SCOTTISH BORDERS COUNCIL PLANNING PERFORMANCE FRAMEWORK 2019-2020

AUGUST 2020

INTRODUCTION

This is the ninth Planning Performance Framework (PPF) prepared by Scottish Borders Council for its Planning Service and covers the period 1 April 2019 to 31 March 2020. The PPF focusses on addressing some of the Scottish Governments key performance markers, makes reference to key statistics but excludes information on Case Studies and wider qualitative performance information.

The report sets out the work and activities of the wider Planning, Housing & Related Services division in delivering the Council's corporate priorities. The report also highlights how we are continuing to improve performance in the challenging budgetary environment and adapting the service to meet the needs of the Borders.

The Performance Markers RAG (Red/Amber/Green) report issued by Scottish Government in respect of last year's PPF awarded 13 Green, 1 Amber and 1 Red RAG ratings. This was an increase of one Green marker rating from the previous year, which reflects the continuation of the positive improvement journey the Planning Service has been on in recent years. The one Red marker related to the time taken to process applications that have an accompanying legal agreement, which was slower than the previous year and the Scottish average. The service has made a concerted effort to reduce the timescales this year and has managed the processing of these critical contributions to essential infrastructure using planning processing agreements.

PART 1 - DEFINING AND MEASURING A HIGH-QUALITY PLANNING SERVICE

QUALITY OUTCOMES

1.1   Improving the design of new development and enhancing the quality of places remains a key objective for the service. The Planning Service has a design toolkit which includes Supplementary Planning Guidance on Placemaking & Design and other policy and design guidance, planning briefs, training for officers and members and suitable policies within the Local Development Plan.

1.2   Unfortunately, we were unable to hold our bi-annual Design Awards this year due to the COVID-19 but we are arranging for them to be held next year. This is an important means of celebrating the quality of development happening in the Borders which has been embraced by developers and the agents locally. The Awards and commendations are given in four categories: new build - residential, new build – commercial, placemaking and works to existing buildings. The entries are also used as part of our design training programme for staff and members.

1.3   The forthcoming new Local Development Plan will replace the existing adopted LDP1 2016. Following the call for sites in 2018 and subsequent public engagement, which was outlined in last year's PPF, the Proposed Local Development Plan (LDP) has been produced. It was due to be presented to the full Council meeting for approval to go out to formal public consultation. However, following the decision on 26 March 2019, all subsequent Council meetings were cancelled for a period as a result of the ongoing COVID-19 pandemic. It is now proposed that the LDP will be presented to Council in autumn 2020. The Development Plan scheme sets out our programme of works to deliver the new Local Development Plan and we remain on schedule to produce the new Local Development Plan in 2021.

1.4   Work is continuing to produce Supplementary Planning Guidance (SPG) for the expansion of Tweedbank for mixed used development to maximise the benefit of the Borders Railway, close

to its railhead. The Council has purchased Lowood Estates as a strategic economic and housing development site and is progressing a marketing strategy for the development of the site in conjunction with the production of the SPG. The SPG has been subject to a design and deliverability workshop hosted by Architecture & Design Scotland. This work will help lay down good planning practice and placemaking and design principles to ensure a high quality development is achieved.

1.5   We are currently running a CARS scheme in Jedburgh, which is part of our on-going programme of conservation area based regeneration schemes throughout the Borders. This 5 year project is now in its third year. We have had a capacity issue this year due to the loss of key staff, which has been exacerbated by COVID-19 and this has adversely affected the grants submission and approval process. However, we have now been able to secure consultancy support from Scottish Historic Building Trust to manage the completion of the scheme.

1.6   The launch of the CARS scheme for Hawick Town Centre has been stalled due to Covid-19 and the loss of key staff. The appointment of the Project and Support Officers will not be completed in Autumn 2020. As a result agreement has been reached with Historic Environment Scotland to extend the timescale of the project for a further year until 2025.

1.7   The scheme is centred on the High Street and aims to stimulate a total of £4.5m of investment through the use of £1.5m of public investment over the next five years. This will be the fourth CARS scheme undertaken by the Council in recent years. This project highlights collaborative working within the Council to deliver the Hawick Action Plan. There is on-going work to ensure that we co-ordinate this work with the opportunities being afforded by the Hawick Protection Flood Scheme, including the delivery of a £3/4m active travel scheme through the town funding by SUSTrans and other regeneration proposals in the town.

