

Stirling Council

# Planning Service Annual Report

## Planning Performance Framework

2017-18



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## Forward **Cllr Alasdair MacPherson, Chair of Planning and Regulatory Panel**



In Stirling our aim is to ensure that the planning system can support sustainable economic growth as well as protecting our environment and encouraging local communities to get involved in planning.

2017-18 has been a busy year for us with a continued increase in planning applications and the near completion of the second LDP for Stirling. With this background of increasing work,

performance across most of our indicators have improved. Timescales to determine planning applications have modestly quickened but we recognise that to be 'open for business' we need to make further improvements during 2018-19.

The City Deal for Stirling and Clackmannanshire was also confirmed and this promises an exciting period ahead to secure a sustainable, vibrant economic future for the area. The work of the Planning Service will be pivotal and crucial to delivering the City Deal in future years. Ensuring that the Planning Service is fit for purpose and performing to the highest level has never been more important.

Positioning the Planning Service so that we are able to play our full role in delivering the City Deal to maximum impact has been led by the preparation and implementation of an Improvement Plan. The Improvement Plan was approved in December 2016. In developing the Improvement Plan our work and practices were critically reviewed looking at evidence from the Planning Performance Framework (PPF) 5. This

identified some areas of strength and also areas where improvements can be made. This, together with seeking the views of customers through survey, led to the identification of 20 action packages to bring long term improvement that have been implemented in 2016-17. The Improvement Plan covers the work of all of the Planning Service, but has a focus on providing for quicker and more reliable planning application decision making and improving our customer service.

We have already started to see some improvements in performance, customer satisfaction and efficiency. Some of the areas where we expect will bring about the most benefit (for example, going fully digital in our development management process) were only introduced late in 2017 and so their full impact will not yet be fully apparent. We are expecting to see more significant improvements being evidenced in 2018-19.

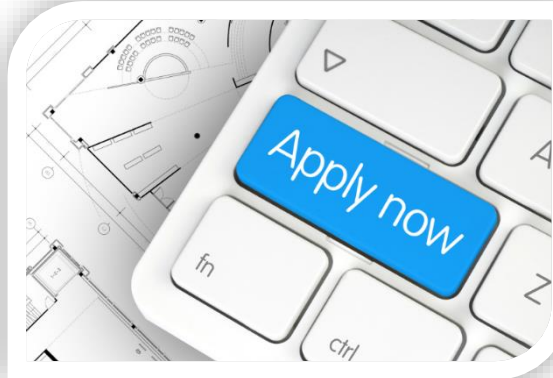
This is our seventh PPF. As with last year the PPF has been influenced by the Improvement Plan and the views of stakeholders – councillors, architects, developer and the community – on how we are performing as a Planning Service. This has brought about a new culture of performance management with our customers at the heart of driving our improvements. For the first time this PPF and the comments of the Scottish Ministers on PPF 6 will be reported to committee who will be able to scrutinise performance and influence the shape of PPF 8 for next year.

By critically reviewing our performance with customer service at the centre, I am quite clear that this will deliver improved performance resulting in real results for the benefit of the Stirling Council area and our communities.



## HIGHLIGHTS

2017/18



## MORE

decisions made

**18% increase since 2015**

## QUICKER decision timescales

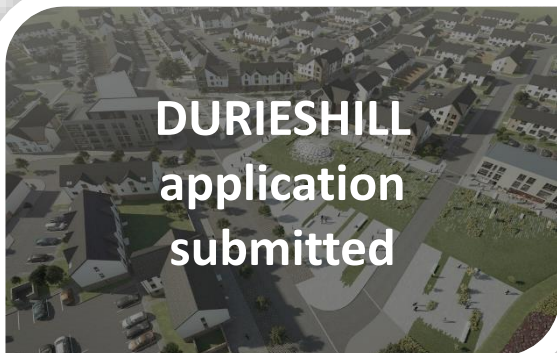
Householder applications  
determined quicker than  
national average

## Big INCREASE

in number of legacy  
applications cleared



## DURIESHILL application submitted



## NEW

Pre-application advice  
service launched

**22/23** improvement  
actions completed or  
partially completed

## Introducing

### ...the Planning Performance Framework

The planning performance framework was introduced by planning authorities in 2012. Developed by Heads of Planning Scotland and supported by the Scottish Government the framework captures key elements of a high-performing planning service, such as:

- speed of decision-making;
- certainty of timescales, process and advice;
- delivery of good quality development;
- an overall 'open for business' attitude.

The framework gives a balanced measurement of the overall quality of the planning service and contributes towards driving a culture of continuous improvement.

All planning authorities, strategic development plan authorities and seven key agencies prepare a Planning Performance Framework (PPF) report on an annual basis and receive feedback from the Scottish Government. PPF reports contain both qualitative and quantitative elements of performance and set out proposals for service improvement. They also report on a set of Performance Markers which were agreed by the High Level Group on Planning Performance in 2013.

<sup>1</sup> The remit of the High Level Group on Planning Performance includes supporting improved planning performance and linking performance with planning fees. The Scottish Government and the Convention of Scottish Local Authorities (COSLA) co-chair the group with the remaining members comprising: Heads of Planning Scotland; the Society of Local Authority Chief Executives; the Society of Lawyers and Administrators in Scotland and the Royal Town Planning Institute.

### ...the Stirling Council Planning Service

The Planning Service in Stirling Council has two teams: Development Management and Planning & Policy. Together these teams work to deliver integrated outcomes.

We are a compact service that focuses upon work that fulfils our statutory planning duties, but we also work closely with other Council services to deliver corporate objectives related to economic development, sustainability, transportation and affordable housing delivery, working collaboratively on a range of corporate strategies. We also deal with managing and promoting our historic environment.

The Planning Service is managed alongside the Building Standards Team. We are part of the Council's Infrastructure Services and under a management team that includes sustainability, transport planning, council infrastructure planning and Environmental Health. This grouping of services provides great opportunity to ensure integrated working to deliver the recently announced City Region Deal.

A Planning Service Improvement Plan (see section D1 and Part 3), approved December 2016, continues to be central to the efforts of the Service to improve performance.

► [Appendix 2 – Corporate Structure](#)

## Scottish Government Feedback 2016/17

Stirling Council's sixth Planning Performance Framework Report, covering the period April 2016 to March 2017, was submitted to Scottish Ministers in July 2017. In December 2017, the Minister for Local Government and Housing provided feedback on the report based around the 15 performance markers agreed by the High Level Group on Planning Performance. Red, Amber or Green ratings were awarded based on the evidence provided, giving an indication of performance and the priority areas for improvement action.

The following graphic (Table 1) illustrates that, for 2016/17, the Scottish Government rated us **green** against nine performance markers; **amber** against two while our performance in relation to two of the performance markers was rated **red**.

