



Heads of Planning Scotland

PLANNING PERFORMANCE FRAMEWORK

ANNUAL REPORT TEMPLATE & GUIDANCE NOTES

VERSION 4

FEBRUARY 2015

**DEADLINE FOR SUBMISSION OF PPF4 REPORTS TO THE
SCOTTISH GOVERNMENT IS 31st JULY 2015**

Introduction

The Planning Performance Framework is entering its fourth reporting year in a strong position, largely due to the commitment to continuous improvement and high quality reporting shown by authorities. Heads of Planning Scotland remains committed to the effective use of the framework in the drive towards consistently high quality planning services across the country.

The PPF has been designed to be flexible and to evolve as experience grows. The updates incorporated into this guidance and the 2014/15 template are the outcome of Scottish Government's assessment of 2013/14 reports and wider discussions about performance between HoPS and the Scottish Government. The most significant additions are the expansion of the indicators relating to development planning and a new indicator relating to legacy cases.

The guidance provided in Section 2 covers the PPF report and Performance Markers. These markers were agreed in 2013 through the Ministerial High Level Group on Performance and it is essential that your PPF report provides the information needed by the Scottish Government to consider your performance against the markers. This is your opportunity to provide the evidence and explanations in support of the performance story illustrated by the statistics. The text box at the end of Part 1, and section D in Part 5 are available for presenting this evidence.

HoPS is supporting performance improvement through benchmarking, particularly in terms of the eight elements of high quality planning services set out in Part 2. Authorities are encouraged to work within their SOLACE Benchmarking Family¹ and to refer to this work and associated outcomes in their PPF report. Notes of benchmarking meetings are available on the Heads of Planning Scotland Members Forum (Knowledge Hub Group).

If you have any comments on the Planning Performance Framework or the guidance, or would like information about how to access the Knowledge Hub, please email hops@improvementservice.org.uk

¹ Family 1 – Eilean Siar, Argyll & Bute, Shetland Islands, Highland, Orkney Islands, Dumfries & Galloway, Aberdeenshire, Scottish Borders (Cairngorms NPA are also part of this group)
Family 2 – Perth & Kinross, Stirling, Moray, South Ayrshire, East Ayrshire, North Ayrshire, East Lothian, Fife (Loch Lomond & Trossachs NPA are also part of this group)
Family 3 – Angus, Clackmannanshire, Midlothian, South Lanarkshire, Inverclyde, Renfrewshire, West Lothian, East Renfrewshire
Family 4 – North Lanarkshire, Falkirk, East Dunbartonshire, Aberdeen City, City of Edinburgh, West Dunbartonshire, Dundee City, Glasgow City

SECTION 1

Annual report template

Part 1: National Headline Indicators (NHIs)

Key outcomes	2014-2015	2013-2014
<p>Development Planning:</p> <ul style="list-style-type: none"> • age of local/strategic development plan(s) (years and months) at end of reporting period <i>Requirement: less than 5 years</i> • Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) • Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) • Were development plan scheme engagement/consultation commitments met during the year? (Y/N) 		
<p>Effective Land Supply and Delivery of Outputs</p> <ul style="list-style-type: none"> • Established housing land supply • 5-year effective housing land supply • 5-year housing supply target • 5-year effective housing land supply (<i>to one decimal place</i>) • Housing approvals • Housing completions over the last 5 years • Marketable employment land supply • Employment land take-up during reporting year 	<p>units units units years</p> <p>units units</p> <p>ha ha</p>	

<p>Development Management</p> <p>Project Planning</p> <ul style="list-style-type: none"> • Percentage of applications subject to pre-application advice • Number of major applications subject to processing agreement or other project plan • Percentage planned timescales met <p>Decision-making</p> <ul style="list-style-type: none"> • Application approval rate • Delegation rate 	<p style="text-align: center;">%</p> <p style="text-align: center;">%</p> <p style="text-align: center;">%</p> <p style="text-align: center;">%</p>	
<p>Decision-making timescales</p> <p>Average number of weeks to decision:</p> <ul style="list-style-type: none"> • Major developments • Local developments (non-householder) • Householder developments 		
<p>Legacy Cases</p> <ul style="list-style-type: none"> • Number cleared during reporting period • Number remaining 		
<p>Enforcement</p> <ul style="list-style-type: none"> • time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i> • number of breaches identified / resolved 		
<p><i>Text box: short contextual statement – focus on reasons/factors which have influenced performance and any increase/decrease</i></p>		

