PLANNING PERFORMANCE FRAMEWORK

Stirling Council 2021-22

Planning Service Annual Report

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Contents

HIGHLIGHTS

2021/22

Developer contributions policy and monitoring work providing assurance and infrastructure

Business continuity in Development Management whilst dealing with 30% vacancy and IT problems supporting Uniform

Improved, planning application performance management system driving performance and validation improvement

Initiation of Local Place Plans (LPPs) in partnership with the Community Development Team and working in collaboration with Loch Lomond and Trossachs National Park Planning Authority

Early work on the Forthside Development Framework including workshops hosted by Architecture & Design Scotland (A&DS) across Council Services and Key Agencies

Assurance raised by Environmental conditions monitoring work complete and new system for monitoring condition compliance started

Introducing

…the Planning Performance Framework

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

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

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

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

This year, we were partnered with South Ayrshire Council and participated in the Peer Review process. We would like to thank South Ayrshire for their time and feedback.

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

…the Stirling Council Planning Service

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

▶ Our Staff Structure is set out in Appendix 2

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

The Planning Service is managed alongside the Building Standards Service. We are part of the Council's Infrastructure Services and under a management team that includes Sustainability, Transport Planning, Council Infrastructure Planning and Environmental Health. This grouping of services provides great opportunity to ensure integrated working to deliver the City Region Deal aims/goals/objectives.

A Planning Service Improvement Plan, approved in December 2016, continues to be the focus of the efforts of the Service to improve performance.

Scottish Government Feedback 2020/21

Stirling Council's tenth Planning Performance Framework Report, covering the period April 2020 to March 2021, was submitted to Scottish Ministers in July 2022. In November 2021, the Minister for Public Finance, Planning and Community Wealth provided feedback on the report based around the 15 performance markers agreed by the High Level Group on Planning Performance. Red, Amber or Green ratings were awarded based on the evidence provided, giving an indication of performance and the priority areas for improvement action.

The following graphic illustrates that, for 2020/21, the Scottish Government rated us **green** against eleven performance markers; **amber** against two whilst there were no performance markers rated **red**.

In comparison to last year, there were improvements in 4 of the key markers from amber to green whilst PM4 jumped from red to green.

Part 2 of this Planning Performance Framework Annual Report details the rating given for each performance marker last year (2020-21); the feedback received from the Scottish Government; and a summary analysis of how the Council is performing 12 months on.

▶ Scottish Government Feedback:

https://www.stirling.gov.uk/planning-building-the-environment/planning/planning-performance-framework/

STIRLING COUNCIL
Performance against Key Markers

	Marker	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
1	Decision making timescales	Amber	Amber	Amber	Red	Amber	Amber	Amber	Amber
2	Processing agreements	Green	Green	Green	Green	Green	Green	Green	Green
3	Early collaboration	Green	Green	Green	Green	Green	Green	Green	Green
4	Legal agreements	Amber	Red	Green	Red	Red	Red	Red	Green
5	Enforcement charter	Green	Green	Green	Green	Green	Green	Green	Green
6	Continuous improvement	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber
7	Local development plan	Red	Green	Green	Green	Green	Green	Green	Green
8	Development plan scheme	Red	Green	Green	Green	Green	Green	Green	Green
9	Elected members engaged early (pre-MIR)	N/A	Amber	Green	N/A	N/A	N/A	N/A	N/A
10	Stakeholders engaged early (pre-MIR)	N/A	Amber	Green	N/A	N/A	N/A	N/A	N/A
11	Regular and proportionate advice to support applications	Amber	Green	Green	Green	Green	Green	Amber	Green
12	Corporate working across services	Green	Green	Green	Green	Green	Green	Green	Green
13	Sharing good practice, skills and knowledge	Green	Green	Green	Green	Green	Amber	Green	Green
14	Stalled sites/legacy cases	Amber	Green	Green	Amber	Green	Green	Green	Green
15	Developer contributions	Amber	Green	Amber	Green	Green	Amber	Green	Green

Part 1: Qualitative Narrative & Case Studies

Case Study 1 – Developer Contributions Processes

Governance	
Key Markers:	PM4 – Legal Agreements, PM12 - Corporate working across services, PM13 - Sharing good-practice and skills and knowledge, PM15 – Developer Contributions
Key Areas of Work:	Interdisciplinary Working, Collaborative working, Process Improvement, Skills Sharing, Staff Training
Lead Officer:	Charlotte Brown – Planning Officer

Goals:

To improve the internal working processes for the internal handling of developer contributions.
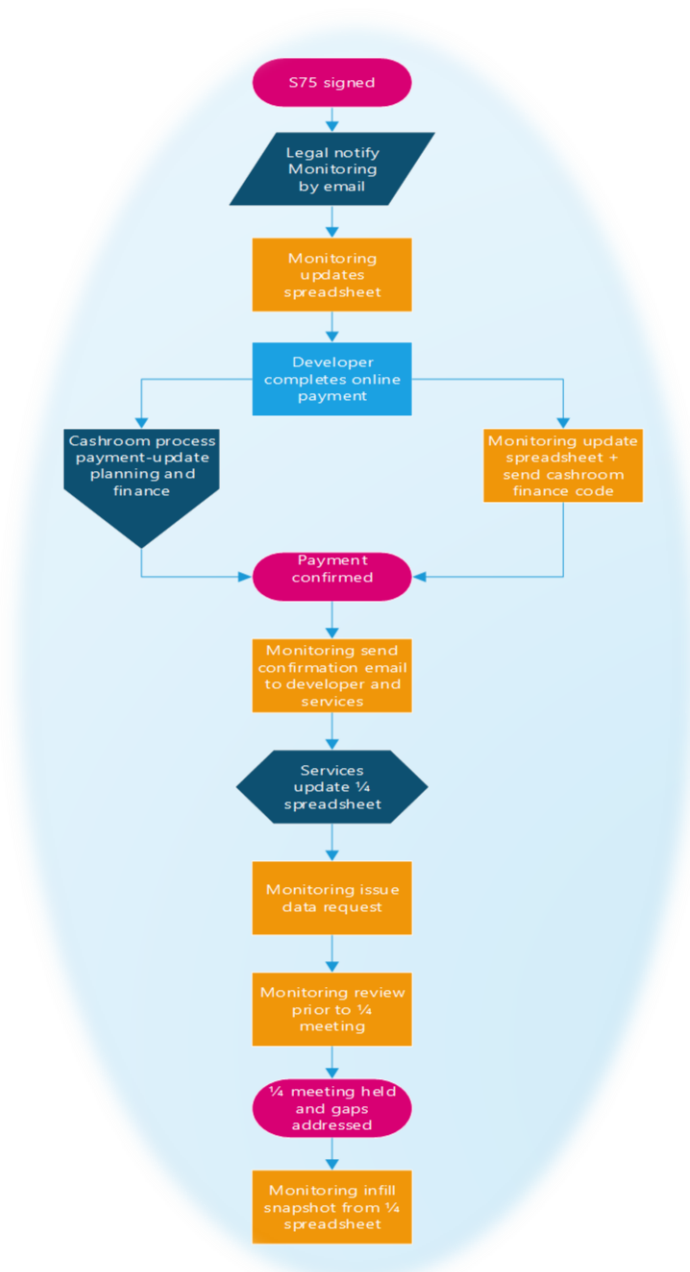
Overview:

In Autumn 2019, work began to update the internal working processes for the internal handling of developer contributions. This was identified by the team as an area of potential improvement, and work began considering the strengths and weaknesses of the current process. Shortly after this time, the Planning department was subject to an internal audit which identified the potential risk with the way that the system had operated previously, and sought the department to complete action to minimise the identified risk and improve. This provided a catalyst for improvement.

