

# Year End Head of Service Performance Report Planning Service (Environment Directorate)

*REPORT AUTHOR: HEAD OF PLANNING SERVICES*

*REPORT DATE: 23<sup>RD</sup> MAY 2014*

*REPORT PERIOD: APRIL 2013 TO MARCH 2014*

## **Introduction**

---

The Head of Service report is produced on a half yearly basis and provided to Executive Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted. The report is split into 3 distinct sections: -

**1. Improvement Priorities & Service Plan Monitoring** – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

**2. Internal and External Regulatory Reports** – this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

**3. Corporate Reporting** – this section summaries the performance in relation to corporate issues i.e. Sickness absence, Complaints

**Appendix 1- NSI & Improvement Target Performance Indicators** – summary table of the performance for the NSI and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

# 1. Improvement Priorities & Service Plan Monitoring

Report highlights for the year end 2013/14 are as follows: -

## **Improvement Priority – Environment – Sustainable development of land and resources - Pursue development of the Local Development Plan (LDP)**

LDP Delivery Agreement agreed by Welsh Government. Joint background studies with Wrexham commissioned and underway covering Housing Viability Study, Employment Land Review and Local Housing Market Assessment. Series of outline LDP Topic Papers produced and considered by Planning Strategy Group. Work progressing on the development of an LDP 'skeleton' plan to act as a benchmark for plan development. LDP Call for Candidate Sites publicised to allow interested parties to make representations for land to be considered as part of the LDP process.

### **Development Management**

The key priorities identified for Development Management for 2013–14 are summarised below:

- **Embracing the Welsh Government (WG) modernising agenda with its emphasis on sustainable development and economic growth through a proactive Development Management (DM) approach which encompasses changing culture and attitudes as well as changed priorities and procedures.** – The culture change is a continuous process which is measured by perceptions of the service as well as in its performance against recognised indicators. WG has for the next year (2014/2015) established a new set of performance indicators to measure sustainability (SDI's) and we have been working with them to develop a series of indicators which will identify a 'Good Planning Authority', concentrating more on quality of the overall service as opposed to speed of decision. It is envisaged that these will also come into effect in 2014/2015. Welsh Government has also issued guidance on the significance of supporting the economy through the planning process with the release of Technical Advice Note (TAN) 23 – Economic Development, in February, 2014. This change in emphasis is reflected in the change in culture towards the more proactive development management system which is addressed through the reference to training and procedures below.
- **Develop and continually review procedures through the DM Manual to ensure that they are 'fit for purpose' and provide for an efficient and effective service** – This is an ongoing process triggered by the types of initiatives and changes mentioned above as well as in reaction to service pressures and related performance issues. Following a review of the Enforcement and Appeal processes we have identified the review of the main Planning Application procedures in the DM Manual as a project to be undertaken with the LEAN team, to commence within the first quarter of the year 2014/2015. This is also timely in view of the structural changes which will follow the VFM initiative.
- **Ensure that the DM officers are fully trained on and can confidently apply the fundamental changes to service delivery following recent and forthcoming legislative changes** – Following the significant changes brought about by the Permitted Development amendments which came into effect in Sept. 2013 and the training of

officers (and Members) to adapt to these, we have revised our procedures with regard to the advice given to developers and members of the public. The emphasis is now on guiding enquirers onto the information available via our web service and adopting a more formal approach to written advice through the use of applications for Certificates of Lawfulness. Welsh Government has also within the last quarter consulted on a proposed Circular covering the 'Use of conditions in Development Management' and following our detailed response and suggested changes there will be an opportunity to embrace the new guidance to further adapt our procedures.

