

Development Services Service Plan

2016-2018



Contents

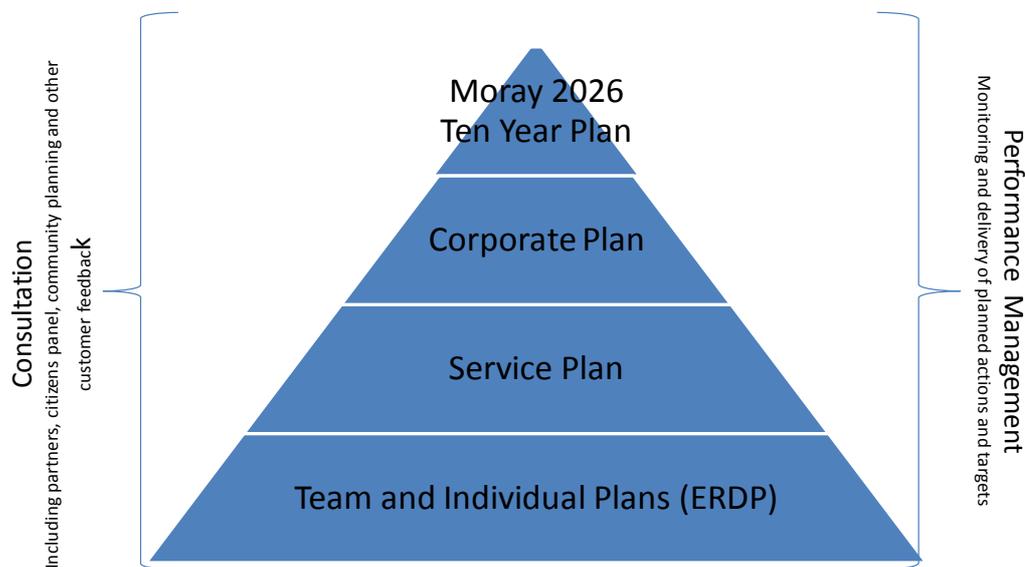
Section 1	Introduction <ul style="list-style-type: none">- what this plan seeks to set out	Page 3
Section 2	Community Planning Partnership – Moray 2026 (Ten year plan) <ul style="list-style-type: none">- what our strategic context is	Page 4
Section 3	Development Services <ul style="list-style-type: none">- the context in which we work- staffing resources and budgetary provision	Page 5
Section 4	How we perform <ul style="list-style-type: none">- how we assess our performance- performance commentary	Page 24
Appendix 1	Moray 2026 Action Plan	
Appendix 2	Key Performance and Workload Trends	
Appendix 3	Risk Register	
Appendix 4	Staffing Structure	

1 Introduction

1.1 The Service Plan for Development Services seeks to set out:-

- how this service plan relates to the Council's objectives and priorities
- the context in which we work
- how the service is organised and resourced
- how we perform and how we will improve our performance
- planned actions to enable the service to contribute to the achievement of Council priorities

1.2 The diagram below describes the relationship of the service plan to the wider strategic and corporate objectives to which the Council is committed. Service planning provides a means to identify the service role in the 'bigger picture' whilst providing a means for staff teams and individuals to see how their team/individual actions contribute to the Council's corporate objectives.



2 Community Planning Partnership – Moray 2026 (Ten year plan)

2.1 The Moray 2026 A Plan for the Future identifies the need to work in partnership to deliver the necessary outcomes to ensure Moray is an area where people choose to live, learn, work and enjoy. The Moray Community Planning Partnership is committed to delivering sustainable economic development to underpin this and enable its citizens to achieve their full potential.

The partnership has established five priority areas:-

1. A growing, diverse and sustainable economy – this is the top priority at the heart of the future success of Moray. It covers business, employment, infrastructure, public services and the third sector developing sustainable communities.
2. Healthier Citizens – the main areas identified for improvement are: to reduce incidence of obesity, reduce the number of smokers and reduce alcohol dependency.
3. Ambitious and confident young people - the focus under this heading is to improve the life chances of children by supporting them and their families at the earliest possible stages and as required thereafter give all children in Moray the best possible opportunities to achieve their potential.
4. Adults living healthier, sustainable independent lives safeguarded from harm – the main areas identified are:-
 - a) Reshaping the support available for older people to ensure their needs are met to sustain active lives in the community and
 - b) Reduce the number of households in fuel poverty.
5. Safer communities – whilst recognising that Moray is a safe place to live, we need to do more to protect those most vulnerable and at risk and be proactive to ensure that communities feel safer in the years ahead.

2.2 For each of the 5 priorities a range of targets have been identified which aim to provide measurements of the outcomes we are seeking to achieve. The community planning partners will monitor performance against these targets and report on progress to the public.

2.3 Our activities to achieve these outcomes are supported within the corporate framework across human resources, financial management, procurement, risk management, health and safety, business continuity and performance management.

- 2.4 The Moray Council Corporate Plan sets out the Council priorities and actions for the delivery of Moray 2026 together with identifying the values expected across the organization and the context of the financial and performance challenges facing the Council in delivering these priorities.
- 2.6 The Moray Council Corporate Plan mirrors the priorities established in Moray 2026, but identifies the manner in which these will be delivered highlighting customer focus, community engagement, workforce culture, digital services, governance, financial planning and workforce planning as elements of work that will ensure success.
- 2.5 Development Services contribute to all these priority areas through proactive work associated with economic developments and community safety, but also by targeted approaches to enforcement and regulatory activity which supports the main priorities.

3 Development Services

- 3.1 Service Context
- 3.2 The Service has many roles, developing partnerships with business and local and national agencies to promote economic development, attracting external funding, assisting vulnerable groups with financial and welfare benefit issues and ensuring public health and community safety. It seeks to protect and enhance our environment, heritage and culture and enable opportunities for development and growth. The service ensures development in Moray is sustainable providing a safe and valued environment both now and in the future.
- 3.3 The service is committed to continuous improvement and places the customer at the centre of service provision.

Trading Standards	Building Standards	Environmental Health	Planning	
			Development Management	Planning and Development and Economic Development
Consumer Protection	Building Warrants	Food Safety	Planning Permission	Development Plan
Money Advice	Completion Certificates	Health and Safety	Listed Building & Conservation	GIS/CAG
Licensing	Dangerous	Public Health	Area Consent	Economic
		Animal Health		

Standards	Buildings	and Welfare	Planning	Development
Welfare	Enforcement	Pest Control	Enforcement	Environment and
Benefits		Dog Warden	S.75 & Condition	Biodiversity
Assistance		Contaminated Land	Monitoring	Carbon
		Abandoned Vehicles	High Hedges	Management and
		Community Safety	Hazardous Substance Consents	Climate Change
		Private Water Supplies	Consultee on Energy Consents (S.36 & 37 Applications)	Masterplans
		Housing Standards	Appeals to DPEA	Museums
		Houses in Multiple Occupation		Moray Economic Partnership

3.4 Planning and Development and Economic Development

- 3.4.1 The Planning and Development and Economic Development teams provide a key role in facilitating sustainable economic development through the production of the Local Development Plan, participation in delivery of Moray Economic Strategy in particular through proactive engagement with developers to remove barriers to development. The service works in partnership and co-ordinates corporate teams to deliver projects in the Moray Economic Strategy and in the Local Development Plan. The service undertakes work that supports the Moray Economic Partnership, the Sustainability and Communities Partnership, the Employability Partnership and Local Action Groups. The service maintains the Council's Geographical Information System (mapping) and Corporate Address Gazetteer (CAG), distributes and provides analysis of Census data, monitors and manages the performance of policies and the availability of housing and employment land and carries out Town Centre Health Checks. The Service also performs the role of Planning Adviser to the Local Review Body.
- 3.4.2 The service facilitates the provision of improved community infrastructure and regeneration. It provides support and advice to community groups, individuals,

businesses and other Council services on external funding and project delivery. It delivers Business Gateway providing advice and assistance to small and medium enterprises. It manages the conservation area regeneration schemes. It works with partners to support tourism events including working with other Council services to support the running of events. It promotes Moray as a place to invest. The implementation of the Tourism Strategy will be taken forward by the Moray Chamber of Commerce.

What we achieved in 2015/16

- 3.4.3 During 2015/16 the Planning and Development team made significant progress with the Local Development Plan (LDP), with the Plan adopted on the 31st July 2015, two months earlier than anticipated in the annual Development Plan Scheme. This was followed by a series of very well received awareness raising events for developers and community groups to aid understanding of new policy requirements and forthcoming actions. The team has been working collaboratively with developers and landowners to facilitate housing developments and assist with the implementation of new policies within the Plan. This includes the introduction of an early design advice service and the introduction of a Placemaking Quality audit which supports cross service discussion and identifying improvements to proposed development to achieve the Scottish Government aspirations for delivering high quality housing. Officers have worked with landowners and developers to progress large scale masterplans which provide land for housing, employment, education and recreational uses. This includes Findrassie, Elgin which has now been approved and early work on Dallas Dhu, Forres and Elgin South LONG. The Council's approach to longer term planning for housing land was recognised in winning an award in the Scottish Awards for Quality in Planning. Draft Supplementary Guidance on Developer Obligations, Rural Groupings and Conservation area appraisals for Cullen and Findhorn were prepared and drafts put out for consultation.

During 2015/16 the Economic Development Team delivered the following:

Moray Economic Partnership: The service coordinates and leads the work of Moray Economic Partnership; provided updated statistics and carried out analysis and review of the Moray 2023 ten year plan economic outcomes; promotion of the value of food and drink sector to the economy, investments made in flood alleviation, the value of the visitor economy, the growth of the creative sector in Moray and the benefits of apprenticeships. The work of the partnership has helped to raise the profile of Moray and through the work of partner organisation we have seen increased tourism, continued enquires for inward investment, facilitated the promotion and marketing of Buckie as a port for offshore renewables and developed the case for improvements of the A95.

Town Centres and Regeneration: Continued work to deliver the Elgin and Keith Conservation Area Regeneration Schemes (CARS) and continued preparatory work to develop a Forres CARS; as part of the Castle to Cathedral to Cashmere developed with partners and managed the Elgin Heritage

Experience is a programme of events, seminars and exhibitions. So far over 1692 visitors have participated in a range of events and activities including one of our signature events “A Very Victorian Christmas” which has involved 40 Volunteers and 37 school/college students;

Tomintoul and Glenlivet: Facilitated continuation of dedicated professional support from the Council, HIE and CNPA for the Tomintoul and Glenlivet Community Development Trust for a further 3 years; and assisted the community to acquire the Youth Hostel and the former museum (planned discovery centre) through community asset transfers and;

LEADER and EFF Funding: Facilitated the process to agree a Local Development Strategy for the LEADER programme 2014-2020; finalised all claims and settlement with the Scottish Government for the 2007-2013 Programme; closed off the European Fisheries Fund programme for 2007-2013; and worked with partners to establish governance for EFF 2014-2020.