With the Planning department having already identified and on board with the need for process changes, it became clear that this could not be done by planning in isolation. The developer contributions process, from legal agreement right through to spend, involved a number of different Council departments. It was acknowledged that in order to make significant changes, there was a need for departments to align their ways of working and consider the key issues collaboratively.

Quarterly meetings had formally gathered a group that had an interest in developer contributions; however this meeting had limited benefit and acted for a place for the transfer of data only. This meeting was changed to include more relevant parties in order to bring together the key departments and services. This then acted as the working group for the project, with Planning taking regular project updates to these meetings, with the opportunity for discussion.

Flowchart

- S75 signed
- Legal notify Monitoring by email
- Monitoring updates spreadsheet
- Developer completes online payment
  - Cashroom process payment-update planning and finance
  - Monitoring update spreadsheet + send cashroom finance code
- Payment confirmed
- Monitoring send confirmation email to developer and services
- Services update ¼ spreadsheet
- Monitoring issue data request
- Monitoring review prior to ¼ meeting
- ¼ meeting held and gaps addressed
- Monitoring infill snapshot from ¼ spreadsheet

This collaborative approach enabled the project to draw on the knowledge and experience of multi individuals and services, also ensuring that any revised process was fit for purpose for all who interact with it. Considering the project as a Council project opposed to one solely related to Planning.

In order to take a more cooperate approach, a need was identified for inter-service skill and knowledge sharing. With departments and individuals providing training to others in order to promote a more cohesive output. This is best demonstrated in the training of Planning Officers from colleagues in Finance to better understand the coding system, why money is logged and registered the way it is, and the boundaries that any revised process would need to work in for wider cohesion.

By organising the project in this way, and engaging a multi-disciplinary team, we were able to provide maximum opportunity for efficiency delivery and providing a streamlined and integrated process. Whilst work is concluding on the remaining elements of the changes, following the end of the PPF period, significant progress has been made to make the process as efficient as possible, minimising aspects of double handling between services.

Outcomes:

Collaborative working across Council services in order to form a more streamlined and integrated internal process for handling developer contributions through interdisciplinary working involving skills and knowledge sharing and staff training.

Case Study 2 – Kildean and Raploch Site 8

The following case study showcases two sites within the Stirling area, Killdean and Raploch Site 8, which although long term projects, have delivered key milestones in their development over the PPF period and are already collectively improving the area as a place.

Quality of Outcomes
Key Markers: PM12 – Corporate working across services
Key Areas of Work: Design, Regeneration, Masterplanning, Affordable Housing, Planning Applications, Interdisciplinary Working, Placemaking
Lead Officer: Dorothy Irvine – Urban Designer/Senior Planner & Jane Brooks-Burnett – Senior Planning Officer

Part 1: Raploch Site 8

Goal:

To help deliver development of mixed tenure on a vacant site within an LDP area of regeneration and supports the overarching Placemaking aims of the LDP and planning service, by delivering quality, new places.

Overview:

The location of the site within Raploch places it within one of the main regeneration areas identified within the Local Development Plan. The site forms part of a wider, long-established, Masterplan, which was refreshed in 2013. It is one of a number of sites which has lain vacant and under-developed for a considerable time.

Site 8 was part of a wider physical regeneration project which has already achieved significant change within the Raploch area of Stirling comprising a new school, community campus, urban realm improvements and

housing. The final phase of regeneration is the provision of high quality homes, streets and open spaces.

A primary school had previously occupied the northern section of Site 8 but had been demolished at least a decade before to allow for the redevelopment of the site. As an integral part of the wider regeneration project, the hierarchy of streets was altered to divert traffic from the centre of Raploch by instead prioritising the nearby ring road. This allowed traffic calming along Drip Road, which had been the main route into the city from the west, and an enhancement to the public realm by the introduction of high quality surfacing and an emphasis on pedestrian, rather than vehicle, movement. Whilst Raploch Road does not have the same level of pedestrianisation, it nonetheless benefits from the reduction in traffic.

A Matters Specified in Condition application was submitted to conclude the housing development achieved by a Planning Permission in Principle approval issued earlier in 2018. This brought forward 319 residential units over 5 sites within Raploch with Site 8, on the west, being one of these.

Image: Masterplan from the Planning Application

Site 8 proposed 211 units within which included 66 private houses and 9 private flats and 136 affordable units ranging over flats, semi-detached and terrace houses.

One of the aims was to strengthen the look of Raploch Road by ensuring that the buildings addressed the street and had a unified palette of materials, which would allow this site to close the western side of Raploch Road. The reduction in traffic utilising Raploch Road has allowed the buildings on the western side of Raploch Road to be positioned closer to the road thereby producing a strong building edge, which mirrored the existing houses that were part of an earlier redevelopment. This has produced a more intimate relationship between the two sides of Raploch Road and has unified the development with the wider regeneration project (as can be viewed in the image below).

The only building extending to 3-storeys on Site 8 was a block of private flats located at the junction where Raploch Road met Drip Road, marking the gateway to Raploch and complementing the block of flats across Raploch Road, which was part of the earlier regeneration. The image to the right is an extract from the Site Plan submitted as part of the Planning Application.

Another aim of the site was to link in to the existing well-used footpath networks and ensure the site respects the existing, established planting to the south. The houses on the southern end of the site had enhanced gables to ensure that there was passive surveillance of the green space to the south and the landscaping beyond the parking court assimilated with the wider area, as viewed in the   image below.

Outcomes:

Albeit development for Raploch Site 8 is still under construction, the outcomes so far are:

- Cross service, and department working to deliver and incorporate new street designs within development – aligning to Designing Street principles;
- Development of quality, where open space is incorporated, overlooked, and connections made to wider area of regeneration, reflective of LDP design policies and aspirations of supporting Masterplan and guidance.
- Development of a long-vacant site within an urban neighbourhood.

Part 2: Kildean

Overview:

Kildean sits within the river loop of the Forth, to the north-west of Raploch community. Partially brownfield, the land within the river loop extends to c.64 hectares, and forms part of the large scale rural Carse landscape. Its southern portion is allocated for a mix of used within the Stirling LDP. This includes a significant residential allocation, alongside c.12Ha of Business land and 1Ha of Commercial.

