

# Planning, Housing and Regulatory Services (2019-2022)

## The principal purpose of the Service is to:

Planning, Housing and Regulatory Services is an outward looking service which seeks to harness development opportunities, support our communities to realise their potential by enhancing access to housing, supporting businesses, protecting the public and improving the economic, social and environmental wellbeing of the area by ensuring that development takes place in a sustainable manner.

The Service employs 129 FTE

## The Service faces the following significant challenges:

Implementation of Regulatory Reform Act and associated 'penalty clause' related to Planning Performance Framework – potential for planning fees to be reduced by the Scottish Government in the event of poor performance.

Workforce Planning needs in Building Standards – half of the existing team of professional officers are due to retire within the next five years.

Delivering the Strategic Housing Investment Plan (SHIP) and challenge/risk of failing to meet expectations in new affordable housing targets.

Implementing Housing First and Wrap Around Care policy changes from the Scottish Government – ensuring availability of suitable temporary accommodation and housing support.

Across Regulatory Services, to ensure that service priorities for environmental health, animal health and welfare, trading standards and licensing standards are aligned with available resources and meet statutory duties.

Ensuring medium to longer term financial planning supports Council priorities in a sustainable manner – addressing potential shortfalls in planning fee income.

## The difference the Service makes:

The Service contributes to the following Business Outcomes:

|       |       |   |
|-------|-------|---|
| BO104 | PR104 | Our communities are protected and supported   |
| BO105 | PR105 | Our natural and built environment is protected and respected                                  |
| BO103 | PR103 | We enable a choice of suitable housing options  |
| BO116 | PR116 | We engage and work with our customers, staff and partners                                     |
| BO111 | PR111 | We influence and engage with businesses and policy makers                                     |
| BO102 | PR102 | We provide support, prevention and opportunities to help people make better lifestyle choices |
| BO110 | PR110 | We support businesses, employment and development opportunities                               |

## Planning, Housing and Regulatory Services (2019-2022): success measures

|              | SM Code  | Success measures   | Target                        | Timescale      | Benchmark                         |
|--------------|----------|--|-------------------------------|----------------|-----------------------------------|
| <b>BO102</b> |          | <b>We provide support, prevention and opportunities to help people make better lifestyle choices</b>   |                               |                |                                   |
|              | PR102_01 | Protecting health through the delivery of the formally approved Joint Health Protection Plan with NHS Highland, Highland Council and Argyll and Bute Council.( 18-20 plan) | 40% (year 1) and 90% (year 2) | every 6 months | None                              |
|              | PR102_02 | The percentage of clients satisfied that they are better able to deal with their financial problems following support and intervention by debt counselling.                | 90%                           | Quarterly      | None                              |
|              | PR102_03 | Amount of income generated by Welfare Rights.  | £2.5m per year                | Quarterly      | Internal benchmark: £2.3m         |
| <b>BO103</b> |          | <b>We enable a choice of suitable housing options</b>  |                               |                |                                   |
|              | PR103_01 | Number of new affordable homes completed per annum.  | 75                            | Annually       | Strategic Housing Investment Plan |
|              | PR103_02 | The percentage of positive homeless prevention interventions (prevent 1).  | 50%                           | Quarterly      | Local Housing Strategy            |
|              | PR103_04 | Number of empty properties back in use per annum.  | 25 per annum                  | FQ4            | Local Housing Strategy            |
| <b>BO104</b> |          | <b>Our communities are protected and supported</b>   |                               |                |                                   |

| SM Code      | Success measures  | Target | Timescale | Benchmark  |
|--------------|---|--------|-----------|--|
| PR104_02     | Resolve public health service requests within 20 working days   | 80%    | Quarterly | National benchmark through Society of Chief Officers of Environmental Health         |
| PR104_03     | Undertake enforcement intervention programme to high risk premises in respect of environmental health, trading standards, animal health and welfare and licensing standards | 95%    | Quarterly | Previous years performance and other LA's  |
| PR104_01     | Increase the percentage of broadly compliant food businesses as a result of our enforcement interventions.  | 85%    | Quarterly | National benchmark through Society of Chief Officers of Environmental Health and FSS |
| <b>BO105</b> | <b>Our natural and built environment is protected and respected</b>   |        |           |  |
| PR105_01     | Respond to Building warrant applications within 20 days   | 80%    | Quarterly | our previous quarter's performance   |
| PR105_02     | Respond to Completion Certificate applications within 10 days.  | 80%    | Quarterly | our previous quarter's performance   |
| PR105_03     | The percentage of our service users who are happy with our service. (Building Standards)  | 90%    | Quarterly | 90%  |
| <b>BO110</b> | <b>We support businesses, employment and development opportunities</b>  |        |           |  |

