EDINBVRGH
THE CITY OF EDINBURGH COUNCIL

PLANNING PERFORMANCE FRAMEWORK

2018 - 2019

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Introduction

The City of Edinburgh Council is pleased to present its eighth Planning Performance Framework (PPF) report. The document highlights the work undertaken from April 2018 to March 2019 to improve performance and to deliver a high quality planning service.

Edinburgh is a successful city that is growing both economically and demographically. The Council seeks to protect Edinburgh's key heritage assets and support local communities while balancing the need to meet the demand for new homes, commercial floorspace and infrastructure. This creates a busy and complex workload for the planning service within the context of significant budget pressures.

Learning from the Council's Building Standards Improvement Project, a more focussed approach to improving planning performance has been introduced. A three year Planning Improvement Plan was approved by the Planning Committee in December 2018.

A dedicated Planning Improvement Team has been set up to accelerate the delivery of actions. Particular attention is being given to the performance markers which scored "red" in the feedback provided on last year's Planning Performance Framework, in particular decision making timescales.

In March 2018, work commenced on the preparation of Edinburgh's next Local Development Plan (LDP), City Plan 2030. The important early stages in the process have included increased elected member involvement, input from Services across the Council and considerable community and stakeholder engagement and awareness raising communications.

Throughout 2018 -2019, the Planning Service has worked collaboratively with other parts of the Council and external partners on a range of plans, programmes and projects. Through the LDP Action Programme, three projects which form part of Edinburgh - Connecting our City, Transforming our Places (City Centre Transformation, City Mobility Plan and Low Emission Zone) and major brownfield regeneration at Granton and Leith Waterfront, the Planning Service has played a key role in influencing and supporting the growth of the city.

In March 2019, the Council celebrated the 10th birthday of the Edinburgh Urban Design Panel with a workshop event reflecting on the contribution made by the panel to the quality of development in Edinburgh and lessons learnt to promote improved design quality.

This year, the Council handled a number of high profile planning applications, some of which attracted hundreds and even thousands of representations. Three proposals were considered through the Committee hearing process - Meadowbank, Stead's Place and the Sick Kids' Hospital. The Council also took part in a lengthy public inquiry into proposals for the development of the former Royal High School (Calton Hill) and an appeal hearing for proposals at West Craigs.

We continue to strengthen the involvement of children and young people in planning. Coinciding with the 2018 Year of Young People, we have been asking and collecting the views of young people about what they think about their area the issues facing the city.

As a service we continue to make improvements based on customer feedback through complaints, compliments, general feedback and events such as our annual customer forum. We have also invested in our ICT systems, with a major upgrade to the system which handles planning applications undertaken in November 2018.

Part 1 Qualitative Narrative and Case Studies

Quality of Outcomes

Planning is for the long term improvement of the city. A key measure of performance lies in how changes to the building and natural environment of the city are managed to deliver a better place for people to live, work and play.

The service continues to place an emphasis on the delivery of high quality development across the city. In recognition of this, many of the new developments across the city have won architecture and design awards. Projects this year that were recognised included Collective on Calton Hill, a contemporary arts centre and The Jack Copland Centre for the Scottish National Blood Transfusion Service. In both of these cases and many other developments, Planning played a key role and added value at pre–application stage and during the assessment of the application.

During the past year, the Edinburgh Urban Design Panel carried out 15 reviews of development proposals across the city, including greenfield housing, brownfield regeneration, re-use of listed buildings, and mixed use city centre development. These took place when proposals were still at an early stage and in each case, the applicant received a copy of the Panel's report with issues and ideas to consider in order to improve the quality of the submitted application.

The following case studies are examples of recently completed developments (2018-2019) which show how changes to the built and natural environment have been managed to deliver a better place. The case studies demonstrate how planning policies and guidance have been implemented to deliver high quality development and place making.

Case Study 1 : Edinburgh Printmakers Building

Overview

This category C listed 19th century building was once home to the famous North British Rubber Company and McEwan's Fountain Brewery until its closure in 2005 after which the site lay vacant for over a decade. An **application for Planning Permission** was submitted in July 2015 to convert the C Listed former offices into a creative hub for the Edinburgh Printmakers.

Goals

The site within the **Fountainbridge Development Brief** was identified as being part of a wider strategy to re-establish a community with mixed uses and with the intention of safeguarding and reusing the few remaining heritage assets.

Outcomes

- Completes a key part of the wider **Fountainbridge Development Brief**.
- Opened in 2019, the adaption of this building to new uses has brought vitality and vibrancy to the area.
- Double heighted openings were installed to activate the street frontage and to bring life back into the building.

Key Performance Marker - 3

Case Study 2: New Boroughmuir High School

Overview

The site forms part of the wider Fountainbridge area. An **application** was submitted for in January 2013 for Planning Permission in Principle for a new secondary school.

Goals

The **Fountainbridge Development Brief** identified this site for the potential relocation of the old Boroughmuir High school in order to enhance community facilities in the area.

Outcomes

- Designed by **Allan Murray Architects**, this **award winning** waterfront school completes a key part of the wider **Fountainbridge Development Brief**.
- Linkages across the site have been designed for both cyclists and pedestrians. The school represents an innovative design solution to a compact urban site which embraces its canal-side location. The public realm is in line with the vision and quality set out in the Council's **Fountainbridge Public Realm Strategy**.

Key Performance Marker - 12

Case Study 3: Redevelopment of Caltongate, New Street

Overview

The site is part of the major redevelopment of a former bus depot at New Street. **Planning Permission was granted in 2007** for a mixed use development which was later **renewed in 2013** with development now well underway. The Planning Service worked with the developer to bring forward a project stalled by the economic downturn.

Goals

The **Caltongate masterplan 2006** sought to achieve a sustainable and integrated city quarter in the heart of Edinburgh's Old Town.

Outcomes

- The integrated delivery of mixed use developments, a new civic space and **integrated pedestrian and cycle links as created an attractive new place in the heart of the city.**
- **The development of this stalled site has implemented the vision set out in the** masterplan bringing vitality and vibrancy to this part of Edinburgh's Old Town.

Key Performance Marker - 14

Case Study 4: Brunstane – LDP allocation

Overview

The Adopted **Edinburgh Local Development Plan (2016)** allocated this 48ha site for housing together with new school and local facilities on the eastern edge of the Council area.

Goals

The **Brunstane masterplan** was developed through participation in the **Architecture and Design Scotland Forum**. The aim was to engage Council Officers, Key Agencies and the Developer's multi-disciplinary team in a constructive design review process with practitioners and academics representing A+DS. The intended outcome was the development of a high quality masterplan from concept design through to the point of submission for **planning consent**.

Outcomes

The masterplan demonstrates key principles of the city's **Open Space Strategy** and the **Council's Design Guidance** – in particular advice on multi-functional green networks and integration of sustainable urban drainage features. These will be secured at the delivery stage through conditions of consent tied to masterplan design framework and phasing.

Key Performance Marker - 10

Quality of Service and Engagement

The service continues to focus on customer engagement and improvements. Throughout the year customer feedback was received by various means including the Edinburgh Civic Forum, Community Council briefings, the Access Panel, the Edinburgh Development Forum and various consultations. Actions suggested by attendees at a Customer Forum event in June 2018 have been incorporated into the Planning Improvement Plan approved in December 2018.

The Council provided a pre-application advice service on all major and many local and listed building applications where required. Planning enforcement enquiries were made using our online form with the customer charter setting out the level of service the customer should expect. Generic guidance was also available, for example Guidance for Householders. Information on changes to our pre-application advice service to address customer and Council priorities is set out in the Governance section.

The Edinburgh Planning Concordat set out how communities could get in involved in major development proposals and what they should expect from the Council and applicants.

