



Planning Performance Framework 8 2018-19



Contents

Foreword	3			
Introduction	4			
Part 1: Qualitative Narrative and Case Studies	6	→	Quality of Outcomes	6
			Case Study 1: Kinross Town Hall and Wider Public Realm	7
			Case Study 2: St Paul's Church, Perth	9
			Case Study 3: A9/A85 Improvement and Link Road to Bertha Park	11
Part 2: Service Improvements	36			
Part 3: National Headline Indicators	42			
Part 4: Scottish Government Official Statistics	46			
Part 5: Workforce Information	48		Quality of Service and Engagement	13
			Case Study 4: Good Practice During Wind Farm Construction Consultation	15
			Case Study 5: Collaborative Project with Historic Environment Scotland and Perth & Kinross Council	17
			Case Study 6: Energy Planning - Leadership and Collaboration	19
			Case Study 7: Community Council Workshops Programme 2018-19	22
			Case Study 8: Community Engagement	24
Part 6: Planning Committee Information	50			
Part 7: Supporting Evidence	51			
Appendix: Key Performance Markers	52			
			Culture of Continuous Improvement	28
			Case Study 9: Planning & Development Staff Learning - Continuing Professional Development Programme	29
			Governance	31
			Case Study 10: Development Management Process - Staff Information Session for Internal Departments	32
			Checklist for Part 1: Case Studies	34

Foreword

I am once again delighted to present this year's Planning Performance Framework, compiled by the Council's Planning & Development Service. The environment in which Planning operates continues to change, and Planning Officers continue to adapt and respond positively. As concerns about climate change grow, it has never been more important for us to work with our communities and the development industry to create successful, sustainable places. Places that enable everyone to live life well.

2018/19 has been another remarkable year for our Planning Service, one of Scotland's busiest, with a strong performance across the full range of indicators achieved within a culture of continuous improvement. Agreement of the Heads of Terms of the Tay Cities Deal in November 2018 was a particular milestone I would wish to highlight - securing significant capital investment in infrastructure to support Perth's western and northern expansion.

I do hope you enjoy reading our Planning Performance Framework, particularly the case studies which illustrate how much has indeed been achieved.

Councillor Murray Lyle
Leader of the Council



Introduction

As in previous years, our eighth Planning Performance Framework (PPF) builds upon our earlier PPFs, and the feedback we received from both the Scottish Government and from within our Benchmarking Group inspires us to strive towards further improving the service we deliver.

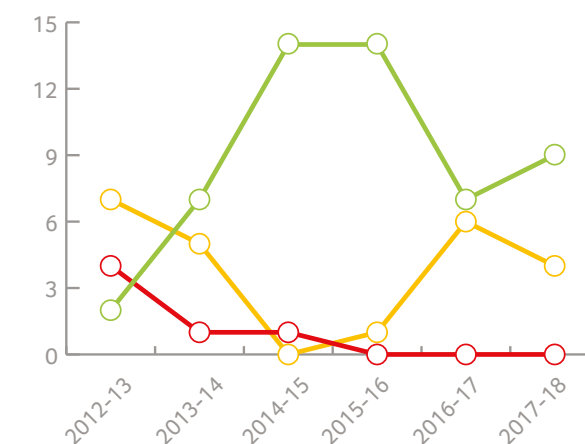
As you can see from the table below, the Scottish Government feedback on our PPF7 (2017-18) awarded us nine green and four amber markers of the 15 (two not being applicable) with no red markers for the third consecutive year (based on the SG RAG ratings). Whilst this shows an improvement on the previous year, we remain aware that there is still room to improve further. Full details of the performance markers are available in the **Appendix**.

Our Performance Graphic Against The Key Markers

Marker	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
1 Decision-making timescales	●	●	●	●	●	●
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 (pre-MIR)	N/A	N/A	●	●	N/A	N/A
10 Stakeholders engaged early (pre-MIR)	N/A	N/A	●	●	N/A	N/A
11 Regular and proportionate advice to support applications	●	●	●	●	●	●
12 Corporate working across services	●	●	●	●	●	●
13 Sharing good practice, skills and knowledge	●	●	●	●	●	●
14 Stalled sites/legacy cases	●	●	●	●	●	●
15 Developer contributions	●	●	●	●	●	●

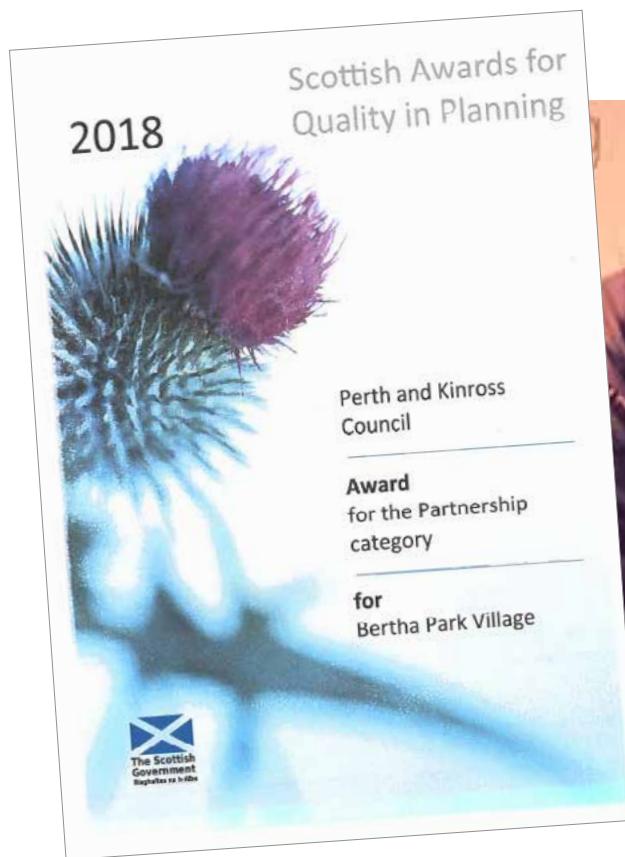
Our Overall Markings

(total numbers for red, amber and green)



It continues to be very challenging to attain green for a couple of the markers as some elements, such as legal agreements and the signing of processing agreements, are outwith our direct control. We will, as part of our planned service improvements, do our utmost to streamline and simplify associated processes wherever possible. Other markers such as continuous improvement in the timescales for dealing with applications, and marked as amber last year, prove difficult to improve upon year-on-year especially where, as was the case last year, our performance was better than the national averages but very slightly down on our own performance, although we will continue to give our best effort. In respect of legacy applications (those which have been under consideration for over a year), these remain one of our biggest challenges and whilst we were able to clear a good number, further cases have been added to the list. We advise each applicant of the timeframe we expect the matter to be resolved within but frequently there are business development reasons put forward for extending these periods. In the interests of bringing forward viable developments, we normally agree these requests. We will strive to bring forward revised processes to enable legacy applications to be concluded within shorter timeframes. This is identified as one of our service improvements.

Over the past year we have experienced a significant increase in housebuilding with completions on sites of 5 or more, showing signs of being back to pre-recession levels. Whilst this is primarily driven by market forces and the popularity of Perth and Kinross as a location to live and work, it is also a reflection of the Council's determination to maintain a generous housing land supply. The Council's willingness to take the lead in front-funding significant infrastructure



Kevin Stewart MSP presents Springfield and Perth & Kinross Council with the Quality in Planning Award

provision to support development has also been a significant factor, and was rewarded with a Scottish Award for Quality in Planning for Bertha Park Village in the Partnership category (see photo above). With increased construction activity goes additional work for the service, whether in processing applications, monitoring developments or enforcing breaches of planning control and, despite this increased activity, the overall speed of decisions on local applications continues to be faster than the Scottish average.

The case studies we have included in PPF8 show a little of what we have achieved this past year while

our committed service improvements for the year ahead will ensure we continue to progress in the areas required. The case studies provide a good representation of the breadth and diversity of the work which has been undertaken during the year. Increasingly, Planning & Development is involved in a wider area of activity which is considered to demonstrate the contribution to growing the economy and communities, whilst protecting the environment and being mindful of the impact on wellbeing.

Part 1: Qualitative Narrative and Case Studies

Quality of Outcomes

Having had our [Local Development Plan \(LDP\)](#) in place for around four years has allowed the policies within it to impact directly on the developments that we are now seeing being built out. Although consistent in many ways with the previous Local Plan, stronger direction was provided within policies relating to placemaking with a view to promoting this aspect within the construction community.

The benefit of positively focussing on the quality of planning outcomes is most readily seen in developments which have been completed, with the quality of design, detailing and materials being clear for all to see. A couple of such schemes which have been completed recently are illustrated in Case Study 1 which refers to Kinross Town Hall and the wider townscape improvements. Furthermore, St Paul's Church (Case Study 2) will, once completed,

also be a very good example of the wider Planning & Development Service working together to provide a high-quality public space which will benefit locals and visitors alike.

Much of the time newly completed developments do not provoke strong reactions, either for or against. This is perhaps oddly reassuring as developments not noticed by the general public means that we in the Planning & Development Service are doing a good job of ensuring the correct development is in the correct place, based of course on the policies within the Local Development Plan. Whilst it is great to have an occasional eye-catching building or concept-challenging development, these character developments only stand out if the background allows them to.

One of our outcomes which is perhaps less apparent is the rate at which we determine planning applications (all, on average, within the statutory periods) and the percentage we determine under delegated powers - some 97% in 2018-19. The [Scheme of Delegation](#) we follow, agreed by the Scottish Ministers, allows officers to determine applications quickly, without going through the longer committee process. The level of delegation, and approval, allows applicants and developers to progress their schemes without unnecessary delays, and helps to deliver a vibrant and sustainable economy.

Case Studies

1 Kinross Town Hall and Wider Public Realm

2 St Paul's Church, Perth

3 A9/A85 Improvement and Link Road to Bertha Park



Case Study 1

1

Key Officer

Diane Barbary, *Conservation Officer,
Development Management*

Kinross Town Hall and Wider Public Realm

Location

108-114 High Street, Kinross

Elements of a High-Quality Planning Service This Study Relates To

- **Quality of outcomes**
- **Quality of service and engagement**
- *Governance*
- *Culture of continuous improvement*

Key Markers

- 3 Early collaboration with applicants and consultees

Key Areas of Work

- *Conservation*
- *Regeneration*
- *Town centres*

Main Stakeholders Involved

- *Local Developers*
- *Authority: Planning Staff*

Overview

There has been significant investment in the public realm in Kinross over the past few years, a strategic element of a wider masterplan of investment in the town of Kinross, which has already delivered the community campus, relief road and housing development to the west of the settlement.

This investment along Kinross High Street has helped create a sense of 'arrival' which the town was lacking, especially when the gateway to Loch Leven, a very popular tourist destination, is located off the High Street. An application for Heritage Lottery Funding (HLF) sought to provide additional funding for façade improvements and, although this was not successful, it is hoped that the investment in the High Street will help stimulate private sector investment in buildings and businesses. An illustration of this linked development is the redevelopment of Kinross Town Hall and its associated buildings.

The highly prominent group of listed buildings is located in the Kinross Conservation Area. The building complex incorporates the Category C listed former Carnegie Library, dating to 1905; the Category B listed former Town Hall dating to 1869; the Category B listed former Post Office of 1841, and the Category B listed Clock Tower, which dates to 1751.

Following vacation of the buildings in 2003, they had been subject to unauthorised alterations and stripping out, and were in a state of visible disrepair. After the building group was acquired by a local developer, and after discussions and negotiations, planning permission and listed building consent were granted under delegated powers in 2017 to convert the building group to 9 residential units of 1 and 2 bedrooms ([17/00774/LBC](#) and [17/00773/FLL](#)).



Goals

This project aimed to bring vacant floor space in the town centre back into active use by restoring and converting this prominent group of listed buildings to provide 9 flats.

Each of the three buildings differs in architectural style and layout, with large internal spaces including the public hall in the central building. There was potential for overlooking of neighbouring properties, and the applicant's ownership included only the building footprint. The building group includes the historic clock tower, which did not provide any usable floor space, but required repair and maintenance as part of the scheme. A number of unauthorised alterations had been carried out by the previous owner, including the installation of inappropriate uPVC windows and doors throughout. While the external fabric of all the buildings was in reasonable repair, the interior was affected by wet and dry rot.

It was therefore clear from the outset that this would be a complex project to deliver. It was considered vital to negotiate a viable scheme which met the requirements of all parties: to maintain residential amenity while addressing the ongoing dereliction of such an important building group in a way that was sympathetic to the character and interest of the listed buildings.

Outcomes

The initial applications for planning permission and listed building consent submitted in 2016 were withdrawn following our concerns over compliance with placemaking and historic environment policies of our Local Development Plan, design, overlooking and the lack of space for an external bin store. A number of objections were also received, including from the Kinross-shire Civic Trust and the Community Council regarding the proposed retention of the inappropriate modern glazing and doors.

Through further discussion with the applicant and agent, these issues were addressed resulting in revised applications which were able to be supported by the Civic Trust and the Community Council. The architect's imaginative approach to the internal layout subdivided the principal spaces without detracting from the character of the individual buildings. The light touch approach to the building exteriors, along with the reinstatement of high-quality timber windows and doors, has served to protect their complex architectural character and interest.

In conjunction with public realm enhancement works in this part of Kinross High Street, the project has contributed to the wider regeneration of the town centre through the active reuse of the buildings and protection of their historic civic character.



