



# Planning Services Annual Report Planning Performance Framework 2018-19



# PPF8

## Contents

Page 2	<b>Highlights</b>
Page 3	<b>Introduction</b>
Page 6	<b>Part 1 – Demonstrating a high-quality planning service</b> <ul style="list-style-type: none"><li>Quality of Outcomes</li><li>Quality of Service and Engagement</li><li>Governance</li><li>Culture of Continuous Improvement</li></ul>
Page 17	<b>Part 2 – Performance Update</b> (including National Headline Indicators & Official Statistics) <ul style="list-style-type: none"><li>Development Management</li><li>Enforcement</li><li>Development Planning</li><li>Development Land</li></ul>
Page 27	<b>Part 3 – Service Improvements</b>
Page 32	<b>Workforce information</b>
Page 33	<b>Planning Committee Information</b>
Page 35	<b>Appendix 1 – Supporting Evidence</b>
Page 36	<b>Appendix 2 – Corporate Structure</b>

# HIGHLIGHTS

2018/19



Determination time of  
**major**  
developments more than  
**halved**

**Quicker**

determination of  
Householder  
applications

**Fully reviewed  
Enforcement  
Charter**



**Revised Developer  
Contributions  
Supplementary  
Guidance helping with  
Development Viability**

**Newly adopted  
Local  
Development  
Plan**

## Introducing

### ...the Planning Performance Framework

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

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

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

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

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

### ...the Stirling Council Planning Service

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

We are a compact service that focuses upon work that fulfils our statutory planning duties, but we also work closely with other Council services to deliver corporate objectives related to economic development, sustainability, transportation and affordable housing delivery. 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 (see section D1 and Part 3), approved December 2016, continues to be the focus of the efforts of the Service to improve performance.

► Appendix 2 Staff Structure

## Scottish Government Feedback 2017/18

Stirling Council's seventh Planning Performance Framework Report, covering the period April 2017 to March 2018, was submitted to Scottish Ministers in July 2018. In January 2019, the Minister for Local Government, Housing and Planning provided feedback on the report based around the 15 performance markers agreed by the High Level Group on Planning Performance. Red, Amber or Green ratings were awarded based on the evidence provided, giving an indication of performance and the priority areas for improvement action.

The following graphic (Table 1) illustrates that, for 2017/18, the Scottish Government rated us **green** against nine performance markers; **amber** against three while our performance in relation to only one of the performance markers was rated **red**.

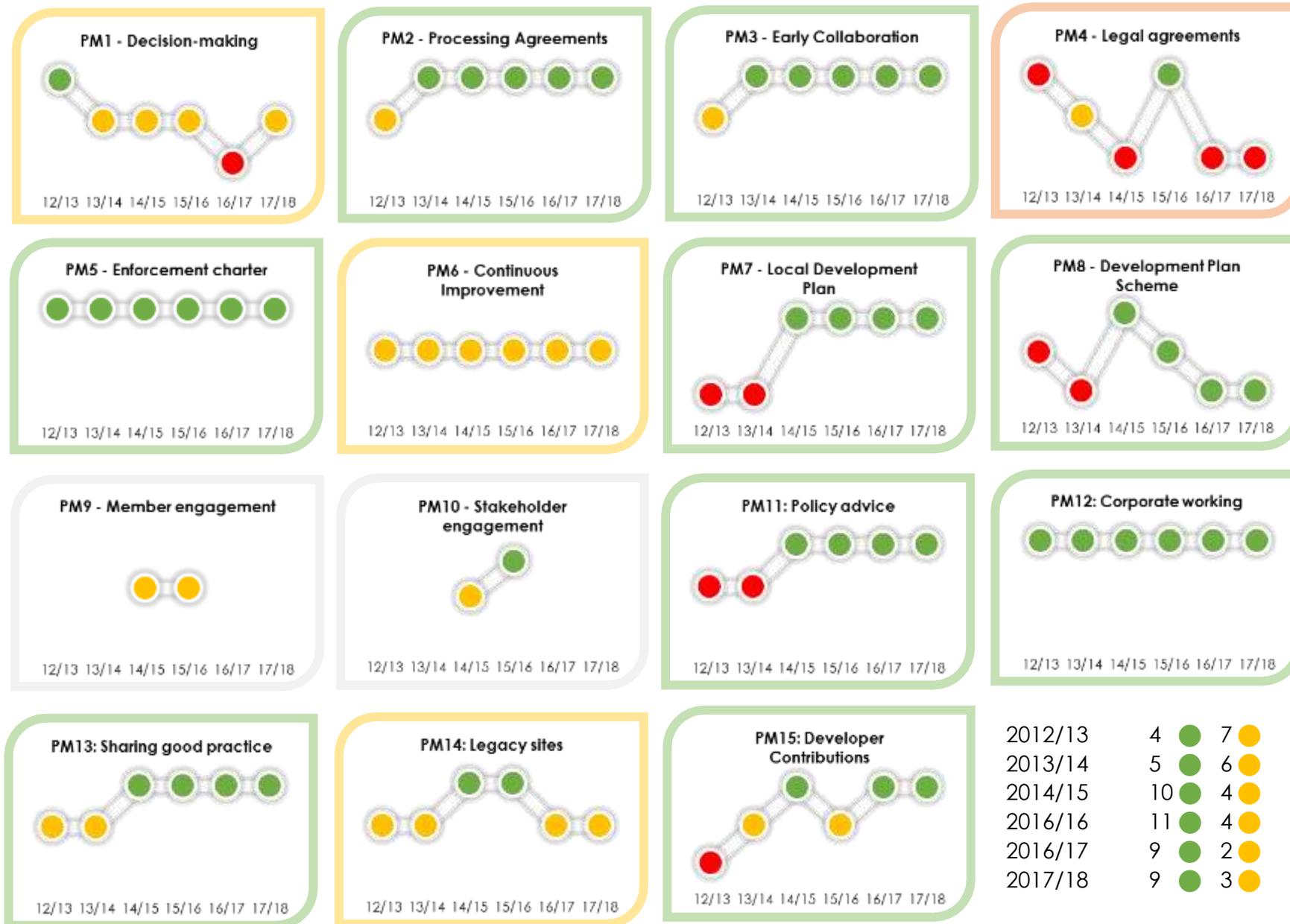
Our rating for decision-making timescales (PM1) has improved from red to amber, otherwise there has been no change in our rating for the other 14 performance markers, meaning we received a red rating in relation to decision-making timescales for applications with legal agreements (PM4) for second consecutive year.

