

2019



PLANNING Performance Framework





Heads of Planning Scotland

PLANNING PERFORMANCE FRAMEWORK

Shetland Islands Council 2019



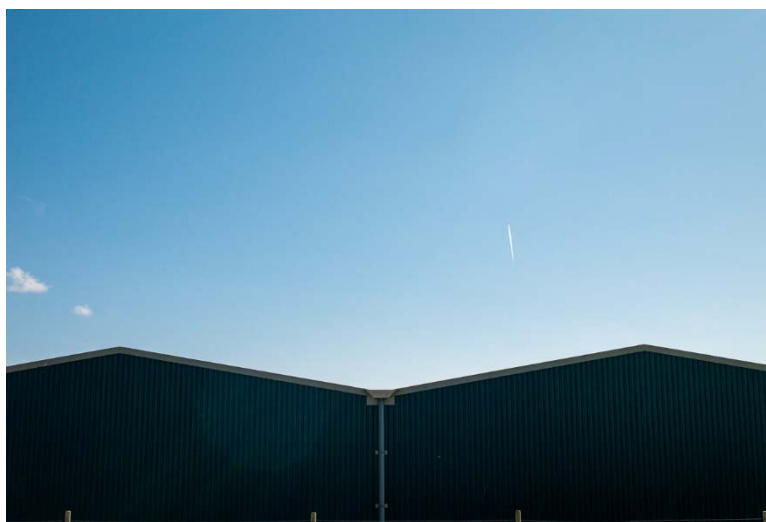
INTRODUCTION

The Planning Performance Framework (PPF) is the Planning Authorities annual report on the planning service. The PPF was developed by the Heads of Planning Scotland (HOPS) and the Scottish Government to provide a document with a range of qualitative and quantitative indicators to document planning activities. The PPF is entering its eighth reporting year. While the Planning (Scotland) Act will in future mean planning performance reporting may change format HOPS remains committed to the effective use of the framework in the interim in the drive towards consistently high quality planning services across the country. We seek input from councillors during the process – our performance is reported to Councillors and senior officials at our quarterly performance reporting committee meetings; and the Ministerial response and RAG assessment is reported to Councillors which in itself contributes to setting future priorities and commitments. Our regular Planning Team Meetings and individual Service meetings, and regular meetings with other council services and external bodies provide forums to discuss areas of concern and ideas for improvements.

We have set out a number of case studies below, which highlight the good work undertaken by the Planning Service and demonstrate our commitment to providing a quality service.

Peer Review

Our location means it is very difficult to support face to face meetings with large numbers of staff that the peer review aspires to. We do intend to look at the webinar options for such a meeting. As noted elsewhere, webinars have been very successful in sharing best practice and providing CDP and support for many members of staff at low cost.



Case Studies

Case Study Title:	
Staff Development, Skills Sharing and Developers Workshops – Making the Most of our Resources and Assets	
Location and Dates:	
April 2018 to March 2019	
Elements of a High Quality Planning Service this study relates to (please select all that apply):	
<ul style="list-style-type: none"> • Quality of outcomes • Quality of service and engagement • Governance • Culture of continuous improvement 	
Key Markers (please select all that apply):	
<ul style="list-style-type: none"> • 6 – Continuous Improvement • 11 – Proportionate Policy Advice and Guidance 	
Key Areas of Work (please select the main area of work covered - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • Skills Sharing 	<ul style="list-style-type: none"> • Staff Training
Stakeholders Involved (please select the main stakeholders - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • General Public • Hard to reach groups • Local Developers • Key Agencies 	<ul style="list-style-type: none"> • Planning Committee • Authority Planning Staff • Authority Other Staff • Other (<i>please note</i>)
Overview:	
<p>Our previous PPF Report highlighted the impacts upon our service caused by the ongoing recruitment crisis to employ a team leader, development management officers and development planners. Our service improvements for 2018/19 therefore had to be realistic, but we took the opportunity during the reporting year to be innovative and also build on previous success by undertaking the following:</p> <ul style="list-style-type: none"> • Development and improvement of our approaches to training our staff and sharing skills/knowledge. • Further engagement with stakeholders and developers to ensure proportionate information requirements. • Piloting new ways to recruit staff. <p><u>HOPS Conference – June 2018</u></p> <p>Due to our location it is not always easy for staff to attend conferences on the mainland. This also has cost and resource implications as travel is neither cheap nor convenient.</p> <p>In June 2018 the HOPS Annual Conference was held in Shetland, under the theme of “The Urban and Rural Challenges for Planning”. This provided the opportunity for our staff to be involved and benefit from skills and knowledge sharing on a large scale.</p> <p>We involved our planning service in the Conference, of which all staff attended. A wide range of presentations were given by a number of speakers including the Assistant Chief Planner, Chief Executive of SNH, RTPI Young Planners, PAS and our Scottish Youth Parliament members. Our staff provided very positive feedback on this valuable experience.</p>	



Webinars

During the reporting year we have continued to ensure that staff training and development needs can be met, whilst dealing with a recruitment crisis. Following feedback at planning team meetings we developed our approach to using webinars by using a lead officer to identify relevant training events, arrange facilities and invite team members to take part.

Webinars have provided the opportunity for staff to hear about a range of useful topics in their work environment including wind farms, community engagement, coastal planning and the Place Principle. Following a webinar we use follow-up discussions about how our planning service can use the knowledge gained to develop and improve our own working practices.

Webinars participated in during the year include presentations from the improvement service, SNH and the RTPI. Their value is recognised by staff and this is an area that we will continue to use and develop further.

SNH Planning for Great Places Webinar Series

SNH is delivering a series of 'Planning for Great Places' webinars, covering various development and natural heritage related topics.

