



# Planning Performance Framework

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# Introduction

## This is our eighth annual Planning Performance Framework (PPF8) for the National Park.

The framework is published annually to demonstrate the continuous improvement of our planning service in the National Park Authority and is a requirement for all planning authorities in Scotland. It represents a holistic view of our performance, giving substance to our statistics published bi-annually regarding how many applications we handled and in what timescale.

This framework includes our National Headline Indicators (statistics on Local Development Plan age, effective land supply, project planning, approval rates and enforcement) this can be found at the end of the document at Part 5. Part 1 tells the story of how we have improved on last year's performance. It gives our annual update on headline development issues in the National Park, development plan scheme, legacy cases, and pre-application service. It also highlights new improvements such as the publication of regular monitoring reports.

## Our priorities as a Planning Service

The [Government's Programme for Scotland 2018-19](#) sets out an ambitious plan to deliver for people, communities and businesses currently and make the investments that will benefit future generations. There are a number of Scottish Government priorities from the 2018-19 programme that our work in the planning service contributes towards and are demonstrated throughout this document and within our case studies. For example see below.



### Economy

#### Building a Globally Competitive, Sustainable and Inclusive Economy

Scottish Government actions under this section include rolling out digital infrastructure to every corner of Scotland, investing in the transport network including electric towns, charge points, and investing in City Region Deals, realising the potential of the rural economy by developing new approach to fisheries management and planting more trees and support key sectors such as food and drink.

Our vision and development strategy is to create a thriving economically active rural economy and provide a high quality visitor accommodation in a range of locations to support the economy.



See [CASE STUDY 1](#) and [CASE STUDY 2](#) about our completions this year that deliver high quality affordable housing and tourism developments in the rural area.



### Empowering communities

#### An Empowered, Equal and Safe Scotland

Scottish Government actions under this section include supporting communities through legislative improvements to the planning system to transform how they interact with the system and make planning more simple and transparent; support community land purchases through £10 million to Scottish Land Fund, extending to 2021; explore how to promote existing Community Right to Buy mechanisms to enable community allotments.

Our priority is to support capacity of community organisations and community led action i.e. for communities to own or manage assets.



See [CASE STUDY 5](#) about our review of community action plans.

# Part 1 Qualitative Narrative and Case Studies

There are four overall measures against which our performance is assessed:

- Quality of outcomes;
- Quality of service and engagement;
- Governance; and
- Culture of continuous improvement.

**1** CASE STUDY There are a number of case studies (CS) highlighting broader activity and explaining how we have been focussing on high quality development on the ground (CS1 and 2). We evidence quality of service and engagement by sharing delivery of town centre improvements in Balloch (CS3). Leading on from the case study last year on the Monitoring Framework, this year we demonstrate how natural heritage information is captured to demonstrate the added value generated through our role in determining planning applications (CS4). In light of planning reforms we are working more closely with our partners in community planning, and have been reviewing our Community Action Plans (CS5). Finally, we have been developing a new staff training programme and highlight the outcomes of this in Case Study 6 (CS6).

<b>1</b> CASE STUDY <b>CASE STUDY 1</b> High quality tourism development at Lochgoilhead	<b>3</b> CASE STUDY <b>CASE STUDY 3</b> Town Centre Enhancement at Balloch	<b>5</b> CASE STUDY <b>CASE STUDY 5</b> Community Action Planning and Engagement – Review
<b>2</b> CASE STUDY <b>CASE STUDY 2</b> New Affordable Homes at Callander	<b>4</b> CASE STUDY <b>CASE STUDY 4</b> How the planning system can help deliver environmental gains	<b>6</b> CASE STUDY <b>CASE STUDY 6</b> Continuous Improvement – Staff Training

Case Study Topics	Issue covered in PPF8	Case Study Topics	Issue covered in PPF8
Design	CASE STUDY [1] [2]	Interdisciplinary Working	
Conservation		Collaborative Working	CASE STUDY [3] [5]
Regeneration		Community Engagement	CASE STUDY [5]
Environment	CASE STUDY [4]	Placemaking	CASE STUDY [5]
Greenspace		Charrettes	
Town Centres		Place Standard	
Masterplanning		Performance Monitoring	CASE STUDY [4]
LDP & Supplementary Guidance		Process Improvement	CASE STUDY [3] [4]
Housing Supply		Project Management	
Affordable Housing	CASE STUDY [2]	Skills Sharing	CASE STUDY [6]
Economic Development		Staff Training	CASE STUDY [6]
Enforcement		Online Systems	
Development Management Processes		Transport	
Planning Applications	CASE STUDY [1]	Active Travel	

# Performance Measure

## Quality of Outcomes - demonstrating the added value delivered by planning

This section focuses on the added value delivered by our planning service.



### Award Winning Development

Ripple Retreat case study from PPF6 won in the Place Category in the Scottish Awards for Quality in Planning in 2018. Ripple Retreat also won the People's Choice Award. The respite house on the banks of Loch Venachar is an example of innovative design in a sensitive location. It demonstrates how our design and placemaking guidance, alongside our dedicated staff team, successfully achieved an award winning design that was inspired by the waterside setting

and the ripples on the loch. This work was originally showcased in a case study within a previous Planning Performance Framework (PPF6, 2016-2017).



### Monitoring Outcomes

A case study in last years PPF on our Monitoring Framework explained how we set up a new monitoring system for our Local Development Plan. This year we have focused on improving our monitoring, with Development Management. Development Planning and conservation teams working closely together specifically looking at the use and value added by our natural and built heritage policies i.e. the detailed quantitative outcomes.

The full results of all our monitoring was presented in our annual [Monitoring Report 2018](#) and the figures below demonstrate how we are being clear and proportionate in terms of requests for supporting information (Key Marker 3).

### Built Heritage

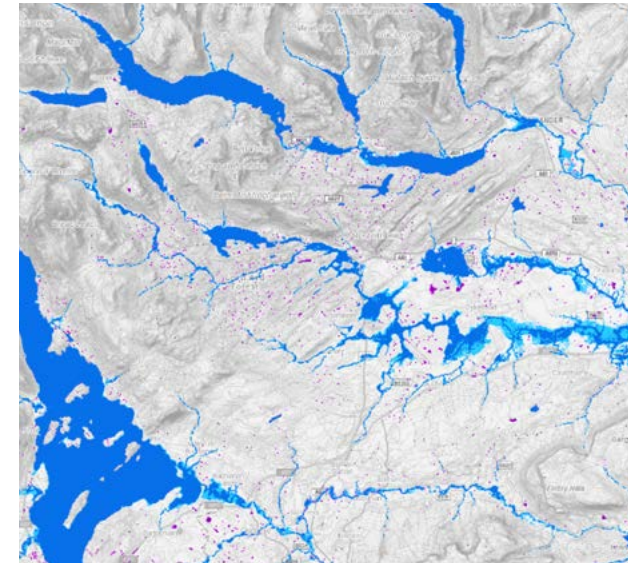
There were 23 listed building applications and 20 applications relating to conservation areas.

All the applications were approved but there is an interesting story behind this. Our Built Heritage Advisor advised on all of these applications and this had a significant impact.

Of the 43 applications we discovered the majority complied with policy on submission with 11 being subject to conditions on materials and detailing but 4 were considered not to comply with the Historic Environment policies on submission, of these 2 were withdrawn and 2 were amended in order to comply. This demonstrates the added value of the team.

 **23**  
**LISTED BUILDING APPLICATIONS**

**20**   
**APPLICATIONS IN CONSERVATION AREAS**



## Natural Heritage

### Protected species Issues

22 applications handled - of these cases 10 required protected species surveys. One case was refused as the applicant did not submit the required bat survey within time period set.

### Protected sites Issues

9 applications handled - of these, 5 cases required Habitats Regulation Appraisals but these concluded no adverse impacts on qualifying interests.

### Landscape Issues

67 applications handled - of these notably 1 application was refused mainly due to adverse landscape impacts and 2 telecoms masts were withdrawn because of comments from the National Park's Landscape Advisors (see case study 4 for further information).

### Woodland Issues

21 applications handled - of these 12 required conditions to protect existing trees, 8 required conditions for new tree planting and 3 secured woodland management plans.

### Flood Risk Issues

27 applications handled - 2 were withdrawn, 2 were refused and 23 were approved. There were only 9 that required flood risk assessments and of those 4 were renewal cases. Others submitted photos and topographical information that satisfied SEPA and the flood authority concerns.

[See case study 4](#) which focuses on natural heritage gains.

### Built Heritage Focus - Cameron House

One of our most significant cases this year related to the works at Cameron House following the fire damage (6 related detailed and listed building applications). This tragic fire damaged the core of this Category B listed building in December 2017.

The historic core, where the damage took place, dated back to 1830. There were a total of 6 meetings immediately following the fire with the Police Detective leading the investigation, WDC building control, the project manager, the Director of the company who owns Cameron House, the architects, and structural engineers. It was agreed that urgent demolition works were necessary in the interests of preservation of the remaining fabric of the building and to secure safe entry to enable access to the police/fire investigators.