The Council's website provides information and advice on submitting major applications. This includes a guidance note on processing agreements and a model processing agreement. Part of the pre-application service provided for major applications includes a consultee meeting at the Proposal of Application Notice (PAN) stage. These are chaired by case officers and attended by relevant consultees. This allows potential issues and supporting information requirements to be identified at an early stage. Anticipated developer contribution requirements and any potential economic viability concerns within the context of the Council's Finalised Developer Contributions and Infrastructure Delivery Supplementary Guidance were also discussed at pre-application stage.

In preparing this PPF report, we asked for customer feedback:

"Our experience of the pre-application process is extremely positive. The Planning service are open and upfront on the information required to assist in the process and work with us in that respect. appreciating the specific circumstances of the case. There are clear benefits to our clients in engaging early in the process at pre-application stage, including allowing for briefings on emerging policy and material considerations such as developer obligations."

Montagu Evans Planning Team

"The proportionate request for relevant information at the pre-application stage along with discussions around developer contributions at this early stage should result in a smoother process during the application stage"

Dr Ali Afshar, Chair of Chamber of Commerce Property Forum

"There is a sense of positive collaboration and understanding in some teams which allows the agent to act as an effective conduit between Council & Client, finding mutually acceptable solutions to problems"

Robin Holder, HolderPlanning

The following case studies provide examples of the Council taking a proactive and innovative approach to supporting sustainable economic growth. New guidance on heat opportunities mapping and SUDS introduced in the past year demonstrate the role that planning can play in helping to meet the Council's climate change objectives. Examples are also provided of good practice and new approaches in community and stakeholder engagement in preparing the next Local Development Plan (City Plan 2030) and engaging children and young people.

Case Study 5:

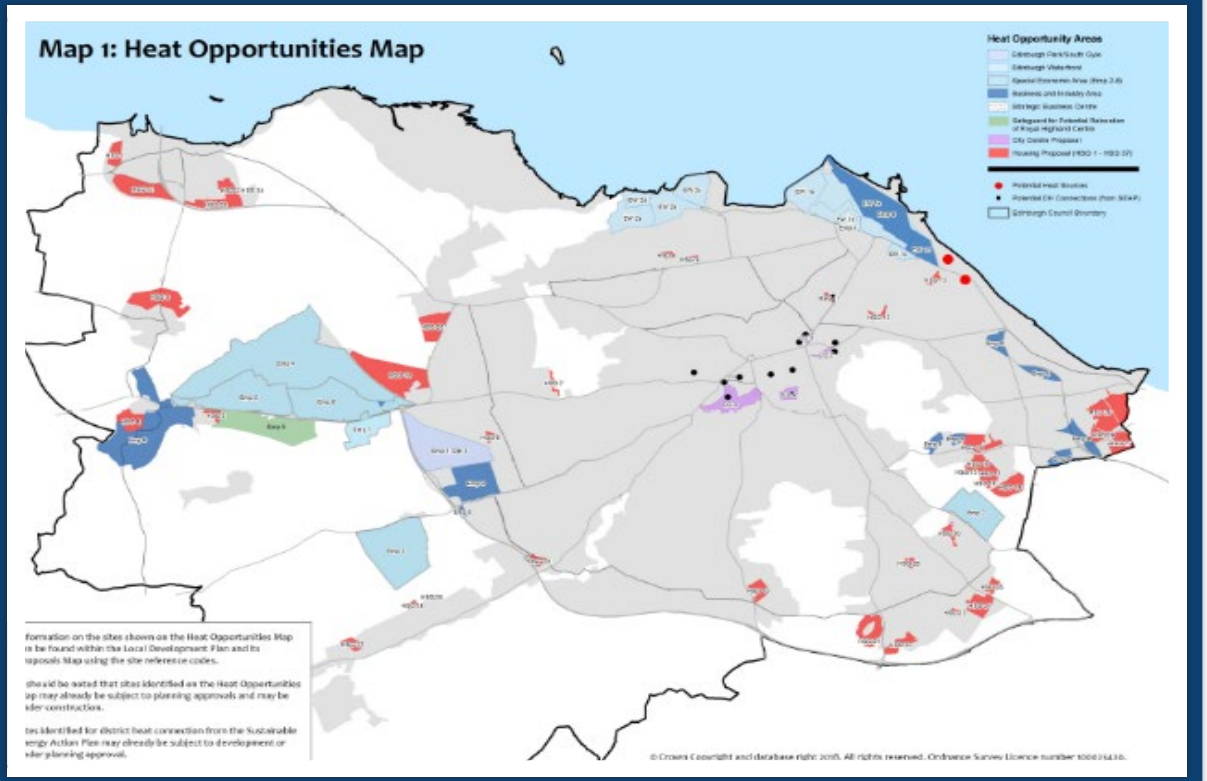
Heat Opportunities Mapping – supplementary guidance

Overview

Planning Committee formally adopted the **Supplementary Guidance (SG) on Heat Opportunities Mapping** in August 2018 to be used in the assessment of the most suitable low carbon energy and heat solutions for new developments.

The SG sets the **national** and **local** context for heat networks as a part of meeting Scottish Government energy and climate ambitions, and establishes the policy and accompanying map.

Key Agencies, community councils and groups and relevant industry were directly consulted and a public event took place in May 2018 to promote the Council's approach to sustainable heat including the SG.



Goals

The SG identifies both the LDP's site allocations and major planning applications as opportunities for heat networks. It requires applicants to demonstrate whether a heat network is feasible and investigate other heat networks for connection.

Outcomes

This SG supports the implementation of Policy Des 6 Sustainable Buildings and Policy RS 1 Sustainable Energy of the **Edinburgh LDP**.

Key Performance Marker - 11

Case Study 6: Edinburgh SUDS Design Guidance

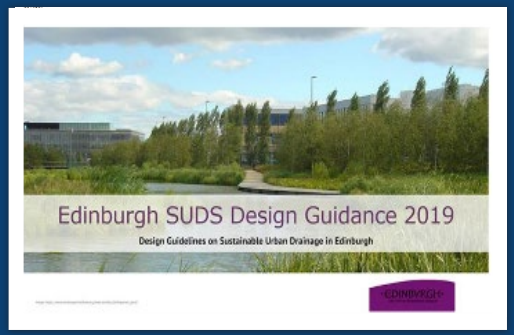
Overview

SUDs Guidance is being prepared and funded through **SUStrans** as part of the suite of documents that form the **Edinburgh Design Guidance**. The consultants are **Atkins** and the budget is 50k. Atkins have extensive knowledge of SUDS and recently authored the **SUDs in London** design guidance.

Goals

It will form a separate chapter of the **Edinburgh Design Guidance** and address how SUDS can be retrofitted into the **World Heritage Site** and cope with existing pressures and climate change. Case studies are being put together by **Abertay University** and technical design and maintenance sheets will also be part of the final document.

Outcomes



In the past year new working arrangements with **Scottish Water** have been proposed, to look beyond their **SUDS standards** and use guidance more specific to the Edinburgh context. Funding was sought and awarded to support new guidance and training with the detail required to make this possible, and deliver attractive places with SUDS integrated into the landscape

Key Performance Marker - 11

Case Study 7:

City Plan 2030 – City Engagement and Partnership Working

Overview

The early stages in preparing the next LDP **City Plan 2030** included citywide events on key subjects and engagement workshops with community groups and young people.

We asked people "what makes a great place?" and "what should be in our Choices document to be published as part of our main consultation in 2019?".

Goals

Building on lessons learnt from the first LDP, the aim was to start conversations with people who live, work or study in specific areas or fields at an early stage. This would allow sharing knowledge in specific topics and provide local insight into the issues and ideas City Plan 2030 will need to address.

Outcomes

Early engagement activities included 9 **school workshops**, 12 community briefings, 6 **community workshops**, 3 **community planning partner discussions**, 1 **training session**, **library display** and 4 topic events on **housing**, offices/ industry, **visitor accommodation** and **shopping/leisure**.

This engagement strategy increased the overall level of engagement and targeting specific underrepresented groups such as young people.