These 30 minute webinars are intended to enable practitioners to overcome issues that arise in planning casework and deliver the best possible outcomes for nature. Each webinar will include a short presentation to be followed by a Q&A session with the host and panellists.

The series will be hosted on the first Wednesday of every month at lunchtime (1pm).



Scottish Natural Heritage
Dualchas Nàdair na h-Alba
nature.scot

Developers Workshops

We have continued to progress our approach to Developers Workshops. Our planning workshop in September 2018 focused on our LDP Call for Sites and HOPS Validation Guidance following feedback from our staff and stakeholders. We now have a [dedicated webpage](#) and produced a feedback report that was circulated to attendees, elected members and our developers group.

Developers Workshops

11 September 2018



The feedback report captured the key points raised on the day and the resultant actions we have taken to improve our service.

- The **Call for Sites workshop** provided the opportunity for our development plans team to outline the process, the information sought in submissions and the online form we developed. We conveyed that the information required at this stage of the LDP process would be proportionate to the scale of the proposal and would help streamline the planning application process if the site was taken forward into the LDP. As a result of the workshop feedback we produced specific [guidance for landowners and developers](#) who were submitting sites.
- The **Application Validation workshop** received valuable feedback on the validation checklists we have been using for planning applications. Feedback included how we could improve communication with developers further to help speed up and simplify the process.

Staff Recruitment – Pilot Project

Following on from previous unsuccessful recruitment exercises our Planning Service worked closely with our Human Resources Department to develop a pilot project on planning recruitment. This was used for posts advertised at the start of 2019 for vacancies in:

- Development Management
- Development Planning
- Coastal Zone Manager
- Building Standards

The pilot project also used consultants to assist with the identification of potential suitable candidates for the vacant posts. Methods used included LinkedIn and taking CV from applicants. An exercise was also conducted by HR with the interviewees to gain their feedback on the application process. This focused on matters such as where they viewed the vacancy, what attracted them to the post and their overall application/interview experience.

We have since undertaken a 'Lessons Learnt' from this pilot and this is being used to inform future recruitment exercises.

Goals:

The above example case studies have contributed to the further development of our staff and helped to meet, and indeed exceed, the goals set out in our last PPF. This was achieved during a period when we had a number of vacancies and other competing priorities. During this period we have also continued to advance our working relationships with our developers through improving our approaches to developers' workshops and acting upon feedback.

Outcomes:

The key outcomes are described above. In summary they cover:

- Further developing our culture of continuous improvement.
- Ongoing training of our staff by being pro-active and innovative in using difference techniques.
- Providing a clear programme of service improvement to the development industry by taking action on feedback from workshops and communicating these actions back to them.
- Working with other Council Services (HR and Building Standards) to pilot recruitment projects and using 'lessons learnt' to inform future approaches to recruitment exercises.
- Working alongside Building Standards to develop and deliver the developers workshops.

Additional examples of staff training, including recently introduced team training programmes will be covered in our next PPF Report.

Name of key officers

Team Leaders from all our planning (and building standards) service areas have worked collaboratively with the Head of Planning on these case studies:
Suzanne Shearer – Development Plans, John Holden – Development Management, Simon Pallant – Coastal Zone Manager, Aaron Kerr – Building Standards.

Case Study Title: Re-Create Scalloway – Vision and Action Plan	
Location and Dates: Scalloway, Shetland. April 2018 to March 2019.	
Elements of a High Quality Planning Service this study relates to (please select all that apply):	
<ul style="list-style-type: none"> • Quality of outcomes • Quality of service and engagement • Governance • Culture of continuous improvement 	
Key Markers (please select all that apply):	
12	
Key Areas of Work (please select the main area of work covered - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • Collaborative Working • Community Engagement 	
Stakeholders Involved (please select the main stakeholders - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • Scalloway Community Council/Working Group • Shetland Islands Council Community Planning and Development 	
<ul style="list-style-type: none"> • General Public • Hard to reach groups • Local Developers • Key Agencies 	<ul style="list-style-type: none"> • Planning Committee • Authority Planning Staff • Authority Other Staff • Other (please note)
Overview:	
<p>In 2018 Shetland Islands Council received funding from the Scottish Government's Making Places Initiative to develop a community-led future vision and action plan for the future of the village of Scalloway. A working group, made up of members of the Scalloway community, Community Council and Shetland Islands Council was established to lead the project, named Re-Create Scalloway by young people in the village. Consultants (GL Hearn and Iglu Studio) were appointed by the Council in April 2018 to undertake community engagement and produce the vision and action plan.</p> <p>During 2018 events were held to promote community discussion on the future of Scalloway. This included workshops/charrettes in May and June, and then a follow-up event in November when the community voted on the priorities to be taken forward into the spatial vision and action plan for the village.</p> <p>Key outcomes of Re-Create Scalloway to date include:</p> <p>Community Engagement:</p> <ul style="list-style-type: none"> • We took forward the findings of the Shetland Place Standard Consultation (2016) to help identify key points to focus on when engaging with the Scalloway Community at the charrette workshops. This included themed workshops on how the vision could address the priorities of housing and community, facilities and amenities, transport, work and the local economy. • Over 758 engagement responses were received to all the consultation events held for Re-Create Scalloway. This included questionnaires which were hand-delivered by members of the community council to each property in the village. • Over 300 young people were engaged through workshops at the Scalloway Primary School, Anderson High School and Scalloway Youth Centre. • 296 people attended the charrette workshops held in May, June and November 2018. <p>Collaborative Working & Interdisciplinary Working</p> <ul style="list-style-type: none"> • The Council's planning and community planning services worked closely together on the project to develop a shared vision. This has led to improved collaborative working relationships and better understanding of our roles. • A key example of this has been a developed understanding of how we engage with the public and share information. This was of benefit for this consultation and future ones we will be involved in. 	

