

2014

PLANNING
Performance Framework





Heads of Planning Scotland



Shetland
Islands Council

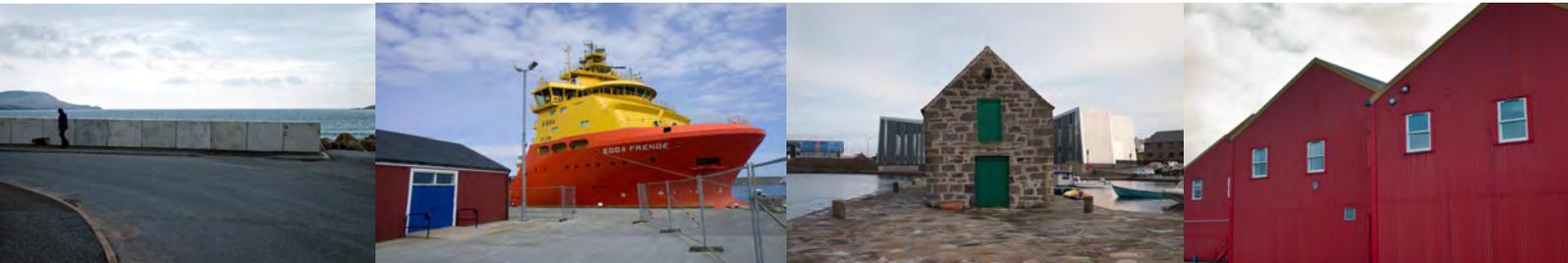
Shetland Islands Council

PLANNING PERFORMANCE FRAMEWORK

ANNUAL REPORT TEMPLATE & GUIDANCE NOTES

VERSION 3

APRIL 2014



Introduction

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

The PPF has been designed to be flexible and to evolve as experience grows. The updates incorporated into this guidance and the 2013/14 template are the outcome of Scottish Government's assessment of 2012/13 reports and the workshops organised by HoPS in February 2014. A note of these workshops is available on the Heads of Planning Scotland Members Forum (Knowledge Hub Group).

The guidance provided in Section 2 covers the PPF report and Performance Markers. These markers were agreed in 2013 through the Ministerial High Level Group on Performance, and are used to judge performance in the context of Section 41 of the Regulatory Reform (Scotland) Act 2014. It is essential that your PPF report provides the information needed to consider your performance against the markers.

HoPS is supporting performance improvement through benchmarking. Authorities are encouraged to work within their SOLACE Benchmarking Family¹ and to refer to this work and associated outcomes in their PPF report. Notes of benchmarking meetings are available on the Heads of Planning Scotland Members Forum (Knowledge Hub Group).

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



¹ Family 1 – Eilean Siar, Argyll & Bute, Shetland Islands, Highland, Orkney Islands, Dumfries & Galloway, Aberdeenshire, Scottish Borders
Family 2 – Perth & Kinross, Stirling, Moray, South Ayrshire, East Ayrshire, North Ayrshire, East Lothian, Fife
Family 3 – Angus, Clackmannanshire, Midlothian, South Lanarkshire, Inverclyde, Renfrewshire, West Lothian, East Renfrewshire
Family 4 – North Lanarkshire, Falkirk, East Dunbartonshire, Aberdeen City, City of Edinburgh, West Dunbartonshire, Dundee City, Glasgow City

SECTION 1



**PLANNING PERFORMANCE FRAMEWORK
ANNUAL REPORT 2013-2014**



Shetland
Islands Council

Part 1: National Headline Indicators (NHIs)