Business & Sector Support: Working with Business Gateway and the Council’s Employment Support team, the team facilitated and has overseen payments to Moray business for the Youth Employment Scotland programme which has matching small and medium enterprises with recruitment advice and financial support. At the close of the programme in December 2015, 121 young people have been helped into employment; continued to support the Elgin Business Improvement District and Moray Towns Partnership; Business Gateway continued to out-perform its Highlands neighbours with advice and support for new business start-ups and businesses of growth. As of quarter 3 Business Gateway has assisted 227 businesses with advisory services and 103 start-ups have commenced trading. The BG team also held the second annual Moray Business Week in November in which over 450 participants attended including the Minister for Business, Energy and Tourism; continued to work with 32 other local authorities to establish Business Loans Scotland – A loan fund for small and medium sized enterprises; reviewed the operation of the Grampian Joint Venture Capital Fund with fund partners; facilitated the Council’s participation in the DCMS Broadband Business Voucher Scheme and Staff engaged with Digital HI (HIE) to facilitate maximum coverage of phase 1 of Broadband rollout.

3.4.5 **Food Drink and Agriculture sectors** of the economy, staff facilitated business participation in the Grampian Food Forum Innovation Awards and worked with Aberdeenshire Council, HIE & Scottish Enterprise to prepare a study of the Land Based Sector in NE Scotland, a new food and drink strategy was developed by the Grampian Food Forum in 2015.

3.4.6 **Visitor economy:** continued to work with the Chamber of Commerce, which has established Moray Speyside Tourism (MST) to take a lead role facilitating tourism development in Moray and assisting tourism business to attract visitors to the area. MST developed campaigns to promote the areas food and drink, coast and cycling, as well as promoting Moray as home of the real Macbeth. We reviewed Visitor Information roles and responsibilities and facilities with partners; updated the National Tourism Development Framework - Action Plan for Visit Scotland; facilitated visitor events with cross Council regulatory and logistic support for Piping at Forres, the World Orienteering Championships and

Culture Day; and the Museum Service was transferred into the team changing the focus of that service to develop the visitor economy of Moray. Reviewing work plans, budget and procedures. Maintained 5* accreditation from Museum and galleries Scotland. Exhibitions and events have been prepared focusing on science and energy.

- 3.4.7 **Skills Investment:** Supported the development of the Regional Skills Investment Plan and worked with employment training providers, Education and Social Services to devise strategic interventions for employability (people with multiple barriers to employment) and for poverty and social inclusion, skills investment will continue to play a key role in tackling employability issues and the economic development team will continue to provide support in this area..
- 3.4.8 **Operational improvements:** During the year work was undertaken making the following operational improvements: Created an application process with guidance to applicants for consideration of requests for funding support from the Councils' economic development budget; provided the Council with a model to establish a Rural Regeneration Fund using principle of participatory budgeting; provided with each funding case to the Economic Development and Infrastructure Services Committee a statement identifying all budget commitments and projections to facilitate decision making for budget authorisation; facilitated the Improvement Service to carry out the Economic Opportunities Programme Review of the Moray Council Economic Development activities and economic foot print to maximise the Councils impact of the local economy; and reported SLAED annual performance indicators to the Council so that it can compare its performance on Economic Development matters with other local authorities. The Moray Council produced an annual review of economic development activities across all services.

Key Drivers 2016-19

- 3.4.9 The focus for 2016/17 of the Planning & Development team is to work towards adopting a range of Supplementary Guidance documents, implement the Action Programme and facilitate development. This includes finalising Guidance on Developer Obligations and Rural Groupings and preparing new Guidance on Open Space and Wind Energy. On adoption these will form part of the statutory Local Development Plan. A review and update of Accessible Housing Supplementary Guidance will be led by housing colleagues. A Forestry Strategy will also be prepared identifying areas for potential new planting and economic development opportunities such as forest holidays and improved marketing of facilities.
- 3.4.10 The first stage of preparing the Moray Local Development Plan will begin in quarter 2 2016 with the preparation of the Housing Need and Demand Assessment which will be led by Housing, supported by Planning and Development.
- 3.4.11 Masterplans for Elgin South and Dallas Dhu, Forres will be completed in 2016 and adopted as Supplementary Guidance. The team will continue to

investigate and support facilitation of new employment sites, such as Barmuckity and Waterford in Forres. Further work to evaluate the effectiveness of sites will be undertaken and landowners contacted to ascertain their aspirations for sites.

- 3.4.12 Town Centre Health Checks will be undertaken and their results evaluated against previous years.
- 3.4.13 The Street Naming and Numbering process will transfer from Direct Services to Planning and Development, which is complementary to the CAG function. A new Webmap system will be launched and a programme of corporate awareness will be carried out to highlight the benefits of Webmap.
- 3.4.14 In 2017 the focus will turn more towards formal preparation stages of the Local Development Plan 2017 with the next Main Issues Report to be approved at the end of 2017, before extensive public consultation in early 2018. It is anticipated that officers from Planning and Development will become involved in the Cooper Park Masterplan. In 2017 early engagement will be carried out with key stakeholders, including Community Planning Partners and community councils. In preparing for the next local development plan it will be necessary for all Council services and Community Planning Partners to consider the long term impacts of economic and population growth and explore joint initiatives to provide efficient and effective service delivery in a sustainable manner.

Economic Development Team

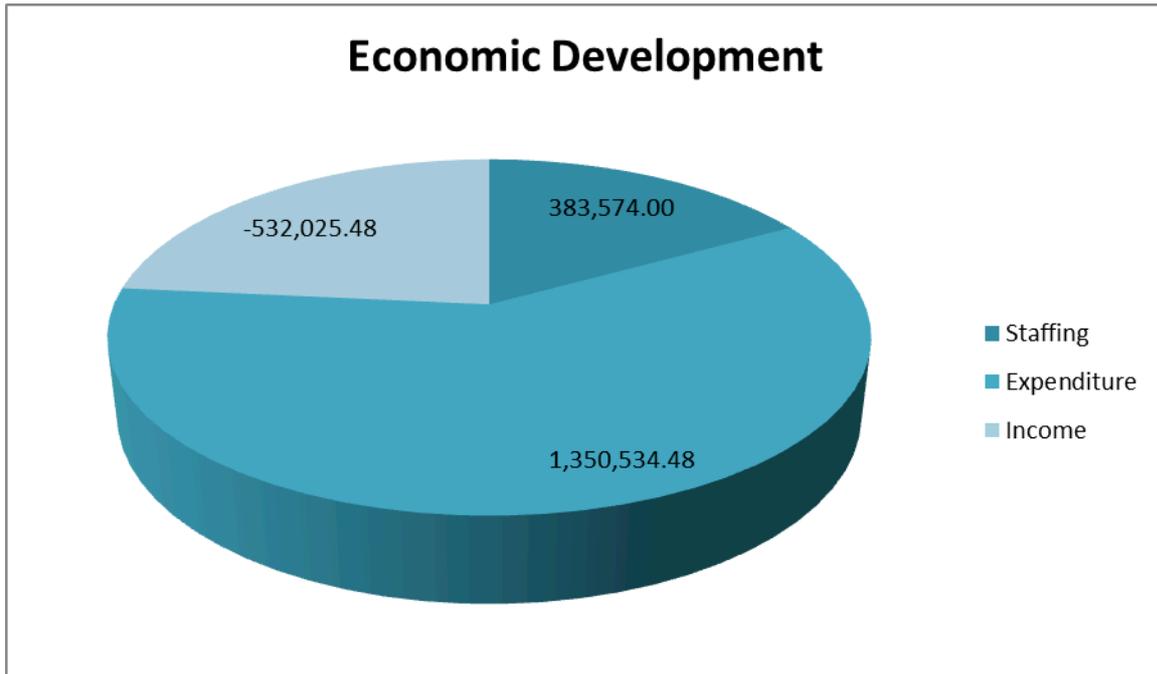
- 3.4.15 The focus for the Economic Development team will be to continue to support delivery of Economic Development by maintaining and growing the community's access to income and supporting infrastructure. Delivering the Elgin Heritage Experience project; working in partnership with Elgin Business Improvement District to deliver more town regeneration such as facilitating the redevelopment of town centre derelict sites; develop a town centre regeneration bid and implementation of priority elements of the Elgin City Centre Charrette and working with Community Planning Partners to develop EU funded strategic interventions to support business and communities; supporting visitor events including the Forres Pipe Band Championships and Findhorn Bay Festival.

Tasks to be undertaken include but are not limited to:-

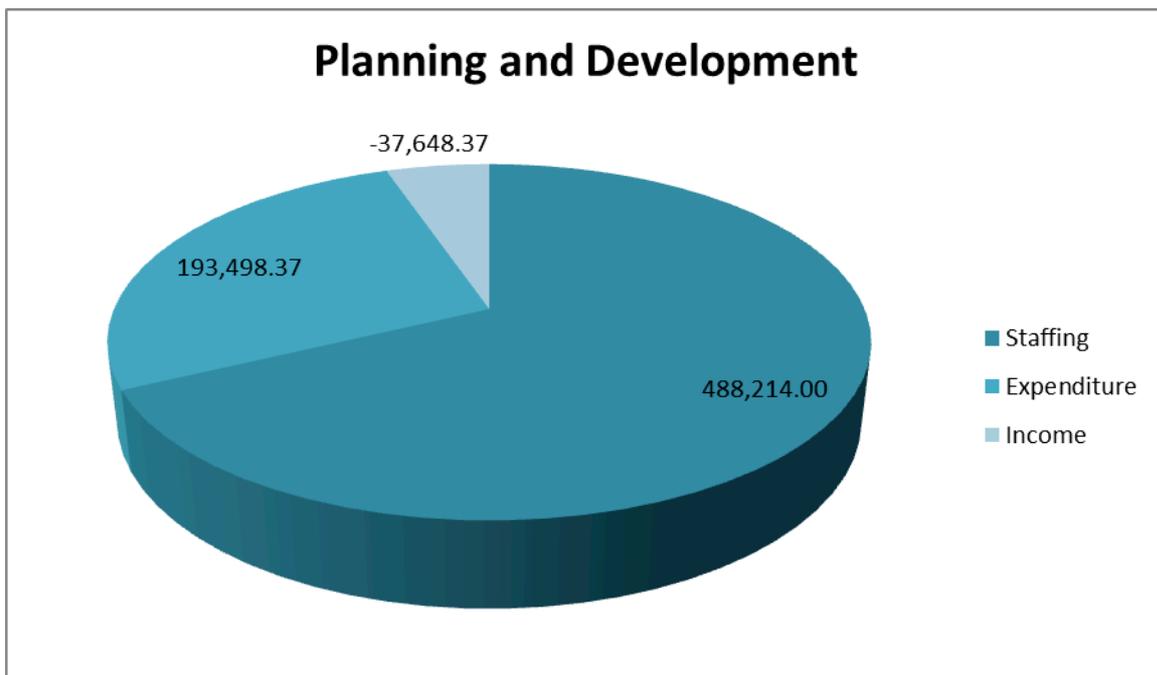
- 3.4.16 Closure of the Keith Conservation Area Regeneration Scheme (CARS); and complete work on the Castle to Cathedral to Cashmere by the close of 2016.
- 3.4.17 The Castle to Cathedral to Cashmere partnership initiative has raised over £400,000 for a heritage initiative which will bring over 1000 years of history to life through various mediums ranging from website with mobile technology, 3D interactive model, 3D high definition scanning, interpretation at over 25 sites, signage, public realm/access works to activity and events programme, involving more than 17 organisations with their volunteers - making Elgin & Moray a must