As an established Development Plan site since 2014, the following development advances over the past 12-months form a continued wider redevelopment of the over-all site. Key milestones include:

- The creation of a significant new employment facility. Specifically, work commenced and is nearing completion on a development comprising 7000sqm of Class A office space. [Insert photo]
- The preparation of brownfield land for future development plots, including the advance planting of hedgerows and street trees, ensuring early establishment of a soft landscaping framework.

Goals:

As outlined, the case study sites form part of wider LDP allocated mixed use site – intended to develop and, in part, regenerate a brownfield site. This is supported by Supplementary Guidance, in the form of a Development Framework. This seeks to ensure that the site as a whole is developed out in a cohesive manner, creating a new mixed-use neighbourhood, and ensuring a network of landscaping, open space and active travel is delivered through the site, whilst respecting the river edge and water environment.

This in turn supports the overarching Placemaking aims of the planning service, delivering quality new places, incorporating, where appropriate, a mix of uses.

Outcomes:

As part of ongoing development across the site - which has seen significant new mixed tenure housing delivered, the following key outcomes in the past year include:

- The content of the Development Framework ensured that, in the first instance, sufficient supporting information was supplied alongside the planning application – including a Landscape and Visual Impact Appraisal. This allowed for a greater understanding of the development's potential impact, and informed assessment of it.
- It provided a consistent reference point, setting parameters throughout the application process within which discussions with the applicant could be framed. It helped inform important design decisions - including ensuring the set back from, and protection of the river cliffs.
- The development provides a widening of Class A Office/Business space within Stirling, whilst continuing the build out of a key LDP mixed-use site.
- Together with the ongoing developments in the adjoining Raploch Masterplan Area, provides significant new developments on LDP sites within this area of the city.

Case Study 3 - Performance Management (Exception Reporting)

| **Culture of Continuous Improvement** |
| --- |
| Key Markers: PM1 – Decision-making, PM6 – Continuous Improvement |
| Key Areas of Work: Development Management Processes, Planning Applications, Performance Monitoring, Process Improvement, Staff Training, Online Systems |
| Lead Officer: Michael Mulgrew - Development Management Team Leader |

Overview:

A new performance management approach has been adopted to identify where blockages are occurring in the processing of applications, why they are happening and to identify what measures can be taken to reduce or remove those blockages. An exception report is run, analysed and interrogated by the Team Leader on a weekly basis with all applications featuring on the report required to have a reason code entered.

Reasons for Processing Delay

Outcomes:

All officers have had training on performance management and proactive case handling measures to ensure that applications do not go over time. Where applications are unavoidably going over time officers are encouraged to consider with applicants using existing performance management tools such as Extensions of Time and Planning Processing Agreements.

Additionally, and irrespective of any such extensions, where an application has gone over the statutory timescale the Enterprise Digital Workflow requires a reason code to be entered to best describe why an application has gone over time. There are 9 codes covering matters such
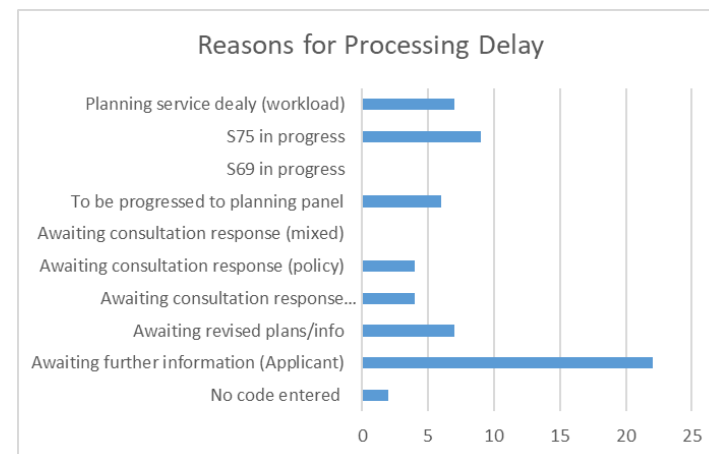
as awaiting further plans or information from applicants/agents, delay due to the application being referred to planning panel, awaiting consultation responses and where there is no other reason other than volume of work. An example of the weekly Exception Report analysis is provided above.

Trend analysis of this information, both for overall numbers and individual reason codes, has allowed us to better understand where actions can be targeted to reduce the number of applications going over time. For example, initial trends showed that a high proportion of

applications were delayed due to officer workload and awaiting consultation responses but that the largest reason is due to officers having to seek further information from applicants. Whilst this number fluctuates week to week, it typically accounts for between 40-50% of all delayed applications. Steps within the team to increase performance management measures, closer contact with consultees and addressing resourcing and IT issues in the team have enabled the numbers of overdue applications in the system to be cut by around 43% over a 21 week period.
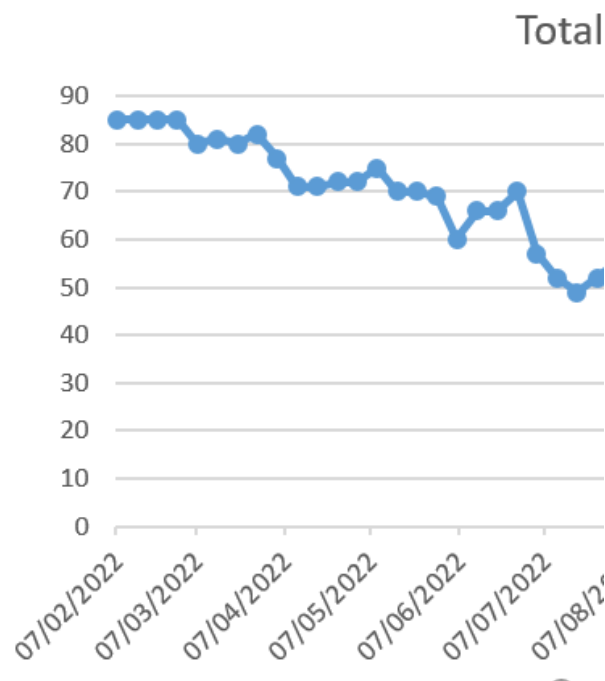
The Council is committed to further reducing the numbers of overdue applications by reducing the need to seek further information during processing by revising our validation standards. As outlined above, this is a major factor in delays in processing applications. We are currently revising our validation standards and guidance with a view to clearly setting out for different application types what is required for us to reach a decision and why it is required. We will also be engaging with architects and agents through our normal forum channels to positively promote this as a benefit to all users of the planning system by providing clarity of information and timescales.

Ongoing work that has benefited from this analysis is general process improvements related to both progressing both delegated and panel decisions and discussions with internal consultees to review consultation protocols and further enhancement of standard conditions to reduce the number, and complexity of consultation requests.

