



PLANNING PERFORMANCE FRAMEWORK

2020 - 2021



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Introduction

The City of Edinburgh Council is pleased to present its tenth Planning Performance Framework (PPF) report. For the entire year under review the planning service has operated during a global Covid-19 pandemic. This health emergency profoundly affected how everyone in Edinburgh lived and worked and the Council's planning service had to rise to the challenge of rapidly adapting to ensure we continued to serve our customers. Building on the work of the previous PPF and the peer review processes undertaken last year with West Dunbartonshire Council, and this year with Glasgow Council, this document concisely and effectively summarises the service accomplishments over the last year.

Edinburgh has striven to meet the continual demand for sustainable development during what has proved to be one of the most difficult periods in living memory for all residents of the city.

All planning staff moved, virtually overnight, to home working from mid-March 2020. Edinburgh Council has a long-established, positive

approach to flexible working, and the option for occasional home working has been in place for many years. The benefits of the existing approach to home working combined with refreshed laptops and software, and specialist IT support, proved robust enough to support the extended use of this new model. This provided the platform for online internal and external meetings and full access to the remote use of our Uniform case management system.

The service also moved to being fully online. Publicly viewable Development Management Sub-Committees and Local Review Body meetings were held on Microsoft Teams.

Throughout, there has been a remarkable degree of service continuity and it has even proved possible to introduce a raft of service improvements which have made it easier for our customers to engage with us.

The adopted Edinburgh Local Development Plan (LDP) and its suite



of supplementary guidance documents continued to shape the city's growth during 2020/21. Its emerging successor, City Plan 2030, has also moved forwards through the MIR and consultation stages (Choices for City Plan 2030). Progress to Proposed Plan stage has been hampered by a number of factors, including the impact of Covid-19 and the cyberattack on SEPA which led to significant delays in completing the required Strategic Flood Risk Assessment and consequent delays in finalising other technical work. These factors mean that the current LDP will not be able to be replaced within the 5-year target.

By deploying staff flexibly and introducing a simplified, generic householder report template, the service was able to successfully drive down decision timescales for both householder and local developments.

The service made great efforts to maintain good levels of customer and stakeholder engagement in the review year. A coronavirus update

page was published on the Council website and customers were encouraged to sign up to our [planning blog](#) for regular updates on changes to the service. We ran a series of online customer forums for agents and developers and continued to provide training events for community councils and local groups, as well as our own elected members.

A full programme of training for staff members also continued to run. Regular feedback sessions provided an update on the outcome of Development Management Sub-Committee and Local Review Body meetings. Training sessions were held to brief staff on the introduction of major changes to permitted development legislation.

In 2020/21 the service was tested like never before. It has proven to be remarkably resilient and, thanks to the hard work and professionalism of our staff, the people of Edinburgh continued to receive a quality planning service, committed to continual improvement and accessible to all.



Part 1 - Qualitative Narrative and Case Studies

COVID 19 Resilience and Adaptation (Performance Marker 12)

The onset of the pandemic in March/April 2020 represented a unique and significant challenge for the service which required an innovative and dynamic approach. The service adopted several new working practices to meet this challenge which are summarised below:

- The service reviewed and continually updated its business model and operating plan and carried out adaptation planning.
- **The business model:** sets out **what** objectives will be met and what services will be delivered. This will be adapted as the new operating model is developed.

PLANNING SERVICE		BUSINESS MODEL		May 2020
<i>To stop people from becoming ill or coming to harm and to keep communities safe.</i>				
Objective 1		prevent people from becoming ill or coming to harm.		
Objective 2		build resilience in communities and neighbourhoods to keep them safe.		
Objective 3		protect colleagues from risk of infection and harm.		
DEVELOPMENT MANAGEMENT	FORWARD PLANNING	COMPLIANCE AND ENFORCEMENT	Resource strategy May-June 2020	
Full e-working for home working and new processes to support business continuity. Digital site visits and prepare for new ways of doing site visits safely Virtual meetings of DM sub and use of extended delegation Video conference pre-application advice and restart EUDP More online information for service users and use of Blog	Progressing City Plan 2030 to implement City Vision and support econ recovery Digital progress with Housing Land Audit and place briefs/site specific guidance to promote development, site visits to follow Innovate with digital engagement and consultation tools Using stakeholder groups(e.g. Development Forum) to inform plan priorities	Short term lets monitoring in context of resumption of business and visitor travel Digital site visits and prepare for new ways of doing site visits safely Support Env Health in enforcement and compliance of businesses	<ol style="list-style-type: none"> 1. Staff availability monitoring and flexible deployment 2. Application caseload and type monitoring 3. Resources to support DM sub and delegated decisions making 4. Address home working and site visits practices 5. Identify partnership working options 	

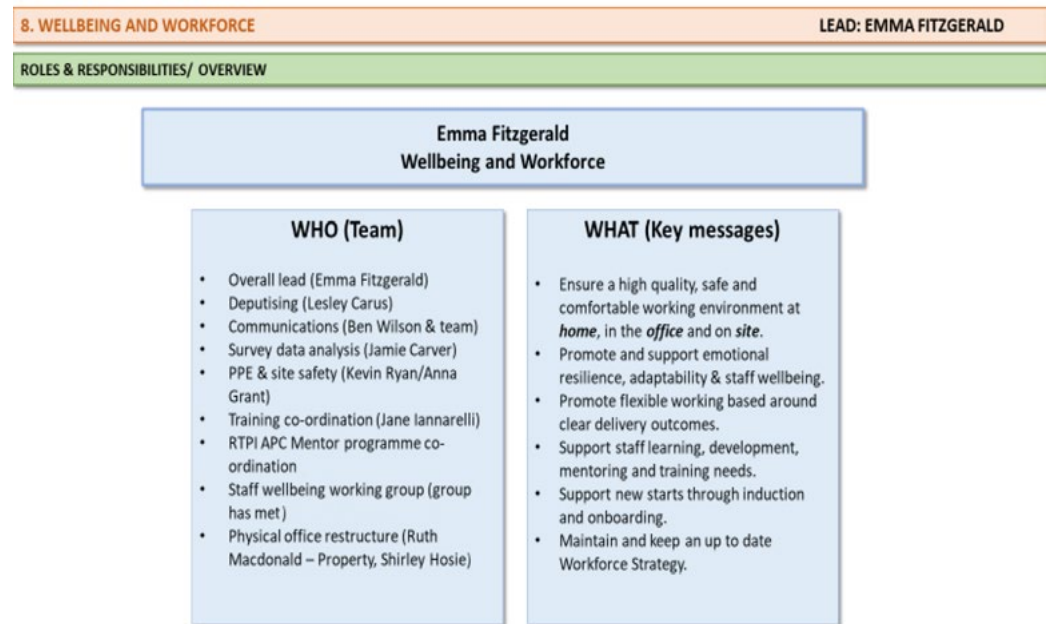
BUSINESS MODEL AND OPERATING PLAN

Planning Cyclical Model



- **The operating plan:** sets out **how** those objectives will be met and how the services will be provided.