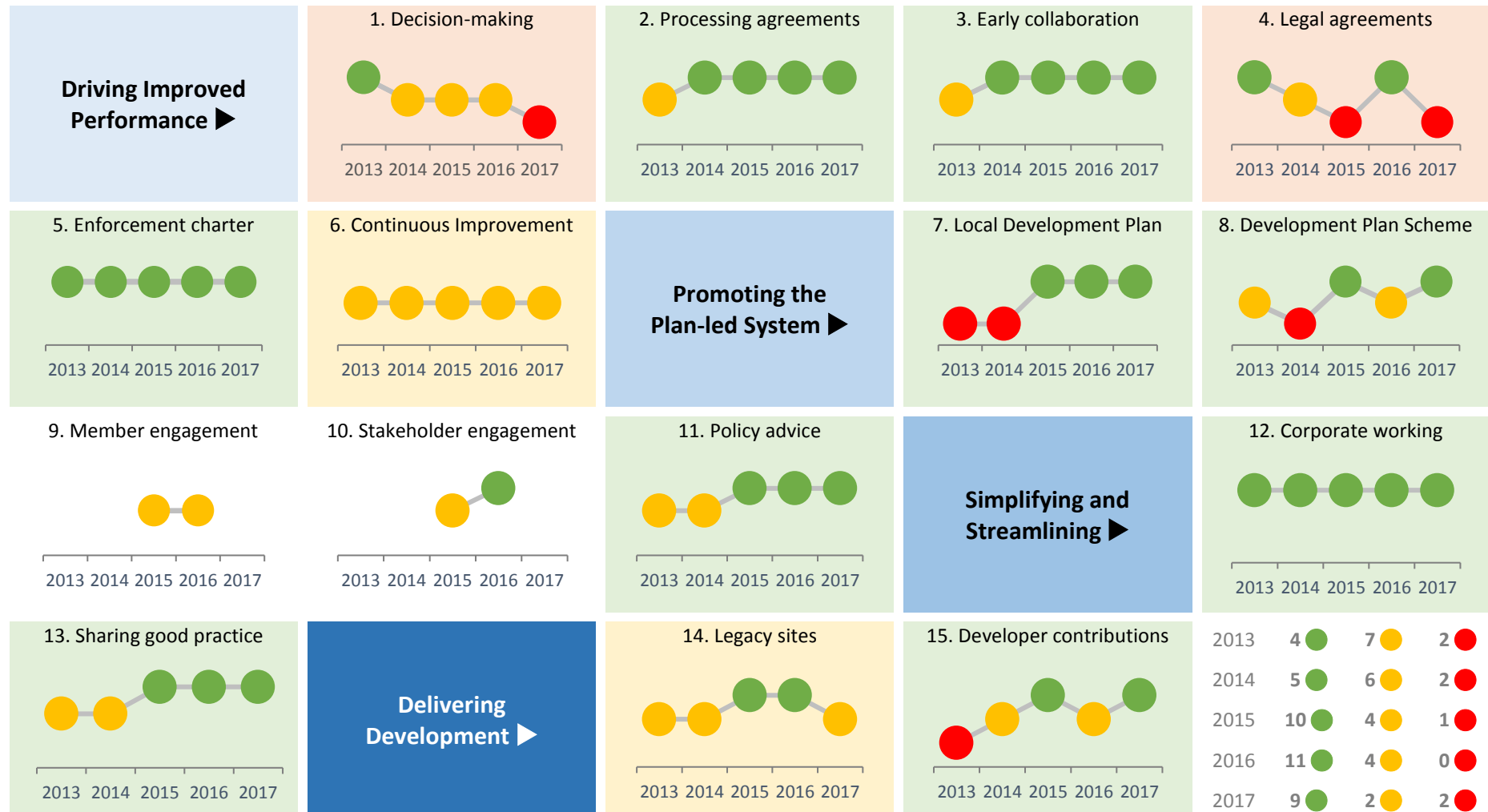
We received red ratings in relation to decision-making timescales (PM1), as timescales for determining planning applications increased (with the exception of householder applications) and were slower than the Scottish average, and for applications with legal agreements (PM4).

Part 2 of this Planning Performance Framework Annual Report details the rating given for each performance marker last year (2016-17); the feedback received from the Scottish Government; and a summary analysis of how the Council is performing 12 months on.

► Scottish Government Feedback: <https://tinyurl.com/yaqt7way>



**Table 1 Performance Markers: RAG rating 2013 – 2017**



## Part 1 – Demonstrating a high-quality planning service

The Planning Performance Framework Annual Report aims to provide both quantitative and qualitative evidence to illustrate the performance of the Planning Service over the past 12 months, with a focus on our improvement journey.

Part 1 of the Planning Performance Framework Annual Report seeks to document the qualitative story of the past year's performance, supported by case studies.

The narrative is structured around the following four themes:

**A: Quality of Outcomes** – Demonstrating the added value delivered by planning;

**B: Quality of Service and Engagement** – Demonstrating positive actions to support sustainable economic growth, initiatives to work consistently with stakeholders and deliver a positive customer experience;

**C: Governance** – illustrating how structures and processes are proportionate, effective and fit for purpose;

**D: Culture of Continuous Engagement** – improvements and changes in the last 12 months.

### A. Quality of Outcomes

#### A1. Case Study: Durieshill – Stirling's new settlement

Durieshill was identified as a 'Major Growth Area' through a second alteration to the Stirling Local Plan in 2006. The new settlement, to include 2500 new homes, new education and community facilities, commercial and employment uses forms a significant part of the housing land supply but, 10 years on from being allocated, was no nearer being delivered.

The establishment of a cross-service 'Infrastructure Delivery Working Group' at the start of 2016 to assist in the delivery of key local development plan sites coincided with Springfield Properties' taking on Durieshill and this case study demonstrates how the Planning Service has taken a proactive, collaborative approach to developing detailed proposals for Durieshill at the pre-application stage.

Springfield first made contact with the Council in summer 2016 to make us aware that they planned to take Durieshill forward and were in discussions with the multiple landowners who owned the site. An initial meeting

between representatives of Springfield and council planning officers was held in late July 2016, at which Springfield demonstrated their track record in delivering similar sized developments in Scotland and a resolution was made to work collaboratively in preparing a masterplan and getting the proposal to planning application stage.

A tight timescale of December 2017 was set by the developer to submit an application for Durieshill, with Springfield indicating that it was their intention to submit a detailed application for the housing and retail and commercial uses.

Two separate workshops a wide range of council services and key agencies were held in November 2016 providing the opportunity for Springfield to present their initial proposals and approach to the development and for those attending to alert Springfield to any thoughts or concerns regarding





the site. Meetings between Springfield and the council continued throughout the first half of 2017, focusing primarily on the masterplan that would sit alongside the planning application, during which time Springfield were negotiating options with the landowners.

At key meeting in summer June 2017, Springfield presented a draft masterplan at which stage the council proposed involving the Architecture and Design Scotland (A+DS) Design Panel. The council recognised that new village was being created, and it was therefore vital that placemaking principles, previously established in Supplementary Guidance, were followed in the masterplan and that independent expert scrutiny of the plans could be beneficial.

Three workshops were held with A&DS in August 2017, October 2017 and January 2018. This involved site visits, the Council setting out what they are looking for from the site and the identification of the main issues arising from Springfield's draft masterplan and then Springfield responding to this and presenting their proposals. The A&DS panel gave useful feedback in landscape strategy and design, the urban design framework and active travel and transport connections.

A number of key outcomes from the process are reflected in the planning application submitted to the council on 20 December 2017, including the relocation of the proposed community campus to the village 'core'. As an intermediary, A+DS helped to facilitate useful dialogue between the developer and the council and they also submitted a detailed response to the planning application, as the third workshop was held after its submission.

“Durieshill is a key project for Stirling. To deliver a project of this scale requires a number of parties across all sectors to work together positively. Stirling Council to date have taken a proactive approach in working together with Springfield Properties and other stakeholders. We have welcomed Stirling Council's approach in dedicating resources and input into the master planning and detailed design process from the outset. The regular dialogue with the Stirling Council continues as we move positively forward towards a determination later this year”.

David Jewell  
Head of Land (Central), Springfield Properties PLC

Case Study	Durieshill – Pre-application														
Themes	A: Quality of outcomes				B: Quality of services and engagement				C: Governance				D: Culture of continuous improvement		
Performance Markers	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Key Areas of Work	Design / Masterplanning / Collaborative Working / Placemaking														
Stakeholders	Stirling Council Officers / Springfield Properties / Architecture & Design Scotland														
Project Lead	Emma Fyvie														



## A2. Case Study: Forthside – an enduring Masterplan

Forthside sits between Stirling's railway station and the River Forth and has long been a key location in Stirling. Formerly a private estate with a fine Georgian mansion, the expansion of the Scottish Central Railway in the 1840s led to the industrialisation of Forthside and in the 1880s, The Ministry of Defence acquired the site. The Royal Army Ordnance Corps expanded the existing network of sidings and buildings to form a busy military complex which was a key resource for the army in the run up to and during both World Wars.

Following the closure of the army base and sale of the site in the 1990s, the area was largely cleared, with only the most important buildings left standing. It became a key regeneration site and an opportunity to reconnect the city centre with the River Forth. Stirling Council first approved a set of guiding principles in 1996 – an outline development framework to guide the future development and use of the site.

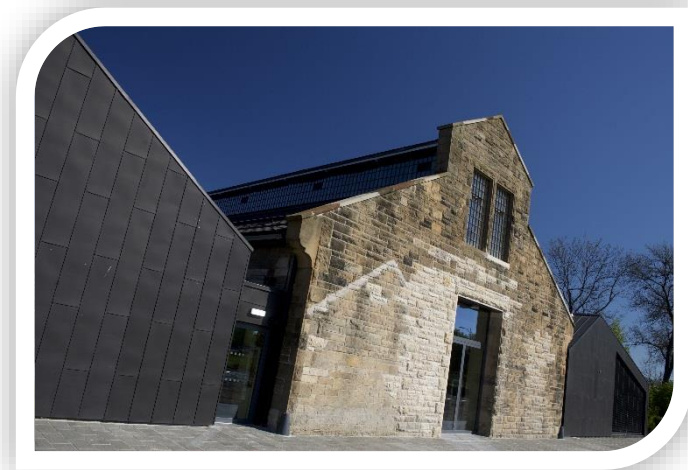
A comprehensive Masterplan for Forthside was approved in 2004 and adopted as statutory supplementary guidance alongside the local development plan in 2014 but only some elements of the original vision for Forthside have been developed in the past 20 years. A City Region Deal for Stirling, however, looks set to kick-start the development of the remainder of the Forthside area, creating a vibrant new public space.

