursuit of a more effective and efficient service. The proposed Service Plan 2014-15 links with the Edinburgh Improvement Model themes to demonstrate the Council's leadership of the change process and includes key indicators by which service improvements will be assessed. It

aligns with the service improvements required from the ongoing review of the Single Outcome Agreement and the Council's Key Edinburgh Outcomes.

Main report

- 3.1 Since 2009, as part of its programme of planning modernisation, the Scottish Government has required planning authorities to produce an annual Service Plan which should reflect the views of stakeholders, elected members and staff. Planning authorities are required to demonstrate a programme for continuous improvement in their service delivery. This should build on past performance, including improvements identified through customer feedback, and incorporate both quantitative and qualitative outputs with the aim of achieving good quality planning outcomes. This is now merged with the parallel requirements for Building Standards. A service improvement plan fulfils the statutory requirements of the duty of Best Value.

- 3.2 For more than ten years, the Planning Committee has agreed a programme of service improvements and then reviewed progress against these proposals. This has been an effective method of pursuing continuous improvement and the Council's Planning Service is now one of the top performers in Scotland. It has been recognised by the Scottish Government as an exemplar for innovation in areas such as the planning concordat and project management through processing agreements.

- 3.3 The Council has implemented the Edinburgh Improvement Model (EIM) as the framework to drive quality and deliver continuous improvement. The EIM is an evidence-based, self-assessment model that helps services to gauge their performance. It should identify best practice and areas for improvement and develop effective improvement action plans. The EIM is the local model of the Public Service Improvement Framework (PSIF) which is used across councils and public services in Scotland. It uses the themes of Customer Results, People Results, Community Results and Key Performance Results.

Service Plan 2013-14 Outcomes

- 3.4 The Service Plan 2013-14 focused on key areas of change at a high level within Development Management and Building Standards, and the main products from Development Planning. The Service Plan articulated these through 30 indicators – 9 for Development Planning, 10 for Development Management, 8 for Building Standards and 3 representing cross cutting activities. The Service Plan 2013-14 full outcomes are shown in Appendix 1.

3.5 There were a number of key achievements in 2013-14:

- Key performance targets were met or exceeded in most areas despite an increased volume of planning applications and building warrants;
- Good progress was made with the preparation of the Local Development Plan in the context of changed requirements following Scottish Ministers' approval of the Strategic Development Plan;
- Customer results included the completion of the 'one door approach' customer charter and the revision of the joint working arrangements between council services;
- Community results included the development of an 'added value' framework to improve the quality of planning applications, and the approval of a revised Edinburgh Planning Concordat;
- A number of actions relating to high quality development on the ground were progressed including town centre guidance, and the finalised Royal Mile Action Plan; and
- Significant progress was made analysing and disseminating the census output for use Council-wide in shaping service provision.

3.6 A more detailed report on the Planning Performance Framework and the Building Standards Framework outcomes for 2014-15 will be submitted to the Planning Committee in the summer, prior to submission to the Scottish Government.

Proposed Service Plan 2014-15

3.7 The proposed Service Plan builds on the previous year's plan. In preparing the proposed plan, closer integration between Planning and Building Standards is reflected to relate better to the Planning Performance Framework and the Building Standards Performance Framework. It takes forward actions arising from last year's review of the service's Customer Service Excellence accreditation, with the next assessment due in October 2014.

3.8 Customer feedback is essential to the Service Plan preparation. The use of customer focus groups and ongoing work to address Customer Service Excellence objectives have helped to identify areas for improvement. Key stakeholders, including the Edinburgh Development Forum and the Edinburgh Civic Forum, were also consulted for their views. Through workshops and team briefings, staff across Planning and Building Standards have been involved in

identifying new ways of working and suggestions for improved service delivery. A workshop was held with Planning Committee members in March to scope key priorities for improvements.

3.9 The Scottish Government also provided feedback on the last year's service improvement plan, concurring with the focus on aspects where there is scope to make improvements. In a general comment to all planning authorities, the Scottish Government outlined the need to align service improvements with available resources. These points have been addressed in the preparation of the new service plan.