- **The adaptation plan:** sets out how services and operations will **adapt and evolve** to address the social, economic and health impacts of COVID 19 on our customers, communities and colleagues in the months ahead.



Wellbeing and Workforce

- Office environment: **All** surfaces including desks, cabinet tops, walls and floors in G2, G3 and the Planning Reception have been cleared by a team of staff in preparation for the cleaners.
- Home environment: **All** existing equipment (keyboards, mouse, monitors, wrist rests, foot stools and chairs), as requested by staff, have been distributed to people's homes.
- 20 basic mobile phones, as requested by staff, have been ordered and delivered.
- A site visit protocol has been prepared and disseminated to staff. This has been continually reviewed and updated in-line with Scottish Government coronavirus restrictions guidance.
- An Edinburgh Planning Group has been established on the Knowledge Hub to promote and enable the sharing of ideas and documents, as well as provide a forum for wider service discussions and collaboration beyond immediate teams.
- A Training and Development Group has been set up to develop a virtual training programme. MS Team Ambassadors have been identified to lead MS Teams training at team level.
- A Wellbeing Working Group is being established which includes representatives from the different teams in order to achieve a more collaborative approach to wellbeing across the service.
- A second staff wellbeing survey was circulated at the end of September - we received 90 responses. The results were reviewed by members of the Wellbeing Working Group and an updated action plan prepared to address some of the main issues/concerns.
- Virtual team coffee mornings for Planning staff have taken place. Feedback received has been positive.
- Ongoing discussions with Estates/HR on the process for allowing select staff to return to the office sooner for health and wellbeing reasons.
- The service undertook a second call for existing equipment requests to ensure that all staff had what they required at home. Most of these requests have now been processed and collected by staff.

CHANGE IN PLANNING (DECEMBER TO FEBRUARY 2021)			
	December	January	February
Forward Planning	<ul style="list-style-type: none"> • Ensure business plan is aligned to deliver outcomes of City Plan 2030 Key Projects: <ul style="list-style-type: none"> • City Plan 2030: Prepare Proposed Plan and Action Programme • City Mobility Plan: report consultation findings • City Centre Transformation: review phase 2 scope • Low Emissions Zone: • Place Briefs: Seafield PJ in preparation. 	<ul style="list-style-type: none"> Key Projects: <ul style="list-style-type: none"> • City Plan 2030: finalise Proposed Plan & Action Programme for February Committee • City Mobility Plan: draft finalised plan • City Centre Transformation: • Low Emissions Zone: • Place Briefs: • Guidance for Householders: initiate project? 	<ul style="list-style-type: none"> Forward Planning Delivering Excellence: timing tbc Key Projects: <ul style="list-style-type: none"> • City Plan 2030: Report Proposed Plan & Action Programme to Committee (24 Feb) • City Mobility Plan: Report finalised plan • City Centre Transformation: • Low Emissions Zone: • Place Briefs: • Guidance for Householders: (May?)

Quality of Outcomes

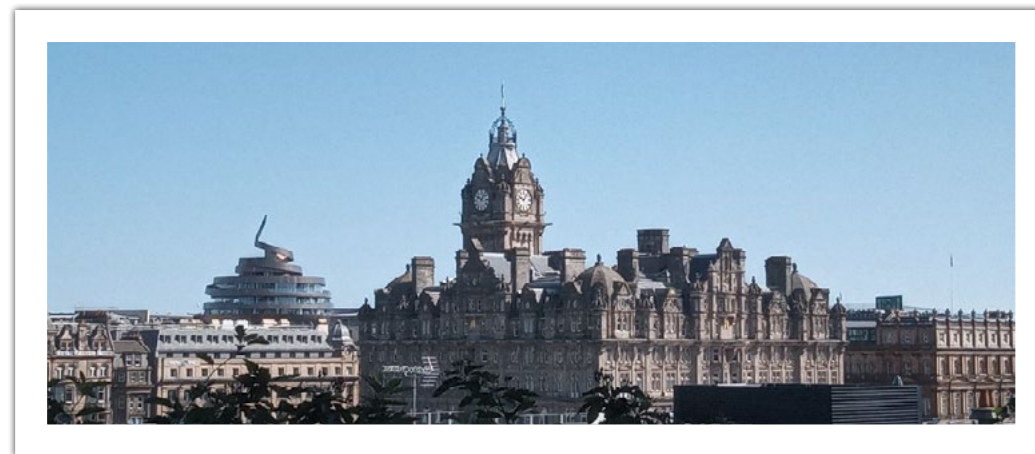
Throughout the pandemic, the Council has continually worked towards the long-term improvement of the city. A key measure of performance lies in how improvements are made to the built and natural environment to facilitate the creation of a sustainable city which remains an attractive place for residents to live, work, play and relax in.