see destination, engaging more people in their heritage. The project is aimed at visitors and the community with an emphasis to encourage younger people to engage in their heritage. The programme will continue throughout 2016 featuring 3 key signature events which include Sword, Fire and Stone, a medieval themed event, Time Travellers, and due to the success of the inaugural event "A Very Victorian Christmas" will be organised once again.

- 3.4.18 Development and operation of New European Structural Investment Funds, which involve, business growth, loans etc;. Work will be required to support the audit of closed programmes for ESF, ERDF and Fisheries Fund. We will facilitate community groups to re-establish Doors Open Day during the last weekend of September as a local event and increasingly as an event to attract visitors from outside Moray. A review will be undertaken of the operation of Business Gateway Moray in comparison with other rural authorities including Argyll and Bute; work with MEP media services to promote Moray as a place to live, work and invest & work of the Moray Economic Partnership through various media including complete preparation work for "Its Moray" promotion in May 2016, Moray Christmas Campaign will continue and it will be necessary to procure Media Services for the Moray Economic Partnership 2017 onwards.
- 3.4.19 Coordinate events logistics of Council services for Piping at Forres and the Findhorn Bay Festival; continue support of the Tomintoul and Glenlivet Regeneration Plan, support establishment of LEADER 2014-2020 programme and Fisheries Fund programme 2014-2020.
- 3.4.20 Support groups to gain access to finance for the development of the Laich of Moray Landscape Partnership; the Pluscarden Abbey development and in light of the Council projected budget deficit develop a proposal for the Council regarding the future financing and delivery of the Museums service.
- 3.4.21 Key areas for development include the review of the Moray Economic Strategy which will include an analysis of economic data produced through SLAED performance reports and the work of the UHI on data trends in Moray. Establishing the vision for future economic growth and infrastructure provision necessary to enable that growth will be essential to enable the Council to present a robust case to Government to achieve a "City Deal" equivalent for Moray. Without similar levels of investment that has been seen in Inverness and Aberdeen city deals, Moray will be disadvantaged economically as a result of the lack of inclusivity in government funding models.



Total: £1,202,083.00



Total: £644,064.00

3.5 Development Management

3.5.1 The Development Management Section determines all planning applications, listed building & conservation area consent applications, provides a pre-

application advice service as well as giving out informal determinations as to whether or not planning permission is required. The service carries out condition monitoring to make sure all consents issued are implemented in accordance with the conditions imposed as well as monitoring S.75 legal agreements. All potential breaches of planning control reported are investigated by the Planning Enforcement Officer as well as assessing whether or not land is adversely affecting the amenity of the surrounding area to warrant an amenity notice being served. In addition this section responds to all the consultations issued by the Energy Consent Unit (S.36 & S.37 applications) within Moray and those that may have an impact on the Moray area.

- 3.5.2 The service is primarily a regulatory function that is essential to ensure sustainable economic development takes place with due consideration of planning policies. The service must also be seen as an enabling one that does not present a barrier to appropriate development and in doing so, must be responsive and sufficiently resourced to avoid unnecessary delay occurring in the planning process to support economic development.
- 3.5.3 The service is an essential element of the commitment within the Economic Strategy to ensure ease of doing business in Moray and the speed of processing planning applications is a target within Moray 2023. Performance has continued to improve for both householder and local planning applications with an increased focus on average timescales. There has been a levelling out of application numbers submitted especially in major applications but there has been a steady increase in the number of consultations issued by the Energy Consents & Deployment Unit (S.36 & S.37 applications) that have been responded to as well as dealing with subsequent appeals at Public Inquiry and by way of written representation.
- 3.5.4 There is a continued expectation by the Scottish Government that continuous improvements are made to support economic growth by delivering an efficient and high performing planning service. The Planning Performance Framework (PPF) is submitted to the SG annually and is used by authorities to showcase the improvements they have made to the service as well as being a vehicle for demonstrating how high quality, sustainable development is delivered on the ground. The 15 key performance markers which from part of the PPF is marked by the SG using a RAG rating (Red, Amber and Green) and feedback is provided to each authority. The remaining document is used for benchmarking purposes within the SOLACE family groups.
- 3.5.5 The Development Management team also work collaboratively with both Planning and Development and Economic Development on master plans that have been presented to committee, Castle to Cathedral, Elgin Bid and the CARS projects.

What we achieved in 2015/16

- 3.5.6 The service has continued to make significant improvements in 2015/16 with the average time for dealing with local development applications reducing to

7.2 weeks and householder applications reducing to 6.3 weeks. During this time we have carried out a survey of the desk duty service that we offer and undertaken a telephone survey to gather feedback from applicants, agents and other customers on the service that we provide to enable improvements to be focused in those areas that have been identified by customers. The target set of removing the last legacy cases during 2015/16 was achieved and there is only 1 application pending in the system over 12 months old which is subject to a processing agreement and pending the signing of a S.75 legal agreement. There has been close monitoring of all major applications to ensure that average timescales are not impacted on. There has been an increase use of processing agreements over the last year especially for local applications as well as major applications. Planning application numbers fell from the previous year giving a total of 954 applications received.

- 3.5.7 In terms of presenting items to the Planning & Regulatory Services Committee over the last 12 months we have held our first Pre-determination hearing for a National development to serve the Beatrice Offshore Windfarm (Electricity substation and underground cable link). This application was covered by a processing agreement and was dealt with in the 16 week target time. Planning conditions have been discharged and work has commenced. Other major planning applications have been dealt with by the way of a hearing/committee report for 278 houses in Lossiemouth, a dementia care facility in Elgin, Housing in Fochabers, Forres and Elgin. A major application for Maclan Distillery was also determined for warehousing and a Cooperage along with various quarries and wind farm applications. A significant amount of Principal Officer's time has been spent on a Public Inquiry for Hill of Towie following Committee's agreement to object to a S.36 application.
- 3.5.8 A total of eight reports covering Proposal of Application Notices have been presented to members as part of the procedure which has been designed to allow members to raise issues from their local knowledge to be passed onto developers before a major planning application is submitted. These cover a range of development proposals from solar farms to major housing developments (Elgin South and Findrassie) and also provide an indication of workload for Development Management.
- 3.5.9 Non application reports over the last 12 months have included reporting the feedback received from the Scottish Government on the Planning Performance Framework (PPF) as well as presenting PPF4 for submission to the SG. The Enforcement Charter has been reviewed and an update on activity has been carried out. Supplementary Guidance has also been prepared on windows and doors in Conservation Areas and on Listed Buildings to assist with giving members of the public guidance on how the Council deals with these types of development proposals. High Hedges Guidance has also been updated to reflect new guidance issued by the Scottish Government.
- 3.5.10 The service is committed to providing an efficient and high quality planning service which operates in the interest of the community and the environment. Having a responsive planning enforcement team is the key to ensure that

development on the ground is delivered as approved and to maintain the integrity of the Development Management process. In 2015/16 the service dealt with over 229 complaints in relation to potential breaches of planning control, 75% of which were dealt with within 10 weeks. The enforcement team will continue to strive to maintain performance at 80% during the next year.

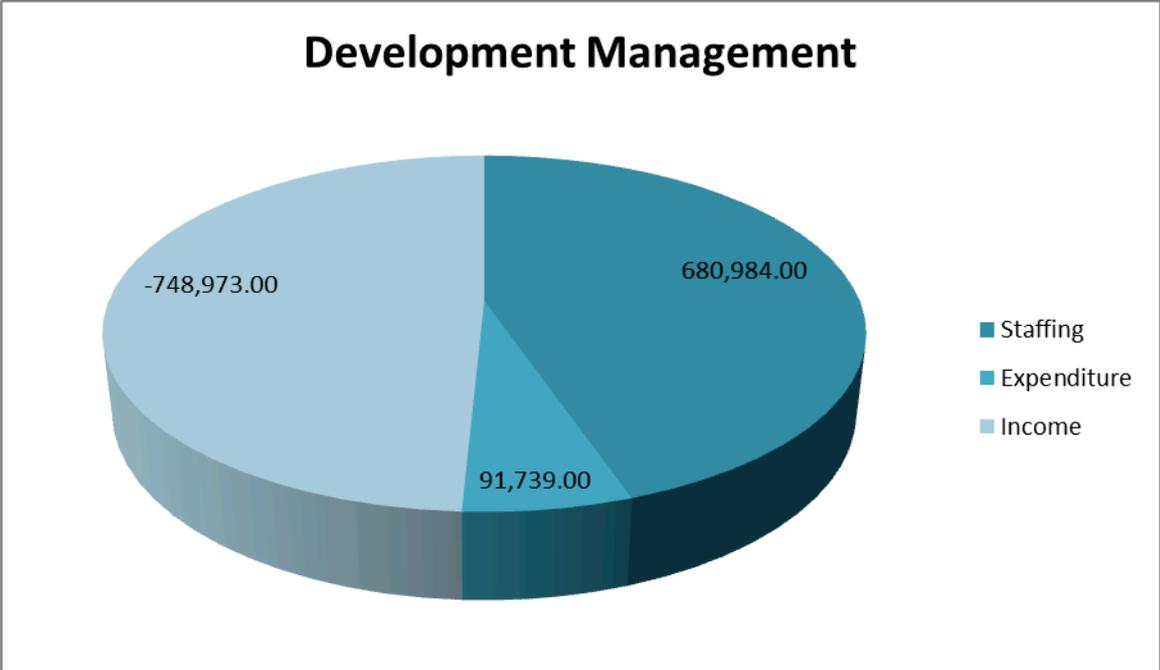
- 3.5.11 The Development Management Section began using the new Moray Local Development Plan Adopted in July 2015 which has a new focus of Place Making within the primary policies. A Quality Audit has also been introduced as a material planning consideration to be used as a tool to assist in improving design within development proposals with a particular emphasis on residential development over 10 units. So far the tool has assisted in layouts being revised creating better places for the future and this has been led by the Development Plans Team. The Cairngorms National Park Local Plan was also adopted in 2015 and is the second plan that is used to determine planning applications that fall within Moray but also in the National Park boundaries.
- 3.5.12 The service is represented on the Development Management Heads of Planning (HOPS) Sub-Committee meetings which are held quarterly, as well as attending the annual Cairngorm National Park protocol meetings. Moray has been placed within Group 2 of the SOLACE family benchmarking group which now forms part of the PPF review and provides an opportunity for shared learning and are helpful in making continuous service improvements.
- 3.5.13 Hazardous Substance Consent Legislation came into effect in 2015 with revised procedures for neighbour notification being implemented. Training to Members of the Planning & Regulatory Service Committee has been given. The Planning Committee Site visit procedures and site plans have been reviewed with information packs being introduced to enhance the determination process.

