

# Planning Committee

2.00pm, Wednesday, 2 September 2020

## Planning Improvement Plan – Progress Update

Executive/routine Wards Council Commitments	Routine All <a href="#">1,4,10-15,18,28</a>
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### 1. Recommendations

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- 1.1 It is recommended that Committee notes the progress which has been made on the implementation of the Planning service's Improvement Plan and progress against internal audit actions on developer contributions.

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# Report

## Planning Improvement Plan – Progress Update

### 2. Executive Summary

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- 2.1 The purpose of this report is to provide an update on progress made on the Council's Planning Improvement Plan (PIP) 2018/21 and on the recommendations of an internal audit on developer contributions. The report also identifies how the service's programme of change and improvement has been accommodating and learning from the Covid-19 period.

### 3. Background

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- 3.1 The PIP 2018/21 was approved by Planning Committee in [December 2018](#). It sets out a series of key actions in relation to Leadership and Management, Customer, Continuous Improvement and Performance. In approving the Planning Improvement Plan, Committee requested that progress updates be provided at six monthly intervals.
- 3.2 The most recent update was in [February 2020](#) with a Business Bulletin item providing time performance figures for Quarter 3 and the Scottish Government's feedback on the Council's Planning Performance Framework for 2018/19. This noted that the Scottish Government primarily measures time performance in terms of average weeks for different application types, and that it was intended to align with these national indicators for 20/21.
- 3.3 Further updates were disrupted by the suspension of committee meetings due to Covid-19 restrictions. However, the operations of the service adapted to delivery from a home working environment and some were resumed after short suspensions during the Covid-19 lockdown.

### 4. Main report

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- 4.1 Progress continues to be made on the implementation of the PIP 2018/21. A six-month update is provided in Appendix 1. This explains progress made over the last six months and some of the improvements planned for the next phase of the programme. It also includes, as an annex, the time performance figures for Quarter 4 and overall figures for the 2019/20 year. These use the old % target indicators,

which have since been replaced by nationally-aligned average weeks indicators for 2020/21.

- 4.2 Section three of the update report explains in more detail the progress made in terms of time performance and addressing legacy cases. It indicates that the actions implemented over the last 12 months have had a positive impact on time performance figures generally. In particular, householder applications and local ('non-householder') applications are being determined more quickly more often.
- 4.3 Time performance for major applications is better for 2019/20 as whole, when compared to the previous year, but was particularly poor in Quarter 4, in terms of the target. Six of the ten major cases determined in Quarter 4 had processing agreements or agreed extensions of time, but of these only one met its agreed target date for committee decision.
- 4.4 This indicates that the use of these tools needs to be reviewed for effectiveness. It is considered that the shift to nationally-aligned indicators for decision making times will help drive improvement in time performance. As previously reported, progress on legal agreements and legacy cases has been made, but more still needs to be done in 2020/21.
- 4.5 Appendix 2 sets out progress against the actions recommended in an internal audit relating to developer contributions. These recommendations were set out in a report referred from the Governance, Risk and Best Value Committee to Planning Committee in [May 2019](#). An update was provided in January 2020. Work on these has been impacted by the Covid-19 period, and audit deadlines have been extended by four months accordingly. It has still been possible to progress all actions, as summarised in Appendix 2.
- 4.6 The progress described in Appendix 1 has in some cases been achieved despite the major upheaval caused by Covid-19. However, the PIP programme provided a good foundation for service adaptation during the emergency period and some processes of change were accelerated, such as introduction of electronic sign-off of application reports.
- 4.7 The need to rapidly adapt and find new ways of working has also demonstrated the service's capacity for change and innovation. Staff are now using a continually evolving operating plan to introduce and co-ordinate changes to the service's activities, as part of the overall programme of improvement. This is helping the service to respond to the wider [Adaptation and Renewal Programme](#) reported to the Policy and Sustainability Committee in May 2020.

## 5. Next Steps

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- 5.1 Work will continue to implement actions in the improvement plan. Priority will continue to be given to actions relating to decision making timescales, to ensure that time performance improvements are sustained.