Key Performance Marker - 9

Case Study 8: Engaging children and young people in planning

Overview

As part of a project for the Old and New Town of Edinburgh (ONTE) **World Heritage Site**, our World Heritage co-ordinator engaged with over 100 students studying music, fashion design, professional cookery, computing and dance at **Edinburgh College**. The project sought to capture what life in Georgian Edinburgh times was like, looking at the unique ways of seeing, hearing and tasting the history of ONTE. Students showcased their work and legacy through an interactive exhibition held in May 2019 as part of the **Edinburgh College Glow** 2019.

In preparing **City Plan 2030**, we **visited 9 secondary schools** across Edinburgh to ask and collect the views of young people on what they think about their area and the issues facing the city.

Goals

The aim was to increase engagement in planning and place among younger people who don't normally get involved in plans and projects relating to land use and the environment.

Outcomes

These projects coincided with Scotland's **2018 Year of Young People**, which aimed to give young people a greater voice in society. We used the **Place Standard Tool** to help us structure conversations about place, including the physical and social aspects, identifying the assets of a place, and areas where places could improve.

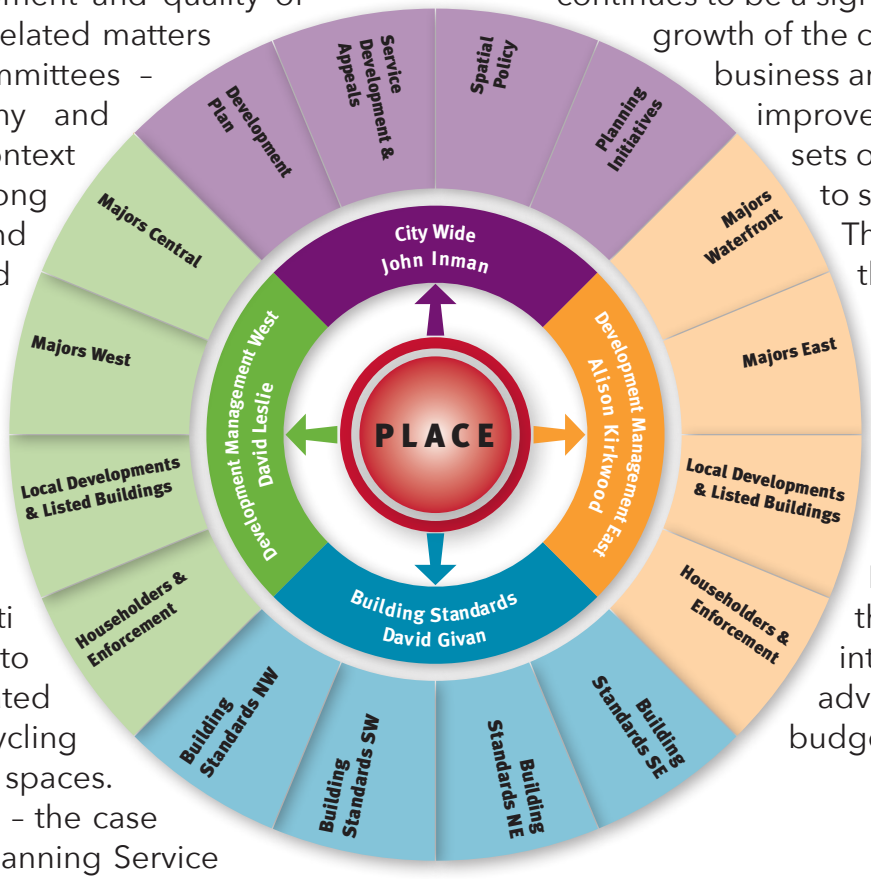
These examples demonstrate our continued commitment to involve children and young people in planning.

Key Performance Marker - 10

Governance

Within the Council structure, the planning and building standards service sits within the Place Directorate alongside other Council functions responsible for development and quality of place. At political level, planning related matters are reported to three main Committees – Planning, Housing and Economy and Transport and Environment. This context provides the opportunity for strong collaboration on key projects and regular joint working by officers and Councillors.

Two case studies demonstrate how a collaborative approach has been used in the preparation of City Plan 2030 and in the ambitious programme "Edinburgh: Connecting our city, transforming our places – multi disciplinary working" which aims to reduce congestion and traffic related pollution, increase walking and cycling improve city streets and public spaces. These are both long term projects – the case studies focus on the role of the Planning Service over the past year.



Service Structure

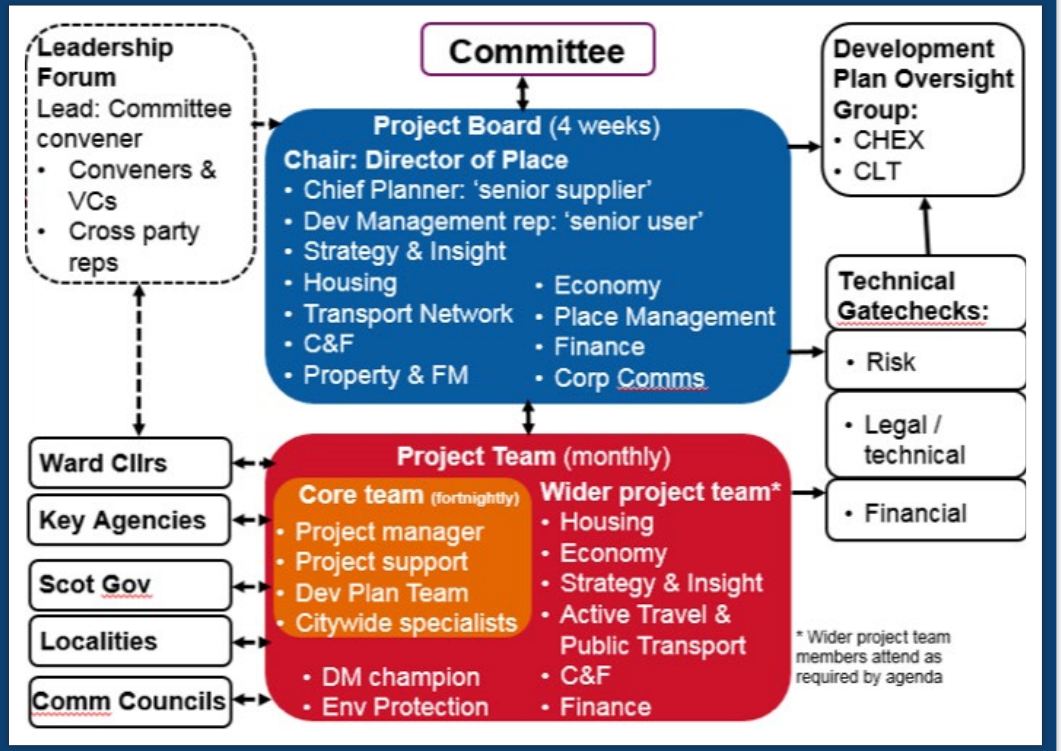
Infrastructure is key to the delivery of the aims and strategy of the adopted LDP and to support the growth of the city. However, it continues to be a significant challenge. The LDP recognises that the growth of the city, through increased population and housing, business and other development, will require new and improved infrastructure. The LDP Action Programme sets out how the infrastructure and services required to support the growth of the city will be delivered. This includes developer contributions secured through legal agreements to mitigate the impact of development arising from planning permission. The case study explains the progress made and challenges faced in terms of the funding and delivery of infrastructure.

The other case study in this section focusses on the preparation for changes to the Council's Pre-Application Advice Service. It sets out the effective and efficient approach to the introduction of a new approach to pre-application advice within a tight timescale which addressed budget priorities and customer feedback.

Case Study 9: City Plan 2030 – Project Governance

Overview

Following the adoption of the Edinburgh LDP in November 2016, a review was undertaken to reflect on various aspects of the project, set out learning points and actions for the preparation of the next LDP titled '**City Plan 2030**' This was done through stakeholder feedback, an internal audit and our own internal evaluation of LDP1. New **governance arrangements** were introduced to provide oversight and implement these actions.