Key outcomes	2014-2014	2012-2013
<p>Development Planning:</p> <ul style="list-style-type: none"> age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> development plan scheme: on track? (Y/N) 	<p>0</p> <p>Y</p>	
<p>Effective Land Supply and Delivery of Outputs</p> <ul style="list-style-type: none"> effective housing land: years supply effective housing land supply housing approvals effective employment land supply employment land take-up 	<p>years</p> <p>units</p> <p>118 units</p> <p>ha</p> <p>35.99 ha</p>	
<p>Development Management</p> <p>Project Planning</p> <ul style="list-style-type: none"> percentage of applications subject to pre-application advice number of major applications subject to processing agreement or other project plan percentage planned timescales met <p>Decision-making</p> <ul style="list-style-type: none"> application approval rate delegation rate 	<p>12.5 %</p> <p>0</p> <p>n/a%</p> <p>98%</p> <p>94.7%%</p>	<p>1</p> <p>95.5%</p> <p>88.6%</p>
<p>Decision-making timescales</p> <p>Average number of weeks to decision:</p> <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments 	<p>14.0 weeks</p> <p>11.7 weeks</p> <p>7.8 weeks</p>	<p>0</p> <p>20.6 weeks</p> <p>16.6 weeks</p>
<p>Enforcement</p> <ul style="list-style-type: none"> time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i> number of breaches identified / resolved 	<p>10 months</p> <p>19/66</p>	<p>4 years</p> <p>52/77</p>

Although the Council does not currently have an accurate assessment of the effective Commercial Floor Space Supply for its area, determining the effective commercial floor space supply is a priority issue as part of our ongoing commitment to developing and maintaining a sound evidence base as we move forward to producing supplementary guidance and looking ahead to the next Shetland Local Development Plan. In order to do so the Planning Service will be establishing a framework for carrying out an employment land audit as part of the evidence gathering process. This will be developed with the requirements of the planning performance framework for employment land supply and commercial floorspace at its core. In addition, the Development Plans team is currently establishing a work programme for the development of a Lerwick Town Centre Supplementary Guidance document taking into account the current position regarding town centres and retailing within Scottish Planning Policy and the recommendations of the Town Centre Review.

We have seen a significant increase in the number of applications whilst dealing with some of the most significant developments in the country. We have been dealing with consultations, applications or the discharge of conditions for two major developments at Sullom Voe (and related developments), a new power station, a new High School, unauthorised major development at Sumburgh airport, development at Scatsta airport (these airports rank alongside Aberdeen in terms of importance for the oil and gas industry). Our latest (free) pre-application discussions with BP indicate that there will be significant new development related to development west of Shetland. The cost of the start up project alone is in tens of millions of pounds – we will get a fee of under £20k.

We have also had to divert significant resources to the Our Islands Our Future project in support of our lead politicians. This project is still ongoing following the outcome of the Independence Referendum and its implications. We have also been given the responsibility for developing a Community Benefit policy which covers not only renewable energy, but all large-scale development. We took the lead on the Knab Visioning exercise, the first step to redevelop the existing Anderson High School site. This site is approximately a quarter of Lerwick's total area, and could have a significant contribution to the long term vitality and viability of the town. Whilst important and worthwhile, the work involved has impacted on our already stretched resources.

PLANNING PERFORMANCE FRAMEWORK

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

Open for business

- We continue to offer a free pre-application service for all developments. On major projects (like the BP Gas Sweetening Plant) we meet regularly with the project team and stakeholders to ensure applications are progressed as smoothly as possible. Where delays occur, the applicant can contact the officer or line manager to seek an explanation. All documentation is on our web site so all parties can see where delays occur, and what needs to be done to resolve them.
- Duty officers are available at set times.
<http://www.shetland.gov.uk/planning/DutyOfficerTimes.asp>
- The Executive Manager - Planning has personally been touring lead architects and agents to discuss the service provided by all sections of the Planning Service, including Building Standards.
- We continue to work on improving our web site, and have been working closely with our Communications Team to improve the access and quality of information.
- Aquaculture is a key economic driver locally and nationally. We have a team dedicated to Marine Planning. We have incorporated our ground breaking Marine Spatial Plan as Supplementary Guidance in the LDP. The National Marine Plan is under consultation at present, and our approach will ensure that the regional marine plan can dovetail seamlessly with the LDP.
- The action programme specifies timetables for progression of individual sites – we will be working with developers to make it happen.