St Paul's Church, Perth

Location and Dates

St Paul's Church, Perth
2018-19

Elements of a High-Quality Planning Service This Study Relates To

- **Quality of outcomes**
- **Quality of service and engagement**
- *Culture of continuous improvement*
- *Governance*

Key Markers

- 3 Early collaboration with applicants and consultees
- 12 Corporate working across services
- 14 Stalled sites/legacy cases

Key Areas of Work

- *Regeneration*
- *Collaborative Working*

Main Stakeholders Involved

- *General Public*
- *Key Agencies*

Overview

St Paul's Church closed its doors in 1986. In the years following, numerous private and public sector proposals failed to secure support or funding to progress a viable alternative use. Due to the lack of investment opportunities, the building fell into disrepair with the Council having to undertake urgent works to stabilise the building in 2007.

Whilst it had been hoped that the owner would focus on securing the building's structural integrity, this did not happen. Rather than pursue further actions with owners given concerns over public safety, difficulties in recovering money spent on repairs and uncertainty that any further action would generate a commitment to any re-use of the building by the previous owners, the Council purchased St Paul's Church and undertook further urgent repairs in 2017 which continued until March 2018.

The Council, in dialogue with Historic Environment Scotland (HES), supported the principle of progressing a proposal to adapt the redundant building to create an external courtyard for public use as a solution to resolve immediate safety issues, to secure public access and to use the space in the short term and potentially allow conversion in the longer term providing this could be justified. The policy framework of the [LDP](#) supported and enabled this aspiration of [Perth City Plan \(PCP, 2015-2035\)](#) to come to fruition allowing for both investment in and preservation of an important part of Perth's public realm.

During 2018 continuing dialogue with HES, local businesses and the public was undertaken to discuss the future of the building. Independent architectural design and commercial development services were secured to develop detailed proposals for the building. This included pre-application consultation with Development Management to secure advice on policy criteria to be considered as part of the development of



proposals. Increasing development costs, uncertain funding, reduced value and a lack of market or social enterprise interest informed the supporting planning and development case. Designs were developed to adapt the building and develop proposals for repair and partial demolition/creation of public space in an external courtyard allowing for potential long-term future conversion.

Planning permission ([18/00513/FLL](#)) and listed building consent ([18/00501/LBC](#)) applications were submitted in Spring 2018 for partial demolition and repair of the church and approved under delegated powers in July 2018. Works commenced on-site in October 2018 and are scheduled to be completed by November 2019.

Goals

The [Perth City Plan \(PCP, 2015-2035\)](#) provides a framework for the Council and its partners to promote and secure public and private investment in the city and realise its ambitions to make Perth 'one of Europe's great small cities'. The PCP promotes investment in public realm improvements, lighting of key buildings and spaces (see [City of Light Action Plan](#), 2016), and new and improved cultural attractions within Perth city centre to support growth of the city and its economy.

The goal of the alteration of St Paul's Church is to both preserve and protect the main elements of the building, to provide more space for performances and markets in the city and in turn to encourage more people to visit the city. Creative architectural lighting and projection equipment has been designed to light the building and the space to allow it to be used and brought to life at night through lighting projections, thus supporting the evening economy as part of the City of Light Action Plan.

The conservation, repair and restoration of key architectural features supports the potential for future full restoration of the building should a viable use be identified, market conditions improve and a developer or social enterprise vehicle be identified to support such a development. Bringing new uses to the space that is created, along with other new developments in the area, may help attract investment to achieve this.

Outcomes

The proposal for the alteration and repair of St Paul's Church secured support, proactive engagement and collaboration between the Council, HES and the local business community to find a solution to secure a future for the building which was left vacant and deteriorating due to market failure and lack of viable alternative uses or development vehicles. The project has secured public and business support for adaptation and repair of an important building within the city, and breathed life into it in the short term whilst enabling development proposals to be considered in the future.

There has been an expression of interest for temporary occupation of the space being created for events and markets and this may help secure investment and regeneration in the longer term.

Artist's Impression



Case Study 3

3

Key Officer

Alex Deans, *Transport Planning Team Leader*
Jillian Ferguson, *Roads Infrastructure Manager*

A9/A85 Improvement and Link Road to Bertha Park

Location and Dates

Berth Park, Perth - Phase 1
October 2016 to February 2019

Elements of a High-Quality Planning Service This Study Relates To

- **Quality of outcomes**
- **Quality of service and engagement**
- *Culture of continuous improvement*
- *Governance*

Key Markers

- 3 Early collaboration with applicants and consultees
- 11 Regular and proportionate advice to support applications

Key Areas of Work

- *Environment*
- *Transport*

Main Stakeholders Involved

- *Key Agencies*
- *Authority: Planning Staff*

Overview

Over the past two decades there has been increasing concern and a noticeable growth in traffic congestion and related air quality issues in and around Perth, resulting from increasing levels of traffic and new development. As a result of the potential for these issues to increase further, the problems needed to be addressed. This was essential to ensure that congestion did not undermine the future development of the city as set out in the Local Development Plan. The need for a package of measures which address this problem has, therefore, been identified as an issue over many years for successive Councils. These measures have been developed as the **Perth Transport Futures** (PTF) Project. In the main, the Project is focussed on the need for major road infrastructure which will be required to address key congestion points in the road network and to provide essential linkages to growth areas set out in the Local Development Plan.

As a result of the timelines required for taking various elements of the PTF Project forward it has been broken down to a series of phases. While the individual phases all deliver direct benefits, the ability of the Perth network to accommodate the projected economic growth, including the opportunity to create thousands of jobs and in essence deliver the Local Development Plan allocations, will only be achieved with the delivery of the full package of measures. These measures will be delivered over a number of years and are split into four phases:

- *Phase 1 A9/A85 Junction Improvement and Link Road to Bertha Park*
- *Phase 2 Cross Tay Link Road (CTLR) - A9 to the A93 and A94*
- *Phase 3 Bertha Park North Link to A9 (Linking Phases 1 and 2)*
- *Phase 4 Associated City Improvements such as traffic management measures and measures to further develop the*



cycling, walking and public transport networks in and around Perth to encourage travel by more sustainable modes.

Phase 1 of the PTF Project was the subject of a planning application (16/01290/FLL) which was supported by an Environmental Statement. The application was able to be determined under delegated powers within the statutory period due to advanced discussions between in-house sections clarifying the level of supporting information required. A fly-through of the A9/A85 junction improvement and link road to Bertha Park shows the extent of the first phase of the project.

Goals

Phase 1 of the project consisted of the creation of a new link road from the busy A85 Crieff Road across the A9 dual carriageway and River Almond into the major proposed mixed development site at Bertha Park to the north-west of Perth. The link also provides benefit to the busy Inveralmond junction and the neighbouring industrial estate on the A9. The improvements also included a number of measures for pedestrians and cyclists including a new shared use cycleway along the length of the new link and a new pedestrian footbridge over the A9 allowing closure of the existing at-grade facility. The project had been identified as part of a major strategic study into transport issues involving a range of key stakeholders in the city in 2010. Concerns were found to include the need to ameliorate the existing Air Quality Management Area (AQMA) in central areas of the city, a lack of proper integrated walking and cycling measures and a public realm dominated by high levels of traffic, exacerbated by a large extent by high volumes of heavy goods vehicles going through the city centre to destinations further afield.

It was recognised that in order to accommodate the Local Development Plan development proposals, the new A9/A85 and associated Cross Tay Link Road (CTLR) were required to accommodate approximately 55ha of employment land and 5,000 new homes in Bertha Park and other major housing proposals at Perth West and Almond Valley. The development at Bertha Park seeks to create a vibrant community to the north west of Perth and, in liaison with the developers of the site, a 'Designing Streets' approach to transport was taken creating a range of character areas and enhancing the location. In addition to the £37.5M invested in the construction of the A9/A85 junction upgrade (PTF Futures Phase 1) the Council has, as part of the overall site development, been constructing a new secondary school - Bertha Park High School - which will open in August 2019. The official opening of the A9/A85 Crieff Road to Bertha Park project took place on Friday 1 February 2019 with representatives from Perth & Kinross Council, Balfour Beatty and Scape Procure taking part in the opening ceremony. Although early days the road, the cycleways and the pedestrian routes are all working well.

Outcomes

The project has clearly demonstrated the benefits of an integrated approach with planning and transport teams developing wider development proposals in association with required transport infrastructure improvements. The Council has been working innovatively and collaboratively with major civil engineering contractors through a framework approach enabling the contractor to fully be engaged in the design and development of the scheme, ultimately reducing project risks and costs. This allowed the project to be delivered on time, thus opening up the first phase of the Bertha Park strategic development site with the first house occupations in late 2018. There was also the associated benefit of employment for around 100 people during the lifespan of the scheme further supplemented by the Bertha Park construction jobs for both the secondary school and housing development.



Part 1: Qualitative Narrative and Case Studies

Quality of Service and Engagement

In order to continue - and to improve upon - the quality of early engagement our planning service has with its customers, we formalised our **pre-application enquiry** service in April 2018 and created an application form to make sure we receive the information we need. As this revised process included the charging of a fee for all non-householder enquiries (as identified in our Service Improvements of PPF7), the service believed that a more consistent standard of response was a requirement of the process and that response times should meet the Council's **Customer Service Standards**. To ensure this, a standard template was created which identifies for enquirers any statutory designations affecting the site, the relevant planning policies and guidance (including, for example, developer contributions) and potential consultees along with an officer's desktop evaluation of the proposal. The benefit of more robust pre-application responses means that case officers are familiar with the associated applications when they arrive and are well placed to begin detailed consideration at an early stage with supporting information having been identified early and, hopefully, included by the applicants at submission.

It is worth noting that, although the number of applications determined in the past year which were the subject of pre-application advice increased, the overall percentage dropped due to an increase in applications determined.

To further simplify the pre-application enquiry process for customers we intend to establish an online enquiry form which will allow online payments and submission of documents (see Our Service Improvements for 2019-20). As part of the pre-application enquiry process for Major applications, we offer a round table meeting between the applicant, Planning Officers and statutory consultees when we can also remind applicants of the benefits of **processing agreements**, **supplementary guidance** and any requisite **additional supporting information**. We continue to offer the services of a duty planner during normal office hours who can answer all general enquires, whether by telephone or in person.

Our **Planning Enforcement Charter** is a further example of how we have established and continue to develop relationships with our stakeholders. The charter serves to set out how we will respond to enquiries and reports of breaches, and clearly establishes the framework we work within. It helps to strengthen the engagement opportunities many people who feel disenfranchised with the planning system. In the past year we added the facility to enable customers to report a breach online. Although it is too early to tell if the numbers of potential breaches reported has increased, it does mean that Enforcement Officers are able to contact customers and either update them on the situation or seek clarification if required. Overall this enables the enforcement service to run more smoothly and thus be more effective and efficient.



Through the regular updating of the **Development Plan Action Programme** and our proactive engagement with landowners, developers and key stakeholders as part of this process, a number of significant development proposals have come to fruition as evidenced in Case Study 3. The early and consistent engagement and review of the Action Programme at 6 monthly intervals has allowed for constraints to be identified and issues addressed by stakeholders and delivery bodies working in partnership to progress development sites.

We continue to encourage the involvement of stakeholders with the planning system through a variety of means including a developers' workshop on placemaking, regular meetings of the **Planning Users Forum** and Community Council workshops where, in the two latter instances, participants can identify topics within planning that can be explored. A particular focus of attention for all the forums during 2018-19 has been on placemaking. This has assisted in developing a shared understanding of placemaking principles between communities, developers and the planning authority and it is hoped that not only will it deliver improved development but also facilitate a more informed interaction by communities in the design and consultation process.

Over many years we have established strong working relationships with both internal and external consultees, some of whom have been affected by more significant staffing cuts than our planning services. This has impacted to some extent on the speed of responses to consultations but we actively work with teams to try to manage and prioritise cases where necessary.

Case Studies

- 4 Good Practice During Wind Farm Construction Consultation
- 5 Collaborative Project with Historic Environment Scotland and Perth & Kinross Council
- 6 Energy Planning - Leadership and Collaboration
- 7 Community Council Workshops Programme 2018-19
- 8 Community Engagement

Case Study 4

Good Practice During Wind Farm Construction (4th Edition)

Location and Dates

Scottish Renewables, Bath Street, Glasgow
Initial meeting of work group - June 2017
Full Local Authority response to group - June 2018
Guidance document published - Spring 2019

Elements of a High-Quality Planning Service This Study Relates To

- **Quality of outcomes**
- **Quality of service and engagement**
- **Governance**
- *Culture of continuous improvement*

Key Markers

- 3 Early collaboration with applicants and consultees
- 6 Continuous improvement
- 13 Sharing good practice, skills and knowledge


Key Areas of Work

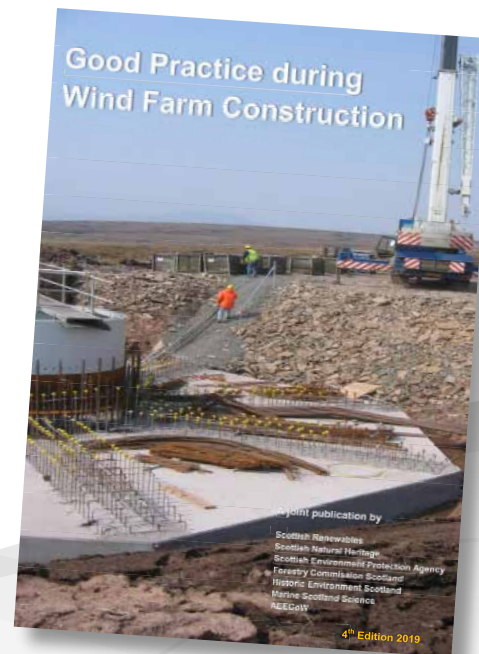
- *Local Development Plan & Supplementary Guidance*
- *Enforcement*
- *Interdisciplinary Working*
- *Collaborative Working*
- *Skills Sharing*

Main Stakeholders Involved

- *Key Agencies*
- *Renewable Industry Developers*

Overview

A collaborative working group led by Scottish Natural Heritage (SNH) which included industry and other stakeholders already existed to develop **best practice guidance**  on windfarm construction. The Local Authority liaises with the developer and stakeholder consultees throughout the planning application process and is the conduit through which an overview of the implementation of this guidance is secured. PKC were invited to join this group due to our 'hands on' approach to monitoring implementation of these developments.