Key Drivers 2016-19

- 3.5.14 The Moray 2026 plan for the future sets out the context of Moray's economic ambitions. The target set for Development Management is that planning applications will be processed flexibly and pragmatically to support sustainable economic development, whilst safeguarding the natural and built environment. The target has been set for planning applications to be processed in 9 weeks up to 2026. This target has been met but maintaining it over the plan period will continue to be challenging with existing resources. In addition the Council is committed to working with its partners to maintain vital and viable high streets and town centres by developing working relationships with Elgin Bid.
- 3.5.15 The Planning Performance Framework (PPF) will be submitted to the Scottish Government in July 2016 and brings together the work undertaken by Development Management, Planning & Development and Economic Development. Development Management procedures are planned to be reviewed and updated to consolidate incremental changes that have occurred since e-planning was introduced in 2009. The data protection requirements

continue to be rolled out in accordance with a programme anticipated to last 18 months. The weekly list is under review and will be rolled out in the summer to include additional details and format to make it easier for the community to use.

- 3.5.16 Staff resources will continue to be an issue in 2016 as temporary officers have been recruited to fill maternity posts. This places a high impact on the need for supervision and training over the next 12 months and will have a significant impact on performance overall.
- 3.5.17 A review of planning conditions has been programmed in to be completed over the next 12 months to help with improving the enforceability of conditions as well as creating a new set of standard conditions that can be used by all officers within the service as well as consultees from Transportation and Environmental Health helping to improve efficiency.
- 3.5.18 A review of all S.75 Legal Agreements is underway with all information being captured within Uniform so that an ongoing monitoring report can be run ensuring that when triggers are reached for payments these are requested without delay. This has been a time consuming exercise and has been an additional pressure on existing resources.
- 3.5.19 The Elgin Charrette was delivered in 2015 and following on from this an Elgin Regeneration Action Plan has been prepared with 12 projects to be delivered in as a priority in the first year and is subject to an annual review. Budget pressures will inevitably impact on the deliverability of some of the individual projects if external finance cannot be sourced.



Total: £23,750.00

3.6 Building Standards

3.6.1 Building Standards determines applications for building warrants and provides verification of compliance on site through inspection and completion certificates. The purpose of the Building Standards system is to protect the public interest and is pre-emptive, designed to check that building work on both new and existing buildings meets the standards as set by building regulations.

These standards are intended to:-

- Secure the health, safety, welfare and convenience of persons in or about buildings and of others who may be affected by buildings or matters connected with buildings,
- Further the conservation of fuel and power, and
- Further the achievement of sustainable development.

3.6.2 The Service is also responsible for enforcement related to unauthorised work, defective buildings and dangerous buildings where there is a risk to the safety of persons in and around the building and to adjoining buildings.

3.6.3 Although the service is primarily a regulatory function, ensuring an effective and efficient service delivery is essential in order to aid rather than hinder development progress. The Building Standards service is an essential element of the commitment within the Economic Strategy to ensure ease of doing business in Moray. The speed of processing planning applications is a target within Moray 2023 and, equally, a robust, responsive and efficient building warrant process is necessary to compliment and support economic growth.

What we achieved in 2015/16

3.6.4 The number of applications has remained at a relatively constant level but the value of work has continued to increase with 96% of the previous year's total being received during the first three quarters of 2015/16. The significant increase in workloads and pressures resulted in a drop in performance and this is being addressed by recruiting to a long-term vacant post.

3.6.5 A further National customer satisfaction survey was carried out in 2015. Our overall satisfaction rating for the Service (6.9) was higher than the 2014 rating (6.5) although this was marginally below the national average rating (7.1). Our customer response rate was similar to the national average but the number of email contact addresses that we supplied for survey purposes was significantly higher than the national average and the number of responses was significantly higher than the national average.

3.6.6 In addition to the National survey a smaller but more focused local survey was carried out amongst our regular agents. For this we received a 31.7%

response rate. Overall, 75% were either very satisfied or fairly satisfied with the service they received. The survey covered general advice and guidance, case specific guidance and communication, professionalism and general satisfaction with the service.

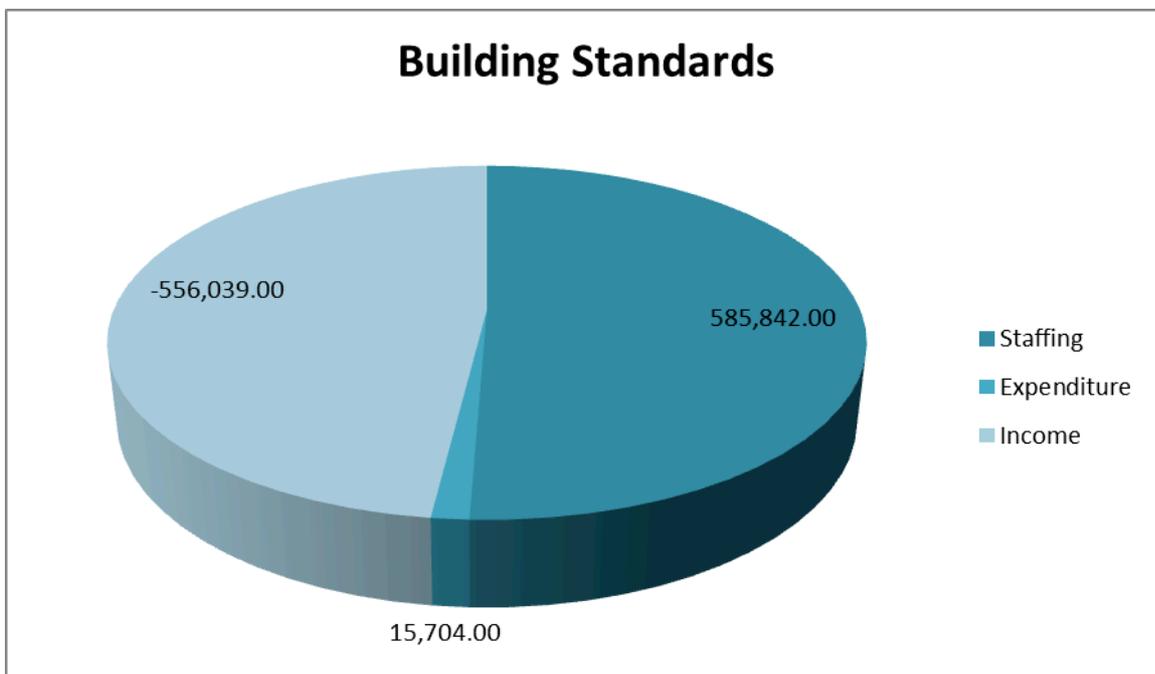
- 3.6.7 The Building Standards Charter was completely revised and updated to represent the current level of service that our customers should expect. There was also a requirement that this aligned with the National Building Standards Charter as part of the national Performance Framework to demonstrate the shared commitment to service levels and a consistent standard of quality across all 32 Local Authority verifiers. This provides an additional layer of customer charter to meet national frameworks which still complies with the Corporate provisions.
- 3.6.8 There is still no formal or mandatory benchmarking requirement for Building Standards in the National Performance Framework but the Building Standards Manager has successfully managed to set up a benchmarking group using the SOLACE family partners. As this commenced on 1 April 2015 figures for the full year are not available and therefore a detailed analysis has not yet been carried out. However, from the information that is currently available it is clear to see that Moray is in line with other Authorities regarding staff numbers and costs, fee income, performance and work load per case officer etc.
- 3.6.9 The preparation for eBuilding Standards continued throughout 2015. In addition to the pilot with agents for submitting applications by email a new member of the team fully adopted paperless assessment of building warrant applications for the complete process over the past 12-month period. This allowed us to further develop our systems and identify hardware and software requirements along with key areas for further development. This work was recognised by Scottish Government and resulted in an article in the September 2015 edition of the eDevelopment.Scot Newsletter.

Key Drivers 2016/19

- 3.6.10 The National performance Framework continues to be the main focus with year-on-year improvements being expected from Scottish Ministers. Continuous Improvement, increasing customer focus and consistency of service amongst all 32 Local Authorities being the key areas that influence the appointment of LAs as sole verifiers of the Building Standards system in Scotland. The current 6-year appointment period ends on 31 March 2017 and LA's must work together with LABSS to ensure that the verification service remains within Local Authority.
- 3.6.11 However, the Minister recently became aware of lengthy turnaround times and inconsistent approaches and interpretations of building regulations by some Local Authorities and instigated the Building Standards Division to produce a National Verification Performance Report. This report was based on evidence provided within the quarterly returns over an 18-month period and was given a

RAG rating based on the national average and other factors. It is expected that improvements will be made in areas where a red or amber rating was provided.

3.6.12 The national eBuilding Standards system continues to be developed and is on target to be operational by autumn 2016. It is mandatory that all LAs adopt the system. The Service now has the hardware in place but further work is required in association with ICT to identify, develop and rectify software issues. However the most significant impact on resources will come from the creation of new procedures and work practices associated with what will effectively be a new-look Service. There will also be a training requirement as the concept of assessing plans from an electronic screen is a completely new concept and staff will need to learn and adopt new skills. This may also have an impact on office space as staff may not be able to replicate the virtual office remotely. In addition, more than 60% of planning applications are received via the current on-line module and it is anticipated that a similar percentage of building warrant applications will be received from day one. This could impact on performance and will need to be carefully managed.



