

Due to Scottish Government guidance relating to Covid-19 this meeting will be held remotely.

Thursday, 4 February, 2021 - 10.00 a.m.

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AGENDA

Page Nos.

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** – In terms of Section 5 of the Code of Conduct, members of the Committee are asked to declare any interest in particular items on the agenda and the nature of the interest(s) at this stage.
3. **MINUTE** – Minute of the meeting of Economy, Tourism, Strategic Planning and Transportation Sub Committee of 10th December 2020. 3 - 6
4. **PLANNING PERFORMANCE FRAMEWORK 9 (2019-2021): MINISTER'S FEEDBACK** – Report by the Head of Planning 7 - 65
5. **2020/21 REVENUE MONITORING PROJECTED OUTTURN** – Joint Report by the Executive Director - Finance & Corporate Services and the Executive Director - Enterprise and Environment 66 - 71
6. **2020/21 CAPITAL MONITORING PROJECTED OUTTURN - ENTERPRISE AND ENVIRONMENT DIRECTORATE** – Joint Report by the Executive Director - Finance & Corporate Services and the Executive Director - Enterprise and Environment 72 - 76
7. **ECONOMY TOURISM STRATEGIC PLANNING AND TRANSPORTATION SUB COMMITTEE FORWARD WORK PROGRAMME** 77 - 78

**Members are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.**

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28 January, 2021

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**THE FIFE COUNCIL - ECONOMY TOURISM STRATEGIC PLANNING AND  
TRANSPORTATION SUB-COMMITTEE – REMOTE MEETING**

10 December 2020

10.03 am – 11.55 am

**PRESENT:** Councillors Altany Craik (Convener), John Beare, Ian Cameron, Bill Connor, Colin Davidson, Sharon Green-Wilson, Jean Hall-Muir, Jane Ann Liston, Mino Manekshaw, Ross Paterson, David J Ross, Ann Verner and Jan Wincott.

**ATTENDING:** Keith Winter, Executive Director, Enterprise and Environment; Ken Gourlay, Head of Assets, Transportation and Environment, Derek Crowe, Senior Manager (Roads & Transportation Services), Assets, Transportation and Environment; Anne-Marie Fleming, Corporate Development Officer, Communities and Neighbourhoods; Alastair Hamilton, Service Manager - Development Management, Economy, Planning & Employability Services; Gordon Mole, Head of Business and Employability, Economy, Planning & Employability Services; Lesley Robb, Lead Officer - Committee Services, Legal & Democratic Services.

**APOLOGY FOR  
ABSENCE:** Councillor Dave Coleman.

**145. CHANGE OF MEMBERSHIP**

**Decision**

The Sub-Committee noted that Councillor Alistair Suttie had replaced Councillor Ian Ferguson as a member of the Economy, Tourism, Strategic Planning and Transportation Sub-Committee. The Convener welcomed Councillor Suttie to the Committee and thanked Councillor Ferguson for his work on the Committee to date.

**146. DECLARATIONS OF INTEREST**

**Decision**

No declarations of interest were made in terms of Standing Order No. 7.1.

**147. MINUTE**

The Sub-Committee considered the minute of the meeting of the Economy, Tourism, Strategic Planning and Transportation Sub-Committee meeting of 1 October 2020.

**Decision**

The Sub-Committee approved the minute.

**148. ENFORCEMENT CHARTER**

The Sub-Committee considered a report by the Head of Planning seeking approval of the new Planning Enforcement Charter and confirming the approach to planning enforcement to be adopted by Fife Council Planning Service.

**Decision**

The Sub-Committee:

- (1) approved the Enforcement Charter; and
- (2) delegated to the Head of Planning the powers to finalise and publish the Charter.

**149. ENTERPRISE AND ENVIRONMENT DIRECTORATE SERVICE PERFORMANCE REPORT**

The Sub-Committee considered a report by the Executive Director, Enterprise and Environment presenting the performance scorecard for Planning, Business and Employability and Roads and Transportation Services for 2019-2020.

**Decision**

The Sub-Committee:

- (1) considered the Planning, Business & Employability and Roads and Transportation Services performance information presented as appendices 1, 2 and 3 to the report;
- (2) considered if any further review work or scrutiny was required and the scope of that review;
- (3) noted the arrangements set out in section 1 of the report, to fulfil the Council's obligation to comply with Audit Scotland's 2018 Statutory Performance Indicator Direction;
- (4) noted the information regarding the workforce profile, as detailed in appendix 4 to the report; and
- (5) noted the information regarding workforce data, as detailed in appendix 5 to the report.

*Councillors Green-Wilson and Cameron left the meeting during consideration of the following item.*

**150. NEW ROADS AND STREET WORKS ACT ANNUAL PERFORMANCE REPORT 2019-2020**

The Sub-Committee considered a report by the Head of Assets, Transportation and Environment providing a summary of Statutory Undertaker performance along with Fife Council's own performance relating to New Roads and Street Works Act activities in Fife in 2019-2020. This report was in accordance with the New Roads and Street Works Act 1991 recommendations that local authorities publish annual Statutory Undertaker performance reports.

**Decision**

The Sub-Committee:

- (1) scrutinised the New Roads and Street Works Act annual performance and activity, as detailed in the report;
- (2) noted the contents of the report; and
- (3) agreed that correspondence be sent to Virgin Media Group to make the organisation aware of the Committee's discontent at their low pass rates in relation to Statutory Undertaker inspection performance.

The meeting adjourned at 11:30 am

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The meeting reconvened at 11:40 am

**151. DECRIMINALISED PARKING ENFORCEMENT ANNUAL PERFORMANCE REPORT - 2019-2020**

The Sub-Committee considered a report by the Head of Assets, Transportation and Environment updating Members on the performance of the Decriminalised Parking Enforcement operation in Fife for the period 1 April 2019 to 31 March 2020.

**Decision**

The Sub-Committee:

- (1) considered and noted the activity, as detailed in the report; and
- (2) noted that the format of publishing the information and providing details to Members in future years would be subject to review.
- (3) noted the format of publishing the information and providing details to Members in future years reviewed.

**152. ECONOMY, TOURISM, STRATEGIC PLANNING AND TRANSPORTATION SUB COMMITTEE FORWARD WORK PROGRAMME**

**Decision/**

**Decision**

The Sub-Committee noted the forward work programme for the Economy, Tourism, Strategic Planning and Transportation Sub-Committee.

4th February 2021

Agenda Item No. 04

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## Planning Performance Framework 9 (2019-2021): Minister's Feedback

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Report by Pam Ewen, Head of Planning, Planning Services

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Wards Affected: All

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### Purpose

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The purpose of this report is to brief members on the performance of the Planning Authority as set out in Planning Performance Framework (PPF 9) over the period 2019/20 and the feedback received from the Scottish Government (Appendix 1).

### Recommendation(s)

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It is recommended that the Committee scrutinise the performance of the Planning Authority as set out within PPF9 and provide feedback.

### Resource Implications

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There are no cost implications arising from this report.

### Legal & Risk Implications

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There are not considered to be any direct legal or risk implications related to the implementation and submission of the PPF9 for Fife Council. The publication of the PPF is not a legislative requirement but this approach to performance management and measurement is agreed by Heads of Planning Scotland (HOPS), Scottish Government, COSLA and other key stakeholders.

### Impact Assessment

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An EqlA Checklist is not required because the report does not propose a change or revision to existing policies and practices.

### Consultation

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The Head of Finance and Head of Legal Services have been consulted during the preparation of this report.

## 1.0 Background

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- 1.1 Following submission of the Planning Performance Framework 9 (PPF9) to the Scottish Government, feedback has been received on the 15 performance markers contained therein. The PPF9 covers the period of 1st April 2019 to 31st March 2020, which was submitted to The Scottish Government in July 2020 with the feedback being received from the Scottish Government in December 2020. The PPF9 was the ninth annual submission to Scottish Ministers fulfilling the obligation placed on Fife Council to produce and submit its Planning Performance Framework aligned with the guidance and templates published by the Scottish Government and Heads of Planning Scotland. The implications of COVID 19 on the service delivered by planning and the changes made to continue to provide that service will be reflected in PPF10 due to the period covered by PPF9.
- 1.2 The Planning Performance Framework provides a comprehensive summary of the performance achieved and provides an opportunity to contextualise the performance and services delivered by Fife Council Planning Authority as well identifying new initiatives implemented and opportunities where further improvement can be made to both performance and service delivery. The PPF feedback gives Planning Authorities the context against which they can identify the opportunities for improvement and develop a program to implement process improvements.