Multiple layers of silt fencing in place to prevent pollution of the nearby watercourse



Reinstatement and ground profiling using turfs around tracks and crane hardstandings

Goals

From PKC's perspective, the delivery of windfarm proposals has greatest impact during construction where there is interaction with the public - on the public road. From our experience, a significant volume of complaints during construction are as a result of impact on the public road. The 3rd edition of the good practice document was light on traffic management and the opportunity to secure a fairer and more robust approach to alleviate the concerns of the public, local businesses and the Council was presented through the working group. The 4th edition sets out a reasonable approach which protects both the developer and the Local Authority and advises on steps to minimise impact on the road network and thereby the public.

Further, we also provided general commentary with photographs on other areas of the document with regard to construction methods, surface water management, archaeology and forestry operations as well as post construction reinstatement. Model informatives relating to the timing of development and further survey information being required where commencement of development is delayed have also been framed.

The lead officer for SNH on receipt of our comments stated:

"This is great feedback. Thanks for taking the time to put this together."

Outcomes

The development of good practice documentation is continuous. There are always new methods being developed and generally this is driven by economy or necessity. We have found that industry feedback is a 'cost' analysis where stakeholders and Local Authorities are more driven by necessity. Generally, 'Good Practice' must be a consideration of both and a compromise in relation to each. It must be emphasised to developers that good practice in construction will deliver better outcomes in restoration which could ultimately save money as well as being better for the environment and ecology.



Track verge reinstatement with 'V' ditch. Check dams were requested at 10-20m intervals to slow running water and reduce scour.



Managed dispersal of silted water through adjacent grasslands.

Case Study 5

5

Key Officer

Bea Nichol, *Planning Officer, Strategy & Policy*

Collaborative Project with Historic Environment Scotland and Perth & Kinross Council

Location and Dates

Initial project between Dec 2018 and Feb 2019. Longer term project involving official review by HES ongoing with completion date in September 2019 in line with PKC's LDP timeframe for adoption.

Elements of a High-Quality Planning Service This Study Relates To

- **Quality of outcomes**
- **Quality of service and engagement**
- **Culture of continuous improvement**
- *Governance*

Key Markers

- 10 Stakeholders engaged early (pre-MIR)
- 13 Sharing good practice, skills and knowledge

Key Areas of Work

- *Local Development Plan & Supplementary Guidance*
- *Collaborative Working*

Main Stakeholders Involved

- *Local Developers*
- *Key Agencies*
- *Authority: Planning Staff*

Overview

As part of a programme of updates prior to the **Proposed Local Development Plan** (PLDP) being formally adopted in due course (as LDP2), the Strategy & Policy Team requested that Historic Environment Scotland (HES) reviewed all Scheduled Monuments (SMs) located within proposed allocated sites and on the edges of settlements that were identified as being under development pressure. Over 20 sites were submitted to HES who responded very positively to this approach and project-managed the process to provide a response within 6 weeks of submission. As a result, a number of SMs have been identified for review and will undergo the consultation process required by HES to comply with national legislation. This process is programmed to be completed prior to the sites being adopted in LDP2.

Scheduled Monument
Burleigh Castle



Goals

The aim of this consultation was to provide clarification and certainty regarding the boundaries of these SMs prior to adoption of the proposed sites into the statutory Local Development Plan. This would give all the key stakeholders reassurance that the monument boundaries had been recently reviewed by HES and this, in turn, could then be incorporated into any design work that follows inclusion of the site. This would provide developers with further confidence regarding the site and the SMs boundaries. Essentially, the goal is to be sure by the time a planning application is submitted that we all feel confident that the data that we have is current and won't be challenged. It also helps the Council to focus on the design of the strategic sites that have SMs in them in terms of trying to respect the setting and recognising their contribution to the site. It also supports the work that is undertaken by HES when they are responding to consultations on planning applications that have an SM located within the site.

Outcomes

The project has been invaluable for making connections with the scheduling team in HES and gaining a clearer understanding of their work process. It has demonstrated that there is a clear need to review SMs at an early point in the planning process (preferably prior to allocation) so that we have a good understanding of the opportunities and constraints on a site. As a result of this project, there are some monument boundaries which are proposed for revision and a monument that may be de-scheduled.

We intend to adopt this review process for all potential sites with monuments in the early stages of LDP preparation. This will feed into the Strategic Environmental Assessment process that all plans have to undertake. It will also give us greater clarity on where new development can be focused and gives HES an early opportunity to work collaboratively with PKC in terms of identifying heritage assets that require further protection.



Pitcrocknie Stone

Case Study 6

Energy Planning - Leadership and Collaboration

Location and Dates

Perth, 2018-2019

Elements of a High-Quality Planning Service This Study Relates To

- Quality of outcomes
- **Quality of service and engagement**
- Culture of continuous improvement
- **Governance**

Key Markers

- 10 Cross-sector stakeholders engaged early (pre-MIR)
- 12 Corporate working across services
- 13 Sharing good practice, skills and knowledge

Key Areas of Work

- Interdisciplinary Working
- Collaborative Working
- Energy Planning
- Spatial Planning

Main Stakeholders Involved

- Authority: Planning Staff
- Authority: Other Staff
- Staff from Other Councils

Overview

The Scottish Government has set ambitious climate change targets through a range of legislation and proposals¹ aimed at reducing carbon emissions in Scotland as well as transitioning to a low-carbon economy and addressing issues around fuel poverty. Councils are currently playing a significant role in delivering these aspirations at a local level, and proposals currently being considered by the Scottish Government - namely the **Energy Efficient Scotland** programme (EES) - would require further significant input at the local Council level. Current (and expected future) responsibilities for Councils include improving energy efficiency of all buildings, decarbonising heat supply, addressing energy efficiency as a driver for fuel poverty and optimising opportunities for district heating.

The Strategy & Policy Team has taken a lead on these responsibilities through various actions during the past number of years. This has ensured that issues around energy and the transition to a low-carbon future have been given prominence in the core work and function of the Planning & Development Service, as well as the wider work of the Council.

Specific activities undertaken by the Strategy & Policy Team during the past number of years include:

- Led on, and delivered, a programme of internal engagement raising awareness of current and future responsibilities relating to climate change and low-carbon, in particular the likely resource implications for the Council.
- Secured funding (£160,000) in March 2018 through the Council's Transformation Projects Programme to appoint a Climate Change and Low-Carbon Transition Co-ordinator (full time equivalent) post. This post was appointed in October 2018

¹ Climate Change (Scotland) Act 2009, Climate Change (Scotland) Bill 2018, Scottish Energy Strategy (2017), Energy Efficient Scotland Programme (published 2018).

Key Officers

Andrew Ballantine, *Planning Officer, Strategy & Policy*

Shelley McCann, *Planning Officer, Strategy & Policy*

Mark Cassidy, *Low-Carbon Officer, Strategy & Policy*

Graham Esson, *Sustainability, Policy & Research Team Leader*



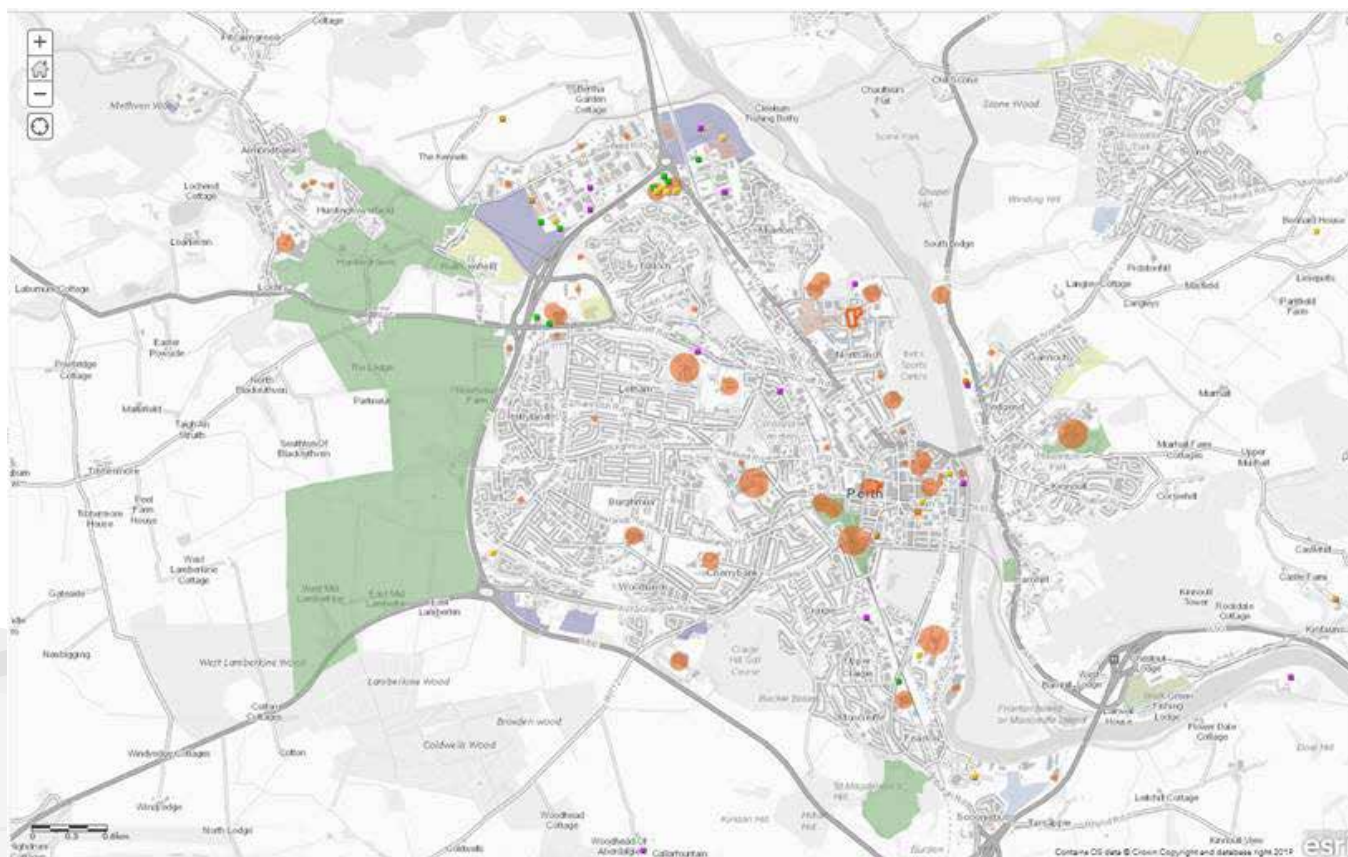
to co-ordinate all the Council's climate change and low-carbon projects and duties/responsibilities and to identify opportunities for funding and where future resources will likely be required.

- Set up new internal Climate Change & Low-Carbon Project Board in 2018 as a forum for Council Senior Managers to explore issues around climate change and low-carbon and forward plan how the Council will resource work on these issues. This is in addition to the existing internal Low-Carbon Working Group that has been set up for Council officers to discuss projects, where resources can be shared, eg engagement activity, and opportunities for joint projects.
- Secured match-funding (£100,000 in total) from Scottish Government and Scottish Cities Alliance to undertake a pilot Local Heat and Energy Efficiency Strategy (LHEES) project in the Perth North area. The pilot project was to consider possible approaches for the delivery and wider roll-out of LHEES to assist with the development of Scottish Government proposals in this area. As part of the pilot project, the Council specifically carried out engagement activity with businesses in the area in collaboration with Zero Waste Scotland and Zero Waste Perth, as well as shadowing Highland Council's pilot project to gain a better understanding of the socio-economic assessment element of the LHEES process. The LHEES project has also enabled the team to co-ordinate cross-Council work with Housing colleagues on fuel poverty, and Property colleagues in relation to energy efficiency in social and private housing.

- Continued engagement with a wide range of organisations on low-carbon and energy planning issues including leading on a cross-Council working group to share experiences and identify common issues and to the delivery of low-carbon heat and energy.
- Assisted the Scottish Government in preparing the National Heat Map to assist with the identification of low-carbon heat opportunities including district heating.

- Continue to develop a Council-wide online mapping platform of the energy landscape to plan for energy demand reduction and heat decarbonisation in a phased approach to planning area-based delivery programmes including energy efficiency and district heating opportunities, fuel poverty alleviation and inform development site assessments. The platform uses ArcGIS Online products (webmaps, Storymaps and dashboards) to assist strategic spatial planning and delivery for energy and low-carbon heat.