Part 2 of this Planning Performance Framework Annual Report details the rating given for each performance marker last year (2017-18); 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/media/5634/ppf-feedback-report-sc-2017-18.pdf>

**Table 1 Performance Markers: RAG rating 2012/13 – 2017/18**



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

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

The narrative is structured around the following four themes:

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

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

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

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

### A. Quality of Outcomes

#### A1. Case Study: Inner Forth Landscape Initiative

The Inner Forth Landscape Initiative (IFLI) was a Heritage Lottery funded partnership scheme to protect, enhance and celebrate the area's rich cultural and natural heritage, and to enable local people and visitors to understand the importance of the Inner Forth to the environment and cultural development of Scotland.

Partners include Stirling, Falkirk and Clackmannanshire Councils, The Royal Society for the Protection of Birds (RSPB), Central Scotland Green Network Trust (CSGNT), Scottish Natural Heritage, Historic Environment Scotland and Sustrans

It covered an area of 202 km<sup>2</sup> on both sides of the Forth, from the historic Old Stirling Bridge to Blackness Castle and Rosyth, and included the river, estuary and inter-tidal zone, floodplain, coastal margins and nearby communities.

The £4m programme ran between 2014 and 2018. Funded by the Heritage Lottery Fund, it delivered over 50 community focused projects to

conserve, enhance and celebrate the natural, built and cultural heritage of the unique landscapes of the upper reaches of the Firth of Forth.

Between 2014-18 Stirling Council invested £80,000 into IFLI through their partner contribution. In return the equivalent of £591,395 of work was delivered within the Stirling area, multiplying that investment by over six times.

The following projects were implemented in the Stirling Council area.

### **Fallin Bing**

Fallen Bing serves as a reminder of the mining heritage of the Inner Forth and offers opportunities for the community to learn about the past, whilst undertaking activity which contributes to a healthy active lifestyle and a flourishing ecosystem. It is the focus of several projects.

In 2014-15 and 2016-17, volunteers managed by Buglife undertook scrub and invasive plant removal and created a wildflower meadow. Path improvement works and woodland planting is also being carried out by the Central Scotland Green Network Trust.

A bespoke interpretation beacon, part of a wider 'Telling the Inner Forth Story' project has been installed on the summit of the bing to help people reconnect with the very special historic, cultural and natural landscape of the Inner Forth.

### **Wester Moss**

Wester Moss is adjacent to Fallen Bing. The 30ha nature reserve is a Site of Special Scientific Interest for its expanse of lowland raised bog, a rare and vital habitat for wildlife. It also provides 'ecosystem services' for the nearby area, including carbon and water storage, and flood prevention.

The project aimed to safeguard the wildlife interests by reducing the rate of water loss. In October 2015 a 500m bund was formed round the southern edge to help stop water draining away. By making the Moss wetter Butterfly Conservation Scotland hopes to encourage more sphagnum mosses, the building blocks of the bog, to grow, in turn encouraging wildlife to flourish, including rare butterflies like the large heath butterfly.



*Aerial View Cambuskenneth Image © RCAHMS 1*

### **Cambuskenneth Watergate**

The aim of this project was to locate and find out more about the historic watergate and harbour for the Abbey at Cambuskenneth. A historic orchard has also been reinstated.

In September 2015 volunteers, college students and school children worked with and learnt new skills from professional archaeologists, historians, metal detectorists and geophysicists. The team undertook field-walking, geophysical surveying, metal detecting and excavation of key locations. All artefacts were identified and catalogued. Volunteers and pupils made an invaluable contribution to the site's history and heritage.

GUARD Archaeology have compiled two reports on the findings: [Abbots, Kings and Lost Harbours: Looking for Cambuskenneth Watergate](#), which



St. Ninian's Primary uncovering Harbour 1

covers the dig itself and the initial finds, followed by a [final technical report analysing the finds](#). It also feeds into another IFLI project, [Forth Crossings](#), investigating historic trade along the Inner Forth.

### Student bursaries

Bursaries have been awarded to support University of Stirling students researching Kennetpans Distillery, '[Conserving Communities](#)' and memories of Stirling's lost harbour. The results of these studies will be available on the IFLI website when they are finished.

The Inner Forth Landscape Initiative (IFLI) has now been shortlisted for the [Scottish Awards for Quality Planning 2019](#), under the partnership category. Selection criteria included innovation, positive impacts and lessons learned.

A legacy of the partnership, Inner Forth Futures (IFF), is now continuing to work towards its aims. Further information can be found on the IFF website:- <http://www.innerforthlandscape.co.uk/>

<b>Case Study</b>	Inner Forth Landscape Initiative														
<b>Themes</b>	A: Quality of outcomes				B: Quality of services and engagement				C: Governance			D: Culture of continuous improvement			
<b>Performance Markers</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Key Areas of Work</b>	Environment/Collaborative Working/ Greenspace/Collaborative Working/Community Engagement														
<b>Stakeholders</b>	Authority Planning Staff (Stirling/Falkirk/Clackmannanshire),RSPB, CSGNT, SNH, Historic Environment Scotland, Sustrans														
<b>Project Lead</b>	Richard Callender														

## A2. Case Study: Tennis Pavilion, Kings Park

In 2015 the Planning Service of Stirling Council prepared a planning statement for the old tennis pavilion in the city's King's Park.

The historic pavilion, built in 1923 and located within the Stirling Town & Royal Park conservation area was in a poor state of repair, and had lain redundant for many years. It was becoming an eyesore, attracting vandals and anti-social behaviour, and was being considered for demolition.

Conservation Officers within Stirling Council's Planning Service, recognised the important contribution of the building to the character and history of the King's Park and the wider conservation area, and urged its retention and re-use. They persuaded colleagues in the Council to work collaboratively with them and the 'Friends of Kings Park' group, who also wanted to see the pavilion retained and reused as part of the park. A Planning Statement was prepared, requiring the retention of the pavilion, setting out the parameters relating to its re-use and providing guidance to assist in the consideration of any future development proposals. The statement was used as part of the marketing of the building, and design submissions from interested bidders were considered relative to the requirements of the statement – this was an important factor in considering who the Council would issue the lease to.

The objectives of the planning statement were to help facilitate a sustainable new use for the building that complemented the wider uses within the Kings Park, to ensure a sensitive scheme for the restoration and reuse of the building in a way that respected the building's character, and to ensure that the parkland setting of the building was retained and respected.