- 5.2 Lessons learned from pilot and trial working practices will be used to inform further actions and build the service's capacity to change and respond to challenges as they arise. This experience and monitoring will be used to keep the Improvement Plan under review and inform any refresh of it.

## **6. Financial impact**

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- 6.1 The costs associated with implementing the proposed improvements in the current PIP will be met from the Planning and Building Standards Service budget.

## **7. Stakeholder/Community Impact**

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- 7.1 The PIP includes actions informed by the annual Customer Forum held in June 2018 and September 2019. Customer feedback on implementation of improvement actions and experience of the service generally was sought in these sessions. The findings are informing the implementation of actions.
- 7.2 A fourth Customer Forum event was due to have been held in summer 2020, but this has not been possible due to Covid-19 restrictions. Scope for a virtual Customer Forum is being explored.
- 7.3 The next phase of activity includes concluding a review of the Edinburgh Planning Concordat, which is being progressed with the Edinburgh Development Forum.

## **8. Background reading/external references**

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- 8.1 Report to Policy and Sustainability Committee, 28 May 2020, [Adaptation and Renewal Programme](#);
- 8.2 Report to Planning Committee, 29 January 2020, [Planning Improvement Plan – Progress Update](#);
- 8.3 [Planning Performance Framework 2018-2019](#), City of Edinburgh Council, July 2019;
- 8.4 Report to Planning Committee, 15 May 2019, [Planning Improvement Plan – Progress Update](#);
- 8.5 Report to Planning Committee, 15 May 2019, [Internal Audit – Developer Contributions – referral from the Governance, Risk and Best Value Committee](#);
- 8.6 Report to Planning Committee, 27 February 2019, [Scottish Government Feedback on Planning Performance Framework 2017 - 2018](#); and
- 8.7 Report to Planning Committee, 12 December 2018, [Planning and Building Standards Improvement Plans](#).
- 8.8 Previous updates have been provided as follows:

- 8.8.1 [February 2019](#) - report on the Scottish Government's feedback on the Council's Planning Performance Framework 2017/18;
- 8.8.2 [May 2019](#) - report summarising implementation of actions over the first six months of the Improvement Plan;
- 8.8.3 [August 2019](#) – Business Bulletin providing time performance monitoring figures for Quarter 1 of 2019/20. The Council's Planning Performance Framework, which is submitted annually to Scottish Government, was also reported for information; and
- 8.8.4 [January 2020](#) – report updating on progress in implementing the improvement plan, with time performance figures for Quarter 2 and an update on progress addressing the recommendations of an internal audit on developer contributions.

## **9. Appendices**

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- 9.1 Appendix 1 - Planning Improvement Plan 2018/21 Progress Update, September 2020.
- 9.2 Appendix 2 – Update on Recommendations from Internal Audit on Developer Contributions – September 2020

## Appendix 1

### 1 Introduction

- 1.1 This is the third progress report on the Council's Planning Improvement Plan 2018/21. This report explains the progress made since the previous progress report in January 2020, sets out changes that have been made to the service and the intentions for the next phase of the improvement plan. These include the use of a continually evolving 'operating plan' to implement changes – a tool which came into use as a result of the rapid adaptation to the Covid-19 crisis.
- 1.2 The Planning Improvement Programme (PIP) identifies a series of key actions for the period 2018/21. These actions are structured around the Improvement Plan's core themes: Leadership and Management, Customer, and Performance and Continuous Improvement. Section 2 of this report sets out the actions delivered since January 2020 and an indication of the actions planned for the next phase. Section 3 includes analysis of our performance in terms of reducing the time taken to determine applications. It also provides some narrative to explain the details behind the figures.
- 1.3 In February 2019, a dedicated Planning improvement team was established to speed up progress on delivery of actions. This is comprised of three members of staff seconded from other Planning teams with support provided from the Building Standards Improvement team and other Council Services. The improvement team was refreshed in autumn 2019 following staff moves.
- 1.4 Formal governance for the PIP was provided through an expansion of the Building Standards Improvement Board to include Planning in its remit. The Building Standards and Planning Improvement Board met several times since April 2019 and monthly Change Portfolio dashboard updates continue to be provided for the corporate Change Board, which is chaired by the Chief Executive.
- 1.5 An annex provides Quarter 4 time performance figures and overall figures for the 2019/20 year. These use old % target indicators, which have since been replaced by nationally-aligned average weeks indicators for 20/21.

