



# Fife Council

## Planning Performance Framework

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2017/18



# Contents

1. Foreword .....	4
2. Introduction .....	5
3. Driving Improved Performance: Self-Assessment of Progress Since PPF6 .....	6
Driving Improved Performance.....	6
Promoting the Plan-Led System .....	8
Simplifying and Streamlining.....	9
Delivering Development .....	10
4. Qualitative Narrative and Case Studies.....	11
Quality of Outcomes.....	11
Quality of Service and Engagement .....	12
Governance .....	12
Culture of Continuous Improvement .....	13
Case Study 1: Dunnikier Maltings, Overton Road, Kirkcaldy.....	15
Case Study 2: Customers .....	18
Case Study 3: Celebrating Fife's Built Heritage .....	21
Example A: Conservation Area Appraisals & Management Plans .....	21
Example B: Built Heritage CPD/Training Sessions for Development Management.....	24
Example C: Cupar Conservation Area Regeneration Scheme (CARS) & Townscape Heritage Initiative (THI).....	26
Example D: Kirkton Old Church & Historic Graveyard Community Heritage Regeneration Project .....	30
Case Study 4: FIFEplan Delivery Programme .....	32
Case Study 5: Digital Transformation .....	37
Case Study 6: Workforce Development .....	42
5. Service Improvements.....	46
A: Delivery of Service Improvement Objectives 2017-2018.....	46
B: Service Improvement Objectives 2018-19.....	49
6. National Headline Indicators .....	50
A: NHI Key Outcomes - Development Planning.....	50
B: NHI Key Outcomes – Development Management.....	53
C: Enforcement Activity.....	53
D: NHI Key outcomes – Commentary .....	53

7. Scottish Government Official Statistics.....	54
A: Decision-Making Timescales - All Applications .....	54
B: Decision-Making Timescales - Local Reviews & Appeals .....	54
C: Context .....	54
8. Workforce Information .....	55
9. Planning Committee Information.....	57
10. Supporting Evidence .....	58
11. Contact & Communication .....	59

# 1. Foreword

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by **Cllr Altany Craik**  
Convener- Economy, Tourism, Transportation &  
Strategic Planning Committee.

I am pleased to introduce our Planning Performance Framework for 2017/18. This is now our 7th such annual report from our Planning Service, setting out our continued performance during that year.

The Plan for Fife, our Local Outcome Improvement Plan, recognises the key role that Planning and Planners play in shaping the future of our places and assisting Fife's community planning partnership in developing thriving places across Fife.

This Framework is published annually to demonstrate our continuous improvement. Year on year improvements are made across a range of areas including providing a good customer service, training and developing our staff and utilising digital solutions to deliver greater efficiencies, all of which assist in improving performance.

The adoption of FIFEplan, the Local Development Plan in September 2017, is an important milestone. The Planning Authority is actively engaged in helping to deliver the new development proposals to develop thriving places. 20,000 new homes are needed over the next 10 years, bringing economic opportunities across Fife and helping meet the needs of a rapidly changing population. We are working collaboratively to plan and deliver new schools, sustainable routes and roads.

The Framework demonstrates the range and quality of improvements delivered over this year. I look forward to seeing continued performance improvements through 2018/19.



## 2. Introduction

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Planning Performance Frameworks are published and submitted to Scottish Ministers by all Planning Authorities in Scotland annually. This, our 7th version, sets out our improved performance and through case studies demonstrates the quality of service which we deliver.

Fife Council's planning objectives include achieving sustainable development, supporting business investment, and providing a supply of attractive housing and employment land to meet Fife's future needs. The way we do this mirrors our ambition to continually improve the planning service and take on board suggestions from customers.

This Planning Performance Framework sets out examples of how planning in Fife is embracing the digital transformation, works collaboratively with others focusing on development delivery, celebrates and promotes Fife's built heritage, and demonstrates how we are passionate about the further development of existing staff and attracting the next generation of planners into the profession.

The Plan for Fife, the [Local Outcome Improvement Plan](#), provides clear direction within which planning plays a significant role in shaping Fife's future.

The Service's commitment to improving both performance and quality demonstrates our commitment to becoming a truly excellent planning service. It also outlines the steps we are taking to develop our staff and ways of working so we can be resilient in dealing with the financial pressures all planning authorities are experiencing. We believe we are on course in our journey of being a planning service which listens, considers, and responds to what our customers say.

## 3. Driving Improved Performance

### Self-Assessment of Progress Since PPF6

The following table provides a summary analysis of how we consider Fife Council is performing and the progress we are making in relation to the performance markers identified by the Scottish Government. The coloured RAG rating highlights our self-assessment of our performance within the PPF7 period with the RAG status for PPF6 as published in the Scottish Governments feedback report shown as text to allow a comparison to be made.

No.	Performance Marker	RAG Rating	Source/Evidence
1	<b>Decision-making:</b> continuous reduction of average timescales for all development categories [Q1 - Q4]	(Red in PPF6)	<p>Over the period 2017/18 a number of improvements have been implemented with a focus on speeding up decision making across all applications. This has resulted in a significant improvement in respect of major applications, as well as an improvement on local applications. Further improvements are needed in respect of decision making times related to minor applications. An ongoing challenge, is resilience.</p> <p>The implementation of Uniform Enterprise in managing our planning applications case load has been a key improvement in electronic workflow management, managing work flows and assisting with capacity planning between officers.</p> <p>The benefits arising from the implementation of these process improvements are evidenced improved productivity and an increase in the speed of decision making as evidenced from our performance in Q1 of 2018/19.</p> <p><b>Evidence: National Headline Indicators and Case Studies 1 Dunnikier Maltings, Kirkcaldy; 3A Conservation Area Appraisals &amp; Management Plans; 3B Built Heritage CPD/Training Sessions for Development Management; 4 FIFEplan Delivery Programme; &amp; 5 Digital Transformation.</b></p>
2	<b>Processing agreements:</b> <ul style="list-style-type: none"> <li>offer to all prospective applicants for major development planning applications; and</li> <li>availability publicised on website</li> </ul>	(Green in PPF6)	<p>All applications are project managed.</p> <p>Processing agreements continue to be promoted and offered and in February 2018 this was extended to all applications, not just a focus on majors.</p> <p>Information about <a href="#">processing agreements</a> is published on our website.</p> <p><b>Evidence: National Headline Indicators, Fife Council website and Case Studies 4 FIFEplan Delivery Programme; &amp; 5 Digital Transformation.</b></p>
3	<b>Early collaboration</b> with applicants and consultees <ul style="list-style-type: none"> <li>availability and promotion of pre-application discussions for all prospective applications; and</li> <li>clear and proportionate requests for supporting information</li> </ul>	(Green in PPF6)	<p>A formal pre-application process continues to be promoted and provided. The take-up of pre-application advice has trebled from 2% - 6% since PPF6 (50 cases in PPF6 up to 138 in the PPF7 reporting period).</p> <p>Information on our <a href="#">pre-application process</a> is published on our website.</p> <p>Clear and proportionate guidance to prospective applicants is provided to assist applicants in submitting comprehensive information at the point of submission. This includes a <a href="#">Validation Checklist, SUDS Guidance</a> and <a href="#">HoPS Guidance</a>.</p> <p><b>Evidence: Fife Council Website and Case Study 1 Dunnikier Maltings, Kirkcaldy.</b></p>

No.	Performance Marker	RAG Rating	Source/Evidence
4	<b>Legal agreements:</b> conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	(Amber in PPF6)	<p>Joint working with Legal Services is starting to improve the speed of finalising legal agreements. There were a number of very large and complex agreements dealt with within this period. Wherever possible, work commences in parallel with the later stages of an application's assessment.</p> <p><b>Evidence: National Headline Indicators - Planning/Legal Agreements and Case Study 1 Dunnikier Maltings, Kirkcaldy.</b></p>
5	<b>Enforcement charter</b> updated / re- published within last 2 years	(Green in PPF6)	<p>Enforcement Charter Updated March 2017</p> <p>Our <a href="#">Enforcement Charter</a> has been revised and is up to date. We will review and update this within the PPF8 reporting period following the outcomes of the Planning Bill relating to Enforcement.</p> <p><b>Evidence: National Headline Indicators and Fife Council Website.</b></p>
6	<b>Continuous improvement:</b> <ul style="list-style-type: none"> <li>progress/improvement in relation to PPF National Headline Indicators; and</li> <li>progress ambitious and relevant service improvement commitments identified through PPF report</li> </ul>	(Amber in PPF6)	<p>Significant improvements have been made across the headline indicators as has been evidenced.</p> <p>A Planning Improvement Plan has been implemented, flowing from our Service and Directorate Change Plan. This is monitored through the Planning Managers' regular meetings and is shaped and developed by staff input through huddles and team meetings.</p> <p>The improvements identified in PPF6 have all been implemented as demonstrated in Section 5A – Delivery of Service Improvement Objectives 2017 - 2018. While implemented, 4 of these objectives have additional ongoing actions and so are carried forward to the PPF8 reporting period. The PPF7 improvements reflect and are derived from our Improvement Plan; with a focus on digital transformation, process improvement, and developing our workforce.</p> <p><b>Evidence: Delivery of Service Improvement Objectives 2017-2018, National Headline Indicators table and Case Studies 1 Dunnikier Maltings, Kirkcaldy; 2 Customers; 3A Conservation Area Appraisals &amp; Management Plans; 3B Built Heritage CPD/Training Sessions for Development Management; 3C Cupar Conservation Area Regeneration Scheme (CARS) &amp; Townscape Heritage Initiative (THI); 3D Kirkton Old Church &amp; Historic Graveyard Community Heritage Regeneration Project; 4 FIFEplan Delivery Programme; 5 Digital Transformation; &amp; 6 Workforce Development.</b></p>

## Promoting the Plan-Led System

No.	Performance Marker	RAG Rating	Source/Evidence
7	<b>Local development plan</b> less than 5 years since adoption	(Amber in PPF6)	Fife Council adopted <a href="#">Fife's Local Development Plan</a> (FIFEplan) on 21 <sup>st</sup> September 2017.  <b>Evidence:</b> <a href="#">National Headline Indicators</a> and <a href="#">Fife Council Website</a> .
8	<b>Development plan scheme</b> – next LDP: <ul style="list-style-type: none"> <li>on course for adoption within 5 years of current plan(s) adoption; and</li> <li>project planned and expected to be delivered to planned timescale</li> </ul>	(Amber in PPF6)	As per the adopted plan, FIFEplan 2 is project managed and programmed to be adopted within 5 years of the current adopted plan. Further LEAN process management sessions are programmed for later in the PPF8 reporting period to update the process mapping to reflect the changes emerging from the Planning Bill.  <b>Evidence:</b> <a href="#">Development Plan Scheme</a>
9	<b>Elected members engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	N/A  (N/A in PPF6)	This stage pre-dates the reporting period for PPF7. Nevertheless elected members are engaged and kept informed throughout the LDP process through Members' briefings and workshops, <a href="#">Fife Council website</a> , <a href="#">twitter</a> and the <a href="#">Development Plan Update (E-Bulletin)</a> .  <b>Evidence:</b> <a href="#">Members' briefings and workshops</a> , <a href="#">Fife Council website</a> , <a href="#">Twitter</a> , and <a href="#">Development Plan Update (E-Bulletin)</a> .
10	<b>Cross sector stakeholders* engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>  <i>*including industry, agencies and Scottish Government</i>	N/A  (N/A in PPF6)	This stage pre-dates the reporting period for PPF7, nevertheless all stakeholders and key agencies are engaged and kept informed throughout the LDP process. This stakeholder engagement has been strengthened within the PPF7 period through the development of the <a href="#">LDP Delivery Programme</a> .  <b>Evidence:</b> <a href="#">Case Study - FIFEplan Delivery Programme</a> .
11	<b>Regular and proportionate policy advice</b> produced on information required to support applications.	(Green in PPF6)	<a href="#">Policy advice and guidance</a> for our customers and stakeholders is continually reviewed and updated. The level of service provided and whether advice is proportionate and meets customers' requirements is monitored through our <a href="#">Customer Survey</a> . Customer feedback allows us to identify areas where we can further improve and feeds into lessons learned sessions and the LEAN process. All our current <a href="#">Development Frameworks</a> are published on our website.  We have also updated and published another 2 Conservation Area Appraisals and Management Plans in the PPF7 reporting period. This forms part of the ongoing review of all conservation areas in Fife to ensure guidance is updated and current to provide certainty for development management and our customers. 43 out of Fife's 48 conservation areas now have Conservation Area Appraisals and Management Plans.  <b>Evidence:</b> <a href="#">Fife Council website</a> and <a href="#">Case Studies 1 Dunnikier Maltings, Kirkcaldy; 2 Customers; 3A Conservation Area Appraisals &amp; Management Plans &amp; 3B Built Heritage CPD/Training Sessions for Development Management</a> .