The Built Heritage Advisor then handled the retrospective application for the demolition of the central structure and chimney stack in order to provide a continuous service as the applicant had been closely working with the Built Heritage Advisor and Historic Environment Scotland to reach the decision on what could be saved.

The Development Management Manager was also heavily involved in discussions. This demonstrates the quality of service that our planning team offers and the dedication of our staff to provide expert advice to reach the best outcomes despite the sensitive and tragic circumstances surrounding this particular case.



“Cameron House Resort team and their planning consultants Lichfields, have developed a positive relationship with the planning team at Loch Lomond & The Trossachs National Park Authority which has been critical to the positive and timely determination of the planning applications for the reinstatement of the historic Cameron House. Officers have been positive, professional and approachable throughout the process which has furthered the collaborative approach to the project.”

*Lichfield Planning Consultancy*

## CASE STUDY 1 High quality tourism development at Lochgoilhead

In July 2018, Drimsynie Leisure at Lochgoilhead opened its doors to a new visitor experience with new high quality hotel rooms, spa and restaurant.



### Overview

Drimsynie Leisure, operated by Argyll Holidays, has an established holiday village in the beautiful surroundings of Loch Goil and its craggy hills. The site is centred around a Category B listed building known as Drimsynie House (built 1859-60, a large castellated mansion) and its surrounding designed landscaped grounds (non-inventory). The planning team began working with the applicant in September 2013 when a pre-application was submitted for alterations and extensions to the 1970s extension to the listed building.

This involved a significant investment in the building and a comprehensive re-design.

The large brown metal clad 1970s extension was to be altered to create a new reception area, restaurant, spa, meeting rooms and 37 additional guest rooms.

The applicant's pre-application submission considered carefully our design policies and design guidance and the broad design concepts generally met the National Park's aspirations for high quality design. However detailed feedback was provided by the case officer, built heritage and landscape advisor on materials, scale, massing and landscape setting. Following the pre-application discussions, in 2014 we approved an improved amended scheme within 3 months of the application being submitted.



### Goal

The goal was to ensure that this significant investment resulted in significant improvements to the setting of the Category B listed building and the wider landscape setting. It was also important to ensure the quality of the visitor experience was high in line with the vision of the Local Development Plan.



## CASE STUDY 1 High quality tourism development at Lochgoilhead

### Outcome

The outcome was a 'happy' applicant who was pleased with the end result and the Authority's support and comments along the way. It demonstrates the value of strong policies and guidance on design and how they can influence applicants at their early design stage before the pre-application discussions begin. It also shows that the added value of the planning, built heritage and landscape officers, with their expert and local knowledge, can help to enhance the end result.

The applicant moved the location of the reception, on advice of the landscape advisor to take advantage of the amazing view. The landscaping works are still to be completed but the overall quality of materials and massing enhances the designed landscape and considers key views. The proposal also enhances the setting of the listed building and contributes to the tourism and economic development vision of the Local Development Plan.

"I felt everyone worked as a team which resulted in our application going through as delegated matters. We also had site visits from planning officers during development which was also useful. Then on completion of the project we had a final meeting to go through final build details and additional landscaping advice. We have found the planning team very informative and co-operative throughout our project."

*Alan Campbell, Director Argyll Holidays*



Before



After

This case study contributes towards the **Quality of Outcomes** but also **Quality of Service and Engagement**.

#### **Key markers:**

3 - Early collaboration, 11 - regular and proportionate policy advice

#### **Key areas:**

Design, Planning Applications

#### **Stakeholders:**

Authority Planning Staff, Local Developers

#### **Name of key officer:**

Kirsty Sweeney

## CASE STUDY 2 – New Affordable Homes in Callander

In March 2018, 23 new affordable rented flats officially opened in Callander.

### Overview

The homes were built and delivered by Rural Stirling Housing Association at the site of the former telephone exchange and post office building. Gaining planning permission in 2014, the site was deemed ideal for development due to its position in a prime central location near to town facilities. It also was regenerating an unused brownfield site within a sensitive conservation area.

This case study demonstrates how a number of challenges were overcome to deliver a successful project in partnership. The first submission in 2007 for 10 flats was refused principally on design matters as the proposal did not reinforce the distinctive character of the area nor represent a design of sufficient quality for this prominent site. Our in-house architect at the time provided comments on the design.

There were detailed pre-application discussions with a series of meetings over a number of years resulting in the proposal being redesigned before it was submitted. This led to the timescales for determination being approximately 2 months (submitted end April 2014, decision issued 1st July 2014) for what is considered to be a significant application for Callander.



## CASE STUDY 2 – New Affordable Homes in Callander



### Goal

The site was identified as an opportunity site within the Local Plan in 2010 and then carried forward into the current Local Development Plan. The site had lain vacant for a number of years despite being located in a central location in the popular town of Callander. The site lies across from the main car parking for visitors which utilised the old railway yards. It was previously considered backland but has since become an important gateway for the town.

The goal was to revitalise the area and bring a new building frontage to the street to enhance the character of the conservation area within a prominent site in the town. There were three different designs approved on the site before the one that was built was finally settled upon. A scheme with lesser number of flats, due to the severe recession started in 2008, proved impossible to get funding and therefore a new scheme for 23 flats was submitted. The goal of the planning service remained the same, which was to achieve a high quality design with affordable homes for the community even though the developer's goal was changing.

### Outcomes

The scheme that has been implemented is of high quality and provides homes for local people. The external finishes of natural stone and render, timber windows (on the front elevation) and fibre cement slate roof tiles gives a high quality finish whilst working to a fixed budget and delivery programme. The final touches to the stone walling have recently been undertaken and quality sandstone has been used to ensure it complements the setting of the conservation area and provides the new gateway to the town. The flats step down from four to three storeys towards the Main Street to ensure its scale fitted the context of other buildings in the vicinity.

In terms of delivery of the affordable homes, the approval required 50% of the flats to be affordable in accordance with the Local Development Plan policies. However, the developer could not finance the project (hence the reason for the delay in developing the site from the 2014 permission to start of construction in 2018) and Rural Stirling Housing Association, with the support of funding from Scottish Government and Stirling Council, managed to purchase the full site. Given the acute affordable housing need in the area, all flats were delivered as social rent. Rural Stirling Housing Association confirmed that of those now living in the flats, 18 tenants were already living in Callander Community Council area and 2 were working in Callander. This demonstrates how the project is truly delivering housing that meets local affordable needs.

This case study contributes towards the *Quality of Outcomes* but also *Quality of Service and Engagement*

#### Key markers:

3 - Early collaboration

#### Key areas:

Design, Conservation

#### Stakeholders:

Local Developers, Authority Planning Staff

#### Name of key officer:

Vivien Emery

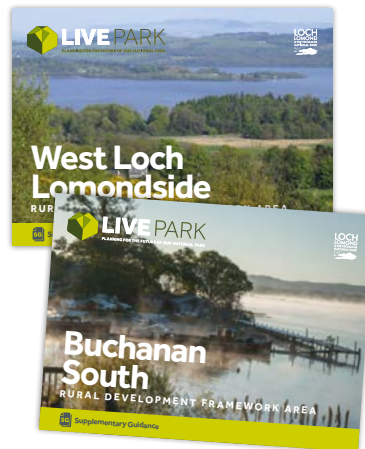
# Performance Measure

## Quality of Service and Engagement

This section provides evidence that our planning service is undertaking positive actions to support sustainable economic growth by providing clarity and certainty and a positive customer experience.

### LIVE Park

This year one of the highlights was winning an award from the Scottish Awards for Quality in Planning in 2018 for our Rural Development Frameworks that cover West Loch Lomondside and Buchanan South (East Loch Lomond). This work was originally showcased in our Planning Performance Framework (PPF6, 2016-2017). For the award submission we developed a video (see supporting evidence) which provides feedback on the process from the landowners (Montrose Estates) and developers (Rural Stirling Housing Association and our Board Member).



### Action Programme

This year, we undertook our mid-term review of the Action Programme where we underwent a targeted consultation with all landowners. This involved sending bespoke letters to each landowner, highlighting the issues needing resolved and requesting updates for that particular site. In cases where there was no progress we made it clear there was a risk of the site being removed from the next plan. This promoted responses from landowners to have meetings, take things forward and work with us to develop a plan of action to get sites moving.

The March 2019 version includes a summary of progress over last 2 years. The committee paper also highlights the significant activity across the allocated development sites identified in the Plan.

- 38% of the LDP sites are being progressed or are completed:
  - 4 sites are fully completed.
  - 3 sites are partially completed and development has stalled.
  - 2 sites are under construction.
  - 7 sites have full planning permission.
  - 9 sites are pending planning permission.
- 58% of the LDP sites have no planning permission but there is progress with around 53% (20 sites) of these sites inc pre-applications.
- 3 sites are identified as long term with no activity and 1 has planning permission pending counted above.