### 2 Progress on actions

- 2.1 The following table summarises the progress made under each of the three main improvement plan themes in the six months since the last update in January 2020 and sets out some of the actions to be implemented in the next phase.

<b>Leadership / Management</b>	
<b>Delivered Jan – August 2020</b>	<b>Planned next phase</b>
<p><b>Engaging all staff in the Improvement Plan</b>  Staff at all levels have been involved in several 'Delivering Excellence' lean review sessions to identify how operational processes can be simplified and improvement. These started with workshops in February and early March and have now resumed with virtual workshops starting in August.</p> <p><b>Staff Resources</b></p> <p>Over the last 12 months realignment of staff resources and teams has been trialled. This has been combined with an ongoing assessment of workload to respond to pressures in a more flexible and agile way. These changes are considered to have contributed significantly to improvements in time performance.</p> <p>A staff wellbeing survey was carried out in May 2020 to better understand the views and needs of Planning staff. This have led to measures to address home workplace issues.</p> <p><b>Managing performance and people skills</b></p> <p>Planning and Building Standards staff formed or joined learning sets for the Council's Future Engage Deliver leadership development programme. These sessions were suspended during the Covid-19 emergency period, but have been resuming in virtual form on a gradual basis.</p>	<p><b>Engaging all staff in the Improvement Plan</b>  Further Delivering Excellence processes will be run during 20/21, involving staff across the service. Regular virtual all-staff briefings now involve staff-to-staff briefing and discussions.</p> <p><b>Staff Resources</b></p> <p>A responsive and agile approach to resource and workload alignment will continue to be taken.</p> <p>A staff wellbeing working group has been set up to identify ways staff wellbeing can be supported and improved. These will be implemented over 2020/21.</p> <p><b>Managing performance and people skills / Team Manager development</b></p> <p>Staff development in these areas will continue.</p> <p><b>Embedding new practices</b></p> <p>Team members have expanded their roles to include greater strategic involvement in service and performance improvements. This approach will be continued as the service adapts.</p>

<p><b>Team Manager Development</b></p> <p>The team managers' role has been developed, using support from Human Resources and external management expertise.</p> <p><b>Mentoring</b></p> <p>The mentoring system for those working towards membership of the Royal Town Planning Institute continues to operate.</p> <p><b>Quality Assurance</b></p> <p>Planning and Building Standards passed an annual external ISO 9001 audit held in September 2019.</p> <p><b>Recruitment</b></p> <p>As previously reported in January 2019, we successfully recruited to the following additional posts:  1 x Senior Planning Officers (Local) and  1 x Senior Planning Officer (Major).  Since the start of the Covid-19 period, recruitment to permanent posts has been suspended. Two year-long planning student posts have been recruited to however.</p>	<p><b>Mentoring</b></p> <p>The mentoring system will continue to be developed with further opportunities being created for broader professional development.</p> <p>A renewed staff training programme has been established, informed by findings from the staff wellbeing survey.</p> <p><b>Quality Assurance</b></p> <p>We will continue to work with other services to develop a consistent approach across the Place Directorate. An external ISO 9001 audit has been rescheduled due to the Covid-19 situation.</p> <p><b>Recruitment</b></p> <p>Further recruitment and staffing decisions will be made taking account of the context of the Council's financial situation.</p>
<b>Performance and Continuous Improvement</b>	
<b>Delivered Jan – August 2020</b>	<b>Planned next phase</b>
<p><b>Time Performance</b></p> <p>Arrangements introduced in 2019 to speed up decision making timescales included:</p> <ul style="list-style-type: none"> <li>• re-alignment of staff resources across the service to improve the efficiency and quality of decisions;</li> <li>• detailed regular (fortnightly) monitoring reports of applications</li> </ul>	<p><b>Time Performance</b></p> <p>Flexible and agile redistribution of workload will continue to be used and developed.</p> <p>New, nationally-aligned indicators for decision making times at service level are being complemented by development of a new way of</p>

received, being assessed and determined;

- better use of the “stop the clock” protocol to provide more accurate measurement of the planning authority’s own performance; and
- ongoing review of processes with regular staff training sessions.