Example of Online Mapping to Inform Energy Planning



Goals

The planning system is increasingly regarded as a key vehicle for action on climate change and maximising opportunities for low-carbon heat and energy. Taking a lead on the Council's climate change and low-carbon duties and responsibilities has ensured that these issues are embedded within the work of the Planning Service. The Council's pro-active work in this field has ensured that at both spatial strategy and development management stages of the development process that opportunities for low-carbon heat/energy have been fully considered. For example, potential opportunities for district heating have been identified through the LDP site allocation process as well as the team providing advice and guidance on development proposals - at both pre-application and application stages - on low-carbon issues. The team's work has also provided an opportunity to identify where there are crossovers with other Council policies and strategies and external agencies (eg SSE Scottish Hydro). For example, crossovers with the Council's Local Housing Strategy, Fuel Poverty Strategy and strategy for energy efficiency of Council buildings as well as contributing to planned energy efficiency measures identified for existing building stock and to reduce fuel bills for households (eg EES funded improvements, Council's Energy Efficiency Programme for Public Buildings, and SSE energy programmes). This has ensured that the Council addresses specific duties and responsibilities in relation to climate change and low-carbon, as well as building capacity for engagement, partnership-working and collaboration.

Outcomes

The case study has shown that taking a pro-active and leadership approach to climate change and low-carbon issues has ensured that specific duties and responsibilities have been met as well as building capacity within the team for partnership-working and collaboration with other Council officers as well as other external stakeholders.

The Strategy & Policy Team will continue to take a lead on climate change and low-carbon work for the foreseeable future. As proposals around the Scottish Government's Energy Efficient Scotland programme and LHEES/District Heating Regulation develop, the team will continue to take forward a pro-active approach - working with colleagues across the Council and external stakeholders - to ensure that duties and responsibilities are met as well as maximising the Council's impact in mitigating against, and adapting to, the effects of climate change. The Climate Change and Low-Carbon Transition Co-ordinator will also be specifically developing - in collaboration with colleagues - a Strategy for the co-ordination of all the Council's work in relation to climate change and low-carbon over the next 18 months. This will identify where there are synergies for further cross-working as well as likely opportunities for engagement with a wide range of stakeholders to maximise impact at the local level.

Case Study 7

7

Key Officers

Diane Cassidy, Senior Community Capacity Builder embedded in the Planning Service

Bea Nichol, Planning Officer, Strategy & Policy

Community Council Workshops Programme 2018-19

Location and Dates

North Inch Community Campus, Perth
18 April and 27 October 2018

Elements of a High-Quality Planning Service This Study Relates To

- Quality of outcomes
- **Quality of service and engagement**
- Culture of continuous improvement
- Governance

Key Markers

- 3 Early collaboration with applicants and consultees
- 10 Cross-sector stakeholders engaged early (pre-MIR)

Key Areas of Work

- Collaborative Working
- Community Engagement
- Placemaking
- Place Standard
- Skills Sharing

Main Stakeholders Involved

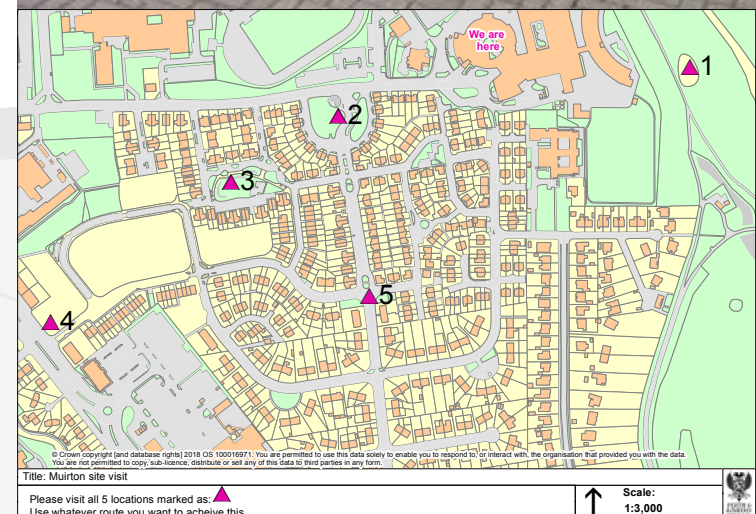
- General Public
- Authority: Planning Staff
- Authority: Other Staff

Overview

Over the past 6 years the Planning & Development Service has arranged a minimum of 2 events each year for Community Councils to help in their understanding of the planning system, with the aim of facilitating their interaction with both the Development Plan and Development Management processes. Although previous meetings had largely followed the more traditional format of presentations and discussion, and following feedback from the Community Councils, the focus of activities for 2018-19 was for a workshop format where officers participated with Community Council representatives.

Training needs were identified through the [Planning Users Forum](#) and also all Community Councils are contacted to ask for ideas.

Two workshops were organised during 2018, on 18 April and 27 October. The theme for 2018-19 sessions was Placemaking with workshop 1 focusing on the general principles of placemaking and a desktop exercise looking at local examples. This workshop also, with the assistance of [Architecture & Design Scotland AD&S](#), introduced and discussed the concept of Design Panels. The second workshop was based on a practical example of a regeneration masterplan which had almost completed construction. This took the attendees through the process from inception to delivery, and included a visit to and walk around the development, with a subsequent discussion on whether the original concept had been delivered on the ground.



Goals

The goal was to help Community Councils develop their understanding of the planning system with the aim of building capacity in communities to enable them to better engage with the planning system.

Outcomes

Over the past few years officers have perceived an improvement in relations with the majority of the Community Councils represented. Furthermore, the participants have benefited from a greater understanding of the planning system and its limitations which has resulted in more focused and relevant representations and a greater propensity to support proposals with or without caveats.

The 2018 programme was attended by 32 Community Council representatives, 16 at each event. Feedback for participants has also been positive with 100% of participants responding "Yes" to "Did you find the Placemaking Workshop today a good vehicle to inform and engage with the Community Councils?"

A selection of comments from the 2018 events:



Case Study 8

Community Engagement

Location and Dates

Secondary School Engagement Initiative, Perth Academy & St John's Academy, Perth - 2 & 3 October and 26 November 2018

Youth Engagement, Perth Grammar School - 31 January 2019

Bridging the Gap, Aberfeldy - 27 March 2019

Elements of a High-Quality Planning Service This Study Relates To

- *Quality of outcomes*
- **Quality of service and engagement**
- *Culture of continuous improvement*
- *Governance*

Key Markers

- 10 Cross-sector stakeholders engaged early (pre-MIR)

Key Areas of Work

- *Collaborative Working*
- *Community Engagement*
- *Skills Sharing*

Main Stakeholders Involved

- *General Public*
- *Hard to Reach Groups*

Overview

Encouraging the community to become involved with planning is a challenge we all have faced for some time. With community engagement raising its profile, it has become an element which we in PKC have focussed on developing. To that end, we have been involved in a number of projects which have focused on involving hard-to-reach groups, school pupils and Community Councils. Four such projects are summarised below.

Secondary School Engagement Initiative

The initiative started with a request to deliver a session on the planning system to a class at Perth Academy. We recognised this as an opportunity to raise awareness of planning amongst young people and to promote planning as a potential career choice. Following the first session it became evident that establishing a long-term collaboration with local schools and delivering this programme across the Council area could benefit all stakeholders involved.

Our Strategy & Policy Team has delivered three learning sessions at Perth Academy and St John's Academy, where pupils learnt about town planning and created a development strategy for Perth. Each session started with a short presentation by a Planning Officer describing what town planning is, why it is important and what factors influence the decision-making of planning professionals. Following this, pupils worked in groups and took part in a real-life planning exercise. They had to consider development constraints and opportunities (eg flooding, brownfield sites, transport connections) and create a long-term strategy for the Perth area. The aim of the exercise was to help pupils understand what planners do and how decisions are reached on the development of their area. Showing what planning involves is a way of empowering young people to engage with the planning system and recognise the opportunity to shape the future of their area. It is also a step

Key Officers

Katie Briggs, *Planning Officer, Strategy & Policy*
Hajnalka Biro, *Assistant Planning Officer, Strategy & Policy*

Diane Cassidy, *Senior Community Capacity Builder embedded in the Planning Service*

Robert Wills, *Planning Officer, Strategy & Policy*

Sean Panton, *Planning Officer, Development Management*



towards achieving the Council’s strategic objective of developing educated, responsible and informed citizens as well as the Scottish Government’s ambition of delivering a more inclusive planning system. Finally, the groups presented their strategies to the class and explained the thought process behind their decisions.

During the sessions, we noticed that pupils interested in geography and social sciences often struggled to think about future career options. The session highlighted town planning as a versatile profession with opportunities in both the public and private sectors. We made a conscious effort to create an exercise which draws on key competencies important for town planners. Working through the session, pupils had to use their negotiation, communication and presentation skills, and improved their spatial awareness whilst gaining confidence in decision-making.

Since the first request, we have delivered two more workshops and have been refining the exercises as well as the way we deliver them. The lessons from this initiative will provide a valuable case study on how to engage with young people through a collaborative approach. Creating an informal relationship with the Planning department also benefits participating schools, which may not have the resources to cover such a specialist topic as part of the curriculum.

Building on the success of the workshops we are aiming to establish a long-term relationship with local schools, enabling young people to be informed about and confident to engage with the planning system. This programme gives us a chance to prepare for fulfilling the Council’s new duty to engage with young people throughout the Local Development Plan preparation process which is expected to be introduced by the Planning (Scotland) Bill.

We asked pupils and teachers to give us feedback on the sessions and to tell us whether they found them beneficial. The feedback from both schools was overwhelmingly positive; pupils who had never engaged with the planning system before felt that they gained a better understanding of what planners do and what factors are taken into account when decisions are made.

The participating schools have recommended our session to other schools, which will help us establish new connections and roll out a wider school engagement programme. The experience has also strengthened the commitment of our team to make planning accessible to young people and we have since participated in a youth engagement training session to further improve our skills.

We are hoping that our programme will contribute to a shift in the way we engage with communities and increase participation amongst young people. While there is a tendency of under-representation amongst young people at consultation events, it is clear that today’s planning decisions will have an impact on their future and therefore they should be involved in making them. Those who learn about the planning system at a young age will be more likely to take an interest and an active role in shaping the future of their settlements. We are planning to monitor the age of participants on our upcoming consultation events to see if there is evidence of this. We will continue to use our experience to improve the way we consult in the future.

Comments from some of the participants:

I learned a lot of general information on the sort of things needed before building on a site but would have liked to know more about Perth’s problems and solutions chosen.

I now understand the many things you have to take into account before giving planning permission.

The big map activity helped to understand planning more.

I learned how much has to be considered before building houses.

Youth Engagement

Perth Grammar School has recently introduced a new course choice for second year secondary students. The course is titled '*Design, Engineering and Construction*' and is aimed at pupils who are thinking about a career in the built environment. As part of the course, the school invites various professionals to make presentations in an effort to allow the pupils to have a better understanding of what is involved in each relevant profession. One of our Planning Officers from Development Management went to the school to give a presentation on Town Planning. After the presentation, students were assigned various '*planning*' tasks within the Perth and Kinross area.

The purpose of the new course is to allow pupils who are interested in a career in the built environment to gain a better understanding of the various professions and how to pursue a career in such a field. By sending a Planning Officer, this provided a further opportunity for Perth & Kinross Council to fully engage with young people and answer any queries which they may have, either in relation to Town Planning or projects within Perth and Kinross.

The pupils of the course at Perth Grammar School were engaged with the presentation and the activities. Staff found that the presentation fitted in well with the purpose of the new course, with pupils asking relevant questions and some suggesting that they now wished to follow a career in local authority town planning. The presentation also helped make pupils and staff aware of large-scale projects in Perth and Kinross, which many were not previously aware of. Overall, the partnership with Perth Grammar School has resulted in better community engagement with young people whilst also helping pupils to learn about new topics not normally covered. Due to the success

of the event, Planning staff at PKC have already been invited to take part in the programme next year and to incorporate a visit from Planning staff annually into the curriculum.



Bridging the Gap

Bridging the Gap is a PAS (Planning Aid for Scotland) led project to build capacity amongst young people to engage with planning. The current project in Aberfeldy started in March 2019 with a training session led by PAS with the support of a PKC Planning Officer. This involved a group of fourth year secondary students participating in a 3 hour interactive training session exploring the purpose and concepts of placemaking and developing their presentation skills. This is a continuing project which will further develop the young placemakers' ability to engage with other young people, the community and the Council about planning issues.

The project aims to build capacity in the community. By building knowledge and skills at an early stage, the young placemakers will be able to engage with the issues affecting their place and effectively work with the peers and the rest of the community. The increased capacity will also enable the Council to more effectively incorporate the perspectives of young people in placemaking.

Through the initial session the students developed a good grounding in placemaking and how planning can affect where, and how, they live. The students enthusiastically engaged with the activities and developed their confidence in talking about Aberfeldy and taking the project to the next step. This will

involve the young people leading a session with primary school students on a planning focus, likely to be active travel in and around Aberfeldy. Outcomes from this can then be built upon in collaboration with the Council to ensure active travel strategies are fully informed. As they develop their skills the young placemakers will be a valuable resource for Community Councils and the Council to help ensure consultations on planning issues take into account the views and aspirations of young people.

Goals

Whilst some goals have been specific to each event, in general the aim has been to educate, enable and empower different factions of the community so they have the knowledge, ability and willingness to become involved in local community matters, many of which are affected by the planning system in some way.