Total

Goals:

The performance management approach sought to achieve a better understanding of reasons why individual cases went over time and what trends could be identified by this analysis. This work has then helped to direct priority actions required to improve performance and handling of applications.

Case Study 4 – Covid Response

Culture of Continuous Improvement
Key Markers: PM6 – Continuous Improvement
Key Areas of Work: Development Management Processes, Planning Applications, Online Systems
Lead Officer: Christina Cox – Planning & Building Standards Service Manager, Michael Mulgrew – Development Management Team Leader, Mark Laird – Development Planning Team Leader

Overview:

The planning service continues to operate in the context of the Covid-19 pandemic. The service is working to implement a hybrid workstyle to support the delivery of statutory functions, increase customer service and accessibility to the planning service and to support staff wellbeing and development.

Goals:

The planning service is frequently adapting to new workstyles that are evolving as a result of corporate priorities and in the context of the legal restrictions that are in place to ensure health and wellbeing during the pandemic. During the reporting period, the service aimed to ensure that delivery of statutory functions has not significantly impacted and that opportunities to implement new ways of working at a service and corporate level are captured.

Outcomes:

Planning panel

The Planning and Regulation Panel has continued to operate during Covid as an online only panel until March 2022. All officers have attended Panel remotely during this time. During the reporting period, work was under way with committee services to move the Panel to a hybrid system to be put in place for the incoming administration after the local government elections in May 2022. This system is now in place and the Panel now takes place on a hybrid basis with officers and members of the public now able to attend in person at the Council Chambers or virtually.

Placement of advertisements

The service has been in compliance with the Covid restrictions and took the decision to suspend the display of physical planning notices. With the Site Visit Protocol above now bedding into working practice, the service is working to restart the display of physical notices in line with the end of the legal ability to do so. Work had begun on this during the reporting period but had been suspended to focus on more pressing priorities. This work is now concluding and will be in place during the 2022/2023 reporting period.

Site visit protocol

The service has kept site visits under constant review in line with local and national restrictions with regular updates to the Risk Assessments. A new protocol was put in place during the last reporting period and has operated without significant amendment since December 2021. The protocol dispenses with the need to conduct site visits for every application, as had been the case prior to March 2020.

The protocol is a sensible risk based approach to the carrying out of site visits and serves 2 primary functions. The first function was to ensure staff were able to carry out such duties safely during the pandemic and the second function is to take account of the hybrid working practices emerging within the team. Officers are no longer fully based in the office and so there is a practical need to reduce the number of site visits. The reduction in site visits also fits with corporate priorities to take measures to reduce staff travel in light of the Council declaring a Climate Emergency.

The protocol encourages officers to review digital means to assess sites. This includes using the Council's GIS system, online tools such as Google Maps and seeking current site photos direct from applicants and agents before deciding if a site visit is necessary. The protocol sets out though that in some cases it is a requirement to carry out a physical site visit, for example where it is a major application or an application that has been referred to the Planning and Regulation Panel.

Planning Service Site Visit Protocol

Determining if a site visit should be carried out

It is considered that site visits can be undertaken to a much greater extent than previously within the Covid-19 levels system. However, a risk based approach is still to be applied to reduce the need for site visits where they are unnecessary and we are in receipt of enough information to determine an application. This assessment also takes into account the impact on staff time and resources as well as seeking to reduce unnecessary travel by Council Officers in the interest of reducing carbon emissions.

The tables below will assist in determining if a site visit should be undertaken, but where there is any doubt or insufficient information, a site visit should be carried out.

Type of application		Site Visit RAG
Planning Applications	FUL or PPP – Major	Red
	FUL or PPP – Local	Amber
	MSC – Major	Amber
	MSC – Local	Amber
	Householder	Amber
Other Applications	LBC	Amber
	ADV	Green
	CLUD	Green
	NAG/NPA	Green
	NSM	Green
	PREAPP (Householder or other apps)	Green
	PREAPP (Local)	Amber
	PREAPP (Major)	Red

RAG Ratings

RAG	Likelihood	Notes
Red	Site visit required	Due to the nature of Major applications, site visits must be undertaken in all circumstances.
Amber	Site visit likely required	A site visit will likely be required but a desk based analysis should be carried out to confirm so. The desk based analysis should take into account: • The type of application and impacts arising from the proposals. • If there are recent google earth/streetview images (within the last year)? • Is there likely to be an impact on wider views or from particular vantage points that cannot be assessed remotely? • Is it likely that the applicant/agent can provide site photographs to cover any concerns? • If the application is likely to go to panel? If it is known from the outset then a site visit should be carried out. If during the assessment a panel

Office access

The service has been significantly hampered since the beginning of the pandemic with regards to sufficient IT infrastructure to support the delivery of the service, particularly affected is the Development Management Team. Reliant on a digital workflow system, Uniform Enterprise, the DM team has found that there are functionality issues using this system if the officer is not remoting into a physical PC in the office. Due to the number of available PC's in the office, it has not been possible to provide all officers with consistent access. This situation has limited officers return to the office, with access priority given to those who have the functionality issues at home. This has fed into a hybrid approach for office access whereby some officers are on a rota and others are still working at home except for ad-hoc in office collaborative working.

The service is currently working with the IT department and within corporate new ways of working to move to a more permanent longer-term hybrid working practice. This will include full functionality of Uniform Enterprise and we are currently exploring the use of IDOX mobile apps to increase flexible working opportunities.

Part 2: Performance Update

Including National Headline Indicators & Official Statistics

This section provides evidence of the key Performance Markers by outlining the Scottish Government's 2020/21 feedback and commentary on Stirling Council's progress in 2021/22.

▶ Supporting evidence can be found in Appendix 1   ▶ A key for Performance Markers and symbols can be found on page 34.

Development Management

The Development Management statistics for this PPF period reflect the bedding in of a series of changes sought to improve efficiency and performance in the long term, as well as an inconsistent resource base, see Case Study 3 above. The number of applications determined when considered alongside pre-application enquiries and the implementation of process changes would indicate a sustained increase in workload overall.

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Percentage of applications valid upon receipt	new	51.2%	49%	35.6%	26.6%	35.1%	16.4%	↓
Application approval rate	93.8%	94.2%	96.4%	94.6%	94.3%	94.0%	94.1%	↑
Delegation rate	77.7%	80.5%	80.8%	96.4%	97.1%	98.3%	96.2%	↓
Number of applications determined	736	790	811	759	759	768	788	↑

PM1. Decision Making

2020/21 🟡
Major Applications: Your average timescale of 47.8 weeks is significantly faster than last year however it is slower than the Scottish Average.

Local (Non-Householder) Applications: Your average timescale of 12.6 weeks is slower than the previous year and is slower than the Scottish average of 12.4 weeks.

Householder Applications: Your average timescale of 7.9 weeks is slower than the previous year but is faster than the Scottish average of 8.1 weeks. However, this is faster than the statutory timescale.