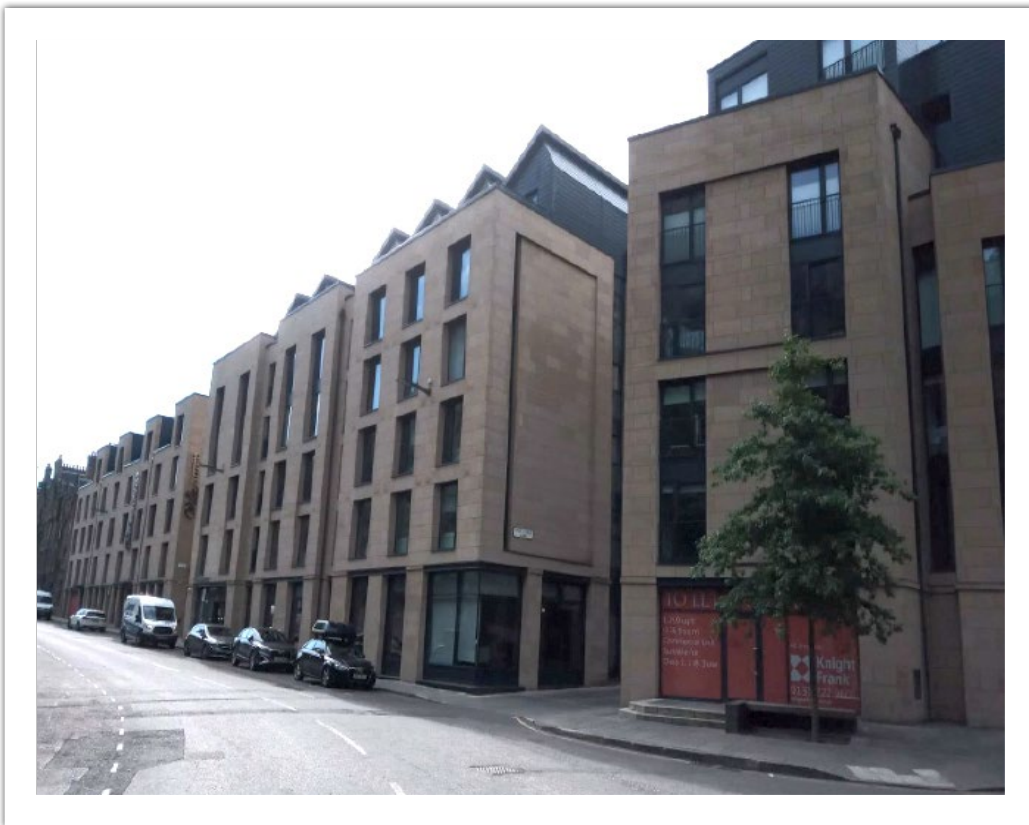
The onset of COVID-19 and the subsequent introduction of lockdown measures created a significant challenge in making sure that high quality sustainable development continued to be delivered across the city, and as much support as possible was given to ensure that confidence was maintained in the ability of the Council to make decisions within reasonable timescales.

Case Study 1:

New Waverley and St James Centre

The service worked effectively to ensure that construction on the St James Centre and New Waverley developments was able to continue with as little disruption as possible due to delays in condition discharging and legal agreement conclusion. Construction has now also been completed on the [St James Centre](#) redevelopment, with the new centre successfully opening to members of the public in summer 2021. Construction has also continued on the [New Waverley Development](#), with the majority of commercial buildings completed and actively occupied or ready for occupation.





Work has also actively commenced and continued on the Haymarket development, with the service working hard to minimise any delays in the post decision process which could have impeded progress on this scheme.

As a result of the Coronavirus emergency, the Council's Leadership Advisory Panel agreed changes to the scheme of delegation which gave the Chief Planning Officer extended delegated powers to make decisions on applications which would otherwise required to be determined as committee decisions. Such applications were first discussed with the convenor and vice-convenor of the Development Management Sub-Committee, and all Councillors were given the opportunity to highlight whether they considered the application to be contentious and unsuitable for such a level of delegation.

Through the introduction of extended delegated powers, the Council was able to approve numerous developments in a time efficient manner, minimising any unnecessary delays and ensuring that elected members only involve themselves directly in the application process if it is considered necessary to do so for planning reasons. The service also continued to use the electronic sign off of applications to process permissions quickly and effectively. To assist with assessing applications officers requested that agents and architects provided site photos were possible, in view of the fact that officers could not actively visit many sites during the restrictions. The results as demonstrated in part 4, were an improvement in decision making timescales against the previous PPF year.

Quality of Service and Engagement

In this uniquely challenging year, we strove to continue to keep in touch with our customers and improve our service. Throughout the year, customer feedback was received by various means including the Edinburgh Civic Forum, Community Council Briefings, the Access Panel, and the Edinburgh Development Forum and various consultations. Actions suggested by attendees at a series of Customer Forum events have been incorporated into the ongoing Planning Improvement Plan, particularly focusing on communication, consistency of decision making and time performance.

The Improvement Plan continues to drive actions which are having an increasing impact on performance statistics and overall service quality.

The pre-application advice service introduced in 2019 is now an established aspect of service operations and has been to a great extent continued, despite the challenges of the restricted Covid-19 working environment.

Case study 2

Online Customer Forums

The annual customer forums also continued to take place in an online format, with separate forums being held to cover householder, local development, and major development applications to reflect the specific needs of such developments. Online training for community council representatives was also undertaken to ensure that Community Councils can be properly informed about the important role that they have in creating high quality sustainable developments.

As with all local authorities across Scotland, the unique circumstances of the pandemic required the service to adopt a flexible and realistic approach to the enforcement of planning controls and restrictions on businesses. The service recognised the need to ensure that essential businesses were able to operate effectively for both the wider benefit of the city, and in order to protect the long term economic recovery of the city. To this end, the planning service worked collaboratively with other council services to provide guidance for businesses during the pandemic.

Case Study 3

Co-ordinated advice for businesses

The planning service contributed to the provision of cross-Council, web based advice for businesses during the Covid-19 pandemic. Content communicating our position of not seeking planning applications for a range of temporary works sat alongside advice on the use of outdoor space for business recovery, physical distancing and other safety measures, licensed premises and much else. The service also played a key part in a Council-wide initiative to raise awareness in real time of how the coronavirus regulations affected Edinburgh's businesses and to ensure they were consistently implemented and enforced. For example, our planning enforcement activity had to adapt to how short term let enquiries have been handled during periods of lockdown as responsibility for enforcement fell to our licensing service.

The service has also continued to carry out engagement and consultation exercises involving Choices for City Plan, the City Mobility Plan and a new place brief for the Leith Walk Area.



Our social media platforms continue to grow and have allowed us to keep information flowing.

The [planning.edinburgh](https://planning.edinburgh.gov.uk/) blog and our [twitter feed](#) provide regular, up to the minute information on Planning Committee decisions, upcoming public consultations and all aspects of the service for our growing community of followers.



