

Development Services

Planning Performance Framework

Annual Report 2018–19



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

Cover Images

Left: Design sketch for Tullibody School Campus © Keppie Design

Centre: Pre-consultation discussions with Alva Community Council

Right: Drone photograph of Tullibody School Campus during construction © Keppie Design

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Introduction

This is Clackmannanshire Council's eighth Annual Report on its Planning Performance Framework (PPF) for Development Services. Following the submission and publication of performance information for 2018–19, and as part of its culture of continuous improvement, the Council has noted and assessed the Scottish Government's feedback on Performance Markers and the outcome of the peer group review undertaken through benchmarking groups. Particular focus has been given to the inclusion of evidence on the Performance Markers which were identified as priority areas for improvement in areas relating to the Local Development Plan (LDP) Main Issues Report (MIR) elected member engagement, publicising of policy guidance and updating the development industry of this.

The continued positive trend in the reduction of red ratings is noted although we recognise that constraints to further reduction remain for example in respect of legacy applications. We are actively working to resolve and have undertaken a case study to demonstrate our commitment to doing what we can to address legacy applications.

The restructured Planning and Building Standards service that we reported on last year has streamlined working arrangements and encouraged a more integrated regulatory service delivery. Benefits of efficiency, cost reduction and a more responsive service to customers and the development industry are now being realised.

However challenges remain in particular relating to our ability to focus on service improvements given the originally small, and now further reduced, size of the Planning and Building Standards service and continued recruitment difficulties in relation to a long term vacancy. However the scope to change and improve practice and procedures is always being considered.

The Service continues to be directly involved in preparatory work for the successful Stirling and Clackmannanshire City Region Deal. This new area of work continues to be both an opportunity to be involved in the identification and progression of City Deal projects and a challenge to manage the significant additional workload on existing staff.

These factors have had the continued consequence of the Council focussing on achievable service delivery improvements for this year PPF. The opportunity to focus on more ambitious improvements is considered unlikely in the coming year given the above identified constraints. However the continued high standard of service delivery that is exhibited has not identified the need to focus on more ambitious service improvements as a priority.

This Annual Report represents a summary of the services provided by the Council on planning related matters. Measurement of performance has traditionally focussed on speed of decision making on planning applications and time periods for up to date

development plans. This latest PPF continues to broaden that profile. Last year an analysis of our performance in the wider context of our procedures outwith the regulatory process in evaluating added value in the determination of planning applications was presented. This year the focus of our service evaluation has been on our work on developer and community engagement and environmental improvement.

Some of the most noticeable achievements over the past year include:

- MIR engagement internally, with elected members, Key Agencies and other selected parties as part of the emerging LDP preparation.
- The publishing of previous PPF's on the Council's website to demonstrate service improvement history.
- The review and publishing of the Council's Enforcement Charter on the Council's website following approval by Planning Committee.
- The successful implementation of a cloud based "hosted" idox (Uniform) service for Planning and Building Standards.

The Council continues to maintain its pace of application decision making, and is committed to providing free of charge and punctual feedback on general and pre-application enquiries, applications and other submissions, all in accordance with our Customer Charter. A continued focus on speed of decision making and the willingness to engage early on development proposals with applicants and other customers without financial charge are considered to be fundamental to the successful delivery of the Planning and Building Standards service of Clackmannanshire Council.

Part 1 – Qualitative Narrative and Case Studies

1. Quality of Outcomes

a. High Quality Development on the Ground

The LDP was adopted in August 2015 and its Vision therefore reflects current Scottish Government policy and guidance and is supported by Development Plan Policies and Statutory Supplementary Guidance.

In 2016–17 PPF case studies focussed on pre-application service delivery and in 2017–18 the focus was on planning application assessment. This work evaluated the service that was being delivered to applicants before and during planning application assessment, how planning policy was being applied to the assessment of development proposals and quantified how this influenced outcomes resulting in tangible improvements to implemented development. The work on all case studies confirmed high levels of service delivery in the areas examined and the effective application of planning policy to achieve quality development.

For 2018–19 our case studies have been focussed on how the service engages during the pre-application and planning application process. This area of focus has been selected in response to the recent submission of a number of major development proposals including that of residential and community development in Dollar.

Work in relation to Town Centre masterplanning and urban realm/transportation improvements is ongoing and further case studies have been undertaken to evaluate the success of the preparation and implementation of cross service working improvements with Education and Roads services.

Case Study 1 – Legacy Applications takes the form of an inward and outward evaluation on the reasons why it has not been possible to progress these applications to decision and examines the actions that the Service is undertaking to address this longstanding pressure.

Case Study 2 – Engagement with Dollar Community Council and Dollar Community Development Trust evaluates developer and community engagement in the PAN and subsequent PPP application process for major residential and community infrastructure development in Dollar.

Case Study 3 – LDP Plan Preparation – Pre-MIR engagement considers elected member engagement at the MIR stage of the emerging LDP and an examination of added value through this process.

Case Study 4 – Alva Regeneration Project examines the role of the service in engagement with the community of Alva and cross service working with Roads in relation to urban realm and transportation improvements as part of the regeneration of Alva Town Centre.

Case Study 5 – Tullibody South Campus – Creating a New Shared School Campus with Community Hub fit for the 21st Century evaluates the role of the service in cross service working with Education in the pre-application and application stages of a major development for the provision of the Tullibody South shared education and community campus, the first multi denominational school incorporating community facilities within Clackmannanshire.



Parliament Walk in bloom, Alloa

b. Case Studies

Case Study 1 – Legacy Applications

Location and Dates

Clackmannanshire Council – 2018–19

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Quality of service and engagement

Key Markers

2. Project management
12. Corporate working across services to improve outputs
14. Stalled sites/legacy cases

Key Areas of Work

- Development Management Processes
- Process Improvement

Stakeholders Involved

- Authority Other Staff
- Other (Applicant)

Overview

The Council's two legacy applications are both major residential proposals on the edge of existing settlements. Both sites are identified in the Local Development Plan, and development guidance contained therein identifies the need for educational contributions. In the case of one of the applications, this involves a new on-site primary school with appropriate contributions to the construction of the school and on the other contributions are required to create capacity in the existing school estate.



Both applications and sites have presented significant challenges in respect of agreeing acceptable education contributions and also in respect of ensuring advice on educational requirements was robust. There have been a number of changing circumstances affecting both sites and applications which have had an impact on decision making.

Site 1. Sauchie West PPP application for circa 800 houses and a primary school.

The key events/challenges were:

- Application submitted for only housing.
- Application revised to include new primary school site.
- Council secures SFT funding for school.
- PAN submitted in relation to proposal to extract coal from the site via opencast mining.
- Subsequent application for open casting withdrawn as invalid.
- Applicant proposes reduction in site capacity and reduced education contribution, on basis of abnormal site remediation costs.
- Due to delays SFT funding allocated to new school project in another catchment.
- Applicant subsequently proposes 800+ houses with reduced one-off education payment and no affordable housing.

The Planning Service actions to help progress application:

- Processing agreement with applicant.
- Separate meetings with applicant and education plus facilitating joint meetings with all parties.
- Discussions on options for progress at officer level Developer Contributions Group.
- Brokerage engagement with the Chief Planner.

- Establishing a regular liaison group with senior Education officers to discuss and agree educational estate investment priorities and alignment with LDP.

Site 2: Coalsnaughton North PPP application for circa 240 houses

The key events/challenges were:

- Previous PPP lapsed.
- New PPP application submitted.
- Consultation with Education reveals no capacity in local Primary School to accommodate development.
- Education consultation response sets out required financial contribution to provide additional capacity required, but scope to physically accommodate additional space in the catchment primary school is limited.
- Developer submits a development financial appraisal.
- Subsequent referral of the developer's appraisal to the District Valuer to consider the viability issues raised.
- Council's Education Estate Management Plan being finalised for Council approval.

The Planning Service actions to help progress application:

- Processing agreement with applicant.
- Separate meetings with applicant and education plus facilitating joint meetings with all parties.

- Discussions on options for progress at officer level Developer Contributions Group.
- Establishing a regular liaison group with senior Education officers to discuss and agree educational estate investment priorities and alignment with the LDP.
- Exploring alternative solutions to providing additional education capacity involving temporary facilities on the applicant's land close to the catchment school.
- Facilitating discussions between the applicant and Education on alternative options, resulting in the applicant appointing an architect with experience in the education sector to further explore these options.

Anne Pearson, the Council's Chief Education Officer said —

“Clackmannanshire Education Service is revising our Education Estate Management Plan and it's important that we collaborate with our strategic partners. Our Planning colleagues have willingly taken the time to consider our draft plans and we have welcomed the feedback received; more importantly, the professional dialogue has enabled us all to refine our strategic thinking. As we aim to align our plan with the national

Learning Estate Strategy, our joint work is aligning and aims to connect people places and learning and enable sustainable and inclusive economic growth.”