It is considered that these have all contributed to the improvement in decision making times seen in 2019/20.

### **Information Communication Technology (ICT) Support and Development**

Weekly meetings were held with the Council’s internal Digital Services team and external partner CGI to resolve ongoing issues and identify development opportunities as part of improvement programme. These were suspended during the Covid-19 emergency but have since resumed.

New high-resolution monitors, intended to reduce need for use of paper drawings, have been received and, where requested, distributed to staff home workplaces.

### **Legal Agreements and Developer Contributions**

A revised tracking spreadsheet for all pending legal agreements has been developed by Legal Services and aligned to inform the fortnightly caseload and time performance monitoring sessions held by Planning managers.

Further elements of the end-to-end developer contributions process have been developed - a recommendation of an Internal Audit on contributions.

monitoring decision times at case-by-case level.

The use of processing agreements and time extensions for major cases will be evaluated to ensure that they are being used effectively.

Changes identified in ‘Delivering Excellence’ lean reviews of 3 processes (enforcement, case allocation, officer handling) will be implemented and evaluated for their impact. Further processes will be initiated for other aspects of the service.

### **ICT Support and Development**

Opportunities for automation of application processes will be explored as part of Delivering Excellence reviews. These are being supported by input from staff in the Council’s automation team.

### **Legal Agreements and Developer Contributions**

The other recommendations from the Internal Audit report on the developer contributions process will be implemented by Planning, Finance and Legal Services.

Further information on progressing the audit recommendations is provided separately in Appendix 2.

Progress in resolving legacy developer contributions was impacted by the Covid-19 emergency.

The implications of the Scottish Government's rejection of Supplementary Guidance on developer contributions were reported to Committee in February 2020.

### **Committee Reports**

Improvements to the format of reports to the Development Management Sub Committee are being trialled.

### **Training**

Training has been particularly impacted by the Covid-19 emergency.

Training on use of stop-the-clock was held in January 2020, and training on electronic sign-off of reports was held shortly before lockdown, which helped the service adapt and provide continuity of service.

### **Training**

A new staff training programme is being developed, informed by the staff wellbeing survey and use of new, online internal communication methods.

A renewed training programme for elected members and community groups and other customers will be developed, informed by experience of doing training online for staff.

### **Quality of Design and Other Outcomes**

Lessons learnt from the internal review process and the Edinburgh Urban Design Panel will continue to be shared with case officers and changes introduced to strengthen the approach to raising design quality.

A monitoring cycle for measuring the quality of outcomes will be piloted and evaluated.

### **Learning from Others**

Lead practice in other authorities will continue to be identified, including through liaison with Heads of Planning Scotland online fora and Glasgow.

Lessons from the Building Standards improvement programme and other

	Place services will be continued to be applied to change and improvement in Planning.
<b>Customer Improvements</b>	
<b>Delivered Jan – August 2020</b>	<b>Planned next phase</b>
<p><b>Website</b></p> <p>The service website added a Covid-19 page, explaining changes to operations during the Covid-19 period. This has been updated as the service adapts.</p> <p>External communications were streamlined to help provide updates on the rapidly changing situation, making use of the <a href="#">Planning Edinburgh</a> blog.</p> <p>A pilot of an online map showing Weekly List cases in simple format was launched during the Covid-19 period. This was intended to test whether a simple, shareable map as a complement to the more powerful Portal would help raise awareness of cases, as a possible replacement for site notices.</p> <p><b>Pre-Application Advice</b></p> <p>Following consultation, a revised service was introduced in 2019.</p> <p>An <u>update</u> was reported to Committee in January 2020.</p> <p><b>Handling Complaints</b></p> <p>A cycle of reporting issues raised in complaints to team managers was started in second half 2019/20. This informs actions in the overall change and improvement programme as appropriate.</p> <p><b>Community Council Training</b></p> <p>Following general community council training held earlier in 2019, four</p>	<p><b>Website</b></p> <p>The service website will be updated and where possible simplified to improve customer experience.</p> <p>The pilot of the Weekly List map has been extended to explore potential for it to be automated, reducing staff time required to update it.</p> <p><b>Pre-Application Advice</b></p> <p>The next steps for the pre-application advice service are set out in the January 2020 report. These have been affected by Covid-19 activities.</p> <p><b>Handling Complaints</b></p> <p>The use of complaints to inform service change and improvement will continue to be developed.</p> <p><b>Community Council Training</b></p> <p>It is intended to explore ways that community council training can be delivered online.</p>

community groups were briefed on the City Plan 2030 in November 2019.