3.10 The proposed Service Plan for 2014-15 includes initiatives for the delivery of improvements under the four key headings of the EIM. The headline initiatives are as follows and the full proposed plan is attached at Appendix 2:

Key Performance Results

- report on the representations to the proposed Local Development Plan by the end of March 2015;
- 90% of approved major developments within the year to show added value quality improvements, to encourage improvements in the quality of new development;

Customer Results

- improving the customer experience by reviewing and producing an action plan for implementation, for all customer contact channels by end September 2014;

Community Results

- a variety of initiatives to improve engagement with young people in the planning process;
- creating more attractive places by finalising the Street Design Guidance, reviewing the Public Realm Strategy and the Area Development Frameworks and launching the Royal Mile Retail Strategy, by the end December 2014; and

People Results

- implementing a programme of management development skills to allow managers to lead the service and champion corporate values.

Measures of success

- 4.1 The Service Plan for 2014-15 sets out the actions we aim to deliver for the continuous improvement of the service. Whilst pursuing more effective and efficient systems, the focus is increasingly on outcomes and performance. A key aspect of the Planning and Building Standards Service Plan is to show how the service improvement requirements of the Scottish Government's Performance Frameworks for Planning and Building Standards, the Edinburgh Single Outcome Agreement and the Council's Performance Framework will be met.

Financial impact

- 5.1 There are no direct financial implications arising from this report. The wider financial implications and specific actions can be accommodated within the Planning and Building Standards service budgets for 2014-15.

Risk, policy, compliance and governance impact

- 6.1 There are no perceived risks associated with this report. The report has no impact on any policies of the Council.

Equalities impact

- 7.1 There is no relationship between the matters described in this report and the public sector general equality duty. A number of projects referred in this report are subject to their own ERIA.

Sustainability impact

- 8.1 The impacts of this report in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties have been considered, and the outcomes are summarised below.
- The proposals in this report will have no impact on carbon emissions because the report deals with the process of service improvement in the planning system;
 - The proposals in this report will have no effect on the city's resilience to climate change impacts because the report deals with service improvements; and
 - The proposals in this report will help achieve a sustainable Edinburgh because they promote meeting diverse needs of all people in existing and future communities, and will facilitate the delivery of a number of initiatives which are integral to the Council's sustainable development policies.

Consultation and engagement

- 9.1 External stakeholder information is gathered from ongoing monitoring of feedback, consultation exercises and engagement on specific projects and is incorporated into the proposed Service Plan. Key stakeholders were also asked, through the Edinburgh Development Forum and the Edinburgh Civic Forum, for their views on last year's Planning Performance Framework which included the service plan. These views were taken into account in the preparation of this year's service plan and the subsequent Planning Performance Framework.
- 9.2 Internal consultation across Planning and Buildings Standards was carried out through the monthly team briefing process. Managers were asked to discuss suggestions for new ways of working with their teams through the monthly team briefing process. This would allow the leadership team to get an overview of the main issues that would drive improvements for 2014-15.
- 9.3 Thereafter, in March, a Planning Committee workshop with the Leadership team was held on the service plan, in order to allow Members to shape the key priorities for the Service Plan. This provided the main priorities and issues that would drive improvements for 2014-15.

Background reading / external references

There is no further material relating to this report.

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Links

Coalition pledges	P15 - Work with public organisations, the private sector and social enterprise to promote Edinburgh to investors
	P27 - Seek to work in full partnership with Council staff and their

representatives

P28 - Further strengthen our links with the business community by developing and implementing strategies to promote and protect the economic well being of the city

P40 - Work with Edinburgh World Heritage Trust and other stakeholders to conserve the city's built heritage

Council outcomes

CO7 - Edinburgh draws new investment in development and regeneration

CO19 - Attractive Places and Well Maintained - Edinburgh remains an attractive city through the development of high quality buildings and places and the delivery of high standards and maintenance of infrastructure and public realm

CO24 - The Council communicates effectively internally and externally and has an excellent reputation for customer care

CO25 - The Council has efficient and effective services that deliver on objectives

CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives

CO27 - The Council supports, invest in and develops our people

Single Outcome Agreement

SO1 - Edinburgh's economy delivers increased investment, jobs, and opportunities for all

SO4 - Edinburgh's communities are safer and have improved physical and social fabric

Appendices





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Appendix 1 – Planning and Building Standards Service Improvement Plan 2013 – 14.




Appendix 2 – Planning and Building Standards Service Plan 2014 – 15.