QUALITY OF SERVICE AND ENGAGEMENT

1.8   We provide an enhanced pre-application enquiry service with a charging schedule, which enables clearer and more focussed engagement with the Planning Service. This service has set standards to ensure quality of guidance and a consistent approach, including early engagement on development contributions and the use of processing agreements, enabling developers to proceed with greater confidence. This process also allows early engagement between applicants and the range of Council services relevant to their development.

1.9   We provide an on-line form to submit a pre-application enquiry and have guidance notes on the web site which set out the fee charges (when applicable), the proportionate information requirements in submitting a request and what the Council will provide in terms of a response and the timescale for doing so.

1.10   As part of a review of Council services the Planning, Housing and Related services has been integrated within the Economy & Corporate Improvement Directorate, enabling closer ties with the corporate centre of the organisation, as well as with the Council's Economic Development service which will assist with the delivery of a range of corporate transformation projects and projects within the Council's capital investment programme, in addition to the development of the City Deal, Borderlands and the new South of Scotland Enterprise Agency.

1.11   We continue to make extensive use of planning processing agreements for all categories of planning application and provide guidance on their use to our customers. We determined 446 applications with agreements last year: 9 major applications, 437 local applications and other

consents. 85% of applications with processing agreements were determined within the agreed timescales. All of the major applications were determined within agreed timescales.

1.12   Supplementary Planning Guidance on Development Contributions is available on-line that sets out a consistent and transparent approach to implementing the Council's policy. The most recent update of the <u>Supplementary Planning Guidance on Developer Contributions</u> is available on the Council website.

1.13   Information on the Planning Service is available on the Council's web site and customers are encouraged to self-serve and utilise the benefits of the <u>web site</u> and <u>Public Access</u>. All information on planning applications is made available on the <u>Public Access Portal,</u> including details of specialist officers from the wider planning service who have commented on the application. We continue to widen the range of online information across all of our services. The service has developed Local View Fusion which is badged as <u>Find it</u> on the Council's website.

1.14   The yearly average of planning applications received on-line now stands at 86.48 % for planning and 84.75% of Building Warrant applications are now received on-line. Both the Development Management and the Building Standards Services have now transferred to a fully electronic application management and processing system, including mobile working. Whilst there have been delays in its implementation of our new case management system "Enterprise" and a mobile working solution for staff in Building Standards and Development Management, we hope that it will be available later in 2020.

1.15   The Council is rolling out a programme of updated devices for staff and significant improvements have been made in agile working since the COVID-19 outbreak and the majority of staff now have the capacity to work remotely. We have put in place measures to maintain the safety of both customers and staff and have published procedures online. With these in place, we have successfully managed to provide a near fully-functioning service throughout the lockdown period and are looking at maintaining some of these new, more efficient, ways of working going forward.

1.16   The <u>Housing Land Audit 2019</u> confirms that the established land supply has seen a decrease from 9,342 in 2017/18 to 9,176 in 2018/19.   The 5-Year Effective Housing Land Supply figure is 3,679units, which equates to 5.6 years of land supply. Completions have reduced from 659 in 2008 to 222 in 2017/18, but have seen an increase in 2018/19 to XXX . This completion level has been achieved primarily due to publicly funded projects being delivered by Registered Social Landlords. There remains limited activity by private sector housing developers.

1.17   The figures in the Employment Land Audit 2019 confirm that we are comfortably meeting employment land need. The established Employment Land Supply is 102Ha, down slightly from last year's figure of 103.48Ha. The volume of employment land take up was 0.68Ha, down significantly from 3.85Ha last year.

1.18   To maintain a broad range and choice of sites for differing type of business and industrial uses the Service undertook an employment land review looking in particular at the Peebles and the Tweeddale Area where we were experiencing challenges in finding suitable range of employment land. The findings the review will be incorporated in the Proposed Local Development Plan.

1.19   We have a Development Management Charter and an up to date <u>Enforcement Charter</u> which is available on the Council's web site.

1.20   The GIS team continue to develop the spatial information to support the service and are expanding the role in producing information available corporately and to the general public through web-maps, 'Find it' and 'WebGIS',. Work has progressed towards upgrading the system to new technology, ArcGIS Online/Portal.   We plan to use the new system to expand and improve the use of our spatial data on the Council's website and engage with the public in new ways using Story Maps.