Goals

The aim was to increase elected member involvement from the outset and provide effective management and oversight of potential constraints. In particular, the new governance arrangements sought to prevent the delays and issues which affected the previous LDP project.

Outcomes

Strong project management, clear governance arrangements and regular meetings with elected members has meant that potential constraints and issues have been addressed quickly and effectively. Lessons learnt in terms of managing SDP related dependencies helped ensure that the delayed decision on the **second proposed SDP** didn't derail the City Plan 2030 programme.

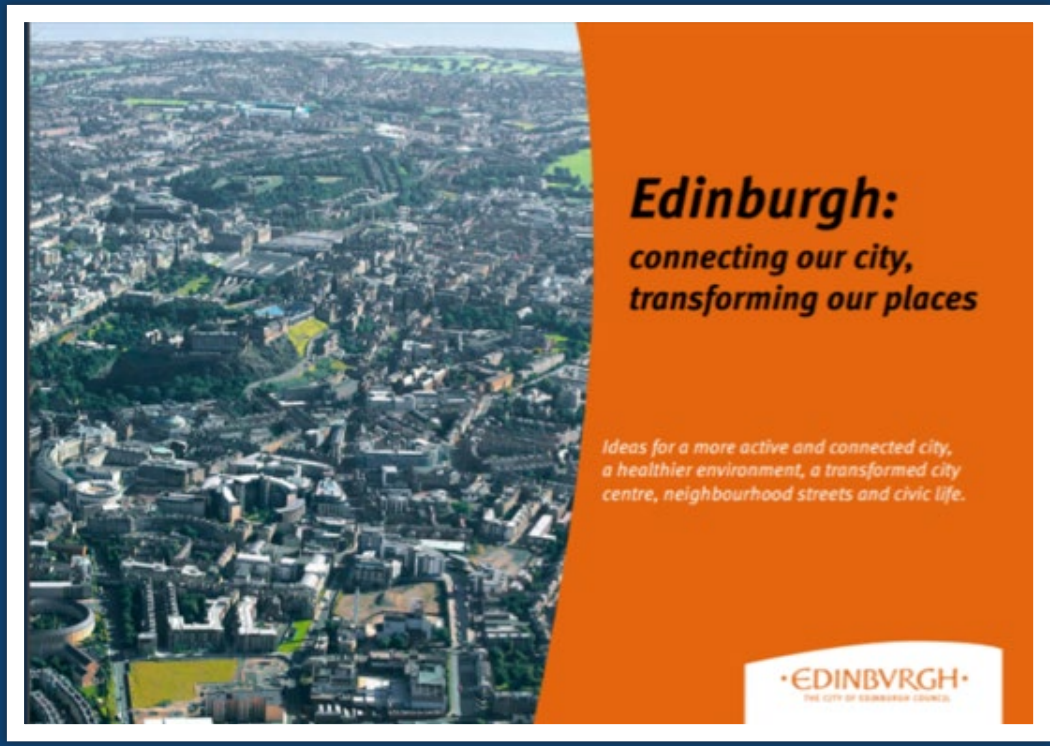
Identifying a lack of public engagement, in particular for **children and young people**, has meant that this is now a high priority for the current City Plan 2030 project.

Key Performance Markers – 8, 9 and 12

Case Study 10: Edinburgh: Connecting our city, transforming our places – multi-disciplinary working

Overview

Edinburgh is one of the fastest growing cities in the UK which brings many benefits. However, reducing congestion and traffic related air pollution, improving journey times by public transport, realising the health benefits of walking and cycling, and creating streets and spaces that support city living are key to sustaining this growth.



Goals

Three strategies are being prepared simultaneously: **City Mobility Plan**, **Low Emissions Zone** and **Edinburgh City Centre Transformation** aimed at addressing these issues in a holistic manner. The strategies are being coordinated through a single multi-disciplinary team set within the Planning Service with support from **Sustrans** and working with other Council Services.

Outcomes

For each of the three strategies, extensive consultation was carried out between May 2018 and September 2018 resulting in more than 5,000 people having their say. The outcomes were used to inform a report to the Council's **Transport and Environment Committee** in February 2019 which revealed an appetite for radical change in the way that space is used in the city.

The three projects are being progressed in a co-ordinated manner with close links to City Plan 2030. The Planning Service has played leading role in this integrated approach to engagement and inter-disciplinary working. The next steps were further consultation in May 2019 prior to the unveiling of bold proposals for the city centre.

Key Performance Markers – 9 and 12

Case Study 11: Preparing for Changes to Pre-Application Advice Service

Overview

Pre-application advice is an important part of the planning service to ensure the submissions of quality applications and to reduce the time spent on processing them. However, to meet ongoing budget challenges, the way the pre-application advice service operates needed to change.

A consultation survey and stakeholder events held in March 2019 sought views on the quality of the existing service and the potential introduction of service charges for pre-application advice.

These changes were considered within the context of the Edinburgh Planning Concordat which encourages developers, community councils and the planning authority to work together at the pre-application stage. With a target date of 1 July 2019 for the introduction of the new service, a focused and efficient approach was required.

Goals

The Planning Service aims to meet a Council target for cost recovery by charging for pre-application advice. This was considered as part of an overall enhancement of the service provided. Gathering feedback and ideas from stakeholders was an essential first step in the process.

Outcomes

In March 2019, a consultation paper on the reform of the pre-application advice service was published seeking views on the scope to improve and enhance the pre-application service. 90 responses were received.

Two stakeholder workshops were held in March 2019 – one for statutory consultees and developers and one for other Council Services. These enabled round table discussions on how the pre-application service could be reformed. Discussions also took place at meetings of the Edinburgh Civic Forum and Edinburgh Development Forum in March 2019.

Feedback from stakeholders resulted in the identification of a number of key principles to underpin the new pre-application advice service including providing clear advice on the acceptability of all proposals covered by the service, responding within agreed timescales and providing a consistent service across all teams within the Planning service.

Further information on the work undertaken in preparation for the changes to the pre-application advice service can be found in a report to **15 May Plan ning Committee**.

Key Performance Markers – 3 and 15

Case Study 12: Delivering Infrastructure to Support City Growth

Overview

The Local Development Plan Action Programme sets out the infrastructure improvements needed to support the growth of the city. It is underpinned by a financial assessment and work is progressing through interdisciplinary working and Corporate project governance. Over the past year, we have also been working on the preparation of the Developer Contributions and Infrastructure Delivery Supplementary Guidance. An Internal Audit on processes and procedures for developer contributions was undertaken in Summer 2018.

Goals

The Council's approach to developer contributions and infrastructure delivery helps ensure the growth of the city creates sustainable and successful places.

Outcomes

In November 2018, the Edinburgh LDP Action Programme and Financial Assessment won an award in the Scottish Awards for Quality in Planning. *"The Judges felt this project was corporate, cumulative and credible"*.

In 1 April 2018 – 31 March 2019, £15.3 million of developer contributions were received – nearly 3 times the amount received in the previous year. During the same period, developer contributions totalling £2.495 million was spent on a range of education, transport and public realm projects.

A revised finalised Developer Contributions and Infrastructure Delivery Supplementary Guidance was submitted to Scottish Government in September 2018. An independent Reporter was appointed to examine the guidance and we are still awaiting the outcome. The lack of clarity and certainty in relation to the status of the supplementary guidance has had implications for the time taken to conclude legal agreements and therefore also for planning application decision making timescales.

Throughout the year, progress has been made of various aspects of the processes and procedures relating to developer contributions and legal agreements. These include the introduction of a new model agreement, templates and project management tools to speed up preparation of legal agreements and cross service working on the identification and implementation of actions arising from the Internal Audit. Progress on these matters are to be reported regularly to the Councils Planning and Governance, Risk and Best Value Committees.

Key Performance Markers – 4, 10, 12 and 15

Culture of Continuous Improvement

Over the past year, there has been an increased commitment to improving performance. Shared learning from the Building Standards Improvement Project has been used to inform a more focussed, outcome driven approach with clear governance and regular reporting to Planning Committee and Corporate Boards.