Project Management

- Project management was key to the success of the project. A project board and project team was established to deliver quality outcomes within agreed timescales.
- We developed close working relationships with the appointed consultants to deliver the events and output reports. The Community Council also contributed to this work.
- A working group was set up consisting of community members and council staff to oversee the project and help guide the engagement events and report on the outcomes.
- A Communications Strategy was used to help publicise the engagement and involve hard to reach groups, including young people and the elderly. Methods to engage included facebook, [newsletters](#), flyers, press releases and a dedicated website.

Goals:

Re-Create Scalloway has provided comprehensive community engagement on the future of the village. This includes key village issues and how they can be addressed by people and organisations working together to deliver the spatial vision and action plan.

Key to the success of this project to date has been collaborative working between the Council and other council services, the community, community council, volunteers and the general public. Without such working the project would not have been such a success or managed to engage with so many people.

The project has helped to further improve working relationships with other council services and also developed community skills and confidence in Placemaking to enable people to contribute to the future of their area/village.

Outcomes:

The key outcomes to date are:

- The publication of a [Spatial Vision](#) which sets out areas and priorities in the village where the community have identified that improvements can be made.
- The publication of the accompanying [Action Plan](#) which sets out the key priorities for action, timescales, key delivery partners and funding opportunities.
- Sharing good practice and skills – we have been keen to share our experience of this project with others. This includes a planning service [presentations](#) on the project to: Heads of Planning Scotland in June 2019, other council services, other members of the planning service and to other Council departments' at their staff away days.
- Working closely alongside the community and community council and using local knowledge and expertise to make the engagement and workshops a success.
- The project has also been the focus of an [Improvement Service video to share good practice](#) in community engagement amongst community councils.

Next Steps: The planning service is now working alongside the community to produce a **Pilot Local Place Plan for the village**. This is expected to be adopted later in 2019.

We are also working alongside other Council services to secure funding for a number of the projects identified in the vision and action plan.

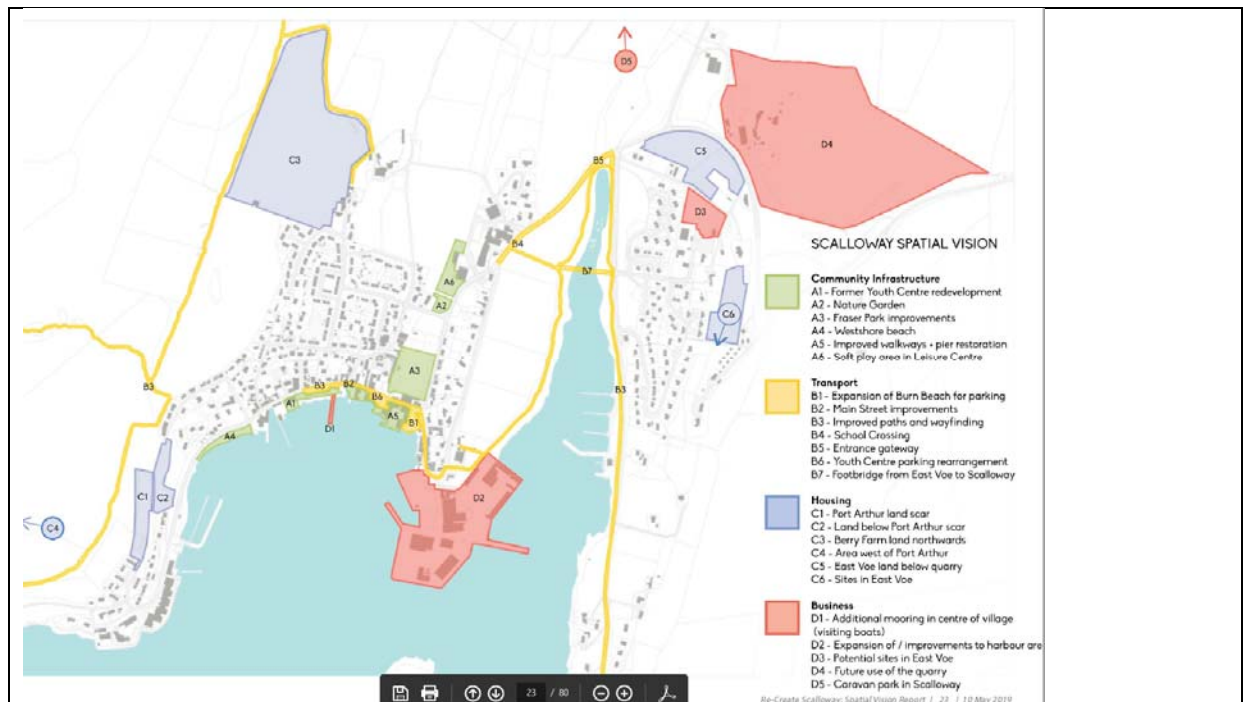
Initial Workshops/Charrette on Identifying Priorities in the Village using Place Standard as a baseline.



Youth Engagement Exercise on Improving Accessibility in the Village



Overview of Spatial Vision for Scalloway



Publicity Material Example – Flyer on Events – Also Shared on Facebook

‘Re-Create Scalloway’

Help shape the future of Scalloway! Shetland Islands Council has been awarded government funding to explore and develop a future vision for Scalloway. **‘Re-Create Scalloway’** is a community led project that aims to gather views of the public, address challenges and issues that have been identified by the community and explore possible solutions to develop a strong shared vision for the village.