## Simplifying and Streamlining

No.	Performance Marker	RAG Rating	Source/Evidence
12	<b>Corporate working across services</b> to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	(Green in PPF6)	<p>We continue to build on close working relationships with a number of Services, particularly Education, Property, Economic Development, Housing, Legal, Finance, and Community Planning.</p> <p>The Planning Senior Manager sits on the Affordable Housing Board and the School Estates Development Board. Over the period December 2017 to February 2018 an Education Infrastructure Board of cross Service senior managers identified improvements to assist in delivering education infrastructure related to new development.</p> <p>Internal CPD events have developed closer working and greater mutual understanding of issues such as noise and contaminated land.</p> <p>Our pre-application advice includes consultation responses from internal Council Services, wherever possible. The project management of business critical and Major planning applications and proposals ensures a corporate approach is built in to the assessment of these applications.</p> <p><b>Evidence: Case Studies 1 Dunnikier Maltings, Kirkcaldy; 3A Conservation Area Appraisals &amp; Management Plans; 3B Built Heritage CPD/Training Sessions for Development Management; 3C Cupar Conservation Area Regeneration Scheme (CARS) &amp; Townscape Heritage Initiative (THI); 3D Kirkton Old Church &amp; Historic Graveyard Community Heritage Regeneration Project; 4 FIFEplan Delivery Programme &amp; 5 Digital Transformation.</b></p>
13	<b>Sharing good practice, skills and knowledge</b> between authorities	(Green in PPF6)	<p>We actively participate in training CPD, RTP1, HoPS, SOLACE, NAPE, FTBSF (Fife Traditional Building Skills Forum), Community Planning and work with other Planning Authorities and Key Agencies.</p> <p>We continue to encourage collaboration and learning with other authorities within Scotland and further afield. In the PPF7 reporting period we met with Stirling Council to discuss our pre-application processes and met Perth and Kinross Council to discuss our planning obligations tracking process. We also hosted visits from a delegation from China who were interested in the operation of the Planning process in Fife. We also have expanded the opportunities for school leavers and young people to gain experience in the planning profession by maximizing the opportunities provided by the <a href="#">Workforce Youth Investment fund</a> as well as providing part time and flexible working arrangement to fit in with students' academic studies particularly during their final year. Our colleague Mary Stewart is currently on secondment to the Scottish Government helping to shape the Digital Transformation project. Head of Service Robin Presswood sits on the Scottish Government's Digital Taskforce.</p> <p><b>Evidence: Case Studies 4 FIFEplan Delivery Programme &amp; 6 Workforce Development.</b></p>



## Delivering Development

No.	Performance Marker	RAG Rating	Source/Evidence
14	<b>Stalled sites / legacy cases:</b> conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	(Red in PPF6)	<p>Active management of legacy cases has resulted in 23 cases being cleared within the PPF7 period.</p> <p>Given the scale of housing growth, in particular, within Fife a number of very large, complex planning applications are being considered. Education infrastructure capacity continues to be challenging, however solutions are being progressed.</p> <p>Over the period December 2017 to February 2018 an Education Infrastructure Board of cross Service senior managers identified improvements to assist in delivering education infrastructure related to new development. Monthly meetings are held focusing on Major applications to ensure that solutions are identified to enable applications to progress timeously and applicants have a clear appreciation of any financial or other contributions likely to be required.</p> <p><b>Evidence: Case Studies 1 Dunnikier Maltings, Kirkcaldy &amp; 4 FIFEplan Delivery Programme.</b></p>
15	<b>Developer contributions:</b> clear and proportionate expectations <ul style="list-style-type: none"> <li>• set out in development plan (and/or emerging plan); and</li> <li>• in pre-application discussions</li> </ul>	(Green in PPF6)	<p>The <a href="#">Planning Obligations Framework Guidance</a> was approved by the Council in 2015. A new version of this guidance has been prepared and is a material consideration as the Council's latest expression of policy.</p> <p>Wherever possible, through pre-application guidance, developer contributions are set out.</p> <p><b>Evidence: Planning Obligations Framework Guidance (March 2015) and Case Studies 1 Dunnikier Maltings, Kirkcaldy &amp; 4 FIFEplan Delivery Programme.</b></p>

## 4. Qualitative Narrative & Case Studies

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The following case studies provide examples of how our processes enable us to deliver an efficient and effective planning system for the people and communities of Fife. They illustrate how we actively listen to our customers and shape improvements around their feedback. We continue to innovate and develop the Planning Service in Fife to meet the challenges; both economic and technological, and provide a forward thinking flexible and responsive service to achieve sustainable economic growth. This includes actively monitoring the progress of development through the FIFEplan Delivery Programme and continually looking at new technology to assist in the delivery of a high level of service to our customers, whilst also capitalising on the efficiency gains it offers. The case studies cited illustrate examples of how we influence the quality of development on the ground and highlight examples of cases where the planning process and the Planning staff have influenced outcomes and achieved improved quality of development through a combination of utilising guidance documents, training and joint working. At a time when all planning authorities are being stretched further by financial pressures, we are looking at further efficiency gains and reviewing the way we work to create additional time to allow us to go beyond delivering our statutory planning duties. This includes heritage promotion and conservation projects for the benefit of the people and communities of Fife. With an eye to the future, we are also investing in the planners of tomorrow and developing people through placements for school leavers, planning students and graduates.

### Quality of Outcomes

The case studies demonstrate how we work across services and provide clear and proportionate advice and guidance to achieve quality in the built environment. This includes kick starting and delivering a stalled site through collaborative working which had become a victim of the economic downturn. It delivered much needed affordable housing and approached regeneration in an innovative way with a high level of design which respected both the surrounding development and previous uses. The investment the Service has placed in promoting the built environment is also creating higher quality development outcomes. Through the use of the Conservation Area Appraisals and Management Plans, developers and officers are able to identify and formulate sympathetic development proposals. Individual projects, such as the refurbishment and conservation of the Kirkton Old Church and historic graveyard and the Cupar CARS/THI project have helped secure the retention and refurbishment of the historic fabric of Fife for the use and enjoyment of the local community and visitors. In the case of Kirkton, this also included education and interpretation outputs including a website, social and family history archives, digital and physical education and interpretation materials and an educational resource pack. With Cupar CARS/THI, 6 traditional skills apprenticeships were created; over 800 young people, property owners, contractors, professionals and the wider community took part in events and traditional skills training; over £1 million is being invested in conservation repairs grants to town centre priority buildings; and 2 major buildings have been repaired & restored.

## Quality of Service and Engagement

The case studies highlight examples of how we work collaboratively to achieve sustainable economic growth by working with customers and stakeholders to provide a positive experience. We view engagement with the house building industry as essential in supporting investment and providing a supply of attractive housing for Fife's future needs. The Head of Service and Senior Manager for planning hold regular liaison meetings with individual volume and local house builders in Fife and Homes for Scotland. These allow discussion on the build progress of existing housing sites, the future programme and where the Planning Service or wider Council can assist removing any blockages with delivery. These discussions also inform the FIFEplan Delivery Programme. More widely, colleagues participate in a number of national bodies such as HOPS, RTPi, SOLACE, and have been appointed to formal roles in various committees of these organisations. One of our planners actively participates in the Scottish Young Planners Network committee and is on the RTPi East of Scotland Chapter organising committee.

## Governance

Planning is a key function within Fife Council's corporate structure. It is recognised as an essential component of development delivery and complementing the wider goals and objectives set out in the Single Outcome Agreement, the [Local Outcome Improvement Plan](#), and the [Fife Economic Strategy](#).

The journey from the 'old style' LDP Action Programmes to a Delivery Programme as envisaged through the Planning Bill has resulted in a document which is more focussed on key actions required to deliver the spatial strategy of the LDP and the Local Outcome Improvement Plan. A key element of this process is identifying blockages in development and how the Council can work in conjunction with the developer(s), statutory undertakers and other key parties to remove these and deliver development on the ground. Sessions were held with Edinburgh City and East Lothian Councils to learn lessons from the way they established their governance structures. This has led to a new way of working within Fife Council with a need for more collaborative working between services and a corporate ownership of the Delivery Programme.

Planning application decisions are delivered through the [List of Officer Powers](#). Within the PPF7 reporting period, the Planning Service had an active role in feeding into the review of the Council's Scheme of Delegation to ensure that it complied with improvements to processes and aligned with customer feedback to maximise transparency and accountability balanced against speed and efficiency of decision making.

Planning applications which are not determined by officers are determined by 3 Planning Committees with some enforcement and Development Policy decisions undertaken by the 7 Area Committees. The Planning Service was involved in the post-election review of the committee structure. The Planning Committees meet in central locations in each of the areas; West Fife Planning Committee meets in Dunfermline; Central Fife Planning Committee meets in Glenrothes and North East Fife Planning Committee meets in Cupar. The Economy, Tourism, Transportation & Strategic Planning Committee provides corporate governance for Fife wide policy.

It is considered that this provides an acceptable balance between speed of decision making and ensuring that planning operates against a context of making decisions at a local level where appropriate. The committees are all open to the public and visual presentations accompany the reports heard at the meetings. IT improvements continue to be made and the introduction of Uniform Enterprise has provided increased governance and efficiency gains.

A separate planning Local Review Body, comprised of 3-5 Members drawn from a pool of 10 from the three planning committees, meets once a month to consider appeals for delegated local and minor applications. Over the PPF 7 reporting period it has heard 26 cases in total. Of these cases 13 decisions upheld the original officer recommendation entirely or with a variation. 13 of the decisions taken by case officers were reversed. We use the findings and feedback from the LRB and appeals to learn and improve the quality of reports and to determine if our guidelines and policies need to be reviewed and updated. Our current Development Management team structure aligns with the key customer groupings, allowing us to respond to householders, community groups, local developers, major employers and inward investment opportunities in a way which provides a tailored approach for each group.

Our in house Continuing Professional Development programme (formalised in the PPF6 reporting period) with a range of internal and external speakers continues to deliver lunchtime seminars and lectures on various topics. In addition, all officers have had Personal Development Appraisals which involves a one to one meeting with their line manager to discuss how they are enjoying their job, what areas they feel could be improved both in terms of the scope of their work, to broaden their experience and career development, and observations on how they are managed by their line manager. The meeting requires self-reflection and consideration of performance issues and a frank discussion on how any issues can be addressed with SMART objectives agreed. The meetings also inform and provide structured training plans which are also used to shape the wider training and CPD needs of the Teams and Planning Service. We encourage and provide structured mentoring and support to new graduates and licentiate planners as they progress through to submit their membership of the Royal Town Planning Institute. We have three colleagues in the PPF7 period who have achieved membership of the RTPI.

As part of a wider Service initiative the Planning teams have developed individual team plans to identify their improvement objectives for the forthcoming year to set the broad context of how we approach the delivery of the planning service in Fife. The team plans feed into the Service Plan and the overall Directorate Change Plan. Fife Council has introduced an initiative to progress culture change within the Council called Reality Check and the Planning Service continues to actively participate in this project. The feedback results from the Planning Service are largely positive which reflects the journey that Planning has been on in recent years in Fife, as compared to other services that are at the start of that business transformation process.

It is however recognised that change and improvement to any process and service is a continuum and the Planning Service in Fife remains committed to adapt, develop, change and progress to achieve improvement to the service it delivers both in terms of quality and speed.

## Culture of Continuous Improvement

The case studies and examples noted above illustrate that we have a forward thinking and proactive approach to developing the Planning Service in Fife and an agenda which enables us to meet the ongoing complex challenges arising from the continuing economic climate and the forthcoming changes anticipated to arise from the Planning Bill. We also continue to develop the resilience of the Service by providing training opportunities both in house and attendance at conferences and seminars. It is recognised that we still have a challenge to improve the speed of the decision making process, and while we take comfort from the results of our [Customer Survey](#) we are not complacent and continue to seek opportunities for improvements to our processes and how we deliver the Planning Service. Within this PPF we highlight how we have used LEAN to develop e-Transportation to

embed the electronic processes. This process is in its infancy and future PPFs will report the benefits that it has brought to the Transportation Development Management part of the service which provides Road Construction Consents.

We continue to actively promote training opportunities for young graduates and in collaboration with colleagues in our Employability Team seek innovative approaches to enable access to employment by encouraging trainee ships in the Planning Service. We work closely with local universities such as the University of Dundee and Heriot Watt University, to engage with planning students and recent graduates. We are particularly keen to encourage and inspire young people to become involved in the planning profession and to engage with the Development Planning process to ensure that their voice is heard in the planning policy agenda. Fife's [Workforce Youth Investment Programme](#) has provided funding to help develop our workforce. This has included within the period 2017/18 the employment of a Year-out Planning Student, two Graduate Planners on two years contracts, and taking a School Leaver through to enrolment within second year of the planning course at the University of Dundee and this will be continued through to Graduation. This investment in helping train future planners is proving successful. In PPF6 there was a quote from Bryan Reid who spent a year within the Service as a Trainee Planning Assistant for his work-based placement while studying for a MA in Town and Regional Planning at University of Dundee. Bryan continued to work part time with us within the PPF7 reporting period when he returned to university and is now about to graduate with a first-class honours. He has also secured a 2-year temporary contract within the Planning Service and commented:

*Having previously taken a year out of my studies to work as a Trainee Planning Assistant across the various teams within the planning portfolio – Gateway, Development Management and Development Plan (Policy) – I realised that Development Management was where my interests lay. Upon the completion of my year out placement, I was offered the opportunity to work part-time in the Development Management team alongside my final year at University, allowing me to further my professional development. I felt both my year out placement and part-time post benefitted me greatly on my return to University, both in terms of my grades and time management. The thought of entering the world of full time employment was once a daunting one, however my experience at Fife Council allowed for me to transition smoothly into my current two-year Graduate Planner post upon the completion of my degree. Now working full time in the Development Management team at Fife Council, I am continuing to gather valuable experience as I work towards obtaining my Chartered RPTI Membership through the Licentiate process.*

Bryan Reid, Graduate Planner (Development Management)

Engaging with our customers and asking for their views of the 'customer experience' is very important to us. Improvements suggested by our customers and lessons learned from any complaints received are fed through to the Service Improvement Objectives for 2018-19 (Section 5B) to aid continual improvement.

At the national perspective, we are actively engaging with the Scottish Government's digital transformation agenda and have inputted to the research workshop sessions to help inform the process and future change. One of our Service Managers is currently on secondment to the Scottish Government to help deliver the digital transformation agenda including the national caseload management system. At the local level, we continue to invest in new technology and realise the benefits, including greater efficiency and reduced costs. It is expected that this will continue as we further expand the use of new technology.



# Case Study 1:

## Dunnikier Maltings, Overton Road, Kirkcaldy

This development is a comprehensive redevelopment of a former industrial site in Kirkcaldy which has created a new urban community containing 199 dwellings. Part of the new street network is designed on a home zone principle and includes a network of vehicular and pedestrian routes linking into the existing road network. The urban design approach chosen here reflects national and Development Plan policy and the application was supported by a design statement. Working closely with Fife Council the developer, [Robertson Homes](#), made significant efforts to create new and interesting street frontages that would form a natural extension to the existing form of residential development in the adjacent streets. Urban squares have been formed at junctions in addition to the home zone approach adopted in the western part of the site. The house types and flatted buildings reflect traditional vernacular architectural proportions and detailing. Key focal points in the development are articulated to reflect the scale and height of the industrial buildings that existed on the site. The site lies a short distance from a local centre and a local bus route passes through the site. The development of 199 houses on this 4.2 ha site produces a density of just under 50 units per hectare.