- **Question the delivery of some aspects of the DM service and explore opportunities for introducing charges for other aspects, to counter the efficiencies which will be required as a result of budget cuts** – The proposed LEAN project is mentioned above and it is envisaged that we will look in detail at, for example, the better use of electronic systems in drafting and issuing decision certificates to streamline the process and reduce the number of officers involved. Following an appropriate risk assessment we have already stopped sending acknowledgement letters on planning representations as the progress of planning applications can be tracked on our web site. We are shortly to give elected members notice that in their role on planning applications we will be communicating electronically with them, either directly or through Member Services. We have not progressed the initiative to introduce charges for non statutory services, pending reviews of the procedures undertaken and the structural changes which will follow current corporate procedures.
- **Maintain efficient service delivery and improved performance through the adaptations following service review and restructuring, particularly the introduction of area based DM teams, mobile working, a restructured Enforcement team and realigned Support Services** – Structural changes are to a large extent dependent upon corporate initiatives at the present time and the move to mobile working has been frustrated by difficulties with the Authority's external software provider and the knock on effect in relation to the council's own ITC service. These difficulties are being addressed but further significant changes will be required to adapt to the capture and monitoring of the additional information required by Welsh Government's new range of performance indicators. Nevertheless officers have been equipped with the technology to allow them to work remotely and they are encouraged to spend at least a day a week out of the office (in a structured manner).
- **Ensure that performance is monitored continually and that benchmarking with other authorities is carried out consistently to allow Flintshire to compare favourably and maintain a high profile which will encourage and facilitate appropriate new development** – Performance against the speed of decision indicators continues to be monitored on an individual officer basis with regular reports to identify issues and the short term adaptations to service delivery required to meet these. As part of its review of what makes a 'Good Planning Service' (and following the Williams review) WG is intending to apply formal benchmarking exercises resulting from the Planning Bill. WG also intends to standardise the approach to customer satisfaction surveys to ensure better consistency.

- **Ensure that the DM team is fully equipped and motivated to play a leading role in the provision of quality development in terms of good design and sustainability –** There is and will remain very much an ongoing process with regard to training in relation to design matters. Training opportunities (particularly those organised by the RTPI) are well attended and officers are encouraged to discuss proposals with their peers in order to establish a consistent approach to design and similar matters.
- **With others, develop an ITC system which has the capacity to facilitate and support the changes to procedures and performance management and which provides an accessible and user friendly recording and reporting system for service users –** A flavour of the changes currently required and those which are imminent is given in the commentary (relating to the bullet points) above. The changes instigated by Welsh Government in particular, will require a focused and coordinated approach where software providers will need to adapt our systems to meet the new demands and our colleagues in IT will need to afford us the necessary priority and resources to allow us to enhance our DM service. .

With regard to performance in relation to the **Statutory Indicators**, the number of planning applications received in Q4 2013/2014 (**300**) and Q3 2013/2014 (**286**) are down in relation to Q2 (314) but exceed the number for Q4 last year (270). The number of applications received within the year (**1179**) is a significant increase on the number received in 2012/13 (925).

Of the total of **1179** applications received and **1070** applications determined, the numbers below relate to the main categories :

Application Category	No. of Applications Received 2013/14	No. of applications determined 2013/14
Majors	<b>65</b>	<b>65</b>
Minors	<b>381</b>	<b>332</b>
Householders	<b>420</b>	<b>411</b>
Others	<b>313</b>	<b>262</b>

No direct comparison is possible with the previous year-end figures as the categories of development have been changed by Welsh Government for the purposes of completing the local planning authority Development Management performance returns. It is difficult to draw any firm conclusions from these figures, but the perceived increase in activity in the building industry continues. The reclassification of application types by WG, particularly in relation to applications for the discharge of planning conditions (which involves the approval of details following the grant of planning permission) can normally be determined well within the 8 week limit. This is reflected in the return for the 'Others' category of planning applications (**74.63%**) and the overall headline return (i.e. all applications) for the year of **72.43%** , an improvement on last year's figure (71.68%).