A series of workshops and drop-in sessions will take place in May and June
(see over for dates and times)

Join the conversation:
Visit www.scallowayplaceplan.com for more information and online questionnaire. Hard copies of the questionnaire are also available at the Post Office and Scalloway Youth Centre, or Contact:

scallowayclerk@gmail.com
Simon.pallant@shetland.gov.uk - tel 01595 744843
Roselyn.Fraser@shetland.gov.uk - tel 01595 743879

Vision Example – Ideas for Future Change



Name of key officer

Simon Pallant – Development Plans & Heritage Team

Case Study Title:	
Quality Audit Process	
Location and Dates:	
April 2018 to March 2019	
Elements of a High Quality Planning Service this study relates to (please select all that apply):	
<ul style="list-style-type: none"> • Quality of outcomes • Quality of service and engagement • Governance • Culture of continuous improvement 	
Key Markers (please select all that apply):	
<ul style="list-style-type: none"> • 3 – Early collaboration with applicants and consultees on planning applications • 6 – Continuous Improvement • 11 – Proportionate Policy Advice and Guidance • 12 - Corporate working across services 	
Key Areas of Work (please select the main area of work covered - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • Development Management Processes • Planning Applications 	<ul style="list-style-type: none"> • Collaborative working • Process Improvement
Stakeholders Involved (please select the main stakeholders - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • Local Developers • Key Agencies 	<ul style="list-style-type: none"> • Authority Planning Staff • Authority Other Staff
Overview:	
<p>Our previous PPF Report highlighted the promotion that had taken place at the Developers' workshop of the Quality Audit Process to local developers and SIC officers from other services to encourage a collaborative design approach aimed at helping deliver high quality places.</p> <p>A Quality Audit was requested by an agent at the pre-application enquiry stage for a residential development proposal at a site that already had planning permission in principle for a hotel. It is case where the proposal has now gained a planning permission.</p>	
Goals:	
<p>The above example case study demonstrates that joint working has taken place with a local developer and stakeholders to the planning process that resulted in a decision to grant planning permissions for what will be quality developments on the ground on take up.</p> <p>Following the Quality Audit process has helped improve working relationships with other council services and brought about a level of accountability by having all around the table and having meetings minuted.</p>	
Outcomes:	
<p>The key outcomes of the use of Quality Audit as set down at: http://www.shetland.gov.uk/planningcontrol/documents/QualityAudit.pdf to date, for the case study given, and in relation to others development proposals where the Quality Audit process has been commenced, are:</p> <ul style="list-style-type: none"> • The grant of a planning permission https://pa.shetland.gov.uk/online-applications/caseDetails.do?caseType=Application&keyVal=P8XJ3COAIVH00 • Close working relationships were developed with the appointed agents and stakeholders. 	

<ul style="list-style-type: none"> • The Council's planning and roads services worked closely together. • The identification of office protocols needed for recording, and the closing off of stalled Quality Audit cases.
Name of key officers
<i>John Holden, Janet Barclay Smith</i>

Case Study Title:	
Planning Service Recruitment Campaign	
Location and Dates:	
2018	
Elements of a High Quality Planning Service this study relates to (please select all that apply):	
<ul style="list-style-type: none"> • Quality of outcomes • Quality of service and engagement • Governance • Culture of continuous improvement 	
Key Markers (please select all that apply):	
6 and 12	
Key Areas of Work (please select the main area of work covered - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • Design • Conservation • Regeneration • Environment • Greenspace • Town Centres • Masterplanning • Local Develop Plan & Supplementary Guidance • Housing Supply • Affordable Housing • Economic Development • Enforcement • Development Management Processes • Planning Applications 	<ul style="list-style-type: none"> • Interdisciplinary Working • Collaborative Working • Community Engagement • Placemaking • Charrettes • Place Standard • Performance Monitoring • Process Improvement • Project Management • Skills Sharing • Staff Training • Online Systems • Transport • Active Travel • Successful outcomes would deliver on all of the above
Stakeholders Involved (please select the main stakeholders - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • General Public • Hard to reach groups • Local Developers • Key Agencies 	<ul style="list-style-type: none"> • Planning Committee • Authority Planning Staff • Authority Other Staff • Other (<i>please note</i>)
Overview:	
<p>In October 2018 the Director of Development Services led a working group of Planning management and HR to address the current staff shortages within Planning and Building Standards Services, to identify means to address backlogs in the short term, and to manage the relationships with clients of the service in the meantime.</p>	

Goals:
<p>There have been backlogs of Planning applications, and Building warrants which were increasing. The Chairs of the Planning Committee and Development Committee have raised concerns at Committee regarding shortage of staff in this area.</p> <p>Several local Developers have written to the Council to express their concerns regarding the levels of service which they are receiving and the time taken to progress applications, and the impacts this will have on their plans and businesses.</p> <p>The goal was to address these issues and improve our performance in all areas of eh Planning Service.</p>
Outcomes:
<ul style="list-style-type: none"> • Including optimised listings and programmatic advertising on PlanningJobs.co.uk. • HAVAS People contracted to undertake Talentmatch process for all roles. • All roles advertised across myjobscotland and specialist publications for an extended period from 20/11/18 to 31/01/19 • NB Communications as part of the Promote Shetland contract agreed to create a number of supporting promotional productions and social media advertising of roles • Allow submission of CV's as opposed to completed SIC application forms • Feedback would be sought from applicants to better understand the customer experience. <p><u>Recruitment outcomes</u></p> <p>All of the vacancies attracted more applications/CV's than previous recruitment exercises. This ranged from a 25% to 133% increase. In total, 76 applications and CV's were received for the campaigns.</p> <p>Unlike previous attempts, there were applications from suitable candidates to invite to interview in all cases.</p> <ul style="list-style-type: none"> • A preferred candidate was selected for the Coastal Zone Manager post. • In Development Management, there were 3.4 vacancies and 2 preferred candidates were selected. • In Development Plans, there was 1 vacancy and no preferred candidate was selected. During the recruitment campaign overall, the number of vacancies rose to 2 as a result of the preferred candidate for the Coastal Zone Manager post coming from Development Plans. • Feedback would be sought from applicants to better understand the customer experience.