Work continues on these two applications to ensure that they can progress to decisions that facilitate new development in a manner that ensures appropriate educational infrastructure is provided to support them.

Goals

This ongoing collaborative approach is helping to find creative and viable solutions to infrastructural constraints in order to allow proposed new development to progress.

Outcomes

The case studies have demonstrated a positive, problem solving approach by the Planning Service, where we seek to work in partnership to overcome constraints to development.

Name of key officer

Grant Baxter

Case Study 2 – Engagement with Dollar Community Council and Dollar Community Development Trust

Location and Dates

Alloa and Dollar – ongoing from September 2017

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Quality of service and engagement

Key Markers

3. Early collaboration with applicants and consultees
12. Corporate working across services to improve outputs

Key Areas of Work

- Planning Applications
- Community Engagement

Stakeholders Involved

- Authority Planning Staff
- Other (Community Council/Development Trust)

Overview

Clackmannanshire Council Planning Service has undertaken engagement with the community of Dollar, Clackmannanshire following the submission of two Proposal of Application Notices (PAN) submissions in late 2018 and early 2019 for major Planning in Principle (PPP) applications for approximately 400-500 houses.

The PAN submissions related to two sites allocated in the Clackmannanshire Local Development Plan (LDP) which was adopted in 2015. Dollar Community Council made representation to the allocation of land for residential development at the Main Issues Report (MIR) stage of the LDP process.

Dollar Community Council is a long established and active community council which took the significant steps of commissioning a [Community Plan](#) in 2012 and subsequent detailed [master plan](#) in 2014 in order to provide a unified vision for the future needs of Dollar and to ensure that additional housing could be successfully incorporated within the existing town.

The Community Council requested that the Community Masterplan be adopted as supplementary guidance in the emerging LDP. This was declined on the basis that necessary spatial analysis and consultation by the Council, as planning authority, had not been undertaken. Despite disappointment that formal status was not provided in the LDP, the Community Council considers that the Community Masterplan had the significant achievement of bringing

the wider community of Dollar together to become involved in the planning process.

Following the submission of both PANs (Dollar East – [17/00213/PAN](#) and Dollar South – [18/00078/PAN](#)) the Community Council sought clarification of how the Council would consider community views as development proposals progressed through the assessment process.

In recognition of the significant work involved in the preparation of Community Plan and Masterplan the Planning service identified the potential for the establishing of a formal engagement forum with the Community Council. Initial discussions determined that the widening of this engagement to include Dollar Community Development Trust would be beneficial. The engagement forum was subsequently extended further to include engagement with Dollar First, a community group established after the submission of PAN proposals.

The initial principle of engagement was to guide the community on the PAN process and the importance of due process being followed in respect of the engagement with the community of Dollar by prospective developers. However the Planning service identified that an opportunity for further advanced engagement with the community could continue within the PAN process and subsequent application assessment period provided that clear terms of engagement were established with all parties.

The Planning service outlined terms of engagement arranging scheduled meetings as required by mutual agreement with community groups during the PAN consultation period and subsequent consideration of PPP applications (Dollar East – [18/00283/PPP](#) and Dollar South – [19/00018/PPP](#)). These scheduled meetings were chronologically aligned with separate meetings between the Planning service and planning applicants. Clear lines of communication were established with all parties to ensure that objectivity was maintained.

Engagement meetings have been undertaken generally on a monthly basis. The importance of informal discussion and exchange of views was established from the outset. Meetings are held on a mutually respectful basis in full recognition of the roles of all contributors. The views and perspectives of representatives of the community and planning applicants is respected at all times.

Engagement was undertaken in accordance with established principles of national and local guidance:

- [Planning Advice Note 3/2010: community engagement](#)
- [Planning Advice Note 47: community councils and planning](#)
- [National Standards for Community Engagement](#)
- [Clackmannanshire Council – Community Empowerment](#)

Goals

- Guidance and support provided to informed community groups with a long established history of positive contribution to the planning process
- A good practice example to establish best principles for future community engagement
- Identification and discussion of issues relevant to community.
- Introduction of community focus in discussions with planning applicants.

Outcomes

- Engagement with an informed and active community that could establish best practice for further engagement opportunities.
- Has already led to the establishment of engagement with Muckhart Community Council in respect of separate PAN proposals for residential development in Muckhart, a village to the east of Dollar.
- Community empowerment in the planning process working with the Council and developers towards common goals.
- Added value to development proposals in respect of working towards community objectives identified in the Community Plan and Masterplan in relation to issues such as community use, tourism development and appropriate housing, education and health infrastructure provision to meet future needs.

- Mediation approach of Planning service of benefit to applicant as bridge to community views and their own engagement.



Both PPP planning applications remain under consideration and will be reported on in next years PPF. However the initial benefit of engagement is evidenced in the attached quotations provided by Dollar Community Council and Councillor Lindsay for the purposes of this case study.

Dr Calum Jackson, Chair of Dollar Community Council —

“I would like to thank the Council for the active engagement and communication with the community of Dollar through the review process for these planning proposals.

We have very much welcomed the steps you have taken to have regular face to face meetings with our planning group as well as written correspondence with ourselves, Dollar Community Development Trust and Dollar First as well as the combined Dollar Action Group. As a community we feel that our views have been heard and are being fully considered.

There was unanimous consensus that the engagement with Clackmannanshire Council Planning Department has been very positive and certainly in the keep with the spirit of the new Community Engagement and Empowerment legislation. We certainly feel able to continue meeting in a constructive way with you in the future.”

Councillor Graham Lindsay, Elected Member for Clackmannanshire East —

“Dollar Community Council could not speak highly enough of the way you have been engaging with them. Not only do they feel the Council are listening to their concerns, but are providing an excellent level of service and communicating with real clarity. As you know, they are a very well organised Community Council with expertise throughout, so this is very positive feedback.”

Name of key officer

Allan Finlayson

Case Study 3 – LDP Plan Preparation – Pre-MIR engagement

Location and Dates

Various – October 2017 to present

Elements of a High Quality Planning Service this study relates to

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

Key Markers

9. Elected members engaged early (pre-MIR) in development plan preparation
10. Cross-sector stakeholders engaged early (pre-MIR) in development plan preparation

Key Areas of Work

- Local Develop Plan & Supplementary Guidance
- Collaborative Working

Stakeholders Involved

- Key Agencies
- Other (Elected Members)

Overview

As the first stage of the LDP Review, a 'Call for Sites and Issues' took place between October 2017 and January 2018. 38 individuals, companies and groups responded. A number of policy and strategy observations were raised and 11 new sites were promoted. Support was also received for the retention of four sites already allocated in the Adopted LDP. Three responses were received after the deadline, however these will be considered in the MIR.

Members were engaged early when they were briefed on the LDP Review process and the responses to the Call for Issues and Sites in a series of Ward based workshops during June 2018. This ensured that they were kept up to date with the LDP Review progress and were aware of the aspirations of those who made representations. When these were considered along with Member's own thoughts on what priorities were for their area, it allowed Planning Officers to more fully understand local influences and aspirations when considering the representations and helped to shape the MIR.

A Draft MIR was then prepared and circulated to 22 internal consultees, 20 external consultees, including selected national and local bodies and organisations and adjacent authorities (including the Key Agencies) and all of the Members between November 2018 and March 2019.

Members were further engaged through two drop-in sessions in March and April 2019 and a briefing session will be held prior to the MIR going to Council, which is expected to be in August or October

2019. The drop-in sessions were well attended, with Members keen to follow up on their previous engagement and understand how Officers had incorporated the previous discussions into the process of preparing the MIR. The dialogue in these sessions ensured that the Members understood, and were happy with, how the content of the MIR had evolved.

Other engagement to inform the MIR has included participation in an Alloa Town Centre Place Standard exercise, run in partnership with CTSI (Clackmannanshire Third Sector Interface) and Alloa First (the Alloa Town Centre BID). This ran from February to June 2019 and around 300 completed questionnaires have been received to date.

The Place Standard exercise included drop-in sessions in the town centre which facilitated conversations on a range of town centre related issues. The findings will be used to inform the MIR and Proposed LDP Review and will also link into other areas of work such as the Town Centre Capital Fund and other Community Planning initiatives.

Goals

Early engagement with the Members on the LDP process and the MIR stage, keeping them informed on representations received at the Call for Sites/Call for Issue stage and following up on this engagement during the preparation of the MIR.

Inclusion of Key Agencies and other targeted stakeholders at an early stage in the process.