1.21   The Council has a formal complaints procedure and has the facility for customers to complain using an on-line form. The majority of the complaints, including Ombudsmen investigations, were not upheld but those that were generally related to a failure to respond timeously to a customer's enquiry or complaint and procedures are now in place to ensure that customers receive responses within a reasonable timescale or are advised of any delay, together with the reasons why this has occurred.

GOVERNANCE

1.22   Our member training programme includes a review of existing development within the Borders, in-house and external training and workshop sessions. Training is mandatory to any new members prior to service on Planning and Building Standards Committee and Local Review Body. The Council has an established Planning Working Group, which engages members in the Development Plan process from an early stage. Members' briefings are also provided on a corporate basis and these include updates on planning matters.

1.23   The Planning & Building Standards Committee and the Local Review Body are held on a monthly basis, normally sitting on the first and third Monday, respectively, of each month during the day. In 2018/19 the Planning & Building Standards sat 12 times to consider 33 case reports and undertook 4 site visits and the Local Review Body met 12 times to determine 24 case reports and undertook 3 site visits.

1.24   97.8% of planning applications were determined by officers under delegated powers and we approved 94.6% for all applications. This approval rate is down marginally 0.9% over last year. However, it has been sustained consistently at this high level over a number of years.

1.25   The figures reported in the National Headline Indicators in 2018/19 demonstrate that for the main reporting categories of planning applications we delivered improved determination times to that achieved in 2018/19, with the exception of a modest increase in Non Householder Local Development by 0.1 weeks. This was achieved despite the implications of a period of restructuring for the service, turnover in staff, reduction in overall staff compliment to deliver services. We have again sustained figures that are better than the annual national performance for Scotland as a whole in all reported application categories.

1.26   The traffic light system we introduced in Development Management, continues to help us manage performance, prioritising action and staff resource to avoid unnecessary delays in determining applications. We continue to refine this system to ensure we maintain a focussed and effective management of outstanding legacy cases, particularly those subject to outstanding legal agreements. This process will be further enhanced with the implementation of the Enterprise case management system and mobile working for staff.

1.27   As identified in our improvement actions last year there has been a concerted effort to reduce the number of legacy cases (applications more than a year old) in the system. This has resulted in 89 cases being cleared so that no legacy applications were remaining of that age as of 31 March 2020.

1.28   The services proactively uses Planning Processing Agreements for the management of planning applications, and this approach has been embraced by developers/applicants. Of those applications subject to an agreement, 90% of the major applications were determined within the terms of a processing agreement and for all applications, 85% overall were determined within the agreed timescale.

1.29   We publish guidance on our use of processing agreements, together with agreement templates, on the Council's website. We continue to refine our internal processes and dialogue with applicants to ensure that all applications subject to such agreements are determined on time.

1.30   We have seen further improvement in determination times of applications subject to legal agreements in recent years. Many of the legal agreements are managed by using processing agreements. The requirements of the Council's development contributions policy means that we enter into a large number of legal agreements to secure contributions and it is critical that there are discussions at an early stage between the Planning Service and applicants/developers to allow the effective managing of this process.

1.31   We have stringent budget monitoring processes to monitor and report on budget pressures on a monthly basis. A close working relationship between budget holders and finance staff has developed to address these issues. The Council's new financial management system Business World, provides more effective financial control and greater self-service ability for managers to monitor and control their budgets.

1.32   Key members of staff are also involved with a range of corporate transformation projects and projects within the Council's capital investment programme, and the development of the City Deal, Borderlands and the new South of Scotland Enterprise Agency.

1.33   We continue to explore ways to work more effectively and we positively engage with other authorities and agencies to share knowledge, information and best practice. There are a number of working protocols in place with bodies such as SNH, SEPA and Scottish Water and a selection of the key organisations and groups that we are involved with. We engage with a wide range of working groups, agencies and stakeholder and are involved in a number of multi-disciplinary/agency initiatives, which were set out in the partnership working table included in last year's PPF .

CULTURE OF CONTINUOUS IMPROVEMENT

1.34   How we delivered last year's improvement actions is set out in Part 3 of this document, as is the list of improvements actions we intend to deliver this year.

1.35   The Council's "Fit for 2024" programme is one of the biggest transformation programmes the authority has embarked on and will reshape the whole Council and how it operates. As part of that evolving process Planning & Housing & Related Services is now included within the Economy and Corporate Improvement Directorate.