Work commenced on the development of the site in 2008/9 and some houses were constructed. However, following the financial crash in 2008 work halted and the site lay dormant for many years. As a result of the Fife Council Planning Obligations Framework Guidance which sets out a clear context for financial contributions the site was able to be purchased by Fife Council Housing Services to provide a site which contributed towards the delivery of affordable homes. The development work on the site recommenced in 2014 and on final completion in 2017 delivered much needed additional affordable housing on the site over and above the provision secured through the original planning consent while still creating a high quality urban village development. [The development](#) sets high standards of design and embodies strong urban design principles reflecting those set out in the original vision for the development of the site.

This site from its inception to delivery shows how Fife Council Planning has worked proactively with the Housing Service and the developer to facilitate the provision of much needed affordable housing while also delivering a high quality urban realm incorporating the urban design principles which were critical to the quality of the initial scheme. It is considered this development establishes a high-quality benchmark for the urban regeneration for such sites in Kirkcaldy and elsewhere in Fife. It exemplifies the successful delivery of high quality development on the ground as well as illustrating how the planning service in Fife works collaboratively, both from a policy and development management perspective with other services, developers and agencies to deliver corporate and national planning objectives and excellent placemaking.

*“The Planning Service was both positive and flexible, ensuring that necessary amendments and changes could be incorporated into the scheme to make it viable. Planning were also key to making a high quality urban development. The successful delivery of the Overton Road site has provided much needed affordable housing for the people of Kirkcaldy, as well as creating a new high quality urban village. The project clearly demonstrates what can be achieved through collaborative working across the public and private sectors.”*

David Weir  
Service Manager  
Property Services

## Summary

### Case Study Title:

**Dunnikier Maltings, Overton Road, Kirkcaldy**

### Location and Dates:

Kirkcaldy 2017.

### Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement

### Key Markers (please select all that apply):

- 1 Decision making
- 2 Project management
- 3 Early collaboration with applicants and consultees on planning applications
- 4 Legal agreements
- 6 Continuous improvements
- 11 Production of regular and proportionate policy advice
- 12 Corporate working across services to improve outputs and services for customer benefit
- 14 Stalled sites/legacy cases
- 15 Developer contributions: clear expectations

### Key Areas of Work (please select/delete all that apply, as appropriate):

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Design</li> <li>• Regeneration</li> <li>• Environment</li> <li>• Greenspace</li> <li>• Town Centres</li> <li>• Masterplanning</li> <li>• Local Development Plan &amp; Supplementary Guidance</li> <li>• Active Travel</li> </ul> | <ul style="list-style-type: none"> <li>• Housing Supply</li> <li>• Affordable Housing</li> <li>• Economic Development</li> <li>• Development Management Processes</li> <li>• Planning Applications</li> <li>• Interdisciplinary Working</li> <li>• Collaborative Working</li> <li>• Placemaking</li> </ul> |
|---|--|

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• General Public</li> <li>• Local Developers</li> <li>• Key Agencies</li> </ul> | <ul style="list-style-type: none"> <li>• Authority Planning Staff</li> <li>• Authority Other Staff</li> </ul> |
|--|---|

### Overview:

The project has been completed and mainstream and affordable housing in a sustainable location have been made available for new residents.

### Goals:

To deliver a sustainable high quality residential development which regenerates an area of former industrial land. The development embodies high standards of design and incorporates best practice urban design principles. It also delivers a driver for future investment and economic growth and regeneration of the area.

### Outcomes:

The project illustrated how a successful scheme on a stalled site can be delivered with collaborative working. In addition, the development approached regeneration in an innovative way with a high level of design which respected both the surrounding development and previous uses.

### Name of key officer

**Alastair Hamilton, Service Manager (Development Management)**

## Case Study 2: Customers

During the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018 the Development Management team sent 2659 invitations to customers asking them to complete our [online survey](#). All applicants who received a Decision Notice, marking the end of the planning application process, were sent a request 2 weeks after receiving their Notice. The invitation provided a link to our online survey.

**A total of 332 surveys were completed giving a response rate of 12%.**

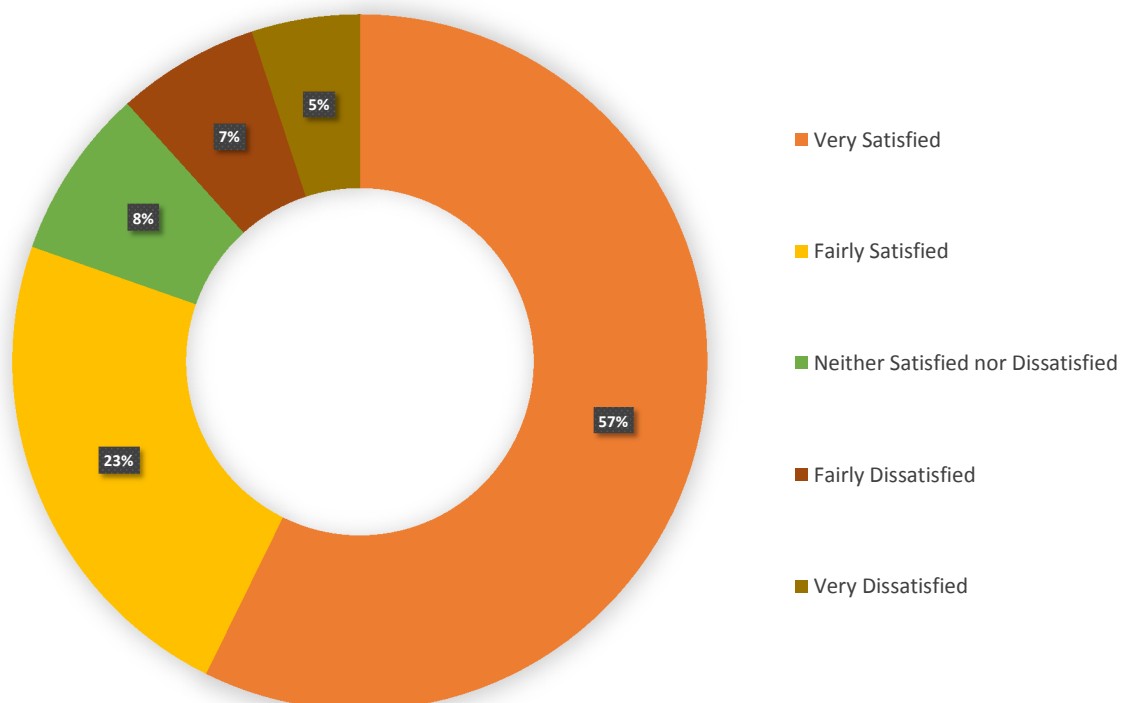
We monitor the invitations we send out by classifying customers into 2 categories. This distinguishes between professional agents and individual applicants. The vast majority of invitations - 70% (1887) are sent to professional agents.

**97% (2580) of invitations are sent via email and this reflects the number of applications submitted online.**

The survey has 16 questions with a mixture of open, closed and equality monitoring questions. We have 2 questions which allow the customer to provide free text with their views on the service received and to provide suggestions on how we can improve. The results of this survey are provided as a percentage of responses.

**Overall our satisfaction level is 80%**

**Overall Customer Satisfaction 2017/18**



**During the reporting period our customers suggested:**

- Improved communication from case officers with regard to the progress of an application and validation;
- Easier access to case officers;
- Improved website; and



- Speed up decision making.

These suggestions have shaped how we will improve our service to customers during 2018-19 (PPF8 reporting period) and are reflected in our Service Improvement Objectives for 2018-19 (Section 5B):

- Look at ways to improve communication on the progress of an application;
- Improve the planning information and layout on our web pages; and
- Work more closely with our customers to reduce the number of applications returned at the initial validation Stage.

Outcomes from our 2016-17 customer survey shaped how we improved our service to customers during 2017-18 (PPF7 reporting period) with the following actions being implemented:

- Monitor the process for an extension of time when an application will not achieve the target date to ensure all customers are kept up to date with progress; and
- Introduce improved communication to advise customers if a case has been transferred to a different case officer.

**These are a few of the comments our customers have made:**

*"I would like to thank Fife Council Development Management team for the professionalism and the high quality service they have provided."*

*"This is indeed great news and I appreciate everything that you and your planning colleagues have done to assist matters."*

*"That is very good news indeed. I am sure the Client will be thrilled with all the hard effort that you and your team have put into making this work. The speed at which this has been turned around and the hard effort by all has been a real eyes open moment on what can be achieved. "*

*"Thank you for letting us know the committee decision. A big thank you also for your support, help and assistance in the assessment and processing of the planning application. It was very much appreciated by the team at MWP. We look forward to working together on the next project..!"*

*"Thank you very much for your help. Fantastic service."*

*"Just a quick email to say thanks for your help in getting this one over the line. Your committee report was very comprehensive and fully addressed the third party objections which I believe assisted Members as part of their consideration of the proposal."*



## Summary

### Case Study Title:

**Development Management – Annual Customer Survey**

### Location and Dates:

1 April 2017 – 31 March 2018

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

### Key Markers (please select all that apply):

- 6 Continuous improvements

### Key Areas of Work (please select/delete all that apply, as appropriate):

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Development Management Processes</li> <li>• Planning Applications</li> </ul> | <ul style="list-style-type: none"> <li>• Process Improvement</li> <li>• Staff Training</li> </ul> |
|---|---|

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• General Public</li> <li>• Local Developers</li> </ul> | <ul style="list-style-type: none"> <li>• Authority Planning Staff</li> </ul> |
|--|--|

### Overview:

Customers are invited to participate in a customer survey and provide their views on the service received and to provide suggestions on improvements.

### Goals:

- To listen and to respond to customers concerns
- To develop guidelines and processes to assist the customer.
- To look at innovative ways which will enable the customer to self-serve via our web pages and how to use technology to improve this.

### Outcomes:

- Customers have an overall satisfaction level of 80%

Suggestions for improvements through the customer survey have resulted in the following Service Improvement Objectives for 2018-19:

- Look at ways to improve communication on the progress of an application;
- Improve the planning information and layout on our web pages; and
- Work more closely with our customers to reduce the number of applications returned at the initial validation stage.

### Name of key officer

**Alan Blackie, Lead Officer (Development Management - Gateway Team)**

## Case Study 3: Celebrating Fife's Built Heritage

There is an immensely rich built heritage in Fife with over 6,200 listed buildings and 48 conservation areas. These and other historical assets, make a critical contribution to the economy, sense of identity, belonging and wellbeing of residents and visitors. With one full and one part time dedicated built heritage officer, resources have been of necessity heavily focused on development management and the protection of the built environment through consultation responses to planning applications. However, by reviewing our processes and working more efficiently this has enabled officers to engage in proactive heritage promotion and conservation projects for the benefit of the people and communities of Fife. The examples cited below illustrate how awareness of the importance of built heritage and the challenges faced have been raised across the Service, wider corporately within the Council, stakeholders and the public, including young people. Built heritage officers actively seek out new and innovative ways to engage with the communities of Fife to positively influence their historic environment.

### Example A: Conservation Area Appraisals & Management Plans

As part of a Fife wide programme, 2 further Conservation Area Appraisals and Management Plans ([Newburgh](#) and [Brunton](#)) have been prepared within the PPF7 reporting period resulting in 43 of Fife's 48 conservation areas now having appraisals and management plans. These documents have been prepared mainly in-house and are proving to be useful management tools which:

- help to identify the special interest and changing needs of the areas;
- provide the basis for the development of a programme of action that is compatible with the sensitivities of the historic areas;
- enable Fife Council to fulfil their statutory duties to protect and enhance conservation areas;
- inform policy and assist the development management process;
- provide an opportunity to educate residents about the special needs and characteristics of the areas; and
- help developers identify and formulate sympathetic development proposals.



*Brunton Conservation Area*



As noted in [PAN 71: Conservation Area Management. Annex: Conservation Area Appraisal](#) consultation with the local community is an important part of the process. Local heritage groups, Community Councils as well as elected members are invited to contribute from the outset in the preparation of the document before a draft is available for comment through an online consultation for Council Services, Key Agencies and the wider community to comment on. Once finalised and approved by committee, the opportunity is taken through the Development Management CPD/training programme (see example B below) to present the results of the appraisal to officers and reinforce the aims of the conservation area designation and management plan.

The preparation of Conservation Area Appraisals and Management Plans are helping promote, conserve and enhance the built environment in Fife's conservation areas. The appraisals and management plans are helping achieve better quality places across Fife from new, good quality development and in which environmental assets are maintained and ensures Fife's built and cultural heritage contributes to the environment enjoyed by residents and visitors.

The existence of detailed conservation area appraisals and management plans for all of Fife's conservation areas allows the impact of any proposals to be better understood and assessed. In addition, the engagement of the community in their preparation has helped increase the awareness and appreciation of the value of the historic environment and more of an ownership and pride in the local community to support measures to protect and enhance it.

This has been acknowledged by elected Members and Historic Environment Scotland:

Councillor Donald Lothian, Convener, North East Fife Area Committee commented

*"The appraisal of the Conservation Area of several communities in North East Fife has been undertaken during the last year and the process has been smooth with positive outcomes. The engagement with local communities and residents has been very good, hence the positive outcome."*

Ian Thomson, Senior Casework Officer, Heritage Directorate, Historic Environment Scotland also commented

*"We welcome the commitment of Fife Council to prepare and publish an appraisal for each of their designated conservation areas. These appraisals are valuable documents which explain why an area is important, the reasons for designation, and will also help inform future decisions on how these places are managed."*



Newburgh Conservation Area



## Summary

### Case Study Title:

**Case Study 3: Celebrating Fife's Built Heritage:  
Example A: Conservation Area Appraisals & Management Plans**

### Location and Dates:

2017-18, Fife.

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

### Key Markers (please select all that apply):

- 1 Decision making
- 6 Continuous improvements
- 11 Production of regular and proportionate policy advice
- 12 Corporate working across services to improve outputs and services for customer benefit

### Key Areas of Work (please select/delete all that apply, as appropriate):

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Conservation</li> <li>• Regeneration</li> <li>• Environment</li> <li>• Local Development Plan &amp; Supplementary Guidance</li> <li>• Development Management Processes</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Applications</li> <li>• Interdisciplinary Working</li> <li>• Collaborative Working</li> <li>• Community Engagement</li> <li>• Placemaking</li> <li>• Staff Training</li> </ul> |
|--|--|

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• General Public</li> </ul> | <ul style="list-style-type: none"> <li>• Authority Planning Staff</li> </ul> |
|--|--|

### Overview:

The preparation of Conservation Area Appraisals and Management Plans

### Goals:

- help to identify the special interest and changing needs of conservation areas;
- provide the basis for the development of a programme of action that is compatible with the sensitivities of the historic areas;
- enable Fife Council to fulfil their statutory duties to protect and enhance conservation areas;
- inform policy and assist the development management process;
- provide an opportunity to educate residents about the special needs and characteristics of the areas; and
- help developers identify and formulate sympathetic development proposals.