PLANNING PERFORMANCE FRAMEWORK

Part 2: Defining and measuring a high-quality planning service

<i>Open for business</i>
<i>High quality development on the ground</i>
<i>Certainty</i>
<i>Communications, engagement and customer service</i>
<i>Efficient and effective decision-making</i>
<i>Effective management structures</i>
<i>Financial management and local governance</i>
<i>Culture of continuous improvement</i>

Part 3: Supporting evidence

Part 2 of this report was compiled, drawing on evidence from the following sources:

Part 4: Service Improvements 2015-16

In the coming year we will:

-
-
-
-

Delivery of our service improvement actions in 2014-15:

Committed improvements and actions	Complete?
<p>[Commitment]</p> <ul style="list-style-type: none"> • <i>[Actions carried out / evidence]</i> • 	[Yes/No]
<p>[Commitment]</p> <ul style="list-style-type: none"> • <i>[Actions carried out /evidence]</i> • 	[Yes/No]
<p>[Commitment]</p> <ul style="list-style-type: none"> • <i>[Actions carried out /evidence]</i> • 	[Yes/No]
<p>[Commitment]</p> <ul style="list-style-type: none"> • <i>[Actions carried out /evidence]</i> • 	[Yes/No]
<p>[Commitment]</p> <ul style="list-style-type: none"> • <i>[Actions carried out /evidence]</i> • 	[Yes/No]

PLANNING PERFORMANCE FRAMEWORK
Part 5: Official Statistics

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

Category	Total number of decisions 2014-2015	Average timescale (weeks)	
		2014-2015	2013-2014
Major developments			
Local developments (non-householder)	(%)		
<ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	(%)		
Householder developments			
<ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	(%) (%)		
Housing developments			
Major			
Local housing developments			
<ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	(%) (%)		
Business and industry			
Major			
Local business and industry			
<ul style="list-style-type: none"> Local: less than 2 months Local: more than 2 months 	(%) (%)		
EIA developments			
Other consents*			
Planning/legal agreements**			
<ul style="list-style-type: none"> Major: average time Local: average time 			
Local reviews			

* 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 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** 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

B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2014-2015		2013-2014	
		No.	%	No.	%
Local reviews					
Appeals to Scottish Ministers					

C: Enforcement activity

	2014-2015	2013-2014
Cases taken up		
Breaches identified		
Cases resolved		
Notices served***		
Reports to Procurator Fiscal		
Prosecutions		

*** Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

D: Context

Text box: short contextual statement – focus on reasons/factors which have influenced performance and any increase/decrease

Part 6: Workforce and Financial Information

The information requested in this section is an integral part of providing the context for the information in parts 1-5. Staffing information should be a snapshot of the position on 31 March. Financial information should relate to the full financial year.

	Tier 1	Tier 2	Tier 3	Tier 4
Head of Planning Service				

Note: Tier 1= Chief Executive, Tier 2= Directors, Tier 3= Heads of Service, Tier 4= Managers

		DM	DP	Enforcement	Other
Managers	No. Posts				
	Vacant				
Main grade posts	No. Posts				
	Vacant				
Technician	No. Posts				
	Vacant				
Office Support/Clerical	No. Posts				
	Vacant				
TOTAL					

Note: Managers are those staff responsible for the operational management of a team/division. They are not necessarily line managers.

Staff Age Profile	Number
Under 30	
30-39	
40-49	
50 and over	

Committee & Site Visits*	Number per year
Full council meetings	
Planning committees	
Area committees (where relevant)	
Committee site visits	
LRB**	
LRB site visits	

Notes:

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

**this relates to the number of meetings of the LRB. The number of applications going to LRB are reported elsewhere.

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development management				
Development planning				
Enforcement				
Other				
TOTAL				

Notes:

* Direct staff costs covers gross pay (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority spending 30% or more of their time on planning should be included in costs, irrespective of what department they are allocated to (for example, legal advice, administration, typing). Exclude staff spending less than 30% of their time on planning.

**Indirect costs include all other costs attributable to the planning service. Examples (not exhaustive) include accommodation, IT, stationery, office equipment, telephone charges, printing, advertising, travel & subsistence, apportionment of support service costs.

*** Include fees from planning applications and deemed applications, and recharges for advertising costs etc. Exclude income from property and planning searches.

SECTION 2

Guidance Notes from the Scottish Government

Submission of the Report to the Scottish Government

- Your annual PPF Report must be submitted to the SGplanning mailbox at: Chief.Planner@scotland.gsi.gov.uk
- The deadline for submission of reports is **31st July 2015**.
- The decision to put your report to committee is for each authority to consider however the timing of this should not mean your report is late in being submitted.