## 2.0 Issues and Performance

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- 2.1 The Minister of Local Government and Communities Kevin Stewart MSP reported that considerable progress has been made since the introduction of the PPF's and key markers. He also commented in the context of the Covid pandemic on the vital role and importance that the planning system plays in assisting Scotland's green recovery. In addition, the Minister reflected on how valuable planning is; from ensuring businesses can operate flexibly to the contribution it can make to the shaping of the Places that are so important for communities to have access to services they need and providing access to greenspaces and recreation.
- 2.2 The High-Level Group on Performance agreed a set of performance markers based upon a Red, Amber, Green (RAG) rating and assess each authority's PPF against those markers to give an indication of priority areas for improvement action. The High-Level Group monitor and evaluate how the key markers have been reported and the value which they have added at a national level. Of 15 Areas reported in the Fife PPF9 there were 2 performance markers where a RAG marking was not applicable and of the remaining 13 performance markers 10 were allocated Green, and 3 were allocated Amber and none red. In terms of the RAG markers this is an improvement on the feedback for PPF8 with one marker moving from Red to Amber, and another moving from Amber to Green.
- 2.3 Performance in relation to the determination of local and householder applications has continued to improve as reported below. The timescale for Major applications continues to be challenging however this is largely reflective of the scale and complexity of many of the cases being processed. Work also continues to improve and streamline the processing of legal agreements following determination of these large-scale applications.



2.4 Continuous review of our processes and systems particularly using LEAN business process improvement tools and techniques has achieved steady embedded improvements and shifted the balance to green for most performance markers. In 2012 -13 (PPF2) the first year that the RAG marker system was introduced the service achieved 7 amber and 7 green markers, with one red. Over the next two PPFs we reported no red markers with a further improvement in performance reflected in the reduction to 6 amber and 7 red markers for 2014/16 (PPF 4). Our best marking was in 2015-16 for PPF 5 where we had 11 green markers and 2 amber. While there was a reduction in green markers in 2016-17 for PPF7 we have again moved to improve our performance over the last three reporting periods culminating in PPF9 where we achieved 10 green markers with only 3 amber. Further details on these markers are provided in the tables within the Minister's letter in Appendix 1.

2.5 The areas which achieved Green performance markers in PPF 9 related to the following topics:

**Marker 2: Processing agreements.** The Scottish Government noted that Processing Agreements are available for all applications. Irrespective of a processing agreement, all applications are subject to project management. Processing agreement information is available on the website.

**Marker 3: Early collaboration with applicants and consultees.** The Scottish Government commented that Pre-application discussions are available to applicants with clear information provided on your website this has resulted in an increase in applicants who are taking up this service. There is a clear and proportionate approach to requesting additional information which includes the validation checklist, SUDS guidance and HOPS guidance.

**Marker 5: Enforcement Charter.** The Scottish Government reflected that the Planning Enforcement Charter was 1 year old at the end of the reporting year.

**Marker 6: Continuous Improvement.** The Scottish Government noted that Fife Council's Local Development Plan is up to date. The LDP is up-to-date and your enforcement charter was renewed this year. Although local decision making timescales have improved major timescales have slowed considerably and are slower than the Scottish Average. The number of legacy cases has reduced. 6 out of 7 service commitments have been completed with the remaining ongoing in the next reporting year.

**Marker 7: Local Development Plan (LDP).** The Scottish Government commented that the LDP was 3 years old at the end of the reporting period.

**Marker 8: Local Development Plan Scheme-next LDP.** The Scottish Government noted that FIFEplan 2, will not be fully replaced within the required timescale however this is to ensure that it will align with NPF4 and the provisions of the Planning Act 2019. The LDP review will be delayed to ensure alignment with NPF4 however it will be project managed to ensure minimal delay.

**Marker 11: Regular and proportionate policy advice.** The Scottish Government reflected that a number of supplementary guidance documents have been produced including on Planning and Noise which was subject to consultation recently. This is a good example of working flexibly due to the challenges presented by Covid19. The

report also includes examples of how your guidance has been used in case studies and provides positive feedback on your working arrangements.

**Marker 12: Corporate working across services.** The Scottish Government highlighted that there is broad evidence of the authority working across service areas including property, housing, education and economic development. This has been enhanced by your CPD programme which has built increased knowledge and understanding between teams. With Planning sitting within the Property Service portfolio this has assisted with progressing several large-scale developments. This set up also assists with the provision of pre-application advice.

**Marker 13: Sharing good practice, skills and knowledge between authorities.** The Scottish Government noted that Fife Council had provided evidence that we had been sharing and learning from other services within the council. You have shared good practice, skills and knowledge between authorities by participating in training and collaborative events such as at RTPI and HOPS. You have provided evidence of shared services through the delivering contracts work for Dundee City on Archaeology and Clackmannanshire on SEAs

**Marker 15: Developer contributions: clear and proportionate expectations.** The Scottish Government commented that Fife Council had Supplementary Guidance in place and that pre-application guidance on developer contributions is set out to applicants wherever possible.

- 2.6 Whilst these areas have achieved a Green rating in the PPF9 positive effort will be afforded to each area to ensure the highest rating is maintained and where appropriate elements of the Performance Marker improved upon for submission of PPF10 (2020/21). As is recognised by the minister in his feedback on PPF9, PPF 10 will capture the impacts of COVID 19. This however is considered to be an opportunity to demonstrate the flexibility and agility of the planning service to meet the challenges presented by this situation and how it has assisted and supported businesses, facilitated continued investment and ensured a continuity of service across our customer base.
- 2.7 The three Performance Marker Areas which achieved an Amber rating are areas where greater focus is required to achieve or continue positive movement towards the higher Green rating in PPF10. This however also needs to be set against the prioritisation of maintaining service delivery and securing investment to assist and support green recovery in the context of the challenges presented by Covid-19. Fife Planning Services has implemented further improvements across a number of processes including project managing all planning applications which has resulted in increased performance in the speed of determining applications within the 2019/20 period. The areas where an Amber rating was achieved, and a Green rating sought are set out below with Scottish Government's comments and information on what measures have been put in place to improve performance in these areas.
- 2.8 With regards to **Marker 1: Decision-making: continuous reduction of average timescales for all development categories of planning applications.** We achieved a green marker in terms of our improvement for local (non-householder) applications which reduced from 10.8 weeks reported in PPF 8 to 9.4 weeks in PPF9 which the Scottish Government also noted was faster than the Scottish average of 10.9 weeks. In addition, we also achieved a green marker for householder

determination performance the timescales for which reduced from 7.5 weeks in PPF8 to 7.3 weeks in PPF 9. The Scottish Government also noted that this was the same as the Scottish average and faster than the statutory timescale. The Scottish Government noted however that the determination period for ~Major applications had increased from the timescale reported in PPF8 to 64.9 weeks which was also slower than the Scottish average of 33.5 weeks and this element was marked as red. The two green markers with the red for major applications resulted in an overall rating of amber.

- 2.9 Considering the feedback and comments from Scottish Government on this marker while we are pleased to report the continuing improvement in performance relating to Local and Householder applications the average timescale reported for Major applications is disappointing but is a statistic generated by just 6 applications. Major applications timescales are subject to processing agreements and the applicants are aware of the anticipated determination timescales. While not complacent on the performance statistics for our major applications it is noted the scale and complexity of development processed can be reflected in longer determination timescales particularly where legal agreements are involved; nevertheless all efforts are made to ensure applications are determined as quickly and efficiently as possible and applicants and agents are kept informed of progress and likely determination timescales.
- 2.10 With regard to **Marker 4: Legal agreements: conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)**; was also marked as amber. The Scottish Government reflected that Fife Council's average timescales for determining applications with legal agreements are faster than last year but slower than the Scottish average. It was also noted that the timescales reported reflect a number of complex cases and that the Planning Service collaborates with legal services to improve the speed of legal agreements.
- 2.11 Considering the feedback from Scottish Government on this marker the Service continued its commitment to ensure officers in Legal and Planning Services meet regularly to review the ongoing legal agreement workload and performance. Meetings are held with services involved in securing contributions delivered through the Council's Planning Obligations Framework.
- 2.12 The final amber marker noted in PPF9 is **Marker 14: Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old**. The Scottish Government recognised that while the Planning Service had cleared 21 cases during the reporting year 13 legacy cases remained awaiting conclusion and it was noted that this was a significant improvement on last year; (this improvement moved this marker from Red in PPF8 [34 outstanding cases] to Amber in PPF9). Reflecting on this area the Planning Service continues to monitor legacy cases and strives to resolve legacy issues as quickly and efficiently as possible. This is regularly monitored and reported on throughout the year.