<ul style="list-style-type: none"> • The findings of the Project were reported to, and discussed at, the Corporate Management Team Learning Board, chaired by the Chief Executive • Key participants presented the final report to the Children's Services Management team, sharing our experience and knowledge gained <p>(Please note the final report contains sensitive personal and commercial information and therefore cannot be submitted as evidence)</p>
Name of key officer
Iain McDiarmid

Case Study Title:	
Knab Masterplan	
Location and Dates:	
Lerwick, Shetland. 2014-2019	
Elements of a High Quality Planning Service this study relates to (please select all that apply):	
<ul style="list-style-type: none"> • Quality of outcomes • Quality of service and engagement • 	
Key Markers (please select all that apply):	
12	
Key Areas of Work (please select the main area of work covered - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • Regeneration • Masterplanning • Local Develop Plan & Supplementary Guidance • Housing Supply 	<ul style="list-style-type: none"> • Placemaking
Stakeholders Involved (please select the main stakeholders - 1 to 2 options maximum):	
<ul style="list-style-type: none"> • General Public • Local Developers • Key Agencies 	<ul style="list-style-type: none"> • Planning Committee • Authority Planning Staff • Authority Other Staff • A & DS
Overview:	
<p>When the Anderson High School relocated, the Council was left with a large site containing numerous building, (three listed) and a significant amount of open space. A strategy for regeneration was required, the Planning service worked closely with the Council (acting as the future Developer) to produce a Masterplan for this significant local site.</p>	
Goals:	
<p>A cross service Project team has engaged with public and other key stakeholders to create a masterplan which will clearly define the Council's intention for the future redevelopment of a key site in the centre of town, providing much needed affordable housing.</p> <p>The Masterplan raises the profile of Placemaking and challenges the Council to be leaders in demonstrating the positive impacts Placemaking can have on the future community and those already living nearby to the site.</p> <p>This commitment will instil confidence in the community and encourage developers to invest. As the project moves forward into the implementation phases the Masterplan</p>	

gives a clear direction and a well-established project board is set to deliver on this, seeking out opportunities to innovatively deliver new housing and build a new community on this brownfield site.

Outcomes:

An Award winning Masterplan (Scottish Design Awards 2019 – Masterplanning Category) which has been adopted as Supplementary Guidance to the Local Development Plan.

Well established working relationships across Council Services who can and will work together to deliver on this project, and also work together to deliver on future projects and Plans to promote and implement Placemaking across the Local Authority.

<https://www.shetland.gov.uk/documents/190212-Knab-Masterplan-Report-Screen.pdf>

Name of key officer

Suzanne Shearer – Team Leader Development Plans and Heritage

Service improvements

Service improvements in the coming year

Service Improvements 2019-20

In the coming year we will:

- provide training for Planning and Development committee training – as requested by Members
- Reopen the Council reception, including provision for the free Planning duty officer service – we have had temporary receptions for 3 years now.
- We have to be realistic on the potential for improvement till the end of March 2019. Recruitment is creating difficulties in dealing with day to day work and public expectations of service delivery. We have identified significant improvements in the case studies despite staff shortages. A number of these projects are ongoing and will extend well beyond next year. We intend to focus on taking either taking these projects to implementation, or build on recent successes through a process of reviewing and refining.

National Headline Indicators (NHI)

The National Headline Indicators (NHI) are a detailed list of work programme information that each planning service needs to collate in-house. They are designed by HOPS to allow for ongoing measurement of performance.

A: NHI Key outcomes - Development Planning:

Development Planning	2018-19	2017-18	Guidance on what to include
Local and Strategic Development Planning:			
Age of local/strategic development plan(s) at end of reporting period <i>Requirement: less than 5 years</i>	years and months 4 years 6 months	years and months 3 years 6 months	<i>Number of years and whole months passed starting from date(s) existing local or strategic development plan(s) were adopted /approved.</i>
Will the local/strategic development plan(s) be replaced by their 5 th anniversary according to the current development plan scheme?	Y/N N	Y/N Y	<i>Using the development plan scheme in force on 31st March at the end of the reporting year, is the expected adoption/ approval date of each plan less than 5 years after the date the current plan was adopted/approved?</i>
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/ Y	Y-earlier/ Y-later/ N	Staff shortages and Council commitments have led to slippage.
Were development plan scheme engagement/consultation commitments met during the year?	Y/N Y	Y/N Y	<i>Both the timing and nature of engagement should be considered here. Exceeding the commitments given in qualitative terms should not be seen as requiring a negative response. However, commitments missed by more than a month should be reported and justified.</i>

Effective Land Supply and Delivery of Outputs ¹			
Established housing land supply	Units 1419	Units 1277	<p><i>This indicator will usually be captured by a Housing Land Audit on an annual basis. The most up-to-date figure should be given, with the base date also being reported. All housing tenures should be included.</i></p> <p><i>Established housing land supply: the total housing land supply including both unconstrained and constrained sites. This will include the effective housing land supply, plus the remaining capacity for sites under construction, sites with planning consent, sites in adopted local development plans and where appropriate other buildings and land with agreed potential for housing development</i></p> <p>Circular 2/2010 Glossary http://www.scotland.gov.uk/Resource/Doc/212607/0103970.pdf </p>
5-year effective housing land supply programming	Units 1033	Units 1034	<p><i>This indicator will usually be captured by a Housing Land Audit on an annual basis. The most up-to-date approved figure should be given, with the base date also reported. All housing tenures should be included.</i></p> <p><i>Effective housing land supply: the programming of that part of the established housing land supply which is free or expected to be free of development constraints, and will therefore be available for the construction of housing in the next 5 years. This is influenced by the rate of delivery.</i></p> <p>Circular 2/2010 Glossary http://www.scotland.gov.uk/Resource/Doc/212607/0103970.pdf SPP(2014) para 110 & 125 http://www.scotland.gov.uk/Resource/0045/00453827.pdf </p>