Outcomes

The engagement described above ensured that officers obtained a good understanding of the Council-wide issues of a number of groups and individuals, and also the more local concerns and issues raised in the Ward based workshops.

Member engagement in June 2018, and importantly re-engagement between November 2018 and April 2019, assisted with confirmation of the understanding of the direction of travel of the MIR, making the process run more smoothly and adding value.

Councillor Donald Balsillie, Planning Convenor, said of the process —

“...I felt the pre MIR discussions and ward discussions helped to build an important growing and ongoing working relationship between Planning staff and elected members as well as mutual recognition of respective roles in the Planning Process...”.

Name of key officer

Graeme Finlay

Case Study 4 – Alva Regeneration Project

Location and Dates

Alva – January to March 2019

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Quality of service and engagement

Key Markers

12. Corporate working across services to improve outputs

Key Areas of Work

- Place Standard
- Placemaking

Stakeholders Involved

- Authority Planning Staff
- Authority Other Staff
- Other (Community Council)

Overview

Clackmannanshire Council Roads Service sought to undertake public consultation on proposals for streetscape enhancements in the centre of Alva which aimed to improve how it feels to live in, move around and visit Alva, and improve journeys to school. The proposals aimed to improve pedestrian access to shops, schools and community facilities and encourage active travel by improving the pedestrian environment, removing pavement parking, and reducing road traffic speed.

The proposals had two main elements; proposals on and around Brook Street, as part of improving safety and safe routes to Alva Primary School; and proposals on Stirling Street (the main street through Alva) aimed at enhancing poor street environmental quality, rationalising parking, and making crossing easier.

Community priorities were discussed with representatives of Alva Community Council, building on the priorities expressed in the Community Action Plan (CAP), and wider community views were to be sought on preferences for the pedestrian environment before plans were finalised.

Previous community engagement on a similar type of scheme in another settlement had not been successful, using a traditional model of proposals being drawn up and presented to the community in a public meeting forum. This setting had proved to result in confrontational engagement, with a sense that proposals were being imposed, rather than led by the community, and other

unrelated grievances with the Council were raised, with louder and negative voices dominating.

The Roads Service was keen to avoid a similar situation arising in Alva, where the £1m scheme was being considered (with external funding being sought). The Planning Service was asked to assist in public engagement exercise.



The approach proposed involved early engagement with the Community Council on a draft outline of the proposals. This initial engagement helped shaped the draft proposals in line with the CAP and Community Council aspirations and achieved early buy-in from the Community Council to the opportunity they presented.

Discussion was held on how to engage with the wider community. With input from the Planning Officer, the Community Council was persuaded to use the Place Standard Tool and take ownership of and manage the consultation process with the support of Council officers. The Community Council were persuaded that the Place Standard tool would assist them, not only in consulting on this project, but would give them valuable data for benchmarking purposes as they seek to implement their CAP.

The proposal for public consultation put forward by the Planning Officer was a series of drop-in sessions led by the Community Council at a venue in the town centre where the proposals would be displayed, officers would be on hand to answer questions, and feedback could be given using the Place Standard or by leaving notes and comments directly on plans/images.

It was suggested that, rather than a Council building, the drop-in could take place in a vacant shop unit in the town centre. The Community Council approached a shop keeper who had a vacant unit, and he agreed to allow this to be used for the drop-in. The Community Council members cleaned and organised the unit and put up display boards and posters provided by the Roads Service. The event was advertised locally and the drop in lasted three days, including evening and weekend sessions, was staffed by Community Council members throughout, and with Council Roads and Planning staff also on hand.

Around 650 people visited the drop-in over the course of the three days and, including those who completed the Place Standard survey, over 300 written comments were received. This was an unprecedented level of response to consultation on such an initiative in Clackmannanshire.

The nature of response, in respect of the proposals was much more constructive than in previous consultations, and whilst many of the issues raised were not directly to do with the proposals, the Community Council were delighted to receive feedback on other issues that they are looking at through their CAP.

As a separate exercise, Alva Primary School staff were supported by officers in getting pupils to use the Place Standard in giving their views on the proposals.

The empowerment of and support given to the Community Council in taking ownership of the community consultation and the use of the Place Standard Tool were key in achieving this. The final proposals have been shaped to accommodate key points that came out of the consultation, and the Community Council remain keen to be involved in other detailed elements such as the choice of street furniture and surface finishes, and pro-active monitoring of inconsiderate parking habits.

It is hoped that this high level of community led engagement can support a successful bid to Sustrans for funding, in order that the entire scheme can be delivered.

Alva Community Council said —

“This was an excellent and unprecedented level of engagement with Alva residents. Undoubtedly the town centre location on the busiest days of the week was a contributing factor to the success of the consultation.

Alva Community Council were delighted with the level of consultation with officers of Clackmannanshire Council in preparation for the drop-in sessions and the ethos of working together for the benefit of the community was evident to members of the public.

The display materials helped people visualise and bring to life what the town centre could look like and hundreds of post-it notes were gathered.

The Place Standard helped in reaching even more people than the 650 who accessed the drop-in sessions.”

Goals

- Support and guidance offered to a community group in using the Place Standard tool.
- Joint working with another Council Service to achieve enhanced outcomes in respect of community engagement and public realm improvements.

- Community-led consultation allowing for a more constructive public engagement and significantly higher response rate.
- A good practice example to follow for future community engagement after previous more difficult experiences.



Outcomes

- Community empowered and working with the Council to a common goal
- Capacity built within community to lead on consultation exercises in the future and use the Place Standard tool.
- A strong community engagement exercise to support a bid for external funding.
- A model for joint working between the Roads and Planning Services in future streetscape projects.

Name of key officer

Grant Baxter

Case Study 5 – Tullibody South Campus – Creating a New Shared School Campus with Community Hub fit for the 21st Century

Location and Dates

Abercromby Primary and Nursery School, School Road, Tullibody – 2017–2019

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Quality of service and engagement

Key Markers

1. Decision making
3. Early collaboration with applicants and consultees
12. Corporate working across services to improve outputs

Key Areas of Work

- Design
- Interdisciplinary Working

Stakeholders Involved

- General Public
- Authority Other Staff

Overview

This case study relates to the development of a shared primary school and early years campus with community hub located within the village of Tullibody ([17/00261/FULL](#)).

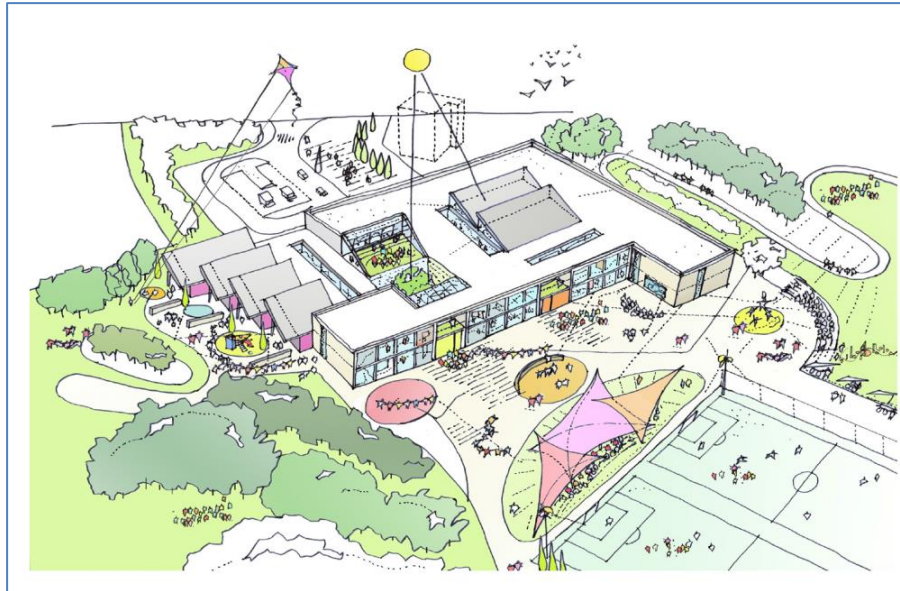
A condition survey identified that both the Abercromby Primary School and St Bernadette’s Roman Catholic Primary School were in need of significant investment to improve their condition and maintain their suitability for educational use. Abercromby was rated the lowest in the primary school estate. It also had insufficient capacity to accommodate the current and predicted school roll. St Bernadette’s catchment serves not only Tullibody but also three neighbouring villages. The two school buildings are within 200 metres of each other although they were accessed from different streets.