## 3.0 Conclusions

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- 3.1 PPF 9 demonstrated the continuous improvement on performance across the planning service and highlighted through case studies, projects, workforce development, and process improvement positive outcomes, all of which contribute to

the Plan for Fife, and the Local Outcome Improvement Plan. A number of these case studies were submitted for national awards, with the Coalfield Regeneration case study winning a Scottish Quality in Planning Award and being a finalist in the UK Planning Awards; members of the service attended the virtual award event in late April 2020.

- 3.2 In PPF9 we continued to improve performance in the majority of planning applications we deal with; local applications match the Scottish average with both local and householder applications being marked as a green. We continue to strive to increase the Green ratings achieved and delivering change as set out in the Directorate Change Plan together with further continuous improvement.
- 3.3 Performance reporting will remain important in the PPF 10 but more so will be how the Planning Service has demonstrated agility and flexibility through the application of new technology; implementation of innovative approaches; and provided service continuity to meet the challenges presented by COVID 19. It will also be an opportunity to reflect on how necessity, being the mother of invention, what changes and adaptations have led to improved service and new ways of working which are appropriate to retain and build on for the future.

### **List of Appendices**

1. Planning Performance Framework 9 and letter from Kevin Stewart with feedback on PPF9.
2. Planning Performance Framework 2019/20 (PPF9) – July 2020

### **Background Papers**

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:

None

### **Report author**

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Head of Planning

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Report agreed and signed-off by Keith Winter, Executive Director, Enterprise and Environment

Minister for Local Government and Housing  
Kevin Stewart MSP



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Steve Grimmond  
Chief Executive  
Fife Council

17 December 2020

Dear Steve,

### **PLANNING PERFORMANCE FRAMEWORK FEEDBACK 2019-20**

I am pleased to enclose feedback on your authority's ninth Planning Performance Framework (PPF) Report, for the period April 2019 to March 2020.

Firstly, I would like to take this opportunity to thank you and your staff for enabling planning services to continue to operate during the Covid-19 pandemic. This has been a difficult year for so many, and our planning system has a vital role to play in Scotland's green recovery. The impact which the pandemic has had, has demonstrated how valuable planning is from ensuring that businesses can operate flexibly to the contribution that it can make to the Places that are so important for our communities in terms of having access to the services they need, to greenspace and other areas where families can walk, wheel and cycle safely.

Turning to the 2019-20 PPF reporting year, I believe that good progress continues to be made by Scotland's planning authorities. Overall, there has been an increase in the number of green ratings awarded this year, with a subsequent reduction in red ratings, however, there remains some variation across some authorities and markers. I have been particularly pleased to see improvements in the speed of determination of major planning applications in some authorities.

When I wrote about performance reporting last year, I indicated that a consultation on Planning Performance and Fees was underway, including preparations for the new performance arrangements being introduced through the Planning (Scotland) Act 2019; with our intention at that time being that the proposed changes would be implemented in Summer 2020. However, the Covid-19 pandemic has required a rethink about the timing and a wider reprioritisation of our work programme.

I would like to reassure you that, while we have paused the changes to the fees and performance legislation, I am committed to ensuring that planning authorities are properly resourced and that planning fee levels are proportionate. We will pick this up again when the timing is more appropriate.

Finally, although the Covid-19 pandemic will have impacted on the tail end of the 2019-20 reporting year, I appreciate the impacts on service delivery will show through more in the 2020-21 reporting year. The Planning statistics for the first 6 months of the reporting year are due to be published in January, which will provide the first indications of how the pandemic has affected the ability of authorities to determine applications. I would like to reassure you that I will consider, in liaison with the High Level Group on Planning Performance, how next year's reports will be assessed, so that authorities are not unfairly criticised due to circumstances outwith their control. It could also provide an opportunity to recognise the vital actions taken by planning authorities to maintain the planning system and its contribution to recovery.

If you would like to discuss any of the markings awarded below, please email [chief.planner@gov.scot](mailto:chief.planner@gov.scot) and a member of the team will be happy to discuss these with you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kevin Stewart', with a long horizontal flourish extending to the right.

**KEVIN STEWART**

**CC: Pam Ewen**

## PERFORMANCE MARKERS REPORT 2019-20

Name of planning authority: **Fife Council**

The High Level Group on Performance agreed a set of performance markers. We have assessed your report against those markers to give an indication of priority areas for improvement action. The high level group will monitor and evaluate how the key markers have been reported and the value which they have added.

The Red, Amber, Green ratings are based on the evidence provided within the PPF reports. Where no information or insufficient evidence has been provided, a 'red' marking has been allocated.

No.	Performance Marker	RAG rating	Comments
1	<b>Decision-making:</b> continuous reduction of average timescales for all development categories [Q1 - Q4]	Amber	<p><b>Major Applications</b> Your timescales of 64.9 weeks are slower than the previous year and are slower than the Scottish average of 33.5 weeks. <b>RAG = Red</b></p> <p><b>Local (Non-Householder) Applications</b> Your timescales of 9.4 weeks are faster than the previous year and faster than the Scottish average of 10.9 weeks. <b>RAG = Green</b></p> <p><b>Householder Applications</b> Your timescales of 7.3 weeks are faster than the previous year and the same as the Scottish average. However, this is faster than the statutory timescale. <b>RAG = Green</b></p> <p><b>Overall RAG = Amber</b></p>
2	<p><b>Processing agreements:</b></p> <ul style="list-style-type: none"> <li>offer to all prospective applicants for major development planning applications; and</li> <li>availability publicised on website</li> </ul>	Green	<p>Processing agreements are available for all applications. Irrespective of a processing agreement, all applications are subject to project management. <b>RAG = Green</b></p> <p>Processing agreement information is available on your website. <b>RAG = Green</b></p> <p><b>Overall RAG = Green</b></p>
3	<p><b>Early collaboration</b> with applicants and consultees</p> <ul style="list-style-type: none"> <li>availability and promotion of pre-application discussions for all prospective applications; and</li> <li>clear and proportionate requests for supporting information</li> </ul>	Green	<p>Pre-application discussions are available to applicants with clear information provided on your website this has resulted in an increase in applicants who are taking up this service. <b>RAG = Green</b></p> <p>You have a clear and proportionate approach to requesting additional information which includes the validation checklist, SUDS guidance and HOPS guidance. <b>RAG = Green</b></p> <p><b>Overall RAG = Green</b></p>
4	<b>Legal agreements:</b> conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months	Amber	Your average timescales for determining applications with legal agreements are faster than last year but slower than the Scottish average. It is noted that the increase in timescales is due to a number of complex cases and that you collaborate with legal services to improve the speed of legal agreements.

	after resolution to grant (from last reporting period)		
5	<b>Enforcement charter</b> updated / re-published within last 2 years	Green	Your enforcement charter was 1 year old at the end of the reporting year.
6	<b>Continuous improvement:</b> <ul style="list-style-type: none"> <li>• progress/improvement in relation to PPF National Headline Indicators; and</li> <li>• progress ambitious and relevant service improvement commitments identified through PPF report</li> </ul>	Green	Your LDP is up-to-date and your enforcement charter was renewed this year. Although your local decision making timescales have improved you major timescales have slowed considerably and are slower than the Scottish Average. The number of legacy cases has reduced. <b>RAG = Green</b>  You have completed 6 out of 7 service commitments with the remaining ongoing in the next reporting year. <b>RAG = Green</b>  <b>Overall RAG = Green</b>
7	<b>Local development plan</b> less than 5 years since adoption	Green	Your LDP was 3 years old at the end of the reporting period.
8	<b>Development plan scheme</b> – next LDP: <ul style="list-style-type: none"> <li>• on course for adoption within 5 years of current plan(s) adoption; and</li> <li>• project planned and expected to be delivered to planned timescale</li> </ul>	Green	You state that FIFEplan 2, will not be fully replaced within the required timescale However this is to ensure that it will align with NPF4 and the provisions of the Planning Act 2019. <b>RAG = Green</b>  Your report states your LDP review will be delayed to ensure alignment with NPF4 however it will be project managed to ensure minimal delay. <b>RAG = Green</b>  <b>Overall RAG = Green</b>
9	<b>Elected members engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i>	N/A	
10	<b>Cross sector stakeholders* engaged early</b> (pre-MIR) in development plan preparation – <i>if plan has been at pre-MIR stage during reporting year</i> <i>*including industry, agencies and Scottish Government</i>	N/A	
11	<b>Regular and proportionate policy advice</b> produced on information required to support applications.	Green	You have produced a number of supplementary guidance documents including on Planning and Noise which was subject to consultation recently. This is a good example of working flexible due to the challenges presented by Covid19. Your report also includes examples of how your guidance has been used in case studies and provides positive feedback on your working arrangements.
12	<b>Corporate working across services</b> to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Green	There is broad evidence of the authority working across service areas including property, housing, education and economic development. This has been enhanced by your CPD programme which has built increased knowledge and understanding between teams. With Planning sitting within the Property Service portfolio this has assisted with progressing several large scale developments. This set up also assists with the provision of pre-application advice.
13	<b>Sharing good practice, skills and knowledge</b> between authorities	Green	As noted above you have been sharing and learning from other services within the council. You have shared good practice, skills and knowledge between authorities by participating in training and collaborative events such as at