The Enforcement service continues to maintain its performance improvement against **PLA 005 – Enforcement cases resolved within 12 weeks**. Both returns, Q4 (**74.70%**) and 2013/2014 year end (**77.85%**) exceed the target (73%). Q3 (**71.9%**) narrowly missed the

target. With regard to **PLA 003 – Number of Appeals upholding the Authority’s decision** a low numerator (7 appeal decisions, five of which were allowed) resulted in a Q4 return of **40%**, this being reflected in the year end figure (**73.53%**), narrowly missing the (75%) target. In Q3 performance of (**55.56%**) was achieved (9 appeal decisions, five of which were dismissed). These appeal decisions, particularly those received in Q3 and Q4 will be analysed with elected members at a forthcoming meeting of the Planning Strategy Group.

Turning to the **Improvement Targets** reported in Appendix 1:

**PLA 004a – Percentage of Major applications determined within 13 weeks.**

Performance has slipped to **35.62%** against the target (40%) largely in view of the poor Q4 return (**16.67%**). In Q3 performance of (**50%**) was achieved. The relatively low denominator within this category of applications leads to an element of volatility in the results, particularly when it is considered that many of these decisions are subject to committee determination and legal agreements. These major developments are also often subject to detailed negotiation and amendment in order to secure good design and a positive recommendation, which is often more important to the developer than speed of decision. It is significant that WG has now dropped the 13 week period as an indicator as it never had a statutory basis in Wales as it does in England.

It is anticipated that the Ffynnon data will eventually need to be amended to reflect the WG indicators but there is currently discussion between the Planning Officers Society (POSW) and Welsh Government with regard to the relevance of applying an 8 week decision period (or indeed 13 weeks) to major developments, largely in view of the factors mentioned above and the developers willingness in most cases to accept the lengthy processing and thorough appraisal if it will lead to a positive decision. This is evidenced by the fact that very few major applications are subject to appeals for non-determination.

**PLA 004b – Percentage of Minor Applications determined within 8 weeks**

The 2013/2014 year end performance (**61.98%**) is a significant improvement on last year’s figure (47.38%) but misses the target for this category (66.00%). It is envisaged that the review of procedures mentioned above will further improve performance against this category, which will continue to be monitored carefully as it is seen as the main factor in achieving good overall performance. It should be noted that WG now combines the two categories of Minor and Householder in its Performance Indicators and it is another case where the Ffynnon data really needs to be amended to fall in line.

**PLA 004c – Percentage of Householder Applications determined within 8 weeks**

The 2013/2014 performance (**92.21%**) is a significant improvement on last year’s figure (73.82%) and exceeds the target for this category (91%).

**Planning Strategy and the Built Environment  
2013/14 Service Plan Priorities**

**Commission key LDP background studies to inform Core Strategy.**

Significant informal collaborative work with Wrexham, who are at a similar stage in their LDP, has resulted in the joint commissioning and procurement of several background studies including a Housing Viability Study, an Employment Land Review, and a Local Housing Market Assessment. All are key parts of the evidence base and will directly inform

the development of LDP policies relating to the amounts of employment and housing land made available via the LDP. Further key background studies are required and will come forward for example, discussions have taken place with Natural Resources Wales to scope the approach to commissioning a Strategic Flood Consequences Assessment.

**Adopt LDP Delivery Agreement and Community Involvement Scheme.** The LDP Delivery Agreement was agreed by the Welsh Government in February 2014 meaning that the plan's timetable was operational for the purposes of monitoring progress and conformity with the delivery agreement. Frustratingly however, the release of key information in the control of the Welsh Government that is critical to LDP strategy development has been delayed, which has impacted on the LDP timetable already. These relate to the release of the Inspector's report into the 2013 Joint Housing Land Availability Study, which was finally received almost six months after the Council's Statement of Common Ground was submitted, and also the late publication of 2011 based Household Projections which were over six months later than their original expected publication date. Both of these factors will be referenced in an update to Welsh Government on LDP progress and timetable.