2021/22 Application numbers have continued to rise against a backdrop of an unstable workforce resulting in pressure on all officers across the team. The team have had to rely on external support to assist with application numbers. In addition to this, there has been ongoing impacts from Covid-19 and ongoing IT issues that have created a challenging environment for officers to maintain performance.

Despite this backdrop, the team have worked to install better processes and monitoring to improve case handling and this is reflected in the performance figures below. For example, despite an increase of just over 18% in the number of local applications (non-householder), performance

has increased slightly to 13.3 weeks, slightly faster than the Scottish average of 13.5 weeks. Similarly, the numbers of householder applications remains around 20% higher than pre pandemic levels but our average timescale has fallen to 7.7 weeks. Householder average performance continues to be faster than the statutory timescale of 8 weeks and the Scottish average of 8.7 weeks.

Local housing decisions have remained steady at 15 weeks; this is slower than statutory timescales but faster than the Scottish average of 15.7 weeks.

Major Development	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of decisions	5	6	9	4	3	5	6	↑
Average number of weeks to decision	51.6	62.1	57.3	20.6	79.1	52.3	70.8	↘

Local Development (non-householder)		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of decisions		290	269	313	256	299	213	253	↑
Average number of weeks to decision		12.4	12.4	12.2	11.2	11.5	13.4	13.3	↗
< 2 months	Percentage of decisions	56%	56%	47.3%	43%	39.5%	41.8%	37.9%	↓
	Average number of weeks to decision	6.8	6.6	6.5	6.1	6.5	6.7	7.0	↘
> 2 months	Percentage of decisions	44%	44%	52.7%	57%	60.5%	58.2%	62.1%	↑
	Average number of weeks to decision	19.5	19.9	17.3	15	14.7	18.2	17.1	↗

Householder developments		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of decisions		307	352	311	296	270	359	357	↓
Average number of weeks to decision		8.3	7.5	7.0	6.5	7.4	7.9	7.7	↗
< 2 months	Percentage of decisions	79%	78%	86.8%	84.5%	74.1%	74.9%	78.4%	↑
	Average number of weeks to decision	6.5	5.8	5.5	5.4	5.8	6.0	6.6	↘

		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
> 2 months	Percentage of decisions	21%	22%	13.2%	15.5%	25.9%	25.1%	21.6%	↓
	Average number of weeks to decision	15.3	13.7	16.9	12.5	11.9	13.8	11.4	↗

Housing developments – Major

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of decisions	4	2	8	2	2	0	1	↑
Average number of weeks to decision (Major)	21.7	26.8	61.9	16.1	111.9	-	124.7	

Housing developments - Local

		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of decisions		111	108	118	101	124	103	103	→
Average number of weeks to decision		15.4	16.2	17.1	12.8	12.3	15.0	15.0	→
< 2 months	Percentage of decisions	54%	43%	32.2%	32.7%	38.7%	38.8%	36.9%	↓
	Average number of weeks to decision	7.3	6.9	7.1	6.2	6.5	6.4	7.1	↘
> 2 months	Percentage of decisions	46%	57%	67.8%	67.3%	61.3%	61.2%	63.1%	↑
	Average number of weeks to decision	22.3	23.1	28.1	15.9	16	20.4	19.7	↗

Business and Industry developments – Major

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of decisions	0	1	0	1	0	2	0	↓
Average number of weeks to decision	-	98.0	-	14.57	-	21.8	-	

Business and Industry developments - Local		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of decisions		92	50	24	23	44	43	41	↓
Average number of weeks to decision		10.8	10.1	8.8	11.2	10.1	10.6	12.2	↘
< 2 months	Percentage of decisions	57%	64%	54.2%	34.8%	45.5%	51.2%	29.3%	↓
	Average number of weeks to decision	6.5	6.7	5.3	5.9	6.6	6.6	7.3	↘
> 2 months	Percentage of decisions	43%	36%	45.8%	65.2%	54.5%	48.8%	70.7%	↑
	Average number of weeks to decision	16.4	16.2	12.9	14.1	12.9	14.8	14.2	↗

Listed Building and Conservation Area Consent

Number of Decisions	81	81	97	100	89	95	100	↑
Average number of weeks to decision	12.4	14.9	14.6	10.56	12	12.7	11.8	↗

Advertisements

Number of Decisions	21	53	40	26	43	40	20	↓
Average number of weeks to decision	6.3	7.5	5.0	4.9	10.2	9.6	6.9	↗

Hazardous substances consents

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

Other consents and certificates

Number of Decisions	32	28	41	48	44	51	25	↓
Average number of weeks to decision	4.4	4.9	4.8	5.32	7.6	5.1	7.3	↘

EIA Developments

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

Local Reviews	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number of Decisions	6	7	10	7	13	20	15	↓
Original decisions upheld (No. / %)	4 / 68%	4 / 57%	3 / 30%	2/ 29%	4/31%	14/70%	4/26.7%	↓

Appeals to Scottish Ministers								
Number of Appeals	4	8	8	7	6	3	3	→
Original decisions upheld (No. / %)	1 / 25%	3 / 38%	7 / 88%	3/43%	0/0%	2/67%	3/100%	↑

PM2. Project Management (formerly Processing Agreements)

Indicators & Statistics	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number and percentage of major applications subject to processing agreement	0 (0%)	5 (56%)	1 (25%)	7 (70%)	0 (100%)	0 (100%)	→

2020/21 🟢 You continue to encourage processing agreements for all major applications. Processing agreements information is provided on your website.

2021/22 We continue to offer processing agreements and encourage applicants to sign up to them.

▶ Information about Processing Agreements can be found on the Planning Application webpage

PM3. Early Collaboration

Indicators & Statistics	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number and percentage of applications subject to pre-application advice	208	88 (10.8%)	101 (14.5%)	133 (12.8%)	96 (12.9%)	104 (13.1%)	↑

2020/21 🟢 You continue to promote pre-application discussions and the positive impact it has n highlighting early planning impacts to applicants. Your case studies help to demonstrate how you ensure that requests for additional information are kept proportionate.

2021/22 From our records, 104 of 788 decisions (around 13%) are shown to have been the subject of pre-application advice. We continue to promote the benefits of pre-application advice and the positive impact it has on highlighting early planning issues to applicants. In total, the planning service received 234 pre-application advice enquiries over the reporting period

▶ Pre Application Advice

PM4. Legal Agreements

Indicators & Statistics	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Number (Major)	0	2	0	1	1	0	↓
Average number of weeks (Major)	-	59.9	-	196	21	-	
Number (Local)	4	3	7	2	5	8	↑
Average number of weeks (Local)	41.1	122.9	82.2	63	54	52.2	

2020/21 ● The annual statistics show that 4 applications were determined in an average time of 28.4 weeks which is faster than the Scottish average. However, your PPF states that 3 applications were determined which were subject to a legal agreement. It is noted that a review of how legal agreements are managed has been initiated.