Part 3 provides evidence of the progress made on the service improvement actions set out in last year's PPF. It also sets out the actions from the Planning Improvement Plan 2018 -2021 approved by the Council's Planning Committee in December 2018. Further information on the Planning Improvement Plan is set out in the case study below.

As examples of continuous improvement, case studies are also included on an event held to mark the 10th birthday of the Edinburgh Urban Design Panel, reviewing planning policy and guidance and training for planning staff and Councillors.

In March 2019, we took part in the RTPI 'Chief Planner for the Day' initiative to allow young planners to work-shadow with those in leadership roles, and invited Lisa Proudfoot a Planner from Montagu Evans to learn from our Chief Planner. The morning started with an introduction to the service and a meeting with the Planning Convener to discuss a number of projects. The afternoon was spent on a pre-application project workshop with other Council services and finally attendance at a briefing meeting for the next Development Management Sub Committee.

David Leslie - Chief Planning Officer, Lisa Proudfoot - Montagu Evans, Neil Gardiner - Planning Convener

"I would highly recommend this scheme to other young planners – it is great to see the RTPI and Local Planning Authorities working to push for good leaders in planning and to provide Chief Planners of the future with these opportunities"

Lisa Proudfoot

Case Study 13: Planning Improvement Plan 2018 -2021

Overview

The **Planning Improvement Plan 2018 -2021** was approved by the Planning Committee in December 2018.

Goals

Our vision is to be a great organisation to work for and with because we are making a better Edinburgh and providing excellent service. The Planning Improvement Plan set out how we intend to achieve this vision. It built on previous improvement plans and the Building Standards Improvement project and was set within the context of wider Council objectives and priorities. Our strategy for improvement was based on four Themes.

Outcomes

The first phase of action was progressed by the end of March 2019. A report to **Planning Committee on 15 May 2019** summarises these and sets out proposed actions to be progressed in next six months.

Delivery included

- Setting up a dedicated Improvement Team to speed up progress.
- Recruitment to additional posts and alignment of staff resources to address priorities
- Revised Scheme of Delegation to making decision making more efficient
- Addressing issues in time taken to prepare legal agreements
- Working with ICT services to improve systems and support to reduce delays and improve customer experience.

This is a three year improvement plan which will be kept under review and updated as part of the Council's commitment to continuous improvement. The actions to be delivered in the coming year are set out in Part 3.

Key Performance Markers – 1 and 6

Case Study 14: Training for Staff, Councillors and Community Councils

Overview

Over the past year, the Planning Service has delivered a varied learning and development programme for staff, Councillors and Community Councils. Individual teams have organised development days where the focus for the development activity is agreed by the team and is aimed at addressing team specific learning priorities. It can be an opportunity to assess development on the ground, share good practices and highlight potential areas for improvements. We held lunchtime seminars with other Services to share experience and good practice and topic workshops to keep our professional knowledge is up to date.

As part of the Planning Performance Framework peer review process, we met twice with East Dunbartonshire Council covering a wide range of topics and sharing of experiences.

An annual Planning Committee tour is part of this training programme with the Committee visiting completed developments across the city. It includes discussions with developers, community representatives and members of the Edinburgh Urban Design Panel.

Goals

As a RTPI Learning Partner, we aim to support all staff in their continued professional development. Training and development support for staff is an important element in service performance and consistency of delivery. Training provided for Councillors and Community Council aims to enhance their understanding of planning matters and increase participation in the planning process.

Outcomes

Staff attended the RTPI Scotland and Scottish Young Planners Conference and shared their learning with colleagues. Training workshops were provided on SUDs and Place-making, delegation, economic viability, permitted development and learning outcomes from the Royal High School Public Inquiry.

Collaboration with East Dunbartonshire Council identified that although the make-up of the two Council areas were very different, the challenges faced were similar, such as negotiating with developers, layout/design of developments and protecting green and countryside areas. Work carried out in Kirkintilloch town centre was a good example of engagement and collaborative working.

The training programme for Councillors included:

- Economic Viability
- Affordable Housing
- Planning practice and improvement issues

A Community Council workshop in November 2018 covered the following:

- An introduction to planning enforcement
- Retail Policies – alternative use of shop units

Key Performance Markers – 6 and 13

Case Study 15: Urban Design Panel 10th Birthday

Overview

The Edinburgh Urban Design Panel was set up by Planning Committee with the aim of raising the quality of the built environment within the City, by providing constructive design advice at an early stage. The Panel first met in March 2009 and has reviewed almost 200 development proposals over the past 10 years.

A key component of the Panel is the requirement to annually review its effectiveness and to report to the Planning Committee. The review typically considers feedback, work programme, organisation of the panel, case studies and concludes with recommendations and actions.

Goals

To mark 10 years of the Panel's operation and this year's theme on collaborative working to improve the quality of places, a lessons learned workshop was held in March 2019. Panel members were joined by a range of stakeholders, including applicants who had attended the panel and officers from Glasgow City and West Dunbartonshire Councils to provide insight on their design panels. Contributors were invited to share their experience and to explore the following key questions:

- How has the Panel added value?
- How does collaboration deliver good development?

Outcomes

Group discussions considered the contributions made by the panel in terms of particular LDP design policies.

There continues to be support for the review process with value being added to development proposals.

Suggestions on how the panel can add more value included shaping the panel with experience appropriate to individual projects, allowing follow up at later stages in the application and development process and more advice to applicants on presentation materials.

Key Performance Markers – 3 and 13

Case Study 16: Monitoring and Review of Guidance

Overview

Regular monitoring of non-statutory guidance helps to ensure that quality outcomes are being achieved in the assessment of planning applications. An annual report to Planning Committee identifies where guidance needs to be reviewed as part of our commitment to continuous improvement. This case study focusses on two reviews undertaken in the past year – our Advertising Guidance and the Southside Conservation Area Character Appraisal (CACA).

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Advertisements, Sponsorship & City Dressing

Objective

To provide guidance on proposals for advertisements, sponsorship, city dressing, and the location of flagpoles, flags and banners. Guidance on shop signage is included in the Commercial Frontages Guideline.

Policy Context

A core aim of the Edinburgh City Local Plan is the protection and enhancement of the built heritage of the city, having special regard to the impact of development on the World Heritage Site. Policies Des 3 and Des 5 refer to the need to contribute to improved public realm and to ensure that all external spaces are designed as an integral part of the scheme as a whole.

The Edinburgh Public Realm Strategy focuses on providing developers and practitioners with an understanding of the Council's aspirations and vision for a consistent, high

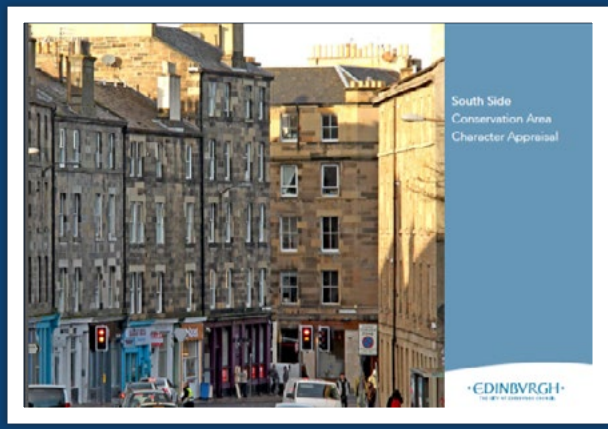
Goals

In response to the increasing move towards **digital advertising**, we have been reviewing our existing guidance on **Advertisement, Sponsorship and City Dressing**.

With 50 designated conservation areas within Edinburgh, priority for review of their character appraisals is based on the age of the appraisal and development pressures in the area. The Southside Conservation Area was the latest appraisal to be updated with amendments to its boundary.