1.36   We have a central training budget to ensure staff meet their Continuing Professional Development obligations and have access to relevant training opportunities. We have provided funding for staff to undertake longer term study which is funded in full, or in part, by the Council.

1.37   The lunchtime CPD training sessions we run have been very successful and attendance has been opened up on a wider Departmental basis so that they do not principally focus on planning matters for planning staff. These are well attended and the programme will continue for 20/21. We also continue to run traditional skills training through the Jedburgh CARS scheme.

1.38   Team meetings are used as a method to ensure that all staff are aware of relevant changes at both national and local level. Information from a weekly manager meeting is cascaded down to the relevant teams. This meeting provides a valuable medium for discussion and feedback.

1.39   The Council's staff appraisal process enables planning managers to reinforce the performance culture at all levels of the service. Using this process, staff have been encouraged to be involved in projects to deliver the aims set out in this Planning Performance Framework, but also wider departmental and corporate objectives.

1.40   We continue to develop our ePlanning and eBuilding Standards services and officers now use a fully electronic application management systems along with mobile devices for their site visits. We continue to refine our processes and procedures and will be implementing the Enterprise case management system and mobile App later in 2020.

1.41   Training is available for all new members in advance of their sitting on the Planning & Building Committee and the Local Review Body and we are continuing to develop our training programme for members specifically focussing on design matters. This continues to be supplemented by presentations to Members on particular topics and the production of Members briefing notes.

PART 2 - SUPPORTING EVIDENCE

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

- Scottish Borders Council Planning Performance Framework 2018/19
- Scottish Borders Housing Land Audit 2019
- Scottish Borders Retail Survey 2019
- Scottish Borders Employment Land Audit 2019
- Scottish Borders Town Centre Footfall Report 2019
- Scottish Vacant and Derelict Land Audit 2019
- Scottish Borders Village Services Audit 2016
- Place GIS Systems - Find It.
- Regulatory Services budget
- Uniform data management system.
- Public Access ePlanning system
- Development Management / Building Standards Workload and Performance Briefing Notes. Monthly bulletin for members.
- Building Standards Balanced Scorecard
- Scottish Borders Council Web Site planning information pages
- Development Management Improvement Plan 2014
- Development Management Charter 2018
- Enforcement Charter 2018 & Guide to Enforcement Charter 2020
- Scottish Borders Council Corporate Plan
- Regulatory Services Business Plan.

2.2 The documents and information mentioned above are available on-line or by approach to Planning & Related Services.

PART 3 - SERVICE IMPROVEMENTS

SERVICE IMPROVEMENTS 2020-21

3.1 The Planning Service has identified a number of key service and performance improvement measures for **2020-21** and these are set out below:

1. Continue staff and member training programme
2. Complete the roll out of Enterprise Case Management System and Mobile App (delayed in 2020)
3. Examine new service delivery options through "Fit for 2024" programme.

3.2 To ensure the improvements set out in the PPF are monitored effectively a 6 monthly priority update report will be prepared for the service to ensure that we are on track to deliver the identified improvements on time.

DELIVERY OF SERVICE IMPROVEMENT ACTIONS 2019- 20

3.3 The specific commitments made in the PPF last year, along with the actions taken and progress made, are set out below:

COMMITTED IMPROVEMENTS AND ACTIONS 2017/18	Complete?
Roll out the next stage of our staff and members training programme. *Action: Lunchtime training sessions have been made available to a wider number of staff. Training on design has yet not be finalised and will rolled into 2019/20.*	On-going
Complete review of on-line service delivery *Action: completed and web site updated.*	Complete
Complete the roll out of Enterprise Case Management System and Mobile App *Action: The implementation of the Enterprise Case Management software and a Mobile App has been delayed due to technical issues. Implementation is planned in the late Autumn of 2020.*	On-going
Complete final actions of People Plan II and examine new service delivery options through "Fit for 2024" programme. *Action: The second People Planning review for the service has been completed and was published and shared with staff in January 2019. All outstanding actions have been completed. Work has now commenced on the Fit for 2024 review process that the Council is undertaking.*	Complete in part