The Council decided to pursue the option of a shared state of art campus between the denominational and non-denominational schools and nursery. It was also decided to incorporate community facilities within the campus which would co-locate and integrate relevant public services onto one site, thereby hoping to deliver more effective outcomes for local people in a more cost effective manner. This approach was considered consistent with the Council’s ambitions for the area, as expressed in; the Community Planning “Single Outcome Agreement”; the Council’s Corporate Plan; Making Clackmannanshire Better initiative; and the Education

Service's Strategic Priorities and Clackmannanshire Regeneration Initiative.

A number of key phases in the design and planning of the development can be summarised as follows:

- Following a community consultation process, a development solution based on a campus located within the grounds of Abercromby Primary School was agreed. This followed the elimination of options to locate the campus of part of the public parkland and on the site of the Civic Centre. The Planning Service provided pre application advice on the three site options including relevant LDP designations and in relation to development of land including playing fields.
- Once selected, a number of siting and design iterations were identified for the site. These were informed by factors including design, environmental impacts, transportation issues, cost, educational needs and construction



requirements, including continuing to use the site as a school while development took place. The iterations were reviewed by officers from the Planning, Education and Roads Services. The initial favoured option by the design team was to site the building on the northern part of the site outwith the existing building footprint. However, the

land was on a slope which increased in height towards the north boundary and the building would have to be relatively close to the north and east boundaries. There are houses close to the north and east boundaries. From a planning perspective, concerns were identified about the potential impact of siting the building at this location on the residential amenity and environmental quality enjoyed by neighbouring residents related to

the proximity and massing of the proposed building. Furthermore, the building would also not have had a public road frontage or had any significant presence from public places. This would have diminished its potential positive impact on existing townscape or its inspirational effect on the local community.

- Following this process, an area of land adjacent to the site and owned by the Council became available. The enlarged site; enabled the building to be moved to a flat more central part of the site; increased the distance between it and the neighbouring houses; and allowed the building to have a frontage to the public road. The change did however require the partial demolition of the existing school building during the construction process.
- This design evolution process, lead by the project architects in consultation with Council officers and the Hubco, resulted in a design and layout which secured the functional requirements of the client whilst satisfactorily addressing the potential planning constraints relating to the site. The constraints are discussed in the Outcomes Section below.

Goals

The Case Study presents an example of how the Planning Service has encouraged interdisciplinary and collaborative working to secure high quality development on the ground which ensures that siting and design elements as well as the facilities make a significant positive contribution to the surrounding area and community as a whole. The approach also helped manage a potentially complex and sensitive project including; the provision of the first shared campus in Clackmannanshire, integrating and relocating community facilities; managing transportation issues; and developing while buildings on site were still in educational use.

The early and positive engagement was also designed to ensure the planning process for this significant Major Development was as smooth and efficient as possible having regard to the various issues and expected high level of public interest and scrutiny.

Outcomes

The Case Study is considered to show the value that early collaboration and interdisciplinary working between stakeholders and across Council Services can have to deliver a high quality development which meets the expectations of the developer and other stakeholders with the minimum of delay.

A number of key outcomes can be identified which are summarised below:

- Enhanced vehicle and pedestrian access links to the campus which encouraged active travel and minimised safety risks. This included segregation of vehicular and pedestrian/cyclist movement; creating enhanced or new active travel links within the catchment area; securing permeability through the school grounds to provide ease of access to community facilities; retaining the established drop off/pick up facilities and improving the traffic calmed environment on the two public road frontages.
- Achieving a design and layout which will deliver high quality educational and community facilities to meet Council and community expectations while safeguarding the amenity and privacy of neighbouring residential properties which

bound the site on three sides. Early engagement with the Council's Environmental Health Section contributed to the design of the layout to minimise the risk of nuisance to neighbouring properties.

- Ensuring that the design, layout and orientation of the building and grounds has a positive impact on the amenity and character of the area and creates a sense of place. The architectural design and relationship to the public road frontages were seen as key achievements compared with the original design option.
- Respecting the setting of the Orchard Garden which contains the War Memorial and historic Haer Stone on the south side of the site in terms of its landscape setting and character. The design and layout of the Campus has safeguarded the mature landscaping around the Orchard Garden and respected the setting of the war memorial and Stone.
- Addressing potential archaeological interests and flood risk issues. The layout and levels within the site were amended to ensure the risk of pluvial flooding to the building and neighbouring land was minimised following consultation and negotiations between the project engineers and the Planning Service and the Council's Flooding Officer. Early engagement also took place with the Regional Archaeologist in relation to the Haer Stone which resulted in agreement

for an archaeological evaluation taking place early in the development programme.

- Managing the project so that the formal planning application process was completed effectively and efficiently. The extensive stakeholder engagement, corporate and collaborative working between the Design Team, Planning and other relevant Council Services and consultees, and the inclusive design evolution process all contributed to this application for a Major Development attracting no objections or representations from third parties, no objections from consultees and being approved by the Planning Committee within 10 weeks from registration.

Eileen Turnbull, the Council's Senior Manager (Projects) said —

"As Project Manager of this significant, sensitive and key investment for the Council and local community, the early pre application engagement with the Planning Service, and resulting collaborative working between the relevant disciplines, had a positive and valuable impact on the design process and contributed to a streamlined planning application process which was important given the time constraints involved."

Name of key officer

Keith Johnstone

2. Quality of Service and Engagement

a. Open for Business

The adopted LDP represents the foundation upon which the service can build on investment on the ground, growth in the economy and an enhanced quality of service. The first two of its strategic objectives set a clear framework for positive change and aim to deliver sustainable economic growth. In that context, we have identified a specific section of the plan on Employment and Prosperity, aimed at addressing the economy, creating jobs, and supporting business. The plan has six key policies which capture the principles:

- Support for new business and industry on strategic sites.
- Support for the retention and promotion of businesses.
- The circumstances where business expansion outwith allocated sites can be considered favourably.
- The general presumption against non-employment generating uses on existing and allocated sites.
- Support for the principle of homeworking. We are particularly looking to encourage this within planned developments at Dollar, Muckhart and Solsgirth.
- Encouragement for investment in green business.

The Planning team continues to be structured with a customer focus. The three Development Management case officers deal with: residential development; commercial development; and

householder developments. This model is embedded in our Service Structure. It works well, ensures that customers receive a consistent level of advice, and helps to develop good working arrangements with developers, and those less familiar with planning procedures. For example, the planning officer dealing with householder developments has the skills and experience necessary to communicate with applicants and third parties who are not familiar with planning procedures, and who may often be looking to be guided on matters such as permitted development and the application process.

The planning officer responsible for residential development can consistently apply their knowledge and experience, on Designing Streets, placemaking and other design guidance, to secure the outcomes described earlier. This officer helped prepare residential policy guidance for the LDP, and plays a leading role in facilitating the Developer Contributions Group, is a key participant the Local Authority Urban Design Forum (LAUDF) and actively involved in Scottish Government initiatives such as the Place Principle.

The planning officer responsible for non-residential development has developed strong business links and an understanding of the needs of business and non-domestic developers to ensure that the Planning Service responds appropriately to these needs within the regulatory framework and in preparation of LDP policies and guidance. This is a great benefit to businesses within the Council

area. This officer also plays a leading role in the operation of the Developer Contributions Group, is a regular attendee at national forums such as in relation to EIA developments and mineral working, is the key Council contact with organisations such as Historic Environment Scotland (HES) and the Health and Safety Executive (HSE) in respect of built heritage and the PADHI+ land use planning process. This officer has also led the preparation of the PPF submission for this year.

The work of all officers is overseen by the Planning and Building Standards Team Leader who is able to contribute to the progression of all applications in the absence of any officer. The Planning and Building Standards Team Leader also allocates workload and applications to best utilise planning officer knowledge and skills to ensure continued professional development and to best assist with specific project work. For example within the last year planning officer knowledge and skills have been directed towards work on City Deal and the emerging LDP.

We see that continuity of customer focus in the Development Plan process as an important theme through the planning service.

A monitoring framework has been set up which will report annually each October on the performance of the LDP, including details on the frequency of the use of policies, examples of good practice flowing from Policy input, identification of any policy voids and other performance criteria related to the LDP.

The Planning Service has no dedicated enforcement or monitoring officer. Each planning officer provides a service to customers, from pre-application advice through to monitoring the implementation of development. The Council's Enforcement Charter was originally published in February 2011 and has been regularly reviewed most recently in 2018. The most recent review included an examination of casework between 2017–18, with analysis of results by type of alleged breach, development sector and method of communication. The broad findings of the exercise appeared to indicate that the criteria set out in our Charter used to inform decision making remain fit for purpose and delivering proportionate outcomes with strong public confidence in the Service. Any alleged breach of planning control can be reported via the Council Website. This “Report It” facility is a convenient method of reporting an alleged breach, and enables officers to populate our enforcement management system. In fulfilling a commitment in a previous PPF the Enforcement Register is now published on the Council the website, making it easier to view enforcement action taken and the properties or land that are affected. The completion of this action has had the added benefit of reducing the number of Freedom of Information requests that the Council receives seeking details of enforcement action and consequently the work that this generates.