## Design and Placemaking Guidance Promotion

This year we published a series of blogs to promote our Design and Placemaking Guidance and to highlight all the useful information and advice within the document, these included:



- **Blog 1** – How to help achieve important climate change targets through your building design
- **Blog 2** – How to consider wildlife and trees in your new building design
- **Blog 3** – How to consider water management in your building design
- **Blog 4** - How to consider building detailing and materials in your new building design

## Development plan scheme

Based on a review of the robustness of the development strategy contained within the current Local Development Plan at the mid-point in its five year life span, we have revised our timescales for preparing a new Local Development Plan. Informed by a review of the current evidence base and an assessment of any emerging new key issues (none identified), as well as the current progression of the Planning Bill through Parliament, our revised timescales more closely align our processes for reviewing and preparing a new development plan with the new anticipated planning legislation and subsequent guidance. This enables our focus for 2019/20 to be more on delivery, given a change to the timescales previously reported upon, with the key change this year being the decision not to prepare a Main Issues Report.

This was a carefully considered decision taken by Members of our Planning and Access Committee. Committee Members considered it to be necessary and sensible given the risks associated with commencing work on preparing a new plan in advance of the changes anticipated to national regulations and planning policy guidance (new Scottish Planning Policy and National Planning Framework 4). Fuller explanatory details are contained within the Committee Report.

The Local Development Plan remains project planned to be delivered within the new timescale and a policy review has been undertaken and an evidence paper is being prepared. The policy review informed the decision and confirmed that there was an effective housing land supply and no main issues arising.

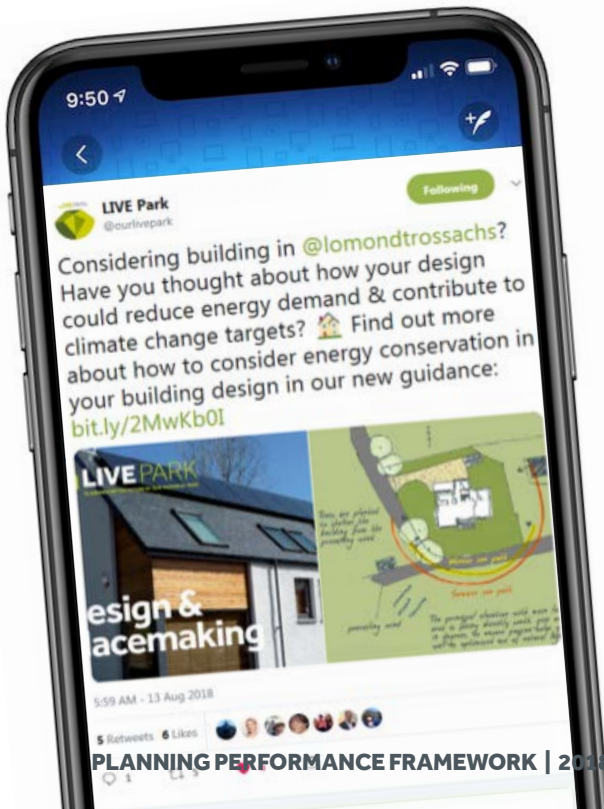


In summary:

2019	2020	2021	2022	2023
Evidence gathering and engagement	Evidence Report	Engagement & Consultation on Proposed Plan	Modified Proposed plan	Adoption of Local Development Plan

The full details can be found in the [Development Plan Scheme](#).

In the coming year we will be focusing work on developing Local Place Plans.



### Delivering a positive customer experience

As part of our Planning Service Charter we aim to acknowledge all applications within 3 working days of receipt. Our results are as follows:

Total Apps Received (excluding pre-apps, tree, PAC and PSC)	<b>369</b>	<b>100%</b>
Acknowledged within 3 days	<b>363</b>	<b>98%</b>
Acknowledged over 3 days	<b>6</b>	<b>2%</b>
Average time period for acknowledgement	<b>1.7 days</b>	

This shows we have effective acknowledgement procedures in place and are meeting our target a day earlier than the target.



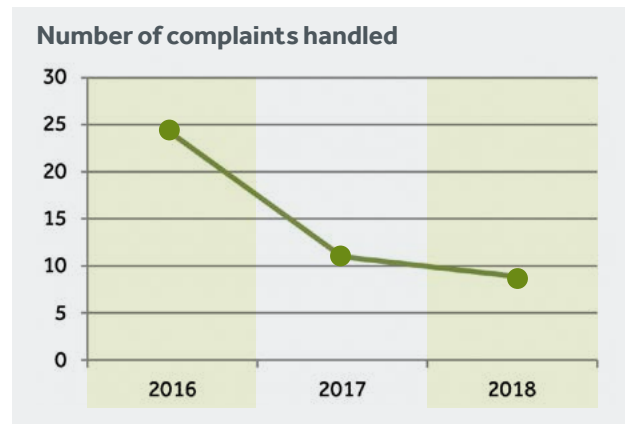
**Time Period until Application valid**

- Valid on first submission (43%)
- Now valid within 3 days (12%)
- Now valid within 7 days (13%)
- Now valid within 14 days (19%)
- Now valid within 28 days (16%)
- Now valid more than 28 days (6%)

In terms of validation we have been updating our procedures, and promoting reference to the Heads of Planning Scotland guidance on national standards for validation through our website in order to try and increase the number of applications valid on first submission, which is currently only 43%. The delay is as a result of incomplete information being provided with applications submitted.

In last year's PPF we said we were utilising the 'service design' approach. We have started to review the way those who make representations on planning applications receive communication in terms of a journey. This is from the initial letter acknowledging their response through to the letters about the committee or hearing meetings and then the decision itself. This has involved reviewing our Planning Advice Notes for committee and hearings and looking at the participation form request for speaking at meetings. The process is regulatory and is confusing for most people so we are trying to make it as clear as possible so everyone knows how to engage in the planning system and get their views heard. This will be a service improvement for next year.

In PPF6 and PPF7 we reported on the difficulties of customer surveys and the poor response rate. Again this year, we have not undertaken a customer feedback survey however emails of thanks within the supporting evidence (Part 2) demonstrates positive feedback received. Since 2016 we have been logging all our formal complaints. These have been steadily dropping as shown in the graph below:



Of these only three complaints were in relation to neighbour notification and giving notice of planning applications, one was in relation to an unannounced site visit. The majority were in relation to planning application decisions.

A service improvement for next year will be to start logging our front line complaints. These are complaints that are handled and quickly resolved as part of the daily business and often over the phone or email. We feel it would be useful to understand the cause of these complaints and what service improvements could be made to address concerns raised.

### Being clear and proportionate - Developer contributions

As reported last year in PPF7, we have an adopted developer contributions policy within the Local Development Plan and housing supplementary guidance.



This year the Developer's contributions guidance was adopted (June 2018) and became supplementary guidance. Case study 4 demonstrates how developer contributions in the National Park are not always monetary.

## CASE STUDY 3 – Town Centre enhancement - Balloch Streetscape

Partnership working results have delivered on the ground in Balloch.

### Overview

As reported in Case Study 2 in PPF7, we developed plans for both Callander and Balloch streetscape following public consultation events. This year has been about the delivery of the Balloch plans. The Council appointed a contractor in autumn 2018 and work around the Village Square and part of Balloch Road started in January 2019 and is expected to be complete in June 2019. The works will deliver:

- An enhanced village square on Balloch Road beside Moss O' Balloch Park finished with high quality stone materials.
- Raised tables on the road to slow traffic and create a more pedestrian friendly environment.
- Creation of wider sections of paving in areas along Balloch Road with new high quality materials introduced up to the entrance of Balloch Country Park.
- An ample carriageway giving priority to pedestrians and cyclists while ensuring a steady flow of traffic.
- The introduction of eight formal parking spaces; three in front of a convenience shop and five in front of the other shops.
- New parking at Moss of Balloch (40 additional spaces) and more efficient use of existing coach parking areas.

### Goal

The goal was to ensure that plans that had first been identified through engagement during the Balloch Charrette process and were further developed through extensive consultation in partnership with the Council and Sustrans were delivered on the ground. The works fell within permitted development as they were being delivered by the Council so it was important that, as the planning authority, we influenced the project through collaboration. Our role has been to collaborate with the Council on the final designs and attend meetings to discuss the final details of the delivery and how we can continue to keep the public informed around the proposals and the benefits it will provide.

### Outcome

The outcome was an agreed design that will deliver public realm improvements through the introduction of traffic calming and formalised parking bays and the enhanced village square. Quality materials, raised tables and traffic calming measures all contribute to the success of the scheme and with the improvements to the village square will provide opportunities to encourage further activity in the square like seasonal markets and performances.



This case study contributes towards the **Governance**

#### Key markers:

10: Cross-section stakeholders engagement, 12: corporate working and 13: sharing good practice

#### Key areas:

Placemaking, Collaborative Working

#### Stakeholders:

Planning Committee, Authority Planning Staff and Authority Other Staff

#### Name of key officer:

Derek Manson

## CASE STUDY 4 – How the planning system can help deliver environmental gains

We are now able to demonstrate the value our team adds to the natural heritage of the National Park.