### Engine Shed

A long standing principle for Forthside has been the retention and re-use of many of the stone buildings. Scotland's National Building Conservation Centre – The Engine Shed – was officially opened in June 2017 and is a key development at Forthside. A learning and visitor resource, it is home to Historic Environment Scotland's building conservation research and education facility, which will share its world class expertise with national and international partners in building conservation.

With sustainability at the heart of the building's conservation, the former Ministry of Defence munitions store has been respectfully adapted, retaining much of the original fabric and character of the original building while demonstrating how traditional materials can be used in a modern context in two extensions, also incorporating modern technologies to enhance its energy efficiency.

Recently, The Engine Shed was named one of the best new buildings in Scotland at the Royal Incorporation of Architects in Scotland Awards and awarded 'Best Building 2018' and 'Best Use of Stone' at the Stirling Society of Architects Design Awards.



### The Barracks

Alongside the Engine Shed, work began in November 2017 on the conversion of the former Barracks buildings at Forthside. The Robertson Trust – Scotland's largest independent grant-making charitable Trust – is investing £3.6 million to create a new third-sector hub.

The Barracks development comprises five buildings, three of which are being developed by The Robertson Trust in partnership with Stirling Council (the other two buildings were converted into offices five-years ago). Robertson House Stirling will offer a 200 seat conference facility as well as meeting rooms, exhibition space, shared office space and an on-site cafe. High quality, low cost office accommodation will be made available to charities, voluntary organisations and social enterprises.

The first phase of the building comprises fabric and repair works to the derelict buildings – which were placed on the Buildings at Risk Register in 2009, with a programme of works running until April 2018. The fit out phase which will follow is expected to run until December 2018. The end result will be three revitalised buildings offering state-of-the-art facilities for Scotland's Third Sector, while helping to regenerate the surrounding Forthside area.

### City Deal

A City Deal for Stirling was first announced in the 2016 Autumn Statement. The bid was founded on a City Development Framework - a major programme of investment for Stirling designed to build on Stirling's world-class assets and re-position it as a major economic and cultural player. Included as the signature project within the City Development Framework,

proposals for Forthside aspire to make the area a more attractive destination, increasing footfall and enabling the River Forth could become an active part of the city once again. A new public sector hub and visitor attraction to complement the Engine Shed are the main elements of the revised plan for Forthside.

With the conversion of the Engine Shed, the Barracks close to completion, the added impetus of the Stirling City Region Deal places significant focus on the area. The work updating, and expanding the scope, of the Masterplan for Forthside will continue with an approach that works collaboratively with various City Deal project teams within the Council, and other significant land owners. Specifically, this is to help shape ambitions relative to individual projects; provide an overview ensuring awareness of the wider Placemaking agenda for the area as a whole; and to help realise the ambition to deliver an attractive, cohesive, mix-use, new city quarter.

Work has also been ongoing with the Economic Development and Transport teams, on specific background studies. These will help inform potential Masterplan decisions relative to commercial viability of certain potential uses, and options for a movement strategy for active travel and vehicles across the site into the wider city network.

Case Study	Forthside – an enduring Masterplan														
Themes	A: Quality of outcomes				B: Quality of services and engagement				C: Governance				D: Culture of continuous improvement		
Performance Markers	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Key Areas of Work	Design / Masterplanning / Collaborative Working / Placemaking														
Stakeholders	Stirling Council Officers (Transport Planning, Economic Development), Landowners														
Project Lead	Dorothy Irvine														



## The Vision - The Harbour



## B. Quality of Service and Engagement

### B1. New approach to pre-application advice

Following much preparation our new pre-application service was officially launched in January 2018. The table below outlines the extent of pre-application activity in Quarter 4 of 2017-18. The driving objectives behind the introduction of the pre-application service are to promote and encourage early engagement between prospective applicants and the Council, to provide a clearer understanding of the policies and other material considerations which may face a specific proposal, to provide clarity and greater certainty for such proposals. Overall, the pre-application process is designed to underpin the Council's frontloading approach to development proposals to provide clear and consistent advice before a planning application is received.

The pre-application advice service is highlighted on the Council's website. Advice can be obtained by completing the pre application form and returning to the Council. On receipt, pre-application enquiries are given their own unique number in the Council's Uniform system, each case is allocated to a specific officer and the aim is to provide a response to the pre-application enquiry within 21 days of the enquiry having been received. The benefits of pre-application advice for would be applicants is four fold:

- the opportunity to understand how policies and guidance will be applied to a development proposal
- the early identification of the need for specialist input
- it may flag up the proposal is unacceptable which could save the cost of submitting a formal application
- potential reduction in time dealing with the formal application.

Use of the service is encouragingly high as evidenced by the table below relating to Quarter 4 of 2017-18. One further benefit of the service is the ability of the Council to much more accurately identify the extent of pre-application enquiries than prior to the service's introduction, giving a more accurate reflection of the extent of pre-application engagement.

We are not currently hitting our target of closing pre-applications within 21 days. This has been due to some vacancies in the team and the continuing high number of planning applications that we are handling. We are taking steps to monitor and manage performance so that we improve on pre-application timescales for 2018/19.

Total number received	103
Average date: registration to close	18 days
Percentage registered same day	93%
Percentage closed within 21 days of registration	65%

Themes	A: Quality of outcomes			B: Quality of services and engagement		
	C: Governance			D: Culture of cont. improvement		
Performance Markers	3					
Key Areas of Work	Development Management Procedures / Process Improvement					
Stakeholders	Planning Staff / Applicants / Developers / Agents					
Project Lead	Jay Dawson					



## B2. Case study: Stirling Area Access Panel Collaborative Working

In the last 12 months we have worked alongside the Stirling Area Access Panel (SAAP) to identify opportunities to enhance their role and input in the development management process and in the delivery buildings which are better suited to the needs of disabled and elderly people. Stirling has a very active Access Panel, however, the detail they were providing in response to planning application often raised many non-material considerations it was not possible to address when assessing and determining applications. This led to a situation where the Access Panel felt decisions were being made that ignored disability legislation.



In the build up to meeting with SAAP to address their concerns, time was taken to review their previous comments on planning applications, to identify key themes and issues, consider potential improvements and develop procedural changes within the wider Planning and Building Standards service. At the meeting in November 2017 we were able to discuss what can be considered as a

material planning consideration; outline the different stages at which the panel had the opportunity to be involved, including the pre-application stage, and the relevant roles and responsibilities of the Service.

A number of actions arose from the meeting which have been completed and changes to the website and pre-application form (see XXX) better publicised the panel, promoting early engagement outwith the development management process. Officers now encourage applicants and agents to discuss proposals with the panel at pre-application stage,

which is considered a more appropriate platform for comments to be given, increasing the likelihood that these will be taken on board. This has worked well, for example of a proposed redevelopment of the University of Stirling Sports Centre ► <https://tinyurl.com/y7hnjl5n>

“This proactive contact by Planning officers seems to be working and we are pleased with the notification and consultation opportunities which it provides”.

Robert Dick  
Chair, Stirling Area Access Panel

Overall it is hoped we have been able to put in place more positive and effective procedures for involving the Access Panel in the development process, with positive outcomes for the accessibility of buildings and open space.

“Just a very quick note to say thanks for all your help and input on this project over the last couple of years...has been a pleasure working with you on this site.”

Ian Gallacher, Director, Planning  
Iceni Projects

## Conserving and Enhancing the Historic Environment

Stirling's unique geographical position in Scotland marked it as strategically important; a gateway to the north. As a result, the city has a wealth of internationally renowned built heritage assets, including Stirling Castle, the Wallace Monument and two of Scotland's most significant battlefields; geography, geology and history are intrinsic to the character of the Stirling.

Much of our historic environment is given statutory protection through specific designations. There are over 1500 Listed Buildings, 85 of which are Category A, 29 Conservation Areas, 12 nationally important Gardens and Designed Landscapes, and over 140 Scheduled Monuments in the Local Development Plan area. The Inventory of Historic Battlefields includes four sites in the Stirling area, marking them of national importance. In addition, the 6000 plus entries in the Stirling Sites and Monuments Record include a wide range of locally important undesignated features, structures and sites.

Within the Planning Service we have two Conservation Officers and one Archaeologist who have a broad remit which recognises that the planning system has a key role to play in protecting, conserving and enhancing the contribution made by our heritage to place, cultural identity, quality of life and the economy, including tourism.