*Tennis Pavilion Before*



*Tennis Pavilion After*

The planning statement required that *“the existing building must be retained, sensitively restored and brought back into use in a manner that preserves its character as a 1920s sports pavilion. Features that add interest and character to the building include the open verandas, bargeboarding, exposed rafter ends, central gabled dormers with half-timber detailing, roll-moulded and keystone door surround, and the multi-pane windows. Repairs and refurbishment of the building should make use of matching materials.”*

Whilst the building was not listed and therefore no statutory planning or listed building consents were needed for internal alteration of the building, the statement also recognised that *“the interior of the building is reasonably intact as per its original design. Features such as internal doors, wood panelling and seating remain that contribute to the character and authenticity of the building. It is desirable that any scheme for the re-use of the building retain and/or reuse these features as far as possible. The original timber doors and sash and case windows within the building*

*contribute significantly to its character and should be repaired and refurbished rather than replaced.”*

Planning consent, in line with the statement, was given for change of use of the pavilion to a café in August 2016, and the refurbished tennis pavilion and new café opened in 2018. The café and restored building have been a huge success. The project has not only given a small piece of important local heritage a new lease of life, but has provided an attractive new facility for the local community, and visitors to the park. The Pavilion Café Facebook comments from customers have included *“thanks for bringing a building from my childhood alive again.”* The refurbishment and reuse has met all requirements of the planning statement including the retention of the external character and the refurbishment and reincorporation of original items from the interior within the restored building.

It is good to note that the main contractor for the refurbishment of the building recently won a Federation of Master Builders Award for the quality of the refurbishment project.

<b>Case Study</b>	Tennis Pavilion, Kings Park														
<b>Themes</b>	<b>A: Quality of outcomes</b>				B: Quality of services and engagement				C: Governance				D: Culture of continuous improvement		
<b>Performance Markers</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Key Areas of Work</b>	Conservation/Design/Collaborative Working/Placemaking														
<b>Stakeholders</b>	Planning Authority Staff/ Developer/ other council departments														
<b>Project Lead</b>	Catherine Malley														

## B. Quality of Service and Engagement

### B1. Pre-application Advice

Following substantial work in the last PPF period, now had an operational, formalised, pre-application advice service for over a year.

The driving objectives behind the pre-application service were to promote and encourage early engagement between prospective applicants and the Council, to provide a clearer understanding of the policies and other material considerations which may face a specific proposal and to provide clarity and greater certainty for such proposals.

The volume of pre-application submissions has reached levels beyond which we had anticipated, and the commitment to provide detailed written feedback has resulted in some time delays in this last year.

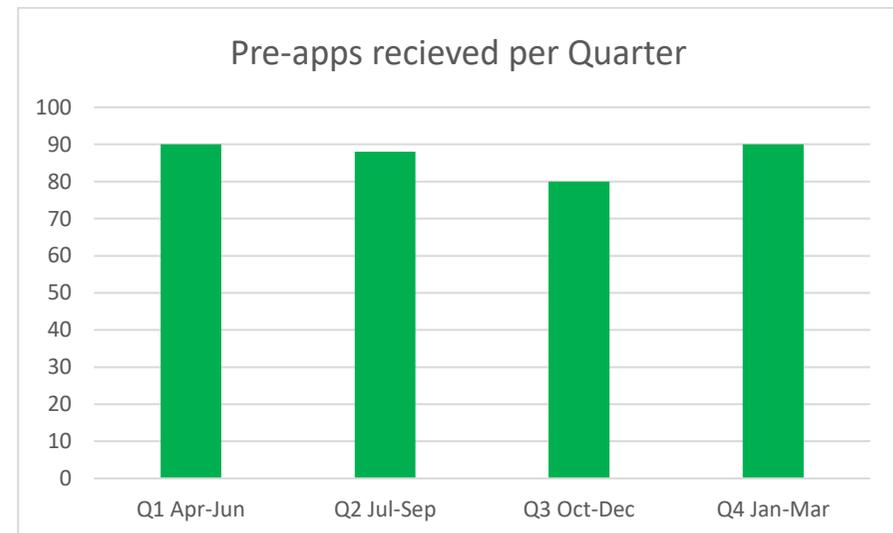
The pre-application advice service is highlighted on the Council's website. Advice can be obtained by completing a pre application form and returning to the Council. On receipt, pre-application enquiries are given their own unique number in the Council's Uniform system, each case is allocated to a case officer and the aim is to provide a response to the pre-application enquiry within 20 days of the enquiry having been received.

It is hoped that by introducing one, or a number of cost saving/efficiency measures the process will be quicker, clearer and more consistent to customers of our service.

In this PPF (18/19) year the number of pre-applications has generally stabilised, however remain a significant number and workload.

Overall, the pre-application process was designed to underpin the Council's frontloading approach to development proposals to provide clear and consistent advice before a planning application is received, in line with Planning improvement Plan Toolbox. Whilst we consider that the establishment and implementation of the process has been a key way to provide this advice, work is still to be done on the reducing the resource implications and cost recovery of our current process.

Following over a year of the launch of the formal process, we are now going to explore opportunities for cost recovery, minimising officer input time and more efficient categorisation to provide proportionate advice.



Whilst we have received a much higher volume of pre-application enquiries that we had expected and timescales for responses have extended on average, positive feedback is still being received.

*“As the Principal of Sir Frank Mears Associates I delighted to be able to work in collaboration with the officers in Stirling Council Planning and Building Standards to achieve the planning permission and building warrant our client required for a project that indirectly has a major impact on the tourism economy in Scotland.*

***The positive working relationship was assisted by a proactive and open dialogue with officers from each department. We were particularly pleased at the willingness to get the relevant parties around the table early on in the process and the attempts to iron out any issues prior to the applications being lodged.***

*We were most impressed by the quality of professionalism, knowledge and the way officers conducted themselves - a credit to the council and to their professional bodies. We look forward to our next project in Stirling. Thank you” –Suzanne McIntosh*

<b>Case Study</b>															
<b>Themes</b>	A: Quality of outcomes				B: Quality of services and engagement				C: Governance				D: Culture of continuous improvement		
<b>Performance Markers</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>Key Areas of Work</b>	Development Management Processes/ Process Improvement														
<b>Stakeholders</b>	Planning Authority, Developers, Applicants, Council Departments														
<b>Project Lead</b>	Christina Cox														

## B2. Elected Member Briefing Sessions

This PPF period has seen the introduction of Elected Member briefing sessions, providing training on key planning issues. It is hoped that providing this additional training will build confidence in making planning decisions, and improve consistency in both the decision making and appeals processes.

The first session was held in December 2018 and focused on what constitutes material considerations. 6 Elected Members attended, with the session comprising of information, interactive elements and case studies. Following this session, it was requested that the session was repeated for those that were unable to attend, and as such was re-held in January 2019 where a further 7 Elected Members attended.

The success and positive feedback of this session has led to further session requests. A further session has since been delivered by Craig McLaren (Royal Town Planning Institute) on the potential implications of the Planning (Scotland) Bill 2018. The session was attended by 11 Elected Members, and well received by those in attendance.