Outcomes

The examples above illustrate that there is a willingness and interest amongst young people within areas of Perth and Kinross. We want to develop those relationships with schools and young people to cover more of our authority area. The schools that we have been involved with are keen to continue working with us and, as mentioned above, have recommended the programmes to other schools in our area.

Part 1: Qualitative Narrative and Case Studies

Culture of Continuous Improvement

The Council's 2018-2022 Corporate Plan sets out the Community Planning Partnership and the Council's vision for the area to "create a confident, ambitious and fairer Perth and Kinross for all who live and work here." The role of Planning is expressed through 2 of the 5 strategic objectives in particular:

- Promoting a prosperous, inclusive and sustainable economy.
- Creating a safe and sustainable place for future generations.

The Corporate Plan specifically references the Local Development Plan's contribution to these objectives as well as the work on climate change led by the Planning Service.

The 2018/19 Business Improvement and Management Plan (BMIP) for Housing & Environment sets out improvement actions to help deliver the Corporate Plan and included actions specifically led by the Planning & Development Division. The 2019/20 BMIP approved in May 2019 confirmed that these improvement actions for 2018/19 had been achieved. Specifically:

- the Proposed Local Development Plan (LDP2) was agreed by the Council and submitted for examination (November 2018);

- the A89/A85 link road was completed on time and within budget (February 2019);
- the Heads of Terms for the Tay Cities Deal were signed (November 2018).

As can be seen from the delivery of our identified service improvements for last year, we continue to push ourselves to provide a better service to all our customers in all aspect of planning. All of the improvements we intended to make last year have progressed with the vast majority being completed within the year. A number of the improvements made are evidenced through our case studies. We are aware that there remains some room for further improvements and the areas we intend to tackle this coming year are set out in Part 3.

A new Member-Officer Working Group (MOWG) covering Planning Policy, Practice and Improvement was constituted to provide a forum for Elected Members, Planning and Legal officers to discuss and review planning policy, to focus on changes to practice, such as the implementing the Planning Bill, and also to discuss and agree customer care improvement actions. The cross-party MOWG first met in November 2018 and is to hold 4 meetings per annum, with both officers and members identifying topics for discussion.

We have provided a mix of training opportunities for our Elected Members over the past year - a programme which will continue in the coming year as seven more training events are proposed. The programme is to include a 3-part placemaking workshop and sessions on development viability, climate change/low-carbon and affordable housing. During August 2018 a series of briefing sessions were provided for Councillors, on a Ward-by-Ward basis, to advise them of the LDP process from Proposed Plan through Examination to Adoption. The sessions also focused on the LDP issues within their Wards. In December 2018 we held a session covering a general introduction to the planning system for elected members new to our planning committees.

As highlighted in PPF7 as a service improvement for 2018-19 and illustrated by Case Study 9, we were aware of a need to find alternative methods of providing staff with opportunities for continuing professional development (CPD) due to restrictions on training budgets. A situation common across many Scottish authorities, the challenge is to find new ways to provide learning opportunities within current financial constraints. Providing a broad variety of staff learning sessions has shown that we have good established network connections, which have been strengthened, and we have been able to forge new ones. These sessions is an aspect of staff development which we intend to develop further in years to come due to the positive outcomes of the sessions to date, with more themed sessions being identified.

Case Study

9

Planning & Development Staff Learning - Continuing Professional Development Programme

Case Study 9

Key Officer

Alice Yeung, *Development Plan Technician*
Bea Nichol, *Planning Officer, Strategy & Policy*

Planning & Development Staff Learning - Continuing Professional Development Programme

Location and Dates

Perth Theatre and Mill Street Visit - 3 May 2018
Provost Walk Auchterarder Core Paths Visit - 7 June 2018
Bertha Park Secondary School Visit - 5 July 2018
Glasgow Sighthill Regeneration Visit - 6 September 2018
Cultybraggan Visit - 4 October 2018
Dundee City Council EV Hubs in Princes Street & Broughty Ferry Visit - 1 November 2018
Glenrothes Heat Network Visit - 7 February 2019
James Hutton Institute Aberdeen Visit - 7 March 2019

Elements of a High-Quality Planning Service This Study Relates To

- **Quality of outcomes**
- *Quality of service and engagement*
- **Culture of continuous improvement**
- *Governance*

Key Markers

- 12 Corporate working across services
- 13 Sharing good practice, skills and knowledge

Key Areas of Work

- *Skills Sharing*
- *Staff Training*

Main Stakeholders Involved

- *Authority Other Staff*
- *Other - Charitable Trusts, ie Perth & Kinross Countryside Trust, Perth & Kinross Cultural Trust, James Hutton Institute*

Overview

Perth & Kinross Council allocates time for personal and professional development and learning on the first Thursday of each month.

As training budgets remain tight, the Planning teams made the decision in 2017 to focus the 2018-19 staff training programme on external visits to learn from and share knowledge with other stakeholders. This is a cost-effective way of delivering training to a large number of people.

During the period from May 2018 to March 2019, a series of learning visits for professional development were set up for staff members of the Strategy & Policy and Development Management teams. Each visit was designed to engender a further understanding of planning policies in practice and highlighting policy planning in a live context.



Cultybraggan POW Camp, Comrie



Goals

The decision was made in 2017 by the Planning section to focus future internal CPD programme on external visits to learn from and share knowledge with other stakeholders. The programme is a cost-effective way of delivering training to a large number of people.

The goal of each designated visit was to allow staff members to acquire further knowledge through visualisation of planning policies in action and not as a static legislative instrument. At the same time, the visits provided an opportunity for the hosting Councils and other bodies to share with us, and vice versa, collaborative information and knowledge of best practice in policy planning.

- **James Hutton Institute**
Scotland soil data and 3D visualisation of flood risk tying in with Soil and Flooding Policy.
- **Glenrothes Heat Network**
Best practice and lessons learnt in designing and operating a heat network tying in with Sustainable Heating/Cooling Policy and the Scottish Government agenda in reducing carbon emissions which in turn would inform implementation of Perth & Kinross Council's carbon reduction schemes.

- **Dundee City Council Electric Vehicles (EV) Hubs**
Best practice and practicality in the provision of charging points for EVs within a city context tying in with Renewable Policy.
- **Cultybraggan Visit**
Future planned vision for the camp at a historical site tying in Scheduled Monument Policy.
- **Glasgow Sighthill**
Regeneration of a site using city deal funding; infrastructure in a live stasis tying in with Delivery of Development Site.
- **Bertha Park High School**
Site visit to the new school partly funded by developer contributions generated by planning permissions granted with sustainable heating.
- **Provost's Walk, Auchterarder Core Paths**
The visit contributed to a better understanding of the delivery of the core paths network and community engagement required to ensure appropriate project design and delivery completion tying in with Landscape Policy.
- **Perth Theatre and Mill Street Visit**
Perth Theatre encapsulated good design statement policy outcome.

Outcomes

The case study has demonstrated policy planning as a fluid instrument applicable to numerous types of project delivery. The varied visits provided planning staff members with possible best practice and lessons learnt that could be applied to mirror projects within Perth and Kinross. A key example would be The James Hutton Institute visit which has provided an opportunity for PKC's Structures & Flooding team to work with The James Hutton Institute in 3D modelling of flood risk in Perth and Kinross.

- *The selected projects are always current and innovative - the sessions help staff keep up-to-date with what is happening within and beyond the Council area.*
- *The sessions provide an opportunity to establish new connections - for instance, the Auchterarder site visit gave an insight into the work of the Countryside Trust. The Local Development Plans team have since contacted colleagues within the Trust to ask for their input regarding relevant policies such as Green Infrastructure*
- *The projects provide good case studies for partnership working and models for delivery. The sessions on Glasgow Sighthill and Glenrothes Heat Network highlighted how planners' work fits in with large, multi-stakeholder projects.*

Further visits have been planned to other Scottish Councils, including Edinburgh City Council Greenspace Team and Saughton Park, and key agencies such as Historic Environment Scotland regarding Abernethy Round Tower.

Part 1: Qualitative Narrative and Case Studies

Governance

There have been staffing challenges within both the Development Management and Strategy & Policy teams over this past year. Due to the internal filling of the Development Quality Manager post on an interim basis (and associated back-filling), we have been one case officer down in the non-householder team. This has meant that, in order to ensure determination times were not significantly affected, we had to be more flexible in the allocation of workloads within the affected teams, with other officers supporting those most pressured. It has been challenging maintaining both the statutory elements of our functions along with the non-statutory ones. Strategy & Policy has had a vacancy of a Planning Officer and one of a Biodiversity Officer for some 8 months and, again, workloads were redistributed to accommodate the vacancies.

There are a number of ways in which we have been working collaboratively with other services within our Council. A current example is the Employment Land and Commercial Property Development Board, a cross-service group chaired by the Head of Planning & Development and which is providing a strategic

overview of commercial land supply over the medium and long-term. It is focusing on increasing availability of immediate serviced land. In addition, specific employment land sites are promoted through our 'Invest in Perth' strategy. The Board has reviewed the employment land audit to improve definition, data collection and prioritisation of effective employment land and has also reviewed relevant policies such as rural policy which is now being taken forward into Proposed LDP2. The Board has agreed a detailed action plan including possible direct interventions through the Council's Commercial Property and Investment Programme. The Board is also working in close partnership with private landowners and developers with a Memorandum of Understanding (MOU) having been finalised to be used as a framework to engage with private landowners to promote specific sites. The first MOU was signed in March 2019. Existing and proposed employment land sites have been promoted through [Invest in Perth](#) and are included in pitch books ([Scottish Development International](#), Department for Trade and Investment) and promoted online and at events (eg [MIPIM](#)).

We continue to operate shared services and joint working both internally with, for example, Community Greenspace (shared Senior Community Capacity Builder) and externally with Angus Council (our Tayside Biodiversity Officer). We have also continued to develop professional relationships with some of our peer group particularly Fife Council and South Ayrshire, with post-PPF7 and pre-PPF8 meetings with our respective partners. Further meetings relating to exchange of leaner working practices are timetabled for the near future.

Case Study

10

Development Management Process - Staff Information Session for Internal Departments

Marianna Porter, *Conservation Officer, Development Management*

Joanne Ferguson, *Planning Officer, Development Management*

Caroline Stewart, *Technician, Development Management*

Mary Barr, *Technician, Development Management*

Development Management Process - Staff Information Session for Internal Departments

Location and Dates

Pullar House - 7 February 2019 and 7 March 2019

Elements of a High-Quality Planning Service This Study Relates To

- *Quality of outcomes*
- **Quality of service and engagement**
- **Culture of continuous improvement**
- *Governance*

Key Markers

- 3 Early collaboration with applicants and consultees
- 12 Corporate working across services

Key Areas of Work

- *Development Management Processes*
- *Collaborative Working*
- *Process Improvement*
- *Staff Training*

Main Stakeholders Involved

- *Authority: Planning Staff*
- *Authority: Other Staff*

Overview

The two events were delivered by a team of 4 Development Management staff made up of 2 Technicians and 2 Planning Officers. It was recognised that planning applications submitted by the local authority were often invalid upon receipt and there was a lack of understanding of the planning process, internal procedures, services available and, fundamentally, the requirement for permission within other departments. A total of 27 PKC staff members, including local Housing Officers, Project Managers from our Housing Improvement teams, Commercial and Domestic Waste teams and the Property department (including Architectural Technicians and Architects), attended over the two dates. Interest was also received from other staff who were interested in attending the sessions but were unable to make the dates planned and therefore a further date may be planned.

The topics for discussion were chosen specifically to cover the most common local authority developments and included explanations of permitted development rights; pre-application services available including pre-application discussions and pre-validation checks for all developments requiring planning applications; submission requirements when making a planning application such as drawings, supporting information and reports; overview of the planning process from start to finish including timescales; use and requirements of conditions on decision notices; and a brief overview of conservation areas and listed buildings.

There was also an opportunity throughout the session for staff to ask questions and raise issues that they have faced when submitting applications and engaging with the planning department.



Goals

The sessions were organised with the goal of improving the understanding of the planning process within other Council departments, acknowledgement of the requirement for early engagement and an overall improvement in the process of pre-application discussions and submission of applications. This would also allow an opportunity for other staff to see that the Planning department are approachable and are not here to 'stand in the way' of development but actually to help ensure that Council developments are undertaken appropriately, within the allowance of legislation and to highest quality possible.

Outcomes

We received positive feedback from the people who attended. The session highlighted the need for more tailored training for specific departments. An example of this was our local Housing Officers. Whilst they do not submit applications, they do receive requests from tenants to undertake development to or within the curtilage of Council-owned properties. Further discussions will take place directly with these teams to ensure that they are aware of the established internal procedures and how to best direct tenants' enquiries. Further events for more departments within the Council are planned.

"Gaining a further knowledge regarding the online information provided by your department, now knowing it is available, it will reduce the need to contact yourself for advice as often. Information on our/the Council's permitted development rights and what we can and cannot do under this was very useful. I didn't know much about the pre-application enquiries, and after the session I now understand how and when these should be used."

Project Officer, Property (Construction), PKC

"I learnt a lot about why planning require us to do certain things; it's been a good help understanding why we have to do certain processes."

Commercial Waste Officer,
PKC

"Excellent Thursday morning training session, very informative and well presented."

Project Officer, Roads
Infrastructure, PKC

Checklist for Part 1: Case Studies

As you will have noticed, our case studies cover many different aspects of planning. In order to make it easier to identify the most relevant examples, two or three of the main elements of each case study are included in the table below, with links to each case study.