Part 1: National Headline Indicators (NHIs)

Interpretation

DEVELOPMENT PLANNING*	
<i>Age of local/strategic development plan(s) (years and months) at the end of the reporting period</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 5th anniversary according to the current development plan scheme?</i>	Using the development plan scheme in force on 31 st 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?</i>	Comparison of the development plan scheme at the start of the reporting period with the one in force at the end of the reporting period
<i>Were development plan scheme engagement/consultation commitments met during the year?</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>Established housing land supply(units)</i>	<p>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.</p> <p>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</p> <p>Circular 2/2010 Glossary http://www.scotland.gov.uk/Resource/Doc/212607/0103970.pdf</p>
<i>5-year effective housing land supply (units)</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 report. All housing tenures

	<p>should be included.</p> <p>Effective housing land supply: 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.</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>
<i>5-year housing supply target (units)</i>	<p>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.</p>
<i>5-year effective housing land supply (years supply to one decimal place)</i>	<p>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:</p> $= \left(\frac{\text{5-year effective housing land supply (units)}}{\text{5-year housing supply target (units)}} \right) * 5$ <p>SPP(2014) para 110 & 125 http://www.scotland.gov.uk/Resource/0045/00453827.pdf</p>
<i>Housing approvals (units)</i>	<p>Total number of units (all tenures) consented during the reporting period.</p>
<i>Housing completions over the last 5 years (units)</i>	<p>Total number of new homes (all tenures) completed over the preceding 5-year period.</p>
<i>Marketable employment land supply (hectares)</i>	<p>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. 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.</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>
<i>Employment land take up during the reporting year (hectares)</i>	<p>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.</p>

Notes:

*Planning Authorities should report on SDPs as well as LDPs if relevant. National Park Authorities should only report on their own plans. Housing figures should be reported by Housing Market Areas as well as Council Area or SDP Area where appropriate.

DEVELOPMENT MANAGEMENT	
<i>Applications subject to pre-application advice</i>	Planning applications decided during the year on which the planning authority had provided pre-application advice to the applicant normally including written advice.
<i>Number of applications subject to processing agreement or other project plan</i>	Applications decided during the year for which there had been a clear project plan, shared and understood and agreed between the applicant and planning authority, including a scheduled timetable for handling of the application.
<i>Application approval rate</i> <i>Delegation rate</i>	Percentage figures; to be provided by the Scottish Government (Analytical Services), drawn from the data provided by planning authorities.
<i>Decision-making timescales</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>Legacy cases</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>Time since enforcement charter published / reviewed</i>	Position as at 31 March. The number of months since the authority's enforcement charter was last published or reviewed and re-published. Include hyperlink to the latest version of the charter.
<i>Number of breaches identified / resolved</i>	Matters which the planning authority has recognised to be breaches of planning control during the year; along with a record of identified breaches that have been resolved either through negotiation or compliance with more formal enforcement action.

Text box

You can use the text box below the NHIs table to 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.

Part 2: Defining and measuring a high-quality planning service

Keep it focused – a bit of context is useful but the purpose is to report on recognised performance factors, which should be the main focus of the report. Clear and concise reporting - under each of the 'Defining and measuring a high-quality planning service' headings, try to cover (i) what you do as a matter of policy/practice, (ii) some examples of how you have done that during the reporting year, including case studies where applicable, and (iii) what customers have said about it (include quotes/customer feedback if possible).

- Pay particular attention to the performance markers to ensure they are clearly evidenced throughout the report.
- Be prepared to be critical – recognise the areas where you can do better, and feed this into effective Service Improvement Commitments.

The grid at Part 2 should be completed drawing on the list of identified actions and behaviours below and the notes above. These are not exhaustive but examples of possible areas which may be covered in each section; there may be other more relevant activities you consider are more appropriate to report under each of the section headings for your specific Authority.

Open for business

Positive actions to support sustainable economic growth and social needs:

- Holistic approach to economic development and investment opportunities in partnership with others, internal and external to the authority
- Development plan action programmes; evidence of efforts and success of delivery
- Management structure in place to facilitate/handle specific applications meeting business and social priorities and development plan delivery; use of project managers as appropriate
- Single point of contact allocated for duration of application; appropriate level of authority to provide reliable advice
- Positive and proactive policy on pre-application discussions and follow-up contacts/advice to developers post-decision; evidence of policy in practice; measure (i) percentage of major and local applications preceded by pre-application discussions, and (ii) resources given to customer-facing service for pre-application and post-decision activity
- Proportionate information requests: evidence of reasonable, risk management approach to requests for supporting information alongside applications
- Proportionate and reasonable expectations for contributions to infrastructure etc.; clear on expectations at early stage e.g. policy
- Policy in place on engagement standards: quick response to meeting requests; telephone calls taken or returned quickly; early dates set for meetings
- Early consideration of detail and quality aspects of proposals during application process, in addition to the principle of development