Case Study 4

Leith Walk / Halmyre Street Place Brief

In September, the service launched a place brief which set out a compelling vision for a major mixed-use opportunity at Leith Walk. It fully embeds place making principles to guide its future co-ordinated development. The site comprises three main areas formed by a former NHS car park, a former tram depot and a large disused mill building. The finalised brief flowed from extensive engagement with the local community and stakeholders which successfully used the place standard assessment tool to capture community aspirations. In addition to an online questionnaire, three local drop-in sessions were held and the engagement as a whole generated over 200 responses.



Governance

The Planning and Building Standards Department continues to be located within the Place Directorate alongside other Council functions with responsibility for development and quality of the city including waste services, transport, culture and parks and greenspace. At a political level, planning related matters are reported to several main Council Committees – Planning, Development Management Sub-Committee, Housing and Economy and Transport and Environment.

Reporting to multiple committees provides a key opportunity for close collaboration on important projects and the ability for continued joint working by officers within multiple departments.

The service continues to encounter significant issues relating to the loss of experienced personnel and constrained financial circumstances as a result of the crisis which makes the recruitment of new staff difficult. During this PPF year, two senior planning officers, two managers and a chief planning officer retired from the service, resulting in the loss of a significant body of experience. Some of these changes were the result of planned organisational change and the loss of experience and knowledge was mitigated by comprehensive debriefs of departing staff.

The service has attempted to counter these challenges through the introduction of a more flexible team structure, with personnel assigned a greater variety of applications according to where the greatest pressures are being experienced. The service has also deployed a skills matrix which seeks to gather a greater level of detail on the skill set of individual employees in order that members of the service can both be deployed where pressures are greatest, and gain experience over a wider series of disciplines within the department.

Throughout this PPF period, the service continued to receive a significant number of householder and local development applications. These actually increased to higher levels than pre-Covid.; in the first quarter of 2021 we received the highest levels of incoming and determined applications for at least two years. It is thought that this reflects both a desire to keep economic growth continuing throughout the pandemic; and, a reflection of the desire of many citizens who had been confined to their homes for extended periods to alter and enlarge their premises. Notable numbers of applications have begun to emerge for 'office' buildings in rear gardens, reflecting a belief that home working will become a more established feature of employment even after the pandemic has ceased.

As a result of a combination of high application volumes and decreasing staff levels, appropriate measures were implemented to balance officer caseloads at an acceptable level whilst maintaining good customer services. Officer caseloads are now capped at a set level, while individuals whose applications cannot be allocated to an officer are advised directly that their application has been placed on hold and will be allocated to an officer as soon as possible.

The Planning Service continues to seek improvements in the way that it operates to ensure consistency and good customer service, whilst ensuring that the service is cost effective and sustainable. The planning service continues to develop the formal paid for pre-application service. 169 pre-application enquiries for a variety of local and major developments were received during this PPF period. Take up and feedback from developers has been positive, with a recognition that early engagement in the process can be exceptionally beneficial for their clients and can serve to identify several potentially problematic

issues before a full application is submitted. Following the success of the paid for pre-application service, we introduced a paid for Non-Material Variation process on 1 April 2021.

Case Study 5

Paid for Non-Material Variation Service

The service introduced a formal paid procedure for the submission and assessment of non-material variations. The introduction of this procedure recognises that assessment of variations can often involve a significant amount of officer time and resources for which the planning authority has never received any financial recompense; and that, what is an important aspect of the planning process, has lacked clarity and standardisation in the way that it is undertaken by staff. The new procedure is accompanied by customer service guidance clearly describing the required steps and fees, and a formal application form. Following receipt of the information, the case officer will confirm if the proposed amendments are a Non Material Variation or if a further full application will be required, before completing the necessary procedure.

Culture of Continuous Improvement

The service has long recognised the numerous benefits which flexible and home working arrangements can have for staff and has actively promoted and supported home working for several years. As a result, the service was in a strong position to enable a shift to full time home working at the onset of the COVID 19 pandemic.

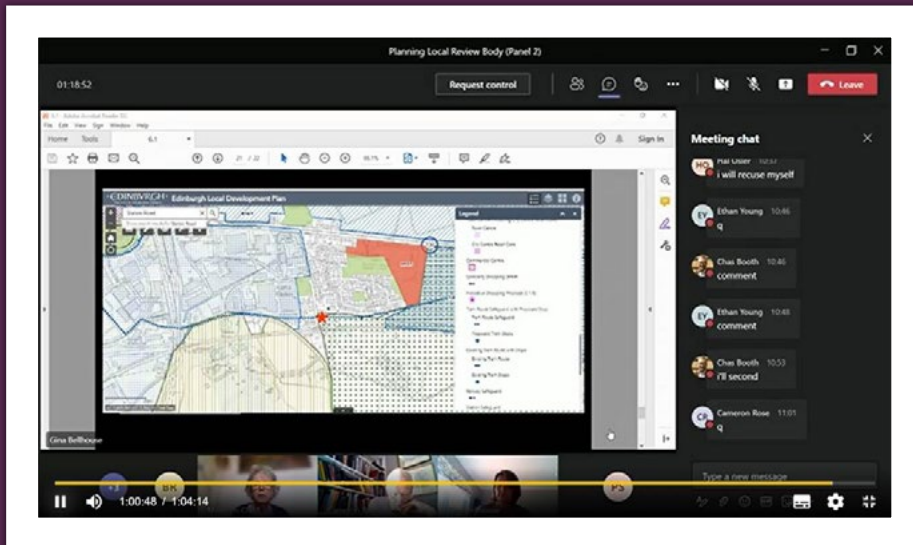
We have also sustained our Delivering Excellence programme of improvements to different operational processes. These are staff-led, digital-based changes to make our processes simpler and smoother for staff and customers. The programme has resulted in several of the specific changes listed in Part 3 below.

Immediately prior to the onset of the pandemic, the service implemented an electronic sign off system for applications. This forms a key part of the wider Council aim to make its services electronic and reduce unnecessary waste. The electronic sign off was crucial in ensuring that officers and managers were able to approve applications quickly and effectively, while also ensuring that the Council remained compliant with the scheme of delegation. Had the electronic sign off not been in place, significant delays may have ensued in the final approval of applications.