### Overview

Following on from last year's PPF when we reported on the Monitoring Framework, this year we have produced two monitoring reports, for 2017 and 2018, reporting on approvals and completions across the Park. For the last 9 years we have captured information about how many times and in what cases the Natural Environment policies have been used, but we have not specifically measured the detail of the outcomes derived from this. This year we have analysed the data in detail and produced a summary of the results in the 2018 monitoring report as summarised in the Quality of Outcomes section above. This case study is being presented to highlight the real added value that our dedicated specialist staff and planners bring when handling a case.

### Goal

The goal was to assess how well the policies were working and to identify the type of enhancements to the natural heritage that were being achieved through our role as planning authority for the National Park. As reported above, we previously gathered quantitative data about the number of protected species survey and number of Habitats Regulations Appraisals that were undertaken but we wanted the monitoring data to evidence more by way of outcomes and to highlight cases where specific gains to the environment were delivered, not just about how the natural heritage was protected.

### Outcome

The tangible outcome was a series of comprehensive databases and quantifiable analysis of the use of the landscape, trees and biodiversity enhancement policies. However, from this evidence base, we identified and quantified other outcomes where the real environmental gains had been made in specific applications. This informs our learning and handling of future applications and shows how the planning system can facilitate and enable positive outcomes rather than just regulate decisions.

### Cononish Gold and Silver Mine (approved Oct 2018)

This significant proposal is located in a sensitive upland glen and the landscape gains has the potential (assuming all conditions, construction methodologies and monitoring via Landscape Clerks of Works are met) to achieve the best landscape fit. Also, as part of this amended approval, a planning obligation for the implementation of the Greater Cononish Glen Management Plan was agreed. This involved the following improvements in the wider glen which have been implemented since permission was granted – painting farm buildings a more recessive colour to reduce visual intrusion and blend in to the landscape; and tree planting to enhance a native pine woodland (designed Coille Coire Chuilc SSSI). Further works are proposed over the next few years as development commenced on site in January 2019 and in next year's PPF we will focus in on this as a case study.

*Before: sheds in March 2011*



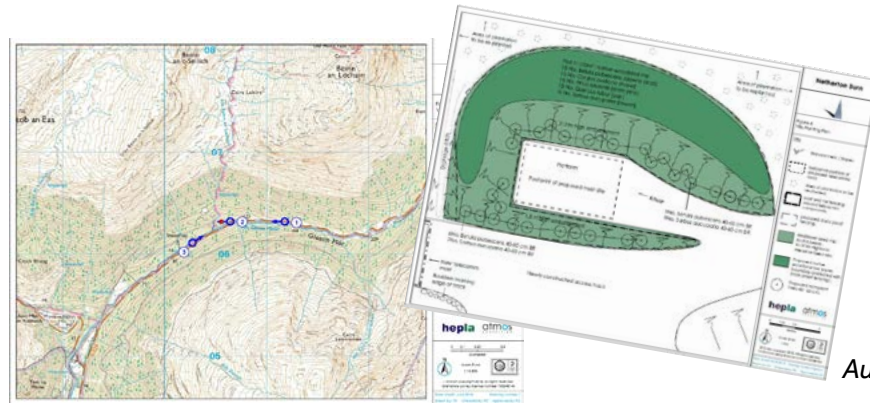
*After: sheds have been painted Sept 2018*





## Telecom Masts

We determined 18 applications for telecommunications masts in 2018/19 and we recommended a Special Landscape Qualities assessment to ensure the overview qualities that apply to the whole National Park and the specific qualities for each area were addressed as part of the general landscape appraisal. A couple of applications were withdrawn due to landscape advice that the proposal would be contrary to policy due to landscape and visual impacts and no consideration of alternative sites. Those that were approved had conditions applied for native planting and recessive colours for the infrastructure.



Planting scheme at Auchtubh in Balquhiddar

## Paths

Seven new or upgraded paths were approved in 2018/19. In most cases, the construction of these paths help to reduce existing erosion and habitat loss and provide a net overall gain in habitat and associated biodiversity. Conditions are used to secure specific mitigation measures for protected species, such as otters, badgers, breeding birds and reptiles, whilst method statements deliver further mitigation and enhancement for trees, ground flora and water quality. Examples include:



### Rob Roy Way

Temporary fencing was erected to protect an area of adder's tongue fern (relatively rare plant) adjacent to the path construction works commencing. These measures ensured that this population was protected during the construction works and the upgraded path will help to protect these plants from trampling in the longer term.



### Lochearn Railway path

The applicant proposed various mitigation measures but, following on from a site visit, agreement was reached that this wildlife corridor would be planted with native shrubs and trees to ensure there was a visual enhancement to the open landscape setting of farmland. The invasive non-native *Rhododendron ponticum* was removed and replaced with native shrubs to encourage habitat connectivity.

## Next steps

The process has highlighted that improvements are needed when inputting and recording policy usage and how we can best capture conditions used. It has highlighted training needs where policy interpretation has not been as consistent and also to ensure that all officers understand what gains could be negotiated, for example encouraging the installation of bird boxes on new buildings. The natural heritage gains that have been sought are considered to be developer contributions as specified in our Developer Contributions Policy OP3 of the Local Development Plan.

This case study contributes towards the **Quality of Outcomes** and **Continuous Improvement**.

### Key markers:

3: Early Collaboration, 15: Developer Contributions

### Key areas:

Environment, Performance Monitoring

### Stakeholders:

Authority Planning Staff and Authority Other Staff

### Name of key officer:

Kirsty Sweeney

# Performance Measure

## Governance – Ensuring that our structures and processes were proportionate, effective and fit for purpose

### Major Applications team

**UPDATE**

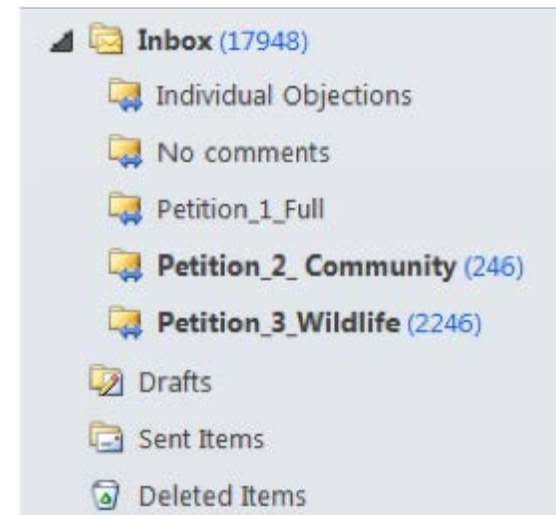
As reported in PPF7 we are continuing to meet on a weekly basis to help project manage major and larger applications. As well as planners attending, there is input from specialists (including conservation, landscape and access), project management, legal, GIS, support staff, communications and governance (committee officer) depending on the stage of the application.

This year the meetings have helped staff understand the timeline as different applications progress to determination and allow for planning of the relevant committee meetings and, where required, hearings. It has also helped in terms of work programming as to which applications require specialist input at which stage in the assessment process depending on when further information requested by the case officer has been received.

We received 2 major applications early spring 2018, handled a pre-application for a major application and decided 1 major application (Cononish). This number of major applications is unprecedented for our small team who normally only handle at the most a single major application a year.

Not only was there an increase in the number of applications, the issues were complex given the Park's sensitivities. A major tourism application, yet to be determined, resulted in a significant number of representations, including over 50,000 emails submitted via a third party website form. The Major Applications team meetings ensured input from the Park's IT and GIS teams was co-ordinated to help the planning support team and case officer deal with the rapid influx and high volume of incoming correspondence. This was done in two ways – firstly developing a database to help methodically review the representations and secondly diverting the large number of emails submitted via a third party website into a separate mailbox where they could be sorted into standard form-letter responses, and individual comments which required to be read by the case officer before being made publicly available on the public access website.

One of the service improvements from PPF7 was to develop a mechanism to handle and manage high volumes of representations. This is why a bespoke database was developed to enable a more accessible record of representations received for the case officer and to assist with more efficient report writing.



The major applications team also helped to co-ordinate the completion of the section 75 legal agreement for Cononish gold and silver mine together with the discharge of planning conditions. The planning monitoring officer was involved in consulting internal specialists and external consultees on submission of conditions information, whilst work continued on finalising the legal agreement. This meant that work could commence on site once the necessary bonds were in place provided the information submitted for conditions was adequate. The planning obligation was finalised and the decision issued in October 2019. Pre-start conditions were discharged by December 2019 and the works commenced in January 2019.

## Partnership Working – Progressing Actions

UPDATE

In the 2016/17 (PPF6) report we highlighted our partnership working in one of the case studies. It set out our work with Callander Landscape Partnership, Arrochar Forum and Balloch Charrette. This work is ongoing and the successes from this are highlighted in the case studies. This year we have highlighted the partnership working in Case Study 3 at Balloch town centre and next year we are likely to focus on Callander where project delivery is currently underway through the Landscape Partnership. Below is an update of the work in Callander and Strathard as it progresses.