High quality development on the ground

Our “Shetland House” and associated design guidance has one of the highest hit rates on the Council web site. It has served its purpose by assisting in the noticeable improvement in design, and raised public interest in the matter. It is now a priority for renewal. We have a project leader and the programme has so far included:

- Site visits with Development Management and Development Plans officers.
- Design workshops with A+DS.
- Early discussions and engagement with local architects
The Workshop was external, facilitated, looked at design SG and defined the local perspective and need.

The Project is now progressing with clarity, and clear objectives.

The relocation of the Anderson High School provides a fantastic opportunity for the redevelopment of the site. We engaged A+Ds to initially lead on the Knab Visioning exercise. We held a number of workshops with community representatives, politicians, and service providers to kick start discussions on future uses and highlight the importance of high quality, planned development.

- We were nominated in the RTPI “Best Places “ award, for the Lerwick Waterfront coming 4 out of 55 nominees, and unlike Dundee, our waterfront is not a building site.
- We are currently working on a development brief for the Staneyhill site, potentially one of the biggest development for housing in Shetland since the post war house building boom.
- We led on the successful BIDS project for Lerwick. We are now leading on a CARS bid to resource town centre improvements.

Certainty

- The adoption of LDP will provide greater certainty for developers.
- We have an on-going commitment to our free pre-application service with about 15 non-statutory pre-applications live at any one time.
- The 96 sites with development potential in the Local Development Plan have had a high level of scrutiny from community and statutory consultees already, thus providing more certainty.
- We now actively encourage the use of processing agreements with major and large developments. It has become part of our standard pre-application advice, and is highlighted on our website

Communications, engagement and customer service

- Our customer survey, sent out with all decision letters and associated documentation, continues to show that that all respondents are either “satisfied” or “very satisfied “ with all aspects of the service including the quality of advice and style of communication.
- The review of the LDP process led to the creation of a consultation exercise based around personal interviews and a questionnaire. Obviously it would be dangerous to embark on this process until the LDP was finally adopted. This will engage stakeholders at a pre-MIR stage.
- The BIDS and CARS projects have seen us working closely with town centre groups.

- The Knab Visioning exercise saw us engaging with stakeholders and very importantly started off with representatives of the local community. Other participants, including the housing association and our community planning team saw this project as a model for future engagement and consultation
- The Executive Manager – Planning has been touring the offices of local architects and agents to discuss ways of improving the service.
- Improvements have been made to the web site, this is an ongoing project.
- Proportionate advice in relation to applications is provided on our web site <http://www.shetland.gov.uk/planningcontrol/advicenotes/>
- We have built up a good working relationship with other Council services, particularly Housing. We participate in the Future Housing Supply and Investment Group with Housing, Scottish Govt housing officials, the Hjalmland Housing Association. We are working closely on the Strategic Housing Investment Plan, the Housing Land Audit, and the Housing Needs and Demands Assessment.
- We have updated our Enforcement Charter <http://www.shetland.gov.uk/planningcontrol/PlanningControl-Enforcement.asp>

Efficient and effective decision-making

- We have a Planning committee once a month, when the normal Council Committee cycle is 2 months.
- Our new project management system for planning applications means we are chasing applicants and stakeholders for information and input. The success of this is shown in the fact that, despite long term illness and, increased application numbers, and a high degree of complexity in some of our work, our performance is stable, and not seen a rapid decline. We approve a high percentage of applications due to our commitment to negotiate with developers.
- We have updated our Scheme of Delegation to take account of changes in legislation, removing Council developments etc from the committee process.
- We are benefitting from participation in the exchange of best practice and ideas for the Knowledge Hub, learning from others and sharing our experiences. This is a fast and efficient way to exchange ideas in all areas of planning.