Case Study 6

Online Committees

The service has moved to fully online Development Management Sub-Committees and Local Review Body Meetings which are held using Microsoft Teams. These meetings are made available to members of the public to view and have involved a significant amount of work in ensuring that elected members were trained on the correct practice for such meeting and ensuring that such meetings meet the required legal parameters. The move online has enabled Local Review Body meetings to be opened up to the wider public for the first time and many more members of the public have had the opportunity to view the process first-hand.



The service continues to provide a programme of regular training for staff members. Regular feedback sessions are held to provide an update on the outcome of Development Management Sub-Committee and Local Review Body meetings. Multiple training sessions were held to update staff on the significant changes to permitted development legislation being introduced in April 2021.

The Planning Authority is currently in the process of updating all its guidance documents to reflect both legislative changes, and the outcome of appeals. The service has also started the process of updating its conservation area character appraisals to recognise the change in their built Environment.

Case Study 7

Conservation Area Reviews

The service has continued to keep its 50 conservation areas under review in the last year. In September 2020 we published a revised [Colinton Conservation Area Character Appraisal](#) in a new, interactive format. It includes a new management section and followed a public consultation exercise that featured an online questionnaire. In October 2020, a boundary extension to the [New Town Conservation Area](#) was approved. The extension followed consultation with the local community council and engagement with affected local residents through direct correspondence and an online consultation. Other Conservation Area Character Appraisals are being actively reviewed and the public will be given the opportunity to contribute to these exercises when the current moratorium on public consultation lifts.

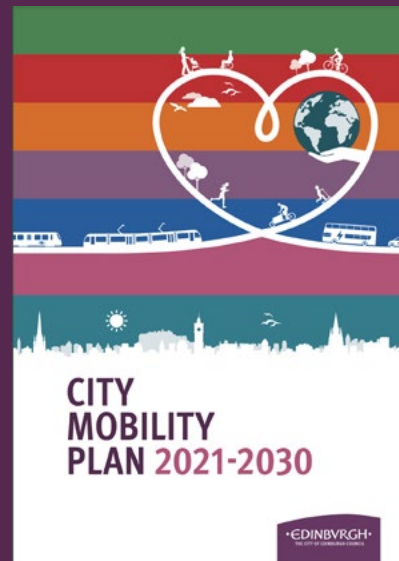


The service was able to complete and publish two pieces of important work during this PPF year. The City Mobility Plan and the Vision for Water Management demonstrate our drive to ensure that Edinburgh becomes a city ready to meet the key twin challenges of providing sustainable transport network for the future and adapting to the pressures of climate change.

Case Study 8

City Mobility Plan

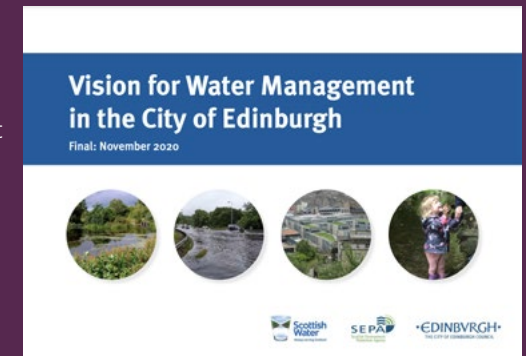
Approved by the Council's Transport and Environment Committee in February 2021, [The City Mobility Plan](#) is the result of over three years of discussion during which citizens and stakeholders were engaged via workshops, meetings, presentations and drop-in events. The strategy sets out in detail the past accomplishments in making the city's transport network more sustainable, the current and potential challenges from the continuation of a car dominated society, and the future vision, timescales and measurements of success for creating a truly carbon neutral city by 2030.



Case Study 9

Vision for Water Management

Approved by the Transport and Environment Committee in November 2020, [The Vision for Water Management](#) is the result of active consultation and input with SEPA and Scottish Water who both support the document. The vision explains in detail the Council's approach to developing a long-term and sustainable approach to river, coastal and storm water management across the city, whilst also outlining the potential consequences of failing to ensure that suitable measures are taken to try and effectively manage the anticipated increases in rainfall during the next decade. This earned the report's main author the susdrain 2021 Suds champion award.



Part 2 - Supporting Evidence

The service has utilised a body of detailed qualitative and quantitative sources in preparing the PPF. This includes the customer forum, community council, councillor and staff training and benchmarking through Heads of Planning Scotland (HOPS). Sources used to compile this report include:

- Planning Committee Reports
- Planning Committee Training
- Scottish Government Transforming Planning Programme
- Scottish Government Permitted Development Rights Consultation
- SESPlan
- The Edinburgh Local Development Plan
- Development Plan Scheme (March 2021)
- Annual Review of Guidance (February 2021)
- Edinburgh Design Guidance
- Planning Enforcement Charter
- Non-Statutory Planning Guidelines
- Committee and Local Review Body Webcasts
- [Edinburgh Planning Blog](#) and [Twitter Feed](#)
- Planning and Building Standards Customer Care Charter
- Edinburgh Urban Design Panel
- Choices for City Plan 2030
- Planning Improvement Plan (refresh Feb 2021), including Delivering Excellence programmes
- Processing agreements guidance and templates
- New model legal agreements
- Housing Land Audit and Completions Programme for 2020

Part 3 – Service Improvements

The table below summarises progress on the Planning Improvement Plan 2020/2021

Improvement Themes	Actions
Leadership and Management	<p>Budget pressures and constrained recruitment meant that the service has not been able to recruit new officers during the PPF. The exception to this is the continued employment of two year out university students who alternate their period with the service between development policy and development management.</p> <p>The service has employed a skill matrix to ascertain a detailed record of what staff members feel are their strengths and weaknesses regarding their professional skills.</p> <p>The major development application teams have been reorganised from four to three to reflect staff changes.</p> <p>A regular staff survey and stress risk assessment was undertaken to better understand the views and needs of Planning service staff, these are being used to inform change and improvement in the service.</p>
Customer Improvement	<p>The annual Planning and Building Standards Customer Forums took place in during March 2021. Separate forum sessions were held for community groups and for agents involved in major development and householder applications to recognise the different concerns which these applications raise.</p> <p>Feedback was generally positive, and the benefit of the pre-application service was also highlighted.</p> <p>Training sessions were held for community council representatives to provide greater clarity on their role in the planning process, and enable community council heads to question the chief planning officer and senior officers</p> <p>The service has continued to use the Planning Edinburgh blog to update customers on changes in legislation, the progress of City Plan 2030 and general service updates</p> <p>The planning helpdesk service has continued to function with officers answering email queries between 9-1. A call back facility is available for urgent matters.</p> <p>An updated 'quick guide' for sheds and outbuildings was published in March 2020 to provide guidance for members of the public on the key points of the changes to householder permitted development rights introduced by the Scottish Government.</p>
Improvement Themes	<p>An updated 'quick guide' for sheds and outbuildings was published in March 2020 to provide guidance for members of the public on the key points of the changes to householder permitted development rights introduced by the Scottish Government.</p>