Total: £45,507.00

3.7 Environmental Health

3.7.1 Environmental Health delivers the Council's regulatory functions associated with food safety, health and safety, public health, housing standards, caravan sites, animal boarding, riding establishments, contaminated land, pest control, animal welfare, private water supplies, air quality and community safety.

3.7.2 The functions are statutory with an emphasis in the protection of public health making a significant contribution to Moray 2023 Priorities relating to a growing,

diverse and sustainable economy, Healthier Citizens, adults living healthier, sustainable independent lives, safer communities and Economic Development.

What we achieved in 2015/16

- 3.7.3 The comprehensive review covering the whole remit of Environmental Health was complete resulting in new procedures, practices and monitoring for food safety, animal services, housing, private water and caravan sites have been designed and implemented. The food safety programmed inspection data capture is now operational and roll out across the department continues ensuring all Environmental Staff and Admin support staff are supported throughout the changes to their individual work practices and procedures. Work continues with ICT on data capture device development across the rest of the work remit with Housing data capture currently being trialed.
- 3.7.4 Staff and post restructuring continues as vacancies and professional development opportunities arise. The section, has recruitment problems in relation to professional staff at the profession does nationally, and has recently successfully implemented a Graduate Student Environmental Health post that reduces qualification time from 4 years to 2 years.
- 3.7.5 There are 1285 food businesses registered in Moray with 153 new food businesses registering in the last year. The broadly compliant premises in relation to food safety continues to increase. 45 properties have been granted Private Water Supply grants in 2015 with 46 properties completing the works to upgrade their supply. Performance trends can be seen in Appendix 2.
- 3.7.6 Community Safety continues strong partnership working via the Hub with representatives from the Community Safety Team, Police Scotland, Scottish Fire & Rescue Service, NHS, Moray Alcohol and Drug Partnership, Registered Social Landlords and several Council sections. The Community Wardens have assisted Police in targeted crime prevention initiatives of Beat Doorstep Crime, After Dark initiatives, Schoolwatch patrols and Operation Avon programme. Wardens have investigated 624 complaints relating to neighbour disputes and have undertaken approximately 2000 hours of engagement activity. Wardens work with schools to target ASB issues involving pupils, problems with bullying and smoking, deliver talks on Child Exploitation & Online Protection. They engaged with pupils on a number of organised litter picks and launched Anti-Dog Fouling poster design competition, to help tackle litter and dog fouling. The Fair Travel Scheme has been re-launched which allows younger people access to a much wider range of facilities thus reducing the cause often cited for vandalism and other acts of ASB in their own areas. To date there are 134 young people signed up to the scheme.

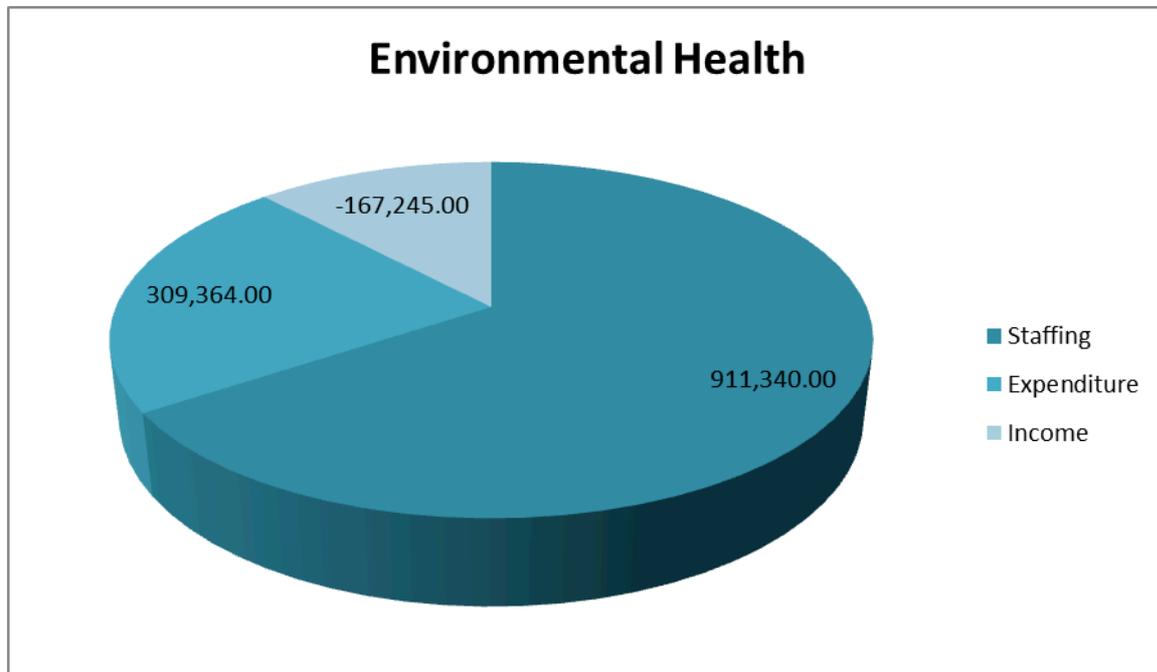
Key Drivers 2016/19

- 3.7.7 The focus for Environmental Health during 2016 is to consolidate the changes made during the review last year, continue to develop data capture and integration with back office software, continue to support EH and all support

staff with the new techniques and technology providing adequate time resource to bed in changes. We will continue to review the effects of the changes on staff and service performance and make the necessary refinements as experience and feedback dictates. This is pioneering work in this profession so there are no precedents to learn from, we are learning from the mistakes as this project continues.

- 3.7.8 The community safety hub redesign and review has concluded and the ongoing effects on all participants and work will be monitored to ensure the expected outcome is produced.
- 3.7.9 Recruitment issues continue and with an aging demographic in the staff this continues to be a concern. The service will focus on professional training and succession planning for the future anticipated EHO and technical officer retirements over the next coming 3 years.
- 3.7.10 Community safety will continue to develop the hub and work closely with all relevant partners to reduce the escalation of behaviour towards ASB. The wardens will continue to work with Police Scotland on the crime prevention initiatives planned for 2016/17.
- 3.7.11 Timely IT support is more critical now that all the Environmental Health functions progress to the data capture device and the service will continue to work with IT to ensure adequate support function is available at the times required by the service.
- 3.7.12 The Food Standards Scotland body is now in place and currently reviewing methodologies for risk assessing food business and potential provision of software to record inspection outcomes. The audit function of the Food Standards Scotland has been recently completed and in addition to reality checks during the audit, unannounced audits are to be introduced. This will cause disruption to the service in the short term during these unannounced audits as some planned work will have to be cancelled or delayed.
- 3.7.13 The EH team will continue to work closely with Planning and Development, Building Control, Trading Standards and the Legal section to assist these other sections to meet their PIs. Where these services are reviewing their procedures the EH team will participate as requested.
- 3.7.14 The EH team will continue to work with our external partners ensuring we meet the requirements of the Memorandum of Understanding currently agreed with NHS Grampian and Animal Health.
- 3.7.15 The EH team will continue to provide assistance and expert advice to the sections of the council that require this support to reduce the burden of employing external contractors by those sections.
- 3.7.16 The EH team will continue to support the Delivery of the Moray Council 10 year strategic plan in particular to assist Economic Development with their

regeneration schemes, provide support and advice to new businesses, provide support and advice to visitor events to ensure public health and safety.



Total: £1,053,459.00

3.8 Trading Standards

3.8.1 The Trading Standards service provides the regulatory function associated with consumer protection and consumer advice, licensing standards and also provide welfare benefits and a money advice service.

3.8.2 Trading Standards contribute to a number of targets in the Moray 2023 plan through their targeted enforcement activity on alcohol, tobacco, door step crime, consumer scams, illicit goods and their work with welfare and financial advice.

What we achieved in 2015/16

3.8.3 Trading Standards continues to focus on the issues that harm consumers and business (doorstep consumer crime, consumer scams, counterfeit and illicit goods, tobacco control and age related sales) using an intelligence led approach and by working closely with partners, particularly Police Scotland.

The service has had notable successes:-

- Successful prosecutions in two significant counterfeiting cases
- Proceedings underway against a business selling counterfeit vodka.
- Enforcement of tobacco legislation resulting in:-

- fixed penalties issued to an illicit tobacco seller
- fixed penalties issued to businesses selling tobacco to under 18s
- compliance with new requirements to cover up tobacco products at smaller retailers
- retail checks for counterfeit tobacco and alcohol
- disguised and unlicensed car seller prosecuted
- total of 15 individuals and businesses reported to the Procurator Fiscal
- providing assistance to vulnerable adults to protect them from scams, including provision of call blockers
- improving compliance by businesses making structural construction products

One counterfeit goods case included the first proceeds of crime action in relation to a trading standards case in Moray. The action for £8000 was carried out in partnership with Police Scotland.

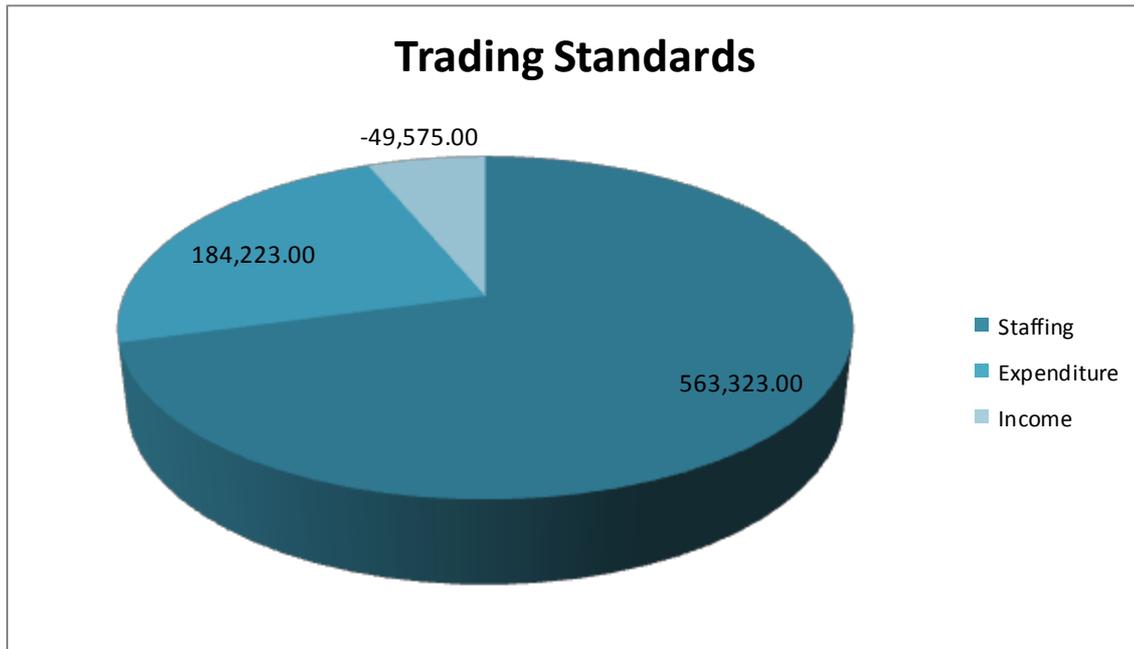
New legislation required design and implementation of new process for entry to premises using powers, petroleum storage licence / registration and licences to store explosive products (mostly fireworks).