Effective management structures

- Applications are assigned to officers who have the appropriate level of experience and authority to make decisions. We have to balance this with our continued commitment to “growing our own.”

- Our Employee Review and Development aims to identify training needs for our team members. As a result we are looking at providing sessions on coaching for planning team leaders.

Financial management and local governance

We participated in the Cost of Planning Service which (disappointingly) has now been rolled out to the other planning authorities despite conclusive evidence that costs are not covered.

Culture of continuous improvement

The transition to “outcomes, not process” continues.

- We are constantly assessing our ways of working to ensure each action adds value. New staff members are encouraged to provide input from a fresh perspective.
- Our workshops on design have been a new approach for us. We toured various sites with Development Plans and Development Management officers to look at and discuss design issues. The subsequent workshops were aimed at identifying the requirements for new design guidance. The project is now widened and renamed placemaking.
- The workshops on the Knab Visioning exercise were a new way of engaging with stakeholders and were well received.
- The LDP review started with a workshop with key participants in the Planning Service, and sought to identify the high and low points of the process. The outcome is a better understanding of how to make the process smarter and quicker next time round. A questionnaire will form the basis for officers’ face to face discussions with stakeholders (including politicians) to learn from their experience in the process, and will also be the first round of meetings for the next MIR and LDP.

Part 3: Supporting evidence

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

Performance indicators
 Customer Survey
 Design Workshop reports
 Knab Visioning reports
 LDP Review report
 Enforcement Charter

Part 4: Service Improvements 2014-15

In the coming year we will:

- The Planning Service proposes to produce Non-Statutory Planning Guidance on Developer Contributions.
- Focus on our LDP review and improvements to our process with our interview and questionnaire consultation with all key stakeholders
- We will engage Councillors at the pre MIR stage
- Our increase in application numbers and fee income indicates a review of development management and enforcement resources – this will be undertaken

Delivery of our service improvement actions in 2013-14:

Committed improvements and actions	Complete?
<p>We have set ourselves an ambitious programme for the coming year. We shall:</p> <ul style="list-style-type: none"> • Commitment: shortly be committing to the 2013 Single Outcome Agreement. We shall ensure our activities contribute to the outcomes identified in this agreement. • Action: We now participate in Development Partnership group of Community Planning Partnership. 	<p>[Yes/No]</p> <p>Yes</p>
<ul style="list-style-type: none"> • Commitment: Continue the implementation of actions in the Planning Service Review. • Action: Project wound up - 2 new non planning work streams created. 	<p>Yes</p>
<ul style="list-style-type: none"> • Commitment: Develop an action programme from the Planning Service Interactions workshop and start implementation. • Action: Report findings divided onto work streams as part of service planning. 	<p>Yes</p>
<ul style="list-style-type: none"> • Commitment: The Interactions Workshop highlighted a need to improve knowledge of Community Planning, SOA and out-come and the relationship to our day to day work - we will identify actions to ensure long term integration into our day to day activities. • Action: Closer working with Community planning team on specific subjects - work in progress. 	<p>Yes</p>

<ul style="list-style-type: none"> • Commitment: Identify key stakeholders, and prioritise actions where delays occur. • Action: Action survey done - tackling stakeholders on individual basis, and through LDP questionnaire and interview. 	Yes
<ul style="list-style-type: none"> • Commitment: Training on Listed Building and general conservation matters. • Action: Training with Historic Scotland - More to follow. 	Yes
<ul style="list-style-type: none"> • Commitment: Noise training was identified as a requirement - funding and training will be identified. • Action: Training undertaken. 	Yes