Outcomes

Targeted consultation on the advertising guidance review took place from July to September 2018 with a representative range of commercial and community groups. A public questionnaire was posted on the Council's consultation hub. This explored the opportunities and concerns surrounding all types of outdoor advertising and sponsorship. The outcomes from the consultation will be used to inform a report to a future Planning Committee setting out our revised approach to managing future applications for digital adverts.



The Southside CACA review was the subject of consultation with local residents, businesses and institutions and city-wide amenity groups. The **Southside CACA** was approved by the **Planning Committee in February 2019** to provide an agreed basis for understanding what makes the area special and help to manage future change.

Key Performance Marker - 11

Part 2 Supporting Evidence

In preparing this report we have drawn on a range of sources to inform the planned service improvements. This has included the annual customer forum, community council training, working with other Council services, our partner agencies such as Historic Environment Scotland and benchmarking through Heads of Planning Scotland. Sources used to compile this report include:

- Planning Committee reports
- Planning Committee training
- The Scottish Government Review of Planning
- The Scottish Parliament – Local Government and Communities Committee
- SESPlan
- The Edinburgh Local Development Plan
- Development Plan Schemes
- Planning Guidelines
- Planning Enforcement – online form and charter
- Regular Planning Edinburgh blogs
- Planning and Building Standards Customer Care Charters
- Edinburgh Urban Design Panel progress report (update)
- The City of Edinburgh Council webcasts
- Edinburgh People Survey 2018
- RIAS Awards
- EAA Awards
- SAQP Awards
- Landscape Institute Awards
- Planning Service Improvement Plans
- Processing agreements guidance and template
- Feedback from events with stakeholders including community councils, agents and developers

Part 3 Service Improvements

The table below sets out the improvement priorities for the year ahead as agreed by the Planning Committee in December 2018.

Improvement Themes	Year 1	Years 2 and 3
Theme 1 Leadership and Management:	A successful planning service requires strong leadership and employees who are fully committed to working together to deliver improvements. Priority will be given to actions which promote a positive and inclusive culture: create an environment that encourages effective engagement, open communication, empowerment and high performance. In year 1, the focus will be on the following people related priorities • Recruitment and Resources Strategy • Performance Management • Staff Communications and Relations • Quality Assurance	All staff have the potential to develop leadership qualities. We will continue to empower and invest in our employees to ensure they are fully engaged and take a proactive role in the continuous improvement of the planning Service.
Theme 2 Customer	Feedback from customers indicates that we are not meeting their expectations in terms of how we communicate with them. We aim to bring forward improvements which enable us to communicate more effectively with customers but still allows us to meet timescale targets. The following aspects of customer service have been identified as priorities in year 1. • Communicating with Customers • Pre-application advice • Complaints Procedure • Planning input to Council projects • Working with External Partners.	The Planning Service has a wide range of customers with sometimes competing needs. We will continue to work with customer groups to explore different options for how we can improve the level of service we provide.

Improvement Themes	Year 1	Years 2 and 3
Theme 3 Continuous Improvement	We will review our processes and procedures in relation to the following areas and bring forward actions to improve performance in the following areas. • Development Management Sub Committee and Local Review Body • Delegated Decisions • Legal Agreements and Developer Contributions • Internal Consultations on Planning Applications • Business and ICT Support	We will continue to improve our Service by introducing gradual changes over time. This will help increase efficiency in processes and improve the quality of outcomes.
Theme 4 Performance	Delivering the actions identified under themes 1-3 will improve our performance. We will also review how we measure and monitor key indicators and agreed priorities to ensure we address all aspects of our performance. We want to improve the speed and efficiency of our service but also the quality of development resulting from our decisions. In year 1 we will focus on the following areas of performance • Quality of Development/Place • Timescale indicators for plannin g applications and enforcement cases • Quality of Decisions	We will continue to review how we measure and improve our performance within the context of wider Council objectives and changes to planning legislation and national policy.

The table below sets out progress on Service Improvement Action Plan 2018/2019 (approved 30 May 2018)

Action Point		Action	Target Date	Progress	Status
Resources					
1	Ensure adequate staffing levels to meet service demands	Fill all establishment vacancies as they arise and where appropriate use agency cover in the interim.	Mar-19	By end of March 2019, two new senior planning officer (enforcement) posts and a new senior administrator (customer) post had been filled. Recruitment was nearing completion for a new senior planning officer (design) post and four new assistant planning officers. Three maternity vacancies filled.	
2		Invest increase in budget provision in additional staff resources in accordance with Council Commitments	Sep-18	See action 1	
3		Invest increase in fee income in additional staff in accordance with Council Commitments	Sep-18	See action 1	
Processes					
4	Improve performance in processing planning applications	Review the relationship between the planning applications process and the road construction consent process and any organisational change required.	Sep-18	Improved quality and consistency of responses to planning applications on behalf of Roads Authority including developer contribution requirements. Better monitoring of response times. Delay in structural review of Transport Service has delayed proposed improvement in relation to seamless service on input to planning applications, the issuing of road construction consents and the adoption of new roads.	
5		Increase the use of processing agreements or agreed extensions of time	Mar-19	Extensions of time have been used in a number of major applications where planning processing agreements were not in place. Using this tool to work with the applicant to amend targets has resulted in a larger proportion of major applications being determined within agreed timescales. Case officers have been instructed to pursue Planning Processing Agreements for all new major applications.	

Action Point		Action	Target Date	Progress	Status
6		Develop or review protocols with key consultees to improve response times and links between council policies.	Mar-19	Transport Officers introduced a standard template for consultation responses on planning applications to improve quality, consistency and speed. A liaison meeting took place with Environmental Protection officers to discuss issues relating to planning applications and enforcement. Changes to the Affordable Housing Practice Note were approved in February 2019.	
7		Undertake lean review of Intake, Registration, Validation and Allocation processes.	Dec-18	Action incorporated into Theme 3 of Planning Improvement Plan. Workshop held with technicians and transactions teams to review processes and deliver improvements.	
8		Implement updated model Section 75 agreement	Jun-18	Now in use	
9	Improve alignment of development management and local community planning	Review area team structures and the potential to align with Localities while maintain a balance of workload.	Mar-19	Action no longer relevant as Council is reviewing Localities model	N/A
10	Ensure developers meet their commitments	Undertake process review of developer contributions	Jun-18	Internal audit of developer contributions process undertaken and detailed actions identified. These are being implemented by Planning, Finance and Legal Services.	
11	Increase the proportion of delegated planning decisions upheld by the Local Review Body	Monitor LRB decisions. Review and revise non-statutory planning guidance as necessary.	Mar-19	In 2018 -2019, 69% of reviews were upheld compared to 79% the previous year. The outcomes of each LRB was shared immediately with all staff as part of a culture of ongoing reflection and learning. The non-statutory Edinburgh Design Guidance was reviewed and minor updates were approved in October 2018. Minor changes to other guidance were approved in February 2019.	

Action Point		Action	Target Date	Progress	Status
Engagement					
12	Increase transparency of service	Put diagram of structure of service on web pages and planning blog.	Jun-18	Information on service structure and key contacts was published and sent out to customers.	
13	Improve communication with customers	A review of communication channels including out-of-office messages and auto–responses to help manage customer expectations about how quickly the service responds.	Sep-18	Action incorporated into Theme 2 of Planning Improvement Plan. Issues were discussed at Customer Forum in June 2018 and a review of options undertaken. Improvements not yet delivered.	
14	Channel Shift: remove barriers to an efficient and reliable electronic planning application process	Upgrade the back office case handling and document management systems.	Dec-18	Major ICT upgrade undertaken in November 2018.	
12	Increase transparency of service	Put diagram of structure of service on web pages and planning blog.	Jun-18	Information on service structure and key contacts was published and sent out to customers.	
13	Improve communication with customers	A review of communication channels including out-of-office messages and auto–responses to help manage customer expectations about how quickly the service responds.	Sep-18	Action incorporated into Theme 2 of Planning Improvement Plan. Issues were discussed at Customer Forum in June 2018 and a review of options undertaken. Improvements not yet delivered.	
14	Channel Shift: remove barriers to an efficient and reliable electronic planning application process	Upgrade the back office case handling and document management systems.	Dec-18	Major ICT upgrade undertaken in November 2018.	