3 further sessions have been scheduled to cover issues requested or considered topical: Housing in the Countryside (principle and design); Enforcement (legislation and conditions); and Planning Bill update (key issues and impacts for Stirling).



Moving forward it is intended that a briefing note will be produced summarising the key issues for distribution for those unable to attend.

Case Study															
Themes	A: Quality of outcomes				B: Quality of services and engagement				C: Governance				D: Culture of continuous improvement		
Performance Markers	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Key Areas of Work	Process Improvement/ Training/ LDP&SG														
Stakeholders	Planning Authority Staff/Councillors														
Project Lead	Charlotte Brown														

## C. Governance

### C1. Officer Flexible working



Michael Mulgrew, Planning Officer

*In 2016 I asked to shadow a Development Management Case Officer determining a planning application so that I had experience of DM as well as policy to assist with gaining my RTPI accreditation. After a discussion with my Team Leader, the DM Team Leader and the Planning Manager it was decided that it would be best for me to have a small case load of applications from which to gain my experience.*

*I was supported to determine smaller scale householder applications, which at first I found quite challenging. Once I gained my RTPI accreditation I continued to have a small case load and over the past 3 years my case load has grown and I have had a number of local and major applications, including tourist developments, housing and employment developments, challenging my skills and exposing me to issues I had not previously been involved in.*

*This is now a more formal arrangement where I am shared between both teams. Personally, it has grown my confidence as a planner and I think it is valuable having planning experience from both a policy and DM perspective. It can be a challenge balancing competing workloads and deadlines, but it is also quite rewarding to be able to work on a variety of aspects of planning. The dual role has given me insight into how both teams can work together and complement each other to achieve the shared service outcomes.*

Case Study															
Themes	A: Quality of outcomes				B: Quality of services and engagement				C: Governance			D: Culture of continuous improvement			
Performance Markers	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Key Areas of Work	Interdisciplinary Working/Skills Sharing/ Development Management Processes														
Stakeholders	Planning Authority Staff														
Project Lead	Michael Mulgrew														

## D. Culture of Continuous Improvement

### D1. Changes to Planning Procedures and Publication of a 'Planning Toolbox'

In May 2018 the Council approved important changes to the Scheme of Delegation for determining planning applications. The changes aim to help with speeding up the determination of planning applications, provide more certainty to the planning application process and provide more opportunity for community engagement in planning applications. Change has been introduced to provide simpler, clearer processes by automatically remitting specified planning applications to Planning Panel for their consideration and determination.

Council also agreed changes to the Planning and Regulation Panel to automatically give the right to have a Hearing to objectors and/or applicants.

These procedural changes were discussed with the local Architect and Agents Forum prior to drafting to understand how improvements that could be made to how the Council determines planning applications. Information has been distributed to all Community Councils and

information and awareness sessions are being organised for Autumn 2019.

Accompanying these procedural change was the publication of a Planning Toolbox. The Toolbox provides information on the whole planning application process and deals with the most common questions that we receive. The Toolbox has been split into sections and it is intended that each section can be read on its own. The Toolbox takes the reader through the stages of a planning application, from explaining whether planning permission is needed, advising on how to make a planning application, explaining who will determine planning applications and the procedures to be followed before and at Planning and Regulation Panel.

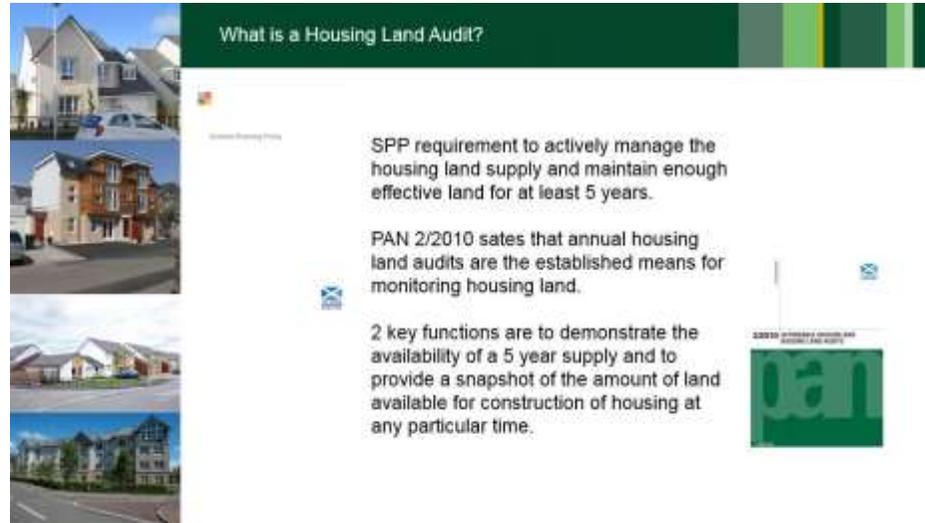
Included within the Toolbox is a Customer Standard. The standard sets out what you can expect from the Planning Service in terms of customer contact, the handling of applications and communication. A range of timescale commitments are set out. The standards and commitments are all built around early determination and timely communication with customers. Feedback from the Architect and Agents Forum has been positive.

Case Study															
Themes	A: Quality of outcomes				B: Quality of services and engagement				C: Governance				D: Culture of continuous improvement		
Performance Markers	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Key Areas of Work	Process Improvement/ Project Management														
Stakeholders	Planning Authority Staff														
Project Lead	Christina Cox														

## D2. Lunchtime Learning Sessions Update

The Planning service continued to facilitate Learning Sessions for all Planning Policy, Development Management, Building Standards and support staff. Over the period 1<sup>st</sup> April 2018 – 31<sup>st</sup> March 2019 7 learning sessions were held covering the following topics: Traditional buildings health checks, High hedges, Secondary glazing, the new LDP2, Shopfronts, Bats and the Planning and Building Standards Service.

The sessions continue to be well attended by a range of staff across the teams and feedback on the sessions was sought in January. The survey indicated widespread support for the sessions as a way to find out about the work of others within the teams and on topics of relevance to the 'day job'. Respondents were also asked to suggest further topics for sessions and this feedback has informed the programme of sessions for 2019, with a further 6 sessions run or scheduled.