Improvement Themes	Actions
Performance and Continuous Improvement	<ul style="list-style-type: none"> • The following arrangements were introduced to improve decision making timescales and general performance: • Continued re-alignment of staff resources across the service where needs are greatest; • Introduction of an application cap for officers assessing householder applications in order that these officers can concentrate effectively on processing an acceptable number of applications at any one time. For householder applications which are not allocated to an officer on receipt, agents are advised directly of the situation by email and informed that their application will be held in abeyance until an officer becomes available; • Introduction of a standardised fast track householder report template, reducing the time taken to process straightforward applications. • Regular virtual staff briefings • Regular feedback briefings on the outcomes from fortnightly Development Management Sub-Committee and Local Review Body meetings. • Regular staff training on several topics including new permitted development rights, legal updates and consultation procedures

The table below sets out the improvement priorities for the year ahead as set out in the Planning Improvement Plan 2020-2021

Improvement Themes	Actions
Leadership and Management	<p>The more flexible working model will continue to be employed alongside the skills matrix to allow staff to be deployed in the most efficient and productive manner.</p> <p>Attempt to make a wider corporate case for additional staff recruitment despite budget pressures.</p>
Customer Improvement	<p>Feedback from online customer forum and online community council forums will be incorporated into future staff training and protocols.</p> <p>Continued use of the planning blog and Edinburgh planning twitter feed to inform as many members of the public as possible.</p>
Performance and Continuous Improvement	<p>Continue with regular feedback briefings on Development Management Sub-Committee and Local Review Body so that staff are kept fully up to date with the latest considerations in respect of determining applications.</p> <p>Work on developing standardised report templates for local and major development applications to improve clarity, staff efficiency and minimise delays where possible.</p> <p>LDP Policy Del 1 sets clear expectations on developer contributions. This clarity has been reinforced by our introduction of a model S.75 legal agreement for full planning applications</p>

Part 4 – National Headline Indicators

A:NHI Key Outcomes – Development Planning:

Development Planning	2020/2021	2019/2020
Land and Strategic Development Planning		
Age of local/strategic development plan(s) at end of reporting period	4 yrs 4 mths	3 yrs 4 mths
Will the local/strategic development plan be replaced by their 5 year targets	No	No
Has the expected date of submission of the plan to Scottish Ministers in development plan scheme changed over the past year	Yes	Yes
Were development plan scheme engagement/consultation commitments met during the year	Yes	Yes

Effective Land Supply and Delivery of Outputs	2020/2021	2019/2020
Established Housing Land Supply	30,669	30,623
5-year effective housing land supply programming	13,820	12,415
5-year effective land supply	22,887	22,646
5-year housing supply target (*1)	10,480	10,480
5-year effective housing land supply (to one decimal Place)	7	6
Housing Approvals*	3,222	2,661
Housing Completions over the last 5 years	12,123	12,688
Marketable employment land supply**	248.8	260.4
Employment land take up during reporting year	0	7.3

The housing land figures are from the draft HLACP 2021*1 This figure is based upon the calculation given in PAN 1/2020 which uses a different methodology than previous years

*2 There was an error in employment land supply totals in last year's PPF stats

B: NHI Key Outcomes - Development Management

Development Management:	2020-2021	2019-2020
Project Planning		
Percentage and Number of applications subject to pre application advice	4.36%	4.18%
Percentage and number of major applications subject to processing agreement	31.3%	30%
Decision Making		
Application approval rate	92%	91%
Delegation rate	95.6%	95.7%
Validation	75%	68.3%
Decision-Making Timescales		
Major Developments	49 weeks	45.7 weeks
Local Developments (non-householder)	13.1 weeks	15.6 weeks
Householder Developments	7.6 weeks	8.1 weeks
Legacy Cases		
Number cleared during reporting period	65	36
Number remaining	37	71

C: Enforcement Activity

Enforcement	2020-2021	2019-2020
Time since enforcement charter published/ reviewed	15 Months	3 Months
Complaints lodged and investigated	713	908
Breaches Identified - no further action taken	583	475
Cases Closed	798	931
Notices Served	3	75
Direct Action	0	1
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

D: NHI Key Outcomes - Commentary

The service has continued to perform to a high standard in order to ensure that any disruption to the original timetable for the preparation and delivery of Cityplan 2030, which will form the next Local Development Plan, is kept to a minimum. However, the continual restrictions and pressures placed on staff members as a result of the Covid 19 emergency, the SEPA cyber attack and the continued fallout from the rejection of the Proposed Strategic Development Plan (SESPlan 2), mean that the LDP will not be adopted within the five-year target. Elected members have been continually kept up to date with the progress of City Plan through regular planning committee meetings. As highlighted in previous PPF's, elected members were fully briefed and actively involved.

The continued employment of flexibility in the deployment of staff members combined with the introduction of a new simplified generic householder report template has contributed to a improvement in the decision timescales for both householder and local developments. This represents a significant achievement for the service during an exceptionally difficult time, and has been instrumental in aiding economic recovery in the city.

There was a notable reduction in both the number of enforcement cases lodged and the number of notices served during the PPF period. This is predominantly attributable to the pandemic and the imposition of stringent lockdown measures, with the resultant impact of less development being undertaken in the city and officers unable to undertake site visits to investigate potential breaches of planning control. The service also adopted a flexible and pragmatic approach to potential breaches of conditions relating to commercial premises in order to accommodate the unique demands placed on businesses by the pandemic.

The time period for the determination of major developments has risen slightly since the last PPF year.

The number of legacy cases cleared during the period has increased significantly while the number remaining has also dropped demonstrating that the service has made significant process in reducing what can be a notable burden on the progress of development in the city.

The level of applications subject to pre application advice has risen reflecting confidence in the formal pre-application advice service which has now been in place for almost two years. The service continues to deliver both a valuable income stream, aimed at covering costs, and a means of assisting prospective applicants avoid unnecessary delays and complications at a later point in the formal application process.