Priority	Status
1 Key Performance Results	




PERFORMANCE FRAMEWORK INDICATOR	INDICATOR	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14	Target	Status	Latest Note & improvement actions
		Value	Value	Value	Value	Value			
Increased quality of assessment and compliance during the construction process	% of Construction Compliance and Notification Plans (CCNP) issued with Building Warrants	100%	100%	100%	100%	100%	95%		Target fully met.
High Quality Development on the Ground	% of approved major developments within the year to show added value quality improvements	100%	85.7%	87.5%	100%	92.9%	80%		Performance above target for the year.
Efficient and Effective Decision making	% of Listed Building Consent applications determined within 2 months	83.9%	82%	80.6%	76%	80.1%	70%		Although showing a reducing trend due to increased volumes of applications, the outturn figure for the year was 80.1% which is well above the 70% target.
Efficient and Effective Decision making	% enforcement cases where statutory action taken notice served within 4 months of receipt of complaint	90.9%	100%	100%	100%	96.8%	80%		Performance above target for the year.

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Status	Due Date	Latest Note
Financial Governance	Submit the required financial data (verification costs and revenue) to BSD	Submit Quarterly		30 June 2014	The required financial data for the third quarter has been sent to Scottish Government. Data for the final quarter will be submitted using the appropriate template when it is received from Scottish Government in May/June 2014.
Development of and adherence to objectives outlined in balanced scorecard	Submit the balanced scorecard on an annual basis for acceptance by the BSD and thereafter report achievement against the outlined objectives	Submit the proposed scorecard and report on achievement by the deadlines imposed by the BSD at the start and close of the financial year		30 June 2013	This action has been fully completed.
National Headline Indicators	Report on representations to the proposed Local Development Plan by December 2013	By December 2013		31 Dec 2013	This action has been fully completed.
25% reduction by March 2014 in undetermined cases over 3 years old at April 2013.	Removal of planning and building standards legacy cases from the system	25% reduction by March 2014 in undetermined cases over 3 years old at April 2013.		31 March 2014	Target exceeded. 63% of cases withdrawn and Uniform operating system updated accordingly.





Priority	Status
2 Customer Results	





PERFORMANCE FRAMEWORK INDICATOR	INDICATOR	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14	Target	Status	Latest Note & improvement actions
		Value	Value	Value	Value	Value			
Achieve targets for processing Building Warrant applications	Building Warrant Applications - % first report issued in 15 days	78.4%	60%	82.5%	71%	71.1%	80%		The performance target was not met. A limited programme of overtime has been introduced to reduce the waiting time for building standards assessments, pending the recruitment of additional surveyors on temporary contracts.
Increased Commitment to meeting customer expectations	Building Warrant Applications - % first report issued within 20 days	93.3%	84.1%	89.1%	88.6%	88.9%	90%		The performance target was not met. A limited programme of overtime has been introduced to reduce the waiting time for building standards assessments, pending the recruitment of additional surveyors on temporary contracts.
Increased Commitment to meeting customer expectations	Building Warrant Applications - % first report issued within 35 days	99.1%	99.1%	98.9%	97.3%	99.7%	97%		Above target

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Status	Due Date	Latest Note
Adherence to service commitments of a National Customer Charter	Publish the Customer Charter on the Council website	Review Quarterly		31 March 2014	The Customer Charter was reviewed during the fourth quarter and an up to date version has been published on the web-site.
Open for Business	Review of pre-application advice service including resources and recording	Review current pre application service by October 2013 and implement new service by March 2014		31 March 2014	The pre-application advice project is being re-evaluated as we decide how to align our resources with customer needs. It has been established that we cannot at present charge for pre-application advice and the project will move into a new phase of considering what level of service can be provided with resources in 2014/15.
Certainty	Major applications service - Provide a guidance publication	Provide a guidance publication on the major development service in Edinburgh by March 2014		31 March 2014	A guidance publication has been drafted on Major Developments. Consultation with key services is underway and it will be published in the next few months.
Customer Service	Deliver an up-to-date One Door Approach customer charter	Completion of One Door Approach charter by October 2013.		31 Oct 2013	The Charter is now complete and has been uploaded onto the Council web page and the Orb. Staff communication to raise awareness completed.
Communication and Engagement	Implement joint working agreements with Economic Development and Corporate Property to ensure linkage of development consents	Implement joint working agreements by October 2013.		31 Oct 2013	The protocol with Economic Development and Estates is now complete and workshops have been held with all services areas to promote it and include it in the procedures manual.