The role of the Conservation Officers and Archaeologist extends far beyond having an input in the consideration of planning applications and includes: engagement with schools and further education and training, as evidenced by last year's traditional building skills summer school (see B3); supporting Heritage Lottery applications; input into tourism and active travel, and public engagements and volunteering, the jewel of which are the annual free festivals Doors Open Day and Archaeology month.

## B3. Forth Valley Traditional Buildings Forum Summer School



The Forth Valley Traditional Buildings Forum seeks to raise the profile of issues relating to traditional buildings and work in partnership to address these. Stirling Council is a member of the Forum and assisted in developing a

traditional building skills summer school programme for young people aged 16-18, hosted by Forth Valley College at the start of July 2017.

The Summer School is aimed at young people who have an interest or wish to pursue a career in professions such as stonemasonry, joinery, roofing, surveying and architecture and seeks to address the shortage of skills in the traditional buildings sector, which is hugely important if we are to maintain and protect the our historic environment.

We helped to develop a four-day programme and deliver a session on 'Historic Buildings and Places', looking primarily at listed buildings and conservations areas; how they are designated and protected; what makes them special; and how traditional materials and skills contribute to their character and sustainability.





## C. Governance

### C1. Inward investment training and Economic Development meetings

A key strategy of the Council is to work with a wide range of stakeholders and partners to help Stirling realise its full economic potential. In October 2017, Planning staff attended a day's training on Inward Investment, arranged by the Council's Economic Development Service.

Adam Breeze of Breeze Inward Investment led the training and provided a useful update on inward investment in the current economic climate. Key learning points were that places need to move away from generic 'invest in anywhere' campaigns and should target companies who are likely to invest in their area as well as nurturing local businesses and start-ups. The importance of the effective use of social media and of building relationships and providing a high quality 'one stop shop' customer service to potential investors were also highlighted as being key to success in attracting investment to the area.

This Inward Investment training session highlighted the importance of the Council's economic development and planning services working closely together to provide a high quality service to its customers. In 2017, 6 weekly meetings between planning and economic development commenced. These meetings ensure that these services are better connected and that information on prospective inward investment and other economic development

This meeting follows on from discussions between Planning and Economic Development seeking better connections between our services regarding prospective new inward investment, job opportunities and also other initiatives of joint interest.

### C2. Community Council Forum 5

On 29 March 2018, the Planning Policy Team Leader presented at a 'Forum 5' meeting which consists of representatives from five of Stirling's community councils. The topic of the presentation was 'How the Local Development Plan will shape Stirling'.

The presentation set out the function of Planning and of LDPs before taking a look at the planned growth for Stirling over the next 10-20 years and beyond. It also covered the importance of placemaking in new development and the pressure Stirling is under for unplanned growth. The review of planning taking place at a national level was also covered.

This resulted in an engaging and lively discussion around Stirling's future growth with questions being asked about the high vacancy rate within city centre retail units and affordable housing delivery.

### C3. Working with Schools

Stirling Council's Planning Service is keen to engage with young people and in this regard the Planning Policy team leader attended two meetings with school head teachers in February/March 2018; one for secondary schools and other for primary schools. Given that Stirling Council is covered by two planning authorities, a representative from the Loch Lomond and Trossachs National Park Planning authority also attended.

A presentation was given detailing examples of how the planning service can engage with school pupils of all ages to assist them in thinking about their places. It was suggested that the Place Standard for young people could be used to start such conversations. Whilst no events have taken place as yet, it is planned to seek young people's input into key projects

that the planning service is working on namely, the Forthside masterplan and use of the place standard to feed into the next LDP.

#### **C4. Developers Contributions work**

The Council is in the process of reviewing its Supplementary Guidance on Developer Contributions. Growth identified in the local development plan will have a significant impact on infrastructure in the Stirling area over the next 10-20 years and beyond, particularly with regard to transportation and education.

With regard to both Education and Transportation, a cross service and cross sector approach led by the Planning Service has been taken in order to ensure that a robust strategy is in place. At the start of the review process, a Developers Forum was held to set out what the planning service's initial thoughts were around the review of the developer contributions strategy. These representatives of the development industry were given a presentation on some proposals and were given the opportunity to discuss these in groups. Feedback was given which has fed into the review process.

With regard to the review of Education developer contributions, an internal cross service team led by Planning was set up consisting of officers from education, assets, capital delivery, finance as well as planning. This has proven to be a challenging process given that the system for projecting school rolls into the future was started from scratch but the cross service working has been invaluable, not only for the purpose of the developer contributions strategy but also in ensuring that the issue of future education estate is understood across the organisation and is tied to the capital plan where necessary.

#### **C5. Enterprise**

September 2017 saw the Planning service roll out the introduction of the Uniform Enterprise system for Development Management. The benefits that are being gained from this are that the workflow model aids in prioritising and managing tasks for individuals. It lists outstanding tasks for the individual planning officers which are prioritised according to urgency and importance using a colour coded traffic light system. Workload reports allow managers to monitor and manage the workload of other users. The objective in using this system is to provide performance improvements for all planning applications.



## D. Culture of Continuous Improvement

### D1. Planning Service Improvement Plan

In December 2016 the Council published an Improvement Plan for the Planning Service. This followed a critical review of performance, as evidenced in PPF 5, stakeholder engagement and to ensure that the planning service is fit for purpose to meet the challenges of the City Deal.

The Improvement Plan provides the basis for transformational change and contains 20 action packages to meet the following priorities:

- Work an integrated planning service to deliver strategic priorities;
- Engage with applications and key consultees at an early stage (Front-loading);
- Efficient handling of planning applications to improve determination timescales;
- Ensure consistent standards and customer handling;
- Minimising risk;
- Providing a learning and developing environment.

It is recognised that the Plan represents a substantive work programme that will take three years to fully implement. Many of the actions have been implemented and some improvements are evident in this PPF, for example around timescales for local developments. All but one of the 23 improvements identified for 2017/18 have been completed or partially completed as evidenced in [Part 3](#), with nine actions being fully complete.

It is also recognised that implementing the Improvement Plan requires the diversion of resources and will involve some level of disruption to work programmes; short-term performance set backs are anticipated and this was evident in planning application decision timescales December – February. Some of the most resource intensive actions took place in 2017/18, like moving to a full electronic development management system

involving lean processing that was introduced in January 2018. Partly because of the temporary disruption due to these process overhauls performance has not improved substantially through 2017-18. This was anticipated in PPF 6. It is expected that the next phase of improvements for 2018/19 will be less disruptive and there will be more substantive performance improvement through 2018/19 evidenced from the process improvements introduced late in 2017.

► [Planning Service Improvement Plan: https://tinyurl.com/StirlingPSIP](https://tinyurl.com/StirlingPSIP)

### D2. Lunchtime Learning Sessions

One of the specific actions set out in the Planning Service Improvement Plan Phase 1 Action Plan for 2017/18 was the establishment of a rolling programme of ‘show and tell’ seminars co-ordinated by a learning champion. The first of these ‘Lunchtime Learning Sessions’ took place on 13 December 2017 on the subject of Housing Land Audits and subsequent sessions have taken place about hutting and the Carbeth Estate and trees and high hedges.

These one hour sessions provide the opportunity for all of the planning service to come together to discuss and increase our knowledge and awareness of specific planning issues.

### D3. Murray's Lens Success

In October 2017, Stirling Council partnered up with The Lens Perspective – an organisation that seeks to create new ways of thinking and working - on an 'intrapreneurship' programme allowing staff to explore ideas for making improvements to services. The programme gave staff the opportunity to bid for investment in ideas, with a fund of £20,000 and training available to help develop staff and their projects.

Our archaeologist, Dr Murray Cook, was successful in receiving funding for his idea: 'Maxing Our Past' – a scheme to train local volunteers to act as Stirling History Ambassadors. This great idea will add real value to the work we collectively do supporting our built heritage, tourism and place based well-being.

► Watch Murray's successful pitch: <https://tinyurl.com/y8g6ovjb>



### D4. Leadership Course

Stirling Council has embarked on a Leadership Programme for its managers. Key aims of the programme are to equip managers with the knowledge and skills required to enable business transformation, high performance and employee engagement. This is a 9 month long course involving 6 days classroom based training, work shadowing, 360 degree feedback as well as group and individual project work and is built around the needs of the organisation.

One member of the management team started the Leadership Programme in January 2018 and has found it to be particularly useful in her role. Improving leadership skills will lead to a more successful planning service, particularly in light of the significant changes to the development planning system which are coming through the review of Planning currently underway.