| SM Code      | Success measures   | Target                                | Timescale | Benchmark   |
|--------------|--|---------------------------------------|-----------|---|
| PR110_01     | Maintaining a Local Development Plan less than 5 years old.  | On track with Development Plan Scheme | Quarterly | Large Rural Authorities Benchmark Club: percentage of population coverage by Local Development Plan (100%); LDP scheme on track |
| PR110_04     | Determine 'All Local Planning Applications' within a time period no greater than 10% above the National Average  | 10 weeks                              | Quarterly | National Performance Statistics (Annual) + Heads of Planning Scotland (HoPS) Benchmarking Group                                 |
| PR110_02     | Achieve an above national average level of planning application approval rates.  | Above 95%                             | Quarterly | National Performance Statistics (Annual)  |
| PR110_03     | Maintain an effective five year supply of housing land demonstrated in a housing land audit. (NB: this is supply of available land, not housing completions) | Complete                              | FQ4       | Large Rural Authorities Benchmark Club / NPPF.  |
| <b>BO111</b> | <b>We influence and engage with businesses and policy makers</b>   |                                       |           |   |
| PR111_02     | Resolve trading standards business requests within 14 days from receipt of enquiry.  | 80%                                   | Quarterly | National benchmark through Society of Chief Officers of Trading Standards   |

| SM Code  | Success measures   | Target                                    | Timescale      | Benchmark                      |
|----------|--|---|----------------|--------------------------------|
| PR111_01 | Enforcement intervention is consistent and fair with businesses supported throughout | 80% measured by customer survey responses | Every 6 months | Previous years survey outcomes |

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**BO116**      **We engage and work with our customers, staff and partners**

|          |  |                                   |                   |  |
|----------|--|-----------------------------------|-------------------|--|
| PR116_01 | Improve customer satisfaction and market the Building Standards service commercially to become self-funding. | FQ4 19/20: 95%<br>FQ4 20/21: 100% | Anually Quarter 4 | audited annually<br>Commercialisation<br>income 2017/18<br>£100k |
|----------|--|-----------------------------------|-------------------|--|

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# Planning, Housing and Regulatory Services (2019-2022): Service improvements

## Business Outcome

| SI Code  | BORef | Improvement Action  | Completion date   | Source of improvement | Source detail  |
|--|-------|---|-------------------|-----------------------|--|
| <b>Argyll and Bute is promoted to everyone</b> |       |   |                   |                       |  |
| PR112_   | BO112 | Promoting awareness and knowledge of outdoor leisure routes in the Argyll and Bute Core Path network by creating visual view-points layer within "Where To Go Outdoors Website" | FQ4 19-20         | Employee suggestion   | The development of the where to go outdoors site has been very popular with the public and this is a logical improvement to increase its useage further. |
| PR112_   | BO112 | Production of the annual Planning Performance Framework (PPF) Report for Planning Services  | FQ2 Annually      | Other                 | The PPF Report is the Planning Service's annual balanced scorecard report which is submitted to the Scottish Government for feedback.                    |
| PR112_   | BO112 | Run the Argyll and Bute Sustainable Design Awards to recognise and promote exemplars of high quality, sustainable design that have been delivered within Argyll and Bute.       | Every three years | Other                 | Service Improvement identified within PPF 7 (2017/18) submission.  |

Business Outcome

| SI Code   | BORef | Improvement Action   | Completion date | Source of improvement                  | Source detail  |
|---|-------|--|-----------------|--|--|
| <b>Our communities are protected and supported</b>                  |       |  |                 |  |  |
| PR104_  | BO104 | To complete the Food Control Improvement Plan and the Action Plan developed following the external audit by Food Standards Scotland (FSS)                                  | 31/12/2019      | Audit or inspection key recommendation | Food Control Improvement Plan agreed by Committee in September 2016 and FSS audit report   |
| PR104_  | BO104 | Implement an action plan to meet the new requirements for the monitoring and regulation of private water supplies , and to protect the health of those on private supplies | 31/12/2019      | Other                                  | New statute and duty   |
| <b>Our infrastructure is safe and fit for the future</b>            |       |  |                 |  |  |
| PR113_  | BO113 | Explore avenues for innovative delivery of housing with partner agencies such as HIE, RSLs, and create an action programme to implement.                                   | 2019 FQ4        | Other                                  | Improvement came about as a result of an independent report into the subject by HIE, and subsequent recommendation by the Strategic Housing Forum. |
| <b>Our natural and built environment is protected and respected</b> |       |  |                 |  |  |
| PR105_  | BO105 | Produce and submit a Verification Performance Report (Business Plan) to Scottish Government .  | Annually        | Other                                  | Building Standards Division of the Scottish Government (BSD)   |