High quality development on the ground

Creating and shaping places of which we can all be proud:

- In context of development plan and changes in land use, positive steps to examine and produce case studies into how physical environment has changed; learn from experiences
- Case studies or examples of proposals which have been the subject of negotiated or conditioned design improvements through the planning process
- Development plans provide a clear policy context for placemaking and quality design
- Design panel; operate local design awards
- Promote understanding and provide support/training for community interests
- Demonstration of investment and benefits; recognise value to area of consented/completed development and if possible, development plans
- Local environmental improvements, regeneration and town centre activities and enhancements
- Design context set out in Strategic Development Frameworks, Masterplans, Design Briefs or similar

Certainty

Consistency of advice, process, engagement and decision-making:

- Key Agencies and Lead Persons engaged over development plan action programmes' ability to deliver planned development
- Robustness of development plan: measure percentage of applications decided contrary to plan; benchmark level of departures considered acceptable
- Protocols/concordats in place with other local authority services and agencies about reliability of advice and working timescales for development management and development planning
- Positive support for processing agreements/project management approach to timetabling decisions; set clear and realistic timescales for actions and decisions
- Clear project management in place for development planning with development plan schemes setting out project plans
- Consistency and reliability of officer advice on likely decisions; measure applications decided contrary to officer recommendation
- Clear advice and guidance on expected standards for application submissions (including assessments etc.); measure percentage applications not validated at first attempt

Communications, engagement and customer service

Communications strategy for engagement and positive customer experience:

- Customer service charter(s) in place; include clear contact points/one-stop-shop for reliable advice; recognise differing needs of regular and occasional customers
- Customer surveys and local forums, covering range of interests (report in segments); examine experiences and perception of whole service;

report on customer satisfaction levels; results inform action plans and service improvements

- Proactive encouragement for constructive feedback of customer experiences
- Complaints: policy on handling complaints and actions where complaints upheld; report on number of upheld complaints and description of resultant outcomes or improvements, where applicable
- Electronic communication options: website audits; proactively pursue ePlanning use; measure applications and representations submitted online; and development planning and other consultations online
- Document quality: evidence of commitment to easy-to-read; Crystal Mark on key documents; availability of alternative methods of presentation (e.g. Braille; minority languages)
- Meaningful and balanced engagement: evidence of effort to engage with 'hard to reach' groups; rolling programme of training for community groups

Efficient and effective decision-making

Ensuring structures and processes are proportionate:

- Team and committee structures and governance arrangements established; displaying a collective sense of urgency
- Schemes of delegation effective; committee and local review body cycles meet with appropriate regularity
- Dealing with delays: evidence of action to progress projects, e.g. stalled cases, legal agreements, development plans, clearing of legacy cases and actions being taken to ensure new legacy cases don't arise
- Information on the number of legacy cases cleared during the reporting period and the number that remain at the end of the reporting period
- Time management: training available and policy/procedures in place
- Service agreements/protocols with other authority services, key agencies and other consultees; reviewed regularly

Effective management structures

Ensuring management structures are effective and fit for purpose:

- Local authority management and team structures capable of delivering planning/development priorities
- Good support mechanism in place; mobile/fluid workforce able to react where needed
- Planned development of staffing resource; right numbers and skills available to meet future needs
- Collaboration: strong relationships with (i) other business areas within local authority, (ii) neighbouring authorities, and (iii) other public bodies, to deliver joint objectives

Financial management and local governance

Demonstrating effective governance and financial management:

- Resources aligned to priorities; demonstrate drawing on workforce survey

- Policy to ensure time and resources committed is proportionate to the value added.
- Structures in place to procure services/spend effectively

Culture of continuous improvement

Demonstrating a culture of learning and improving:

- Plan for ongoing development of staff, management and elected members
- Evidence staff, management and members have been well trained and given clear sense of priorities
- Previous improvement plan – evidence it has been delivered and benefits realised
- Evidence of sharing good practice between authorities and through benchmarking families

Part 3: Supporting evidence

Explain (briefly) what information the authority has drawn on in compiling this report, such as:

- what customer input there has been which has influenced the report and/or authority actions;
- whether there has been any audit or management/process reviews, and the relevant findings;
- partnership work with others;
- formal and informal benchmarking;
- other Council reports and initiatives;

Include hyperlinks in the Supporting Evidence section and in the body of the main report, where possible.