Free pre-application advice continues to be available to all prospective applicants. This message is set out on the Council's website, where we have a specific page dedicated to the service. It

explains the process, and it includes an on-line form to make it as easy as possible to submit an enquiry. We wanted to align our feedback to the needs of the development industry, as the pre-application stage is seen as a vital opportunity to explain policy, procedures and key issues, and above all else, smooth the application process. It helps identify information that we may require, and, if it works well, should reduce the prospect of applications for planning permission being delayed or refused, with attendant appeals to Ministers and the Local Review Body. We are committed to reviewing existing practice and securing best value and this is reflected in our service improvements for the coming year, in the knowledge that providing pre-application advice demands a significant proportion of officer time.

We record permitted development enquiries for householder and non-householder developments on our application database. Each receives its own unique reference number, and a target response date. It therefore enables us to monitor workload and performance, and ensure that each enquiry gets a timely response.

The Council's Developer Contributions Team operates to approved Terms of Reference and represents a cross-Service model of



Development of affordable homes in Tullibody for Kingdom Housing Association © Bracewell Stirling Consulting

working that is fit for purpose, providing consistent and informed decisions that have minimised impact on the pace of decision making. Agenda items will include applications and pre-application enquiries, thereby supplementing the LDP guidance and providing prospective applicants with early warning of any potential contribution that will be sought as part of a development proposal. This Group has brought tangible benefits to our Planning Service. We now have coordinated and recorded decision making, an efficient model of cross-service working, and more consistent decision making.

b. Certainty

Almost all planning applications were decided in accordance with the balance of Local Plan policies, or in accordance with allocations and the schedule of sites within the Clackmannanshire Local Plan. The formatting and content of the Schedule of Sites in the LDP is divided into 4 sections as described previously. We have simplified the content, reduced prescribed standards, placed added emphasis on quality and focus on key issues to further enable development. It is a simple format usually in checklist form and designed to make it easy to use and understand. Any interested party can confidently identify key issues for any site.

Supplementary Guidance (SG) has been prepared to complement the LDP and previous evaluation has identified that in the determination of a majority of planning applications SG was referred. This therefore shows the importance of SG and how it can add value to the planning process. The Planning (Scotland) Bill proposes to remove 'development plan' status from supplementary guidance and this would influence the style, content and length of future LDP's, and consideration of non-statutory supplementary guidance.

All officers continue to use the planning application process map we have reported on previously to manage casework. This "standard" management tool has contributed to our sustained levels of performance on decision making. Officers are fully aware that good communication with agents and others builds confidence

in the service, keeps applicants and agents informed, and represents a proactive approach to decision making. We have increased the use of process agreements, included information in our acknowledgement letters and use the e-newsletter to help convey this message. In addition the "idox Enterprise" case handling system has now been implemented for use by officers and linking this system with mobile working solutions is being evaluated and will be targeted as a future service improvement.

Over 90% of planning applications are decided by the Council's Appointed Officers in accordance with its Scheme of Delegation for Local Developments. The Scheme of Delegation was originally approved by Scottish Ministers in 2009, and was reviewed in 2014. The review concluded that the Scheme operated well, achieved the Government's original objectives for decision making on local development, and should continue to operate in its current form. A further review of the Scheme of Delegation will be undertaken in late 2019.

We continue to refer applications for major developments to Planning Committee for decision, irrespective of the circumstances. We continue to have a low number of requests for Local Review of planning application decisions, a further indicator of the success of this Scheme and our drive to work positively with applicants to enable rather than simply regulate development. Our approval rate remains proportionately high, and is evidence of the Planning

Service meeting Scottish Government's call for the delivering of development.

Case conferences are convened with the Planning and Building Standards Team Leader and Development Service Manager (the Appointed Officers) to discuss on a weekly basis selected pre-application enquiries, key applications, and all those with representations against the development. This provides early direction on the outcome of applications and ensures that applicants and agents receive early and confident notification of progress and probable outcomes.

Reports of Handling identify specific policies, proposal allocations or supplementary guidance. This is an integral part of the LDP Monitoring process and provides reliable evidence on the true use of policy, progress on allocations and the value of guidance to ensure plans are fit for purpose. Reports include a list of all parties to have made representations for and against the proposal.

c. Communications, Engagement and Customer Service

Our online planning information system represents the main source of information on planning applications received and decided. It is maintained in accordance with "Publishing Planning Applications Online" the Scottish Government's data protection guidance to planning authorities. It provides 24/7 access to planning application files. Each file will include the application form, drawings,

consultation responses, representations, report of handling, decision notice and approved plans.

The home page of the Council's website, Clacksweb, includes Planning as one of eight top tasks subjects, providing quick and easy access to service information. The page also has a dedicated Self Service Section, with links for "Apply for It" and "Report It". The former takes the user to a group of applications, including one to the edevelopment.scot home page, and the latter provides access to icons that include an alleged breach of planning control. A review of the Planning Service pages on the Council's website was undertaken as a service improvement action from last year however further review is ongoing.

In addition to the online planning information service, we continue to offer alternative channels of communication. Customers can make direct telephone contact with planning officers. All incoming calls are answered by a planning officer or support staff. Where a planning officer is not available, the call will be returned later that day. A customer should never need to leave a recorded message with the Council. Through management of workload, officers are able to incorporate this level of service within their work schedules without detriment to wider service delivery. Our continued commitment to this high standard of customer service is regularly acknowledged in discussions with our customers, particularly those who have experienced a lesser standard of service from other planning authorities.

We publish eNewsletters which are distributed to agents, developers, Community Councils and other interested parties. This allows us to communicate topical news and information about the Planning service and any other relevant Planning matters both local and national.

The Council has a two stage corporate complaints service, and we are pleased to report that only one complaint was made in relation to the Planning Service during the reporting period and this was received from an individual dissatisfied with the outcome of a householder planning application adjacent to their home. The complaint was resolved at stage one with no further action being required by the Council. The complainant has not chosen to progress the complaint further.

During the period of reporting there was consultation on a confidential draft version of the MIR. This pre-MIR engagement included Members, Key Agencies, internal partners and other selected parties.

The Council's website is regularly updated with information on the progress of the Plan as well as notification of any significant milestones in the Council's weekly Development Services Bulletin. The bulletin is published on a weekly basis, providing a note of planning applications and building warrants received and decided in the preceding 7 days. It is also the opportunity to report on any other matters of interest, such as planning committee dates, appeal decisions or enforcement matters.



Safari tent holiday accommodation at Gartmorn Dam

3. Governance

a. Efficient and Effective Decision-making

The adoption of the LDP in 2015 has ensured that decision making is up to date and contributes to more effective decision making. Following the adoption of the plan, the Council proceeded to update its Development Plan Scheme, which explains all the key stages of the review process, and sets a timetable with milestones for adopting a new plan. This ensures that planning and investment is guided by up to date policies and site assessment.

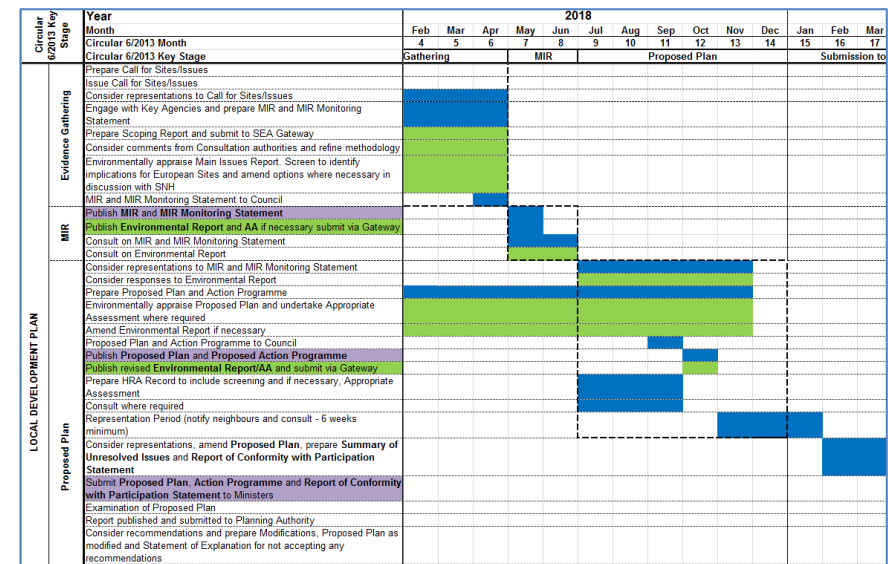
The LDP Review timetable is set out annually in the Development Plan Scheme. It has been planned based on the indicative programming in Circular 6/2013. This has provided target dates for the completion of the different areas of work to programme the completion of the LDP review within 5 years of adoption.