			RTPI and HOPS. You have provided evidence of shared services through the delivering contracts work for Dundee on Archaeology and Clackmannanshire on SEA.
14	<b>Stalled sites / legacy cases:</b> conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Amber	You have cleared 21 cases during the reporting year, with 13 cases still awaiting conclusion which is a significant improvement on last year.
15	<b>Developer contributions:</b> clear and proportionate expectations <ul style="list-style-type: none"> <li>• set out in development plan (and/or emerging plan); and</li> <li>• in pre-application discussions</li> </ul>	Green	You have supplementary guidance in place. <b>RAG = Green</b>  Pre-application guidance on developer contributions is set out to applicants wherever possible. <b>RAG = Green</b>  <b>Overall RAG = Green</b>

## FIFE COUNCIL

### Performance against Key Markers

Marker		12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20
1	Decision making timescales								
2	Processing agreements								
3	Early collaboration								
4	Legal agreements								
5	Enforcement charter								
6	Continuous improvement								
7	Local development plan								
8	Development plan scheme								
9	Elected members engaged early (pre-MIR)		N/A	N/A	N/A	N/A	N/A	N/A	N/A
10	Stakeholders engaged early (pre-MIR)		N/A	N/A	N/A	N/A	N/A	N/A	N/A
11	Regular and proportionate advice to support applications								
12	Corporate working across services								
13	Sharing good practice, skills and knowledge								
14	Stalled sites/legacy cases								
15	Developer contributions								

### Overall Markings (total numbers for red, amber and green)

	Red	Amber	Green
2012-13	1	7	7
2013-14	0	8	5
2014-15	0	6	7
2015-16	0	2	11
2016-17	2	4	7
2017-18	1	3	9
2018-19	1	3	9
2019-20	0	3	10

### Decision Making Timescales (weeks)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2019-20 Scottish Average
Major Development	55.5	49.7	45.0	28.2	38.1	31	51.2	64.9	33.5
Local (Non-Householder) Development	21.2	19.5	15.8	15.2	15.9	13.1	10.8	9.4	10.9
Householder Development	7.2	8.1	8.6	8.5	8.6	8.9	7.5	7.3	7.3



# Fife Council Planning Performance Framework

2019/20



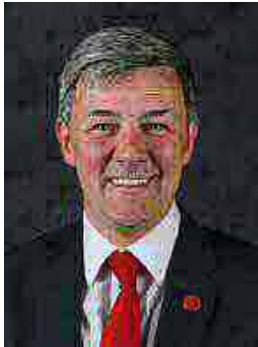
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# 1. Foreword

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**by Cllr Altany Craik**  
Convener- Economy, Tourism, Transportation & Strategic Planning Committee.

I am pleased to introduce the 2019/20 Planning Performance Framework, the 9th in a series of annual reports which celebrates what Fife Planning Authority has achieved over this year across a number of national performance indicators.

Our Planning Authority has a critically important role in shaping better quality places across Fife, protecting and enhancing our built and natural environments, encouraging people to have their say on development proposals, and working with investors to deliver new development to meet the needs of Fife's communities and support Fife's economy.

Some of our largest development growth areas are under construction at Kingdom Park (Case Study 2 in this PPF) at the eastern edge of Kirkcaldy, Wellwood to the NW of Dunfermline, and the early stages of St Andrews West with the construction of the new secondary school. A number of additional major growth areas have been granted planning permission and the Council will continue to work collaboratively to deliver the development strategy set out in FIFEplan, the Local Development Plan. This collaborative work is important to deliver new homes, business and employment land with the necessary infrastructure to help achieve the outcomes set out in the Plan4Fife, the Local Outcome Agreement.

As the new Planning (Scotland) Act continues to be implemented, we want communities across Fife to be more engaged in how their place should change and local development proposals. Scottish Government guidance is awaited on Local Place Plans, an opportunity for community groups to take forward their own work on how places within those communities could change to inform future planning work.

Fife's strategic location stretching between 3 of Scotland's cities, with Edinburgh and Dundee, and Stirling to the West provides superb opportunities for companies to invest. Fife Planning Authority is customer focused and strives to make Fife 'the best place to do business'.

Just as this 2019/20 performance year was drawing to a close, Covid-19 pandemic moved us into extraordinary times. One of the case studies in this performance framework highlights how agile the Planning Authority was in moving rapidly to operating remotely and virtually. We will take opportunities from this period to look at how we can further reform.

Continuous improvement is embedded within the culture of Fife's Planning Authority. This is clearly evident as you read through this years performance framework and recognise the great work that has been achieved.

I look forward to continued good performance in future years.

## 2. Introduction

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Our annual Planning Performance Framework is published and submitted to Scottish Ministers. This, our 9th version, sets out our improved performance and through case studies demonstrates the quality of service which we deliver.

The case studies focus on quality development, strategic growth areas, shared services work and our initial response to COVID-19. Throughout these examples the quality of service provided to customers, speed and quality of decision making, how we develop and support staff, our agile approach to working, and how we listen to our customers and embed continuous improvement are all clearly evident.

The [Plan for Fife](#), the [Local Outcome Improvement Plan](#), the Plan4Fife provides clear direction within which planning plays a significant role in shaping Fife's future. The Service's commitment to improving both performance and quality demonstrates our commitment to continuously improving. It also outlines the steps we are taking to develop our staff and ways of working so we can be resilient in dealing with the financial pressures all planning authorities are experiencing. We continue to listen, consider, and respond to what our customers say; that is our Service strapline.

The 49 new duties placed on Planning Authorities through the new Planning (Scotland) Act 2019 will result in further resource pressures. Whilst the Scottish Government's delay, as a result of Covid-19, in progressing increased planning fees is understandable, it is imperative that progress is made to introduce a new fee structure which reflects the full costs of processing planning and other related applications.

Delivering new development is important to strengthen Fife's economy. Our Service, championed by our Head of Service, meets regularly with investors to support and encourage that investment particularly into areas of Mid Fife where regeneration and supporting town centres is critical to achieve the outcomes set out in the Plan4Fife.

Facilitating, and in parts of Dunfermline directly delivering, strategic infrastructure aligned with new development growth continues to be challenging. The Council welcomes Scottish Government further considering how infrastructure nationally is delivered, and is working with Government closely to agree funding through City Deal for Dunfermline strategic infrastructure. Increased revenue costs associated with new development growth is a real pressure across budgets on schools, waste collection and disposal, transportation, health and social care.

Towards the end of this performance reporting period, Covid-19 pandemic moved us to rapidly 100% remote working. There was minimal impact for customers whilst we continued to deliver our activities remotely and virtually. The related case study within this framework demonstrates our agile way of working. We will reflect more of our achievements, learning and reform in next years performance framework.

### 3. Driving Improved Performance

#### Self-Assessment of Progress Since PPF8

The following table provides a summary analysis of how we consider Fife Council is performing and the progress we are making in relation to the performance markers identified by the Scottish Government. The coloured RAG rating highlights our self-assessment of our performance within the PPF9 period with the RAG status for PPF8 as published in the Scottish Government's feedback report shown as text to allow a comparison to be made.