5-year effective land supply total capacity	Units n/a	Units n/a	<p><i>This indicator will usually be captured by a Housing Land Audit on an annual basis. The most up-to-date approved figure should be given, with the base date also report. All housing tenures should be included.</i></p> <p><i>Effective housing land supply total capacity: this is the total remaining capacity of the part of the established housing land supply which is free or expected to be free of development constraints, and will therefore be available for the construction of housing in the next 5 years. For example, if a site of 110 units is delivering 20 units per annum, the 5-year effective land supply is 100 units and the 5-year effective land supply total capacity is 110 units.</i></p> <p><i>Circular 2/2010 Glossary</i> http://www.scotland.gov.uk/Resource/Doc/212607/0103970.pdf SPP(2014) para 110 & 125 http://www.scotland.gov.uk/Resource/0045/00453827.pdf</p>
5-year housing supply target	Units 710	Units 710	<p><i>This is the total number of additional homes (all tenure) that the development plan seeks over the following 5-year period. Under SPP (2014) this is called the housing supply target, although previously this was often referred to as the housing requirement. However, for the avoidance of doubt, it is not the housing land requirement which includes a margin of flexibility to ensure the housing supply target can be met. If the target is updated in light of historic completions, this should be specified.</i></p>
5-year effective housing land supply (to one decimal place)	Years 7.3	Years 7.3	<p><i>Calculation of the 5-year supply using the figures provided above (5-year effective housing land supply & 5-year housing supply target) using the following formula:</i></p> $= \left(\frac{\text{5-year effective housing land supply (units)}}{\text{5-year housing supply target (units)}} \right) * 5$ <p><i>SPP (2014) para 110 & 125</i> http://www.scotland.gov.uk/Resource/0045/00453827.pdf</p>

Housing approvals	Units 114	units	<i>Total number of units (all tenures) consented during the reporting period.</i>
Housing completions over the last 5 years	Units 416	units	<i>Total number of new homes (all tenures) completed over the preceding 5-year period.</i>
Marketable employment land supply	Ha 150.28	ha	<p><i>This indicator will usually be captured by a business or employment land audit on an annual basis. The most up-to-date figure should be given, with the base date also reported.</i></p> <p><i>Marketable employment land – land which as well as meeting business requirements, such land should have a secure planning status, be serviced or serviceable within 5 years, and be accessible by walking, cycling and public transport.</i></p> <p>SPP2 (2003) para 10 (http://www.scotland.gov.uk/Resource/Doc/47007/0026443.pdf) and SPP (2014) para 101 (http://www.scotland.gov.uk/Resource/0045/00453827.pdf).</p>
Employment land take-up during reporting year	Ha 4.34	ha	<i>Quantity of land removed from the marketable supply due to the start of work on site during the reporting year (or the most recent 12-month period available), specifying the period concerned.</i>

The National Headline Indicators (NHI) are a detailed list of work programme information that each planning service needs to collate in-house. They are designed by HOPS to allow for ongoing measurement of performance. The template below allows for 2016/17 and 2017/18 to be recorded in the same manner as it has been in previous years. Additional guidance on completion is included in the coloured sections within the template itself.

B: NHI Key outcomes – Development Management:

Development Management:	2018-19	2017-18	Guidance on what to include
Project Planning			
Percentage and number of applications subject to pre-application advice	19 6.7 %	71 18.9 %	<i>Planning applications decided during the year on which the planning authority had provided pre-application advice to the applicant normally including written advice. A number and percentage for this indicator is required.</i>
Percentage and number of major applications subject to processing agreement	0 %	0 %	<i>Applications decided during the year for which there had been a processing agreement, shared and understood and agreed between the applicant and planning authority,</i>

			<i>including a scheduled timetable for handling of the application. A number and percentage for this indicator is required.</i>
Decision Making			
Application approval rate	100%	98.2%	<i>Percentage figures; to be provided by the Scottish Government (Analytical Services), drawn from the data provided by planning authorities.</i>
Delegation rate	99.2%	99.7%	<i>Percentage figures; to be provided by the Scottish Government (Analytical Services), drawn from the data provided by planning authorities.</i>
Validation	23.05%	30.9%	<i>The percentage of applications which are validated upon first receipt.</i>
Decision-making Timescales			
Major Developments	16.9 weeks	14 weeks	<i>Average number of weeks from receipt of a valid planning application to decision. Figures to be provided by the Scottish Government (Analytical Services), drawn from the data provided by planning authorities. The figures used in the PPF report should be based on 'all applications' and not 'post – August 2009 applications'.</i>
Local developments (non-householder)	12.6weeks	10.7 weeks	-
Householder developments	10.5weeks	8.3 weeks	-
Legacy Cases			
Number cleared during reporting period	0	3	<i>Applications which are more than one-year-old. Provide details of the number of legacy cases cleared during the reporting period and the number remaining (as at 31 March).</i>
Number remaining	0	0	-