**Undertake LDP Visioning exercise and establish LDP Member Training Programme.** This process will build on earlier workshops with Members held in January 2013 and will use the evidence base to begin a process with Members to set a vision and direction for the LDP strategy, developing options that can then be tested further against the evidence as well as being discussed with key stakeholders and Town and Community Councils to seek their views. There will also be a need to plan specific workshops/training sessions with Members as specific studies are completed e.g. Housing Viability Assessment, to give Members an understanding of the outcomes of the study and the evidence it provides to support plan policy development. The outcomes from these sessions will also inform the ongoing work of the Planning Strategy Group on the plan.

**Produce Sustainable Development Guide.** This is an important piece of guidance as there have been some significant amendments to national policy relating to sustainable development which have post dated adoption of the UDP. A specific Guidance Note no. 20 Sustainable Buildings has been produced and considered by the Planning Strategy Group and awaits final adoption following final public consultation. Along side this and on the same theme of sustainable development, a Guidance Note relating to One Planet Developments has also been produced and considered by the Planning Strategy Group.

**Approve all UDP Supplementary Planning Guides.** All but two draft Supplementary Planning Guidance Notes have now been considered by the Planning Strategy Group. The outstanding notes relate to Advertisement Control and Extensions to Dwellings and will be taken to the next available Planning Strategy Group to then be publicised with the other SPGs for final public consultation and then adoption. Their adoption serves the dual role of supporting UDP policies, whose use will extend beyond the 2015 end date of the plan, as well as forming the basis for guidance to support the LDP when it is adopted and replaces the UDP.

**Complete of the Holywell THI phase II.** The capital programme for the Holywell THI is now complete in relation to all of the phase II schemes that had been successful in applying for and securing funding. Further complementary schemes are being brought forward in Holywell utilising regeneration funding. A cabinet report will follow completion of all schemes which will review the success of the scheme highlighting the significant achievements in terms of heritage restoration of key buildings in the town as well as providing retail and residential floor space within the town centre.

**Implement and maintain progress on Flint THI and ensure strong relationship to Flint masterplan ambitions.** The Flint THI is now fully established both as a heritage repair and regeneration scheme, and also as part of delivering improvements emanating from the Flint Master Plan work. Many schemes are now coming to fruition including those completed during quarter 4 at 3 & 4 Market Square and Mcaskills. A significant project is underway in one of the oldest buildings in the town centre to restore the Old Sessions House on Church Street which when finished will represent a real landmark building and exemplar advert for the THI project.

**Built Heritage Conservation Strategy (including funding for Building Repairs Grant).** The development of a Local Heritage Strategy remains a priority as it will bring together work already underway in relation to buildings at risk, buildings of local interest, and conservation area appraisals and the development of management plans. Given the likely review of the role of Cadw the development of a Local Heritage Strategy will resume once any proposals are published for consultation and the implications fully understood at the local level.

**Implement Buildings of Local Interest policy.** A draft list of candidate buildings has been drawn up for assessment under the policy and these will be prioritised for consideration.

## **Countryside and Natural Environment 2013/14 Service Plan Priorities**

**Explore further collaboration with Denbighshire County Council over tree management.** The Tree Officer has undertaken some development work for DCC and looking at the potential to formalise an agreement to undertake some case work there.

**Develop an emergency response plan to manage a widespread outbreak of Ash dieback disease. Progress phase 2 of Better Woodlands Wales (BWW) on Countryside Sites.** Officers attended a seminar for the latest developments with ash dieback and convened a meeting to develop a response plan for the county. Information on Ash die back has gone on the FCC website to inform the public. Work on FCC countryside sites under BWW was completed.

**Undertake ground truthing of wildlife site surveys, as part of the Planning Improvement Grant following the mapping work undertaken by Cofnod.** Enfy's Consultancy was commissioned to undertake ground truthing surveys of 40 wildlife sites and 2 brownfield site surveys, under the Planning Improvement Grant and is complete.