No	Performance Marker	RAG Rating	Source/Evidence
1.	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	(Amber in PPF 8)	<p>During the PPF9 reporting period we have continued to make significant improvements in our speed of decision making of local and household applications. The performance reporting capabilities of uniform enterprise and continued effective project managed case work focussed on performance on an individual and team basis has delivered improved performance. While not complacent and where improvements can be achieved we will seek to do so. We consider in terms of our household and local performance we are reaching a level of efficiency which reflects an appropriate balance between speed, customer service and the time required to build in quality outcomes on the ground.</p> <p>Fife Council determined a total of 22 'Major' applications in the PPF9 reporting period of which 16 of these were done so with a Processing Agreement in place. This small number inevitably skews the reported performance when based on a statistical or percentage basis. The nature of the applications also adds to the complexity involved. Due to the skewing effect of such a small number of applications on the RAG status it perhaps would be more appropriate to separate the Local and Major applications in this marker in future PPFs. Given the small number of Major applications to which this statistic relates and the continuing improvement in relation to local and householder we have marked ourselves as a Green rating in this category for PPF9.</p> <p><b>Evidence: Case Studies 1, 2, 3 and 4</b></p>
2.	<p><b>Processing agreements:</b></p> <ul style="list-style-type: none"> <li>offer to all prospective applicants for major development planning applications; and</li> <li>availability publicised on website</li> </ul>	(Green in PPF 8)	<p>All applications continue to be project managed. As reported in PPF 8 we offer Processing Agreements to all applications not just for Major applications.</p> <p>In the PPF 9 reporting period we are pleased to advise that 20% of applications processed in Fife have been subject to processing agreements</p> <p>Information about processing agreements and forms are published on our <a href="#">website</a>.</p> <p><b>Evidence: NHIs, Fife Council website, Case studies 1, 2 and 3</b></p>

No	Performance Marker	RAG Rating	Source/Evidence
3.	<p>Early collaboration with applicants and consultees</p> <ul style="list-style-type: none"> <li>availability and promotion of pre-application discussions for all prospective applications; and</li> <li>clear and proportionate requests for supporting information</li> <li>Liaise with home builders and encourage early collaboration and proportionate assessment.</li> </ul>	(Green in PPF 8)	<p>Formal pre application processes and online advice is provided. The take up of pre-app advice has increased to 11% of applications (154 cases) since the PPF 8 reporting period.</p> <p>Guidance and information on our pre application process is published on our <a href="#">website</a>.</p> <p>We have updated our Supplementary Guidance during the PPF 9 reporting period relating to these documents together with the information already published and referenced in PPF 8 adds to the availability of information setting out clear and proportionate advice for developers in Fife.</p> <p>Clear and proportionate guidance to prospective applicants is provided to assist applicants in submitting comprehensive information at the point of submission. This includes a <a href="#">Validation Checklist</a>, <a href="#">SUDS Guidance</a> and <a href="#">HoPS Guidance</a>. We held our first Fife Small Housebuilders Event in October 2019 with over 25 attending.</p> <p><b>Evidence: NHIs, Fife Council website, Case Studies 1, 2, 3 and 4</b></p>
4.	<p><b>Legal agreements:</b> conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)</p>	(Amber in PPF 8)	<p>Joint working continues with Legal Services to improve the processing time taken to conclude legal agreements. The planning service continues to engage with legal services early in the process and all S75s are managed through the process to conclusion while also keeping applicants and developers fully updated and informed of the process.</p> <p>The number of complex cases has impacted on the performance of the major applications NHI category noted above, however all timescales are discussed with applicants to ensure they are aware and informed of the legal decision-making process.</p> <p><b>Evidence: National Headline Indicators- Planning/Legal Agreements and Case Studies 1, 2 and 3.</b></p>
5.	<p>Enforcement charter updated / republished within last 2 years</p>	(Green in PPF 8)	<p>Enforcement Charter Updated March 2019</p> <p>Our <a href="#">Enforcement Charter</a> has been revised and is up to date. It had been hoped to update the Charter to coincide with the outcome of the Planning Bill however the timescales did not accommodate this. If necessary, following the progress of the legislation the Enforcement Charter may be updated within the 2-year review period to reflect the new provisions relating to enforcement. A further review of the Enforcement Charter will take place in Autumn 2020 to ensure that the Charter incorporates and reflects the situation relating to Covid-19.</p> <p><b>Evidence: National Headline Indicators and Fife Council Website.</b></p>
6.	<p><b>Continuous improvement:</b></p> <ul style="list-style-type: none"> <li>progress/improvement in relation to PPF National Headline Indicators; and</li> <li>progress ambitious and relevant service improvement commitments identified through PPF report</li> </ul>	(Amber in PPF 8)	<p>We have marked ourselves as Green in this category for PPF9 largely due to the extent of improvements which we have undertaken and implemented during the PPF 9 reporting period. It is recognised that the timescale for major applications have increased in this period and while this is disappointing it is only one factor based on a proportionally small number of cases, which had mitigating context against a much wider and broader range of customer service and performance improvements delivered within the reporting period. We continue to proactively monitor performance both on a case by case basis and the service we provide and use our customer feedback to identify priorities for improvement. Monthly meetings are held with the Head of Service to discuss updates and consider any issues with major and priority applications (Fife's Top 100 Businesses)</p> <p>We do not consider the marking of this column as amber based on one performance statistic is proportionate or appropriate in the context of the wide ranging service improvements delivered during the PPF9 reporting period.</p> <p><b>Evidence: Delivery of Service Improvement Objectives 2019-2020; National Headline Indicators table and Case Studies referenced in PPF9.</b></p>



No	Performance Marker	RAG Rating	Source/Evidence
7.	<b>Local development plan</b> less than 5 years since adoption	(Green in PPF 8)	Fife Council adopted <a href="#">Fife's Local Development Plan (FIFEplan)</a> on 21st September 2017. <b>Evidence: National Headline Indicators and Fife Council Website.</b>
8.	<b>Development plan scheme – next LDP:</b> <ul style="list-style-type: none"> <li>on course for adoption within 5 years of current plan(s) adoption; and</li> <li>project planned and expected to be delivered to planned timescale</li> </ul>	(Green in PPF 8)	Edition 2 of FIFEplan Action programme published 2019 and scoping work now underway to commence LDP review from Q4 2021. The LDP Review was delayed to align with Scottish Governments NPF draft timescales and albeit the NPF is now delayed the LDP review will commence in Q4 2021. <b>Evidence: <a href="#">Development Plan Scheme</a></b>
9.	<b>Elected members engaged early</b> (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year	N/A	This stage pre-dates the reporting period for PPF9 Nevertheless elected members are engaged and kept informed throughout the LDP process through Members' briefings and workshops, <a href="#">Fife Council website</a> , <a href="#">twitter</a> and the Development Plan Update (E-Bulletin). <b>Evidence: Members' briefings and workshops, Fife Council website, Twitter, and Development Plan Update (E-Bulletin)</b>
10.	<b>Cross sector stakeholders* engaged early</b> (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year *including industry, agencies and Scottish Government	N/A	FIFEplan Action Programme Delivery Plan was subject to Scottish Government P.A.D pilot - implementation focus in 2017/18. The publication of LDP Delivery Programme highlights the stakeholder engagement to be undertaken. CPD Workshops were held on Local Place Plans and with the DPEA on appeals in November 2019.
11.	<b>Regular and proportionate policy advice produced on information required to support applications.</b>	(Green in PPF 8)	We have introduced updates and guidance in the PPF9 reporting period and Case Studies and additional information provided in this Report address this area in more detail particularly in relation to how we engage with applicants in relation to the Major projects and work with them using the published advice. The feedback quoted in the case studies highlights the positive working relationship this facilitates.  The Supplementary Guidance introduced in the PPF 9 period includes: We have presented our Supplementary Guidance relating to Planning and Noise to committee and this has been endorsed as a final draft. We commenced consultation with a range of acoustic consultants, house builders, and Homes for Scotland. This consultation process was impacted by many businesses being furloughed due to the Covid situation. However Fife Council re opened the consultation period once businesses began working again. It is considered that this reflects Fife Council's ability to maintain an agile approach in relation to the challenges of Covid while continuing to deliver service improvements. We will review the consultation responses and consider these in the final version of the guidance. <b>Evidence: Case Studies 1, 2, 3, 4, 5 and 6.</b>
12.	<b>Corporate working across services to improve outputs and services for customer benefit</b> (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	(Green in PPF 8)	Expanding and embedding corporate working across a number of Services particularly Education, Property, Economic Development and Housing and we report on examples in the Case Studies in this PPF.- A range of CPD sessions were undertaken with Community, Education, Property, Legal, Finance and other services throughout April 2019.  As part of the collaborative work across Fife Council services the Development Policy Service Manager is currently embedded within Property Services. This has not only provided an opportunity to create improved lines of communication between the services but also has assisted in progressing a number of large scale planning applications where education contributions have required complex financial negotiations to determine the appropriate levels of developer contributions.  As noted above we offer Pre application advice on all applications and we proactively include consultation responses and advice from internal Council Services wherever possible.  In addition our extensive CPD programme has also assisted in improving knowledge and understanding between services and teams within the Council. <b>Evidence: Case Studies 1, 2, 3, 4, 5 and 6</b>