Progress is monitored through monthly meetings between the LDP officer and the Planning and Building Standards Team Leader. The LDP officer manages their own workload seeking guidance or support when required. Attendance of the officer on a project management course has been organised to further assist with the project management of the LDP.

Improved project management has become more important as the LDP officer is heavily involved in the Council's City Deal, which is taking up increasing resources as it is progressed.

Within the reporting period, following the MIR Call for Sites and Issues, the LDP officer has progressed pre-MIR engagement with Members, Key Agencies, internal partners and other selected parties. A confidential draft MIR was circulated for comment and updated following this input.

Other staff required to input to the LDP Review are advised on its progress and, when more formal input is likely to be required. This will be requested and timetabled, usually in the form of a GANNT chart.



Snapshot of MIR timetable

As much notice as possible is given when it is identified that input will be required from other resources, e.g. Development Management officers input to policy, or other Council departments inputs. However this needs to be flexible to fit around the priorities of the LDP officer, and other workload outwith the LDP that has to be undertaken, including the City Deal, as mentioned above.

One key area of investment for the Council is in Renewable Energy. The Service has taken a positive approach to addressing the demand for renewable energy development in response to the statutory requirement to reduce greenhouse gas emissions and to enable Clackmannanshire to contribute to achieving the Scottish Government's targets for renewable energy production. This reflects the clear vision for the area by 2035 set out in the LDP, which includes “a community that has experienced a successful transition to a vibrant low carbon economy...”

The LDP contains a number of policies relating to renewable energy and specific renewable energy technologies as well as two areas of Supplementary Guidance on Onshore Wind Energy and Energy Efficiency and Low Carbon Development. This policy framework, together with other policy guidance and experience has informed decision making on a number of renewable energy proposals. These have assisted the Council in approving renewable energy developments that, once implemented, would meet the electricity needs of all households within Clackmannanshire.

This and previous PPF reports have described our customer focussed case officer structure, our model for pre-application advice, case conference arrangements for key applications and the review of the Council's Scheme of Delegation for Local Developments.

Case officers undertake planning application site visits within seven days of receipt of all planning applications. A photographic record is held on the application file. Officers are expected to have collated all information on the expiry of publicity periods, identified relevant policy considerations and either agreed a likely decision or identified key issues within a four week period, in accordance with the application process map. Applicants or agents can expect first communication within that same time frame. The Planning Service has now implemented the use of “Idox Enterprise” application monitoring software and this is assisting planning application assessment processes and performance timescales.

Over 97% of all planning applications for local developments are determined by Appointed Officers under the Scheme of Delegation. Applications for approval which have attracted no representations, and no objections from consultees, are signed off by one Appointed Officer. Any application with representations, consultee objections or that are recommended for refusal will be signed by two Appointed Officers. The Scheme continues to be an efficient model for decision making, with universal expressions of confidence arising from its contribution to efficiency and decision making.

The Service has a robust committee decision making structure in place which is fit for purpose and designed to avoid any delay in decision making, and structured to give added certainty. The key features of this structure include:

- The release of confidential draft agendas to the Council's Management Team and Councillors as an early warning system, with a draft officer recommendation on each item of business.
- Pre-Committee convenor briefings on items of business to identify any new information received and barriers to decision making.
- Arrangements for elected member site visits to be convened before the planned committee meeting. No applications are deferred for site visits. There has been no deferral of any decision during the reporting period.
- A scheme of oral representations which provides the opportunity for the applicant, objectors and community councils to address the committee; 66% of committee meetings regularly heard representations from applicants, or objectors. The scheme is publicised on our website, and we send details to all those submitting representations against a proposal before the committee meeting.
- Arrangements for decisions to be issued immediately after the committee meetings.

Planning Committee meetings are now scheduled on a 6 week cycle to align with the Place Committee following a recent Council restructuring. Meetings of the Local Review Body are diarised on the same day. Presentational improvements to the Planning Committee have been undertaken within the reporting period. These include the enhanced use of graphic presentation methods and the incorporation of images and hyperlinks to Google Street View being embedded within committee reports.

The Council continues to have two legacy cases. Both applications relate to proposed housing developments and the negotiation of contributions to mitigate education capacity impacts. Neither application has been decided however decisions are anticipated to be made later in 2019. The Council accepted an invitation to participate in the brokerage service provided by Scottish Governments Chief Planner and has found this experience to be of assistance in examining issues to be resolved for the targeting of decision making dates. The Service initiated a closer working relationship with Education Services and this is now realising benefits. The discussion of more creative approaches to education delivery is now assisting developer discussions and it is anticipated that positive reporting on this issue will be possible in the next PPF.

Three applications were granted within the reporting period subject to the conclusion of Section 75 Obligations. The processing of the Obligations for these applications took longer than the performance period. Constraints on staff resourcing in the Council's

Legal Services contributed to delay and this identified the need for enhanced monitoring of the progress of S75 Obligations. Regular progress meetings are now diarised with Legal Services so that staff resources can be directed to S75 Obligations when required.

b. Effective Management Structures

In late 2018 the Council commenced the implementation of an organisational re-design and senior management structure to fulfil commitments to operational efficiency and budget savings. The re-design established a new managerial structure based on three new service delivery portfolios; People, Place and Partnerships and Performance. Committee structures have now been aligned with this management structure.

The Planning and Building Standards service is provided within the Place portfolio. The management structure at levels below the three Strategic Directors for People, Place and Partnership and Performance has yet to be finalised. However at present the Planning and Building Standards Team Leader is responsible to the Development Services Manager who is responsible to the Strategic Director of Place.

Management arrangements within the Service include:

- Monthly team leaders meeting focussing on strategic cross cutting issues, applications and proposals.
- One to one manager and team leader meetings on a fortnightly basis, focussed on major applications, LDP

progress, forthcoming items of committee business and significant enforcement case work.

- Diarised one to one weekly meetings between the team leader and case officers, with separate case conference meetings where key applications require management input.
- Regular liaison meetings as required between the Council's Legal Service and the Development Service to review progress on instructions relevant to planning agreements, enforcement cases, site disposal and other general legal matters.

Monthly performance reports are submitted to the Development Services Management Team which provide details of applications received and decided, performance information on those decisions, and an up to date record of fee income set against targeted figures. We have now implemented a new performance management system “Pentana” which allows for greater scrutiny and reporting of performance indicators. Information from this platform is collated for wider reporting to the Council. The alignment of Service Business Plan commitments with Scottish Government performance reporting criteria is now possible and will be implemented. This will streamline and provide greater consistency in performance reporting.

c. Financial Management and Local Governance

The budget setting process is undertaken on an annual basis to identify expected expenditure and income for the coming year. This will include the outsourcing of any key projects, income from planning applications and other sources, and is set against Action Plans and Key Performance Indicators in the Development & Environment Services Business Plan for the period.

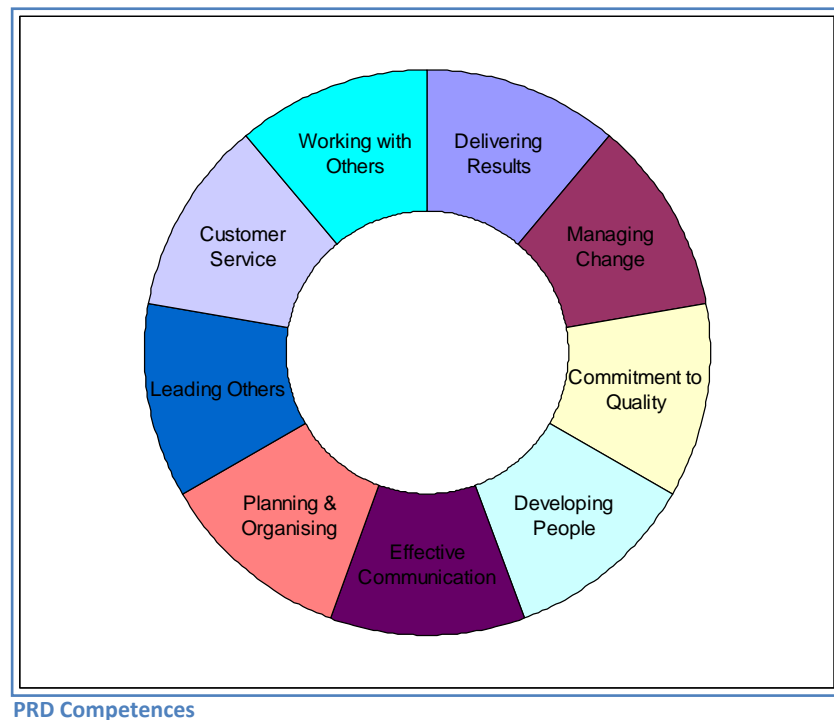
The Service continues to ensure that flexible resource management arrangements are in place to broaden skills, knowledge and experience and to react to fluctuating demand on resources from the LDP and Development Management casework. This flexibility within the staff resource has been reinforced with the refined joint team leadership arrangements and financial prudence is central.