### Outcomes:

The impact of any proposals on conservation areas are better understood and assessed. In addition, the community's awareness and appreciation of the value of the historic environment has increased and there is more of an ownership and pride in the local community to support measures to protect and enhance it.

Work is continuing to prepare the remaining 5 Conservation Area Appraisals and Management Plans.

### Name of key officer

**Matthew Price, Conservation Officer (Development Plan Team)**



## Example B: Built Heritage CPD/Training Sessions for Development Management



Bogward Doocot, St Andrews



Lime working



Thatched property, Newburgh

As part of our culture of continuous improvement, during the PPF7 reporting period, a programme of CPD training sessions commenced and is being developed and expanded principally for Development Management case officers and Enforcement officers, but also open to other Council employees. The aim is to raise awareness of the value of the historic environment and better understand conservation issues. This training and skills sharing is allowing case officers to directly identify built heritage matters that need to be addressed when considering a proposal. During the year topics have included: understanding Conservation Area Appraisals and Management Plans including a review of the latest completed appraisal; an introduction to Lime Mortars; understanding conservation and buildings at risk issues, taking examples of completed reviews such as all Thatched Buildings and Doocots in Fife.

The training sessions have been well attended and officers have found them useful. Jay Skinner, Planner (Development Management) said

*“The training was essential in explaining the relevance of the Conservation Area Appraisals and Management Plans, both in aiding the Development Management team in achieving added value and high-quality design in areas of such historic importance when dealing with relevant applications.”*

This training is being supplemented by the completion of conservation area appraisals and management plans as highlighted above for all Fife's 48 conservation areas. In addition, the preparation of Fife specific guidance on particular issues such as [windows in listed buildings and conservation areas](#) has been produced. This upskilling of planning officers has allowed the built heritage officers to create efficiency savings and concentrate their efforts on the planning applications raising the more complex built heritage issues and involvement in heritage promotion and conservation projects.



## Summary

### Case Study Title:

**Case Study 3: Celebrating Fife's Built Heritage:  
Example B: Development Management CPD/Training**

### Location and Dates:

2017-18, Fife.

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Culture of continuous improvement

### Key Markers (please select all that apply):

- 1 Decision making
- 6 Continuous improvements
- 11 Production of regular and proportionate policy advice
- 12 Corporate working across services to improve outputs and services for customer benefit

### Key Areas of Work (please select/delete all that apply, as appropriate):

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Design</li> <li>• Conservation</li> <li>• Regeneration</li> <li>• Local Development Plan &amp; Supplementary Guidance</li> <li>• Development Management Processes</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Applications</li> <li>• Placemaking</li> <li>• Skills Sharing</li> <li>• Staff Training</li> </ul> |
|---|--|

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- |                            |                         |
|----------------------------|-------------------------|
| • Authority Planning Staff | • Authority Other Staff |
|----------------------------|-------------------------|

### Overview:

The establishment of a series of Built Heritage CPD/training sessions for Development Management officers.

### Goals:

To raise awareness of the value of the historic environment and better understand conservation issues to protect and enhance built heritage.

### Outcomes:

This training and skills sharing is allowing case officers to directly identify built heritage matters that need to be addressed when considering a proposal. This upskilling of planning officers has allowed the built heritage officers to create efficiency savings and concentrate their efforts on the planning applications raising the more complex built heritage issues and involvement in heritage promotion and conservation projects. The successful CPD series will continue into the PPF8 reporting period.

### Name of key officer

**Matthew Price, Conservation Officer (Development Plan Team)**

## Example C: Cupar Conservation Area Regeneration Scheme (CARS) & Townscape Heritage Initiative (THI)

This is the 8th CARS/THI scheme in Fife and is now in its final year of a 5-year programme. [Cupar CARS/THI](#) is one of the largest, and arguably the most successful to date, investing approximately £7 million to regenerate Cupar, managed and delivered by Fife Historic Buildings Trust (FHBT) in partnership with Fife Council built heritage officers and building standards & public safety officers (through the Stitch in Time programme). Additional cross-service working within the Council involved the Education Service and Building Services through the careers and technologies day.

FHBT, which is supported by Fife Council, has now been in operation for 20 years. The FHBT Manager Lorraine Bell said:

*“We have a strong partnership with Fife Council and rely on Fife Council built heritage officers and planning support to identify key buildings and agree appropriate repairs.”*

Cupar CARS/THI has already achieved a number of regeneration targets:

- 6 traditional skills apprenticeships have been created;
- Over 800 young people, property owners, contractors, professionals and the wider community have taken part in events and traditional skills training;
- Over £1 million is being invested in conservation repairs grants to town centre priority buildings; and
- 2 major buildings have been repaired & restored (County Buildings west wing and the Burgh Chambers)

The Cupar Burgh Chambers has been successfully refurbished resulting in it being removed from the Buildings at Risk Register and has sensitively transformed a vacant building in disrepair, and [repurposed it into a luxurious holiday let](#). This generates income to help support the longer-term sustainability of the building and the operator, FHBT which specialises in restoring and repurposing historic buildings throughout Fife.



Cupar Burgh Chambers restored to its former glory as a landmark building in the ancient burgh

One of the many education and training events organised through the Cupar project was a traditional building skills demonstration at the Bell Baxter High School careers event held in December 2017. This promoted traditional building skills and career opportunities available in protecting and enhancing the built environment. It received positive feedback:

*“I wanted to take this opportunity to thank everyone for giving up their time to be part of the Careers in Technologies day at Bell Baxter. The response from pupils has been overwhelmingly positive, with a large number of them leaving at the end of the day armed with leaflets and information about the different career opportunities available to them.*

*As teachers we can only tell the pupils so much about possible careers, it's far better when coming directly from those already in the jobs. The enthusiasm of all presenters yesterday was fantastic. The atmosphere in every room I went into was that of interest and engagement from all pupils- not an easy thing to keep teenagers interested for up to 100 minutes at a time!*

*The Councillors and MP who attended yesterday were also full of praise for the effort and commitment shown by everyone.*

*This was the first time such an event has been organised and hosted at the Bell Baxter but hopefully won't be the last. Once again, I thank your contribution in making yesterday such a success.”*

Alastair Lownie and Carly Thomson, Teachers at Bell Baxter High School, Cupar.



Cupar CARS/THI has contributed to the conservation of the built environment in Cupar while achieving regeneration of Cupar town centre with the involvement of the local community and property owners.



Ross Hastie Signwriter



Braisby Roofing Ltd



Fife Council Stonemasons



East Fife Joinery



Stephen Gethens MP

Traditional building skills at Bell Baxter High School Careers Fair Dec 2017, by Cupar CARS/ THI, Fife Council and [Scottish Traditional Building Forum](#). Photos supplied by Fife Council/Bell Baxter High School.

Although outwith the PPF7 reporting period, it is important to highlight that due to the success of the Cupar CARS/THI project, Fiona Hislop (Cabinet Secretary for Culture, Tourism and External Affairs) and Alex Paterson (Chief Executive of Historic Environment Scotland) chose Cupar as the location to launch the latest CARS scheme in June 2018.

## Summary

### Case Study Title:

**Case Study 3: Celebrating Fife's Built Heritage:  
Example C: Cupar Conservation Area Regeneration Scheme (CARS) & Townscape  
Heritage Initiative (THI)**

### Location and Dates:

2013-18, Cupar

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

### Key Markers (please select all that apply):

- 6 Continuous improvements
- 12 Corporate working across services to improve outputs and services for customer benefit

### Key Areas of Work (please select/delete all that apply, as appropriate):

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Conservation</li> <li>• Regeneration</li> <li>• Environment</li> <li>• Town Centres</li> <li>• Economic Development</li> <li>• Interdisciplinary Working</li> </ul> | <ul style="list-style-type: none"> <li>• Collaborative Working</li> <li>• Community Engagement</li> <li>• Placemaking</li> <li>• Skills Sharing</li> <li>• Staff Training</li> </ul> |
|--|--|

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• General Public</li> <li>• Hard to reach groups (school pupils)</li> </ul> | <ul style="list-style-type: none"> <li>• Authority Planning Staff</li> <li>• Authority Other Staff</li> </ul> |
|--|---|

### Overview:

Conservation of the built environment while achieving regeneration of Cupar Town Centre with the involvement of the local community and property owners.

### Goals:

- The repair and restoration of Cupar town centre's built heritage
- Traditional skills training
- Establishment of a conservation area repairs grant scheme
- Community engagement

### Outcomes:

- 6 traditional skills apprenticeships have been created;
- Over 800 young people, property owners, contractors, professionals and the wider community have taken part in events and traditional skills training;
- Over £1 million is being invested in conservation repairs grants to town centre priority buildings; and
- 2 major buildings have been repaired & restored (County Buildings west wing and the Burgh Chambers)

### Name of key officer

**Matthew Price and Fiona Fisher, both Conservation Officers (Development Plan Team)**



## Example D: Kirkton Old Church & Historic Graveyard Community Heritage Regeneration Project



Re-opening of Kirkton Church and graveyard 25<sup>th</sup> March, 2018 after decades closed

Kirkton Old Church, although ruinous, is described as the oldest building in Burntisland, believed to date from the twelfth century. Over the past decade, attempts by the Burntisland Heritage Trust to rescue the crumbling church and vandalised graveyard were getting nowhere. The medieval church was tucked away in a poorly frequented side street behind a locked gate. The Fife Council built heritage officers became involved and developed the project and a successful bid for Heritage Lottery funding. Emphasis was placed on ensuring a high quality of conservation, with work designed and built by specialist consultants and contractors.

The project commenced in 2015 having been in preparation some two years previously, supported by specialist heritage officers in the Planning Service and other services in Fife Council. Conservation techniques included [innovative methods of laser scanning](#), 3D ortho-images, 3D photography and RTI (Reflectance Transformation Imaging).

The conservation programme by specialists was allied with a range of community engagement activities, education and interpretation which have included legacy outputs in the form of the [website](#), social and family history archives, digital and physical education and interpretation materials and an educational resource pack. The involvement of the community groups, including Floral Action Burntisland and the local Primary School have been key. At least 263 volunteer days have been given to the project, mainly by residents. Above all, the gate has been unlocked and a forgotten part of Burntisland has been opened up and brought back into use. Residents and visitors alike can access the refurbished church, graveyard and enjoy an attractive sitting area in a quiet green space.

Ian Archibald, Chairman of the Burntisland Heritage Trust, said:

*“The partnership between Fife Council, Burntisland Heritage Trust and the Community Council for the restoration and conservation of the Old Kirkton Church and historic graveyard has been an undeniable success. Much of this has been entirely down to the professional expertise of Fiona Fisher [Conservation Officer, Fife Council]. Her knowledgeable input and dedication over the three-year duration of the project has been a significant and an invaluable asset to the team”.*

The wider benefits and built heritage awareness raising of the project have had a direct influence on place-making outcomes within Burntisland:

- Burntisland was voted Fife’s [Favourite conservation area](#) in 2017;
- Replacing the steeple on the Burgh Chambers (reinstating the town clock) was identified as a key priority in the [community survey](#) ; and
- Finally, the Burntisland Burgh Chambers is currently the subject of an options appraisal, supported by Fife Council planning and others to fund a new use for the building and to re-erect the steeple and clock.

The success of the project is also reflected in the fact that the project has been shortlisted for consideration within the Scottish Quality in Planning Awards 2018.

## Summary

### Case Study Title:

**Case Study 3: Celebrating Fife's Built Heritage:**

**Example D: Kirkton Old Church & Historic Graveyard Community Heritage Regeneration Project**

### Location and Dates:

Burrtisland, Fife 2015-2018

**Elements of a High Quality Planning Service this study relates to** (please select all that apply):

- Quality of outcomes
- Quality of service and engagement

**Key Markers** (please select all that apply):

- 6 Continuous improvements
- 12 Corporate working across services to improve outputs and services for customer benefit

**Key Areas of Work** (please select/delete all that apply, as appropriate):

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Conservation</li> <li>• Regeneration</li> <li>• Environment</li> <li>• Greenspace</li> </ul> | <ul style="list-style-type: none"> <li>• Interdisciplinary Working</li> <li>• Collaborative Working</li> <li>• Community Engagement</li> <li>• Placemaking</li> </ul> |
|---|---|

**Stakeholders Involved** (please select/delete all that apply, as appropriate):

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• General Public</li> <li>• Authority Planning Staff</li> </ul> | <ul style="list-style-type: none"> <li>• Authority Other Staff</li> </ul> |
|--|---|

### Overview:

A successful community project in partnership with Fife Council to refurbish and conserve the Kirkton Old Church and historic graveyard.

### Goals:

- Refurbish and conserve the Kirkton Old Church and historic graveyard
- Re-open the area for community use
- Secure Heritage Lottery funding
- Ensure wide-spread community engagement, education and interpretation
- Use of innovative conservation techniques and technology

### Outcomes:

- Refurbishment and conservation the Kirkton Old Church and historic graveyard through the securing of Heritage Lottery funding
- The re-opening the area for community use
- Ensure wide-spread community engagement including at least 263 volunteer days
- Education and interpretation outputs including a website, social and family history archives, digital and physical education and interpretation materials and an educational resource pack
- Use of innovative conservation techniques and technology
- This community project has also been the catalyst for further built heritage community projects

### Name of key officer

**Fiona Fisher, Conservation Officer (Development Plan Team)**

## Case Study 4: FIFEplan Delivery Programme

The consultation on the planning review established that, as they currently exist, Local Development Plan Action Programmes lack influence. The Action Programme should be a key element in assisting and monitoring the delivery of Local Development Plans and presently this does not occur.

Nationally, they lack detail and do not successfully promote a shared commitment to achieving actions that are proposed. The Planning Bill proposes that Delivery Programmes are introduced. They would be stronger, have a more accurate description to emphasise their purpose; focussing on delivering the plan and outcomes rather than listing or monitoring actions. The new style document requires to be more dynamic and help assist with the delivery of the Local Development Plan strategy.