## Part 2 – Performance Update

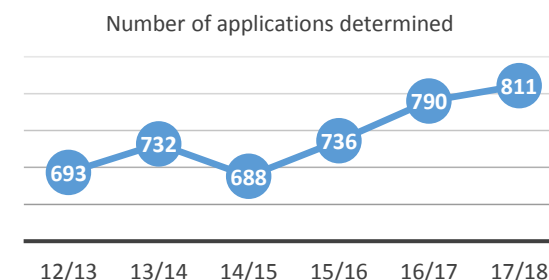
### Including National Headline Indicators & Official Statistics

#### Development Management

Progress has been made on a number of areas in respect of performance this year. Decision making timescales for all categories of processing planning applications have been reduced and there has been significant uptake of our pre-application processes.

We have introduced the Uniform Enterprise system as a workflow to aid the planning officers in structuring their priorities but also as an aid to managerial staff to direct work and reduce potential for bottlenecks in the system. We have as of 1<sup>st</sup> January 2018 introduced a fully electronic method of working thereby omitting paper files and making efficiencies in the system. Our Scheme of Delegation was modified such that our delegation rate has increased, albeit the full effects of that change will not show until 2018-19. Exception reporting was also introduced, such that all applications exceeding 3 months are now reviewed to analyse reasons for delay.

Indicators & Statistics	2015-16	2016-17	2017-18	
Percentage of applications valid upon receipt	new	51.2%	49%	↓
Application approval rate	93.8%	94.2%	96.4%	↑
Delegation rate	77.7%	80.5%	80.8%	↑
Number of applications determined	736	790	811	↑



#### PM1. Decision Making

**2016/17** ● Our decision-making performance for the period April 2016 – March 2017 was rated red by the Scottish Government in their feedback on PPF6. Timescales for determining major and local non-householder applications had increased on the previous year and were slower than the national average. In the case of major applications, the average timescale for determining applications of 61.1 weeks was significantly slower than the Scottish average of 37.1 weeks.

**2017/18** Decision-making timescales for major developments, local developments (non-householder) and householder applications all decreased during the 2017/18. This was against a background of a greater output of cases for the third consecutive year. However, the timescales for major and local (non-householder) applications remain slower than the Scottish average. Reducing average timescales remains a priority and it is anticipated that further decreases on all three categories will be achieved next year as the benefits which have been introduced during this year are fully felt.

Major Development	2015-16	2016-17	2017-18	
Number of decisions	5	6	9	↑
Average number of weeks to decision	51.6	62.1	57.3	↗

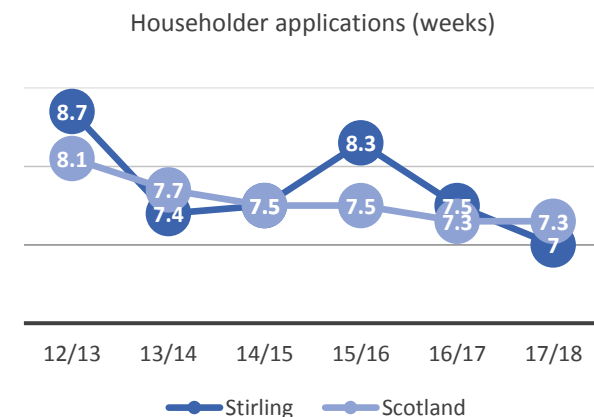
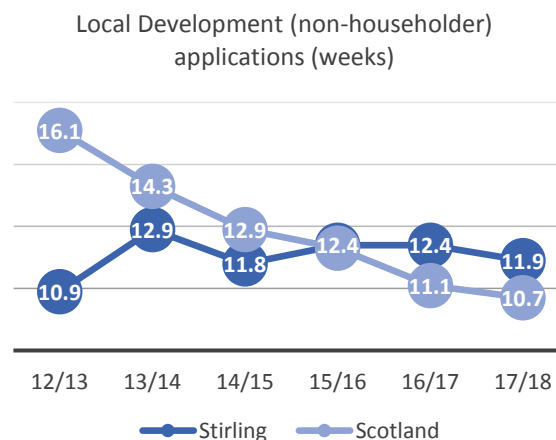
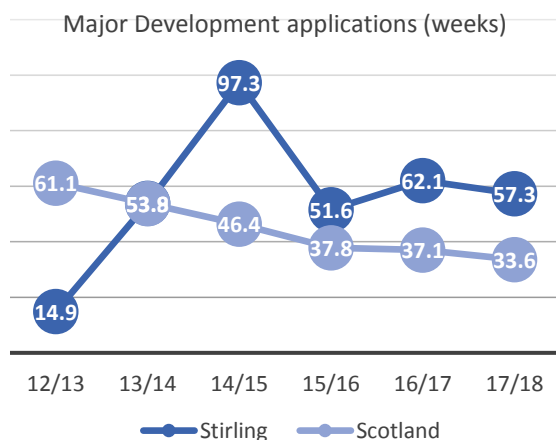
Local Development (non-householder)		2015-16	2016-17	2017-18	
Number of decisions		290	269	313	↑
Average number of weeks to decision		12.4	12.4	12.2	↗
< 2 months	Percentage of decisions	56%	56%	47.3%	↘
	Average number of weeks to decision	6.8	6.6	6.5	↗
> 2 months	Percentage of decisions	44%	44%	52.7%	↘
	Average number of weeks to decision	19.5	19.9	17.3	↗

Householder developments		2015-16	2016-17	2017-18	
Number of decisions		307	352	311	↓
Average number of weeks to decision		8.3	7.5	7.0	↗
< 2 months	Percentage of decisions	79%	78%	86.8%	↗
	Average number of weeks to decision	6.5	5.8	5.5	↗
> 2 months	Percentage of decisions	21%	22%	13.2%	↗
	Average number of weeks to decision	15.3	13.7	16.9	↘

### Major applications

Timescales for major development remain relatively high because 4 of the 9 determined applications related to applications submitted in 2014 and 2016 prior to the introduction of processing agreements and new service standards. The average determination for major developments received in 2017-18 is 22 weeks.

There is a mixed picture with performance on local developments when looking at weekly averages (improved) and the 2 month target (reduced). This reflects the service aligning itself to average time as being a more reliable performance indicator. It is expected that as improvements are felt in 2018/19 there will also be improvements in the 2 month period.



*Housing developments - Major*

Number of decisions	4	2	8	↑
Average number of weeks to decision (Major)	21.7	26.8	61.9	↓

*Housing developments - Local*

Number of decisions	111	108	118	↑
Average number of weeks to decision	15.4	16.2	17.1	↓
< 2 months	Percentage of decisions	54%	43%	↓
	Average number of weeks to decision	7.3	6.9	↓
> 2 months	Percentage of decisions	46%	57%	↓
	Average number of weeks to decision	22.3	23.1	↓

*Business and Industry developments - Major*

Number of decisions	0	1	0	↓
Average number of weeks to decision	-	98.0	-	

*Business and Industry developments - Local*

Number of decisions	92	50	24	↓
Average number of weeks to decision	10.8	10.1	8.8	↗
< 2 months	Percentage of decisions	57%	64%	↓
	Average number of weeks to decision	6.5	6.7	↗
> 2 months	Percentage of decisions	43%	36%	↓
	Average number of weeks to decision	16.4	16.2	↗

*Listed Building and Conservation Area Consent*

Number of Decisions	81	81	97	↑
Average number of weeks to decision	12.4	14.9	14.6	↗

*Advertisements*

Number of Decisions	21	53	40	↓
Average number of weeks to decision	6.3	7.5	5.0	↗

*Hazardous substances consents*

Number of Decisions	0	1	0	
Average number of weeks to decision	-	30.1	-	

*Other consents and certificates*

Number of Decisions	32	28	41	↑
Average number of weeks to decision	4.4	4.9	4.8	↗

*EIA Developments*

Number of Decisions	0	0	0	
Average number of weeks to decision	-	-	-	

*Local Reviews*

Number of Decisions	6	7	10	↑
Original decisions upheld (No. / %)	4 / 68%	4 / 57%	3 / 30%	↓

*Appeals to Scottish Ministers*

Number of Appeals	4	8	8	
Original decisions upheld (No. / %)	1 / 25%	3 / 38%	7 / 88%	



## PM2. Processing Agreements

Indicators & Statistics	2015-16	2016-17	2017-18
Number and percentage of major applications subject to processing agreement	1 (20%)	0 (0%)	5 (56%)



The use of Processing Agreements is explained on our website ► <https://tinyurl.com/ycejpo4h>

**2016/17** ● Although none of the 6 major applications determined during 2016-17 were subject to a processing agreement, we were rated green by Scottish Government as all applications for major developments received after October 2016 were acknowledged as being subject to a processing agreement; processing agreements were promoted through pre-application discussions and the use of them publicised on the website.

**2017/18** A marked improvement in securing processing agreements was achieved this year, largely due to a much more pro-active approach being taken on the part of the Council. Of the 9 major applications determined, 2 were of a considerable age, therefore the Council actually secured 5 processing agreements out of 7 possible within the reporting period.