No community council training was held in January – August 2020 due to Covid-19 restrictions.

### **Customer Engagement**

Major public consultations on Choices for City Plan 2030 and the City Mobility Plan were held in early 2020. A report on the Choices consultation was made to Planning Committee in August 2020.

### **Working with Other Services**

Planning has continued to work with other Services on Covid-19 adaptation and on a range of Council projects.

### **Sharing Information**

We streamlined our communications with community groups and other stakeholders by using the [Planning Edinburgh](#) blog and Twitter to update customers on Covid-19 adaptations to our service and on the Choices for City Plan 2030 consultation.

During the Covid-19 adaptation period, we liaised with Edinburgh Association of Community Councils, Edinburgh Chartered Architects Network and Homes for Scotland to check that their members were accessing our streamlined information source.

### **Customer Engagement**

Further customer engagement will be carried out, informed by practice in Building Standards. Another annual Customer Forum will be held, potentially in late 2020.

### **Working with Other Services**

The Planning change and improvement programme will be closely coordinated with changes in other Council services to ensure that opportunities for improvement to customer service are explored and learning is shared.

Changes to operations across Place Development services are being coordinated through new operating plan arrangements.

### **Communicating with Customers**

Ways of communicating with customers have been adapted as staff work from their homes.

### 3 Progress on Reducing Application Timescales

3.1 The following section provides information on applications received in 2019/20 and some mid-year analysis of application timescale statistics. An annex provides detailed figures and some comments for Quarter 4.

Table 1: Number and Type of Applications Received

<b>Application Type</b>	<b>2017/18*</b>	<b>2018/19*</b>	<b>2019/20</b>
Major Development	24	31	25
Non-Householder	1276	1181	983
Householder	1641	1631	1561
Listed Building and Conservation Area Consent	1055	1113	1042
Other	293	237	220
<b>Total</b>	<b>4289</b>	<b>4193</b>	<b>3831</b>
* Figures for 17/18 and 18/19 have been adjusted to reflect backdated validations			

3.2 Over 2019/20 the Council received 4017 applications (excluding treework) at a rate of between 290 - 370 applications per month. The number of major applications received in dropped away in the second six months of the year, leading to a lower total than 2018/19. Non-householder (local) applications were slightly down on 2018/19. The number of householder applications received was similar to last year. There has been a slight decrease in the number of listed building/conservation area consent applications was a similar number of “other” applications, which are predominately advertisement consents.

3.4 Table 2 set outs information on the time taken to determine applications in 2019/20. Figures for quarter 4 are provided in the annex below.

3.5 The figures indicate that time performance has improved significantly for non-householder (locals), householder and listed building/conservation area applications, and to a lesser extent for major applications. It is considered that the new working practices introduced during this period have helped contribute to these positive trends.

Table 2: Performance - % of applications determined within target timescales\*

<b>Application Type</b>	<b>2017/18 Comparator</b>	<b>2018/19 Comparator</b>	<b>2019/20</b>	<b>Target</b>
Major Development	13%	16%	29%	70%
Non-Householder	60%	57%	68%	70%
Householder	76%	78%	88%	90%
Listed Building and Conservation Area Consent	56%	54%	73%	70%

\*Four months or as agreed with applicant for major applications, two months or as agreed with applicant for others.