**Biodiversity project work in partnership e.g. Dee Day Invasion.** The Big Dee Day-The Invasion took place in June 2013 to tackle invasive non-native species across the Dee catchment from estuary to Snowdonia; raising awareness, recording and also providing volunteering opportunities. It was a successful event with a well attended breakfast launch and 17 different volunteering actions taking place over the 2 days.

Flintshire has also been successful in obtaining funding for Planting for Pollinators and working with education and leisure, projects are currently going forward in school grounds and open spaces this year.

**Coed Cymru project work in Partnership e.g. Forest schools, living Landscape.**

The Coed Cymru Officer has been involved in the establishment of Forest School at Merllyn

and Mountain Lane and a new business/ trading arm to deliver Forest School Training in North and Mid Wales and NE England (Plas Derw Outdoor Education and Training). Stronger links have been forged with CAIA Park (social enterprise) and the Countryside Team. The Coed Cymru Officer has overseen the establishment of community orchards, coastal school and forest school teacher training programme

**Further develop and promote the NE Wales biodiversity partnership for closer collaboration on LBAP Implementation projects.**

Biodiversity and Countryside officers have been involved in partnership with NRW, Chester Zoo and Bourne Leisure in the release of Sand Lizards at Gronant and Talacre. Bionet, the North East Wales Biodiversity Partnership continues to meet twice a year with the meeting followed by an afternoon workshop.

The River Alyn Himalayan Balsam project; successful control from source to Mold is attributed to the high volunteer and partnership effort. The project is moving downstream from Mold working with the landowners and angling clubs and involved over 350 hours of volunteer time including corporate volunteers from NRW. This project contributed to the successful Dee INNS Project Resilient Ecosystem Fund bid and a project officer is now in post with NWWT.

**Progress conservation status and support/advise other FCC departments on SSSI management. Work towards the Natural Environment and Conservation team taking a lead role in the Authority's owned SSSI's. Deliver outputs in NRW core and conservation grants.**

The FCC Ecologist has attended DEFRA's Great Crested Newt and Planning Task and Finish group as the Welsh representative and gave a presentation to the RTPi seminar on biodiversity. Countryside successfully completed annual management agreements with NRW to progress SSSI status.

**Develop Coastal Improvement Programme, and work to develop a management regime for the path and produce a Dee Estuary vision for Coast Park.**

The Flintshire Coast Park prospectus has been completed but needs Council endorsement. This project has produced a vision for the park and includes visitor, community hubs along the estuary, and ties in with the Green Infrastructure action plans.

WG have funded a further two years on the Wales Coast Path, focusing on community loops and links. £55K was successfully attracted

**Deliver year 1 Heritage Lottery Funded (HLF) work programme for Wepre Park.**

The Wepre Park HLF project year 1 has been completed with significant improvements to landscape works at the front of the park. An officer has been recruited to HLF project manager to deliver the 3 year programme, funded through HLF monies.

**Progress the work of the Halkyn Ranger and deliver year 2 of Aggregate Levy Wales's limekiln project. Deliver RDP programme and work with the Grosvenor Estates in the management maintenance of the mountain. Secure funding for the Halkyn Ranger 2014/15.**

The limekiln consolidation project is complete. This was funded by the Aggregates Levy for Wales to £175K. Further funding for interpretation and heritage trails has been allocated through RDP and is ongoing with completion by summer 2014. Further funding has been applied to through RDP to extend the heritage work. Funding has been secured for the ranger 2014/15



## **Ensure active engagement with AONB and in particular work to develop a Joint Council.**

A new governance structure to manage the extended area of the AONB has been agreed and the new Joint Council will be set up 2014.

## **Deliver education and awareness programmes for schools, plus an Annual Events Programme.**

All events have been held as set out in the new style Countryside Calendar, including attendance at the Flint and Denbigh show and Talacre festival of light. The Coed Cymru Officer has overseen the establishment of community orchards, coastal school and forest school teacher training programme. The annual Big Dee Day took place in September with a breakfast launch held at the Sea Scout Hut by Connah's Quay Dock.