C: Enforcement activity

	2018-19	2017-18	Guidance on what to include
Time since enforcement charter published / reviewed Requirement: review every 2 years	1 year 9 months	9 months	<i>Position as at 31 March. The number of months since the authority's enforcement charter was last published or reviewed and re-published.</i> <i>Include hyperlink to the latest version of the charter.</i>
Complaints lodged and investigated	62	97	<i>Total enquiries made or complaints lodged about possible planning breaches which have been investigated.</i>
Breaches identified – no further action taken	-	-	<i>Potential breaches of planning control investigated.</i>
Cases closed	57	79	<i>Cases closed within this timeframe.</i>
Notices served	0	1	<i>Formal notices served including; enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices</i>
Direct Action	0	0	<i>Cases where direct action has been taken to resolve the breach</i>
Reports to Procurator Fiscal	0	0	<i>Reports passed to the Procurator Fiscal</i>
Prosecutions	0	0	<i>Number of prosecutions on planning enforcement activity led by the authority</i>

D: NHI Key outcomes – Commentary

Commentary	Guidance on what to include
<p>Unfortunately our undoubted commitment to service improvement and delivery is jeopardised by our recruitment crisis. Despite running a Recruitment Pilot Project with help from our colleagues in HR, we are still short of 4.5 officer posts in the Planning Service. This has a significant effect on our performance and means more firefighting, and a less active pursuit of improvement than we would like. The additional duties we will have to undertake after the implementation of the Planning Act will undoubtedly have an impact.</p> <p>Despite these challenges, and dealing with some of the biggest developments in the country whilst having one of the smallest teams, we continue to commit to providing a quality service to the community.</p> <p>Developer Contributions are one of the indicators – but Shetland Island Council members have asked that we point out that a previous Council decided against having a policy seeking developer contributions and therefore it was not appropriate for us to receive a red on this matter.</p>	<p><i>You can use the text box to refer to the NHI table and provide a short contextual statement, focussing on reasons/factors which have influenced your authority's performance and any increase or decrease on past results. Authorities should focus on decision making timescales, however this text box can also be used to provide relevant context for the development land supply and delivery figures, such as the area or percentage of land covered by environmental designations or national parks. It should be used to explain any obvious 'jumps' in figures between years whether this is housing land supply, housing approvals or other changes which would benefit from further context.</i></p>

Scottish Government Official Statistics

Scottish Government Official Statistics are drawn from quarterly returns by planning authorities. They are collated into an annual set of figures that is published on the Scottish Government website. The template below allows the information from these returns to be recorded in a consistent format. Additional guidance on how to access the statistics is included within the template itself.

A: Decision-making timescales (based on 'all applications' timescales)

Timescales	2018-19	2018-19	2017-18	Guidance on what to include
Overall				<p>Decision-making timescales Information on decision-making timescales for planning and other applications will be provided by the Scottish Government (Analytical Services), drawn from the data provided by planning authorities. The figures used in the PPF report must be based on the 'all applications' timescale. You can simply copy/paste in the 2017-18 full year table we publish for the authority on the Scottish Government website. You can use the information you receive prior to its publication on the web.</p> <p>www.gov.scot/Topics/Statistics/Browse/Planning/Publication</p> <p>It is important that the statistics give an accurate and reliable account of the timescales for handling applications. There will be an opportunity for planning authorities, when providing their data to the Scottish Government, to highlight particular cases where substantial, and clearly unavoidable, delays have occurred. Additionally, the planning authority should highlight at that time any applications where there has been written agreement between the authority and the applicant that no action should be taken on the application during a specified period. The figures provided by the Scottish Government for this</p>
Major developments	1	16.9weeks	14.0weeks	
Local developments (non-householder)	160	12.6weeks	10.7weeks	
<ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	(33.1%) (66.9%)	6.1 15.8	6.9 14.2	
Householder developments	54	10.5weeks	8.3weeks	
<ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	(44.4%) (55.6%)	5.6 14.4	6.3 16.5	
Housing Developments				
Major	0	-weeks	-weeks	
Local housing developments	60	14.7weeks	11.3weeks	
<ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	(18.3%) (81.7%)	6.7 16.5	6.9 14.4	
Business and Industry				
Major	0	-weeks	-weeks	

Local business and industry developments <ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	22 (27.3%) (72.7%)	12.6weeks 4.8 15.6	12.7weeks 6.5 15.7	<i>section may therefore have been reasonably adjusted to provide a more accurate marker of performance.</i> <i>For applications where the authority and applicant have agreed a timescale different from the 2 month and 4 month targets, for example where there are processing agreements in place, the statistics on decision times will be adjusted to reflect these agreements.</i>
EIA Developments	2	19.4weeks	18weeks	
Other Consents <ul style="list-style-type: none"> <i>As listed in the guidance(right)</i> 	40	6.7weeks	9.3weeks	<i>Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 7 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.</i>
Planning/legal agreements <ul style="list-style-type: none"> Major: average time Local: average time 	0 0	-weeks -weeks	0 -weeks -weeks	<i>Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973</i>

B: Decision-making: local reviews and appeals

Type	Total number of decisions No.	Original decision upheld				Guidance on what to include
		2018-19 No.	%	2017-2018 No.	%	
Local reviews	4	4	0%	2	50%	<i>Information on local review and appeal decisions will be provided by the Scottish Government (Analytical Services), drawn from the data provided by planning authorities.</i>
Appeals to Scottish Ministers	0	0	-	0	-	

C: Context

As indicated, we have a staff shortage which we have been endeavouring to resolve within the constraints of local government. We have filled some posts with excellent appointments. Despite innovative approaches and significant costs in time and money, we still have a number of empty posts.

Workforce Information

Workforce information should be a snapshot of the authorities planning staff in position on the **31st of March 2019**. The information requested in this section is an integral part of providing the context for the information in parts 1-5. The template below allows the information to be recorded in a consistent format, additional guidance on what to include is within the template itself.