2021/22 The planning service has concluded 8 local applications subject to a legal agreement with an average timescale of 52.2 weeks. The service is aware that this differs slightly from Scottish Government official figures and is working to ensure that all such agreements are captured on the Uniform system going forward.

Enforcement

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Time since enforcement charter published or reviewed (requirement: every 2 years)	1 year, 8 months	5 months	1 year, 5 months	1 month	1 year, 1 month	3 months	1 year, 3 months
Complaints lodged/Cases taken up	143	109	137	160	142	118	91
Breaches identified (no further action)	85	69	35	42	60	36	54
Cases resolved/closed	40	59	136	143	218	63	46
Notices solved	7	1	8	6	0	0	7
Direct Action	new	new	0	0	0	0	0
Reports to Procurator Fiscal	0	0	0	0	0	0	0
Prosecutions	0	0	0	0	0	0	0

2020/21 🟢 Your enforcement charter was 3 months old at the end of the reporting period.

2021/22 The number of enforcement cases taken up have fallen during the reporting period, however as a percentage, a higher number of breaches were identified compared to 2020-2021. The number of general enforcement enquires continues to remain high and Enforcement Officers continue to proactively screen all enforcement queries before being registered as a potential breach.

The Enforcement Team have been supported by a new post, Monitoring and Compliance Officer, whose role is to implement a proactive condition monitoring framework to ensure compliance with conditions for major applications.

The relaxation of enforcement during the pandemic has meant that some cases have taken longer for resolution than would have previously been the case to allow for longer periods for resolution, which has contributed to a small backlog carrying over into the next reporting period.

▶ Stirling Council Planning Enforcement Charter 2021

Development Planning

The review of the developer contributions guidance will be finalised this year following the consultation period and any subsequent modifications. The Planning Authority also expect to consult on the draft Forthside Development Framework during early 2023. The Supplementary Guidance programme will be reviewed following the adoption of NPF4. However, a suite of Customer Guidance Notes containing technical information on a range of topic areas from housing land supply to ancillary buildings will be published shortly.

Following consultation on draft NPF4; Local Development Planning Regulations and Guidance; and PSA/OSS Regulations and Guidance, the focus has mainly been on LDP project design and planning, and early engagement to help inform the preparation of the Evidence Report.

▶ LDP webpage: Stirling Local Development Plan 2018

PM7. Local Development Plan 🟢

PM8. Development Plan Scheme

Indicators & Statistics	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Age of local development plan at end of reporting period (requirement: < 5 years)	2 years, 6 months	3 years, 6 months	0 years, 5 months	1 year, 8 months	2 years, 8 months	3 years, 7 months
Will the local development plan be replaced by its fifth anniversary according to the current development plan scheme?	Yes	Yes	Yes	Yes	No	No, LDP3 programme delayed due to delay implementation of new development planning regulations
Was the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	No	n/a	No	No	Yes	Yes, the Interim Development Plan Scheme (September 2021) identifies a submission of the plan to Scottish Ministers during 2025 with adoption of LDP3 expected in 2026
Were development plan scheme engagement/consultation commitments met during the year?	Yes	n/a	Yes	Yes	Yes	Formal engagement will commence following submission of the finalised Development Plan Scheme upon the new Development Planning Regulations coming into force

2020/21 🟢

A new Development Plan Scheme is currently being prepared to cover the replacement of your LDP under the new Development Planning Legislation. This will include indicative timescales and will be updated as the new regulations and guidance emerge.

2021/22

The Council has published an interim Development Plan Scheme (September 2021), which sets out the key stages and an indicative programme for the production of the next Local Development Plan. The Development Plan Scheme and Participation Statement will be updated following the adoption of NPF4 and subsequent coming into force of the new Local Development Planning Regulations – expected early 2023.

PM9. Stakeholders including Elected Members, industry, agencies, the public and Scottish Government are engaged appropriately through all key stages of Development Plan preparation

2021/22

In line with legislative requirements, we will notify and consult on the updated Development Plan Scheme and its Participation Statement in early 2023. The Planning Authority are in the process of preparing an Engagement Plan, in consultation with internal and external stakeholders, to inform both the production of the Participation Statement and the implementation of early engagement activities in relation to the Evidence Report.

In partnership with Community Development, we are also in the process of informing and promoting Local Place Plans (LPPs) through a series of meetings with interested community bodies. As part of this process, we will also be reaching out to the Council's priority communities and will be running briefing sessions with Elected Members given the importance of their role in the process. The learning from this early engagement process is also being used to help inform the production of resources to assist communities with preparation of LPPs, which will soon published on the Council's website and prior to the council issuing invitations to prepare LPPs, under the new Local Development Planning Regulations.

PM11. Production of relevant and up to date policy advice (formerly Regular and Proportionate Advice)

2020/21 🟢

A range of supplementary guidance is due to be adopted later in 2021 with a review of Developer Contributions SG ongoing and expected to be consulted on in 2021/22. SG programme is currently under review in light of the adoption of the Council's Climate and Nature Emergency Plan.

2021/22

The Council is maintaining at least a 5-year supply of effective housing land as evidenced in the 2021 Housing Land Audit from which the above figures have derived from. The Council uses the 'average' method, based on the Housing Land Requirement, for calculating the 5-year supply; justification for use of the average method has been published in a Customer Guidance Note.

▶ Supplementary Guidance

Land Supply and Development

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Established housing land supply (units)	7653	7364	7030	7858	7483	8009	8065
5-year effective housing land supply – programming (units)	1624	2025	2217	2708	3058	2778	2830
5-year effective housing land supply – total capacity (units)	new	new	6641	2708	3058	2778	7810
5-year housing supply target (units)	2080	2080	2080	2080	2866	2290	2675
5-year effective housing land supply (years)	3.9	4.9	5.3	6.5	5.3	6.1	5.3
Housing approvals (units)	264	124	125	573	573	153*	212*
Housing completions over last 5 years (units)	1540	1564	1490	1448	1271	1076	991
Marketable employment land supply (ha)	60.55	74.3	75.2	86.03	87.13**		87.37
Employment land take-up (ha)	0	2.9	1.4	2.99	4.56**		5.91

* This figure does not include applications approved for change of house type.

** These figures are from the 2020 Employment Land Audit, which covered the period 1st July 2018 to 30th June 2020. This was to take account of the non-completion of the 2019 audit.

PM13. Sharing Good Practice, Skills and Knowledge between Authorities

2020/21 🟢 You are working with Falkirk and Clackmannanshire on an iRSS for the Forth Valley Area. You are also represented on the Local Place Plans Benchmarking Group in order to share good practice in relation to Community Planning.

2021/22 Through the Forth Valley Regional Spatial Strategy partnership, which is made-up of Stirling, Falkirk and Clackmannanshire Council's, meetings have taken place with Clydeplan and Regional Economics and Connectivity Commission to help inform the governance and preparation of the RSS. The partnership also meets regularly to discuss the LDP programmes of each authority, which presents an opportunity for shared learning.