## PM3. Early Collaboration

Indicators & Statistics	2015-16	2016-17	2017-18
Number and percentage of applications subject to pre-application advice	257	208	88 (10.8%)

Our new approach to pre-application is described within section B1 of this PPF.

**2016/17** ● Scottish Government's feedback in relation to this performance marker noted we had made improvements to our pre-application processes, focusing on front-loading and a more planned and structured approach through the implementation of a two-tiered approach. A RAG rating of green was awarded.

**2017/18** In the last 12 months we have introduced our new pre-application processes, commencing from January 2018. From January to March inclusive we have received 103 pre-application enquiries. As outlined previously in this report, the purpose of introduction of this new system is to promote early engagement, thereby offering clarity of advice and scope for reduction in processing times of applications for developers.

While the figure of applications subject to pre-application advice may appear this year to be particularly low, it is considered that the figure is more accurate than previous years which recorded all pre-application submissions, irrespective of whether they resulted in planning applications and, as the new pre-application processes start to bed in, it would be expected that this figure will rise in future years.

#### PM4. Legal Agreements

Indicators & Statistics	2015-16	2016-17	2017-18	
Number (Major)	0	0	2	↑
Average number of weeks (Major)	-	-	59.9	
Number (Local)	5	4	3	↓
Average number of weeks (Local)	28.3	41.1	122.9	↘

**2016/17** ● Last year saw the Scottish Government rate us red against this performance measure as the average timescale for local applications with legal agreements attached increased on the previous year and was slower than the Scottish average.

**2017/18** A slightly greater number of legal agreements were completed this year. Disappointingly, the timescales taken to secure these legal agreements were extremely long. Accordingly, the Council is now approaching the processing of legal agreements in a more rigorous matter by seeking by emphasising to developers our Supplementary Guidance on the matter which expects the negotiations to be concluded within a six month period, which failing the Council reserves the right to reconsider any minded to grant decision.



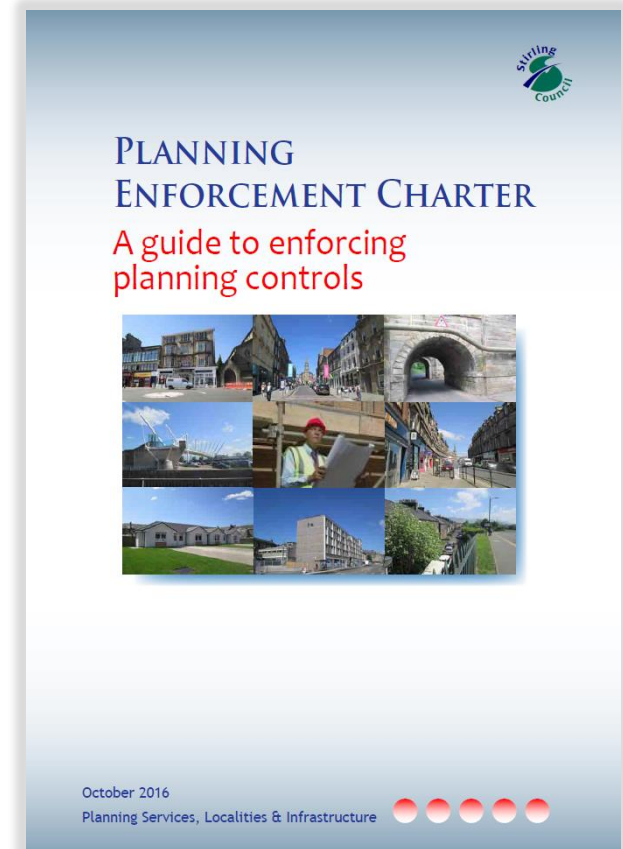
## Enforcement

Indicators & Statistics	2015-16	2016-17*	2017-18
Time since enforcement charter published or reviewed (requirement: every 2 years)	1 year, 8 months	5 months	1 year, 5 months
Complaints lodged/Cases taken up	143	109	137
Breaches identified (no further action)	85	69	35
Cases resolved/closed	40	59	136
Notices solved	7	1	8
Direct Action	new	new	0
Reports to Procurator Fiscal	0	0	0
Prosecutions	0	0	0

### PM5. Enforcement Charter

The Planning Service's Enforcement Charter was published in October 2016.

► <https://tinyurl.com/ybj8wm4j>



# Development Planning

The Proposed Local Development Plan was submitted to Scottish Ministers during the previous Planning Performance Framework monitoring period, in February 2017, and was at Examination with the Planning and Environmental Appeals Division (DPEA) for the majority of the 12 months to the end of April 2018.

The examination considered 64 issues arising from 390 unresolved representations and included a full day's hearing on in June 2017 to consider housing land requirements. We responded to 23 further information requests.

The report of the examination of was submitted to us by the DPEA on 24 November 2017. On reviewing the report, a series of errors were identified relating to the calculation of housing land, including use of the wrong base date information and some double counting of site capacities and past completions. The DPEA was notified of these errors and on 15 December 2017, a post examination errata was issued by DPEA which acknowledged the errors and provided a corrected housing land calculation table.

The upshot of the errors and corrections is a shortfall of 169 units in the local development plan's housing land supply, meaning it is not compliant with Scottish Planning Policy. Meetings with both the DPEA and the Scottish Government took place and legal advice sought on what options were available to the Council moving forward. With no opportunity to reopen the examination and identify additional land to remedy the shortfall, or make any further changes to the plan other than those already recommended by the Reporter or those inserted to correct errors made, Officers recommended to Council on 3rd May 2018 that the local development plan was adopted with the shortfall.

Members approved the recommendations and on 15 May 2018 we published and submitted a modified Stirling Local Development Plan to Scottish Ministers, notifying our intention to adopt the plan.

► LDP webpage: <https://tinyurl.com/StirlingLDP2>





## PM7. Local Development Plan

## PM8. Development Plan Scheme

Indicators & Statistics	2015-16	2016-17	2017-18	
Age of local development plan at end of reporting period (requirement: < 5 years)	1 year, 6 months	2 years, 6 months	3 years, 6 months	✓
Will the local development plan be replaced by its fifth anniversary according to the current development plan scheme?	Yes	Yes	Yes	✓
Was the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Yes – later	No	n/a	
Were development plan scheme engagement/consultation commitments met during the year?	Yes	Yes	n/a	

**2016/17** ● We were rated green last year by the Scottish Government against Performance Marker 7 – Local Development Plan because the adopted plan was less than five-years old.

**2016/17** ● We were also rated green last year by the Scottish Government against Performance Marker 8 – Development Plan Scheme as we were on course to replace the Local Development Plan within 5 years of adoption.

As noted above, we have submitted a modified Local Development Plan to Scottish Ministers, notifying our intention to adopt the plan.

## PM11. Regular and Proportionate Advice

**2016/17** ● For the last three years, the planning service has been awarded a green rating for provision of regular and proportionate policy advice to support planning applications. Responding to the previous PPF, the Scottish Government noted that we were in the process of reviewing, updating and consolidating our guidance.

During **2017/18** we have continued with this major review of our supplementary guidance (SG). Seven revised SG – on advertisements; houses in multiple occupation; housing in the countryside; wind energy development; chalets and huts; forestry and woodland; and small settlements – were published for consultation. A further two SG, relating

to the historic environment and biodiversity and landscaped have been drafted and approved for consultation. These two SG consolidate eight current supplementary guidance documents, illustrating our intention to provide more proportionate advice.

The programme of reviewing and re-adopting our supplementary guidance, including masterplans, development frameworks and planning briefs, will continue following the adoption of the local development plan.

► Supplementary Guidance: <https://tinyurl.com/y7rksh2e>

## Land Supply and Development

Indicators & Statistics	2015-16	2016-17	2017-18
Established housing land supply (units)	7653	7364	7030
5-year effective housing land supply – programming (units)	1624	2025	2217
5-year effective housing land supply – total capacity (units)	new	new	6641
5-year housing supply target (units)	2080	2080	2080
5-year effective housing land supply (years)	3.9	4.9	5.3
Housing approvals (units)	264	124	125
Housing completions over last 5 years (units)	1540	1564	1490
Marketable employment land supply (ha)	60.55	74.3	75.2
Employment land take-up (ha)	0	2.9	1.4

<sup>1</sup> Most up-to-date approved figures. The 2017-18 figures are from the 2017 Housing Land Audit and Employment Land Audits. The base date for these audits is 30<sup>th</sup> June 2017.