## Business Outcome

| SI Code   | BORef | Improvement Action   | Completion date | Source of improvement | Source detail   |
|---|-------|--|-----------------|-----------------------|---|
| <b>Our natural and built environment is protected and respected</b> |       |  |                 |                       |   |
| PR105_  | BO105 | Continue with our trial of the building standards surveyor mobile working solution derived by Idox for building standards site inspection works.                                     | March 2019      | Employee suggestion   | This improvement seeks to ensure a faster and more customer focused on site service delivery                          |
| <b>We are efficient and cost effective</b>                          |       |  |                 |                       |   |
| PR115_  | BO115 | Fully digitalise all document and evidence exchanges for LDP2 Examination in Public.   | FQ1 2020/21     | Employee suggestion   | Previous succesful partial digital transfer at the previous Examination and encouragement by the Scottish Government. |
| PR115_  | BO115 | Formalise the joint working arrangements we have in place in respect of the North of Scotland Trading Standards Alliance and identify other opportunities across Regulatory Services | 31/03/2021      | Self-evaluation       | Identified by service management and through discussions with staff and other local authorities                       |
| PR115_  | BO115 | To review current performance measures and to identify better outcomes/targets across Regulatory Services  | 31/3/2020       | Self-evaluation       | Association of Public Services and Excellence Performance Network   |



## Business Outcome

| SI Code   | BORef | Improvement Action   | Completion date       | Source of improvement        | Source detail  |
|---|-------|--|-----------------------|------------------------------|--|
| <b>We enable a choice of suitable housing options</b>                                       |       |  |                       |                              |  |
| PR103_  | BO103 | Develop between Planning and Housing an integrated production process for the SHIP and LHS which will utilise GIS based information to improve knowledge of proposed RSL housing sites, thus ensuring a more accurate and improved housing delivery programme, and ultimately helping to maximise utilisation of available Scottish Government Funding for Affordable Housing. | 2019 FQ4              | Employee suggestion          | Opportunity for improvement has been revealed as a result of the merge of Planning and Housing.  |
| <b>We encourage creativity and innovation to ensure our workforce is fit for the future</b> |       |  |                       |                              |  |
| PR117_  | BO117 | Develop "virtual team cross service working" with: Oban Strategic Development Framework (Roads / Facilities / Planning /Ec Dev); Alignment of LDP& LOIP (Community Planning and Planning); Delivery of Kirk Road & Dunbeg Masterplan (Housing Planning, Roads, Ec Dev, Education, Legal).  | 2022                  | Annual Performance Review    | Virtual teams have been identified as an efficient and effective mechanism for project delivery. |
| <b>We engage and work with our customers, staff and partners</b>                            |       |  |                       |                              |  |
| PR116_  | BO116 | Retain Customer Service Excellence Award for Building Standards and attain award across Planning and Regulatory Services   | March 2019 and annual | Customer Service Action Plan |  |

Business Outcome

| SI Code  | BORef | Improvement Action  | Completion date | Source of improvement | Source detail   |
|--|-------|---|-----------------|-----------------------|---|
| <b>We engage and work with our customers, staff and partners</b>                                     |       |   |                 |                       |   |
| PR116_   | BO116 | To actively participate in the ongoing work on public health reform in Scotland and to identify key actions which will be necessary to ensure that public health at a local level is protected and that there are appropriate arrangements in place at a strategic and operational level to reflect national changes (e.g Public Health Scotland) | 31/03/2021      | Other                 | Scottish Governments Public Health Reform and Public Health Priorities  |
| <b>We provide support, prevention and opportunities to help people make better lifestyle choices</b> |       |   |                 |                       |   |
| PR102_   | BO102 | Deliver the redesign of advice services and monitor its effectiveness to cope with demand from vulnerable and non-vulnerable clients  | 31/03/2021      | Best value review     | Review of advice services committee report and independent review   |
| <b>We support businesses, employment and development opportunities</b>                               |       |   |                 |                       |   |
| PR110_   | BO110 | Review of the Planning Enforcement Charter every two years  | June 2020       | Other                 | Section 158 of the Town and Country Planning Act 1997 requires the planning authority to prepare an enforcement charter setting out how the enforcement system works, in particular the role of the planning authority and the service standards it sets itself. Circular 10/2009 sets out the requirement for the charter to be kept under review and re-published at least every two years. |