At a corporate level; the Council continues to respond to the financial challenges facing it and most other planning authorities. The aim is to get maximum benefit from our available resources. The key elements of the programme for the planning service are:

- To focus on clear priorities such as statutory duties set out in planning legislation, in favour of more discretionary tasks.
- Transform services to best meet user needs. We have referred previously to the focus on improved website advice and information. The edevelopment.scot programme and now implemented merger of the Planning and Building Standards sections are further examples.
- To be as efficient and effective as possible within the constraints of limited resources.
- Have an appropriate approach to charging for services and getting better value for money. However, the need to introduce charges for pre-application advice, or for some premium standards of service, remains under review on an ongoing basis.
- A move away from paper copies of plans and guidance associated with the LDP towards easily accessible web based documents, while still meeting statutory requirements for having documents available in local libraries and community access points.

4. Culture of Continuous Improvement

All staff within the planning service undertake a Performance Review and Development (PRD) programme on an annual basis, with 6 monthly reviews. This exercise focuses on behavioural competences such as commitment to quality, developing people and excellence in customer service. At a corporate level, the Council has developed training pathways for Service Managers and Team Leaders.



The Planning Service annual operational plan informs the PRD process. This is monitored to ensure that it aligns with the Service Improvements in Part 4.

Clackmannanshire Council has joined a benchmarking group to share good practice and stimulate improvements in service. The sharing of work on indicators and performance markers develops themes elsewhere in the Planning Performance Framework, and enables the exchange of views and good practice on Planning Performance Framework; Service Improvements; budgets; enforcement; and benchmarking indicators.

We continue to use and contribute to the Local Government Knowledge Hub for evidence of good practice and enhanced connection with other planning authorities. The attendance of the Planning and Building Standards Team Leader at both Heads of Planning (HoPS) and Local Authority Building Standards Scotland (LABSS) has provided an enhanced Service understanding of the relationship between Planning and Building Standards in respect of engagement with Scottish Government and stakeholders. This attendance has resulted in greater consistency of approach in the Planning and Building Standards service to customers and improved networking opportunities with the Planning and Building Standards Services of other Councils.

Part 2 – Supporting Evidence

Part 1 of this report was compiled, drawing on evidence from the following sources:

- 2017–18 Development and Environment Services Business Plan
- Clackmannanshire Local Development Plan
- Clackmannanshire Council Competency Framework
- Clackmannanshire Council Online – Planning & Building Standards
- Development Planning and Development Quality Service Improvement Plans
- Discussions with staff in the respective teams
- Supplementary Planning Guidelines
- Planning Enforcement Charter
- Clackmannanshire Housing Land Audit
- Conservation Area Character Appraisals (various)
- Scheme of Delegation for Local Developments
- Communication with applicants and agents
- The Knowledge Hub
- 2017–18 Performance Markers Report
- 2017–18 HoPS PPF Peer Review

1. Checklist for Part 2: Qualitative Narrative and Case Studies

Study Topic	Case Study
Design	<u>5</u>
Conservation	
Regeneration	
Environment	
Greenspace	
Town Centres	
Masterplanning	
Local Development Plan and Supplementary Guidance	<u>3</u>
Housing Supply	
Affordable Housing	
Economic Development	
Enforcement	
Development Management Processes	<u>1</u>
Planning Applications	<u>2</u>
Interdisciplinary Working	<u>5</u>

Table 1 – Case study topic checklist

Study Topic	Case Study
Collaborative Working	<u>3</u>
Community Engagement	<u>2</u>
Placemaking	<u>4</u>
Charrettes	
Place Standard	<u>4</u>
Performance Monitoring	
Process Improvement	<u>1</u>
Project Management	
Skills Sharing	
Staff Training	
Online Systems	
Transport	
Active Travel	
Other (please note):	

Part 3 – Service Improvements in the coming year

The following improvements in service delivery are planned for 2019–20. They are drawn from the Development Planning and Development Quality operational plan for the period, which in turn develops the key themes of the Development and Environment business plan. A limited number of realistically achievable improvements are identified for the following year for the reasons provided in the PPF introduction.

- **Scheme of Delegation** review to identify opportunities for governance and performance improvements.
- **Review of Tree Preservation Orders (TPOs) and online publication** to assess accuracy of implemented Orders, provide public service benefits and reduce officer workload in response to Freedom of Information requests.
- **Implement mobile working solutions for Development Management and Building Standards** officers to evaluate opportunities for decision making timescale reduction and service efficiency.
- **GIS service improvements for Planning** to lead on the identification and implementation of integrated Council approach to spatial information handling and evaluation of opportunities for service improvements and potential revenue income.
- **Implement the incorporation of currently “embedded” Planning and Building Standards Business Support staff** to within the Planning and Building Standards team to maximise opportunities for service delivery improvements whilst fulfilling a Council budget savings commitment.

1. Committed Improvements and Actions

Action	Completed
Implement team management re-organisation to ensure adequate resource allocation to support the Stirling and Clackmannanshire City Region deal.	Yes
Initial City Deal projects identified for delivery through next LDP. Masterplanning and Development Management support responsibilities identified.	
Action	Completed
Exploit opportunities for Planning Service links with Stirling Council as City Deal partner and other neighbouring Authorities in anticipation of enhanced regional working.	Ongoing
No significant work has been possible on this action to date given the early stage of City Deal project identification.	
Action	Completed
Undertake comprehensive review of Planning and Building Standards pages on the Council's website to ensure accuracy and improve user experience.	Yes
Annual checks now programmed in addition to day to day updates as necessary.	
Action	Completed
Formulate protocol with internal services (Roads and Transportation, and Environmental Health) for consultation on planning applications and pre-application enquiries.	Yes
Formal protocol determined not to be required following establishment of peer group working improvements resulting in stronger communication links established.	
Action	Completed
Migrate Uniform database to idox cloud based environment to provide improved technical support and problem resolution for Planning Service provision.	Yes
Migration now complete and working well. Re-evaluation of staff resource now required to ensure appropriate system support and to coordinate with future GIS service improvements.	

Action	Completed
Improve information on town centres by completing a programme of health checks reviewing funding to inform planning policy and investment priorities.	Ongoing

Health checks have been carried out for four of the seven town centres scheduled for auditing. However, no reports have been prepared and three area audits remain to be undertaken. We are keen to continue however resources are currently tied up in other projects. We will examine simplification of work to aid delivery.

Action	Completed
Make use of the Place Standard Tool in the LDP review.	Ongoing

Initiated with the **Case Study 4** exercise and work on Alloa Town Centre masterplan which will inform the LDP review.

Action	Completed
Further involve Development Management Officers in LDP preparation and development to assist limited policy officer resources, inform policy preparation and improve multi-disciplinary support.	Ongoing

This action will be ongoing until the completion of LDP review process.

Part 4 – National Headline Indicators

Planning Performance Framework Annual Report 2017–18

Development Planning	2018–19	2017–18
Age of local/strategic development plan(s) (years and months) at end of reporting period <i>Requirement: less than 5 years (60 months)</i>	Local Development Plan (3 years 8 months)	Local Development Plan (2 years 8 months)
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N)	N	Y
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N)	Y-later	N
Were development plan scheme engagement/consultation commitments met during the year? (Y/N)	N	Y

Table 2 – Development Planning

Effective land supply and delivery of outputs	2018–19	2017–18
Established housing land supply ¹	5,063 units	5,339 units
5 year effective housing land supply ¹	1,608 units	1,231 units
5-year housing supply target	2,382 units	1,521 units
5-year effective housing land supply	5 years	4 years
Housing approvals	145 units	241 units
Housing completions over the last 5 years	642 units ²	605 units
Marketable employment land supply	tbc	68.81 ha ³
Employment land take-up during reporting year	0.59 ha	2.27 ha

Table 3 – Effective land supply

¹ From annual Housing Land Audit

² Not including 2019 Q1

³ From 2016 Employment Land Audit

Development Management, Project Planning	2018–19	2017–18
Percentage of applications subject to pre-application advice	11%	8%
Number of major applications subject to processing agreement	0	0

Table 4 – Development Management, Project Planning

Decision-making	2018–19	2017–18
Validation	75%	76%
Application approval rate	97.5%	99.6%
Delegation rate	97.1%	97.8%

Table 5 – Decision-making

Decision-making timescales	2018–19	2017–18
Major developments	35.6 weeks ⁴	10.3 weeks
Local developments (non-householder)	9.5 weeks ⁵	8.8 weeks
Householder developments	4.7 weeks ⁶	5.4 weeks

Table 6 – Decision-making timescales

Legacy Cases	2018–19	2017–18
Number cleared during reporting period	0	0
Number remaining	2	2

Table 7 – Legacy cases

Enforcement	2018–19	2017–18
Time since enforcement charter published/reviewed (<i>months</i>)	12 months	39 months
<i>Requirement: review every 2 years</i>		

Table 8 – Enforcement Charter

⁴ The published timescale fails to account for a Stop the Clock instance. The corrected figure should be 17.9 weeks, including a 2.1 week referral to Scottish Ministers.