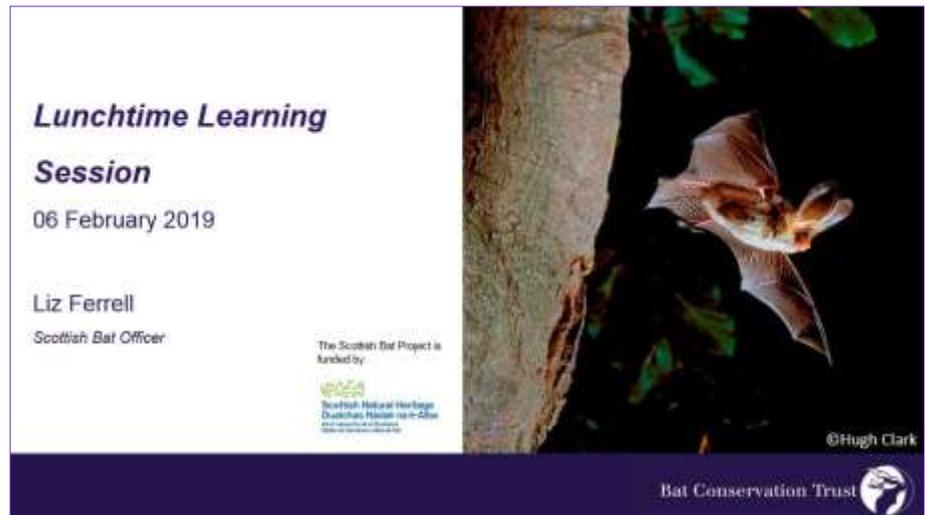


**What is a Housing Land Audit?**

SPP requirement to actively manage the housing land supply and maintain enough effective land for at least 5 years.

PAN 2/2010 states that annual housing land audits are the established means for monitoring housing land.

2 key functions are to demonstrate the availability of a 5 year supply and to provide a snapshot of the amount of land available for construction of housing at any particular time.



**Lunchtime Learning Session**

06 February 2019

Liz Ferrell  
Scottish Bat Officer

The Scottish Bat Project is funded by:  
Scottish Natural Heritage  
Dumfries and Galloway Council  
Highland Council  
Moray Council

@Hugh Clark

Bat Conservation Trust

## Part 2 – Performance Update

### Including National Headline Indicators & Official Statistics

#### Development Management

The Development Management statistics for this PPF period reflect the implementation of an altered scheme of delegation that was implemented in June 2018. Whilst the number of applications determined appears to be lower, the shift of the backlog and resource pressures within the team would indicate increased workload overall.

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19	
Percentage of applications valid upon receipt	new	51.2%	49%	35.6%	↓
Application approval rate	93.8%	94.2%	96.4%	94.6%	↓
Delegation rate	77.7%	80.5%	80.8%	96.4%	↑
Number of applications determined	736	790	811	759	↓

#### PM1. Decision Making

##### 2017/18 ●

Major Applications: Timescales of 57.3 weeks are faster than the previous year but are slower than the Scottish average of 33.6 weeks.

Local (Non-Householder) Applications: Your timescales of 12.2 weeks are faster than the previous year but are slower than the Scottish average of 10.7 weeks.

Householder Applications: Your timescales of 7.0 weeks are faster than the previous year and are faster than the Scottish average of 7.3 weeks.

**2018/19** Significant progress has been made on the determination of householder developments, which were a key issue identified in previous years. This result has been a result of the introduction of internal officer targets.

Although a modest number of major applications were received this PPF period, timescales have significantly reduced from previous years. This has been a result of greater focus and prioritisation of key case officers on major applications.

When considered alongside the volume of pre-applications received, this represents an overall increase in formal officer assessment workload.

<i>Major Development</i>		2015-16	2016-17	2017-18	2018-19	
Number of decisions		5	6	9	4	↓
Average number of weeks to decision		51.6	62.1	57.3	20.6	↗
<i>Local Development (non-householder)</i>						
Number of decisions		290	269	313	256	↓
Average number of weeks to decision		12.4	12.4	12.2	11.2	↗
< 2 months	Percentage of decisions	56%	56%	47.3%	43%	↘
	Average number of weeks to decision	6.8	6.6	6.5	6.1	↗
> 2 months	Percentage of decisions	44%	44%	52.7%	57%	↘
	Average number of weeks to decision	19.5	19.9	17.3	15	↗
<i>Householder developments</i>		2015-16	2016-17	2017-18	2018-19	
Number of decisions		307	352	311	296	↓
Average number of weeks to decision		8.3	7.5	7.0	6.5	↗
< 2 months	Percentage of decisions	79%	78%	86.8%	84.5%	↘
	Average number of weeks to decision	6.5	5.8	5.5	5.4	↗
> 2 months	Percentage of decisions	21%	22%	13.2%	15.5%	↘
	Average number of weeks to decision	15.3	13.7	16.9	12.5	↗

Average Determination Timescale (weeks)



*Housing developments – Major*

Number of decisions	4	2	8	2	↓
Average number of weeks to decision (Major)	21.7	26.8	61.9	16.1	↗

*Housing developments - Local*

Number of decisions	111	108	118	101	↓	
Average number of weeks to decision	15.4	16.2	17.1	12.8	↗	
< 2 months	Percentage of decisions	54%	43%	32.2%	32.7%	↗
	Average number of weeks to decision	7.3	6.9	7.1	6.2	↗
> 2 months	Percentage of decisions	46%	57%	67.8%	67.3%	↗
	Average number of weeks to decision	22.3	23.1	28.1	15.9	↗

*Business and Industry developments – Major*

Number of decisions	0	1	0	1	↑
Average number of weeks to decision	-	98.0	-	14.57	↗

*Business and Industry developments - Local*

	2015-16	2016-17	2017-18	2018-19		
Number of decisions	92	50	24	23	↓	
Average number of weeks to decision	10.8	10.1	8.8	11.2	↘	
< 2 months	Percentage of decisions	57%	64%	54.2%	34.8%	↘
	Average number of weeks to decision	6.5	6.7	5.3	5.9	↘
> 2 months	Percentage of decisions	43%	36%	45.8%	65.2%	↘
	Average number of weeks to decision	16.4	16.2	12.9	14.1	↘

*Listed Building and Conservation Area Consent*

Number of Decisions	81	81	97	100	↑
Average number of weeks to decision	12.4	14.9	14.6	10.56	↗

*Advertisements*

Number of Decisions	21	53	40	26	↓
Average number of weeks to decision	6.3	7.5	5.0	4.9	↗
<i>Hazardous substances consents</i>					
Number of Decisions	0	1	0	0	
Average number of weeks to decision	-	30.1	-	-	
<i>Other consents and certificates</i>					
Number of Decisions	32	28	41	48	↑
Average number of weeks to decision	4.4	4.9	4.8	5.32	↘
<i>EIA Developments</i>					
Number of Decisions	0	0	0	0	
Average number of weeks to decision	-	-	-	-	
<i>Local Reviews</i>					
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	
Number of Decisions	6	7	10	7	↓
Original decisions upheld (No. / %)	4 / 68%	4 / 57%	3 / 30%	2 / 29%	↘
<i>Appeals to Scottish Ministers</i>					
Number of Appeals	4	8	8	7	↓
Original decisions upheld (No. / %)	1 / 25%	3 / 38%	7 / 88%	3 / 43%	↘

## PM2. Processing Agreements

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19
Number and percentage of major applications subject to processing agreement	1 (20%)	0 (0%)	5 (56%)	1 (25%)

The use of Processing Agreements is explained on our website  <https://tinyurl.com/yceipo4h> 

**2017/18** ● Stirling encourage processing agreements for all major developments.

**2018/19** Whilst processing agreements were discussed and drafts issued by officers at pre-application stage for every major application, only one of these was signed and returned with the submission of the application.