Action Point		Action	Target Date	Progress	Status
15		Work with external software providers to develop Public Access system to provide better information to customers particularly on application progress.	Mar-19	Not yet progressed	
16		Create "quick guides" and "how to " videos to help customers understand the planning process and make best use of online facilities	Sep-18	Guidance and a video on high hedges was published on the Planning blog. Customer information on short term lets was updated on the Council website in March 2019. This included a best practice note for those interested in renting their property and advice on how to report a problem with a short-terms let to Planning Enforcement.	
17		Work with Scottish Government to develop the national Digital Planning Strategy	Mar-19	Attendance at workshops and meetings with Scottish Government as part of Planning Reform on national Digital Planning Strategy.	

Part 4 National Headline Indictors

National Headline Indicators

A: NHI Key Outcomes – Development Planning:

Development Planning	2018/19	2017/18
Local and Strategic Development Planning		
Age of local/strategic development plan(s) at end of reporting period	2 years 4 months	1 year 4 months
Will the local/strategic development plan(s) be replaced by their 5 year targets?	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	No
Were development plan scheme engagement/consultation commitments met during the year?	Yes	Yes

Effective Land Supply and Delivery of Outputs	2018/19	2017/18
Established housing land supply	30,164	30,204
5-year effective housing land supply programming	13,748	12,155
5-year effective land supply total capacity	22,696	22,194
5-year housing supply target	10,526	11,479
5-year effective housing land supply (to one decimal place)	6.5	5.3
Housing approvals *	2,523	2,690
Housing completions over the last 5 years	11,243	10,921
Marketable employment land supply **	284.6	288.4
Employment land take-up during reporting year	3.4	0

* The housing approval figures only include FUL and PPP applications (not AMC) to avoid double counting. The 2017/18 figure has been adjusted to the same basis.

** The figure for 2017/18 has been amended to reflect more accurate digitisation.

B: NHI Key Outcomes – Development Management:

Development Management:	2018-19	2017-18
Project Planning		
Percentage and number of applications subject to pre-application advice	20.9% (769)	15.8% (516)
Percentage and number of major applications subject to processing agreement	60 % (15)	30.7 % (8)
Decision Making		
Application approval rate	89.6%	89.7%
Delegation rate	94.7%	95.2%
Validation	66.4%	64.6%
Decision-making Timescales		
Major Developments	86.3 weeks	56.3 weeks
Local developments (non-householder)	18 weeks	14.7 weeks
Householder developments	8.5 weeks	8.8 weeks
Legacy Cases		
Number cleared during reporting period	85	40
Number remaining	60	89

C: Enforcement Activity

Enforcement:	2018-19	2017-18
Time since enforcement charter published / reviewed Requirement: review every 2 years	15 months	3 months
Complaints lodged and investigated	708	740
Breaches identified – no further action taken	243	109
Cases closed	691	713
Notices served	73	79
Direct Action	3	3
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

D: NHI Key Outcomes – Commentary

Work has commenced on the preparation of the next Local Development Plan. However, progress was delayed awaiting the outcome of Scottish Ministers' consideration of the Proposed Strategic Development Plan. As a result, the LDP will not be adopted within the five year target.

In the past year, the established land supply has remained almost static with sites with housing completions being replaced by new 'windfall' sites.

The amount of land regarded as effective (i.e. land with no constraints preventing effective development) has increased slightly. The increase in the effective land supply is due to a small number of existing sites overcoming development constraints allowing development to take place.

The 'five year effective housing land supply programming' is the number of new homes expected to be completed over the next five years. This figure has increased significantly over last year's five year programme. Many of the large sites allocated in the local development plan are now under construction and completion rates are the highest experienced since the millennium.

Improvements to the provision of pre-applications advice and the use of processing agreements are reflected in the statistics. However, the decision making timescale statistics do not yet reflect measures introduced through the Planning Improvement Plan.

Applications with processing agreements are not included in the decision- making timescale statistics. The "average weeks" figure therefore only covers 10 out of the 25 major applications determined. Of these, three were determined in under four months. The determination of legacy applications has a detrimental impact on the average decision making timescale figure – the determination of three applications over three years old, including one which took five years to determine, has significantly increased the "average weeks" figure.

Part 5 Scottish Government Official Statistics

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

Timescales	2018-19	2018-19	2017-18
Overall	Numbers / Percentages	Weeks	Weeks
Major developments	11	61.1	56.3
Local developments (nonhouseholder)	676	16.8	14.7
• Local: less than 2 months	(43.5%)	7.1	7.5
• Local: more than 2 months	(56.5%)	24.2	22.5
Householder developments	1329	8.5	8.8
• Local: less than 2 months	(77.2%)	7.2	7.4
• Local: more than 2 months	(22.8%)	13.0	13
Housing Developments			
Major	3	78.0	67.6
Local housing developments	179		
• Local: less than 2 months	(31.3%)	7.1	7.6
• Local: more than 2 months	(68.7%)	30.1	27.3
Business and Industry			
Major	2	88.8	23.3
Local business and industry developments	50		
• Local: less than 2 months	(54.0%)	7.1	7.6
• Local: more than 2 months	(46.0%)	17.0	14.5
EIA Developments	0	N/A	None
Other Consents			
• As listed in the guidance(right)	1306	10.2	9.9
Planning/legal agreements			
• Major: average time	7	84.6	66.2
• Local: average time	31	68.5	59.4

B: Decision-making: local reviews and appeals

Original decision upheld					
	Total number of decisions	2018-19		2017-18	
Type	No.	No.	%	No.	%
Local reviews	94	65	69.1	46	79.3
Appeals to Scottish Ministers	84	48	57.2	34	68.0

C: Context

Work over the past year on the Planning Improvement Plan has provided a greater understanding of how we use different indicators to measure performance. In addition to the data provided to Scottish Government reflected in table A, the Council also reports on indicators which take account of applications with Planning Processing Agreements and agreed Extensions of Time. In 2018-2019, 28% of major applications were determined within four months or an agreed target (up from 13% the previous year). During the same period, the % of non-householder applications determined within two months or an agreed target was 57% (down from 60% the previous year).

As explained in part 4, the information provided in table A on major applications relates to 10 out of 25 applications determined. The determination of three very old applications has had a negative impact on the average figures.

The time taken to process more straightforward local and householder applications has improved. However more complex local applications took longer to determine – this was due to a range of factors including the need for Committee decisions, preparation of legal agreements, workload pressure, the submission of additional supporting information or revised proposals and awaiting outstanding consultee responses. All of these factors are being addressed through the Planning Improvement Plan.

There was a significant increase in the number of appeals submitted in 2018 -2019. There were 94 appeals to the Local Review Body (up from 58 in 2017-18) and 84 to the Scottish Ministers (up from 50 last year). The time taken to handle these had an impact on resources and decision making timescales.

Part 6 Workforce Information

In 2018/19 the planning service was based on East and West team areas for development management and enforcement, with other planning activities undertaken on a City Wide basis. Business support staff, including the ICT and GIS support are provided from a central resource outwith the service area and are not included in the below table. Specialist roles include transport officers, environmental health officers, biodiversity staff, landscape officers and streetnaming staff. Planning enforcement is handled as part of the householder application teams and is not a separate role. The majority of the staff within the service are either members or eligible to be members to the Royal Town Planning Institute (RTPI).