The purpose of this project was to develop a new style Delivery Programme. This was one of three pilot projects being undertaken in conjunction with the Scottish Government to examine a specific new element that was proposed to be introduced to the planning system through the Planning Bill. It aimed to document the change journey, challenges and lessons learned. This was to inform work being undertaken on the Planning Bill and associated secondary legislation and also to benefit all Scottish Planning authorities in implementing any future requirement for the production of Delivery Programmes.

This process involved working across the Council and with external stakeholders to create buy-in to move towards this new style of delivery focus.

Several other authorities in Scotland had already begun to progress their traditional Action Programme into a more corporate delivery document. Therefore, the project involved learning from East Lothian, Edinburgh and Highland Councils and engaging in a peer review of our draft document.

The overriding focus of the project was to develop a document that moved the focus onto assisting with delivery, creating outcomes, and identifying and removing blockages in delivery rather than simply making a record of past events. Additional goals included:

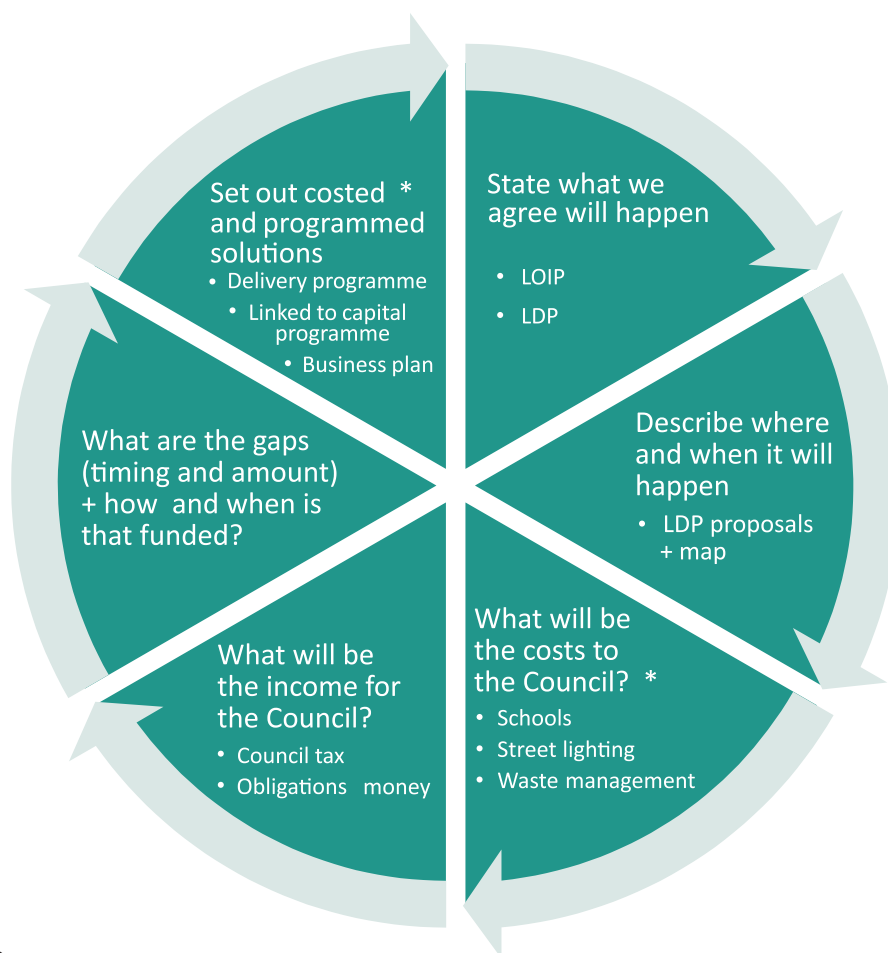
- Making the delivery programme more approachable to stakeholders;
- Focusing on key strategic actions at the Fife wide and settlement levels required to deliver strategy; and
- Concentrating on actions beyond the normal planning process to aid delivery.

The project took a long-term view of the potential development on the delivery programme. It looked at what could be achieved initially in the short term and how the online document could be further developed in the medium and longer term with more digital functionality including interactive mapping and dashboard displays. It was recognised initially that a much closer alignment between the aims of the Local Development Plan and the Local Outcome Improvement Plan (LOIP)/Community Planning process was the only true route through which sustainable places could be delivered. The Delivery Programme links the actions that are required to meet the LOIP and other key Council Plans and maps them both at a strategic and settlement level to give a sense of what projects or actions would be expected to happen when.

This naturally led the project to considering these actions from a financial perspective, assessing the impacts on income and expenditure and where funding gaps may lie.

Due to the timescales of the project it was appreciated that not all these actions would be addressed through the pilot project, but it was still appropriate to begin to consider how they would be addressed.

The project determined there are a number of key factors to be included within a Delivery Programme:



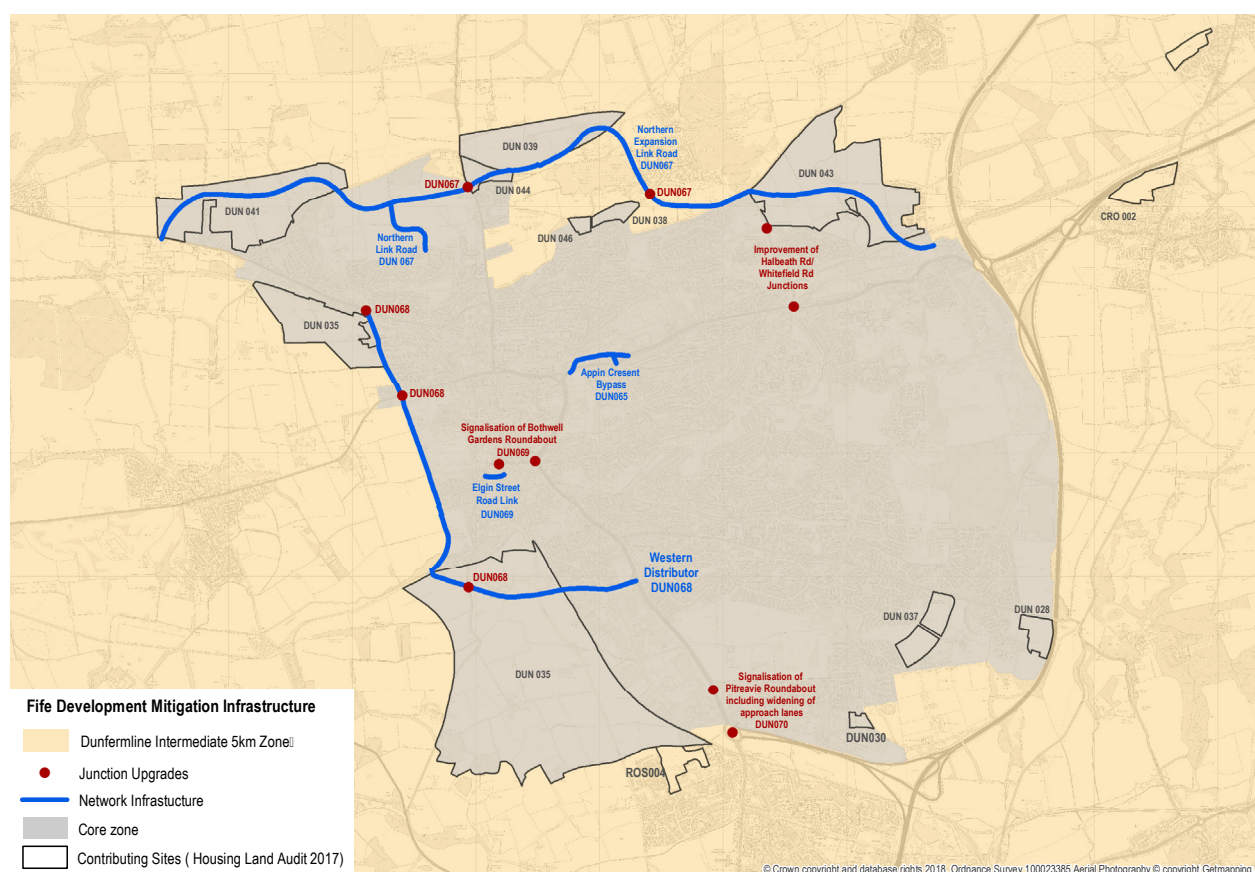
## Outcomes

The journey from the 'old style' Action Programmes to a Delivery Programme as envisaged through the Planning Bill resulted in a process and document focused much more on key actions required to deliver the spatial strategy. These were presented at a strategic and settlement wide level. Through this approach, duplication with the Local Development Plan was significantly reduced.

Increased transparency on obligations was provided through the document. This mirrored the requirements in the Planning Obligations guidance document but also showed obligation requirements in a more spatial context.

Opportunities to further develop this obligations transparency will come through future Delivery Programmes. However, to achieve this we will require a greater level of corporate working. This is a common challenge that was also identified through the benchmarking process we undertook with other Local Authorities.





The production of the document led to a much greater level of engagement with other stakeholders. The document structure was discussed and refined through their input. The stakeholders also added additional information on project financing and delivery timescales. This helps to reflect the range of actions that require to be taken by different parties to achieve project delivery.

## Future Steps

The pilot project achieved an excellent start but there is more work to do and opportunities have been identified to include more stakeholders. That will involve further engagement to encourage buy in from stakeholders such as NHS Fife, Fife College, Police Scotland and Fife Health and Social Care.

The financial modelling will be developed further to show the linkages with other Council budgets. The delivery programme can be a valuable corporate governance monitoring mechanism helping to inform capital spending/reporting. Through future rounds of the Local Development Plan we will also require additional delivery information from the development industry to show their commitment to delivering sites. Examples of how this information could be presented were developed as part of the pilot project as demonstrated on the next page.

Opportunities will be progressed to investigate how the [Delivery Programme](#) can operate within a more dynamic interactive modelling system. This could improve the ability to monitor the delivery of the Local Development Plan, encourage community engagement, and provide greater clarity on developer obligation requirements. There is potential to indicate the value added through the Delivery Programme process which may help in targeting preventative spend.

Although the pilot project is complete, the task of developing the Delivery Programme will be an ongoing one. One of the aims of the project was to identify the opportunities



that the principle of a delivery programme could create. This has led to the identification of a series of actions that can be taken forward through future iterations of the Delivery Programme. The Delivery Programme requires to be kept up to date on a six-monthly basis so as to remain a reliable reference point.

#### FIFEplan Local Development Plan development proposals

Site	Site specific actions	Delivery	Status/next steps
Where	What	Who does and when	Latest progress and issues resolved

#### Tracking Progress



#### Financial

	£	£	£	£	£	£	£	£
	xx	xx	xx	xx				
School		(£)	(£)	(£)	(£)	(£)		
Transport	(£)	(£)	(£)	(£)				
Income Source		£	£	£	£	£	£	

*Add financial information to model when obligations are due to be drawn down, when infrastructure is required, and identify any funding gaps and how these are bridged.*

The [findings of the pilot project](#) were published in March 2018 will be presented to the Scottish Government's National Development Plan Forum in April 2018 (within the PPF8 reporting period).

## Summary

### Case Study Title:

**Lead Practice Pilot Project - FIFEplan Delivery Programme**

### Location and Dates:

Fife, September 2017 – March 2018.

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement
- Governance
- Culture of continuous improvement

### Key Markers (please select all that apply):

- 1 Decision making
- 2 Project management
- 6 Continuous improvements
- 12 Corporate working across services to improve outputs and services for customer benefit
- 13 Sharing good practice, skills and knowledge between authorities
- 14 Stalled sites/legacy cases
- 15 Developer contributions: clear expectations

**Key Areas of Work** (please select/delete all that apply, as appropriate):

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Local Development Plan &amp; Supplementary Guidance</li> <li>• Interdisciplinary Working</li> <li>• Collaborative Working</li> </ul> | <ul style="list-style-type: none"> <li>• Performance Monitoring</li> <li>• Process Improvement</li> <li>• Project Management</li> <li>• Skills Sharing</li> </ul> |
|---|---|

**Stakeholders Involved** (please select/delete all that apply, as appropriate):

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• General Public</li> <li>• Hard to reach groups</li> <li>• Local Developers</li> <li>• Key Agencies</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Committee</li> <li>• Authority Planning Staff</li> <li>• Authority Other Staff</li> </ul> |
|--|---|

**Overview:**

The Planning Bill proposes that Delivery Programmes are introduced. The purpose of this project was to develop a new style Delivery Programme. This was one of three pilot projects being undertaken in conjunction with the Scottish Government to examine a specific new element that was proposed to be introduced to the planning system through the Planning Bill.

**Goals:**

It aimed to document the change journey, challenges and lessons learned. This was to inform work being undertaken on the Planning Bill and associated secondary legislation and also to benefit all Scottish Planning authorities in implementing any future requirement for the production of Delivery Programmes.

The overriding focus of the project was to develop a document that moved the focus onto assisting with delivery and identifying and removing blockages in delivery rather than simply recording past events. Additional goals included:

- Making the delivery programme more approachable to stakeholders;
- Focusing on key strategic actions at the Fife wide and settlement levels required to deliver strategy; and
- Concentrating on actions beyond the normal planning process to aid delivery.

**Outcomes:**

The journey from the 'old style' Action Programmes to a Delivery Programme as envisaged through the Planning Bill resulted in a process and document focussed much more on key actions required to deliver the spatial strategy. These were presented at a strategic and settlement wide level. Through this approach, duplication with the Local Development Plan was significantly reduced.

Increased transparency on development obligations and a much greater level of engagement with stakeholders was achieved.

Developing the Delivery Programme further will be an ongoing task. This will include:

- further engagement to encourage buy in from stakeholders; and
- progressing opportunities to investigate how the Delivery Programme can operate within a more dynamic interactive modelling system

The findings of the pilot project will be presented to the Scottish Government's National Development Plan Forum.