Part 4: Service improvements

Service improvements in the coming year

- Keep the focus on improvement activity rather than carrying out core/routine work or tasks
- Be clear about Service Improvement actions and their purpose - there should be a flow of information through the report from problem to solution.
- Aim to ensure that Service Improvement Commitments are SMART (Specific, Measurable, Achievable, Relevant and Time-Related).

State key commitments and actions for future service improvements, drawing on the results and findings from sections 1-2 and Appendix I. There is no maximum or minimum number of commitments to be made here – but it might be best to have a small number, focused on specific and practical service improvements.

Delivery of service improvement actions committed in previous year

Based on the service improvement plan from the previous year, report on the commitments made and the specific actions carried out in relation to each commitment, including any evidence of the results of those actions.

Part 5: Official Statistics

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 2014-15 full year table we publish for the authority on the SG website. You can use the information you receive prior to its publication on the web.

<http://www.scotland.gov.uk/Topics/Statistics/Browse/Planning/Publications/plannapps2013annual>

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 section may therefore have been reasonably adjusted to provide a more accurate marker of performance.

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.

Local reviews and appeals

Information on local review and appeal decisions will be provided by the Scottish Government (Analytical Services), drawn from the data provided by planning authorities.

Enforcement activity

Enter the number of potential breaches of planning control investigated, the number of formal notices served, the number of reports passed to the Procurator Fiscal and the number of prosecutions led. Cases taken up are those where parties were formally notified in writing that enforcement action may be taken by the authority under Sections 127 – 137 of the T&CP (Scotland) Act 1997.

Part 6: Workforce and Financial Information

The Workforce and Financial Information section is designed to be a snapshot of the authority's workforce at 31 March 2015, not an exhaustive HR exercise. The information required is intended to be basic information which should not be in anyway arduous or difficult to complete. It should be a head count of staff and as the notes suggest, where members of staff work over different policy areas they should be counted in the policy area where they have spent more time working. The financial information is based on the LFR7 return.

PERFORMANCE MARKERS

The performance markers are set out below. Careful attention should be paid to these and they should be evidenced within the body of the PPF report.

DRIVING IMPROVED PERFORMANCE

Performance Marker	Measure	Source/Evidence	Policy Support	PPF
Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	Evidence of continuous improvement.	Statistics and National Headline Indicators	Official Statistics and PPF reports	NHIs
Project management: offer of processing agreements (or other agreed project plan) made to prospective applicants in advance of all major applications and availability publicised on planning authority website	Y/N	PA to provide	Modernising the Planning System (Audit Scotland); SG website / template	NHIs; Certainty
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	PA to provide	White Paper; Delivering Planning Reform; Planning Reform Next Steps	NHIs; Open for Business; Certainty
Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant' * <i>* this will require production of supporting guidance, following wider stakeholder input</i>	Reducing number of live applications more than 6 months after resolution to grant (from same time last year)	PA to provide	Official statistics; PPF reports; evidence of delays to major developments	Certainty; Efficient and Effective Decision-Making

Enforcement charter updated / re-published	Within 2 years	PPF report	Planning Act (s158A)	NHIs
Continuous improvement: - 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	PPF report	Delivering Planning Reform; PPF Report	Culture of Continuous Improvement; Service Improvement Plan

PROMOTING THE PLAN-LED SYSTEM

Performance Marker	Measure	Source/Evidence	Policy Support	PPF
LDP (or LP) less than 5 years since adoption	Y/N	PPF report	Planning Act (s16); Scottish Planning Policy	NHIs; Certainty; High Quality Development on the Ground
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	PPF report	Planning Act (s16); Scottish Planning Policy	NHIs; Certainty; High Quality Development on the Ground
Elected members engaged early (pre-MIR) in development plan preparation	Evidence of activity	PA to provide		Certainty; Efficient and Effective Decision-Making
Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	Evidence of activity	PA to provide		Certainty; Efficient and Effective Decision-Making
Production of regular and proportionate policy advice, for example through supplementary guidance, on (i) information required to support applications and (ii) expected developer contributions	Evidence of activity	PA to provide		Open for Business; Certainty

SIMPLIFYING AND STREAMLINING

Performance Marker	Measure	Source/Evidence	Policy Support	PPF
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	PA to provide		
Sharing good practice, skills and knowledge between authorities	Evidence of activity to pass on and adopt good practice	PPF report	Delivering Planning Reform; Planning Reform Next Steps	

DELIVERING DEVELOPMENT

Performance Marker	Measure	Source/Evidence	Policy Support	PPF
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)	Statistics from SG Analytical Services		
Developer contributions: clear and proportionate expectations - set out in development plan (and/or emerging plan,) and - in pre-application discussions	Y/N Examples	LDP PA to provide		

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

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 and proportionate, 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.