3.8.4 The service had high levels of customer satisfaction:-

- 96% satisfied or very satisfied with consumer advice (51 responses)
- 97% satisfied or very satisfied with money advice (36 responses)
- 100% satisfied with welfare advice (117 responses)

Key Drivers 2016-19

- SOLACE / COSLA trading standards strategic review – options for service delivery through regional groups and a national service
- National trading standards priorities - consumer scams, doorstep consumer crime, illicit goods



Total: £697,971.00

4 How we perform

4.1 Performance management concerns everyone in Development Services. Every member of staff contributes in some way to the performance of the service through individual and team performance. How we perform is assessed in a number of ways-

- Key performance/statutory performance indicators
- Planning Performance Framework
- Building Standards Performance Framework
- Regulatory regimes
- Self assessment
- Local performance indicators
- Benchmarking
- Customer feedback
- Employee feedback

4.2 Key performance/statutory performance indicators

4.2.1 Planning and Building Standards have national performance frameworks. The service also contributes to SOLACE indicators associated with Trading Standards and Environmental Health, and the Scottish Local Authority Economic Development Indicators. Annually, it publishes performance reports which enable the Council to compare its performance with other Scottish Councils.

4.2.2 Performance and workload trends on key indicators for the Development Services are summarised in APPENDIX 2. The Planning Performance Framework feedback received from Scottish Government highlighted areas of

good practice including ongoing support for Economic Development engagement at pre application stage. The first Building Standards Performance Framework was received and identified areas for improvement.

- 4.2.3 Areas noted for improvement included delay in producing the supplementary planning guidance for developer obligations.

4.3 Self Assessment

- 4.3.1 Self assessment is used as part of the Public Service Improvement Framework (PSIF) approach adopted by the Council. PSIF self evaluations were carried out during the last year and the actions relating to this were completed in 2015/16.

4.4 Regulatory Regimes

- 4.4.1 The Council's Environmental Health Service is subject to scrutiny by the Food Standards Agency by regular audits. The Planning Performance Framework and Building Standards Performance Framework and Key National Indicators are reviewed by the Scottish Government and there is a procedure in place for financial penalties to be applied where a Local Planning Authorities performance is deemed to be unacceptable.

4.5 Local Performance Indicators

- 4.5.1 The Council has developed a performance management framework to ensure that appropriate scrutiny of performance is carried out. Development Services has developed outcome indicators within this framework. These are reported to Committees on a six monthly basis.

4.6 Benchmarking

- 4.6.1 Development Services have a range of benchmarking activities, some relate to national performance frameworks or SOLACE national indicators whereas others are designed to look at other local authority's methodologies and cost to seek to improve service delivery and share knowledge, as budget pressures increase this activity becomes more important to enable us to learn from best practice and recognise different approaches that can improve performance at reduced cost. Benchmarking across services such as Trading Standards, Environmental Health and Economic Development is not very mature and we will continue to work through the relevant professional organisation to develop these. Through the Heads of Planning Service, similar authorities have been placed into the SOLACE family groups with benchmarking meetings being held twice a year to share good practice and to review the PPF with a paired authority. In addition the five authorities that cover the Cairngorm National Park meet annually to help achieve consistency of process and to ensure the protocol is kept up to date. Trading Standards are represented on an Improvement Service / Money Advice Service National Steering Group set up to formulate common performance measures for money advice services

provided directly by Local Authorities, or through 3rd parties. These were introduced for financial year 2015/2016. The Society of Chief Officers of Trading Standards in Scotland (SCOTSS) has agreed a suite of performance measures and is working with APSE to collect and analyse service data. Moray is represented on a SOLACE/COSLA working group considering option for future delivery of trading standards services, including options for regional and national delivery. The Building standards manager has developed benchmark within the SOLACE family group in the absence of a national benchmarking system.

For Economic Development Scottish Local Authority Economic Development (SLAED) has been working with the Improvement Service to establish a set of performance indicators to help Local Authorities to identify the contributions they make to support the national and local economy through their activities. A project team has been established by SLEAD to improve the robustness of current measures and data collected. Staff will monitor the work of the project team and participate when possible. Moray is part of SOLACE benchmarking family group, with Perth and Kinross, North, East and South Ayrshire, Fife, Stirling and East Lothian Council in this benchmarking development process.

In respect of benchmarking for the Local Development Plan and policy making the Planning and Development team is now an active participant in the North of Scotland Development Plans sub-group, which reports to Heads of Planning Scotland (HoPS). The team will monitor any benchmarking initiative lead by HoPS.

4.7 Customer Engagement and Responsiveness

4.7.1 Development Services use a range of methods to gather customer opinion including online surveys, response forms, the complaints system and industry liaison meetings. The results are reported as part of our performance reports and feed into improvement actions for the service. Development Management have introduced a telephone survey to obtain feedback on the service across a range of agents and developers and will be used to enhance the service and make improvements. Feedback from developers on the work of the service has been positive citing the improved approach from planning. Community engagement in relation to the Local Development plan and master planning is being welcomed by the community as an opportunity to have an early input into proposals. The service has been involved in the community Engagement on the ten year plan, establishing and reviewing the objectives and targets to be met with the Moray Economic Partnership.

4.7.2 Examples of Improvements in the service in response to feedback in 2015/16 include:-

Development Management

In response to issues raised in complaints or through performance management we have introduced the following:-

A process for dealing with planning applications determined by the Planning & Regulatory Services committee has been established to improve performance and ensure deadlines are met similar to non-application reports.

Comprehensive review of S.75 legal agreements and ongoing monitoring system has been created.

Implemented On Line Data Protection Guidance.

Validation checklist updated to be used by applicants and developers – available on the website.

Weekly List has been reviewed and implemented to enhance the quality and order of the information provided.

Information packs are now provided with committee papers for all planning applications.

Planning & Development

By the nature of its work the Local Development plan team work with communities and key stakeholders developing policy and identifying land allocations for the local development plan. The outcome of such consultations is reflected in the final policy documents.

Engaged with the development community about the implementation of the Local Development Plan. The team will continue to meet with the main house builders in particular in Master planning process for specific sites.

This can be evidenced by the improved relationships and ongoing work developing masterplans with developers which will improve the quality of development on the ground and the speed of future planning processes.

Economic Development

The majority of projects delivered or assisted by the Economic Development Team have been developed in partnership with community groups and through public engagement. This includes, Elgin Charrette, Keith CARS, Leader Local Development Strategy, Forres Pipe Band Championships and Castle Cathedral Cashmere.

Building Standards

In response to customer feedback the team addressed the following issues to improve the process and assist agents:

Changed the format of the Technical Response letter to warrant applications that allowed applicants and agents an improved way of identifying points of non-compliance.

Developed the pilot programme with key agents for submitting building warrant applications electronically to assist with the national eBuilding Standards program.

4.8 Workforce Planning

- 4.8.1 Workforce planning is undertaken on an annual basis using the corporate template and takes account of the 3 corporate workforce priorities: workforce transformation and change, employee engagement and developing leadership capacity. Key workforce information is also reviewed as part of the process which includes data on employee demographics (e.g. numbers, age and gender profiles, turnover and absence), as well as consideration of a range of other information related to recruitment, planning, external and national developments, efficiency reviews and any other factors that may reshape the workforce in some way. The service plan reflects the key issues and actions arising from workforce planning activity and identifies gaps, actions required and proposed outcomes with timescales and officer responsibility.

The workforce planning process for Development Services has highlighted the issues as set out below:-

A low turnover of professional staff has been beneficial, however we have recently failed to recruit to an Environmental Health Officer post and have had low application numbers for other professional posts such as Building Standards. Over the next five years a number of officers will reach retirement age and options around trainees, graduate placements and career graded posts have been implemented to maintain the workforce and service provided. This will impact on performance as those on a career grade cannot provide the same level of service delivery that a fully qualified officer will achieve.

4.9 Risk Register

- 4.9.1 The risk register for Development Services has been reviewed and is attached in APPENDIX 3; the associated actions have been incorporated into the actions in APPENDIX 1.



What will we do in 2016/19	Who will do it?	What are our milestones?	Outcome
Implement National eBuilding Standards System and review procedures accordingly	Building Standards	National system to be live by August 2016	Increased efficiency, ease of access to service.
Continue and Improve Benchmarking with our benchmarking family leading to service improvements.	Building Standards	Ongoing	Improved efficiencies/ processes which will feed into future service plans
Year on year improvement against National Performance Framework targets ensuring no red markers.	Building Standards	Ongoing	Better customer service
Review Standard planning conditions	Manager (Development Management) (input needed from legal and internal/external consultees)	August 2016 – Transport September 2016 – Wind farm September 16 – Environmental Health/Contaminated Land/Private Water Nov 2016 Landscaping/Planting/Waste	Efficiencies in service
Update Buildings at Risk Register	Planning Officer (Listed Buildings & Conservation Areas) December 2016	Report to Committee on derelict Buildings and relevant proposed actions – November 2016	Identify successful interventions and protect local heritage.