No	Performance Marker	RAG Rating	Source/Evidence
13.	<b>Sharing good practice, skills and knowledge between authorities</b>	(Green in PPF8)	<p>We actively participate in training CPD, RTPI, HoPS, SOLACE, NAPE, FTBSF (Fife Traditional Building Skills Forum), Community Planning and work with other Planning Authorities and Key Agencies.</p> <ul style="list-style-type: none"> <li>- Local Place Plans - CPD Session with West Dumbartonshire Council (November 2019)</li> <li>- Strategic Development sites across Edinburgh City Region - workshop to share experience.</li> </ul> <p>Shared Services - Delivering contracts for Dundee City Council on Archaeology, and Clackmannanshire Council on Strategic Environmental Assessment over 3 years.</p> <p><b>Evidence: Case Study 5 and throughout this PPF.</b></p>
14.	<b>Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old</b>	(Red in PPF8)	<p>We have managed to clear 21 legacy cases during the reporting period and have reduced our outstanding cases at the end of the reporting period to 13. This is in comparison to 34 legacy cases remaining at the end of the last reporting period. We continue to proactively manage and progress these case in collaboration with the applicants.</p> <p><b>Evidence : NHI Key Outcomes - Development Management. Case Study 2</b></p>
15.	<b>Developer contributions: clear and proportionate expectations set out in development plan (and/or emerging plan); and in pre-application discussions</b>	(Green in PPF8)	<p>Fife Development Plan Scheme 2018 (10th edition) Continue offering and promotion of Pre application advice. Policy expectations set out in Supplementary Guidance in Making Fife's Places.</p> <p><b>Evidence: Case Studies 2 and 3.</b></p>

## 4. Qualitative Narrative & Case Studies

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The following case studies provide examples of how our processes enable us to deliver an efficient and effective planning system for the people and communities of Fife. They illustrate how we actively listen to our customers and shape improvements around their feedback. We continue to innovate and develop the Planning Service in Fife to meet the challenges: both economic and technological and provide a forward-thinking flexible and responsive service to achieve sustainable economic growth. The case studies illustrate the ways in which Fife planning influences development on the ground and highlight examples of cases where the planning process and planning staff have influenced outcomes and achieved improved quality of development. We continue to review and critically assess how and what we do in terms of processes and services we deliver and use LEAN as a business improvement tool. We have continued to develop and refresh our range of guidance to build on the policy framework set out in FIFEplan.

Our proactive approach to how we deliver our services and critically assess and review our business processes provides us with the ability to face the challenges presented by continuing financial pressures while ensuring we meet the needs of our customers.

The case studies below highlight a snap shot of the broad range of activities and initiatives which we have delivered within the PPF9 reporting period.

# Quality of Outcomes

The following case studies demonstrate the added value delivered by planning on the ground.

## Case Study 1: Dumbarnie Golf Links, near Upper Largo

Major 165 hectares coastal development to form an 18-hole pay-as-you-play links golf course and clubhouse with ancillary elements on arable/semi-improved grassland fields with wooded areas, raised coastal terraces and sensitive dune formations. Site is located immediately adjacent to a Special Protection Area (SPA); Ramsar; Site of Special Scientific Interest; and Dumbarnie Links Nature Reserve areas and includes Rights of Way and the Fife Coastal Path. A small section (predominantly established dunes) lay within the SSSI. Historically, a links golf course existed on site in the mid 1800's before reverting back to agricultural use.

The site is one of the very few remaining areas in Fife where it was possible to create an authentic links type environment utilising essentials of a links course such as - free-draining sand and gravel type substrate, existing natural dune formations and ideal growing environments for authentic fine turf grasses, gorse, broom, heather and other coastal grasses as well as the bounce of the ball. 30 full-time staff equivalent posts, 10 part-time and up to 90 caddies along with opportunities for apprenticeships are also planned.

The applicant submitted EIA Screening/Scoping exercises and utilised the Council's detailed pre-application enquiry service. A Proposal of Application Notice and public engagement exercises followed culminating in a formal EIA planning application being lodged in December 2017 and determined at committee level in April 2018. During the determination period regular progress meetings between the Council and developers' agents occurred.

Key considerations/issues – proximity to protected environments/habitats; fragile coastal/dune environment; significant earthworks/topographical remodelling; appropriateness of new vegetation and soft landscaping types; broaden wildlife/ornithological opportunities and provide needed habitat linkages throughout for foraging and local habitat/species development. Of critical nature was the need to protect the established but fragile dune formations; avoid creating new negative coastal dynamics when forming new dune features; and, protect and enhance habitats, species range and ornithological interests along this remote coastal fringe. The clubhouse and ancillary buildings utilised the typical traditional barn/modern agricultural shed styles, scales and external finishes found locally and were positioned in discrete locations using natural topography and established woodland. Extensive ground remodelling and earth works were designed to minimise significantly the use of imported material and assist with the sustainable credentials of the proposal.



**Before**



**During**

Images copyright of Dumbarnie Golf Links

The design approach reflected national and Development Plan policy to ensure developments respect and where possible enhance rural and natural environments and landscape character features by developing a series of large biodiverse poor agricultural fields into a more typical coastal topography complimented through the introduction of a varied patchwork of species, plant and habitat suitable elements. Working closely with Fife Council the developer, Dumbarrie Golf Links Limited, made significant efforts to recreate a natural looking links/dune environment partially based on historic text, mapping evidence but also used the fragile dune systems present as key reference points to allow for the recreation of a previously lost environment that would complement further the coastal fringe landscape environment, and protect and enhance range of local habitats and biodiversity. Buffer zones and special protection measures to deal with the proximity of works, hole repositioning and general proximity of operations/play to protected sites such as the SSSI/nature reserve were also considered and special conditions applied in consultation with SNH/SWT and the Council ecologist to ensure their future protection and indeed enhancement occurs.

This site from its inception to delivery shows how Fife Council Planning has worked pro-actively with the Council’s natural heritage officer as well as external consultees such as SNH, RSPB, Scottish Wildlife Trust and the developer to facilitate the provision of an authentic links course that will ensure the fragile dune systems and associated habitat types are not only protected and enhanced. Their survival will be secured over the long-term through the implementation of an agreed Landscape and Environment Management Plan, landscaping plan and a Habitat Management Plan; all of which will be annually monitored periodically reviewed/modified where necessary. The development and regeneration of this species poor site will greatly enhance the local bio-diversity and local coastal landscape character, and enhance leisure and outdoor pursuits on offer in Fife; all key drivers in the Plan for Fife. This application exemplifies the successful delivery of a high-quality low environmental impact development as well as illustrating how the Planning Service in Fife works collaboratively, both from a policy and development management perspective with other services, developers and agencies to deliver corporate and national planning objectives and excellent natural environmental placemaking.

The course opened in May 2020 but partially impacted by the COVID-19 pandemic, which delayed the completion of the clubhouse. In order to provide clubhouse/welfare facilities, further discussions were held to agree the siting of temporary modular units. This collaborative working again not only allowed the course to open with suitable ancillary facilities but also allows the clubhouse to be completed without any operational conflicts, without any negative impact on the environment and provide employment continuity as part of the local economic recovery.



**During**



**Proposed**

Images copyright of Dumbarrie Golf Links

*“Establishing collaborative practices is of particular importance on building design and construction projects as they are likely to involve bringing together a large number of diverse disciplines and approaches. This is especially true on a complex project such as that to construct Dumbarnie Golf Links. Heritage, physical, social and economic matters must be combined with statutory requirements and of course the aspirations of the developers. The planning department at Fife Council have clearly understood the value of the project to Fife and Scotland, both in terms of the international recognition it will bring but also the positive impact to the local economy. This understanding has been expressed in the approachable, pro-active and supportive service offered by Chris Smith and his team at Fife Council.”*

**Steve Thomson - G1 Architects**

*“Dumbarnie Golf Links have been delighted with the working relationship fostered with Fife Council Planning Department. With a project of this magnitude there will always be competing interests and technical issues to overcome. Furthermore the success of the golf course required a fluid approach whereby the design could only be finalised as the construction process evolved. Fife Council understood these issues and their support allowed us to construct a course which is now receiving critical acclaim. Our development is destined to become an internationally recognised asset for, and vitally important to the local area for employment and economic activity. As our project neared completion earlier this year, the global Covid-19 pandemic struck. This required us to quickly respond and revise our business plan and guest offering. We had thousands of advance booking for our course and the government imposed shut down stopped construction work to our clubhouse. Chris Smith of Fife Council Planning Service immediately understood our circumstances and was instrumental in facilitating agreement for interim measures to allow us to open our course from temporary accommodation. We have found the Fife Planning department to be wholly positive, responsive and supportive.”*