Part 5 – Scottish Government Official Statistics

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

Timescales	2020-21	2020-21	2019-20
Overall	Numbers/Percentages	Weeks	Weeks
Major Developments	21	49	45.7
Local Developments (nonhouseholder)	449	8.9	15.6
• Local: less than 2 months	51.9%	6.6	7.1
• Local: more than 2 months	48.1%	15	12.8
Householder Developments	1453	7.6	8.1
• Local: less than 2 months	78.7%	6.6	7.1
• Local: more than 2 months	21.3%	11.6	12.8
Housing Developments			
Major	6	15.9	46
Local Housing Developments	117	14	
• Local: less than 2 months	50.4%	7	7.5
• Local: more than 2 months	49.6%	21.1	25.4
Business and Industry Developments			
Major	2	-	43.7
Local Business and industry developments	19	9.8	
• Local: less than 2 months	63.2%	6.8	6
• Local: more than 2 months	36.8%	15	21.4
EIA Developments	0		
Other consents			
• As listed in the guidance (right)	1139	8.1	9
Planning/legal agreements			
• Major: average time	4	49.5	59.8
• Local: average time	16	45.1	51.4

B: Decision-making: local reviews and appeals

Original Decision Upheld						
	Total Number of Decisions	Original Decision Upheld	2019-2020		2018-2019	
			No	Dec Upheld	No	Dec Upheld
Local Reviews	53	54.7%	74	71.6%	94	69.1%
Appeals to ministers	37	56.8%	55	60%	84	57.2%

C: Context

The service has endeavoured to try and maintain a high standard of performance during what have been incredibly challenging circumstances. The service has continued to work in partnership with developers where possible to reduced delays by utilising the 'stop the clock' and 'extension of time' mechanisms for complex or contentious applications. The utilisation of these mechanisms, and the continuation of a flexible approach with regards to staff resources has enabled the decision-making timescales for both non-householder and householder applications to be reduced from the previous PPF year. There has been a slight increase in the time for the determination of major applications. However, this has been matched by a reduction in the time taken for the conclusion of legal agreements for both major and local developments.

There has been a significant reduction in both local review appeals and appeals to ministers when compared to the 2019-2020 PPF period. This is almost certainly a reflection of the associated reduction in the number of applications submitted due to the impact of COVID. While the majority of officer decisions continue to be upheld, the significant level of reduction in the numbers of appeals means that it is difficult for the service to make a concise and detailed assessment on the reasons for decisions being overturned or upheld, or whether there are any wider trends emerging which officers need to take into account when undertaking further appeals.

Part 6 – Workforce Information

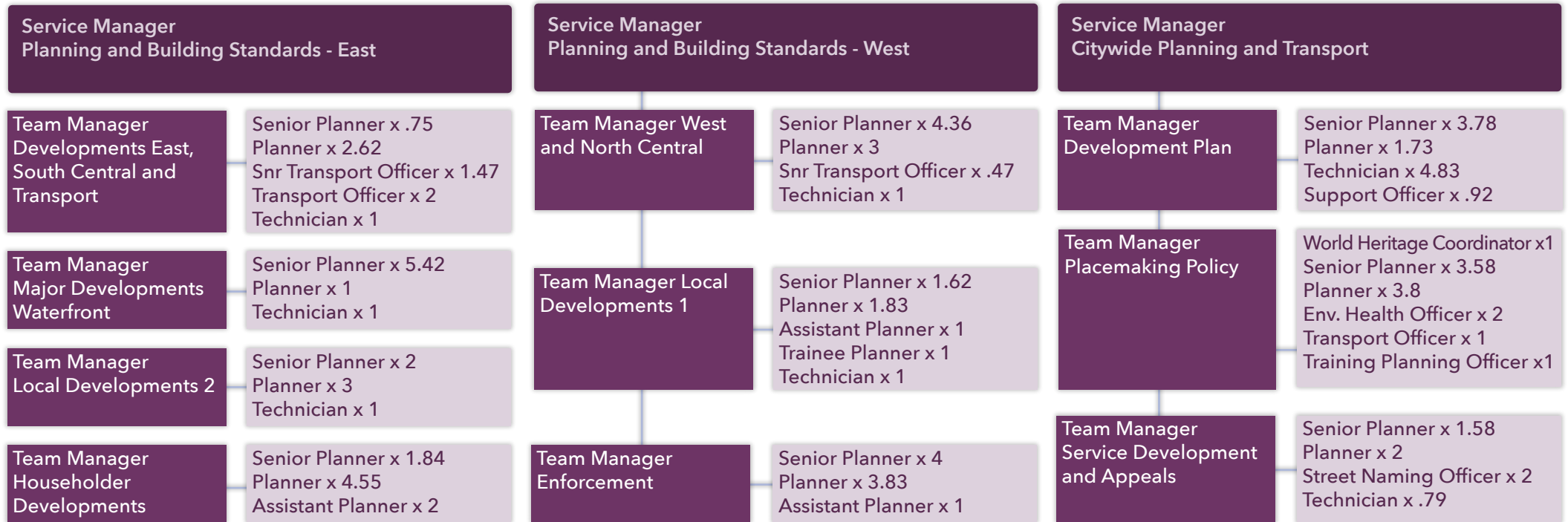
Workforce information should be a snapshot of the authorities planning staff in position on the **31st of March 2021**. In this reporting period, the Planning service was based on the new organisational model introduced in the 2019/2020 period. This comprised eight case-based development management teams and four teams operating with a citywide policy and cross-disciplinary projects focus. Two teams dealt with local development applications, there was a dedicated enforcement team and a team responsible for focusing on householder proposals. Four area teams dealing primarily with major developments and larger local developments were also established to cover the east, west, central and waterfront areas of the city. Local development plan and policy-related activities were all undertaken in a Citywide group of four teams. Administration and business support staff was provided from a central council resource and are not included in the information below. Specialist roles in the Planning service include transport officers, environmental health officers, ecologists, landscape architects, arboriculturalists, legal agreement officers and street-naming staff. Most professional staff in the service are either members of the Royal Town Planning Institute (RTPI) or eligible for membership