Volunteer hours – 3591 (excluding events such as Dee Days)

Number of school Children involved in events / education programmes – 596

External income £310K

## **Progress countryside and coastal partnerships and agreements managing green space and countryside sites in Flintshire.**

FCC has entered into a new partnership with Amphibian Reptile Conservation ARC. The two organisations will share a ranger to progress protected site management for amphibians and ensure that we are meeting our duty to safeguard these species.

## **Minerals and Waste Shared Service for North Wales Service Plan priorities for 2013/14**

**Improve liaison arrangements at operational minerals and waste sites across the Region.** The Service has increased its attendance at site operational, restoration and ecological management meetings, in part prompted by a need for operators to comply with conditional requirements highlighted as a consequence of chargeable site monitoring. This improves Customer relations and ultimately ensures a higher quality development and minimises adverse impacts on the amenity, restoration, water resources, agriculture and wildlife. Public liaison groups are also regularly attended and operators have been encouraged to set up new site liaison groups where these have not previously taken place or otherwise had lapsed. New groups have been established at Ballswood Quarry in Wrexham and at St George Quarry in Conwy. These have immense public relations value and give a mechanism for the community to engage with a site operator to be better informed about issues affecting the area around a given quarry.

## **Renew Service Level Agreement for the Service from April 2014 onwards.**

Revised funding options are being explored based on assessments of time spent on each partner authority area to make future arrangements fair and affordable against a backdrop of efficiency savings identified in each respective partner authority. The service is seeking to retain full membership of the existing partners and to continue with its existing structure and funding model if possible. Against a difficult backdrop of partner authority budget constraints, most of the partners are committed to continue with the service in the spirit of collaborative working. Negotiations continue to take place to secure their continued partnership with the service.

**Progress Regional Technical Statement for aggregates in line with Welsh Government timescales.** A steering group and a Client group was established to drive the

preparation of a first revision to the Regional Technical Statement for aggregate (crushed rock and sand & gravel), which will inform the LDP process on future need and provision for aggregates. Timescales and a programme to prepare the document was established over an ambitious 12 month period in the financial year, and a final draft was provided to Members of each local authority for endorsement in March 2014.. The majority of Councils in Wales have endorsed the document, including Flintshire at Cabinet , to enable the formal publication of the RTS and for Welsh Ministers and Welsh Government to issue a Ministerial Statement and letter of clarification on the status of this document for development management and preparation of LDPs.

**Ensure all minerals and waste sites are monitored at least once per year.** Site visits to key operational quarries and landfill sites are pre arranged into a fixed programme, and letters issued to operators advising them of the scheduled dates to ensure that key staff are available to assist with answering technical questions and be made aware of non-compliance. These visits also provide an income stream, and generated just over £24,000 monitoring fee income for the financial year. A target for the following year is to improve the frequency of visits and the coverage of non-operational and smaller sites.

**Increase the Service's presence at relevant Town and Community Council meetings.** The service is actively encouraging attendance at Town, Community and other public liaison groupings to explain the detail or impact arising from existing and proposed minerals and waste development and answer technical questions to assist the respective bodies in providing informed planning consultation responses, and to assist with wider public engagement. Presentations have been made to Gwernymynydd and Halkyn Joint Management Board with respect to major landfill and quarrying proposals.