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Status	Due Date	Latest Note
Communications, Engagement and Customer Service	Demonstrate how customer feedback on engagement is used to improve policy and processes	Report on outcomes by September 2013		31 March 2014	Achieved.
Communications, Engagement and Customer Service	Raise awareness of Planning among young people	Identify opportunities to involve young people in major projects by March 2014		31 March 2014	Writing competition has now been launched in South Queensferry School. Well received by teaching staff in both schools. Details of involvement with Napier University and Book Festival have been agreed. Quality Indicators will be going to a school on w/b 24 March. Finally, agreement reached with Firrhill School for 3rd year running to take in children for 3 days in April and involve them in Planning project.
Communications, Engagement and Customer Service	Extend the use of Social Media as a communication tool	Implement two-way Twitter by September 2013		30 Sep 2013	Soft launch has taken place. Enquiries starting to come in via Twitter. The next stage is to widen the promotion of this service. There will be a review after 6 months.




Priority	Status
3 Community Results	

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Status	Due Date	Latest Note
High Quality Development on the Ground	Development of 'Added Value' framework to improve quality of planning applications	Implement an 'Added Value Assessment Framework' by December 2013		31 Dec 2013	The added value framework was completed in December 2013. The guidance note has been completed and is available for staff use.
Communication and Engagement	Edinburgh Planning Concordat	Complete version 2 by October 2013 and launch by December 2013 to embrace Community Councils in a tripartite process.		31Dec 2013	The completed Edinburgh Planning Concordat was issued to community councils in December 2013. To date, 13 out of 41 Community Councils have signed the Concordat and work is ongoing to encourage others to do so.
Improved partnership working underpinned by engagement with a National Forum	Attend meetings of the National Forum and implement the assigned actions	Attend all meetings of the National Forum. Record implementation of actions arising.		31March 2014	Despite expectations, this project was not commenced by Scottish Government this year. It was not therefore possible to progress it. The project has not been removed from the Building Standards Performance Framework and participation will be required at a later time.
High Quality Development on the Ground	Develop indicators of environmental quality	Prepare a list of measures to inform planning policy and processes by December 2013		31Dec 2013	This project is almost completed for 2013/14. The Edinburgh People's Survey has taken place and the focus groups are almost completed. Positive feedback from the process. A review of the QIs has taken place following 3 years of implementing the project. This sets out how to

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Status	Due Date	Latest Note
					take the project forward in line with SfC structures and how the outputs can feed back into planning procedures.
High Quality Development on the Ground	Maintain and enhance the vitality and viability of Shopping Centres	Finalise Town Centre guidance pilots by December 2013. Publish 2nd batch in draft by March 2014.		31 March 2014	Consultative draft Supplementary Guidance for Corstorphine and Gorgie/Dalry, and finalised Supplementary Guidance for City Centre, all approved at Feb 27 Planning Committee. Outline Programme for further town centres published in February 2014.
High Quality Development on the Ground	Improve the environment of the Royal Mile	Finalise Royal Mile Action Plan by September 2013		30 Sep 2013	Finalised Action Plan has been approved. New governance structure has been put in place to address implementation. Project now linked into wider City Centre work.
High Quality Development on the Ground	Improve the environment of the City Centre	Contribute to City Centre Vision initiatives by March 2014		31 March 2014	Progress continues to be made into the development of city centre proposals. George St proposals are progressing as are proposals for West End and Coates/Athol Crescent. The next phase will focus on delivering the long term use of city centre spaces.
Efficient and Effective Decision Making	Exploit information from the 2011 Census	Analyse and disseminate output by March 2014		31 March 2014	Progress this year includes a Council-wide Census user group meeting quarterly; key findings published online, including citywide summaries, local area profiles and topic reports - evidence confirms these have already shaped services. Results widely communicated via seminars and presentations, e.g. to Council committees, neighbourhood partnerships, Econ

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Status	Due Date	Latest Note
					Dev / Planning staff. Further presentations planned to Chamber of Commerce, and Edinburgh Partnership.

Priority	Status
4 People Results	

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Status	Due Date	Latest Note
Effective Management Structures	Review of Planning and Building Standards Management Structure	Review and implement new management structure by December 2013.		31 March 2014	To align with other service reviews in SFC, the implementation target date has been revised to Sept/Oct 2014. Formal consultation on the proposed structure is now underway with in-scope staff. Report to Planning Committee in early Summer 2014.
Continuous Improvement	Improved staff training	• 5 hours IT training per staff member • 31 hours additional training		31 March 2014	62% of staff attained the target. Staff Development Group coordinated a series of IT training events for staff. Regular updates from the Staff Development Group provided in the monthly Core Brief and E-Mail communications to staff. Training targets will be emphasised during the PRD process in April/May 2014.
Continuous Improvement	Engage staff in progressing organisational improvements	Action Plan to be approved by end of June 2013 Implement Staff Engagement Action Plan by March 2014		31 March 2014	The Staff Engagement Group's focus is driving action in four areas: handling change, the role of managers, the importance of respect, and improving morale. Implementation continues into 2014-2015.