Regular meetings have also taken place with Loch Lomond and Trossachs National Park Planning Authority to share good practice in relation to engaging with communities in relation to Local Place Plans, and community engagement more generally. This has led to better alignment both in terms of how each authority has approached early engagement and intend on assisting communities with the preparation of Local Place Plans.

Early work has continued on the Forthside Development Framework. Supported by Architecture and Design Scotland (A&DS) workshops across Council Services and Key Agencies, have taken place. These have allowed for, and will continue to help, facilitate a place based, collaborative approach to evolve an appropriate development approach for the site. The approach outlined is based on learning from A&DS work with Key Agency Group partners, and partner authorities on Green Recovery, which supports the Place Principle.

PM14. Legacy Cases

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Number of cases cleared during reporting period	13	9	25	11	3	7	15
Number remaining	32	35	25	21	22	18	21

2020/21 ● You have cleared 7 cases during the reporting year, with 18 cases still awaiting conclusion. This is a reduction on last year's figure.

2021/22 A number of legacy cases have been cleared in the reporting period due to a concentrated focus on reducing legacy cases and the implementation of the new performance management system. However, due to workload pressures within the team, at the end of the reporting period a number of new applications had become legacy applications.

PM15. Developer Contributions

2020/21 ● You have developed a developer contributions tool which enables users to insert details of their proposed development and the tool produces a list of likely contributions.

The new developer contributions tool is used as part of pre-application discussions.

2021/22 In February 2022, the Council's Housing and Environment Committee approved for consultation the revised Draft Supplementary Guidance: Developer Contributions, which updates the previous draft approved in February 2021. The consultation will run from August to October 2022. As part of the consultation process, a Developer's Forum will be held to allow discussion to take place on the revisions.

▶ Draft SG Developer Contributions (Revised)

Service Improvements

Actions outlined below are integrated actions to enable the service to achieve the goals of the Stirling Council Planning Improvement Plan. Whilst some actions stand alone in progressing the service in a single area, many of the actions are integrated and connected, each progressing the works of the service to achieve wider outcomes of consistency, transparency and reliability.

Our actions remain ambitious for the coming year, such commitments have meant that many areas of action have been partially but not yet fully implemented. Whilst work is ongoing, it is hoped that the steady progression across 6 key areas will achieve an integrated package of improvements that will have a fundamental improvement upon how the service operated internally, and its interaction with others.

Six Key Areas of Improvement:

Delivery of service improvement actions committed in previous year (2021/22)

Commitments and Progress
Frontloading
a. Commence pre-application process charging 🟠 Process established but delayed pending roll out of improved Gateway processes and Charging Charter b. Implement standard conditions for consultees within the Development Management process 🟠 Work continued to next year

Improving Determination Timescales

c. Implement new performance framework including weekly exception reporting and monthly officer reviews
    🟢 Complete

d. Complete protocol for legal and planning services dealing with legal agreements alongside Heads of Terms outlining and process map
    🟡 New process installed by Legal Manager to route legal agreement work. Next phase of work would involve timescale monitoring.

Meeting Customer Expectations

e. Review/introduce report of handling templates for Certificates of Lawfulness, Prior Notification and Prior Approval
    🟡 Draft templates prepared but review of Reports of Handling taken more priority.

f. Publish Technical Advice Notes for a range of key issues including: bats and development, flue installation
    🟢 Complete

Minimising Risk

g. Completed officer handbook of end to end process procedure for all applications types
    🟢 Complete

h. Publish risk register of major environmental projects for publication and review quarterly
    🟢 Complete

i. Report and publish s75 register and review at quarterly cross-service meeting
    🟢 Complete

Learning and Development

j. Hold an Elected Member refresher on decision-making
    🔴 Work continued to next year

k. Re-establish Development Management Clinics reviewing practice
    🟢 Complete

Placemaking and Collaboration

l. Develop Forthside masterplan in collaboration with the Key Agencies group
    🟡 A&DS have been reengaged to coordinate Key Agency Group

Planned Service Improvements in 2022/23

Commitments

Frontloading

a. Implement improved validation standards following workshop, validation standards update and review of implementation, include assessment requirement pack for EH requirements online and as part of pre-app
b. Implement standard conditions for consultees within the Development Management process

Improving Determination Timescales

c. Workshop on managing caseload performance and implement proactive review of all planning applications approach target to ensure proper caseload performance management.
d. Review of Pre-apps being validated as part of Phase 2 of Gateway
e. Review and implement improved Committee Procedures

Meeting Customer Expectations

f. Implement Phase 2 of Gateway including flow-charts, FAQs to reduce duty calls
g. Review Customer Charter, converting into a customer journey, informed by timescales defined in officer handbook

Minimising Risk

h. Full business QA in Gateway
i. Roll out environmental compliance monitoring for major developments

Learning and Development

j. Develop and implement a rolling programme of elected member training
k. Initiate a review of developments on site scheme

Workforce Information

Stirling Council Planning Service is a relatively small team split across three key areas of delivery: Development Planning, Development Management and Gateway. The following information is correct as of 6th September 2022.

	Tier 1 Chief Executive	Tier 2 Director	Tier 3 Head of Service	Tier 4 Manager	
Head of Planning Service				✓	See Appendix 2

Staff Age Profile	Headcount
Under 30	6
30-39	7
40-49	3
50 and over	15
Total	31

	Headcount		FTE	
	RTPI	Total	RTPI	Total
Development Management	5	11	4.1	9.3
Development Planning	4	5	4	5
Enforcement & Compliance	0	3	0	3
Specialist	1	5	1	3.8
Support	0	7	0	5.7
Total	10	31	9	26.8

Planning Committee Information

Committee & Site Visits	Number per year (2021/22)
Full Council meetings	16
Planning committees	12
Area committees	N/A
Committee site visits	0
Local Review Body	6
Local Review Body site visits	1 (only attended by Planning Advisor due to Covid)

Key

Performance Markers

1. Decision-making	2. Project Management	3. Early Collaboration	4. Legal Agreements	5. Enforcement Charter
6. Continuous Improvement	7. Local Development Plan	8. Development Plan Scheme	9. Stakeholders	10. N/A
11. Production of relevant and up to date policy advice	12. Corporate working Across services	13. Sharing good practice, skills and knowledge	14. Stalled sites/legacy sites	15. Developer Contributions