**David Scott (General Manager - Dumbarnie Golf Links)**



**After**



**After**

Images copyright of Dumbarnie Golf Links

## Summary

### Case Study Title:

**Dumbarrie Golf Links, near Upper Largo**

### Location and Dates:

Agricultural Land, Dumbarrie, near Upper Largo 2018/19

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

- Quality of outcomes
- Quality of service and engagement

### Key Markers (please select all that apply):

- 1 Decision making
- 2 Project management
- 3 Early collaboration with applicants and consultees on planning applications
- 6 Continuous improvements
- 11 Production of regular and proportionate policy advice
- 12 Corporate working across services to improve outputs and services for customer benefit

### Key Areas of Work

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Design</li> <li>• Conservation</li> <li>• Rural/Agricultural Diversification</li> <li>• Environment</li> <li>• Greenspace</li> <li>• Biodiversity enhancements</li> <li>• Masterplanning</li> <li>• Local Develop Plan &amp; Supplementary Guidance</li> <li>• Tourist/Leisure enhancements</li> <li>• Economic Development</li> </ul> | <ul style="list-style-type: none"> <li>• Development Management Processes</li> <li>• Planning Applications</li> <li>• Interdisciplinary Working</li> <li>• Collaborative Working</li> <li>• Placemaking</li> <li>• Place Standard</li> <li>• Project Management</li> <li>• Transport</li> <li>• Active Travel</li> </ul> |
|---|--|

### Stakeholders Involved

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• General Public</li> <li>• Local Developers</li> <li>• Key Agencies</li> </ul> | <ul style="list-style-type: none"> <li>• Planning Committee</li> <li>• Authority Planning Staff</li> <li>• Authority Other Staff</li> </ul> |
|--|---|

### Overview:

Development of an 18-hole links golf course, clubhouse, ancillary buildings, formation of access and landscaping /earthworks/land reprofiling etc. The course is now complete and operational. The site is located immediately adjacent to protected coastal environments/habitats (SPA/Ramsar/SSSI/local wildlife site) along with the partial inclusion of a fragile dune system within a nature reserve. A nationally important high-pressure gas pipeline also crosses the site.

### Goals:

To develop a high quality pay-as-you-play 18-hole links course with ancillary infrastructure in this area of Fife whilst enhancing the previous limited bio-diversity of longstanding agricultural land, protecting and enhancing existing rare and fragile dune ecosystems, and ensuring the availability of habitat richness along this part of coastal fringe of the East Neuk of Fife is enhanced; all to the betterment of the protected local and nationally important natural heritage assets present. The development embodies high standards of design and landscape/course design and best environmental practice whilst securing these through the implementation of Construction & Environmental Management Plans; Habitat Management Plans as well as landscape character enhancements and buffer zones; all agreed by Council and national environmental bodies such as Scottish Natural Heritage, Scottish Wildlife Trust and the RSPB. The proposal will also provide much needed rural employment opportunities and economic enhancements (both direct and indirect) to the local economy as well as the anticipated national recognition for course design and as an attractive golf tourism destination.

## Summary (continued)

### Outcomes:

The project illustrates how a successful rural diversification scheme on a previous large biodiverse poor / habitat limited coastal site can not only protect and develop a fragile ecosystem but can enhance the wider local environment, range of habitats available and thus attract a more diverse range of species using the site in the future – as will be monitored over the years. The project also demonstrated; through good consultation, communication and collaborative working across both the public/private sectors that large-scale proposals can be delivered within reasonable timescales. Further to this, it also demonstrated that through careful course design planning enhancements can be achieved in a sustainable manner, whilst protecting and enhancing the local ecology and coastal landscape character interests without the need for overdevelopment nor enabling development to make it financially viable. Limited off-site imports also helped towards the sustainable credentials of the project and were primarily achieved through an understanding of the topography, the careful reuse of on-site materials and regrading whilst taking feature references from important and rare landscapes adjacent. The development will be complete in summer 2020.

### Name of key officer

**Chris Smith (Lead Officer - Chartered Planner – Development Management)**



**After**



**After**

Images copyright of Dumbarrie Golf Links



## Case Study 2: Kingslaw Strategic Development Area, Kirkcaldy

This is a Major mixed use Strategic Land Allocation (53Ha) at the north east edge of Kirkcaldy and forms part of the Kirkcaldy East Strategic Development Area. The site is located on an area of former open cast mining and development of this area would aid the regeneration of this former mining area. The site is located close to the A92 dual carriageway and at the entrance to Kirkcaldy from the north. The development includes over 1000 residential units, local retail, a community centre, primary school, parkland, SUDS and a retail and leisure park.

Planning permission was approved for this development in 2014 and since then the developer has been working on getting the site started. The site has significant early infrastructure costs with interventions on the trunk road and local road network early in the development. The development also has an unusual drainage solution where both the foul and surface water drainage are pumped some 9 km north. The developer applied to the Scottish Government infrastructure fund and has received funding through this to allow phase 1 and phase 2 infrastructure works to proceed.

This site is seen as an important gateway site to Kirkcaldy and the Council has tried to facilitate its delivery where possible. Development within mid Fife is considered an important strategy of Fife Council and is a pillar of the Plan for Fife. The delivery of strategic sites is also a priority of the Fife Council Planning Service and a virtual team has been set up to lead on this so that direct support and experience is in place to aid the delivery of these sites. The team is a point of contact for any of the strategic sites and ensures a continuity and knowledge base is in place over such long build out periods. This team leads on the planning applications for the whole site, on the more strategic elements of these sites and the problem solving around issues. This has helped the virtual team build up a knowledge and experience base which is transferrable across sites which can allow for more productive discussions on solutions to aid delivery.

The Council have worked to assist the developer in delivering the site with extensive work being carried out in approving preliminary documents and strategies for the site, helping with land assembly for offsite works and working constructively on the drainage solution. The Council Planning Service has also worked with the applicant to assist with the cashflow and getting best value from the site. There is an understanding on this site that the high infrastructure costs, ground conditions and less favourable market, makes the delivery of high cost dwellings more difficult. The Council Planning Service has worked with the developer to incorporate design quality and place making into the Design Briefs for each phase without adding significant costs to the build program but still create high quality streets. This has been factored in by the house builders who have taken forward the first phases of development on site.

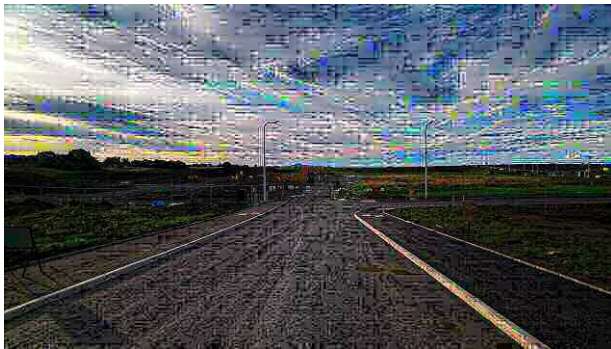


Before



During

While this has been a challenging site for the developer to implement, they have managed to progress to a point where development is advancing on site. The development of these strategic sites are difficult due to the significant infrastructure requirements and the Council is committed to assisting with the delivery of this site. The Development Briefs for the final three phases have now been submitted and the Council continues to work constructively with the developer to ensure these meet the needs of the site and placemaking requirements. The development is an example of a large scale strategic expansion which through support has began to be delivered and will deliver much needed affordable housing, new road infrastructure including the first part of the Standing Stane Link Road, a new primary school and a large number of housing in an area where housing demand is high but the market is less favourable for house builders in terms of return. The development will also deliver a high quality place for the new residents with a distinctive central open space and local amenities.