Priority		
1 Key Performance Results		

PERFORMANCE FRAMEWORK INDICATOR	INDICATOR	Target 2014/15	Changes from previous Year
High Quality Development on the Ground	% of approved major developments within the year to show added value quality improvements	90%	Percentage increased from 80% to 90%
Efficient and Effective Decision making	% of Listed Building Consent applications determined within 2 months	75%	Increased from 70% to 75%

PERFORMANCE FRAMEWORK INDICATOR	ACTION	Target 2014/15	Changes from previous Year
National Headline Indicators: Local Development Plan	Report 2 nd Proposed LDP to 12 June 2014 Planning Committee, for approval; if approved, publish for representations during August and September and report to Committee by end of March 2015.	31 Mar 2015	Milestones related to the next stages in this process.

Priority		
2 Customer Results		

PERFORMANCE FRAMEWORK INDICATOR	INDICATOR	Target 2014/15	Changes over previous year
Increased commitment to meeting customer expectations	Seek to minimise the overall average time taken to grant a building warrant measured from the date of lodging to the	60 calendar	New Indicator

PERFORMANCE FRAMEWORK INDICATOR	INDICATOR	Target 2014/15	Changes over previous year
	date of granting the warrant.	days	
Increased commitment to meeting customer expectations	Time taken to respond to a site inspection request in relation to a Completion Certificate submission/application within 5 days	90%	New Indicator
Increased commitment to meeting customer expectations	Time taken to issue a Completion certificate or acceptance notice after final inspection within 5 days	80%	New Indicator

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Due Date	Changes over previous year
Improve the Customer experience	Develop an improvement plan in relation to customer experience, identify and implement improvements, monitor progress and report, following the publication of the results of the Building Standards Department led national customer survey	Prepare plan within 3 months of publication. Review and monitor actions quarterly thereafter	31 March 2015	New Action
Improve the Customer experience	Produce an action plan and implementation programme for all customer contact channels	Action plan and implementation plan prepared	31 Dec 2014	New Action
Communication and Engagement	Review and implement joint working protocols with other service areas to improve communications and efficiency including Estates, Economic Development, Culture and Sport, Flooding and Planning, Transport and Edinburgh World Heritage.	Implement joint working agreements by October 2014	31 Oct 2014	New Action

Priority		
3 Community Results		

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Due Date	Changes over the previous year
Communication and Engagement	Complete a review of the main digital communications including Planning News, the Planning Blog, and Twitter with a view to widening access	Review completed and action programme agreed	30 Sept 2014	New Action
More attractive public places	Create more attractive places by finalising the Street Design Guidance, reviewing the Public Realm Strategy and the Area Development Frameworks and launching the Royal Mile Retail Strategy	Review completed and retail strategy launched	31 Dec 2014	New Action
Communication and Engagement	Engage with young people in a range of projects including: 100 years of Planning in Edinburgh, the town centre supplementary guidance and the reviews of the Conservation Area Character Appraisals and Area Development Frameworks	Engagement as part of projects to be completed	31 March 2015	New Action
High Quality Development on the Ground	Review 'design' in the planning process integrating the added value framework and the Environmental quality Indicators	Review and Implementation completed	31 March 2015	New Action
Communication and Engagement	Pursue the integration of spatial planning and community planning at city-wide and neighbourhood levels	(1) contribute to the preparation of Neighbourhood Local Community Plans for 2014-17 by end June 2014; and	30 June 2014 and 30Sept	New Action

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Due Date	Changes over the previous year
		(2) presenting the revised LDP to the Edinburgh Partnership Board by end September 2014.	2014	

Priority	Status
4 People Results	

PERFORMANCE FRAMEWORK INDICATOR	ACTION	TARGET	Due Date	Changes over the previous year
Effective Management Structures	Implement a programme of management development skills to allow managers to lead the service and champion corporate values	Programme complete	31 March 2015	New Indicator
Continuous Improvement	Improved staff training	• 36 hours	31 March 2015	Amalgamated IT training target within general target
Continuous Improvement	To implement the culture of continuous improvement by delivering a programme of training and workshops.	Delivery complete	31 March 2015	New Indicator