**Name of key officer**

**Robin Edgar, Lead Officer - Development Strategy (Development Plan Team)**

## Case Study 5: Digital Transformation

Throughout the last year we have continued to expand the use of IT as an integral part of the Planning service. Tablets were rolled out to all development management staff in April 2017. These have become an essential tool out in the field on site visits allowing case notes and site photographs to be uploaded direct to the digital case files whilst out on site, helping to streamline this process. The tablets also allow plans to be viewed on site without the need for printing paper copies, helping to contribute towards print reduction targets and the associated cost savings. It is estimated that within the PPF7 reporting period, the use of tablets in the field has resulted in a £250 saving in the printing of paper site plans which will continue per annum in addition to the efficiency savings achieved.



*A planning officer in the field using their tablet to access the digital case file.*

[Drone footage](#) is now recorded for every major planning application including all of the Strategic Development Areas identified in the adopted Local Development Plan (FIFEplan 2017), and mineral sites. The footage is used in presentations to committee where it has provided elected members with a new perspective on a number of large and complex development sites, allowing the easy identification of key constraints and helping them to better understand the relationship of the development to its wider built and natural context. It has also been used for sensitive local development sites to allow elected members to gain a better appreciation of these sites without the need to defer determination for a site visit. This has helped to reduce delays in the planning process, reduced the number of committee site visits and so the Council's carbon footprint and provided greater certainty for applicants and other interested parties. The drone footage also assists with enforcement activities where direct access to sites may be difficult.



Andrew Ferguson, Manager (Committee Services) commented

*“The use of drone footage at Planning Committees was introduced last year. Since its introduction, it has been used to enhance officer presentations at Planning Committees, by providing an actual image of the proposed development site, particularly when used together with images from Google Earth. The versatility and accuracy of drone footage is most apparent when the proposed development covers a wide rural area or urban rooflines and topographies which otherwise cannot be visualised with the use of drawing elevations, plans and maps.*

*Since the use of drone footage, together with Google Earth, was introduced at planning Committee meetings, the number of applications which have been continued by the North East Fife Planning Committee and, consequently the number of site visits, has been reduced. During the period September 2016 to September 2017, six planning applications were continued by the Committee for further site details. However, there were no applications continued by the Committee during the same period for 2017 to 2018. This represents a significant reduction in Committee and officer time spent bringing planning applications back to Committee.*

*In my view, the use of drone footage at Planning Committees is a positive asset in both informing and speeding up decisions on planning applications for Committee members, officers of the Council and planning applicants.”*

Councillor Donald Lothian, Convener, North East Fife Area Committee commented

*“The Committee find the information provided by drone footage and google earth extremely helpful when determining planning applications.”*

We are exploring ways of widening the use of drones to reduce the time and expense associated with site visits to further improve efficiency within a challenging fiscal environment.



Drone footage of residential site in Ladybank

In addition to drone footage, 3D Google Earth mapping technology has been used to supplement presentations to committee. This has again proven to be an innovative



The technology currently only covers St Andrews in Fife, limiting its use to presentations to North East Planning Committee, but it is intended that it would be used at Fife's 2 other planning committees as coverage widens. Opportunities to expand the number of locations across Scotland where the Google 3D Earth mapping exists are being promoted through Fife's involvement with the Scottish Government Digital Transformation project.



3D image of student accommodation site in St Andrews. © Google 2018.

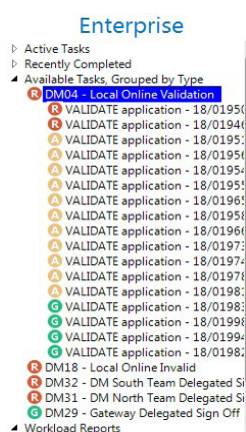
The introduction of Uniform Enterprise has further widened the use and potential of technology to assist in the processing and determination of planning applications dealt with by our busy development management and gateway teams. This includes applications for planning permission and other statutory consents including:

- Listed building consent;
- Pre-application enquiries;
- EIA screenings and scoping requests;
- Non-material variation requests;
- Proposal of Application Notices; and
- Certificates of Lawfulness.

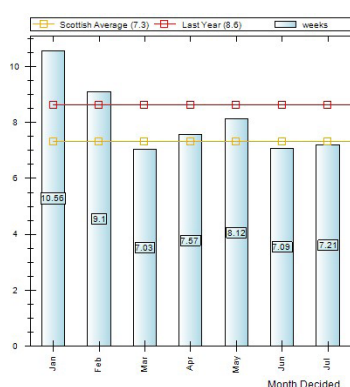
In addition to providing a centralised workflow management tool, Uniform Enterprise has been adapted to aid validation by stopping applications progressing to the next stage in the process before all of the necessary validation tasks have been completed.

Where a validation task, such as the issuing of neighbour notification letters, has not been completed, an alert appears on the screen reminding the officer of the outstanding task. This same system of alerts is used as the applications progress through the planning process, ensuring that all relevant fields in the electronic file are complete and that no tasks are missed. This enhanced process management tool is allowing greater efficiencies to be realised.

## Enterprise Checklist

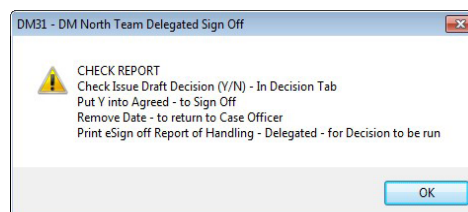


## Application Determination Statistics



Example of live data illustrating planning application determination statistics

## Enterprise alert



Example of Enterprise alert

Enterprise has also allowed an E-sign-off process for delegated reports to be implemented. Chris Smith, Lead Officer (Development Management - Major Business & Customer Service) commented,

*“Enterprise has replaced the previous paper-based system for signing off reports, improving efficiency, reducing print costs and embracing flexible and mobile working where officers do not require to be based in the office every day whilst also allowing real-time performance reporting at any stage in the process.”*

To further improve efficiency, report templates for householder developments have also been developed and embedded within Uniform. Work is ongoing on the roll out of these templates amongst the development management teams and the development of further templates for other types of small scale development as well as the use of standard policy text for integration into reports for larger Local Developments.

As reported in Section 5, a Transportation LEAN event was undertaken as part of the delivery of the Service objectives for 2017-18 identified in PPF6. The outcomes from this event are being actioned to implement an e-transportation process moving the Roads Construction Consent process from being paper-based to digital. A digital form has been created and is now available for use on the [Council's website](#). The first e-RCC has now been submitted through this process.

The goal of the digital transformation is to invest in new technology, improve efficiency, reduce costs and provide an enhanced service to all our customers including Elected Members, communities and residents of Fife and applicants. Investigating and embracing new technology is considered to be a key element in the Planning Service's continuing drive to increase efficiency against a backdrop of reducing resources whilst delivering successful, thriving places.

Whilst digital transformation will continue, the use of drone footage in committee presentations, tablets for site visits and the integration of Uniform Enterprise into development management processes have already been implemented. The benefits of using this technology, including greater efficiency and reduced costs, are being realised and it is expected that this will continue as we further expand the use of new technology.

## Summary

### Case Study Title:

**Digital Transformation**

### Location and Dates:

Fife, April 2017 – March 2018

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement
- Governance
- Culture of continuous improvement

### Key Markers (please select all that apply):

- 1 Decision making
- 2 Project management
- 6 Continuous improvements
- 12 Corporate working across services to improve outputs and services for customer benefit

### Key Areas of Work (please select/delete all that apply, as appropriate):

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Development Management Processes</li> <li>• Planning Applications</li> <li>• Process Improvement</li> </ul> | <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Online Systems</li> </ul> |
|--|--|

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Local Developers</li> <li>• Planning Committee</li> </ul> | <ul style="list-style-type: none"> <li>• Authority Planning Staff</li> </ul> |
|--|--|

### Overview:

Throughout the last year, the Planning Service has continued to investigate and embrace a range of new technology to create further efficiency and financial savings.

### Goals:

The goal of the digital transformation is to invest in new technology, improve efficiency, reduce costs and provide an enhanced service to all our customers. Investigating and embracing new technology is considered to be a key element in the Planning Service's continuing drive to increase efficiency against a backdrop of reducing resources whilst delivering successful, thriving places.

### Outcomes:

Whilst digital transformation will continue, the benefits of using new technology, including greater efficiency and reduced costs, are being realised and it is expected that this will continue as we further expand the use of new technology.

### Name of key officer

**Nicolas Lopez, Lead Officer (Development Management)**

## Case Study 6: Workforce Development

Workforce development within the Fife Planning Service has been a focus of our growth and development over the past number of years.

The focus of our workforce development has been on developing individuals in their skills and knowledge through structured training, as well as encouraging younger people into the Authority, and as a back bone throughout this development embedding into how we work on a daily basis key principles of [‘How We Work Matters’](#) and [‘Reality Check’](#)

‘How We Work Matters’ provides a framework in which all employees are expected to work within. This relates to how individuals do their job – what they do and how they do it. All Council Employees are expected to:

- Take ownership
- Focus on Customers
- Work together
- Embrace technology and information
- Deliver results

Within this we have a number of unwritten ground rules that set out the culture of the organisation that should become the norm. These relate to being open and honest, customers being treated as we would like to be treated, everyone is treated fairly and with respect, staff are supported if and when they make a mistake, and are given authority when they show enthusiasm and potential. To deliver the unwritten ground rules a number of Checkmates have voluntarily come forward to support the implementation and help embed our culture. A number of staff within the Planning Service are Checkmates.

This is embedded throughout all of our Teams and discussions are encouraged.

[Fife’s Workforce Youth Investment Programme](#) has provided funding to help develop our workforce. This has included within the period 2017/18 the employment of a Year-out Planning Student, two Graduate Planners on two years contracts, and taking a School Leaver through to enrolment within second year of the planning course at the University of Dundee and this will be continued through to Graduation. In addition, we have also accommodated a number of requests from individuals wishing to learn more about planning before commencing their planning studies including Paul Ede who commented,

*“I wanted to write and say thank you to you and all the staff for my work experience last week. Arranged at such short notice, only the grace and openness of the staff to make space for me in the midst of their busy working weeks could have pulled off such an informative time for me in such a short space of time.*

*I was able in just 5 days to receive an overview of all the major teams: business support, validations, DM, GIS, Policy, Enforcement and Towns/Regeneration, which helped me understand far, far better than before how an LA planning department works. Being able to go on site visits with Jay and Lyle were not only insightful learning experiences but a real pleasure because of the chats we had*



*on the road. Being able to discuss current issues with Jenni, Alison and Robin in policy was also fascinating. The opportunity to hands-on process some paper validations against the various criteria was a great practical task (thanks to Kerry and Ritchie).*

*I could see how important each and every stage of the system was to the over-functioning of the team and gained an insight into some of the early responses to the forthcoming Planning Bill were already been acted on and thought through."*

Throughout this year, 3 planners have been encouraged and supported in achieving membership of the RTPI. A "buddy" is allocated and assists the candidate together with the line manager and Senior Manager. Jay Skinner and Scott Simpson, 2 of the officers who have achieved RTPI membership within the PPF7 reporting period, commented:

*Throughout the APC process I received both support and guidance from Senior Planners, Line and Service Managers as well as my Head of Planning in working towards gaining accreditation. This support was invaluable and consisted of one to one meetings, general discussion and constructive feedback on my submission without which I would not have been able to work my way through the relevant sections as required in completing my APC.*

Jay Skinner, Planner (Development Management)

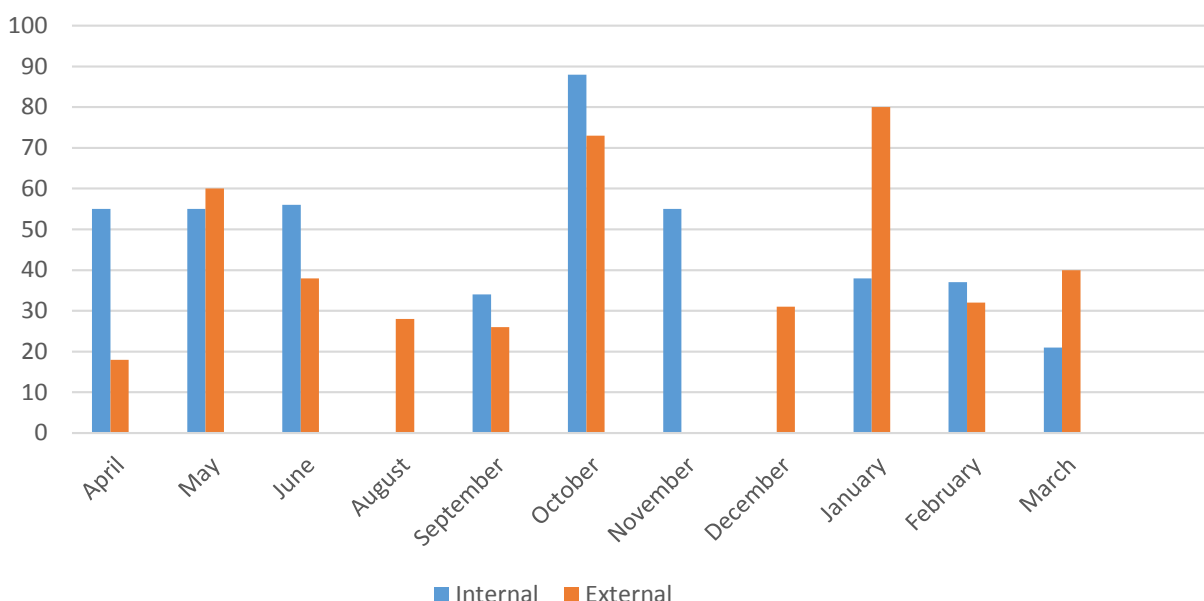
*"I had three mentors during the APC process and they all provided invaluable advice with regards to my submission. Throughout the process I also spoke to others within the Development Management team who had recently gained RTPI membership and this enabled me to gain a better understanding of the process. The previous ten years of professional experience I have gained throughout my time with Fife Council enable me to meet all of the required competencies."*

Scott Simpson, Planner (Development Management)

Building on the programme set out above with the focus on how we do things, to ensure that colleagues are skilled and have their knowledge developed to deliver what we require to do, a comprehensive CPD internal training programme has been running for the past 2 years. This provides fortnightly training for all staff across a number of areas. In addition, every member of staff has six-monthly meetings to discuss their contribution and performance and these include Personal Development Training Plans. Within Teams the Training Plans are collated and an overview is provided across the Planning Authority to determine any cross-cutting training themes that are required. A recent example of this was the wish and need to sharpen skills in respect of both verbal and written communication. Brodies LLP provided training across all staff who are responsible for writing committee reports, presenting at committee and attending meetings. We have a knowledge hub internally where the CPD information is held for staff to refer back to.