## PM3. Early Collaboration

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19
Number and percentage of applications subject to pre-application advice	257	208	88 (10.8%)	101 (14.5%)



**2017/18** ● A new approach to pre-application advice has been launched in January 2018. This approach enables the council to more accurately identify the extent of pre-application enquiries, giving a more accurate reflection of the extent of pre-application engagement. A drop in the number of applications subject to pre-application advice has been seen but next year's report is expected to see an increase in this figure. Your new service is structured to provide more consistent and clear advice on planning applications with objectives set around proportionate responses to requests.

**2018/19** Significant work has been put into resourcing the pre-application process, and whilst an increase has been noted above, it is not as significant as anticipated. It is considered that the pre-application has prevented some applications for proposals not considered appropriate from being submitted. Whilst not being reflected in the statistic above, this work is still considered to be valuable.

#### M4. Legal Agreements

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19	
Number (Major)	0	0	2	0	↑
Average number of weeks (Major)	-	-	59.9	-	↘
Number (Local)	5	4	3	7	↓
Average number of weeks (Local)	28.3	41.1	122.9	82.2	↘

**2017/18** ● Average timescales for determining major and local applications with legal agreements were slower than the Scottish average. Local application timescales were slower than last year. You have identified a supplementary guidance-led approach to processing legal agreements to improve these timescales in a more rigorous manner.

**2018/19** This year there has been no major applications subject to a processing agreements.

## Enforcement

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



### Enforcement Charter

The Enforcement Charter underwent significant changes in the style, content and overall approach of Stirling Council Planning Enforcement this year. Changes included the introduction of a prioritisation system, as well as the summary of key enforcement issues in Stirling.

The volume of complaints received is rising, causing increased administrative workload and less time for proactive monitoring by officers.

The need to provide additional training to Elected Members and Planning Officers regarding the enforceability of planning conditions has been identified. With the intention being that conditions meet the tests of enforceability.

The Planning Service's Enforcement Charter was published on 4<sup>th</sup> March 2019.

► [Stirling Council Enforcement Charter](#)

## Development Planning

In October of this PPF period Stirling adopted the Stirling Local Development Plan 2018, and began a review and process of consolidation of the suite of supplementary guidance. Given the pending Planning (Scotland) Bill 2018, the focus has shifted to proactive monitoring and implementation of the newly adopted plan. Key focus this year has been on unlocking infrastructure blockages, specifically in Education and Health.

► LDP webpage: [Stirling Local Development Plan 2018](#)

A new DPS for the next LDP has not yet been published as the Council is awaiting the outcome of the new Planning Bill and its associated secondary legislation before committing to a timetable for the

preparation of the next LDP. A new LDP will commence under the planning act as amended by the current Planning Bill.

The consultation commitments of the Development Plan Scheme, which related to the formal adoption of the plan and the publication of the Action Programme, were met during the year. This involved directly writing to those involved in the preparation of the LDP to let them know that the plan was going to be adopted and where they could view it. It also involved updating the Council's website and publicising the adopted plan in the local press.

**PM7. Local Development Plan**

**PM8. Development Plan Scheme**

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19
Age of local development plan at end of reporting period (requirement: < 5 years)	1 year, 6 months	2 years, 6 months	3 years, 6 months	0 years, 5 months
Will the local development plan be replaced by its fifth anniversary according to the current development plan scheme?	Yes	Yes	Yes	Yes
Was the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Yes – later	No	n/a	No
Were development plan scheme engagement/consultation commitments met during the year?	Yes	Yes	n/a	Yes

**2017/18** ●

Whilst there has been some slippage, your plan is scheduled to be replaced in line with the schedule set out in your development plan scheme.

**2018/19**

A new DPS to cover the preparation of the next LDP has not yet been published. The Council is awaiting the outcome of the current planning bill to understand the various stages in the new process, which order they need to take place in and how long they might take. Once this is clearer, a DPS will be prepared.

**PM11. Regular and Proportionate Advice**

**2017/18** ●

The report included evidence of you providing regular and proportionate policy advice. Several supplementary guidance documents were reviewed with a view to consolidating the service’s publications.

**2018/19**

Further work is being done to provide regular and proportionate policy advice through the reviewed of all Supplementary Guidance. Condensing this suite of

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

## Land Supply and Development

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19
Established housing land supply (units)	7653	7364	7030	7858
5-year effective housing land supply – programming (units)	1624	2025	2217	2708
5-year effective housing land supply – total capacity (units)	new	new	6641	2708
5-year housing supply target (units)	2080	2080	2080	2080
5-year effective housing land supply (years)	3.9	4.9	5.3	6.5
Housing approvals (units)	264	124	125	573
Housing completions over last 5 years (units)	1540	1564	1490	1448
Marketable employment land supply (ha)	60.55	74.3	75.2	86.03
Employment land take-up (ha)	0	2.9	1.4	2.99

### PM14. Legacy Cases

Indicators & Statistics	2015-16	2016-17	2017-18	2018-19
Number of cases cleared during reporting period	13	9	25	11
Number remaining	32	35	25	21

**2017/18** ● We cleared 25 cases during the reporting year, with 25 cases still awaiting conclusion. Based on this and last year's figures, 15 reached legacy status during the reporting year. We note that you highlight in the report that clearing legacy cases continues to be a key focus and look forward to progress in next year's report.

**2018/19** Whilst clearing 11 legacy cases this year, we have not made as much progress as hoped. The legacy applications remaining can be categorised into applications that are complex due to the length of time they have been in the system, or are out with the 1 year, but awaiting legal agreement.

## Part 3 – 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.

A significant number of actions were identified in last year’s PPF, and feedback was given that the actions were significant in both number and scale for a relatively small team to achieve. Whilst our actions were and 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 it’s interaction with others.