PART 4 - NATIONAL HEADLINE INDICATORS

A: NHI Key outcomes - Development Planning:	2019-2020	2018 -2019
Local and Strategic Development Planning: • Age of local/strategic development plan(s) (years and months) at end	SESplan (Approved June 2013)	SESplan (Approved June 2013)

of reporting period (Requirement: less than 5 years)	7 years 1 months old SESplan 2 Rejected by Scottish Ministers Scottish Borders Local Development Plan (Adopted May 2016) 4 year 2 months old	6 years 1 months old SESplan 2 Rejected by Scottish Ministers Scottish Borders Local Development Plan (Adopted May 2016) 3 year 2 months old
• Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	Yes	Yes
• 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)	Yes	No
• Were development plan scheme engagement/consultation commitments met during the year? (Y/N)	Yes	Yes
Effective Land Supply and Delivery of Outputs	*Housing Land Audit 2019*	Housing Land Audit 2018
• Established housing land supply • 5-year effective housing land supply programming • 5-year effective land supply total capacity • 5-year housing supply target • 5-year effective housing land supply • housing approvals • Housing completions in the last 5 years	9,176 units 3,679 units 6,359units* 3,280** 5.6 years 912*** 1,462 units	9,342 units 3,668 units 7,735 units* 3,589 units** 5.11 years 431 units*** 1,405 units
	Employment Land Audit 2019	Employment Land Audit 2018
• Marketable employment land supply • employment land take-up during reporting year	102.2ha 0.68ha	103.48ha 3.85ha
Development Management	2019-2020	*2018 -2019*
Project Planning • percentage of applications subject to pre-application advice • percentage and number of major applications subject to processing agreement	53.7% 90%/9	50.9% 100% / 4
Decision-making • application approval rate • delegation rate	94.6% 97.8%	95.5% 97.4%

	2019-2020	2018-2019
• validation	53.6%	60.1%
Decision-making timescales		
• major developments	12.9 weeks	13.9 weeks
• local developments (non-householder)	8.0 weeks	9.0 weeks
• householder developments	6.2 weeks	7.0 weeks
Legacy Cases (applications more than a year old)		
• Number of cases cleared during reporting period	89	81
• Number remaining	0	19
C: Enforcement Activity	**2019-2020**	**2018 -2019**
• Time since enforcement charter published / reviewed (months) Requirement: review every 2 years	1 month	14 months
• Complaints lodged and investigated	211	206
• Breaches identified - no further action taken	48	98
• Cases closed	211	170
• Notices served	17	13
• Direct Action	1	3
• Reports to Procurator Fiscal	0	0
• Prosecutions	0	0
D: NHI Key outcomes – Commentary		

Notes

*This figure includes all sites which commence programming within Years 1-5 and any residual capacity thereafter. The figure also includes 593 units from small sites, as within the HLA 80% of all small sites are considered to be effective. The remaining 20% of the small sites are not included within this figure, as they are considered to be potentially effective (Years 6-7).

**Based on the SESPlan Housing Land Supplementary Guidance (November 2014), Table 3.1 Housing Land Requirement by LDP Area.

*** The number of units approved between 1st April 2019 and 31st March 2020. This includes LRB and DPEA decisions..

PART 5 – SCOTTISH GOVERNMENT OFFICIAL STATISTICS

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

Category	Total number of decisions 2019-2020	Average timescale (weeks)	
		2019-2020	**2018- 2019**
Major developments	1	12.9	13.9
Local developments (non-householder)	272	8.0	7.9
• Local: less than 2 months	208	6.3	6.4
• Local: more than 2 months	64	13.4	13.3
Householder developments	325	6.2	7.0
• Local: less than 2 months	298	5.8	6.3
• Local: more than 2 months	27	10.6	11.3

Housing developments			
Major	n/a	n/a	15.4
Local housing developments	51	11.4	12.2
• Local: less than 2 months	23	7.0	7.3
• Local: more than 2 months	28	15.1	18.7
Business and industry			
Major	n/a	n/a	n/a
Local business and industry developments	45	6.7	8.3
• Local: less than 2 months	42	6.4	6.4
• Local: more than 2 months	3	11.4	12.5
EIA Developments	n/a	n/a	n/a
Other consents*	152	6.0	7.0
Planning/legal agreements**			
• Major: average time	0	0	13.9
• Local: average time	7	21.1	53.5

* 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 & & 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

*** All applications subject to processing agreements are excluded from the official statistics

B: Decision-making: local reviews and appeals

		Original decision upheld			
Type	**Total number of decisions 2019-2020**	**2019-2020**		**2018-2019**	
		No.	%	No.	%
Local reviews	24	11	45.8	12	37.5
Appeals to Scottish Ministers	8	6	75.0	2	20