What will we do in 2016/19	Who will do it?	What are our milestones?	Outcome
Review Development Management Procedures, since e-planning	Manager (Development Management)	September 2016 – produce timetable for implementation Implement March 2017	Efficient and consistent service delivery
Design Guidance – Shop Fronts & Signs	Planning Officer (Listed Buildings & Conservation Areas)	September 2016 Report to Committee January 2017	Certainty for developers
Continue utilisation and development of the hand held device and apps	Environmental Health and IT (development and procurement)	March 2017	Efficiency and consistency in service provision, all staff using new methods.
Implement change management plan to address workload issues across the range of functions in Environmental Health resulting in a more flexible team, increased support for food associated work and reduced work on contaminated land.	Environmental Health Manager	August 2016	Allocation of resources to area of greatest need
Contribute to the SOLACE / COSLA strategic review of trading standards, including options for regional and national delivery. Membership of steering group.	Trading Standards	July 2016 – Report to COSLA leaders Future milestones dependent on outcome of report to COSLA leaders.	New structure for delivery of Trading Stanadards

What will we do in 2016/19	Who will do it?	What are our milestones?	Outcome
Finalise and Adopt guidance on: <ul style="list-style-type: none"> • Developer Obligations; and • Rural Groupings 	Planning & Development Section	September 2016	Certainty for developers, funding for necessary infrastructure
Finalise and Adopt guidance on Open Space	Planning & Development Section	June 2017	Certainty for Developers
Finalise and Adopt guidance on Wind Energy	Planning & Development Section	April 2017	Certainty for Developers
Review and Update Accessible Housing Supplementary Guidance (led by housing colleagues)	Planning & Development Section	October 2016	Certainty for Developers, greater provision of bungalows.
Local Development Plan (LDP): <ul style="list-style-type: none"> • Prepare first stage of next LDP with Housing Needs & Demand Assessment • Prepare Main Issues Report 	Planning & Development Section	May 2017 December 2017	Wide level of community engagement on the main issues facing Moray to facilitate growth.

What will we do in 2016/19	Who will do it?	What are our milestones?	Outcome
Finalise and Adopt masterplan for Elgin South	Planning & Development Section	October 2016	Community engagement, strategic planning for infrastructure.
Adopt masterplan for Dallas Dhu, Forres	Planning & Development Section	June 2017	Community engagement, strategic planning for infrastructure.
Complete the transfer of The Street Naming and Numbering process will transfer from Direct Services to Planning and Development	Planning & Development Section	March 2017	Efficiencies in service provision
Launch a new Webmap system and a programme of corporate awareness will be carried out to highlight the benefits of Webmap.	Planning & Development Section	Ongoing	Efficiencies in service provision
Closure of the Keith Conservation Area Regeneration Scheme	Economic Development	June 2016	Report to ED&I on achievements.
Complete work on the Castle to Cathedral to Cashmere per the agreed programme	Economic Development	December 2016	Improve heritage, apprenticeship, increased footfall in town centre.

What will we do in 2016/19	Who will do it?	What are our milestones?	Outcome
Development and operation of New European Structural Investment Funds, which involve, business growth, loans etc.	Economic Development	Ongoing	Identification of European funding for projects.
Audit of closed programmes for ESF, ERDF and Fisheries Fund.	Economic Development	June 2016	Finalisation of programme.
Facilitate community groups to re-establish Doors Open Day during the last weekend of September as a local event and increasingly an event to attract visitors from outside Moray.	Economic Development	September 2016 then ongoing for 2017	Promote tourism and local heritage.
Develop and implement proposal for future financing of Museums service.	Economic Development	March 2018	Saving to Council budget and Safeguarding a museum service in Moray.
Review operation of Business Gateway Moray in comparison with other rural authorities including Argyll and Bute.	Economic Development	Commence 4 th Quarter, March 2017	Options for future service improvement .
Working with MEP media services promote Moray as a place to live work and invest & work of the Moray Economic Partnership through various media.	Economic Development	Ongoing Complete preparation work for "Its Moray" promotion in May 2016, Moray Christmas Campaign December 2016	Promoting economic growth

What will we do in 2016/19	Who will do it?	What are our milestones?	Outcome
Development procurement proposal for Media Services for 2017 onwards.	Economic Development	September 2016	Promotion of Moray
Develop and begin to implement an action plan to address issues identified in the 2014-15 SLAED performance report and related data sets. Review of Moray Economic Strategy and development of a vision to support bids for a "City Deal " equivalent in Moray.	Economic Development	December 2016	Set strategic direction and attract funding for infrastructure delivery.
Participate in Regional Skills Investment Board linking with HIE, SDS, Employability Partnership & Moray College to identify and facilitate provision of employers skills and training needs.	Economic Development	Ongoing	Improved employment opportunities and provision of a skilled workforce to meet local needs.
Develop a town centre regeneration bid and implementation of priority elements of the Elgin Town Centre Charrette: High Street vacant shops and accommodation above shops, bus station improvements, and signage.	Economic Development	August 2016	Potential funding for town Centre improvements.

What will we do in 2016/19	Who will do it?	What are our milestones?	Outcome
Coordinate Council input to events logistics of Council services for Piping at Forres, Findhorn Bay Festival.	Economic Development	June 2016 and September 2016	Increased tourism.
Support establishment of LEADER 2014-2020 programme and Fisheries Fund programme 2014-2020.	Economic Development	June 2016	Support for community projects delivering economic benefit
Support groups to gain access to finance for development at Pluscarden Abbey.	Economic Development	March 2017	Increased tourism preserving local heritage.

APPENDIX 2

KEY PERFORMANCE AND WORKLOAD TRENDS

Building Standards

Subject	2011/12	2012/13	2013/14	2014/15	2015/16
Building Warrant Applications	1109	1120	1147	1237	1136
Completion Certificate Applications	1266	1179	1147	1050	1102
Amended Plans received	2404	2200	2107	2185	2237
Letters of Comfort – Property Inspections	17	6	19	11	15
Letters of Comfort – Confirmation of completion	32	28	27	24	23
Enquiries	97	120	118	132	153
Dangerous Buildings	20	41	35	56	32
Enforcements	10	11	20	17	8

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2012/13	2013/14	2014/15	2015/16
					Value	Value	Value
ENVDV038 BS - Percentage of completion certificates dealt with within 20 working days	100%	99%	90%		86.3%	91.1%	84.9%
ENVDV039b BS - Average number of days taken to respond to Fast Track applications	10	11	12	7	7.6	8.8	8.7
ENVDV041b BS - Average number of days taken to respond to Mid Range criteria applications	15	16	18	14	14.3	13.2	17.8

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2012/13	2013/14	2014/15	2015/16
					Value	Value	Value
ENVDV043b BS - Average number of days taken to respond to Major criteria applications	15	16	18	12	14.6	11.2	18.8
Customer Satisfaction Survey Results % satisfied					100%	69.4%	72%
Number of complaints					2	0	1
Number of complaints upheld or partially upheld					0	0	1

Development Management

Subject	2011/12	2012/13	2013/14	2014/15	2015/16
Planning Applications	995	1108	1070	1167	961
Informal Determinations	519	539	574	554	496
Preliminary Enquiries	160	201	216	236	211
Enforcements	180	155	199	189	243
Desk Duty Enquiries			1203	1182	1591
Consultations	3823	4473	3873	4010	3647
Appeals	24	34	23	24	27

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2012/13	2013/14	2014/15	2015/16
				Value	Value	Value	Value
Average age of current outstanding applications (in days) at the end of the quarter/year				193.4	88.9	51.89	51.04
ENV DV132a DC - Percentage of all planning applications submitted online				43%	43.6%	51.7%	48.4%
SDS1ai DC – Percentage of householder applications decided within two months during quarter	80%	79%	64%	79.1%	94.7%	97.9%	97.3%
SDS1bi - Percentage of non householder applications decided within 2 months during quarter	50%	49%	34%	50.5%	70.3%	87.4%	88.1%
SDS1ci DC - Percentage of all applications	60%	59%	44%	58%	76.9%	90.1%	90.3%

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2012/13	2013/14	2014/15	2015/16
				Value	Value	Value	Value
decided within 2 months during quarter							
SDS2 DC - Average time (weeks) to deal with major applications determined during the year					98.1	13.1 *	20.0
SDS2 DC - Average time (weeks) to deal with local applications determined during the year					12.5	7.2 *	7.2
Customer Satisfaction Survey Results % satisfied	80%				75%	68.5%	84%
Number of complaints					20	30	20
Number of complaints upheld or partially upheld					6	7	5

*- From Scottish Government figures

** - From Scottish Government figures for Quarters 1 to 3

Trading Standards

Subject	2011 /12	2012/13	2013/14	2014/15	2015/16
Number of consumer complaints received (ENVDV202)	1,236	1,268	987	676	520
Number of business advice requests received. (ENVDV203)	197	206	273	130	172
Number of criminal investigations commenced (ENVDV209)	37	31	34	30	29
Number of new Money Advice Cases (ENVDV301)	530	449	427	330	261
Number of Welfare Benefit clients (claims and appeals) (ENVDV404a and ENVDV404b)		418	360	498	662

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2012/13	2013/14	2014/15	2015/16
				Value	Value	Value	Value
Percentage of clients who were 'very satisfied' or 'fairly satisfied' with the consumer complaint service (ENVDV201)	95%	94%	84%	96.1%	95.0%	100%	96%
Percentage of money advice clients who were 'very satisfied' or 'fairly satisfied' with service received (ENVDV300)	95%	94%	84%	98.6%	98.0%	100%	97%
Percentage of welfare benefits clients who were 'very satisfied' or 'fairly satisfied' with service received	95%	94%	84%		100%	97%	100%
Welfare Benefits - estimated				£1.6 million	£1,903,000	£2,017,000	£1,931,000

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2012/13	2013/14	2014/15	2015/16
				Value	Value	Value	Value
annual benefits gain to clients. (initial gains and appeals) (ENVDV405a and ENVDV405b)							
Number of complaints					6	0	2
Number of complaints upheld or partially upheld					0	0	2

Environmental Health

Subject	2011/12	2012/13	2013/14	2014/15	2015/16
Food Inspections	444	455	409	299	409
Health and Safety Inspections	239	126	90	19	6
Housing Inspections	127	221	162	174	204
Pest Control Routine Visits	256	228	252	240	233
Private Water Supply assessments	179	172	189	160	123
Pest enquiries/complaints	670	664	822	821	754
Animal Services enquiries/complaints	431	469	376	274	414
Public Health enquiries/complaints	215	247	234	225	261
Food enquiries/complaints	733	718	738	619	792
H&S enquiries/complaints	41	31	29	40	40
Abandoned Vehicle reports	129	117	114	84	144
Infectious Diseases	26	17	21	11	14
Accident Reports	35	25	29	13	0
Private Water Supplies enquiries/complaints	88	113	109	101	88
Licensing enquiries/complaints	386	431	408	223	120

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15	2015/16
				Value	Value	Value	Value	Value
ENVDV069a EH - Food Safety - percentage of Category A (6 months) premises inspected within time during quarter	100%	100%	79%	84%	95%	90%	100%	77%
ENVDV070a - Food Safety - percentage of Category B (12 months) premises inspected within time during quarter	100%	100%	79%	83%	92%	90%	90%	76%
ENVDV078a EH - Health & Safety - percentage of high-risk (12 months)	100%	100%	79%	74%	100%	88%	75%	0%

PI Code & Short Name	Current Target	Yellow Threshold	Red Threshold	2011/12	2012/13	2013/14	2014/15	2015/16
				Value	Value	Value	Value	Value
premises inspected within time during quarter								
ENVDV086 EH - Percentage of responses for high-priority pest control services which met the national target	90%	89%	79%	100%	100%	100%	88.2%	100%
ENVDV087 - EH - Percentage of responses for low-priority pest control services which met the national target	90%	90%	79%	98%	94%	94%	97%	88%
ENVDV070c EH - Percentage of registered food premises which are broadly compliant with food law.	80%	80%	70%		82.5%	78.7%	80.3%	76.7% of all food premises 88.4% of all rated premises *
Customer Satisfaction Survey Results % satisfied						100% (ASB)	94.1%	66.7% 96.7% (ASB) **
Number of complaints						5	4	7
Number of complaints upheld or partially upheld						3	4	1

*-All rated premises means all food businesses that have been inspected and risk assessed and all food premises includes all registered food businesses whether they have been inspected and risk assessed or not.