**Ensure that the Service is prepared for the receipt of interest in unconventional gas exploitation.** This is an unknown area of potential future activity. A number of the partner authority areas contain Petroleum Exploration Development Licences issued by the Department of Energy and Climate Change (DECC), and interest is being expressed by licence holders which may result in planning applications for unconventional oil and gas exploration, appraisal and development coming forward. This is against a backdrop of intense media and environmentalist interest in unconventional land based hydrocarbon exploitation, and it is vital that the service is prepared to manage such interest and be able to deal with informed technical issues. The service has a representative on the national Planning Officer Society group who liaise with Government and the Local Government Association, and key trade and industry bodies. An officer has also attended an industry specific day seminar to assist understanding of emerging issues with these technologies and the regulatory and public relations matters that arise. A particular issue for the following year is to develop the provision of information and management of public relations. For example, a recent exploratory gas well application in a rural location in Wrexham resulted in excess of 1700 objections and significant media misinformation, and resulted in a refusal contrary to officer recommendation. This highlights the need to provide training and information to Members and Community Councils. Such training is to be rolled out in the following financial year.

## 2. Internal and External Regulatory Reports

Final recommendations of the internal audit into the use of Section 106 Agreements are being implemented following presentation to Audit Committee in September. Internal audit of the Minerals and Waste shared Service has been completed.

The Planning Service has been selected in the first tranche of Value for Money reviews and will report its findings in December 2013.

## 3. Corporate Reporting

### Complaints / Compliments

No. of complaints	Service area	Percentage responded to in time
7	<ul style="list-style-type: none"> <li>• Enforcement – 1</li> <li>• Development Management – 3</li> <li>• Conservation -2</li> <li>• Countryside - 1</li> </ul>	75%

Given the complexity of some of the complaints received, we have been unable to provide a response within the prescribed timescale. The service is also currently developing a procedure to enable better recording of compliments received by officers.

### Sickness Absence

Days lost Q3	Days lost Q4	Days lost per FTE Q3	Days lost per FTE Q4	Total days lost per FTE Q1 to Q4	Directorate Average (days)
95	171	1.46	2.66	10.71	13.88

### Employee Turnover

Headcount	No of staff leaving Q3	Q3 staff turnover	No of staff leaving Q4	Q4 staff turnover	Total turnover Q1 to Q4	Total turnover Q1 to Q4 Environment
69	1	1.44%	1	1%	1.44%	80 (8.78%)

## Employee Appraisals

35 of 68 employees have appraisal information captured on the i-Trent system which equates to 51% of the workforce. This will be actioned and improved upon within 2014/15 as the new Portfolio structure is rolled out.

## Data Protection Training

### DATA PROTECTION TRAINING FIGURES

Mandatory posts	Completed	Percentage
48	32	67%

The remaining posts will receive this training in the remainder of 2014 to comply with the Corporately set deadline.

## Appendix 1 - NSI & Improvement Target Performance Indicators

### Key

<b>R</b>	Target missed
<b>A</b>	Target missed but within an acceptable level
<b>G</b>	Target achieved or exceeded

The RAG status of the indicators for Q4 are summarised as follows:



The RAG status of the indicators for the cumulative position for Year End 2013/14 are summarised as follows:









Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous quarter. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG Q4	Change e.g. Improved / Downturned (Note 2)	Cumulative RAG status Year End 2013/14	Commentary
PLA/004a The percentage of major planning applications determined during the year within 13 weeks.	IMP T	40.63%	40%	35.62%		Downturned		See Section 1.

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG Q4	Change e.g. Improved / Downturned (Note 2)	Cumulative RAG status Year End 2013/14	Commentary
PLA/004b The percentage of minor planning applications determined during the year within 8 weeks.	IMP T	47.38%	66%	62.05%		Improved		See Section 1
PLA/004c The percentage of householder applications determined within 8 weeks.	IMP T	73.82%	91%	92.46%		Improved		See Section 1
PLA/006b The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year.	IMP T & NSI	33.18%	25%	22.44%		Downturned		The differential in absolute terms does not represent a significant fall in the delivery of affordable units. Proportionally there appears to be a more severe drop but this is due to slightly less affordable units being delivered and a greater number of homes being completed overall. It is also the case that there were more gifted units provided this year than in the previous year which will also have had an effect on absolute numbers. here are twice as many affordable homes in the pipeline for next year than the return for 2013/14 shows.