⁵ See comment on page 42.

⁶ 100% of applications received were decided within 2 months.

Enforcement Activity	2017–18	2016–17
Complaints lodged	47	62
Cases taken up	39	51
Breaches identified	39	51
Cases resolved	44	41
Notices served	4	2
Direct Action	0	—
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

Table 9 – Enforcement activity

Development Management

The performance figure for non-householder developments has increased from the previous year by approximately one week, although it is still below the Scottish average. Our review of this dip in performance has indicated that the figure has been skewed heavily by a single application which was subject to significant delay pending the conclusion of a Section 75 Obligation. If this application was excluded from the figures, then the performance figures of the remaining applications would be reduced to approximately 7.4 weeks. Action has been taken within the Council to address the contributing factors to this delay.

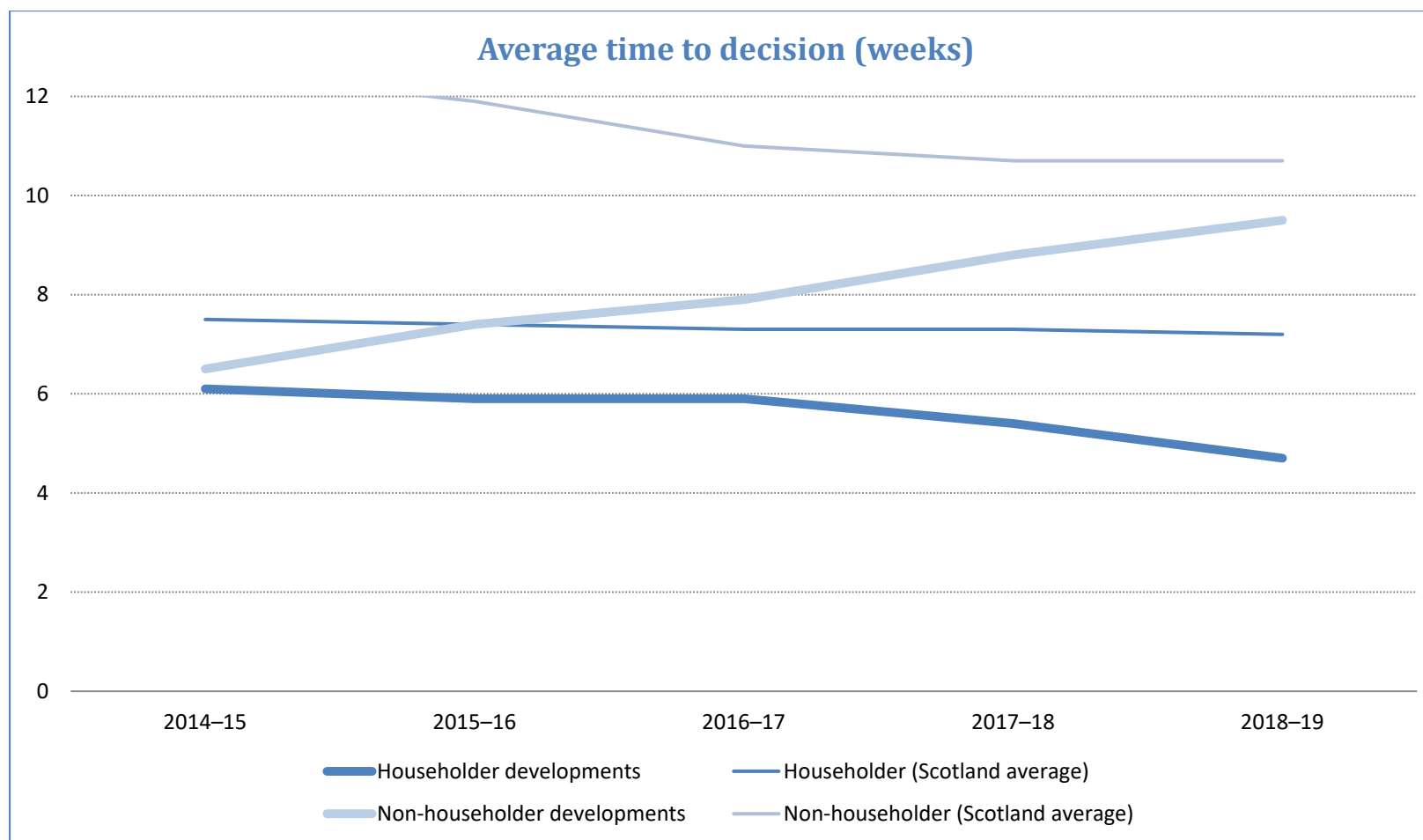


Figure 1 – Average time to make a decision for householder and non-householder developments in Clackmannanshire shown against the Scottish average over the last five years

Part 5 – Official Statistics

1. Decision-making: timescales (based on ‘all applications’ timescales)

Category	Total number of decisions 2018–19	Average timescale (weeks)	
		2018–19	2017–18
Major developments	1	35.6 ⁷	10.3
Local developments (non-householder)	65	9.5 ⁸	8.8
Local: less than 2 months	56	6.1	7.1
Local: more than 2 months	9	30.6	14.3
Householder developments	138	4.7	5.4
Local: less than 2 months	138	4.7	5.0
Local: more than 2 months	0	—	10.0
Major housing developments	1	35.6 ⁷	—
Local housing developments	25	9.3	10.1
Local: less than 2 months	19	6.2	7.2
Local: more than 2 months	6	19.4	13.4
Major business and industry	0	—	—
Local business and industry	22	7.6	8.2
Local: less than 2 months	20	6.0	7.4
Local: more than 2 months	2	23.8	17.5
EIA developments	0	—	—
Other consents	41	5.0	6.2
Planning/legal agreements	0	—	—
Major: average time	0	—	—
Local: average time	0	—	—

Table 10 – Decision-making timescales

⁷ The published timescale fails to account for a Stop the Clock instance. The corrected figure should be 17.9 weeks, including a 2.1 week referral to Scottish Ministers.

⁸ See comment on page 42.

2. Decision-making: local reviews and appeals

Type	Total number of decisions 2018–19	Original decision upheld			
		2018–19		2017–18	
		Number	%	Number	%
Local reviews	2	2	0%	0	0%
Appeals to Scottish Ministers	0	0	0%	0	0%

Table 11 – Local reviews and appeals

Part 6 – Workforce Information

Workforce information is a snapshot of planning staff in position on 31 March.

	Chief Executive	Director	Head of Service	Manager
Head of Planning Service	—	—	—	1

Table 12 – Head of Service

RTPI Qualified Staff Members	Headcount	FTE
Development Management	4	4
Development Planning	1	1
Enforcement	0	0
Specialists	0	0
Other (including staff not RTPI eligible)	2	1.5

Table 13 – RTPI Qualified Staff

Where members of staff have dual roles they are included only under the area which they spend more time working.

Staff age profile	Number
Under 30	0
30–39	0
40–49	4
50 and over	2

Table 14 – Staff age profiles

Part 7 – Planning Committee Information

The number of meetings and site visits conducted during 2018–19.

Committee meetings and Site Visits ⁹	Number per year
Full council meetings	7
Planning committees	4
Area committees (where relevant)	—
Committee site visits	1
Local Review Body ¹⁰	2
Local Review Body site visits	2

Table 15 – Committee meetings and site visits

⁹ References to committees also include National Park Authority Boards. Number of site visits is those cases where visits were carried out by committees/boards.

¹⁰ This relates to the number of meetings of the Local Review Body (LRB). The number of applications going to the LRB are reported elsewhere.