**-Customer satisfaction survey results are split to show the response for the two separate arms of the service i.e. Environmental Health and Anti-Social Behaviour (ASB)

THE MORAY COUNCIL DEVELOPMENT SERVICES RISK REGISTER

Date: April 2016

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
1	Political risks										
1.1	Failure to deliver on key strategies and priorities of the Ten year plan and Corporate plan.	<ul style="list-style-type: none"> Failure to deliver economic strategy and Development Plan prevents business growth, jobs etc. Impact on social health and environmental objectives Significant reputational risk 	3	5	15	<ul style="list-style-type: none"> Moray Economic Partnership governance structure and performance monitoring framework in place Strong partnership ethos and culture embedded in the partnership toolkit Council and committees monitor progress on delivery of priorities. 	2	5	5	<ul style="list-style-type: none"> Review of workplans and projects to prioritise limited resources available. Review of Moray Economic Strategy and consideration of the Council financial position. Developing vision for the future and identifying infrastructure needs. Seek funding support for growth from Government. Workforce planning for professional staff and recruitment 	JG
2	Financial risks										
2.1	Reduction in income due to declining development activity	<ul style="list-style-type: none"> Increases budget pressures Impacts on short term resourcing versus long term growth objectives 	5	5	25	<ul style="list-style-type: none"> Dealt with as part of the budget monitoring process Anticipated outcomes monitored and reported 	5	3	15	<ul style="list-style-type: none"> New approach to the local development plan and developer obligations, allocated sites and cost of infrastructure requirements need to be identified in advance. 	JG

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
									<ul style="list-style-type: none"> Establishment of Infrastructure group to strategically plan for efficient delivery of infrastructure for education, roads, housing and health seeking opportunities of partnership and shared asset base. Feed infrastructure strategy into the Asset Management Working Group planning cycle. 		
2.2	Budget Reduction Pressures	<ul style="list-style-type: none"> Failure to meet statutory obligations and business objectives Increased risk for public health/ safety and consumer rights issues Greater pressures on staff 	5	3	15	<ul style="list-style-type: none"> Financial planning within the council to recognises impacts on services and link cuts in budgets to efficiency and reduced service provision, in full knowledge of the implications of such cuts 	3	3	9	<ul style="list-style-type: none"> Ensure that where budget cuts are made that impact on service delivery the appropriate cut in service and workload is implemented. 	JG JG

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likelihood	Impact	Risk score		Likelihood	Impact	Risk score		
3 Human Resources (People) Risks											
3.1	Inability to recruit and retain well qualified and experienced staff	<ul style="list-style-type: none"> Rationalisation of workforce leads to loss of essential experience, expertise and 'corporate memory' Lack of specialist staff will lead to reduced service and increased risk to public health and consumer risk Standards of service, control and governance may be adversely affected Staff morale may be adversely affected Inability to meet statutory PIs 	5	4	20	<ul style="list-style-type: none"> Workforce Plan is in place Key posts identified so succession planning can be addressed CPD and ERDP are ongoing Adherence to national good practice and enforcement guidelines Management competencies included in workforce plan Leadership Development participated in 	4	3	12	<ul style="list-style-type: none"> Promote opportunities for staff to work on corporate projects to develop experience and understanding of the organisation Look for opportunities for graduate placement or trainees to overcome recruitment issues Development of career grades to recruit and train local people into professional jobs 	JG
3.2	Staff are unprepared for change and do not have the skills competencies or experience to meet future requirements	<ul style="list-style-type: none"> Inability to meet the demands of local government of the future and ensure secure continuous improvement of services 	3	5	15	<ul style="list-style-type: none"> Employee Review & Development Programme/PRD Employee Assistance programme in place for support Change Management plans and consultation, assistance from new Project Management Office ICT training for new technology (DBS) 	3	3	9	<ul style="list-style-type: none"> Ensure staff are engaged and supported throughout the change process 	CD(CS)

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
						<ul style="list-style-type: none"> Preparation and support for managers dealing with change 					
4 Regulatory Risks											
4.1	Inability to meet National performance frameworks and targets leading to failure to meet statutory responsibilities, hampered by poor technology solutions and inadequate budgetary provision	<ul style="list-style-type: none"> Slow business growth and development Risk public health and safety Increase consumer risk and vulnerability Significant reputational risk 	4	4	16	<ul style="list-style-type: none"> Appropriate resourcing and budget control for the levels of service required Benchmarking activities 	2	4	8	<ul style="list-style-type: none"> Ensure adequate resourcing of staff to meet demands or gain committee approval for reduced performance levels 	JG
5 Environmental Risks											
5.1	Contaminated Land affecting community and environment	<ul style="list-style-type: none"> Harm to human health Harm to environment, land, air and water Financial impact on Council for claims and remediation Adverse publicity 	4	4	16	<ul style="list-style-type: none"> Survey at risk sites Assessment of development proposals Implementation of Contaminated Land Strategy and inspection programme, based on risk to human health 	3	3	9		KASI

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
						Monitoring of identified problem sites					
5.2	Outbreak of Major Communicable Disease, Animal Disease e.g. Rabies, Foot and Mouth, deliberate release of Bacteriological, Chemical, Radioactive and Nuclear Agents.	<ul style="list-style-type: none"> • Potential risk to life • Health risks to community from contaminated water • Impact on economy and reputation 	3	5	15	<ul style="list-style-type: none"> • Cat 1 Responder under Civil Contingencies Act 2004 • Participation in desk-top exercises • Staff training • Contingency Planning • Liaison with Emergency Planning, NHS Grampian, Health Protection Scotland (HPS); Animal Health • Business Continuity Plans in place 	3	4	12	<ul style="list-style-type: none"> • Training for EH Manager • Established career graded post for Environmental Health Officers to address recruitment issues 	KASI
5.3	Major incident occurring in Moray that results in widespread structural damage to properties and places lives at risk	<ul style="list-style-type: none"> • Potential loss of life due to dangers arising from damaged building structures and failures 	2	5	10	<ul style="list-style-type: none"> • BSM and PBSO will adopt a co-ordinating and supervisory role in having buildings made safe, secured or demolished • Building Standards Officers will adopt site based duties initially inspecting and reporting to BSM/ PBSO • A CA/ WPO will be delegated to assist BSM/ PBSO for 	1	4	4		KS

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
						clerical backup <ul style="list-style-type: none"> • A rota system will be in operation to ensure a 24 hour presence following the initial situation being assessed and immediate concerns addressed • The BSM/ PBSO will assist and contribute to work of the Emergency Planning Team 					
6 Reputational Risks											
6.1	Expectations from external inspections are not met	<ul style="list-style-type: none"> • Censure • Adverse media coverage • Intervention 	3	5	15	<ul style="list-style-type: none"> • Service Plans • Performance monitoring • PSIF • Benchmarking and peer review 	3	3	9	Adequate resourcing and control mechanisms in place	JG

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
7 Operational Continuity and Performance Risk											
7.1	Temporary loss of office accommodation due to fire or disruption of electricity, heating or other services	<ul style="list-style-type: none"> Failure to provide statutory consents within timescales desired by users Inability to use and update computerised registration, and management system Inability of public to contact Development Services for help and guidance Loss of overall efficiency and performance 	3	4	12	<ul style="list-style-type: none"> In the event of a temporary loss of office space procedures would be implemented that include arrangements for The relocation of key staff to alternative office accommodation 	2	4	8	<ul style="list-style-type: none"> DBS has provided some flexibility through the provision of dedicated laptops 	JG
7.2	<p>Lack of control over confidential information, leading to...</p> <p>Leak of confidential information; i.e. mobile media (laptop computers, smart phones, pen drives, CDs or DVDs) being lost or stolen, misdirection of email. with sensitive data getting into the public domain</p>	<ul style="list-style-type: none"> Damage to clients / customers Breach of Data Protection legislation Censure / fine by Information Commissioner Reputational damage 	3	4	12	<ul style="list-style-type: none"> Corporate Information Security Policy now in place Information agreements in place with partners - OFT, CAS, Crown Office Government Secure Extranet (GSX) for secure transmission of email between public sector bodies Staff awareness 	4	2	8		<p>PA</p> <p>CD(ED P&I)</p>

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeli- hood	Impact	Risk score		Likeli- hood	Impact	Risk score		
	Hacking										
7.3	Loss of Enterprise Act action case; leading to... Claim by third party for legal costs, either during initial request for order, or on appeal	<ul style="list-style-type: none"> Financial loss - over £1m in complex cases in higher courts 	2	5	10	<ul style="list-style-type: none"> Legal actions considered in conjunction with Legal Services on a case by case (and stage by stage) basis to assess prospects of success and estimated costs Committee scrutiny required for major risks 	1	5	5		PA

No.	RISK Threat to achievement of business objective	Scope/ potential consequences of risk	Initial risk			Risk control measures in place	Residual risk			Risk control activity now proposed	Risk Owner
			Likeliho od	Impact	Risk score		Likeli- hood	Impact	Risk score		
7.4	Enforcement/ Judicial Review/ Appeals associated with Development Management	<ul style="list-style-type: none"> Significant cost associated with defending the Councils decisions 	5	4	20	<ul style="list-style-type: none"> Professional staff, legal advice, culture of learning and consistent approaches to Development Management 	2	4	8		BS
8	IT risks										
8.2	Bespoke software failure	<ul style="list-style-type: none"> Major disruption to service delivery Impact on PIs 	3	4	12	<ul style="list-style-type: none"> One dedicated member of IT available 	3	4	12		KASI

Head of Development Services