Case Study Elements	Issue Covered by Case Study	Case Study Elements	Issue Covered by Case Study
Design		Interdisciplinary Working	4
Conservation	1	Collaborative Working	2 5 8
Regeneration	1 2	Community Engagement	7 8
Environment	3	Placemaking	7
Greenspace	1	Charrettes	
Town Centres	1	Place Standard	7
Masterplanning		Performance Monitoring	
LDP & Supplementary Guidance	4 5	Process Improvement	10
Housing Supply		Project Management	
Affordable Housing		Skills Sharing	4 7 9 10
Economic Development		Staff Training	9 10
Enforcement	4	Online Systems	
Development Management Processes	10	Transport	3
Planning Applications		Active Travel	
Other: Energy planning	6	Other: Spatial planning	6

Case Studies

- 1 Kinross Town Hall and Wider Public Realm
- 2 St Paul's Church, Perth
- 3 A9/A85 Improvement and Link Road to Bertha Park
- 4 Good Practice During Wind Farm Construction Consultation
- 5 Collaborative Project with Historic Environment Scotland and Perth & Kinross Council
- 6 Energy Planning - Leadership and Collaboration
- 7 Community Council Workshops Programme 2018-19
- 8 Community Engagement
- 9 Planning & Development Staff Learning - Continuing Professional Development Programme
- 10 Development Management Process - Staff Information Session for Internal Departments

Endorsements

Hi Keith, Andrew

Just a quick word of thanks from me for all your help with the planning process last month. I can see that the application is approved and we're good to start planning the work.

Thanks again
Jim

Hi Steve

I just wanted to thank you for your help with the repainting of the deli in Dunkeld.

Thanks for taking the time to look into it for me - even though it didn't quite have the outcome I was hoping for.

I'll be in touch in the not too distant future regarding the Duchess Anne - maybe I'll have more success with that!

Thanks again, Steve.

Kindest regards
Chris

Hi Callum

Now that we have received the planning permission I just wanted to thank you for all your input and assistance throughout the planning process and also your patience when waiting for us to provide additional information and plans. My client is very appreciative of the fact that you kept the application on course for the March committee agenda. I'd also be grateful if you could pass on my thanks to Jamie Scott who was clearly well briefed and also provided excellent answers to the questions raised by the members at last week's committee.

Kind regards
Mark Myles
Head of Planning - Scotland



Dear Anne

Following my attendance at the consultation meeting yesterday, I thought I would write and say that I found the event both worthwhile and enjoyable. It was interesting to hear first hand your department's comments on the proposed supplementary guidance consultation. As you know, it helps immensely when there is a good relationship and understanding between the Planning Department staff and architectural Agents, such as ourselves. Although we talk to someone within the Planning Department practically on a daily basis, in some instances, we have never met with the Case Officers. I therefore, enjoyed meeting Diane Barbary, Gillian Peebles and Alistair Finlayson. All of whom I had dealt with on various projects, but always over the telephone, so it was good to meet them in person.

The format of the event was well considered and I enjoyed the chance to have a cup of coffee and chat to people before and after the event. I would therefore, be grateful if you could pass on my congratulations and thanks to both the organisers of the event and the members of staff in attendance, for making it an informative and enjoyable occasion.

Kind regards

Bob Hynd

LEADINGHAM JAMESON ROGERS + HYND



Hi John

Many thanks for your time again this morning, it is very much appreciated, and also the speedy issue of valued information and communications have been very helpful. Thanks for your comment, we shall make contact with our client today and discuss those items mentioned. I am sure we will be back in contact with you soon, however if you have any further comment or queries please do not hesitate in contacting me here in the office.

Best Regards



Part 2: Service Improvements

Planned Service Improvements 2019-20

In order to continue to develop and improve the service we provide to customers and stakeholders in the coming year we will:

- **Look to engage more proactively with developers, agents and other stakeholders.** In February 2019 we held a successful workshop with developers and agents to explore our draft Placemaking Supplementary Guidance and we aim to build on this in 2019-20. We also intend to review the remit and membership of our Planning User Forum to create a greater focus on improvement actions. In addition we will resurrect our annual liaison meeting with Homes for Scotland (HfS) which had fallen by the wayside due to staff changes in HfS.
- **Look to establish effective methodologies for implementing the delivery of elements of the City Deal, including joint and collaborative working.**
- **Provide a tailored service for major applications and set out in a new Guidance Note what developers can expect from the Planning Authority and the stakeholders involved.** We routinely offer multi-stakeholder meetings for major development as part of our [Pre-Application Advice Service](#). The process and customer expectations are in place for this in our current [Guide to Pre-Application Guidance Note](#) but the process could benefit from more specific information.

- **Seek to create the ability for customers to submit pre-application enquiries, with payments, via MyPKC webpage.**
- **Establish methods to support the understanding and role of placemaking in the planning process** through design training for staff and Elected Members, the development of a Placemaking Audit to analyse the success of the Placemaking policy and Supplementary Guidance, and further research the development of a peer review process through either the establishment of a Design Panel or Design Awards.
- **Develop a relationship with the urban planning and architecture students of the University of Dundee** and the planning authority staff with a view to developing a unique partnership, with the output of a Design Thinking session for all Planning & Development staff being used to provide a brief for urban planning and architecture students at the University of Dundee to work in Perth over two semesters to develop imaginative solutions to re-purpose the city centre - using buildings and spaces more imaginatively to support sustainable and inclusive economic growth. Planning Officers will mentor students over this period and the students will be based in the Creative Exchange in Perth city centre, which itself is an imaginative re-purposing of a former school building. At the end of the process Planning & Development staff will participate in shortlisting projects for an award sponsored by Perth & Kinross Council.



- **Investigate ways to enable more effective legal agreement focus and reduce determination periods for planning applications with legal agreements.** Timescales for the completion of Legal Agreements has been a problem area within PKC for many years. We have tried various options to increase the efficiency in the process with limited success. We will look to improve the process to reduce the time for completing Legal Agreements. We will continue this review going forward and expect further reviews to take place in 2019/20 and as part of this we will publish a new Advice Note to explain the Planning Obligation and S75 Agreement procedures to applicants.
- **Investigate ways to resolve legacy applications within more appropriate timeframes.**
- **Broaden the use of project management, and processing agreements, to include Local applications** that represent significant business or economic development proposals, rather than solely Major applications. These smaller development or local applications play an important role in delivering on Council priorities and objectives for, and contribution towards, delivering sustainable and inclusive economic development.

Delivery of Service Improvements 2018-19

In our PPF7 which was published last year, we identified a number of improvements we wanted to make to the services we provide within the Planning & Development function. An account of the improvements we committed to and the actions we have taken, along with progress made and further steps, follows below.

What we said we would do

Change our approach to Community Council Workshops.

Based on feedback from previous events, we intend to move towards workshop-led events which should allow greater interaction between groups and result in an improved learning experience.

What we have achieved



- Three Placemaking training events were held for Community Councils in April, October and November 2018. These focused on Placemaking and Housing. The format of these events was workshop-based and included problem-solving exercises, site visits and group discussions.
- The April event was focused on working through planning applications, looking at the initial proposals and the end results and an analysis of how the placemaking process had worked (or not) to improve the designs of the developments. The October event focused on the Masterplanning of Muirton and involved group assessments of the different phases of development. It was followed up with a walkabout of the Muirton area in Perth. The November event focused on the need for housing and involved presentations from a range of PKC staff and external organisations on approaches to affordable housing. This was followed by group discussion.
- The workshop approach has received very positive feedback with 100% saying that this was a good vehicle to inform and engage with the Community Councils.

What we said we would do

Introduce a chargeable pre-application and pre-validation service.

Having a more formalised approach will reassure customers that we are committed to providing a quality pre-application response within a defined timeframe, with the pre-validation service ensuring that larger-scale and complex applications are valid at the time of submission, reducing delays and encouraging the frontloading of applications. In order to ensure we can resource this service, we will have to charge fees.

What we have achieved



- Pre-application enquiries are now formally recorded and entered into officers' electronic caseload management system. This allows officers to prioritise to ensure responses are issued within the target period. By requiring an application form to be completed we ensure our officers receive enough information to be able to provide a quality and valuable response to the enquirer.
- A fee was introduced for non-householder pre-application enquiries. The fees were set at a level where it was believed that the associated cost of a pre-application enquiry would be readily absorbed into the project costs (£120 for local proposals and £600 for major schemes). Householder developments were excluded from charges at that time.
- We have pre-validated seven applications in the past year. Whilst these were all local scale applications, the pre-validation service is made known to all applicants of major developments during any pre-application enquiry discussions. We would hope that this service will develop in the future as applicants become aware of the advantages of having their applications valid at receipt.

What we said we would do

Offer multi stakeholder pre-application meetings on major applications.

This would allow early engagement with developers and interested parties, with a view to subsequent applications progressing through the system smoothly. It will also afford the opportunity to clearly identify relevant matters such as developer contributions, requisite supporting information, or to complete processing agreements, all of which would facilitate the formal application process.

What we have achieved

DELIVERED

- *The vast majority of our Major Applications took up our offer of pre-application advice (95%, see service improvement below). For each of these pre-application enquiries, we offer a multi-stakeholder meeting which includes relevant consultees attending to provide advice. We advise developers of this through our [Major Planning Applications and Environmental Impact Assessments \(EIA\) webpage](#) and upon receipt of the enquiries. The comments from the Planning Authority and consultees and stakeholders are provided to the developer in a written response to address considerations and the ongoing process at an early stage.*

What we said we would do

Introduce further project management improvements for major applications.

We have, through a process of continual review, identified reducing average handling times as a key area for improvement. In particular, it is noted that the Legacy Cases NHI remains consistent, where 5 planning applications have become legacy cases this year as a result of delays with concluding planning obligations, 4 of which relate to major developments. Improvements in project management will be introduced to better inform and front-load the planning obligation process, in particular we will seek to establish a practice of obtaining evidence from developers at an early stage that they and other relevant parties would be in a position to sign up to a planning obligation, should it be required. A wider review of our approach to instructing and concluding obligations will also be undertaken.

What we have achieved

DELIVERED

- *A total of 11 Major Applications were determined in 2018/19 (up from 7 in 2017/18) and of these 4 applications were subject of processing agreements (3 in 2017/18). This reflects a wider net use but a proportionate reduction, however, 100% of the applications subject to a processing agreement in 2018/19 were determined within agreed timescales (compared to 66.7% in 2017/18). This illustrates more effective use to manage the project where they are deployed. The average handling times for Major Applications increased in this reporting period (from 18.5W in 2017/18 to 31.0W). This time increase was greatly affected in particular by determining two (of the 4) legacy application that were 93 and 81 weeks old. Further details in addressing legacy applications are set out below.*
- *95% (21/22) of Major Applications determined were subject to pre-application advice. As part of this process we routinely provide advice on developer contributions or other obligations that would likely be required should permission be granted. This enables earlier awareness and acceptance of the matters that will require to be addressed later through a planning obligation. By association, this also enables earlier dialogue with applicants for them to demonstrate any challenges these contributions or obligations would pose for the viability of their development proposal.*

(continued)

(continued)

- We have begun a process of reviewing our approach to instructing and concluding Planning Obligations to deliver improvements to timescales and certainty to applicants. The previous process for instructing our retained external legal advisors for obligations that required securing Affordable Housing provision or commuted sums had been in place since 2005, which was a significant proportion of obligations. Following this review, initial changes have now been made to our instruction process, which will result in external instructions only where on-site Affordable Housing requires to be secured; all other instructions - such as commuted sums, education and transportation contributions - will all be directed to PKC's own legal team and provided at a fixed cost. We are committed to highlighting the obligation process through pre-application enquiries to better front-load the process or at least set out through the consultation within the planning application process that will be followed. These measures are expected to improve the project management and improvements in average handling times for these applications. We will continue this review going forward and expect further reviews to take place in 2019/20 and as part of this we will publish a new Advice Note to explain the Planning Obligation and S75 Agreement procedures to applicants.
- All 4 Major Applications that became legacy applications in 2017/18 have now all been concluded and approvals granted. In the current period, there were 5 new Major Applications that became legacies. While 2 of these have now been concluded and approvals granted (post 1 April 2019), we will have a sharper focus on preventing legacy applications being created for Major Applications through earlier intervention in the pre-application process and conclusion of planning obligations, as set out above.
- We will now broaden the use of project management, not only for Major Applications but to also include Local Applications that represent significant business or economic development proposals. These smaller development or Local Applications play an important role in delivering on Council priorities and objectives for, and contribution towards, delivering sustainable and inclusive economic development.

What we said we would do

Work towards an online system for the submission of pre-application enquiries and for the reporting of enforcement issues.

This would allow customers to complete an online form which would be directed straight to the appropriate mailbox. There would also be the potential to allow online payment for pre-application services.

What we have achieved



- For planning enforcement, a new interactive 'Breach of Planning Control' form was launched through the Council's [MyPKC portal](#) in January 2019. This allows customers to report suspected breaches directly to the Planning Enforcement Officers, where they are actioned from our dedicated mailbox (PlanningEnforcement@pkc.gov.uk). The form is also being used by the Council's Customer Service Centre to report breaches they receive. In conjunction with this, our updated [Planning Enforcement Charter](#), published in January 2019, contains information on how breaches can be reported and directs customers, through several embedded links, to the Breach of Planning Control form. Collectively, this has encouraged a further digital channel shift away from telephone and letter communication; with 34 of the total of 58 reports received in the nine week period from launch to 31 March 2019 being through the new form.
- The development of an equivalent Pre-Application Enquiry form through the [MyPKC service](#) has been programmed for development. This is intended to replace the existing PDF forms used within our [Pre-Application Services](#). As the number and variety of Council services that are being developed through this channel is growing dramatically, unfortunately it has not been possible to launch this form within this PPF period. This development has now been scheduled for 2019/20 and will be carried forward as a service improvement.
- As part of the development of a more interactive Pre-Application Service, as discussed above, we will explore the integration of online payments as part of this development process. This payment system exists for a number of other Council services currently. Therefore, this development has also been carried forward as part of this service improvement.