### Callander's Landscape

So far this year the Callander Landscape Partnership, a three year National Lottery Heritage funded project for which the Park Authority is lead accountable body, has employed three dedicated project staff alongside the existing programme manager. Our Development Management and Communities Planning Managers oversees the project and our planning team have also been working alongside the project team

staff undertaking preliminary planning work. These have included mainly path projects and elements of other projects such as a new walls to enhance the designed landscape at Leny Estate, and ponds for wildlife. We hope to

be able to report on the outcomes of all this preliminary work next year. Other projects are well underway and are reported on their twitter feed <https://twitter.com/CallandersLand>.



### New rural place based multi-agency partnership set up 2018

In addition to the work across our three strategic growth areas within our three main towns and villages, we have also set up a new rural partnership in Strathard which covers Aberfoyle and its rural hinterland including Kinlochard, Stronachlachar and Inversnaid. The first inception meeting was held on the 26th March 2018 and the partnership meets quarterly.

- **Purpose:** The partnership's primary role is communication and coordination. It brings together representatives from key community organisations and statutory agencies to collectively work together for the long term around place and less in silos in order to promote the best use of resources and assets, communication and co-ordination of activities and support community involvement in decision making.
- **Membership:** the National Park Authority, the Community Council, Strathard Community Development Trust, Forestry and Land Scotland, Scottish Environment Protection Agency, Aberfoyle Traders Association and Stirling Council.
- **Key agenda items:** Partner Updates, relevant issues (for example include flooding, infrastructure, town centre business engagement and the Scottish Power Energy Networks Vista project) projects, plans and strategies, community engagement to inform preparation of a Land Use and Rural Development Framework for Strathard.

“Thanks go to Fiona Jackson, Susan Brooks and colleagues at Loch Lomond & Trossachs National Park Authority for insightful discussions about community development and partnership working.”

*Strathard Community Development Trust*

### Dealing with 'legacy cases'

The recording of legacy cases (over 1 year old) remain a moving picture with 9 cases cleared this period which is an improvement on last year when only 2 cases were cleared (see Part 4, National Headline Indicators), however a number of new cases added to the list remain outstanding. Our overall figure has therefore remained at 23 cases outstanding.

This figure has not been significantly reduced as a complex proposal involving 8 linked applications remain underdetermined. These applications were submitted by a single applicant (Luss Estates) at the end of 2016 to deliver housing in relation to the West Loch Lomondside Rural Development Framework and the applications are likely to be required to be determined as a package at our Planning and Access Committee. There have been ongoing issues with 1 case in relation to flooding which still needs to be resolved.

Further cases fell into this 1 year old category in the period and this is for a variety of reasons where the officer has requested further information on bats, flooding, noise impact, foul drainage and in one case an applicant had to purchase adjacent land to resolve an issue. In all cases the 'clock has been stopped' for periods of time but it has pushed them into 'legacy' case category.



### Continuing to develop the planning team

In order to support staff keep motivated and healthy there have been a number of corporate initiatives. This year the majority of planning staff have signed up for the fit for life challenge which involves incorporating 15 minutes of walking or outdoor exercise into your daily routine as part of your working day. This has helped with staff wellbeing across the planning teams, particularly in the development management teams handling a busy, complex and often controversial caseload. Results from the 'fit for life' pilot have yet to be analysed, but anecdotal evidence suggests that it has helped staff to support one another through having opportunity to talk to one another, and to enable greater focus on work upon return to the office. Time out in the Park and green spaces, away from computers and desks, has been shown to improve creativity for problem solving and help with decision making<sup>(1)</sup>.

Other activities to support staff included team away days to focus on development of team plans and more structured training opportunities (see case study 6). The staff also had an opportunity to take part in volunteering days such as joining local volunteers working on removal of non-native species (rhododendron ponticum) which gives a practical experience of planning gain sought through planning applications.

(1) <https://news.stanford.edu/2014/04/24/walking-vs-sitting-042414/>

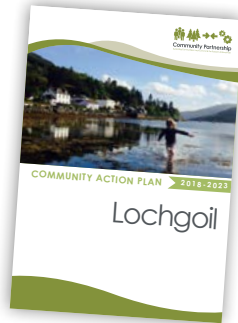
# CASE STUDY 5 Community Action Planning and Engagement - Review

A review of Community Action Plans and their role in light of proposed Place Plans (in the Planning Bill) and engaging with Community Planning partners.

## Overview

All communities in the National Park are supported to prepare their own locally led action plan by the Park Authority. The Development Planning and Communities team lead on this area of work with direct delivery support provided via the Community Partnership – a charitable organisation core funded by the Park Authority. One of our main areas of work with communities this year was a survey for communities about Community Action Plans to review their effectiveness and identify improvements as well as disseminating information to communities about changes to the planning system, community empowerment and the prospect of place plans arising from the planning bill.

We also ran a series of workshops in conjunction with the Scottish Community Development Centre and the Community Partnership board and staff to assess what has been working with Community Action Plans and what could be improved. These workshops straddle the financial year, some have already been held in March 2019 and more are to follow in May 2019.



## Goals

The goal of this work was to review Community Action Plans and gain:

1. An improved understanding of the strengths, weaknesses of previous community-led action planning in the National Park
2. An improved understanding of the community support that underpins effective community empowerment and engagement
3. Opportunities offered by the Planning (Scotland) Bill in relation to community-led action planning, Local Place Plans and Community Action Plans
4. Recommendations for action by the Park Authority (including work delivered by the community Partnership)
5. Knowledge sharing and a plenary session with other areas across Scotland
6. A report of the finding submitted to Scottish Government to inform policy development



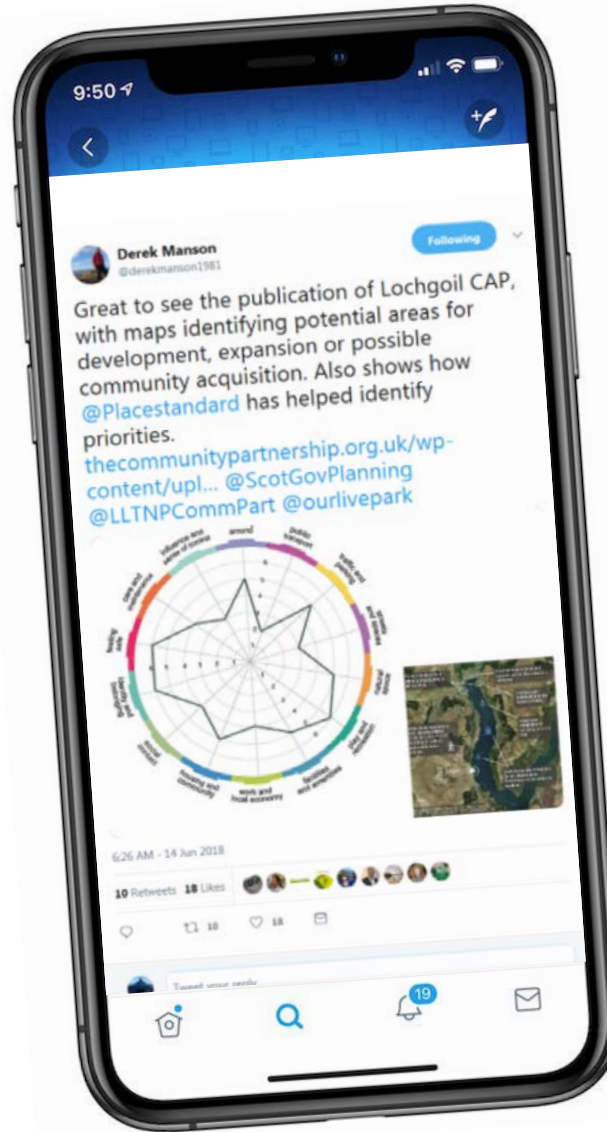
Website promoting our survey and Place Plans

**Outcomes:**

The outcomes of this early investigation work has been a greater understanding and buy in from all those involved in creating Community Action Plans with a spatial element. These in turn will help inform future content of the Local Development Plan and will provide more spatial, place based information for some of the more dispersed rural communities within the National Park.

The project is still underway, but early indication has shown that there are opportunities to make Community Action Plans more spatial, using tools such as the **Place Standard\***, and to ensure a small number of priorities with stakeholder buy in and a delivery plan.

*\* The Place Standard was used effectively at Lochgoil during 2017 to engage and facilitate discussion around place and to inform mapping that was incorporated within the Community Action Plan. We reported on this in last year's PPF and the new style plan was published in June 2018.*



This case study contributes towards **Quality of Service** and **Engagement**.

**Key markers:**  
3 - Early collaboration,  
10 - Cross-section stakeholders engagement

**Key areas:**  
Community Engagement,  
Collaborative Working

**Stakeholders:**  
Authority Planning Staff, Other –  
Community Partnership

**Name of key officer:**  
Fiona Jackson

# Performance Measure

## Culture of Continuous Improvement

### Improvements to procedures

Work has continued on developing new procedures within the Development Management teams (e.g. how to deal with Section 75A applications) and updating and improving existing procedures (e.g. validation of applications) to improve efficiencies and consistency across planning assistants who carry out validation. Work was also completed on our Naming and Retention Schedule to comply with data protection regulations.