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

Frontloading	Improving Determination Timescales	Meeting Customer Expectations	Minimising Risk	Learning and Development	Placemaking and Collaboration
<b>Commitment</b>			<b>Progress</b>		
<b>Frontloading</b>					
<b>Review the pre-application advice service</b> <ul style="list-style-type: none"> <li>Establish the cost of pre-application advice service to the wider service, and how this could be negated</li> <li>Consider planning application response times to establish added value from the service</li> </ul>			<ul style="list-style-type: none"> <li>● Work to establish total cost has been significantly progressed, with potential fee structures reviewed and considered</li> <li>● Work in progress</li> </ul>		
<b>Consistency of submissions and transparency</b> <ul style="list-style-type: none"> <li>Review development descriptions to ensure consistency</li> <li>Issue PANs with Decision Notices</li> <li>Review of CLUDs and pre-apps for CLUDs</li> </ul>			<ul style="list-style-type: none"> <li>● Partially implemented-key issues identified, but validation workshop not yet held</li> <li>● Fully implemented</li> <li>● Fully implemented</li> </ul>		

<p><b>Simplification of consultation process to reflect requirements</b></p> <ul style="list-style-type: none"> <li>Review consultation process and responses, identifying potential to streamline</li> </ul>	<p>● Partially implemented – protocol to be agreed</p>
<p><b>Improving Determination Timescales</b></p>	
<p><b>Process mapping for Development Management</b></p> <ul style="list-style-type: none"> <li>Complete process mapping for all parts of development management</li> </ul>	<p>● Partially implemented-awaiting gateway launch for completion</p>
<p><b>Exception reporting to identify delays</b></p> <ul style="list-style-type: none"> <li>Introduce exception reporting where case work has gone over tailored timescale</li> <li>Implement clockstopping within 2 weeks of close of period</li> </ul>	<p>● Fully implemented</p> <p>● Partially implemented- consistency to be reviewed</p>
<p><b>Establish legal protocol</b></p> <ul style="list-style-type: none"> <li>Prepare protocol for legal and planning services dealing with legal agreements</li> </ul>	<p>● Partially implemented- draft protocol to be worked out for publication</p>
<p><b>Meeting Customer Expectations</b></p>	
<p><b>Review and update Enforcement protocol and priorities</b></p> <ul style="list-style-type: none"> <li>Review Enforcement Charter with consultation with Elected Members</li> </ul>	<p>● Revised enforcement Charter complete. Elected Member briefing session scheduled</p>
<p><b>Improve working relationship with the public and external bodies</b></p> <ul style="list-style-type: none"> <li>Work with communities to review arrangements for engaging on planning applications, including seminars on revised planning procedures that provide for more hearings and automatic referrals to Panel</li> <li>Conclude service level agreement with Stirling Area Access Forum</li> <li>Complete good practice guide for dealing with suspected bats and applications involving flues in conjunction with expert bodies</li> </ul>	<p>● Partially complete- information disseminated, seminars arranged for Autumn 2019</p> <p>● Partially complete- workshop organised to improve communication and understanding</p> <p>● Partially complete- meetings held and drafts established</p>
<p><b>Review data handing and presentation of outputs</b></p> <ul style="list-style-type: none"> <li>Review Admin Support, including process mapping, to develop Gateway Service</li> </ul>	<p>● Partially complete- phase 1 complete, phase 2 to be implemented by Winter 2019</p>

<ul style="list-style-type: none"> <li>Review standard conditions including loading into Uniform</li> </ul>	<ul style="list-style-type: none"> <li>● Partially complete- to be completed by Autumn 2019</li> </ul>
<p><b>Review processes, identifying opportunities for more efficient working procedures with clearer outputs</b></p> <ul style="list-style-type: none"> <li>Develop a data handling system</li> <li>Develop aids to assess proposals in Conservation Areas including flow-charts, templates for pre-app enquiries, including review of conservation area decisions, response times etc.</li> </ul>	<ul style="list-style-type: none"> <li>● Partially complete- to be set out in Planning Toolbox</li> <li>● Partially complete- to be completed by Spring 2020</li> </ul>
<p><b>Minimising Risk</b></p>	
<p><b>Registering and monitoring of risk and finances</b></p> <ul style="list-style-type: none"> <li>Publish risk register of major environmental projects for publication</li> <li>Report and publish s75 register</li> <li>Implement conditions monitoring to trigger post-commencement conditions</li> </ul>	<ul style="list-style-type: none"> <li>● Partially complete- Audit concluded and to be monitored on an ongoing basis</li> <li>● Not yet progressed- programmed for November 2019</li> <li>● Not yet progressed- programmed for January 2020</li> </ul>
<p><b>Learning and Development</b></p>	
<p>No actions identified</p>	

## Planned Service Improvements in 2019/20

### Commitment

#### Frontloading

- a. Review opportunities for full or partial cost recovery of the pre-application process
- b. Implement standard conditions for consultees
- c. Conclude work with internal consultees to establish more efficient working practices that avoid delays
- d. Monitor, on an ongoing basis, the consistency of development descriptions and change validation stage

#### Improving Determination Timescales

- a. Complete process mapping for all parts of development management, identifying opportunities for simplification
- b. Continue to complete each quarter 2018/19 with exception reporting and clockstopping within 2 weeks of close of period
- c. Complete protocol for legal and planning services dealing with legal agreements
- d. Establish protocols for extended delegation arrangements including a risk matrix

#### Meeting Customer Expectations

- a. Conclude changes to the structure and working practices of Admin Support to develop a Gateway Service in conjunction with Building Standards
- b. Hold workshop with Stirling Area Access Panel to strengthen understanding and build positive working relationships
- c. Work with communities to review arrangements for engaging on planning applications, including seminars on revised planning procedures that provide for more hearings and automatic refers to Panel
- d. Implement new standard conditions
- e. Review/introduce report of handling templates for Certificates of Lawfulness, Prior Notification and Prior Approval
- f. Complete and publish good practice guide for range of key issues including: bats and development, flue installation, ancillary accommodation, non-material variations
- g. Develop aids to assess proposals in Conservation Areas including flow-charts, templates for pre-app enquiries, including review of conservation area decisions, response times etc.

#### Minimising Risk

- a. Publish risk register of major environmental projects for publication
- b. Report and publish s75 register
- c. Introduce S75 monitoring tracker in collaboration with other Stirling Council departments

### Learning and Development

- Hold an Elected Member briefing session regarding Enforcement (legislation, enforceability and conditions) and Housing in the Countryside (policy interpretation, design guidance and conditions)
- Establish CPD feedback protocol to capture and share key learning outcomes

### Placemaking and Collaboration

- Explore regional, spatial and economic partnerships
- Develop Forthside masterplan in collaboration with the Key Agencies group
- Prepare CARS submission for Stirling City Centre
- Work with sustainable growth agreement on exemplar environmental standards and vacant and derelict land

## Workforce Information

Stirling Council Planning Service is a relatively small team split across three key areas of delivery: Development Planning, Development Management and Planning Support.