The diagram below illustrates the number of events run through our CPD programme, numbers attended, and the split of internal and external trainers. This demonstrates the scale and diversity of the programme which is promoted on our [twitter](#) account.

## CPD Event Attendance



FifeCouncil Planning  
@FifePlanning

Follow

@collarbrodies delivering communication training this morning in Fife Planning focused on the role of Planners  
#listenconsiderrespond



1:48 am - 28 Mar 2018

In addition to the CPD Programme, staff are encouraged to attend external events and a training budget is provided to ensure that individuals have these opportunities. Staff are encouraged to move around to work in different areas of the Service wherever this can be accommodated, and a number of staff, for example within the Policy area have been gaining experience in Development Management. For our year out students and graduates, they have a programme where they work across different teams.

Overall, the development of staffs' skills and knowledge is essential to the Planning Service's continuous improvement.



FifeCouncil Planning  
@FifePlanning

Follow

[kirktonoldchurch.org.uk](http://kirktonoldchurch.org.uk) re-opened after decades of being locked. Kirk & kirkyard were conserved & enhanced thru a partnership between @FifeCouncil #Burntisland Heritage Trust & other community groups, major funder @HLFScotland  
Fiona says: Proud to have been part of it!



4:18 am - 26 Mar 2018

The goal is to continually develop the skills and knowledge of all our staff to not only ensure they are confident and skilled to undertake their duties, but also to assist everyone in their career development. This in turn, helps the Council achieve its outcomes.

Whilst developing our workforce is ongoing and is now embedded within the culture of the Fife Planning Service, the benefits are being realised. These include: a positive factor in attracting and retaining talented staff; ensuring that skills related improvements arising from customer/complaint feedback are being implemented; and encouraging greater cross working with other disciplines, such as Environmental Health.

## Summary

### Case Study Title:

### Workforce Development

### Location and Dates:

Fife Planning Service Workforce (April 2017-March 2018)

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of service and engagement
- Governance
- Culture of continuous improvement

### Key Markers (please select all that apply):

- 6 Continuous improvements
- 13 Sharing good practice, skills and knowledge between authorities

### Key Areas of Work (please select/delete all that apply, as appropriate):

- Interdisciplinary Working
- Skills Sharing

- Staff Training

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- Authority Planning Staff
- Authority Other Staff

- Other (school leavers, Workforce Youth Investment Programme clients, planning students and graduates)

### Overview:

Workforce development within the Fife Planning Service has been a focus of our growth and development over the past number of years. This has included:

- Embedding the key principles of 'How We Work Matters' into daily work;
- The use of unwritten ground rules to help set the culture of the Planning Service;
- Developing individuals in their skills and knowledge through structured training, development of a CPD internal training programme and dedicated training budget;
- Investment in attracting and training new members of staff through the [Fife Workforce Youth Investment Programme](#).

### Goals:

The goal is to continually develop the skills and knowledge of all our staff to not only ensure they are confident and skilled to undertake their duties, but also to assist everyone in their career development. This in turn, helps the Council achieve its outcomes.

### Outcomes:

Whilst developing our workforce is ongoing and is now embedded within the culture of the Fife Planning Service, the benefits are being realised. These include: a positive factor in attracting and retaining talented staff; ensuring that skills related improvements arising from customer/complaint feedback are being implemented; and encouraging greater cross working with other disciplines, such as Environmental Health.

### Name of key officer

**Pam Ewen, Senior Manager, Planning**

## 5. Service Improvements

### A: Delivery of Service Improvement Objectives 2017-2018

The following table provides Fife Council's assessment of how we consider we have delivered on our service actions and objectives identified in PPF6. Additional details and information on many of these are reported in this PPF.

Committed Improvement & Actions in PPF6	Self-Assessment RAG Status as at 31 March 2017
Improve Performance of Major, Local and Minor Applications to better than national average.	<p>The National Headline Indicators included within Section 6 of this PPF provides evidence of embedded improvement in recent performance returns.</p> <p>In the PPF7 reporting period we have shown significant improvements in performance in terms of processing times for both Major and Local planning applications when compared to PPF6, though there has been slight slippage in terms of Minor application performance with average processing time increasing from 8.6 to 8.9 weeks. Improvement has been achieved due to improved and more efficient ways of working including a focus on the project management of applications. This is highlighted in the Digital Transformation case study. Better reporting including up-to-date information on average processing times for officers has also helped focus on improved performance. While average processing times for PPF7 remained higher than the national average, performance in the first quarter of the PPF8 reporting period shows continued strong improvements with the interventions put in place within the PPF7 reporting period with an average processing time for Minor applications of 7.32 weeks and 10.98 weeks for Local Applications.</p>
Undertake a Transportation LEAN and implement the outcomes to provide an e-Transportation.	A Transportation LEAN was undertaken and the outcomes are being actioned to implement an e-transportation process. The first e-RCC has been received and there is a work programme to roll out tablets to Transport Engineers within the next year as part of the digital transformation agenda.
CPD Knowledge Hub to create an online learning resource to provide a resource which pools the presentations and information from the CPD programme.	A learning resource/cpd library has been created for officers to access the presentations from the cpd sessions. This is used regularly as source of information and advice.
Staff Rotation between Development Management and Development Planning.	A number of officers have been given the opportunity to rotate between teams to aid staff development and create further resilience within the Service. This has allowed the Service to focus more resources on implementation and the delivery of FIFEplan through additional resources with Development Management and through secondments to other services to help deliver the Council's affordable housing programme and lead on education infrastructure.



Committed Improvement & Actions in PPF6	Self-Assessment RAG Status as at 31 March 2017
Workshops to maximise benefits of new technology: joint workshops with colleagues in IT, maximise use of tablets and other technology.	Discussion is ongoing with our IT service to look at ways to maximise the benefits that can be realised from the roll out of tablets/mobile devices to development management officers. Fife Council is actively participating in the Digital Transformation Task Force Initiative being developed by the Scottish Government.
Joint working with other authorities on specific service delivery improvements: such as shared specialist staff resource, staff secondments between neighbouring authorities.	We have worked with other authorities to explore the provision of shared services and are in the final contractual stages of providing archaeological services to another council.  In addition, one of our Service Managers is currently on secondment to the Scottish Government to help deliver the digital transformation agenda.
Improvements driven from Customer Feedback.	As part of our drive for continuous improvement, we actively seek customer feedback to identify areas where we can further improve. This has led to changes in our processes to inform applicants or agents where a case officer has changed. The results of our <a href="#">customer survey</a> are published on the Council's website.
Review how we apply Specialist Support such as Built and Natural Heritage and Tree Officer advice to simplify the planning and listed building application process without a loss of quality.	The examples highlighted within Case Study 3 (Celebrating Fife's Built Heritage) illustrates how we are applying specialist support, focussing specialists' time on the more complex planning applications that require their input. This has been achieved by providing Development Management officers with the tools, training and confidence to assess the impact of less complex proposals on built heritage themselves.
Streamlining delegated reports to increase efficiency and speed of decision making	The content and structure of reports continues to be critically reviewed and every opportunity is taken to simplify reports while ensuring they are legally robust. We have reviewed the conditions and consultations provided by Environmental Services and colleagues in the Contaminated Land team to simplify the content of conditions and reports. This is an ongoing programme though PPF8.

Committed Improvement & Actions in PPF6	Self-Assessment RAG Status as at 31 March 2017
<p>Continue to work to encourage young people to work within planning and contribute to the wider planning process.</p>	<p>Within the PPF 7 reporting period we have secured a number of Youth Workforce Investment placements:</p> <p>2 one-year trainee planning assistant posts running August 2016-August 2017 and August 2017-August 2018</p> <p>2 two-year graduate planner posts running 17/18 – 19/20</p> <p>2 voluntary placements – 1 in the Development Plan team and 1 within the Planning Portfolio.</p> <p>2 previous Workforce Youth Investment placements have been retained part-time as they continue with their studies at university.</p> <p>Further detail on the Workforce Youth Investment Programme can be found within the Workforce Development case study.</p> <p>Work has also continued in encouraging young people to work within built heritage and traditional building skills. Through the Cupar CARS/THI initiative a traditional building skills demonstration was held for High School pupils and 6 traditional skills apprenticeships have been created. Further detail on the <a href="#">Cupar CARS/THI initiative</a> can be found within the Celebrating Fife's Built Heritage case study, Example C: Cupar Conservation Area Regeneration Scheme (CARS) and Townscape Heritage Initiative (THI).</p>
<p>Work with Scottish Government on development of National Case load management system.</p>	<p>One of our Service Managers is currently on secondment to the Scottish Government to help deliver the digital transformation agenda including the national caseload management system. Officers have also actively engaged in the research workshops to inform the digital transformation agenda and the new case management system.</p>
<p>Continued working with housebuilding industry, particularly in relation to infrastructure delivery</p>	<p>We continue to work with the house building industry and the Head of Service and Senior Manager for planning hold regular liaison meetings with individual volume and local house builders in Fife and Homes for Scotland. These allow discussion on the build progress of existing housing sites, the future programme and where the Planning Service or wider Council can assist removing any blockages with delivery. These discussions also inform the FIFEplan Delivery Programme. In addition, the Planning Service holds the annual <a href="#">Fife House Builders Forum</a> to discuss topical issues with the housebuilding industry. In August 2017, the Council agreed actions with Homes for Scotland to work collaboratively, recognising that housebuilding is a positive driver for economic growth.</p>

## B: Service Improvement Objectives 2018-19

Our improvement agenda is driven from feedback from our [customer survey](#) (see case study 2: Customers) and lessons learned from complaints. We continue to apply LEAN as a tool to secure change, and critically evaluate our business model to seek opportunities to improve it. The following list gives an overview of the main objectives we aim to deliver within the PPF 8 reporting period.

### Better use of Technology

- Improve the planning information and layout on our web pages;
- Create a channel shift to a digital first policy to ensure where appropriate, the majority of Service requests are made online;
- Further automation/standardisation of reports; and
- Further use of drones to remove repeat planning site visits in rural areas, for larger sites where multiple staff would otherwise be visiting and for Planning Committee site visits.

### Improve Process Management

- LEAN improvement sessions to further improve transportation, enforcement and validation processes within Development Management and reflect the content of the new Planning Bill within the LDP process;
- Look at ways to improve communication on the progress of an application; and
- Consider a new model for community engagement to align with community planning and the content of the new Planning Bill.

### Overall Business Improvement

- Further improvement of performance of Major, Local and Minor Applications to better than national average;
- Participate in national costing of the planning service exercise and analyse data collected to benchmark with other planning authorities;
- Staff development to aid individual officer's development and further contribute to Service resilience; and
- Review and update the Enforcement Charter following the outcomes of the Planning Bill relating to Enforcement.

### Income Generation

- Explore further opportunities for shared services with other authorities and/or the provision of advice to other services; and
- Explore discretionary areas of potential income being considered through the Planning Bill.

### Working with Others

- Continue to work to encourage young people to work within planning and contribute to the wider planning process;
- Work more closely with our customers to reduce the number of applications returned at the initial validation stage;
- Continue working with the key stakeholders to assist in delivering the sites allocated within FIFEplan, and suitable brownfield sites; and
- Continue to learn from customer feedback, complaints, the Local Review Body and appeal decisions to further improve customer service and processes.

## 6. National Headline Indicators

### A: NHI Key Outcomes - Development Planning

Development Planning	2017-18	2016-17
<b>Local and Strategic Development Planning:</b>		
<p>Age of local/strategic development plan(s) at end of reporting period</p> <p><i>Requirement: less than 5 years</i></p>	<p>As at 31<sup>st</sup> March 2018:</p> <p>All local plans were superseded by the adoption of Fife's Local Development Plan (FIFEplan).</p> <p>FIFEplan Local Development Plan (Adopted 21<sup>st</sup> September 2017) – 6 months</p> <p>TAYplan (Approved 11<sup>th</sup> October 2017) – 5 months</p> <p>SESplan (Approved 27<sup>th</sup> June, 2013) – 4 years, 9 months</p>	<p>As at 31<sup>st</sup> March 2017:</p> <p>Mid Fife Local Plan (Adopted 23<sup>rd</sup> January 2012) – 5 years, 2 months</p> <p>St Andrews &amp; East Fife Local Plan (Adopted 5<sup>th</sup> October 2012) – 4 years, 5 months</p> <p>Dunfermline &amp; West Fife Local Plan (Adopted 16<sup>th</sup> November 2012) – 4 years, 4 months</p> <p>Fife Minerals Subject Local Plan (Adopted April 2011) – 5 years, 11 months</p> <p>TAYplan (Approved 8<sup>th</sup> June, 2012) – 4 years, 9 months</p> <p>SESplan (Approved 27<sup>th</sup> June, 2013) – 3 years, 9 months</p>
<p>Will the local/strategic development plan(s) be replaced by their 5<sup>th</sup> anniversary according to the current development plan scheme?</p>	<p>Not fully.</p> <p>As per the adopted plan, FIFEplan 2 is project managed and programmed to be adopted within 5 years of the current adopted plan.</p> <p>Reflecting the contents of the Planning Bill currently before parliament, the TAYplan and SESplan SDP authorities have not programmed any replacement of TAYplan 2 and SESplan 2.</p>	<p>Not fully: two of the three area Local Plans will be replaced within 5 years of their adoption.</p> <p>The current Development Plan Scheme (2016) anticipated the replacement Local Development Plan (FIFEplan) to be adopted by August 2016. However, examination of the Plan ran for longer than programmed. This has delayed the anticipated adoption of the Local Development Plan to July 2017. This delay is outwith the control of the Council.</p> <p>TAYplan's current Development Plan Scheme programmed approval of TAYplan 2 for late 2016. As with FIFEplan, the examination extended beyond anticipated timescales and approval will now be beyond the PPF6 reporting period, and slightly beyond the 5<sup>th</sup> anniversary of the approved TAYplan.</p> <p>The approval of SESplan 2 is programmed for mid-2018 at which time the plan age will be approximately 5 years.</p>
<p>Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?</p>	<p>No</p>	<p>The timescales for FIFEplan and TAYplan have changed over the past year as outlined above, outwith the Council's control. The expected date of submission for SESplan remains unchanged since last year.</p>