One of the service improvement areas set out in PPF7 was to ensure that the Environmental Impact Assessment (EIA) procedures were updated to accord with new legislation. Letter templates have been amended to accord with the new regulations and a draft screening template has been developed to assist case officers with screening, as the park is a 'sensitive' area and EIA screening is required for all Schedule 2 developments.

### Member Training and Development

This year has been a busy year for our National Park Board and Planning committee. During this period we welcomed several new nationally appointed and locally elected members. We successfully delivered a comprehensive induction programme for them, to which existing members were also invited. This included training and briefings on

- **20th April 2018** – Appeals - A briefing session with the Reporters from the Planning and Environmental Appeals Division (DPEA) of the Scottish Government.
- **15th August 2018** – Planning training – focus on efficient running of committee and supporting members in their role, review of Standing Orders and Scheme of Delegation and Local Review Body training.
- **27th August 2018** – A briefing session regarding Digital Scotland Superfast Broadband in the National Park.
- **Sept and Nov 2018** – Scottish Government training for new local elected members and ministerial appointments.
- **16th January 2019** – Planning Training
- **25th March 2019** – Local Development Plan Policies – The Development Planning team presented to new members on the plan and focused in on Housing and Developer Contributions.



Board Members



### Sharing Good Practice amongst the team

This year we continued our successful model of running departmental team sessions; on development activity, strategy and community action. This year, on 27th September 2018, the team went to Arrochar and learnt about:

- **Community Development** - Arrochar Community Hydro Scheme
- **Tourism Business Perspective** - Forest Holidays
- **Walking Tour** - Affordable housing development at Succoth, Torpedo range site, marine litter, community pontoon
- **Updates from Managers** – Partnership working, current projects, Rural Tourism Infrastructure Fund, Major applications.

### Sharing Best Practice and Skills with others – some examples

- Gordon Watson our Chief Executive presented at the Rural Development Summit in Inverness.
- A multi-agency session was held in Strathard on March 13th in order to raise awareness of work to date, project activity and joint working needed to help progress an integrated land use and rural development and planning framework for the area. Attendees included the National Park Authorities, the Scottish Land Commission, Scottish Natural Heritage, Forestry and land Scotland and Scottish Environment Protection Agency.
- We had a meeting with Stirling Council staff to explain how our Monitoring Officer used the module in Uniform (spatial database) to monitor the discharge of conditions.
- Anna from our communications team went to Fife Council in February 2019 to share good practice about our current Local Development plan production. It was greatly received, **“Thank you Anna for taking time to come to Fife & share your engagement journey, honest reflections, collaborative working, data analytics, use of graphics & impacts. Great to share good practice across planning authorities.” Fife Council**
- We met with colleagues from Cairngorms National Park Authority and Stirling Council to share current practice and to talk about how we can better link and align community and spatial planning.

- At the Local Authority Urban Design Forum (LAUDF) in Glasgow on the 6th December 2018 on the topic of “Approaches to Placemaking, Design Review and Assessment” Derek Manson from the Development Planning team shared learning about the award winning *Rural Development Frameworks Supplementary Guidance* which the National Park has adopted for two rural areas of the National Park.

Derek led a café style session explaining the process that was undertaken during the development of the frameworks and the benefits we were seeing since they were adopted as Supplementary Guidance.





## CASE STUDY 6 Continuous improvement - Staff training

Visiting South Ayrshire Council (our peer review partners) inspired us to improve how we organised staff training.

### Overview

In July last year, we visited South Ayrshire Council to learn about their Development Management processes and story mapping in relation to their Local Development Plan. However, we also enquired about how they managed their staff training as we had noted in their PPF6 that they had mentioned a structured programme using in-house staff and also external trainers. On our return we set up a training spreadsheet and a structured programme for the year. 21 events were identified during 2018-19 and staff attended 16 of these. Further in-house training events are being developed during 2019-20 as well as continuing to identify suitable external opportunities.

### Goal

We sought to develop a more structured approach to identifying and organising training events for planning staff. Within the development management team a list of training needs (the training plan) were identified through the corporate performance review process. Where several people were seeking the same training requirements suitable external events were identified, or internal resourcing sought. A spreadsheet of training events was regularly updated and circulated to staff so that they could express interest. A manager co-ordinated this so that opportunities were spread across the teams.



### Outcomes

An enhanced staff training programme has been delivered over the year using in-house resources and experience as well as maximising access to free events, such as those organised by the Improvement Service in relevant work areas. This has particularly benefitted newer staff working towards submission of their RTPi Assessment of Professional Competence.

Topics covered internally have included:

- Enforcement
- Customer Care
- training on dealing with applications for forest tracks
- Project Management and
- Climate Change
- Updates on Stage 3 of the Planning Bill were shared

Staff also attended several conferences:

- Closer Connections Community Planning and LDP
- SPEL Planning Law
- HOPS Development Planning Forum (Aug 2018)
- RTPi conference 2018
- Young Planners Conference 2019

This case study demonstrates our **Continuous improvements**

#### Key markers:

6 - Continuous Improvements

#### Key areas:

Staff Training, Skills Sharing

#### Stakeholders:

Authority Planning Staff,  
Authority Other Staff, Developers

#### Name of key officer:

Catherine Stewart

# Part 2 Supporting Evidence

In order to compile Part 1 above we have drawn on the following documents:

## Website – Planning pages

<http://www.lochlomond-trossachs.org/planning/>

## Facebook

LIVE Park on Facebook

<https://www.facebook.com/lomondtrossachs>

## Twitter

LIVE Park on Twitter

<https://twitter.com/ourlivepark>

## Adopted Local Development Plan, Supplementary and Planning Guidance

<http://www.lochlomond-trossachs.org/planning/planning-guidance/local-development-plan>

## Adopted Local Development Plan Action Programme

<https://www.lochlomond-trossachs.org/planning/planning-guidance/local-development-plan-action-programme/>

## Developer Contributions Supplementary Guidance

[https://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/Developer-Contributions-Supplementary-Guidance\\_2018.pdf](https://www.lochlomond-trossachs.org/rr-content/uploads/2016/07/Developer-Contributions-Supplementary-Guidance_2018.pdf)

## Development Plan Scheme

<https://www.lochlomond-trossachs.org/planning/planning-guidance/development-plan-scheme/>

## Rationale for altering timescales to prepare new Local Development Plan

[https://www.lochlomond-trossachs.org/rr-content/uploads/2019/04/Planning\\_20190429\\_Agenda7\\_2019-Local-Development-Plan-Scheme-and-next-Local-Development-Plan-Timeline-1.pdf](https://www.lochlomond-trossachs.org/rr-content/uploads/2019/04/Planning_20190429_Agenda7_2019-Local-Development-Plan-Scheme-and-next-Local-Development-Plan-Timeline-1.pdf)

## Enforcement Charter

October 2018 – Planning Committee – Enforcement Charter

- [https://lochlomond.wpengine.com/wp-content/uploads/2017/11/Planning\\_20181029\\_Agenda9\\_Enforcement-Committee-Paper.pdf](https://lochlomond.wpengine.com/wp-content/uploads/2017/11/Planning_20181029_Agenda9_Enforcement-Committee-Paper.pdf)
- <http://www.lochlomond-trossachs.org/rr-content/uploads/2016/09/Agenda-Item-9-Appendix-1-Enforcement-Charter-2018.doc>

## National Park Grant Scheme

<https://www.lochlomond-trossachs.org/park-authority/how-we-can-help/funding-grants/national-park-grant-scheme/>

## Callander Landscape Partnership

- *News 20th March 2018 - £1.43 million Lottery Funding boost for Callander Landscape Partnership*  
<https://www.lochlomond-trossachs.org/park-authority/blog/1-43million-lottery-funding-boost-for-callander-landscape-partnership/>
- *Meet the Team*  
<https://www.lochlomond-trossachs.org/callanders-landscape/about-the-project/>
- *Twitter:* <https://twitter.com/CallandersLand>

## Loch Lomond & The Trossachs Annual Report 2018/19

Available to download on the following webpage:  
[http://www.lochlomond-trossachs.org/rr-content/uploads/2018/01/Board\\_20180614\\_Agenda6\\_1\\_Draft-Annual-Report.pdf](http://www.lochlomond-trossachs.org/rr-content/uploads/2018/01/Board_20180614_Agenda6_1_Draft-Annual-Report.pdf)

## Ripple Retreat - People's Choice Award

<http://www.lochlomond-trossachs.org/park-authority/what-we-do/rural-development/ripple-retreat/>

## Rural Development Framework – Plan Category Award

<https://www.youtube.com/watch?v=wKugs-t8rH8>

## Strathard Partnership

<https://www.strathardct.org.uk/wp-content/uploads/2018/10/SCT-Annual-Report-2017-18.pdf>

## Supporting Evidence for the Case Studies

*New Affordable Homes in Callander – Blog*

<https://www.lochlomond-trossachs.org/planning/blog/celebrating-new-affordable-homes-callander/>

*Balloch Streetscape – Blogs and Newspaper articles*

<https://www.lochlomond-trossachs.org/planning/development-delivery/live-in-balloch/balloch-charrette-update-february-2019/>

<https://www.dailyrecord.co.uk/news/local-news/digging-start-balloch-village-regeneration-13955409>

The following are examples of positive feedback from our customers directly via email:

“Many thanks for your response. This is really helpful. I'd already found some help from Stirling Council, but this helps to complement it and clarify at least who is responsible for enforcing the regulations. We do very much appreciate your response and thank you for all that you do to preserve and enhance the beauty and integrity of our very special environment.”