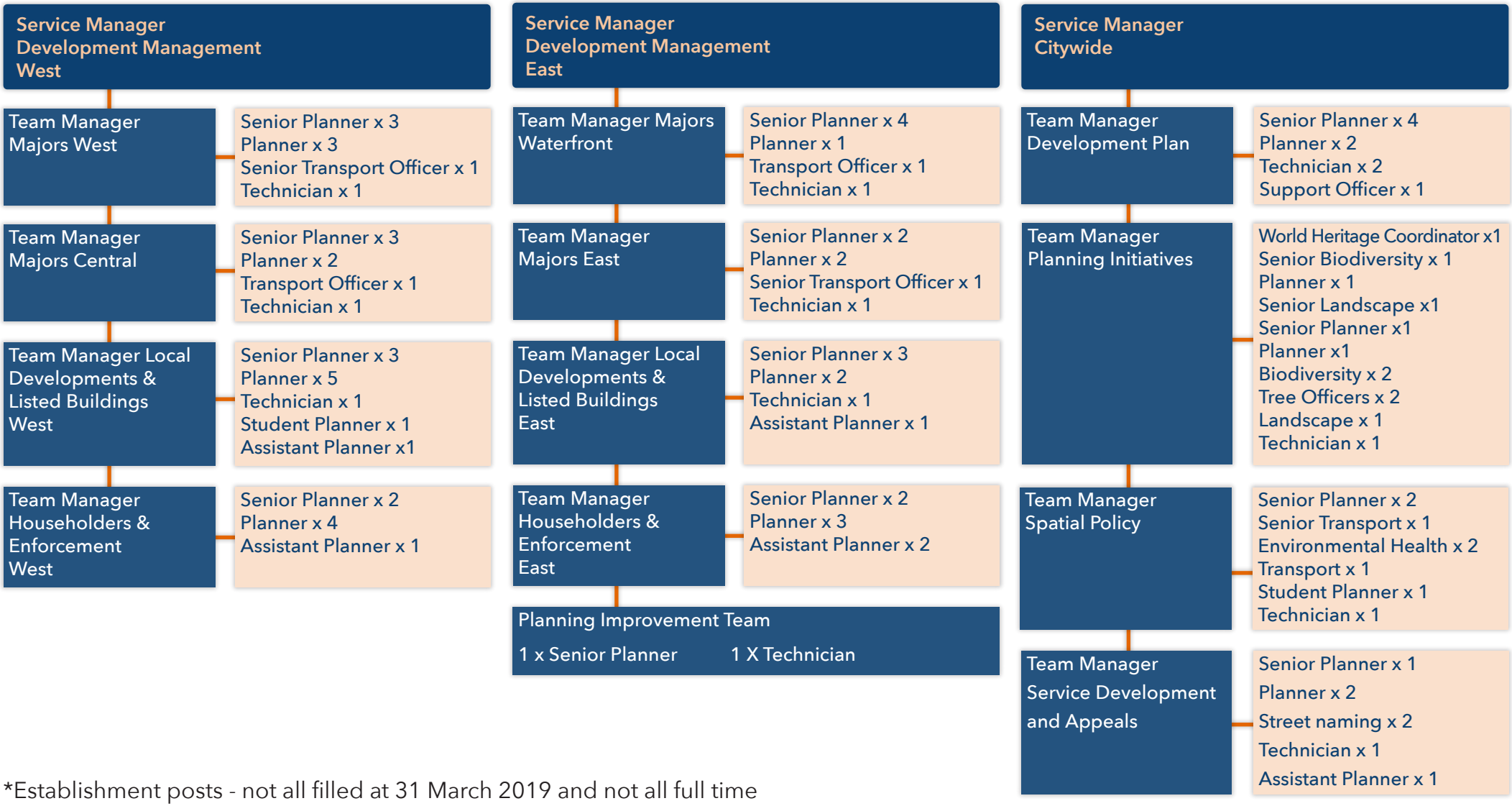
Staff	Headcount	FTE
Service Managers	3	3 FT
Development Management (DM) including enforcement	59 planners 6 technicians	48FT/11PT 6 FT
Development Planning including project teams, appeals and conservation	15 planners 1 LDP Support staff 6 technicians	11/4PT 1 FT 5FT/1PT
Specialist (non-planners)	4 Transport officers in DM 15 staff including transport policy, air quality, streetnaming, biodiversity, trees and landscape officers	3FT/1PT 10FT/5PT

Staff Age Profile	Headcount
Under 30	9
30-39	29
40-49	30
50 and over	42

RTPI Chartered Staff Headcount
49

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

Planning Service Structure (at 31st March 2019)*



*Establishment posts - not all filled at 31 March 2019 and not all full time

Part 7 Planning Committee Information

The table below sets out the Committees for the past 2018/19 year.

Committee & Site Visits	Number per year
Full Council meetings	12
Planning Committees/ Development Management Sub Committees	4 and 21
Area committees	Not applicable
Committee site visits	17
Local Review Body (LRB)	14 LRB meetings
LRB site visits	5

Appendix 1 - Performance Markers

	Performance Marker	Part of PPF report demonstrating evidence for this marker
	Driving Improved Performance	
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	Part 4B Part 5A
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	Part 1 - Quality of Service and Engagement Part 4B
3	Early collaboration with applicants and consultees on planning applications: • availability and promotion of pre-application discussions for all prospective applications • clear and proportionate requests for supporting information	Part 1 - Quality of Service and Engagement Part 4B Case Studies 11 and 12
4	Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant	Part 1 - Quality of Service and Engagement Part 1 – Governance Case Study 12 Part 5A
5	Enforcement charter updated / re-published	Part 4C
6	Continuous improvements: • show progress/improvement in relation to PPF National Headline Indicators • progress ambitious and relevant service improvement commitments identified through PPF report	Part 1 - Culture of Continuous Improvement Case Studies 13 and 14 Part 3 - Service Improvement Plan

	Performance Marker	Part of PPF report demonstrating evidence for this marker
	Promoting The Plan-Led System	
7	LDP less than 5 years since adoption	Part 1- Quality of service and engagement Part 1 – Governance Case Studies 7 and 9 Part 4A
8	Development plan scheme demonstrates next LDP: • on course for adoption within 5-year cycle • project planned and expected to be delivered to planned timescale	Part 1- Quality of service and engagement Part 1 – Governance Case Studies 7 and 9 Part 4A
9	Elected members engaged early (pre-MIR) in development plan preparation	Part 1 - Quality of Service and Engagement Part 1 – Governance Case Studies 7 and 12
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	Part 1 - Quality of Service and Engagement Part 1 – Governance Case Studies 7 and 12
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on information required to support applications	Part 1 - Quality of Service and Engagement Case Studies 5, 6 and 16

	Performance Marker	Part of PPF report demonstrating evidence for this marker
	Simplifying And Streamlining	
12	Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined-up services; single contact; joint pre-application advice)	Part 1 - Quality of Service and Engagement Part 1 – Governance Case Studies 9 and 10
13	Sharing good practice, skills and knowledge between authorities	Part 1 - Culture of continuous improvement Case Studies 14 and 15
	Delivering Development	
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one-year-old	Part 1 – Quality of Outcomes Part 4B Case study 3
15	Developer contributions: clear expectations • set out in development plan (and/or emerging plan,) and • in pre-application discussions	Part 1 - Quality of service and engagement Part 1 – Governance Case Studies 11 and 12

Appendix 2 – Qualitative Narrative and Case Studies Checklist

Case Study Topics	Issue covered by case study	Case Study Topics	Issue covered by case study
Design	4 and 15	Interdisciplinary Working	9 and 10
Conservation	1	Collaborative Working	11
Regeneration	2	Community Engagement	7 and 8
Environment	6	Placemaking	2 and 3
Greenspace		Charrettes	
Town Centres		Place Standard	8
Masterplanning	3 and 4	Performance Monitoring	13 and 16
LDP & Supplementary Guidance	5 and 7	Process Improvement	12 and 13
Housing Supply		Project Management	9
Affordable Housing		Skills Sharing	14
Economic Development	12	Staff Training	14
Enforcement		Online Systems	
Development Management Processes	11 and 16	Transport	
Planning Applications	1 and 15	Active Travel	10
Other: Sustainability 5 and 6			

Published 30 July 2019