	Tier 1 <i>Chief Executive</i>	Tier 2 <i>Director</i>	Tier 3 <i>Head of Service</i>	Tier 4 <i>Manager</i>	Guidance on what to include
Head of Planning Service			1		Please note the tier of the most senior member of planning staff

Staff Age Profile	Headcount	Guidance on what to include
Under 30	1	Approximate age profile of the staff noted above
30-39	4	
40-49	9	
50 and over	4	

RTPI Chartered Staff	Headcount	Guidance on what to include
Chartered staff	9	Approximate numbers of staff which are MRTPI

Staff Structure	Structure Diagram	Guidance on what to include
Noting the roles and job titles of staff within the planning authority hierarchy		Due to changes in local authority structures it has become increasingly difficult to measure the different ways in which to allocate staff to roles. HOPS have decided it is a better representation to include a staff structure diagram. Examples of these can be found below: Inverclyde PPF 2018 page 37 or Fife PPF 2018 page 56

Part 7: Planning Committee Information

Committee & Site Visits	Number per year	Guidance on what to include
Full council meetings	1	
Planning committees	4	<i>References to committees also include National Park Authority Boards.</i>
Area committees	n/a	<i>Where relevant</i>
Committee site visits	0	<i>Number of sites (i.e. applications) visited by committee.</i>
Local Review Body	1	<i>This relates to the number of meetings of the LRB. The number of applications going to LRB are reported elsewhere.</i>
LRB site visits	0	<i>Number of sites (i.e. applications) visited by the LRB.</i>

SECTION 5 - Performance Markers

This section indicates how our PPF will be scored. We received the Minister's report on the April 2017- March 2018 PPF in January 2019.

	Performance Marker	Measure	Policy Background to Marker	Part of PPF report best suited to evidence this marker
DRIVING IMPROVED PERFORMANCE				
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	-	Official Statistics and PPF reports	NHI Scottish Government Official Statistics
2	Project management: offer of processing agreements (or other agreed project plan) made to prospective applicants in advance of all major applications <u>and</u> availability publicised on planning authority website	Y/N	Modernising the Planning System (Audit Scotland); SG website / template	NHI Quality of Service and Engagement;
3	Early collaboration with applicants and consultees on planning applications: - availability and promotion of pre-application discussions for all prospective applications - clear and proportionate requests for supporting information	Y/N Examples	White Paper; Delivering Planning Reform; Planning Reform Next Steps	NHI Quality of Service and Engagement
4	Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant' ²	Reducing number of live applications more than 6 months after resolution to grant (from same time last year)	Official statistics; PPF reports; evidence of delays to major developments	Quality of Service and Engagement Governance
5	Enforcement charter updated / re-published	Within 2 years	Planning Act (s158A)	NHI

² This will require production of supporting guidance, following wider stakeholder input

6	Continuous improvements: - show progress/improvement in relation to PPF National Headline Indicators - progress ambitious and relevant service improvement commitments identified through PPF report	Progress on all commitments	Delivering Planning Reform; PPF Report	Culture of Continuous Improvement Service Improvement Plan
PROMOTING THE PLAN-LED SYSTEM				
7	LDP (or LP) less than 5 years since adoption	Y/N	Planning Act (s16); Scottish Planning Policy	NHI Quality of Outcomes Quality of service and engagement
8	Development plan scheme demonstrates next LDP: - on course for adoption within 5-year cycle - project planned and expected to be delivered to planned timescale	Y/N Y/N	Planning Act (s16); Scottish Planning Policy	NHI Quality of Outcomes Quality of service and engagement
9	Elected members engaged early (pre-MIR) in development plan preparation	Evidence of activity		Quality of Service and Engagement Governance
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	Evidence of activity		Quality of Service and Engagement Governance
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on information required to support applications	Evidence of activity		Quality of Service and Engagement

SIMPLIFYING AND STREAMLINING				
12	Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined-up services; single contact; joint pre-application advice)	Examples from the year		Quality of Service and Engagement Governance
13	Sharing good practice, skills and knowledge between authorities	Evidence of activity to pass on and adopt good practice	Delivering Planning Reform; Planning Reform Next Steps	Culture of continuous improvement
DELIVERING DEVELOPMENT				
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one-year-old	Reducing number of applications more than one-year-old (from same time last year)		Governance
15	Developer contributions: clear expectations - set out in development plan (and/or emerging plan,) and - in pre-application discussions	Y/N Examples		Quality of service and engagement

Further information is provided below on markers 11 and 15, which call for evidence on policy advice and examples of developer contribution expectations respectively

Marker 11 – Regular and Proportionate Policy Advice

Authorities need to provide clear evidence and information to demonstrate how this is being achieved and delivered. This could include the following:

- A description of published guidance and advice with reference to particular examples. If you have specific advice on information required to support applications, explain what this is and how it is proportionate. If applicable, provide evidence of where policy advice or guidance has been developed in response to particular issues. This could include feedback from customers, market conditions or to improve matters such as efficiency, certainty and consistency.
- Include feedback/customer testimonies, where possible.
- Use case studies/examples, where possible, to help demonstrate how the policy advice is regular and proportionate.
- Provide evidence that the policy complies with Circular 3/2012 and key themes promoted
- If you have protocols in place (for example a shared service), be sure to explain them.

Marker 15 – Developer Contributions

Authorities need to be clear on how the LDP and supplementary guidance ensures this. Evidence could include the following:

- Examples/reference to the LDP policy/supplementary guidance specifically covering this and how it is clear, with a description of how it is applied in practice
- Aim to include reference to Circular 3/2012 on planning obligations and how the policy/supplementary guidance aligns with this.
- Explain and provide some evidence of how developer contributions are set out and achieved at pre-application stage – examples, case studies, customer feedback and testimony.