*Lochearnhead and Strathyre Community Council 29th June 2018*

“I have been keeping in touch with Amy Unitt throughout the whole process and she has been very helpful and we greatly appreciate all her help with this process. Look forward to hearing from you”

*Applicant, 20th August 2018*

“I would like to thank you for your response to our enquiry.”

*Gartmore Community Council 28th August 2018*

“Thank-you so much for taking the time to meet with us, as well as minuting the conversation and collating all these materials. I enjoyed our conversation and genuinely appreciated the efforts you made to explain the situation and help us understand the route by which our consultation outcomes might have effect within the planning system.”

*Strathard Community, 17th October 2018*

“Thank you so much for your email and your reassurance. I greatly appreciate your help. .... Thanks to your professionalism and attention to detail over the past 13 years, it's still there. We're all extremely grateful.”

*Representative, 7th November 2018*

“This information is so very helpful. Thanks so much for taking the time to speak with me and sending through this information!”

*Pre-app enquirer, 17th Dec 2018*

“Quick email to say thanks for all your efforts with Cameron House over the last few months, it's been great working with you.”

*Agent, pre-application, 21st December 2018*

“Thank you for your email and further to our telephone conversation yesterday..... We would like to thank you for your assistance and swift handling of the situation and helping to resolve the matter amicably.”

*Enforcement enquiry, 9th January 2019*

“We would like to take this opportunity to say how thrilled we were to obtain planning permission for a new build in [place name removed for data protection] means we can finally raise the capital needed to build it! Many thanks to you and Bob Cook for your patience and input. It meant a great deal to us.”

*Applicant, 11th February 2019*

“Please pass my thanks on to Julie and the team for getting this one through in such a short period of time.”

*Applicant - Hydroplan 29th March 2019*

“I would like to thank you for your time and help. You have been extremely helpful.”

*Pre-app enquirer, 11th Jun 2018*

“I would like to thank you for taking the time to write to me especially when I only sent my enquiry on Friday. I fully understand your email and the information was very helpful.”

*Pre-app enquirer, 11th Jun 2018*

“Many thanks for your quick response. Obviously it is less positive than we had hoped but it is very useful to understand the Park Authority's position”

*Pre-app enquirer, 28th Jun 2018*

“I was shocked at how fast you have dealt with this and super impressed. We built the home we are in now in XX and the idea of someone replying so fast is not in the local planners guide. We really appreciate all the time and effort you have gone to and will now consider our options.”

*Pre-app enquirer, 22nd May 2018*

Thank you for such a swift and helpful response. It's appreciated”

*Developer, 26th Oct 2018 regarding Planning Support service records search*

# Part 3 Service Improvements

In the coming year we will:

No.	Area for Improvement	Planned Action
1.	Legacy Cases (Carried over)	Further develop mechanisms to target and reduce the number of legacy cases running at any one time.
2.	Procedures	Review and update planning application procedures and templates with a Service Design approach from acknowledgement of applications through to decision and appeal/review, focusing on validation, handling representations and improved notifications for committee meetings.
3.	Performance	To target reduction in the determination times for householder and local planning applications through improved use of ICT applications to monitor performance, in order to align more closely to the Scottish Average determination times.
4.	Engagement	Set up a mechanism for improved communication and engagement with agents by the re-establishment of an agent's forum.
5.	Place Based Plans	Develop and trial more locally place based plans to inform the next Local Development Plan. This will involve working with two local communities to prepare Local Place Plans and work with the Strathard community and other stakeholders to prepare an integrated Rural Development and Land use Framework for Strathard.
6.	Complaint Handling	Develop a system for logging frontline complaints to help identify improvements to processes and enhance customer service.

**Our delivery of service improvement actions from previous year**

1	<b>To utilise the Local Development Plan Monitoring Framework to produce topic based monitoring reports to track and monitor development delivery.</b>	COMPLETE
	Monitoring report 2018 produced which covers all topics with a particular focus on natural and built heritage. See quality of outcomes section above..	
2	<b>Further develop mechanisms to target and reduce the number of legacy cases running at any one time.</b>	PARTIALLY COMPLETE
	This has been implemented to some degree as there was a targeted effort to get legacy cases withdrawn. However a further review is needed as a number of additional cases fell into the 'legacy' 12 month definition. This service improvement action will be carried over to next year.	
3	<b>Update EIA procedures to reflect new regulations. Review and update other planning application procedures and templates with Service Design approach focusing on validation.</b>	PARTIALLY COMPLETE
	The EIA screening templates including consultation and response templates have been updated. The validation procedure has been updated and templates refined. This service improvement action will be modified and carried over to next year as further Service Design improvements have been identified.	
4	<b>Developing a mechanism to handle and manage high volumes of representations. To enable a more reliable and accessible record of representations received and to assist more efficient report writing on these complex cases.</b>	COMPLETE
	See the update on handling Major applications above. We have developed a database to assist with reading and summarising large volumes of representations for major applications. This will help the case officers prepare their reports for committee and ensure that all material planning matters raised through representations are identified.	
5	<b>Building on our work to embed a new approach for handling enforcement cases - to develop more accurate reporting of monitoring work and enforcement cases opened or resolved – including updates to Members of the Planning and Access Committee.</b>	COMPLETE
	An enforcement update was provided to members of the Planning and Access Committee in October 2018 [See evidence section – copy of report] and at the same time agreement was obtained for the update of our Enforcement Charter. It is intended that this will become an annual update report.	

# Part 4 National Headline Indicators

KEY OUTCOMES	2018-2019	2017-2018
<b>Development Planning:</b>		
Age of local/strategic development plan(s) (years and months) at end of reporting period. <i>Requirement: less than 5 years</i>	2 years 3 months	1 years 3 months
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	No	Yes
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Yes	No
Were development plan scheme engagement/consultation commitments met during the year?	No	Yes
<b>Effective Land Supply and Delivery of Outputs:</b>		
Established housing land supply	601 units	641 units*
5-year effective housing land supply	527 units	556 units
5-year housing supply target	375 units	375 units
5-year effective housing land supply (to one decimal place)	7.4 years	7.4 years
Housing approvals (April 2017 to March 2018)	25 units	88 units
Housing completions over the last 5 years	139 Units	126 Units
Marketable employment land supply	14.95 ha	14.95 ha
Employment land take-up during reporting year	0 ha	0 ha
*See explanation below that explains the increase in established housing land supply from last year given the method of calculating. It includes a 30 unit per year windfall assumption..		

KEY OUTCOMES	2018-2019	2017-2018
<b>DEVELOPMENT MANAGEMENT</b>		
<b>Project Planning:</b>		
Percentage and number of applications subject to pre-application advice	* Not available	22%
Numbers of major applications subject to processing agreements or other project plans	1 Major	0 Major
Percentage of planned timescales met	100%	-
<b>Decision-making</b>		
Application approval rate	96.8%	96%
Delegation rate	96.8%	95.8%
Validation - the percentage of applications valid upon first receipt	43%	
<b>Decision-making timescales</b>		
Average Number of Weeks to Decision		
Major developments	n/a	n/a
Local developments (non-householder)	13.2 weeks	12.5 weeks
Householder developments	9.1 weeks	7.5 weeks
<b>Legacy Cases:</b>		
Number cleared during reporting period	9	2
Number remaining	23	23
<b>Enforcement:</b>		
Time since enforcement charter reviewed (months) <i>Requirement: review every 2 years</i>	5 months	19 months
Complaints lodged and investigated	60	41
Number of breaches identified – no further actions taken	56	37
Cases closed	26	16
Notices Served	2	7
Direct Action	0	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

\* See contextual statement on page 32

# National Headline Indicators and Official Statistics - Contextual Statement

This statement provides some headline commentary surrounding the notable trends in the National Headline Indicators. Our detailed statistics are in Part 5 (following on from this section) and this statement also provides comment on the stand out figures from that area.

## Development Management

The stats for 2018/19 indicate a decrease in the speed of decision for h/holder applications relative to PPF7. Likewise, the average time determination for All Local Development applications has decreased. The reason for this is the ongoing very busy caseload of complex applications within the team, including two major applications submitted in Q1 2018-19 which have yet to be determined. A further major application, Cononish Gold and Silver mine, was approved in Q3 (note: this determination is not included in the timescales for major applications in the statistics as it was excluded as a processing agreement was met) and staff time was taken up dealing with submissions for the discharge of 18 pre-start conditions. Some of these required the further assessment of a significant volume of information within the required Construction Environmental Management Plan (CEMP) in consultation with SEPA, Scottish Water and internal specialist advisers. Our dedicated work in this area – to the unavoidable detriment of other application determination times - enabled development to commence on site at the beginning of Q4. Also we have had some turnover of staff which has led to a reduction in the overall number of staff in the team during 2018-19.