- 3.6 It should be noted that the indicators used here are not aligned with the main national indicators for measuring and comparing time performance of planning authorities. Those are based on decision making timescales in weeks. For 2020/21, nationally-aligned indicators will be used to monitor and drive improvement in time performance.
- 3.7 The time taken to conclude legal agreements continues to impact on overall determination timescales, which are what is measured nationally. However, new measures including a template for contributions and a model legal agreement have been introduced. These are expected to have a positive impact on time performance in due course. Use of processing agreements and time extensions will also be reviewed for effectiveness.
- 3.8 A priority for 2019/20 was to clear legacy cases (defined as over a year old). In 2019/20, 36 legacy cases were resolved. As of end March 2020, 71 legacy cases remained, an increase from 60 a year before. This indicates the need for renewed focus on clearing these case from the system in 2020/21. Many of them are minded to grant and several years old, with legal agreement processes which have stalled and are not being actively progressed by the applicants. The service will work with Legal Services to resolve these cases. More encouragingly, only 47 cases reached legacy cases during the reporting year, which is an improvement on the 64 cases which did so during 18/19

	2017/18	2018/19	<b>2019/20</b>
Legacy Cases cleared during 2019/20	40	85	<b>36</b>
Number remaining	89	60	<b>71</b>

3.9 2019/20 saw a large volume of enforcement cases. This was due in part to the steady rise in short term let cases. In 2019/20 there were 925 enforcement cases received and 739 cases closed. 230 of the cases submitted were short term lets. 190 short term let cases were closed in this period. 68.9% of these were closed within six months, which did not meet the target of 80%, despite this having been exceeded during the first six months. This is may be due in part to the large volumes received in Q1 and Q2. 37 notices were served on short term lets, 25 of which were within the 6 month target period. This has required significant officer resource, which has had some impact on other types of enforcement case. Across the year, 65.6% of other cases were closed within three months, below the target proportion of 80%.

**4 Conclusion**

4.1 The new working practices identified in the PIP are having a positive impact on time performance monitoring information. Figures for 2019/20 as a whole have all seen positive change, despite a continuing high level of incoming caseload.

- 4.2 However, with the exception of listed building and conservation area consents, time performance did not meet the targets for the year, and those target indicators were not aligned with the national indicators used by the Scottish Government to measure decision making times. For 20/21, the service is using new nationally-aligned indicators, which allow comparison of decision making times in weeks.
- 4.3 The notable improvement in time performance in 2019/20 is due to experimentation with significant changes in how staff resource is deployed and workload is assigned. The service is now more agile and more confident in its ability to change, though it has much more potential to develop in both these respects.
- 4.4 The next phase of the improvement programme will seek to continue the improvement of time performance while also developing qualitative aspects, including customer service and quality of outcomes. Achieving that at the same time as adapting to the wider context faced by the Council operationally and financially is likely to require even greater changes than in 2019/20.

(see next page for Annex with Q4 information)

## Annex – Time Performance Information Quarter 4 (January - March 2020)

<b>Major Applications 2019/20</b>					
	Q1	Q2	Q3	Q4	2019/20 Total
Number submitted	11	6	1	7	25
Number determined	9	7	5	10	31
Number (and %) determined within 4 months or agreed timescales (target =70%)	3 (33%)	3 (43%)	2 (40%)	1 (10%)	9
	6 month %: 37%		6 month %: 20%		29% Last year (18/19): 16%
Number (and %) determined with Planning Processing Agreements and/or Agreed Extensions of Time	3 (33%)	3 (43%)	2 (40%)	6 (60%)	14 (45%)  Last year (18/19): 28%
<b>Comments</b>					
<p>The 10 applications determined in Q4 included new housing-led redevelopment on brownfield sites in Bonnington, Lanark Road and Craigmillar, housing on greenfield allocations at Gilmerton and Cammo, mixed use development in Corstorphine town centre and student housing at Abbeyhill,</p> <p>Six applications had processing agreements or agreed extensions of time, however only one of these covered the eventual committee decision date (the housing development at 1 Lanark Road).</p> <p>Seven legacy applications (i.e. older than one year) were determined in this quarter.</p>					

<b>Non-Householder Applications 2019/20</b>					
	Q1	Q2	Q3	Q4	2019/20 Total
Number submitted	200	248	271	264	983
Number determined	269	242	241	249	1001
Number (and %) determined within 2 months or agreed timescales (Target = 70%)	169 (62.8%)	158 (65.3%)	182 (75.5%)	177 (71.1%)	686 (68.3%)
	6 month %: 64.0%		6 month %: 73.3%		Last year (18/19): 57.3%