What we said we would do

Explore options with a view to establishing a design panel to identify and promote quality design in our area.

We would hope to include associated training for officers, members and other relevant stakeholders.

What we have achieved

DELIVERED

- *We have visited 3 Design Panels over the last 6 months to see how they are administrated and what process they undertake. We were interested in analysing the success of these panels in relation to the standards of applications and developments. As a consequence of this, we have identified that we would require a baseline data with which to identify improvements and missed opportunities. We are now developing and trialling a Placemaking Audit which assesses the success of implementing the placemaking policy and SG.*
- *Draft Placemaking Guide has been through consultation from February to March 2019 and is now being updated for adoption. This involved a half-day session of workshops where developers and architects were invited to discuss the placemaking process being applied to different applications.*
- *We have 3 training sessions organised for Elected Members and Planning Officers to develop a greater understanding of placemaking and design. This will introduce them to the key placemaking themes, support them through the application process and assist them in undertaking the placemaking audit during site visits.*

What we said we would do

Support further integration between the planning and housing functions.

Perth & Kinross Council decided to merge The Environment Service (including the Planning function) with the Housing Service from 1 April 2018. As pointed out elsewhere, the Planning and Housing functions already employ two joint posts (Affordable Housing Enablers) to help facilitate the delivery of affordable housing. The service merger offered further opportunities to integrate the work of both functions, further improving the alignment of the Development Plan and Local Housing Strategy (LHS). This will assist in ensuring the increased delivery of affordable housing, contributing towards the delivery of the Scottish Governments target of 50,000 new affordable homes, during the life of this parliament.

What we have achieved

DELIVERED

- *This was consulted upon during 2018-19 and subsequently the decision was reached to integrate the team delivering the affordable housing programme and the LHS within the Planning Strategy & Policy Team, responsible for the delivery of the Development Plan. The changes will take effect from June 2019.*

What we said we would do

Integrate energy planning and land use planning.

The Council approved a 2 year Transformation Project to help prepare for the emerging duties and legislation surrounding the Climate Change Act and the Energy Efficient Scotland agenda. The Council recognises the importance of integrating energy and land use planning and planning is currently leading a cross-Service team, working with consultants and other stakeholders to deliver a pilot Local Heat and Energy Efficiency Strategy.

What we have achieved

DELIVERED

- PKC initiated a two year transformation project in October 2018 to ensure the Council was prepared to engage not only with emerging duties and responsibilities but also the need to develop new ways of doing business. The project is steered by the cross-Service Climate Change Board (CCB) and supports activities of the Low-Carbon Working Group (LCWG), a cross-Service group composed of Council officers engaged in climate change and low-carbon work. A Low-Carbon Co-ordinator was appointed 9 October 2018.
- The overall aim of the project is to develop a strategy and implementation plan to enable low-carbon transitions across Perth and Kinross. The first tasks within the project have been to understand ongoing activities in the low-carbon transition area across the Council, how these interact across the organisation and interface to external policy drivers and collaborative initiatives.
- An internal officer workshop was held on 1 March 2019 with 24 PKC officers working on low-carbon projects. The aim was to explore and identify underlying themes cutting across the many ongoing projects which could be used to inform the development of the overarching strategy and framework. A strong theme which emerged from the workshop was the need for cultural and behaviour change if we are to realise low-carbon transitions and how we therefore need to involve communities in this process. This is now informing development of route map for co-production of low-carbon transition strategies.

What we said we would do

Develop an in-house professional development training programme.

This would provide staff more opportunities to continue their professional development, enhancing their skill sets and knowledge without placing a greater burden on the restricted training budget. There would be the potential to roll out a linked programme to elected members where that need is identified.

What we have achieved

DELIVERED

- Case Study 9: Planning & Development Staff Learning - Continuing Professional Development Programme provides more detail on how we achieved the improvement action identified and how the staff have benefited from it.
- We will continue this programme in future years as the breadth of potential subjects is extensive and the interest of staff continues to grow.

Part 3: National Headline Indicators (NHI)

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

A NHI Key Outcomes - Development Planning

Local and Strategic Development Planning	2018-19	2017-18
Age of local/strategic development plan(s) at end of reporting period <i>Requirement: less than 5 years</i>	5 years and 2 months	4 years and 4 months
Will the local/strategic development plan(s) be replaced by their 5 th anniversary according to the current development plan scheme?	No	Yes
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Yes - later	No
Were development plan scheme engagement/consultation commitments met during the year?	Yes	Yes

Effective Land Supply and Delivery of Outputs ²	2018-19	2017-18
Established housing land supply	18,777 units	14,798 units
5-year effective housing land supply programming	4,252 units	4,115 units
5-year effective land supply total capacity	16,112 units³	14,302 units
5-year housing supply target	4,230 units	4,230 units

² Housing land supply figures are taken from the Final 2018 Housing Land Audit

³ Please note this figure is not directly comparable with the previous year's figure which included unconstrained sites programmed to start in year 6 or beyond

	2018-19	2017-18
Housing approvals	1,317 units⁴	768 units
Housing completions over the last 5 years	2,998 units⁵	2,561 units
Marketable employment land supply	250.96 ha <i>(Base date June 2018)</i>	270.50 ha <i>(Base date June 2017)</i>
Employment land take-up during reporting year	1.92 ha <i>(Base date June 2018)</i>	4.06 ha <i>(Base date June 2017)</i>


⁴ Covering the period April 2018 to March 2019

⁵ Covering the period April 2014 to March 2019

B NHI Key Outcomes - Development Management

Project Planning	2018-19	2017-18
Percentage and number of applications subject to pre-application advice	15.6% 329	17.9% 287
Percentage and number of major applications subject to processing agreement	33% 4	42.8% 3
Decision-Making	2018-19	2017-18
Application approval rate	88.7%	88.5%
Delegation rate	96.8%	97.7%
Validation	45.4%	34.8%
Decision-Making Timescales	2018-19	2017-18
Major Developments	31.0 weeks	18.5 weeks
Local developments (non-householder)	8.3 weeks	8.4 weeks
Householder developments	6.9 weeks	6.8 weeks
Legacy Cases	2018-19	2017-18
Number cleared during reporting period	11	9
Number remaining	17	11

C Enforcement Activity

	2018-19	2017-18
Time since enforcement charter published/reviewed Requirement: review every 2 years	2 months Planning Enforcement Charter 2019 	17 Months
Complaints lodged and investigated	341	316
Breaches identified - no further action taken	141	119
Cases closed	412	353
Notices served	32	27
Direct Action	2	4
Reports to Procurator Fiscal	1	0
Prosecutions	0	0

D NHI Key Outcomes - Commentary

Development Planning

The timetable within previous versions of the DPS highlighted that the Proposed Plan would be published in September 2016. This was based on the TAYplan 2 Proposed Plan being submitted to Ministers for Examination in February 2016, and with a view to the Examination taking less than 6 months as there was very little change from the first plan (TAYplan 1). However, as both the Angus and Fife LDPs were at Examination stage and were aligned to TAYplan 1, the decision was taken by TAYplan to hold off submission to Ministers for as long as possible, whilst still being within their 4 year deadline. As a result of this the TAYplan 2 Proposed Plan was not submitted to ministers until 8 June 2016, with the DPEA having until 8 March 2017 to complete their review to be within their target date for issuing their report on the Examination. We expected that the report on the TAYplan 2 Examination would be available in time to allow the preparation of the report on the Proposed Plan to go before Council in December 2016 however with the delay to the TAYplan Examination, this has not achieved until November 2017, adding almost a year to our timescales. The Proposed Plan was submitted to Ministers in September 2018, and we are expecting our Examination report early July and on this basis will adopt LDP2 in October 2019.

Development Management

Of the legacy applications remaining, 6 are from the previous period with 11 having been cleared during the period however a further 11 applications have become legacy applications within the past year. It remains that the majority of these applications are delayed by the planning agreement process with delays resulting from the legal process of securing planning obligations. This is an aspect which we will seek to resolve within the coming year as one of our identified service improvements.

Part 4: Scottish Government Official Statistics

Scottish Government Official Statistics are drawn from quarterly returns submitted to them by all Scottish planning authorities. They are collated into an annual set of figures that is published on the [Scottish Government website](#).

A Decision-Making Timescales (based on 'all applications' timescales)

Timescales	2018-19	2018-19	2017-18
Overall			
Major Developments	11	31.0 weeks	18.5 weeks
Local Developments (Non-Householder)	770	8.3 weeks	8.4 weeks
• Local: less than 2 months	575 (74.7%)	6.1	6.2
• Local: more than 2 months	195 (25.3%)	14.8	16.4
Householder Developments	508	6.9 weeks	6.8 week
• Local: less than 2 months	435 (85.6%)	6.4	6.5
• Local: more than 2 months	73 (14.4%)	9.9	11.9
Housing Developments			
Major	6	18.7 weeks	18.9 weeks
Local Housing Developments	335	8.7 weeks	9.3 weeks
• Local: less than 2 months	244 (72.8%)	6.1	6.2
• Local: more than 2 months	91 (27.2%)	15.6	17.9

Timescales	2018-19	2018-19	2017-18
Business and Industry			
Major	2	8.1 weeks	-
Local Business and Industry Developments	105	7.7 weeks	7.7 weeks
• Local: less than 2 months	82 (78.1%)	6.3	6.2
• Local: more than 2 months	23 (21.9%)	12.8	14.4
EIA Developments	3	9.8 weeks	10 weeks
Other Consents			
• As listed in the guidance (right)	328	6.2 weeks	6.4 weeks
Planning/Legal Agreements			
• Major: average time	3	71.0 weeks	22.3 weeks
• Local: average time	15	17.1 weeks	19.0 weeks

B Decision-Making: Local Reviews and Appeals

Type	Total number of decisions	Original Decision Upheld			
		2018-19		2017-18	
		No.	%	No.	%
Local Reviews	72	59	81.9	40	80%
Appeals to Scottish Ministers	12	5	41.7	2	40%

C Context

Two of the eleven major applications determined in the past year took, on average, 86.9 weeks to determine. This has significantly skewed the overall average time period for determinations for major applications. Excluding these two applications from the statistics would show an average determination period of some 25 weeks which, although not ideal, is significantly better than over 35 weeks. One of the two applications was delayed due to significantly protracted discussions around the legal agreement. The other had lengthy delays as the requisite Environmental Impact Assessment Report was not submitted at the time the application was made. We are committed to trying to conclude such legacy applications in shorter timeframes and have identified this as an area for our service improvements in the coming year.

The uptake of processing agreements by applicants remains disappointing. In order to encourage and promote their use we state on every pre-application enquiry response their availability with all types of planning applications. We also provide downloadable [guidance and template](#) on our web page. We do this as we believe that it benefits the applicant and the authority in identifying a programme of timings and responsibilities which all are agreeable to. We will continue to promote the use of processing agreements but the success of this is very much dependant on the development industry.

Part 5: Workforce Information

The workforce information provided below is a snapshot of our planning staff in position on 31 March 2019.