<ul style="list-style-type: none"> • Commitment: This year, we will undertake a review of the advice available on the website, and for the front desk, on permitted development, listed building consent, ground source heat pumps, and domestic renewables. • Action: New documents on website - ongoing work.. 	<i>Yes in part</i>
<ul style="list-style-type: none"> • Commitment: Launch our new web pages. • Action: New pages launched, new procedures in place. 	Yes
<ul style="list-style-type: none"> • Commitment: Refresh Design guidance The site visits, A+DS session and workshops resulted in a report recommending that the refresh of design guidance be considerably expanded in to a new "Placemaking" project. • Action: This is underway. 	Yes

PLANNING PERFORMANCE FRAMEWORK
Part 5: Official Statistics

A: Decision-making timescales

Category	Total number of decisions 2013-2014	Average timescale (weeks)	
		2013-2014	2012-2013
Major developments	3	14	-
Local developments (non-householder)	51.6(%)	7.1	6.5
• Local: less than 2 months	48.4(%)	16.6	42.5
• Local: more than 2 months			
Householder developments			
• Local: less than 2 months	80.6(%)	6.1	5.6
• Local: more than 2 months	19.4(%)	14.9	69.0
Housing developments			
Major	1	5.3	-
Local housing developments			
• Local: less than 2 months	41.3(%)	7.2	6.7
• Local: more than 2 months	58.7(%)	17.8	46.8
Business and industry			
Major	1	18.7	-
Local business and industry			
• Local: less than 2 months	60.0(%)	6.3	6.4
• Local: more than 2 months	40.0(%)	18.1	47.0
EIA developments	2	12.1	204.0
Other consents*	57	7.9	19.7
Planning/legal agreements**	0	-	55.7
Local reviews	0	-	15.4

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2013-2014		2012-2013	
		No.	%	No.	%
Local reviews	0	3	0	2	0
Appeals to Scottish Ministers	0	0	0	0	-

C: Enforcement activity

	2013-2014	2012-2013
Cases taken up	19	52
Breaches identified	N/A	N/A
Cases resolved	66	77
Notices served***	1	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

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



Part 6: Workforce and Financial Information

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

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

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

		DM	DP	Enforce- ment	Other
Managers	No. Posts	2	1	0	
	Vacant	0	0	0	
Main grade posts	No. Posts	8	6.32	1	
	Vacant	0	0	0	
Technician	No. Posts	2	1.65	0	
	Vacant	0	0	0	
Office Support/Clerical	No. Posts	1.5	1.5	0	
	Vacant	0	0	0	
TOTAL					

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

Staff Age Profile	Number
Under 30	5
30-39	7
40-49	7
50 and over	4

Committee & Site Visits*	Number per year
Full council meetings	0
Planning committees	11
Area committees (where relevant)	0
Committee site visits	11
LRB**	3
LRB site visits	3

Notes:

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

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

	Total Budget	Costs		Income***
		Direct*	Indirect**	
Development management	£241,370	£318,956	£226,391	£351,792
Development planning	£489,218	£273,646	£94,021	£0
Enforcement	£33,752	£33,752	£0	£0
Other	£0	£0	£0	£0
TOTAL	£764,340	£626,354	£320,412	£351,792

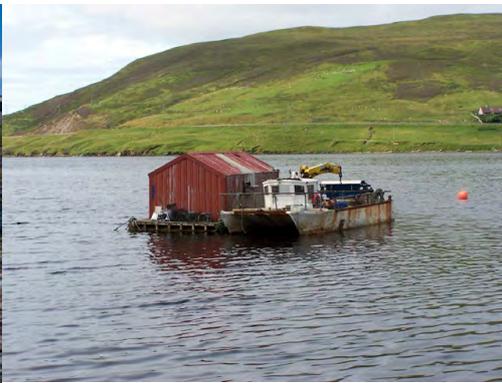
* Direct staff costs covers gross pay (including overtime, national insurance and superannuation contribution). The appropriate proportion of the direct cost of any staff member within the planning authority spending 30% or more of their time on planning should be included in costs, irrespective of what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

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

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



Shetland
Islands Council



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