Demonstrating a high-quality planning service

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

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

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

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

Appendix 1 – Supporting Evidence

Web Links signposted

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

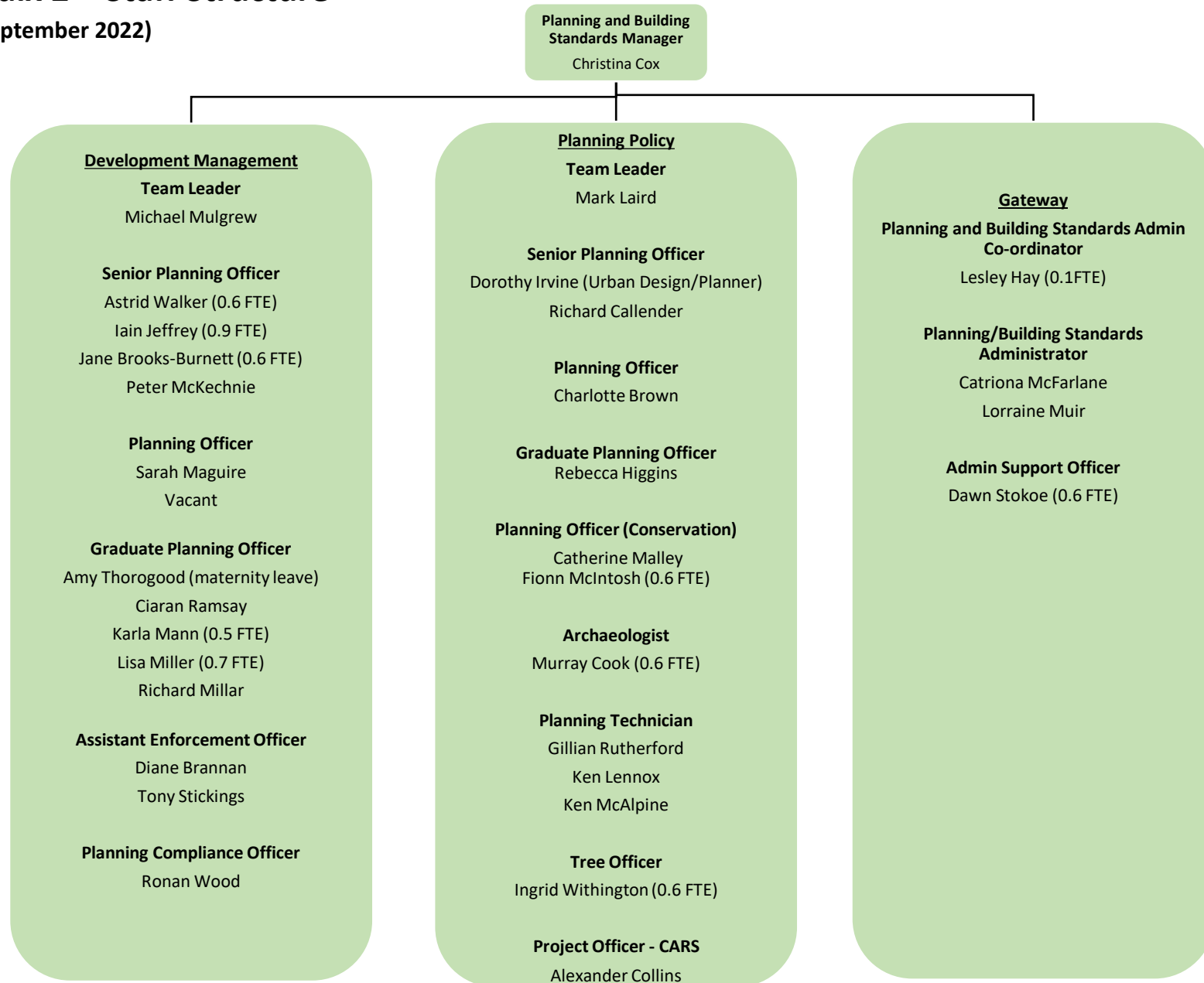| Content	Link
Scottish Government Feedback	https://stirling.gov.uk/planning-building-the-environment/planning/planning-performance-framework/
Processing Agreements	https://stirling.gov.uk/planning-building-the-environment/planning/planning-applications/
Stirling Council Enforcement Charter	https://stirling.gov.uk/media/23273/enforcement-charter-2021.pdf
Stirling Local Development Plan 2018	https://www.stirling.gov.uk/planning-building-the-environment/planning/development-planning/local-development-plan-2018/
Supplementary Guidance	https://stirling.gov.uk/planning-building-the-environment/planning/development-planning/supplementary-guidance/
Pre Application Advice	Pre Application Advice - Stirling Council
Draft SG Developer Contributions (Revised)	Review of Supplementary Guidance - Stirling Council

Case Study Overview

This table tracks the case study topics included in the last three PPFs (2020-2022). This is in order to improve the range of case study topics discussed in future PPFs. The PPF11 box references the case study number within this document, as this information shall be collated by HOPS for all local authorities.

Case Study Topics	PPF9	PPF10	PPF11	Case Study Topics	PPF9	PPF10	PPF11	Case Study Topics	PPF9	PPF10	PPF11
Design	✔	✔	2	Economic Development		✔		Performance Monitoring		✔	3
Conservation	✔	✔		Enforcement		✔		Process Improvement		✔	1, 3
Regeneration		✔	2	DM Processes		✔	3, 4	Project Management		✔	
Environment				Planning Applications		✔	2, 3, 4	Skills Sharing		✔	1
Greenspace				Interdisciplinary Working			1, 2	Staff Training		✔	1, 3
Town Centres		✔		Collaborative Working	✔	✔	1	Online Systems		✔	3, 4
Masterplanning			2	Community Engagement		✔		Transport			
LDP & Supplementary Guidance				Placemaking	✔	✔	2	Active Travel			
Housing Supply				Charrettes				Other: please note			
Affordable Housing			2	Place Standard				Accessibility			

Appendix 2 – Staff Structure

(as of 6 September 2022)

**Planning and Building
Standards Manager**
Christina Cox

Development Management

Team Leader
Michael Mulgrew

Senior Planning Officer
Astrid Walker (0.6 FTE)
Iain Jeffrey (0.9 FTE)
Jane Brooks-Burnett (0.6 FTE)
Peter McKechnie

Planning Officer
Sarah Maguire
Vacant

Graduate Planning Officer
Amy Thorogood (maternity leave)
Ciaran Ramsay
Karla Mann (0.5 FTE)
Lisa Miller (0.7 FTE)
Richard Millar

Assistant Enforcement Officer
Diane Brannan
Tony Stickings

Planning Compliance Officer
Ronan Wood

Planning Policy

Team Leader
Mark Laird

Senior Planning Officer
Dorothy Irvine (Urban Design/Planner)
Richard Callender

Planning Officer
Charlotte Brown

Graduate Planning Officer
Rebecca Higgins

Planning Officer (Conservation)
Catherine Malley
Fionn McIntosh (0.6 FTE)

Archaeologist
Murray Cook (0.6 FTE)

Planning Technician
Gillian Rutherford
Ken Lennox
Ken McAlpine

Tree Officer
Ingrid Withington (0.6 FTE)

Project Officer - CARS
Alexander Collins

Gateway

**Planning and Building Standards Admin
Co-ordinator**
Lesley Hay (0.1FTE)

**Planning/Building Standards
Administrator**
Catriona McFarlane
Lorraine Muir

Admin Support Officer
Dawn Stokoe (0.6 FTE)

Further Information

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Formats

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