<b>Householder Applications 2019/20</b>					
	Q1	Q2	Q3	Q4	2019/20 Total
Number submitted	372	389	375	425	1561
Number determined	387	397	369	390	1543
Number (and %) determined within 2 months or agreed timescales (Target 90%)	318 (82.1%)	357 (89.9%)	343 (93.0%)	343 (87.95%)	1361 (88.1%)
	6 month %: 86.1%		6 month %: 90.4%		Last year (18/19): 77.8%

<b>Listed Building Consent Applications 2019/20</b>					
	Q1	Q2	Q3	Q4	2019/20 Total
Number submitted	226	262	270	284	1042
Number determined	187	233	195	231	846
Number (and %) determined within 2 months or agreed timescales (target 70%)	116 (62.0%)	175 (75.1%)	158 (81.0%)	175 (75.8%)	624 (73%)
	6 month %: 69.3%		6 month %: 78.2%		Last year (18/19): 54.2%

<b>Advertisement Consent Applications 2019/20</b>					
	Q1	Q2	Q3	Q4	2019/20 Total
Number submitted	58	68	53	41	220
Number determined	62	76	56	53	247
Number (and %) determined within 2 months or agreed timescales	45 (72.6%)	63 (82.9%)	50 (89.3%)	47 (88.7)	205 (82.6%)
	6 month %: 78.3%		6 month %: 89.0%		Last year (18/19): 59.1%

<b>Short term Let Enforcement Cases 2019/20</b>					
	Q1	Q2	Q3	Q4	2019/20 Total
Number submitted	66	69	51	44	230
Number closed	19	39	84	48	190
Number (and %) closed within 6 months (target 80%)	14 (77.7%)	36 (92.3%)	52 (61.9%)	29 (60.4%)	131 (68.9%)
	6 month %: 86.2%		6 month %: 61.4%		Last year (18/19): n/a
Number of notices served	5	9	11	12	37
Number (and %) served within 6 months (target 80%)	5 (100%)	8 (89%)	7 (63.6%)	5 (41.7%)	25 (67.6%)
	6 month %: 92.9%		6 month %: 52.2%		Last year (18/19): n/a
<b>Comments</b> The overall number of short term let enforcement cases being closed per quarter was higher in Q4 that in either Q1 or Q2. The percentage of cases being closed within 6 months has fallen due to the high overall volume of enquiries submitted throughout the year.					

<b>All Other Enforcement Cases 2019/20</b>					
	Q1	Q2	Q3	Q4	2019/20 Total
Number submitted	192	217	135	151	695
Number closed*	162	232	160	185	739
Number (and %) closed within 3 months (target 80%)	109 (67.3%)	172 (74.1%)	104 (65.0%)	100 (54.1%)	485 (65.6%)
	6 month %: 71.3%		6 month %: 59.1%		Last year (18/19): n/a
Number of notices served	8	8	16	12	44
Number (and %) served within 3 months (target 80%)	5 (62.5%)	2 (25%)	6 (37.5%)	5 (41.7%)	18 (40.1%)
	6 month figure: 43.8%		6 month figure: 39.3%		Last year (18/19): n/a
<p>Comments</p> <p>The new City wide Enforcement team set up at the beginning of June 2019 focused efforts on clearing legacy cases and closing short term let cases. This process has impacted on time performance but is intended to lead to longer term improvements and address Council priorities.</p>					

<b>Legal Agreements 2019/20</b>				
	At end Q1	At end Q2	At end Q3	At end Q4
Number of applications currently at legal agreement stage	41	50	41	45
Number of applications where more than 6 months since Minded to Grant decision	26	20	12	24
<p>Comments</p> <p>Progress in reducing the number of legal agreements at more than 6 months since Minded to Grant decision was made in Q3. However, this progress was not maintained during Q4, in part due to a batch of multiple-application proposals reaching the 6 month point during Q4.</p>				

## Appendix 2

### Internal Audit on Developer Contributions May 2019 (PL1802)

#### Update on Recommended Actions

The internal audit report and full recommendations are available [here](#).