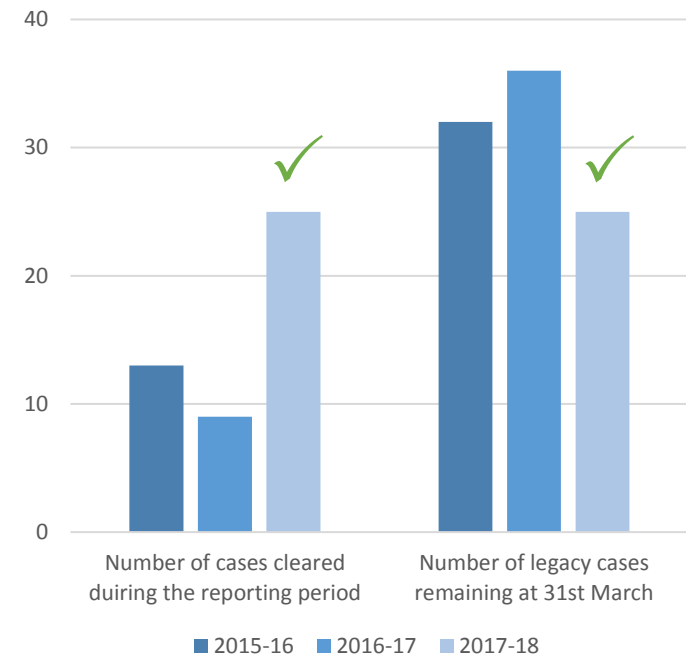
#### PM14. Legacy Cases

Indicators & Statistics	2015-16	2016-17	2017-18
Number of cases cleared during reporting period	13	9	25
Number remaining	32	35	25

**2016/17** ● We were rated amber last year by the Scottish Government for our performance in concluding old (older than one-year) planning applications and reducing the number of these 'legacy' cases, with the number of such cases rising.

**2017/18** Measures to address timescales for determining planning applications, set out in the 2017/18 Planning Service Improvement Plan, in addition to a concerted effort to resolve legacy cases has resulted in a significant increase in the number either concluded or withdrawn – 25 in total – during 2017/18 and a reduction in remaining cases: also 25.

Of the 25 cases cleared in the 12 months to 31<sup>st</sup> March 2018, 14 had been submitted in 2015 or before, including two applications submitted in 2007. Nineteen of the 25 remaining legacy cases were submitted in 2015 or before, with six applications becoming legacy applications during 2017/18. Clearing legacy cases continues to be a key focus.



## Part 3 – Service Improvements

### Delivery of service improvement actions committed in previous year

Frontloading	Improving Determination Timescales	Meeting Customer Expectations	Minimising Risk	Learning and Development
Commitment		Progress		
Frontloading				
<b>Promote the provision of pre-application advice and improve the certainty and quality of advice offered</b> <ul style="list-style-type: none"><li>Take steps to embed provision of two levels of pre-application advice: formal and informal through promoting of new ‘Toolkit for Planning Procedures’, liaising with Architects and monitoring of practices</li><li>As part of further pre-application improvements, promote Certificate of Lawfulness to provide enhanced certainty to customers</li></ul>		<ul style="list-style-type: none"><li>● New pre-application service fully operational from 31<sup>st</sup> December Service Charter subsequently finalised and disseminated. This should translate into performance improvements from August 2018.</li><li>● Now being promoted. Will review numbers received and pre-app advice given to ensure consistent approach across team.</li></ul>		
<b>Quality assurance provided at point of submission</b> <ul style="list-style-type: none"><li>Tailor terms of consultation responses that are sought based on initial assessment of proposals before consultations sought.</li><li>As part of lean review of planning application processes, review arrangement for undertaking consultations.</li><li>Further simplification of development descriptions</li></ul>		<ul style="list-style-type: none"><li>● Partially implemented by officer follow up email. Will seek to streamline through Uniform to tailor consultation at point of consultation being sent.</li><li>● Simplifications now rolled out. However, following consultation with Architects will hold further workshop with Allocators to review descriptions.</li></ul>		
<b>Management of pre-application process meet resources and provide good quality of service to customers</b> <ul style="list-style-type: none"><li>All PANs are issued with reports and decision notices</li></ul>		<ul style="list-style-type: none"><li>● Not yet started.</li></ul>		



<ul style="list-style-type: none"> <li>• Pre-applications are coordinated through planning support for recording and allocated by Team Leader;</li> <li>• Pre-apps are monitored for response times, quality, cost and service impact.</li> </ul>	<ul style="list-style-type: none"> <li>● Fully implemented</li> <li>● Partially implemented – pre-apps are monitored for response times but not yet measuring cost and service impact.</li> </ul>
<b>Improving Determination Timescales</b>	
<p><b>Compress timescales for planning application handling</b></p> <ul style="list-style-type: none"> <li>• Introduce Enterprise software to allocate and proactively monitor case work</li> <li>• Map existing business processes and introduce lean processes to minimise doubling-handling</li> <li>• Monitoring of Enterprise to identify any blockages</li> </ul>	<ul style="list-style-type: none"> <li>● Fully operational with weekly seniors meeting reviewing.</li> <li>● Partially implemented. Lean processes introduced through fully digital handling. Not yet fully mapped out all DM business processes. Operational.</li> </ul>
<p><b>Improving performance by promoting performance responsibility</b></p> <ul style="list-style-type: none"> <li>• Introduce exception reporting where case work has gone over tailored timescale</li> </ul>	<ul style="list-style-type: none"> <li>● Partially implemented</li> </ul>
<p><b>Improve performance through tailored arrangements for Major and Local Developments</b></p> <ul style="list-style-type: none"> <li>• Improve fast-track arrangements, supported by a Service Standard for Local Developments</li> <li>• Introduce process changes focussed upon providing reliable timescales and certainty, supported by a Service Standard for Major Developments underpinned by project management</li> </ul>	<ul style="list-style-type: none"> <li>● Fully operational from June 2018</li> <li>● Processing agreements now standard for major developments together with service standard.</li> </ul>
<b>Meeting Customer Expectations</b>	
<p><b>Ensure consistency and improve transparency involved in planning decision making</b></p> <ul style="list-style-type: none"> <li>• Review standard conditions and build into IDOX</li> <li>• Review Reports of Handling and develop templates through rollout of Enterprise</li> <li>• Introduce Reports of Handling for all applications e.g. for Listed Building Consent</li> </ul>	<ul style="list-style-type: none"> <li>● Work in progress</li> <li>● Partial simplification of Reports of Handling but still to develop Reports of Handling for all application types and further simplify.</li> </ul>

<p><b>Improve transparency of decision-making</b></p> <ul style="list-style-type: none"> <li>Develop 'Planning Procedures Involved in Determining Applications' Toolkit including a review of Planning Scheme of Delegation</li> </ul>	<p>● Fully operational from June 2018. Should translate into performance improvements August onwards. Will review December 2018.</p>
<p><b>Provide for consistent customer handling</b></p> <ul style="list-style-type: none"> <li>Develop Service Standards for: Local Developments, Major Developments, and High Hedge applications</li> </ul>	<p>● Service Standards for Local and Major Developments complete.</p>
<p><b>Revisit information management</b></p> <ul style="list-style-type: none"> <li>Develop a data handling system</li> </ul>	<p>● Partially complete with review as part of introduction of GDPR.</p>
<p><b>Minimising Risk</b></p>	
<p><b>Shift resources in planning enforcement towards pro-active monitoring of priority areas</b></p> <ul style="list-style-type: none"> <li>Introduce a risk register for planning permissions for substantive development proposals that involve conditions that require to be implemented after the commencement of development and through the life of the development</li> <li>Introduce arrangements through ICT to trigger requirement for compliance with post-commencement conditions</li> </ul>	<p>● Partially complete with review of high risk environmental projects. Major project to commence December 2018 to introduce systematic condition</p>
<p><b>Learning and Development</b></p>	
<p><b>Supporting skills development</b></p> <ul style="list-style-type: none"> <li>Rolling programme of 'Show and Tell' seminars by a 'Learning Champion'</li> </ul>	<p>● Complete and operational</p>

## Planned Service Improvements in 2018/19

### Commitment

#### Frontloading

- Review of CLUDs and pre-apps for CLUDs
- Tailor Uniform to consultation requirements
- Review development descriptions to ensure consistency
- Issue PANs with Decision Notices
- Review cost of pre-app service and plan app response times to establish added value from the service

#### Improving Determination Timescales

- Complete process mapping for all parts of development management
- Complete each quarter 2018/19 with exception reporting and clockstopping within 2 weeks of close of period
- Prepare protocol for legal and planning services dealing with legal agreements.