Business Outcome

| SI Code  | BORef | Improvement Action   | Completion date | Source of improvement | Source detail   |
|--|-------|--|-----------------|-----------------------|---|
| <b>We support businesses, employment and development opportunities</b> |       |  |                 |                       |   |
| PR110_   | BO110 | Update and Improve 2 Conservation Area Appraisals / annum. | Annually FQ4    | Other                 | Need to deliver CARS regeneration schemes on the back of up to date Conservation Area Appraisals and customer interest. |

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## Planning, Housing and Regulatory Services (2019-2022)

| SM Code      | Success measures  | Duty / Power | ABOIP                    | LGBF                     |
|--------------|---|--------------|--------------------------|--------------------------|
| <b>BO104</b> | <b>Our communities are protected and supported</b>  |              |                          |                          |
| PR104_02     | Resolve public health service requests within 20 working days   | D            | <input type="checkbox"/> | <input type="checkbox"/> |
| PR104_01     | Increase the percentage of broadly compliant food businesses as a result of our enforcement interventions.  | D            | <input type="checkbox"/> | <input type="checkbox"/> |
| PR104_03     | Undertake enforcement intervention programme to high risk premises in respect of environmental health, trading standards, animal health and welfare and licensing standards | D            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>BO105</b> | <b>Our natural and built environment is protected and respected</b>   |              |                          |                          |
| PR105_03     | The percentage of our service users who are happy with our service. (Building Standards)  | N/A          | <input type="checkbox"/> | <input type="checkbox"/> |
| PR105_02     | Respond to Completion Certificate applications within 10 days.  | D            | <input type="checkbox"/> | <input type="checkbox"/> |
| PR105_01     | Respond to Building warrant applications within 20 days   | D            | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>BO103</b> | <b>We enable a choice of suitable housing options</b>   |              |                          |                          |
| PR103_02     | The percentage of positive homeless prevention interventions (prevent 1).   | D            | <input type="checkbox"/> | <input type="checkbox"/> |
| PR103_01     | Number of new affordable homes completed per annum.   | D            | <input type="checkbox"/> | <input type="checkbox"/> |

| SM Code      | Success measures   | Duty / Power | ABOIP                               | LGBF                     |
|--------------|--|--------------|-------------------------------------|--------------------------|
| PR103_04     | Number of empty properties back in use per annum.  | P            | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>BO116</b> | <b>We engage and work with our customers, staff and partners</b>   |              |                                     |                          |
| PR116_01     | Improve customer satisfaction and market the Building Standards service commercially to become self-funding.   | N/A          | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>BO111</b> | <b>We influence and engage with businesses and policy makers</b>   |              |                                     |                          |
| PR111_02     | Resolve trading standards business requests within 14 days from receipt of enquiry.  | D            | <input type="checkbox"/>            | <input type="checkbox"/> |
| PR111_01     | Enforcement intervention is consistent and fair with businesses supported throughout   | D            | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>BO102</b> | <b>We provide support, prevention and opportunities to help people make better lifestyle choices</b>   |              |                                     |                          |
| PR102_02     | The percentage of clients satisfied that they are better able to deal with their financial problems following support and intervention by debt counselling.                | N/A          | <input type="checkbox"/>            | <input type="checkbox"/> |
| PR102_01     | Protecting health through the delivery of the formally approved Joint Health Protection Plan with NHS Highland, Highland Council and Argyll and Bute Council.( 18-20 plan) | D            | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| PR102_03     | Amount of income generated by Welfare Rights.  | P            | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>BO110</b> | <b>We support businesses, employment and development opportunities</b>   |              |                                     |                          |
| PR110_03     | Maintain an effective five year supply of housing land demonstrated in a housing land audit. (NB: this is supply of available land, not housing completions)               | D            | <input type="checkbox"/>            | <input type="checkbox"/> |
| PR110_02     | Achieve an above national average level of planning application approval rates.  | D            | <input type="checkbox"/>            | <input type="checkbox"/> |

| SM Code  | Success measures  | Duty / Power | ABOIP                    | LGBF                     |
|----------|---|--------------|--------------------------|--------------------------|
| PR110_01 | Maintaining a Local Development Plan less than 5 years old.   | D            | <input type="checkbox"/> | <input type="checkbox"/> |
| PR110_04 | Determine 'All Local Planning Applications' within a time period no greater than 10% above the National Average | D            | <input type="checkbox"/> | <input type="checkbox"/> |