The number of recorded 'legacy cases' remains the same as previous years (see Governance section page 20 above for commentary on legacy cases).

In total 6 processing agreements were set up and of these 50% were determined within agreed timescales. Even though this is not an improvement on last year where 100% were determined within agreed timescales, there was one Major application, Cononish gold and silver mine, which was determined within the agreed timescale as reported.

Our commitment to our pre-application service remains high but this year we have been unable to provide the figure as to how many applications submitted were subject to pre-application discussions. We will have this recording issue addressed this year and report on this fully next year. However, we remain fully committed to providing an excellent pre-application service and this is demonstrated by the continuing high number of pre-applications handled this year (345 in total).

## Enforcement

Our enforcement service is operated as a shared activity across the professional development management officers – rather than by means of a dedicated enforcement officer. This was a change introduced to the team structure from 3 years ago (reported in PPF 6). Our work to refine the operation of our enforcement service has produced efficiencies in the logging of cases which would reflect the overall higher numbers of recorded complaints, logged breaches identified and cases closed relative to last year. The number of notices served is lower than last year, just a single notice having been served. This, however, is not unexpected and is in line with our approach to resolve matters wherever possible by engagement and discussion. Formal action is generally a last resort.



## Development Planning

This year we are reporting that we will not be meeting our target for replacing the plan within 5 years. The section above on the Development Plan Scheme (see page 13) explains that this was an informed decision taken by Members of our Planning and Access Committee. It was based on an assessment of the risks associated with proceeding with the previously identified Development Plan Scheme timeline and the strong likelihood that this would result in abandoned work. Furthermore this decision was taken on the basis that the Local Development Plan strategy and vision remain robust and relevant, with there being a good supply of land and flexibility within the plan's strategy to guide and inform development activity beyond the five year timespan of the Plan.

This year the Housing Land Supply remains at a healthy 7 years. This has been tested via engagement and feedback from agents and landowners. The approval rates have dropped this year given there was no larger scale approvals. This figure is expected to increase next year with many major housing applications in the pipeline.

# Part 5 Official Statistics

MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)
Without Legal Agreement	0	0.0
With Legal Agreement	0	0.0

MAJOR DEVELOPMENTS	Total number of decisions	Average time (weeks)
<b>All Major Developments</b>	<b>0</b>	<b>0.0</b>
Minerals	0	0.0
Housing	0	0.0
Business and Industry	0	0.0
Waste Management	0	0.0
Electricity Generation	0	0.0
Freshwater Fish Farming	0	0.0
Marine Finfish Farming	0	0.0
Marine Shellfish Farming	0	0.0
Other Developments	0	0.0

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)
Without Legal Agreement	214	12.0
With Legal Agreement	1	24.1

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	Proportion of Decisions
<b>All Local Developments</b>	<b>215</b>	<b>12.0</b>	
Local: Less than 2 months	<b>80</b>	<b>6.9</b>	<b>37.2%</b>
Local: More than 2 months	<b>135</b>	<b>15.0</b>	<b>62.8%</b>
<b>Local Developments (non-householder)</b>	153	13.2	
Local: Less than 2 months	45	7.0	29.4%
Local: More than 2 months	108	15.8	70.6%
<b>Householder Developments</b>	62	9.1	
Local: Less than 2 months	35	6.9	56.5%
Local: More than 2 months	27	12.0	43.5%
<b>Housing</b>	27	15.9	
Local: Less than 2 months	7	6.8	25.9%
Local: More than 2 months	20	19.1	74.1%

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	Proportion of Decisions
<b>Business &amp; Industry</b>	23	8.7	
Local: Less than 2 months	11	7.4	47.8%
Local: More than 2 months	12	9.8	52.2%
<b>Other Developments</b>	83	13.0	
Local: Less than 2 months	25	6.8	30.1%
Local: More than 2 months	58	15.7	69.9%

LOCAL DEVELOPMENTS	Total number of decisions	Average time (weeks)	% Under 2 months
Minerals	0	0.0	0%
Waste Management	3	11.6	0%
Electricity Generation	7	11.3	14.3%
Freshwater Fish Farming	0	0.0	0%
Marine Finfish Farming	0	0.0	0%
Marine Shellfish Farming	0	0.0	0%
Telecommunications	10	19.1	10.0%
AMSCs (under 2 months)	0	0.0	0%

OTHER CONSENTS	Total number of decisions	Average time (weeks)
<b>All Other Consent</b>	<b>63</b>	<b>8.3</b>
Listed buildings & conservation area consents	22	11.7
Advertisements	10	7.7
Hazardous substances consents	0	0.0
Other consents and certificates	31	6.1

ENVIRONMENTAL IMPACT ASSESSMENTS	Total number of decisions	Average time (weeks)
Local Developments Subject To EIA	0	0
AMSCs (Subject to EIA)	0	0

APPLICATIONS SUBJECT TO	Total number of decisions	Average time (weeks)
Planning/Legal Agreement	1	24.0
Local Review	3	9.0

PROCESSING AGREEMENTS	Total number of decisions	% within agreed timescales
<b>All Processing Agreements</b>	<b>6</b>	<b>50.0%</b>
Major applications	1	100.0%
Local Applications	3	66.7%
EIA developments	0	0.0%
Other consents	2	0.0%

APPLICATIONS APPROVED / DELEGATED	Percentage
Percentage of Applications Approved	96.8%
Percentage of Applications Delegated	96.8%

LOCAL REVIEWS and APPEALS	Total number of decisions	Original decision
Local Review	3	66.7%
Appeals to Scottish Ministers	0	0.0%

ENFORCEMENT ACTIVITY	Number
Cases Taken Up	56
Notices Served	2
Reports to Procurator Fiscal	0
Prosecutions	0
Number of breaches resolved	26

For the reporting period, 2 applications were subject to legal agreements – and that was concluded in a time period of 51 and 62 weeks – but both had processing agreements (of which one was met) and one was a major application where the processing agreement was met. The other case was linked to the affordable housing development mentioned in case study 1 where the delivery of this was required before we released the delayed separate permission for 4 flats. (Last year only 1 agreement and 18 months)

## Part 6 Workforce Information

This is a snapshot of staffing at 31 March 2019.

	Tier 1 Chief Executive	Tier 2 Director	Tier 3 Head of Service	Tier 4 Managers
<b>Head of Planning Service</b>		1		

RTPI Chartered Staff	Headcount
Chartered Staff	11*

\* The Chief Executive, Director and 3 managers and have been counted within this table as they are all qualified RTPI planners. At 31st March 2019 we had 2 vacant posts, full complement would be 12 FTE.

Staffing profile	Headcount
Under 30	1
30-39	6
40-49	8
50 and Over	5

This does not include the Chief Executive but includes the Director of Planning and Rural Development. Total staff is 23.

### Vacancies

As of the 31st March 2019 the DM team was operating with 1 vacant post at planning assistant level and Development Planning team was operating with 1 vacant post for the Built Heritage Advisor. The Built Heritage Advisor post was only recently vacated in 1st March 2019 as the officer moved to a promoted post elsewhere.

### Tree Works Applications and TPOs

The Trees and Woodlands Advisor who sits in conservation team under a different Director handles Tree Works applications and Tree Preservation Orders. We are currently reviewing our Tree Preservation Orders and also the tree officer has prepared new Trees and Woodland Strategy which will form planning guidance to the Local Development Plan.



- Receipt and acknowledgement of all applications, appeals, pre-applications, and NMVs. This includes scanning, redacting, data entry, neighbour notification, committee administration. Planning lists, records management
- Validation of all applications
- Small to medium applications, certificates and pre-applications including all householders and any reviews
- Procedures
- Training
- Complaint handling
- Website and social media

- Medium to large/complex applications inc EIA and Major applications
- Pre-applications
- Reviews or appeals.
- Enforcement cases
- Condition discharging
- NMV
- Compliance monitoring of development under construction and post construction
- Complaint handling

- Local Development Plan, Action Programme, Monitoring Reports, Strategic Environmental Assessment
- Habitat Regulations Appraisal of the Plan, National Park Partnership Plan, Community Action Planning, Local Place Plans
- Wind Farm Consultations
- Liaison and consultation with partner agencies and organisations
- Partnership working
- Projects, Grant Schemes and funding
- Community Development and Support
- Town Centre Enhancement, Masterplanning and Development Briefs
- Website and social media

# Part 7 Planning Committee Information

Committees & site visits <sup>(3)</sup>	No. per year
Full Council committees <sup>(1)</sup>	0
Planning Committees	8
Area Committees (where relevant)	n/a
Committee site visits <sup>(2)</sup>	0
LRB <sup>(3)</sup>	4
LRB site visits	0

## Notes

1. References to committees also include National Park Boards.
2. Number of site visits are those cases where were visits carried out by committees/boards.
3. This related to the number of meetings of the LRB, application numbers going to LRB are reported elsewhere.



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