## WELSH LANGUAGE

<p>Welsh Language Skills Audit: Percentage complete</p>	<p>37.65% for the Directorate</p>
<p>Please give narrative updates on the following questions:</p>	
<p>What is your capacity to deliver the following bilingual services ?</p> <ul style="list-style-type: none"> <li>• Electronic Signatures bilingual?</li> <li>• Out of Office Messages bilingual?</li> <li>• Letters bilingual or in preferred language (preferred language recorded)</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic Signatures bilingual – Guidance has been issued to officers via Notes message that explains the importance of the use of bilingual signatures. A link was provided to the bilingual tool on Infonet to translate electronic signatures.</li> <li>• Out of Office Messages bilingual - Guidance has been issued to officers on out of office messages via Notes Message that also included a standard translated message that also allowed for emergency contact details to be translated and added</li> <li>• Letters bilingual or in preferred language (preferred language recorded) – All letters are logged onto the Corporate Mail Logging system which allows for language preference to be captured. Any letters received in Welsh are sent for translation immediately if required and monitored to ensure replies are in preferred language. Audit of all standard letters to ensure all available bilingually. Control point established within the Directorate to ensure all publications are produced bilingually and all displays are bilingual. Website monitored to ensure both Welsh and English pages are updated.</li> </ul>
<p>Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.</p>	<p>As well as the above guidance has been issued on bilingual answering of telephone calls with a suggested standard bilingual greeting that is used for live as well as voicemail/answering systems. Officers have also been provided with a list of fluent Welsh speakers who are willing to help with pronunciation queries or general advice. Customer facing staff have also received specific training and have access to specific officers to provide advice in Welsh. The guidance also forms part of our useful information to Managers and employee on the Directorate Infopoint pages.</p>

<p>What has been done to identify opportunities to encourage and support others to adopt practices which promote equality between the Welsh and English languages and develop action plans?</p>	<p>Policy requirements are discussed at the outset of any major project or policy change.</p>
<p>How is the Welsh Language Scheme integrated into your service planning?</p>	<p>Welsh Language Scheme requirements are set out in the Directorate Plan that are then cascaded into the Service Plans. Monitoring of requirements is undertaken by the Directorate Link Officer who regularly reports into DMT on compliance. The officer also monitors complaints and makes recommendations to service areas to rectify issues with non-compliance. The officer has also ensured compliance with the Scheme timetable and also provided resource to carry out the Welsh language skills audit and analyse the results of the language skills of officers.</p>



**EQUALITY – please give narrative update – short paragraph only**

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<ul style="list-style-type: none"> <li>• Diversity and equality training needs are identified as part of the appraisal process. The Customer Service training programme also includes a module on equalities.</li> <li>• The Planning pages on the website have been updated to capture and refresh all service information thereby increasing accessibility to the service.</li> <li>• Complaints are monitored to inform service improvement.</li> <li>• Extended service delivery through Flintshire Connects to allow more locally accessible services.</li> </ul>
<p>Please list E impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>Initial scoping of vfm in terms of Planning service review identified as requiring full EIA to be carried out by HR</p>
<p>Please list the systems in place in your area to monitor the diversity of customers.</p> <p>Please give an example of how monitoring data has been used to improve services or identify and reduce barriers to accessing services within your area of responsibility.</p> <p>Have you put in place any initiatives to capture equal monitoring data so that you are able to better understand the profile of your customers?</p>	<p>Customers visiting reception are invited to complete equality monitoring form.</p> <p>Twice yearly monitoring consultation exercise with customers that captures equality information. Analysis has confirmed that the application process is neutral in terms of equality.</p>

<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within your area of responsibility.</p>	<p>Front facing employees all aware of the language line facility and how translation facilities can be accessed</p>
<p>Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?</p>	<p>Attendance at Town and Community Council meetings, County Forum, LSB. Various Planning Focus Groups and Member training.</p>