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

Staff Age Profile	Headcount
Under 30	2
30-39	12
40-49	17
50 and over	12

RTPI Chartered Staff	Headcount
Chartered Staff	25

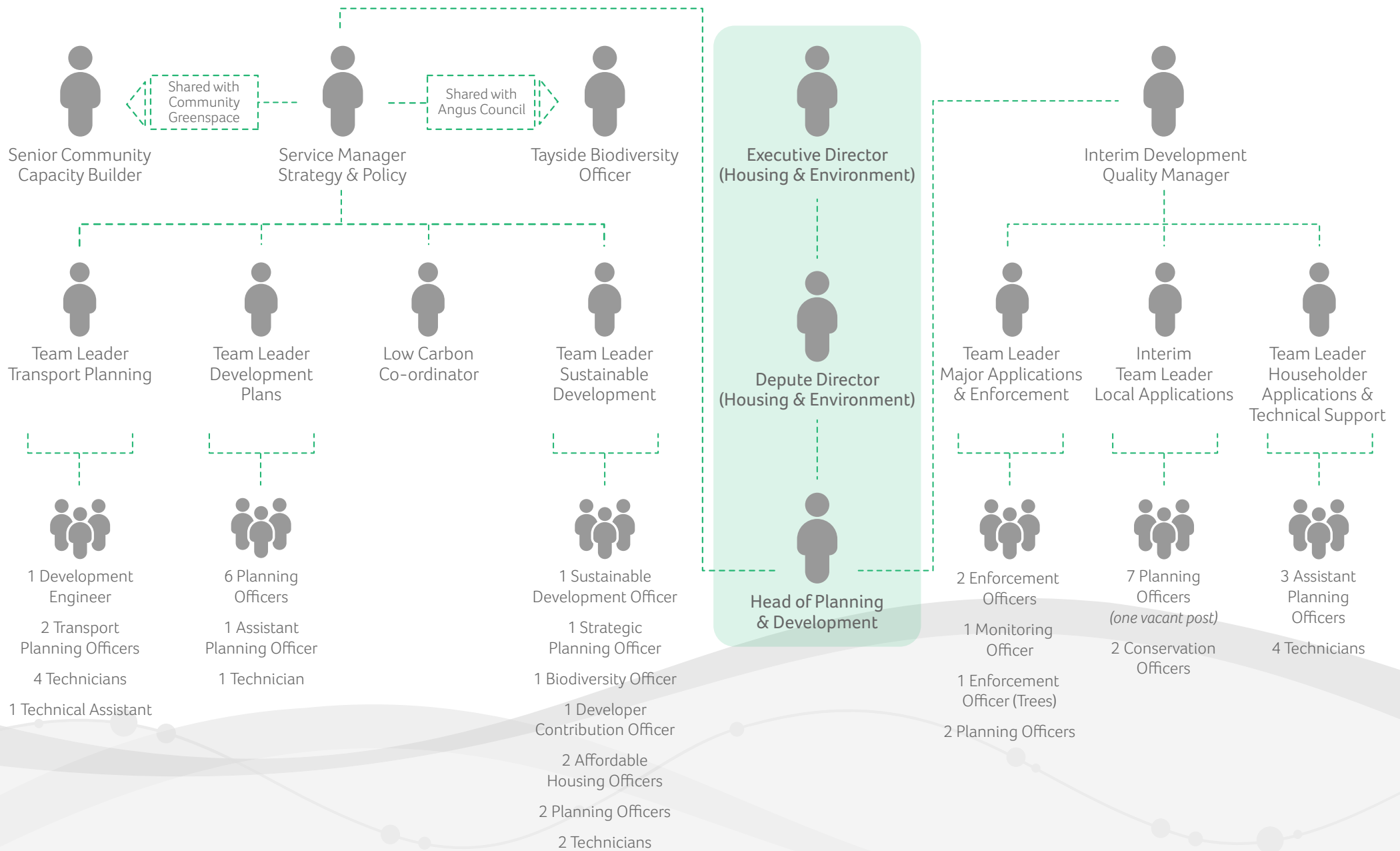
Our Staffing Structure

The Strategy & Policy Team brings together a series of interrelated disciplines which support the Planning & Development Service's principal function to deliver sustainable economic growth. Whilst the core Development Plans Team works on both the Strategic and Local Development Plans, the Sustainable Development Team provides support on a range of strategic issues including renewable energy. The Sustainable Development Team also provides a research function to support the planning process. The integration of the Transport Planning Team into the section some 10 years ago has also allowed transport planning to be an essential and fully integrated part of the development plan. In October 2018 the team was supplemented by a Low-Carbon Co-ordinator, supported by a corporate virtual team, who is enhancing our ability to incorporate energy planning into the land use planning agenda. Collaborative working is demonstrated by the fact that 4 officers within the Strategy & Policy Team are jointly working with other stakeholders. In particular our 2 Affordable Housing Enablers are the interface with developers and Housing colleagues and co-ordinate the Affordable Housing delivery programme. This close collaboration has been successful and, in December 2018, a consultation was undertaken on service restructuring, the outcome of which has resulted in the Housing Strategy Team being moved to within Strategy & Policy in June 2019. This enables a closer relationship between the LDP and Local Housing Strategy. It should be noted that only those team members who deliver or directly support the planning function have been included in the workforce figures above.

As mentioned elsewhere, the Development Management Team has been operating an interim structure for the past two years whilst the structure at management level was reviewed, which has resulted in us holding a Planning Officer post vacant for the same period. As part of the Council's budget settlement for 2018, an additional Enforcement Officer post was requested by Elected Members with the particular purpose of dealing with tree enforcements, Tree Preservation Order requests and associated matters.

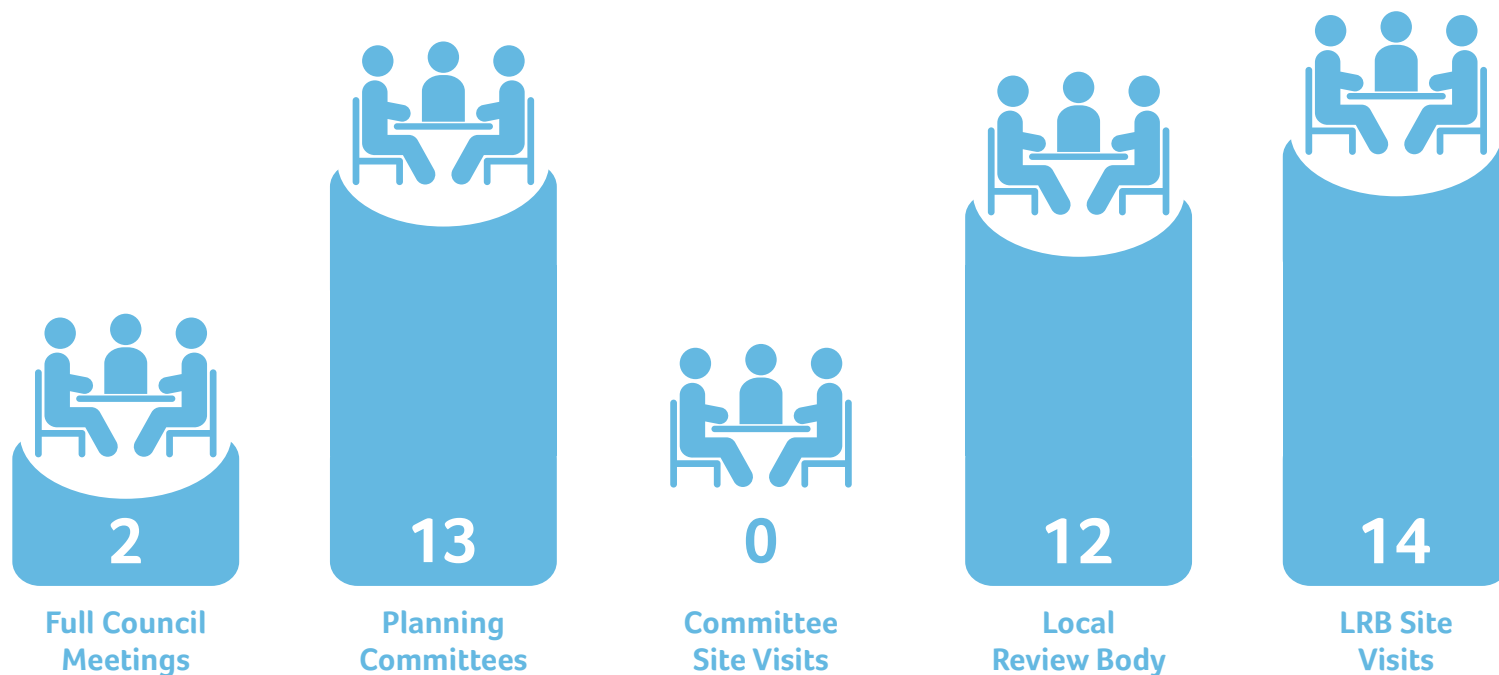
Both the Strategy & Policy and Development Management Teams are supported by an administration team which sits outwith the Planning & Development Service and within a corporate function.

Development Management and Strategy & Policy Structure



Part 6: Planning Committee Information

In order to fulfil our statutory duties we are required to report certain matters to different Council committees. The most regular of these is the Planning & Development Management Committee where applications which cannot be considered under delegated powers are determined. A breakdown of the committees and associated site visits is provided below. For clarification, Perth & Kinross Council does not have any Area Committees.



Part 7: Supporting Evidence

In pulling together the case studies and narrative in this year's PPF we have drawn on a number of documents and websites. We have also made reference to others in evidencing some of our achievements. All are listed below.

External
 PKC
 PKC Planning

Scottish Government Website	SPP2 (2003)		SPP (2014)	Local Development Plan	Designing Streets	Climate Change (Scotland) Act 2009		Climate Change (Scotland) Bill 2018	Proposed Local Development Plan
		Scheme of Delegation		Customer Service Standards			Public Access Planning Portal		Pre-Application Advice Service
Invest in Perth	Guide to Pre-Application Guidance Note		Scottish Energy Strategy (2017)		Major Planning Applications and Environmental Impact Assessments (EIA) Webpage	MyPKC Service		Energy Efficient Scotland Programme (Published 2018)	Perth City Plan
TAYPlan		Good Practice During Wind Farm Construction (4th Edition)		Processing Agreements	Architecture & Design Scotland		PAS		Planning Application Process
Supplementary Guidance	City of Light Action Plan		Additional Supporting Information	Bridging the Gap	Planning Enforcement Charter	Perth Transport Futures		Planning Users Forum	Scottish Development International

Appendix: Key Performance Markers

National oversight of the performance of the Scottish Planning System is taken by a High Level Group, chaired by the Minister for Local Government and Communities. Heads of Planning Scotland (HoPS) sits on this group alongside COSLA and the Royal

Town Planning Institute (RTPI). In 2013 the group agreed a set of “Performance Markers” which allow the Scottish Government a consistent basis to consider performance.

Below we have set out these markers, showing the measure that Scottish Government will apply in assessing the performance of our planning authority, the policy background to the marker being applied and where in our PPF we have evidenced that this marker has been met.

Performance Marker	Measure	Policy Background to Marker	Location of Evidence
Driving Improved Performance			
1 Decision-Making Authorities demonstrating continuous evidence of reducing average timescales for all development types.	-	Official Statistics and PPF reports	Part 3: National Headline Indicators Scottish Government Official Statistics Part 7: Supporting Evidence
2 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.	Yes or no	Modernising the Planning System (Audit Scotland); SG website/template	Part 1: Quality of Service and Engagement Part 3: National Headline Indicators
3 Early Collaboration with Applicants and Consultees on Planning Applications <ul style="list-style-type: none"> Availability and promotion of pre-application discussions for all prospective applications. Clear and proportionate requests for supporting information. 	Yes or no Examples	White Paper; Delivering Planning Reform; Planning Reform Next Steps	Part 1: Quality of Service and Engagement Part 3: National Headline Indicators
4 Legal Agreements Conclude (or reconsider) applications within 6 months of ‘resolving to grant’ ⁶	Reducing number of live applications more than 6 months after resolution to grant (from same time last year)	Official statistics; PPF reports; evidence of delays to major developments	Part 1: Quality of Service and Engagement Part 1: Governance

⁶ This will require production of supporting guidance, following wider stakeholder input

Performance Marker	Measure	Policy Background to Marker	Location of Evidence
Driving Improved Performance <i>(continued)</i>			
5 Enforcement Charter Updated/Re-published.	Within 2 years	Planning Act (s158A)	Part 3: National Headline Indicators
6 Continuous Improvements <ul style="list-style-type: none"> • <i>Show progress/improvement in relation to PPF National Headline Indicators.</i> • <i>Progress ambitious and relevant service improvement commitments identified through PPF report.</i> 	Progress on all commitments	Delivering Planning Reform; PPF Report	Part 1: Culture of Continuous Improvement Part 2: Service Improvements 2019-20 Part 2: Delivery of Service Improvements 2018-19
Promoting the Plan-Led System			
7 LDP (or LP) Less Than 5 Years Since Adoption	Yes or no	Planning Act (s16); Scottish Planning Policy	Part 1: Quality of Outcomes Part 1: Quality of Service and Engagement Part 3: National Headline Indicators
8 Development Plan Scheme Demonstrates Next LDP <ul style="list-style-type: none"> • <i>On course for adoption within 5-year cycle.</i> • <i>Project planned and expected to be delivered to planned timescale.</i> 	Yes or no Yes or no	Planning Act (s16); Scottish Planning Policy	Part 1: Quality of Outcomes Part 1: Quality of Service and Engagement Part 3: National Headline Indicators
9 Elected Members engaged early (pre-MIR) in development plan preparation.	Yes, no or not applicable		Part 1: Quality of Service and Engagement Part 1: Governance
10 Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation.	Yes, no or not applicable		Part 1: Quality of Service and Engagement Part 1: Governance

Performance Marker	Measure	Policy Background to Marker	Location of Evidence
Promoting the Plan-Led System <i>(continued)</i>			
11 Production of regular and proportionate policy advice, for example through supplementary guidance, on information required to support applications.	Evidence of activity		Part 1: Quality of Service and Engagement
Simplifying and Streamlining			
12 Corporate working across services to improve outputs and services for customer benefit (eg protocols; joined-up services; single contact; joint pre-application advice).	Examples from the year		Part 1: Quality of Service and Engagement Part 1: Culture of continuous improvement Part 1: Governance Case Study 9
13 Sharing good practice, skills and knowledge between authorities.	Evidence of activity to pass on and adopt good practice	Delivering Planning Reform; Planning Reform Next Steps	Part 1: Quality of Service and Engagement Case Studies 4 and 5
Delivering Development			
14 Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one-year-old.	Reducing number of applications more than one-year-old (from same time last year)		Part 2: Delivery of Service Improvements 2018-19 Part 3: National Headline Indicators
15 Developer Contributions: Clear Expectations <ul style="list-style-type: none"> • <i>set out in development plan (and/or emerging plan); and</i> • <i>in pre-application discussions.</i> 	Yes or no Examples		Part 1: Quality of service and engagement Part 2: Delivery of Service Improvements 2018-19

Get in Touch

We welcome any comments you may have about our service and suggestions about how we can improve. This might include comments about things that have gone well, what has not, and what we should continue to do. Please feel free to contact us with your views.



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01738 475000

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