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

Staff Age Profile	Headcount
Under 30	7
30-39	26
40-49	33
50 and over	43

RTPI Chartered Staff	Headcount
Chartered Members	53
Associate RTPI members	1
Legal Associate RTPI members	0
Licentiate RTPI members	10
Other Planners	3
Total	67

Planning Service Structure (at March 2021)



Part 7 – Planning Committee Information

The table below sets out the Committees for the past 2020-2021 year

Committee and Site Visits	Number Per Year
Full Council Meetings	12 (Online)
Planning Committees/ Development Management Sub-Committee	7 and 19 (Online)
Area Committees	Not Applicable
Committee Site Visits	None (Due to COVID restrictions)
Local Review Body Meetings	14
LRB Site Visits	None (Due to COVID restrictions)

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 1 – Quality of Outcomes Case Study 1 Part 1 – Governance Part 3 – Service Improvements Part 4 – National Headline Indicators Part 5 – Scottish Government Statistics
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 4 – 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 	Part 1 – Quality of Service and Engagement Case Studies 2, 3, 4 Part 1 - Governance Case Studies 5, 7, 8, 9 Part 3 – Service Improvements Part 4 – National Headline Indicators
4 Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant	Part 1 – Quality Outcomes Case Study 1 Part 3 – Service Improvements Part 4 – National Headline Indicators Part 5 – Scottish Government Official Statistics
5 Enforcement charter updated / re-published	Part 4 – National Headline Indicators

Performance Marker		Part of PPF report demonstrating evidence for this marker
6	Continuous improvements: <ul style="list-style-type: none"> • show progress/improvement in relation to PPF National Headline Indicators • progress ambitious and relevant service improvement commitments identified through PPF report 	Part 1 – Quality of Service and Engagement Case Study 4 Part 1 – Culture of Continuous Improvement Case studies 7, 8, 9 Part 3 - Service Improvements Part 4 – National Headline Indicators
Promoting the Plan-Led System		
7	LDP less than 5 years since adoption	Part 4 – National Headline Indicators
8	Development plan scheme demonstrates next LDP: <ul style="list-style-type: none"> • on course for adoption within 5-year cycle • project planned and expected to be delivered to planned timescale 	Explanation given in Part 4 – National Headline Indicators
9	Elected members engaged early (pre-MIR) in development plan preparation	Not applicable during this PPF cycle. Development plan has now passed MIR stage
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	Not applicable during this PPF cycle. Development plan has now passed MIR stage
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on information required to support applications	PPart 1 – Quality of Service and Engagement Case Study 4 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9 Part 3 – Service Improvements
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 – Covid Resilience and Adaptation Part 1 - Culture of Continuous Improvement Case Studies 3, 8, 9

Performance Marker		Part of PPF report demonstrating evidence for this marker
13	Sharing good practice, skills and knowledge between authorities	Introduction
Delivering Development		
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one-year-old	Part 4 – National Headline Indicators
15	Developer Contributions: clear expectations	Part 1 – Quality Outcomes Case study 1 Part 3 – Service Improvements

Appendix 2 – Qualitative Narrative and Case Studies Checklist

Case Study Topics	Issue Covered by case study	Case Study Topics	Issue Covered
Design	Part 1 – Quality of Outcomes Case Study 1 Part 1 – Quality of Service and Engagement Case Study 4 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9	Interdisciplinary Working	Part 1 – Covid Resilience Part 1 – Quality of Service and Engagement Case Study 3 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9
Conservation	Part 1 – Culture of Continuous Improvement Case Study 7	Collaborative Working	Part 1 – Covid Resilience Part 1 – Quality of Service and Engagement Case Studies 2, 3, 4 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9
Regeneration	Part 1 – Quality of Service and Engagement Case Study 4	Community Engagement	Part 1 – Quality of Service and Engagement Case Studies 2, 3, 4 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9 Part 3 – Service Improvements Case Study 2

Case Study Topics	Issue Covered by case study	Case Study Topics	Issue Covered
Environment	Part 1 – Quality of Service and Engagement Case Study 4 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9	Placemaking	Part 1 – Quality of Outcomes Case Study 1 Part 1 – Quality of Service and Engagement Case Study 4 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9
Greenspace	Part 1 – Culture of Continuous Improvement Case Study 9	Charettes	Not possible due to COVID
Town Centres	Part 1 – Quality of Outcomes Case Study 1 Part 1 – Culture of Continuous Improvement Case Study 9	Place Standard	Part 1 – Quality of Service and Engagement Case Study 4
Masterplanning	Part 1 – Quality of Service and Engagement Case Study 4 Part 1 – Culture of Continuous Improvement Case Studies 8, 9	Performance Monitoring	Part 3 – Service Improvements Part 4 – National Headline Indicators
LDP & Supplementary Guidance	Part 1 – Quality of Service and Engagement Case Study 4 Part 1 – Culture of Continuous Improvement Case Studies 7, 8, 9 Part 4 – National Headline	Process Improvement	Part 1 – COVID Resilience Case Studies 5, 6

Case Study Topics	Issue Covered by case study	Case Study Topics	Issue Covered
Housing Supply	Part 4 - National Headline Indicators	Project Management	Part 1 - Culture of Continuous Improvement Case Studies 7, 8, 9
Affordable Housing	Part 4 - National Headline Indicators	Skills Sharing	Part 1 - Quality of Service and Engagement Case Studies 2, 3 Part 1 - Culture of Continuous Improvement Case Studies 9
Economic Development	Part 1 - COVID Resilience. Part 1 - Quality of Outcomes Case Study 3	Staff Training	Part 3 - Service Improvements
Enforcement	Part 1 - Quality of Service and Engagement Case Study 3 Part 4 - National Headline Indicators	Online Systems	Part 1 - COVID Resilience Part 1 - Governance Case Studies 5, 6
Development Management Processes	Part 1 - COVID Resilience Part 1 - Governance Case Study 5 Part 1 - Culture of Continuous Improvement Case Study 6	Transport	Part 1 - Culture of Continuous Improvement Case Study 8
Active Travel	Part 1 - Culture of Continuous Improvement Case Study 8	Other sustainability	Part 1 - COVID Resilience Home working, paperless systems Part 1 - Culture of Continuous Improvement Case Studies 8, 9
Planning Applications	Part 4 - National Headline Indicators		

PLANNING PERFORMANCE FRAMEWORK

2020 - 2021