#### Meeting Customer Expectations

- Work with communities to review arrangements for engaging on planning applications, including seminars on revised planning procedures that provide for more hearings and automatic refers to Panel.
- Review Admin Support, including process mapping, to develop Gateway Service
- Conclude service level agreement with Stirling Area Access Forum
- Review Enforcement Charter in consultation with Elected Members
- Review standard conditions including loading into Uniform
- Introduce Reports of Handling for all applications and simplify existing.
- Complete good practice guide for dealing with suspected bats and applications involving flues.
- QA information loaded onto E-file
- Complete review of data management handling
- Develop aids to assess proposals in Conservation Areas including flow-charts, templates for pre-app enquiries, including review of conservation area decisions, response times etc.

### Minimising Risk

- Publish risk register of major environmental projects for publication
- Report and publish s75 register
- Implement conditions monitoring to trigger post-commencement conditions

## Workforce Information

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

	<b>Headcount</b>		<b>FTE</b>		<b>Staff Age Profile</b>	<b>Headcount</b>
	RTPI	Total	RTPI	Total		
Development Management	5	8	5	7.6	Under 30	2
Development Planning	5	5	5	5	30-39	5
Enforcement	1	2	1	2	40-49	11
Specialist	1	4	0.5	2.1	50 and over	10
Support	0	8	0	7.6		

## Planning Committee Information

<b>Committee &amp; Site Visits</b>	<b>Number per year</b>
Full Council meetings	-
Planning committees	17
Area committees	n/a
Committee site visits	4
Local Review Body	9
Local Review Body site visits	6



## Key

### Performance Markers

1. Decision-making	2. Processing Agreements	3. Early Collaboration	4. Legal Agreements	5. Enforcement Charter
6. Continuous Improvement	7. Local Development Plan	8. Development Plan Scheme	9. Elected Members engaged early	10. Stakeholders engaged early
11. Regular and Proportionate Advice	12. Corporate working Across services	13. Sharing good practice, skills and knowledge	14. Stalled sites/legacy sites	15. Developer Contributions

### Demonstrating a high-quality planning service

A. Quality of Outcomes	B. Quality of Service and Engagement	C. Governance	D. Culture of Continuous Improvement
------------------------	--------------------------------------	---------------	--------------------------------------

✓	Performance meeting target
✗	Performance not meeting target
*	Corrected figure
↗	Performance improving
→	Performance maintained
↘	Performance declining
↑	Number increasing
↓	Number decreasing

The PPF also reports on 'National Headline Indicators' – developed by Heads of Planning Scotland to measure and promote a successful planning service, and 'Official Statistics' – planning authority performance data collected quarterly by the Scottish Government Communities Analysis Division on the detail of planning decisions and timescales.

These indicators and statistics are presented within the PPF with the symbols on the left used to provide additional detail and context.

## Appendix 1 – Supporting Evidence

Supporting evidence is signposted throughout this PPF Report and has been brought together as a single list here:

Local Development Plan webpage: <https://tinyurl.com/StirlingLDP2>

DPEA Case Details: <https://tinyurl.com/StirlingLDP2Exam>

Housing Land Audit: <https://tinyurl.com/StirlingHLA16>

Employment Land Audit: <https://tinyurl.com/StirlingELA16>

Planning Enforcement Charter: <https://tinyurl.com/StirlingPlanEnforceCharter2016>

Development Plan Scheme (October 2016): <https://tinyurl.com/StirlingDPS>

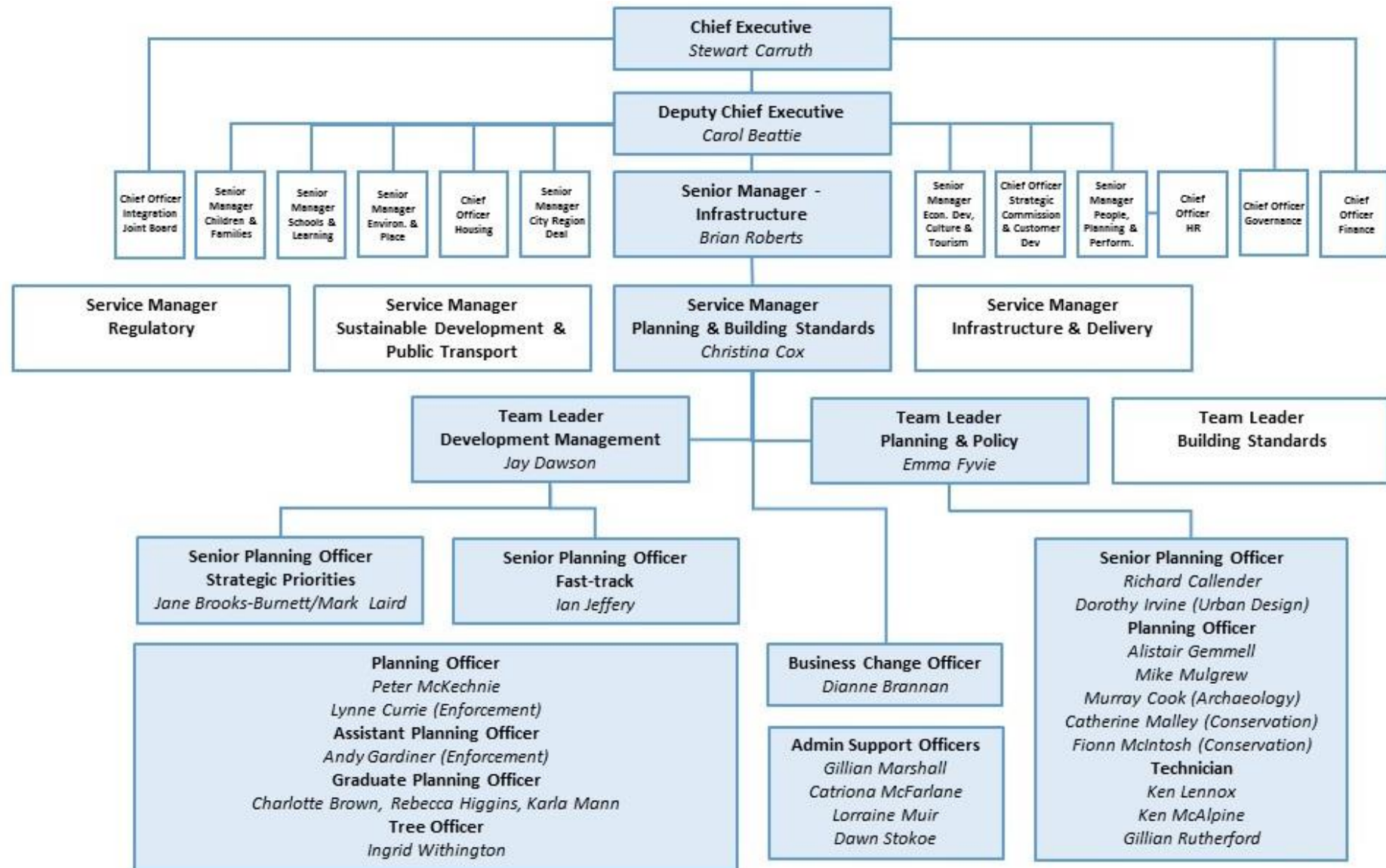
Previous PPF Reports & Feedback: <https://tinyurl.com/StirlingPPF>

Planning Service Improvement Plan: <https://tinyurl.com/StirlingPSIP>

### Case Study Overview

Case Study Topics	PPF7 Reference	Case Study Topics	PPF7 Reference	Case Study Topics	PPF7 Reference
Design	A1, A2	Economic Development	A2, C1	Performance Monitoring	D1
Conservation	A2, B3	Enforcement		Process Improvement	B1, B2, C5
Regeneration	A2	Development Management Processes	B1, C5	Project Management	
Environment		Planning Applications	A1	Skills Sharing	B3, D2
Greenspace		Interdisciplinary Working	A1, A2, C1, C4	Staff Training	C1, D3, D4
Town Centres		Collaborative Working	A1, A2, B2, B3, C4	Online Systems	C5
Masterplanning	A1, A2	Community Engagement	B2, B3, C2	Transport	A2
LDP & Supplementary Guidance		Placemaking	A1, A2	Active Travel	
Housing Supply		Charrettes		Other: please note	
Affordable Housing		Place Standard		Accessibility	B2

## Appendix 2 – Corporate Structure



## Further Information

Please contact:

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Teith House  
Kerse Road  
Stirling  
FK7 7QA

Telephone: 01786 233660

e-mail: [planning@stirling.gov.uk](mailto:planning@stirling.gov.uk)

## Formats

Copies of this report are available by request in a range of other languages, large print and on audio tape. To request articles in any of these formats please email or call 0845 277 700



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or 01786 404040 web: [www.stirling.gov.uk](http://www.stirling.gov.uk)