Development Planning	2017-18	2016-17
<b>Local and Strategic Development Planning:</b>		
Were development plan scheme engagement/consultation commitments met during the year?	<p>N/A</p> <p>Given the stage the Local Development Plan is currently at, as per the development plan scheme, no engagement or consultation was undertaken within the PPF7 period. This was reflected in the DPS with no requirement.</p>	<p>N/A</p> <p>Given the stage the Local Development Plan is currently at, as per the development plan scheme, no engagement or consultation was undertaken within the PPF6 period. This was reflected in the DPS with no requirement.</p> <p>The FIFEplan <a href="#">Report of Conformity with the Participation Statement (June 2015)</a> was considered by a DPEA Reporter as part of the examination. The reporter concluded that 'the council has conformed with its participation statement and has in many cases exceeded minimum consultation requirements with regard to consultation and the involvement of the public at large as envisaged by Scottish Ministers'.</p>

Effective Land Supply & Delivery of Outputs <sup>1</sup>	2017-18 <sup>1</sup>	2016-17
Established housing land supply	36,790 units	36,865 units
5-year effective housing land supply programming <sup>(1) (2)</sup>	7, 605 units	11,187 units
5-year effective land supply total capacity:		
SESplan (Fife)	5,874 units	8,775 units
St Andrews and North East Fife HMA (TAYplan)	1,036 units	1,471 units
Cupar and North West Fife HMA (TAYplan)	695 units	941 units
5-year housing supply target <sup>(3)</sup>	Not applicable	Not applicable
5-year effective housing land supply (to one decimal place) <sup>(4)</sup>		
SESplan (Fife)	1.2 years	2.1 years
St Andrews and North East Fife HMA (TAYplan)	5.4 years	6.3 years
Cupar and North West Fife HMA (TAYplan)	5.3 years	6.3 years
Housing approvals <sup>(5)</sup> :	173 applications	280 applications
Housing completions over the last 5 years	4,815 units	4,894 units
Marketable employment land supply	225.57 ha	219.04 ha
Employment land take-up during reporting year	47.45 ha	36.93 ha

1. Source: Fife Housing Land Audit 2017. The data are from the period 1st April 2016 to 31st March 2017 as the date for the submission of the PPF7 report is before that of the publication of the Housing Land Audit 2018.
2. Fife does not have an overall housing land requirement and is covered by 2 strategic development plans. The reported housing market areas are those stipulated in SESplan and TAYplan.
3. Fife is covered by 2 strategic development plans (SDP), TAYplan to the north and SESplan to the south. Neither SDP sets a housing supply target as both were prepared under Scottish Planning Policy 2010.
4. This calculation uses the adjusted annual housing land requirement as the denominator. See Housing Land Audits – Position Statements.
5. This figure is the number of approved applications for housing/residential development including PPP proposals: we do not record the actual number of units approved and cannot therefore determine this figure from the records held in Uniform.

We publish our housing statistics online in Fife Council's [Housing Land Audit](#), which includes the most up to date figures.

**B: NHI Key Outcomes – Development Management**

Development Management:	2017-18	2016-17
<b>Project Planning</b>		
Percentage and number of applications subject to pre-application advice	6 % (138)	2% (50)
Percentage and number of major applications subject to processing agreement	13% (3)* *all Priority cases are project managed.	17.6% (3)* *all Priority cases project managed
<b>Decision Making</b>		
Application approval rate	95.7%	95.3%
Delegation rate	95.6%	95.7%
Validation	40%	36%
<b>Decision-making Timescales</b>		
Major Developments	31 weeks	38.1 weeks
Local developments (non-householder)	13.1 weeks	15.9 weeks
Householder developments	8.9 weeks	8.6 weeks
<b>Legacy Cases</b>		
Number cleared during reporting period	23	34
Number remaining	31	31

**C: Enforcement Activity**

	2017-18	2016-17
Time since enforcement charter published / reviewed Requirement: review every 2 years	<b>12 months</b>	<b>0 months</b>
Complaints lodged and investigated	<b>760</b>	<b>747</b>
Breaches identified – no further action taken	<b>279</b>	<b>170</b>
Cases closed	<b>733</b>	<b>237</b>
Notices served	<b>2</b>	<b>5</b>
Direct Action	<b>12</b>	<b>-</b>
Reports to Procurator Fiscal	<b>0</b>	<b>0</b>
Prosecutions	<b>0</b>	<b>0</b>

**D: NHI Key outcomes – Commentary****Commentary****Short contextual statement**

The Fife Local Development Plan (FIFEplan) was adopted within the PPF7 period superseding all Fife's previous Local Plans. We continue to publish progress updates on the [Council's website](#) and communicate through our [twitter account](#) and our [Fife Local Development Plan Update \(E-bulletin\)](#).

Reflecting the contents of the Planning Bill currently before parliament, the [TAYplan](#) and [SESplan](#) SDP authorities have not programmed any replacement of TAYplan 2 and SESplan 2.

We continue to reduce the average time taken to determine local applications and while pleased with the improvement in performance reported here it is recognised that further improvement is required. Having introduced new processes and ways of working we are already seeing significant performance improvements being reported within Q1 of the PPF8 reporting period. The introduction of up to date individual officer average time performance is also ensuring that the impetus and focus on improving productivity for both local and householder applications is kept to the fore.

In addition, the number of breaches investigated and the number of cases of direct enforcement action has increased in the PPF7 reporting period due to an increase in enforcement resources and a focused project on unauthorised advanced signage.

## 7. Scottish Government Official Statistics

### A: Decision-Making Timescales - All Applications

Timescales	2017-18	2017-18	2016-17
<b>Overall</b>			
Major developments	23	31 weeks	38.1 weeks
Local developments (non-householder)	705	13.1 weeks	15.9 weeks
Local: less than 2 months	(45.8%)	7.2	7.5
Local: more than 2 months	(54.2%)	18.2	21.4
Householder developments	991	8.9 weeks	8.6 weeks
Local: less than 2 months	(68.1%)	7.0	7.1
Local: more than 2 months	(31.9%)	12.9	12.4
<b>Housing Developments</b>			
Major	10	42 weeks	49.1 weeks
Local housing developments	150	18 weeks	19.2 weeks
Local: less than 2 months	(24.7%)	7.0	7.8
Local: more than 2 months	(75.3%)	21.6	22.9
<b>Business and Industry</b>			
Major	0	0 weeks	0 weeks
Local business and industry developments	26	16.1 weeks	14.2 weeks
Local: less than 2 months	(26.9%)	7.3	7.4
Local: more than 2 months	(73.1%)	19.3	20.2
EIA Developments	0	0 weeks	19.7 weeks
<b>Other Consents</b>			
As listed in the guidance(right)	617	7.6 weeks	8.2 weeks
<b>Planning/legal agreements</b>			
Major: average time	10	47.4 weeks	45.2 weeks
Local: average time	9	55.2 weeks	39.1 weeks

### B: Decision-Making Timescales - Local Reviews & Appeals

		Original decision upheld			
	Total number of decisions	2017-18		2016-2017	
Type	No.	No.	%	No.	%
Local reviews	26	13	50	20	71
Appeals to Scottish Ministers	28	19	68	22	55

### C: Context

We consider that this PPF demonstrates that notwithstanding the very real business pressures highlighted, we have achieved improvements to performance; maintained our commitment to continuous improvement, and staff development; and the promotion of planning as a profession. We are an excellent service with highly motivated staff delivering a quality service to the people of Fife.



## 8. Workforce Information

	Tier 1 <i>Chief Executive</i>	Tier 2 <i>Director</i>	Tier 3 <i>Head of Service</i>	Tier 4 <i>Manager</i>
Head of Planning Service			1	

RTPI Qualified Staff	Headcount	FTE
Development Management	18	18
Development Planning	10	9.39
Enforcement	1	1
Specialists	0	0
Licentiate	4	4
Other (including staff not RTPI eligible)	34	31.85

Staff Age Profile	Headcount
Under 30	7
30-39	15
40-49	18
50 and over	26

As illustrated in Case Study 6, workforce development within the Fife Planning Service has been a focus of our growth and development over the past number of years. This has included:

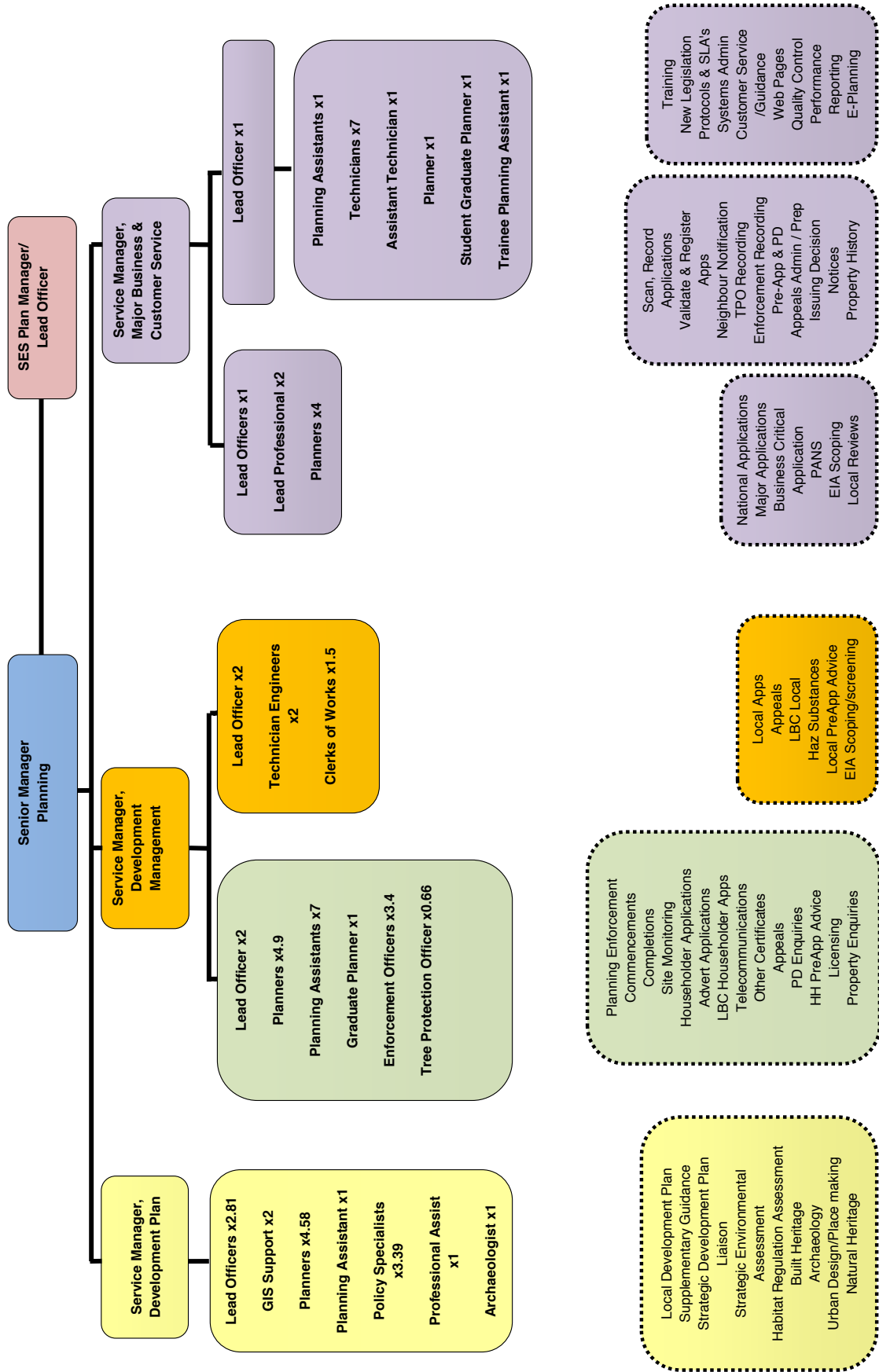
- Embedding the key principles of ‘How We Work Matters’ into daily work;
- The use of unwritten ground rules to help set the culture of the Planning Service;
- Developing individuals in their skills and knowledge through structured training, development of a CPD internal training programme and dedicated training budget; and
- Investment in attracting and training new members of staff through the Fife Workforce Youth Investment Programme.

The goal is to continually develop the skills and knowledge of all our staff to not only ensure they are confident and skilled to undertake their duties, but also to assist everyone in their career development. This in turn, helps the Council achieve its outcomes.

Whilst developing our workforce is ongoing and is now embedded within the culture of the Fife Planning Service, the benefits are being realised. These include:

- a positive factor in attracting and retaining talented staff;
- ensuring that skills related improvements arising from customer/complaint feedback are being implemented; and
- encouraging greater cross working with other disciplines, such as Environmental Health.

# Planning Service Structure



## 9. Planning Committee Information

Committee & Site Visits	Number per year
Full Council Meetings	8
Planning Committees	27 (Central Planning committee 9, North East Planning Committee 8, and West Planning Committee 10)
Area Committees	40 (City of Dunfermline Area Committee 5, Cowdenbeath Area Committee 6, Glenrothes Area Committee 6, Kirkcaldy Area Committee 6, Levenmouth Area Committee 5, North East Fife Area Committee 7 and South and West Fife Area Committee 5)
Committee Site Visits	12 (Central Planning committee 3, North East Planning Committee 4, and West Planning Committee 5)
Local Review Body Meetings	8
Local Review Body site visits	3

# 10. Supporting Evidence

[Planning Homepage](#)

[Fife Council Online Planning Portal](#)

[FIFEplan](#)

[Development Plan Scheme](#)

[Enforcement Charter](#)

[Strategic Development Plans](#)

[DPEA – Fife Core Library](#)

[Fife House Builders' Forum](#)

[Annual Customer Survey](#)

Other documents and supporting evidence is accessed from the hyperlinks within this document.



# 11. Contact & Communication

This PPF has not covered every aspect of Fife Council's performance on planning matters and it has not listed all the different team achievements and outputs. It has focussed on the higher level and more obvious achievements as required by the PPF template. Fife Council welcomes comments about the services provided, suggestions for improvements and endorsements of good practice. If you wish to provide specific comments or you require any further information on the contents of the PPF, the available supporting evidence or you wish to enquire about other areas of performance and achievement then please contact.

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