PART 6: WORKFORCE INFORMATION

	Tier 1 Chief Executive	Tier 2 Director	Tier 3 Head of Service	Tier 4 Manager
Head of Planning Service			x	

Staff Age Profile	Head Count
Under 30	6
30-39	15
40-49	16
50 and over	29
Total	66
RTPI Qualified Staff	**Headcount**
19 (4 Licentiate members)	66

Planning, Housing & Related Services

PART 7: PLANNING COMMITTEE INFORMATION

Committee & Site Visits	Number per year
Full Council meetings	10
Planning committees	12
Area committees	N/A
Committee site visits	4
Local Review Body	12
LRB site visits	3

PART 8 - PERFORMANCE MARKERS

8.1 The following table sets out the performance markers that the Scottish Government use to consider performance by local planning authorities. This PPF highlights the evidence submitted by Scottish Borders Council to demonstrate how it has sought to meet those markers.

	Performance Marker	Evidence
	DRIVING IMPROVED PERFORMANCE	
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	Part 1 – paras – 1.8, 1.9, 1.11, 1.14, 1.24, 1.25, 1.26, 1.27,1.28, 1.29, 1.30 Part 3 – para 3.1 & Committed Improvement & Action 2 page 9 Part 4 – NHI Table pages 9-11 Part 5 - Table A pages 11 -12
2	Project management: offer of processing agreements (or other agreed project plan) made to prospective applicants in advance of all major applications <u>and</u> availability publicised on planning authority website	Introduction page 3 Part 1 – paras 1.8, 1.11, 1.13, 1.28, 1.29 & 1.30 Part 4 – NHI Table pages 9-11
3	Early collaboration with applicants and consultees on planning applications: - availability and promotion of pre-application discussions for all prospective applications - clear and proportionate requests for supporting information	Part 1 – paras 1.8, 1.9, 1.13 Part 4 – NHI Table pages 9-11
4	Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant	Introduction page 3 Part 1- paras 1.11, 1.12, 1.26 & 1.30 Part 5 - Table A pages 11 -12
5	Enforcement charter updated / re-published	Part 1 – para 1.19 Part 4 – NHI Table pages 9-11
6	Continuous improvements: - show progress/improvement in relation to PPF National Headline Indicators - progress ambitious and relevant service improvement commitments identified through PPF report	Part 1 – paras 1.34 – 1.41 Part 3 – para 3.1 & Committed Improvement Actions Table page 19 Part 4 – NHI Table pages 9-11 Part 5 - Table A pages 11 -12
	PROMOTING THE PLAN-LED SYSTEM	
7	LDP (or LP) less than 5 years since adoption	Part 1 – paras 1.1, 1.3 & 1.18 Part 4 – NHI Table pages 9-11
8	Development plan scheme demonstrates next LDP: - on course for adoption within 5-year cycle - project planned and expected to be delivered to planned timescale	Part 1 – paras 1.1,1.3 & 1.18 Part 4 – NHI Table pages 9-11
9	Elected members engaged early (pre-MIR) in development plan preparation	Part 1 paras 1.1,1.3 & 1.18
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	Part 1 – paras 1.3, 1.10, 1.16. 1.33
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on information required to support applications	Part 1 – paras 1.1, 1.4, 1.11 & 1.12, Part 2 – Supporting Evidence para 2.1
	SIMPLIFYING AND STREAMLINING	
12	Corporate working across services to improve outputs and services for customer benefit (e.g.	Part 1 – 1.4, 1.5, 1.6, 1.7, 1.8, 1.10, 1.11, 1.13, 1.21, 1.28, 1.29, 1.30. 1.32 & 1.33

	protocols; joined-up services; single contact; joint pre-application advice)	
13	Sharing good practice, skills and knowledge between authorities	Part 1 – paras 1.2, 1.4, 1.13, 1.32 & 1.33
	DELIVERING DEVELOPMENT	
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one-year-old	Part 1 – paras 1.27, 1.28 & 1.29 Part 4 – NHI Table pages 9-11
15	Developer contributions: clear expectations - set out in development plan (and/or emerging plan,) and - in pre-application discussions	Part 1 - paras 1.3, 1.8, 1.9 & 1.12