Recommendation	Status Update
<b>1 Backlog of legacy developer contributions</b>	
1.1 Recommendation – review of developer contributions held in the Finance database <ul style="list-style-type: none"> <li>• Agreed management action - review of developer contributions held in the Finance database</li> <li>• Owner: Stephen Moir, Executive Director of Resources</li> <li>• Agreed Implementation Date: original 30 September 2020 – extended by four months</li> </ul>	<b>Partly Complete</b> Progressed through by Finance with input from Planning and other services as appropriate. Actions being implemented from September 2020, and confirmation of audit action due by extended deadline.
1.2 Recommendation – retrospective review of historic developer contribution legal agreements <ul style="list-style-type: none"> <li>• Agreed Management Action – retrospective review of historic developer contribution legal agreements</li> <li>• Owner: Paul Lawrence, Executive Director of Place</li> <li>• Agreed Implementation Date: original 30 September 2020 – extended by four months</li> <li>•</li> </ul>	<b>In progress</b> Method for resolution developed pre-Covid 19 through joint working led by Planning, with Finance, Legal and Transport officers. Implementation resumed August 2020. Resolution of first tranche due to be completed by extended deadline.
<b>2 End-to-end developer contributions processes, procedures and training</b>	
2.1 Recommendation – process documentation, guidance, and standardised documentation <ul style="list-style-type: none"> <li>• Agreed Management Action – process documentation, guidance, and standardised documentation</li> <li>• Owner: Paul Lawrence, Executive Director of Place</li> <li>• Agreed Implementation Date: 31 March 2020</li> </ul>	<b>Completed</b> Key elements of an end-to-end process had been introduced by Jan 2020. These have now been integrated into a full end-to-end process which is being put into practice from September 2020. Audit actions closed.
2.2 Recommendation – quality assurance <ul style="list-style-type: none"> <li>• Agreed Management Action – quality assurance</li> <li>• Owner: Paul Lawrence, Executive Director of Place</li> <li>• Senior Solicitor. Agreed Implementation Date: 31 December 2020</li> </ul>	<b>In progress</b> Quality assurance measures will interface with the end-to-end process prepared under recommendation 2.1 above.
2.3 Recommendation – legal agreements and rates <ul style="list-style-type: none"> <li>• Agreed Management Action – legal agreements and rates</li> <li>• Owner: Stephen Moir, Executive Director of Resources</li> </ul>	<b>Partly Completed</b> Review of hourly charges has been updated. First review to take place by extended deadline.

<ul style="list-style-type: none"> <li>• Agreed Implementation Date: 30 June 2019 for implementation of template application of revised hourly charge; and 30 June 2020 for completion of first annual review of hourly charges - extended by four months</li> </ul>	
<p>2.4 Recommendation – Induction and refresher training</p> <ul style="list-style-type: none"> <li>• Agreed Management Action – induction and refresher training</li> <li>• Owner: Paul Lawrence, Executive Director of Place</li> <li>• Agreed Implementation Date: 30 September 2019</li> </ul>	<p><b>Completed.</b> Training was undertaken in September 2019. Additional training being provided.</p>
<p><b>3 Ongoing Management of Developer Contributions</b></p>	
<p>3.1 Recommendation – identification and allocation of developer contributions</p> <ul style="list-style-type: none"> <li>• Agreed Management Action – identification and allocation of developer contributions</li> <li>• Owner: Paul Lawrence, Executive Director of Place</li> <li>• Agreed Implementation Date: 31 March 2020</li> </ul>	<p><b>Completed.</b> All invoices now issued through the Council's Finance system (PPSL). Audit actions closed.</p>
<p>3.2 Recommendation – ongoing maintenance of developer contributions</p> <ul style="list-style-type: none"> <li>• Agreed Management Action – ongoing maintenance of developer contributions</li> <li>• Owner: Stephen Moir, Executive Director of Resources</li> <li>• Agreed Implementation Date: original 30 September 2020 – extended by four months</li> </ul>	<p><b>In progress</b> Being progressed by Finance with input from Planning and other services as appropriate. Actions being implemented from September 2020, and confirmation of audit action due by extended deadline.</p>