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

See Appendix 2

<b>Staff Age Profile</b>	<b>Headcount</b>
Under 30	2
30-39	2
40-49	11
50 and over	10
<b>Total</b>	<b>25</b>

	<b>Headcount</b>		<b>FTE</b>	
	RTPI	Total	RTPI	Total
Development Management	5	6	4.6	5.6
Development Planning	5	5	5	5
Enforcement	0	2	0	2
Specialist	1	4	0.5	2.1
Support	0	7	0	6.6
<b>Total</b>	<b>11</b>	<b>24</b>	<b>10.1</b>	<b>21.3</b>



## Planning Committee Information

Committee & Site Visits	Number per year
Full Council meetings	9
Planning committees	13
Area committees	N/A
Committee site visits	3
Local Review Body	10
Local Review Body site visits	6

## Key

### Performance Markers

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

## Demonstrating a high-quality planning service



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

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

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

## Appendix 1 – Supporting Evidence

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

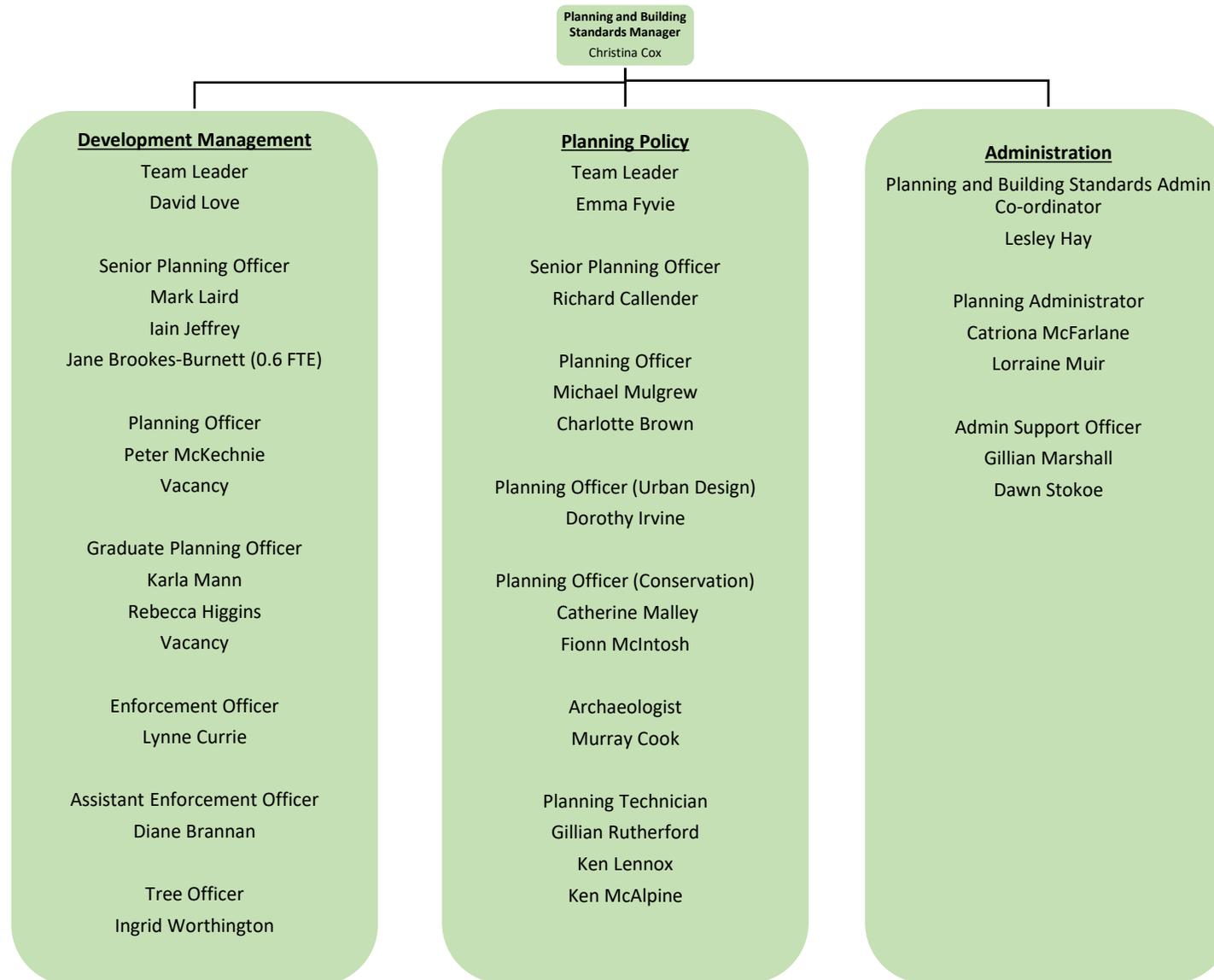
### Case Study Overview

Case Study Topics	PPF8 Reference	Case Study Topics	PPF8 Reference	Case Study Topics	PPF8 Reference
Design	A2	Economic Development		Performance Monitoring	
Conservation	A2	Enforcement		Process Improvement	B1 B2 D1
Regeneration		Development Management Processes	B1 C1	Project Management	D1
Environment	A1	Planning Applications		Skills Sharing	C1
Greenspace	A1	Interdisciplinary Working	C1	Staff Training	B2
Town Centres		Collaborative Working	A1 A2	Online Systems	
Masterplanning		Community Engagement	A1	Transport	
LDP & Supplementary Guidance	B2	Placemaking	A2	Active Travel	
Housing Supply		Charrettes		Other: please note	
Affordable Housing		Place Standard		Accessibility	

### Web Links signposted

Content	Link
Scottish Government Feedback	<a href="https://www.stirling.gov.uk/media/5634/ppf-feedback-report-sc-2017-18.pdf">https://www.stirling.gov.uk/media/5634/ppf-feedback-report-sc-2017-18.pdf</a>
Inner Forth Landscape	<a href="http://www.innerforthlandscape.co.uk/">http://www.innerforthlandscape.co.uk/</a>
Stirling Council Enforcement Charter	<a href="#">Stirling Council Enforcement Charter</a>
Stirling Local Development Plan 2018	<a href="#">Stirling Local Development Plan 2018</a>

## Appendix 2 – Corporate Structure



## Further Information

Please contact:

Planning Services  
Teith House  
Kerse Road  
Stirling  
FK7 7QA

Telephone: 01786 233660

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

## Formats

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



Stirling Council Viewforth Stirling FK8 2ET  
email: [info@stirling.gov.uk](mailto:info@stirling.gov.uk) text: 07717 990 001 phone: 0845 277 7000  
or 01786 404040 web: [www.stirling.gov.uk](http://www.stirling.gov.uk)