During



During



During



During



Illustrative sketch



Illustrative sketch

## Summary

<b>Case Study Title:</b>	
<b>Broomhall SLA</b>	
<b>Location and Dates:</b>	
Agricultural Land, North East Kirkcaldy, 2013 - present	
<b>Elements of a High Quality Planning Service this study relates to (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• Quality of outcomes</li> <li>• Quality of service and engagement</li> </ul>	
<b>Key Markers (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• 2 Project management</li> <li>• 4 Legal agreements</li> <li>• 6 Continuous Improvement</li> <li>• 12 Corporate working across services to improve outputs and services for customer benefit</li> <li>• 14 Stalled sites</li> <li>• 15 Developer contributions</li> </ul>	
<b>Key Areas of Work</b>	
<ul style="list-style-type: none"> <li>• Design</li> <li>• Environment</li> <li>• Regeneration</li> <li>• Greenspace</li> <li>• Masterplanning</li> <li>• Housing Supply</li> <li>• Affordable Housing</li> <li>• Economic Development</li> <li>• Biodiversity enhancements</li> <li>• Local Develop Plan &amp; Supplementary Guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Development Management Processes</li> <li>• Planning Applications</li> <li>• Interdisciplinary Working</li> <li>• Collaborative Working</li> <li>• Placemaking</li> <li>• Project Management</li> <li>• Transport</li> <li>• Active Travel</li> <li>• Strategic Growth</li> <li>• Process Improvement</li> </ul>
<b>Stakeholders Involved</b>	
<ul style="list-style-type: none"> <li>• General Public</li> <li>• Local Developers</li> <li>• Key Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Authority Planning Staff</li> <li>• Authority Other Staff</li> </ul>
<b>Overview:</b>	
<p>This relates to a large mixed-use strategic growth area on the edge of Kirkcaldy. Since planning permission was approved in 2014, the site has largely remained undeveloped. Fife Council have tried to aid the delivery of this site through providing support where possible and assistance with any development issues.</p>	
<b>Goals:</b>	
<p>This site is situated within mid Fife and there is a strong emphasis within Fife to help support and drive forward growth and investment in Mid Fife. Given the scale and strategic location of this site, its delivery would help assist in this aim particularly in terms of the economic and place making benefits that this could provide. The site also has a historic mine working legacy and thereby its development would see the regeneration of the site. The site has been delayed in starting since planning permission was approved and the main goal for Fife Council was to assist in getting the initial site start and continue to support the site through its development.</p>	
<b>Outcomes:</b>	
<p>Fife Council have set up a virtual team to support the development of the strategic growth areas. This focussed team provides a point of contact for the developers of these sites and the team has transferrable knowledge and experience which can be used to assist the delivery o the sites. The developer in this instance acquired an infrastructure loan from the Scottish Government to help finance the initial stages of development. Along with this, Fife Council have provided support in aspects around land acquisition and infrastructure operation and delivery along with a dedicated case officer for applications. Having key contacts on the site has allowed the developer a continued point of contact while the site starts for continuity purposes and ease of contact.</p>	
<b>Name of key officer</b>	
<b>William Shand (Lead Professional - Chartered Planner – Development Management)</b>	

## Case Study 3: Broomhall Strategic Land Area, Dunfermline

This is a Major mixed use Strategic Land Allocation (223Ha) at the south west corner of Dunfermline and is one of three sites which form a Strategic Land Area allocation within Dunfermline. The majority of the site is in use for agricultural purposes although there are a number of farmhouses and outbuildings within the site. The site surrounds small clusters of individual buildings including a Category A Listed Building (Hill House). The site is visible from the historic core of Dunfermline including Dunfermline Abbey.

The proposal includes the provision of 2150 residential units, local retail provision, community uses, healthcare uses, 68 hectares of employment land, two primary schools, landscaping, parks and civic spaces along with road upgrades, SUDS and the provision of part of the Dunfermline Western Distributor Road. The site has been in the design and planning stage since early 2000s with it being first allocated with the Fife Structure Plan 2009 and Dunfermline and West Fife Local Plan 2012.

A planning application was submitted in late 2016 following extensive public engagement by the applicant which included urban design sessions with local groups, residents, statutory bodies and the Council and meetings with residents and community councils. These events also included a tour of the site, a Design Workshop and design competition. Extensive pre-application discussions were undertaken with the Council. These discussions helped formulate the masterplan and the form and contents of the submission including the scope of the Environmental Impact Assessment.

Given the scale and nature of the planning application, it was complex to assess and determine with a number of sensitivities and considerations. Transport Scotland, SEPA, SNH and Historic Environment Scotland along with some internal consultees all expressed concern with some of the detail proposed within the application following submission of the detailed assessments. Working collaboratively with the applicant the issues and concerns were resolved with an understanding that this development will have a long build out period and some of the impacts will need to be managed and re-assessed over time. All of the impacts were adequately addressed either through the submission of further information, planning condition or legal agreement.

One of the most significant considerations of the development is infrastructure delivery from the cumulative impact of the development on the Dunfermline strategic road network. Around 7500 units are proposed across Dunfermline and this site would contribute a large proportion of this. The Council has committed to constructing interventions on the road network within Dunfermline which were identified through a Transport Assessment carried out for the Local Development Plan. The Council has set out a program for delivering these interventions using contributions from developers. As the developer contributions are received in arrears the Council is working with the Scottish Government to align funding through South East Scotland and Edinburgh City Deal. This is to help facilitate this development and others within the Dunfermline area.



Before

Through collaborative work with the Education Service an education solution was also found for the site. The school solution has also been designed so that it can be built in phases to lessen the need for a large outlay early in the delivery process.

The legal agreement was concluded within 7 months of the application being presented to Committee. This was largely completed within 6 months with only the formalities and discussions with the landowner causing it to be delayed. The speed of delivery was as a result of productive discussions during the application and the heads of terms being agreed early. The applicant was also aware of the requirements for education provision from the productive discussions with the Education Service and the need for contributions towards the strategic road network from the Council's draft Supplementary Guidance on Planning Obligations. Productive discussions were had with regards to where flexibility was needed for the applicant and where flexibility could be given by the Council. There was an understanding that the site had significant early infrastructure delivery costs and thereby where there was an opportunity to delay payments or contributions for other matters this should be taken where possible. The Council worked constructively with the applicant to deliver a relatively quick legal agreement on a very complex application site.

This case study illustrates the extensive work that is needed to determine large scale complex applications of this nature. Even with extensive pre-application discussions with key stakeholders and the community, the application still took two years to be presented to Committee once all matters were adequately addressed. The issues and complexities had been addressed successfully during the determination process that the legal agreement was complete and signed within 7 months of the Committee date and some of the time taken at this point was due to land contract issues. The Council, statutory bodies, and applicant worked collaboratively to identify the sensitives and community concerns and the applicant has produced a masterplan with a strong community focus which embraces the environment and setting it is situated. The design approach here reflects national and Development Plan policy and has a strong emphasis on place making, sustainable transport and green networks. The planning permission for this site is a key milestone in delivery of this site which will have significant benefits to the economy, delivery of housing, delivery of infrastructure for Dunfermline and strengthening the town centre. The proximity to the town centre makes this urban expansion highly sustainable with the town centre, amenities and public transport hubs within walking distance and thereby this expansion has the ability to support the town centre providing good links are made. The masterplan approved shows a sympathetic and high quality sustainable development which would create a strong relationship with Dunfermline while creating a new distinct place for future residents and workers. The input from a number of Council Services, the Council Planning Service, community and external bodies has helped shape this masterplan and this has been taken forward constructively with the developer. This case study also exemplifies the significant work needed to identify infrastructure needs of a development for delivery and cashflow purposes of the applicant.

With planning permission now secured, the applicant is proceeding to acquisition of the land however this has been delayed with the COVID-19 pandemic.



Proposed

## Summary

<b>Case Study Title:</b>	
<b>Broomhall SLA</b>	
<b>Location and Dates:</b>	
Agricultural Land, North East Kirkcaldy, 2013 - present	
<b>Elements of a High Quality Planning Service this study relates to (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• Quality of outcomes</li> <li>• Quality of service and engagement</li> </ul>	
<b>Key Markers (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• 2 Project management</li> <li>• 4 Legal agreements</li> <li>• 6 Continuous Improvement</li> <li>• 12 Corporate working across services to improve outputs and services for customer benefit</li> <li>• 14 Stalled sites</li> <li>• 15 Developer contributions</li> </ul>	
<b>Key Areas of Work</b>	
<ul style="list-style-type: none"> <li>• Design</li> <li>• Environment</li> <li>• Regeneration</li> <li>• Greenspace</li> <li>• Masterplanning</li> <li>• Housing Supply</li> <li>• Affordable Housing</li> <li>• Economic Development</li> <li>• Biodiversity enhancements</li> <li>• Local Develop Plan &amp; Supplementary Guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Development Management Processes</li> <li>• Planning Applications</li> <li>• Interdisciplinary Working</li> <li>• Collaborative Working</li> <li>• Placemaking</li> <li>• Project Management</li> <li>• Transport</li> <li>• Active Travel</li> <li>• Strategic Growth</li> <li>• Process Improvement</li> </ul>
<b>Stakeholders Involved</b>	
<ul style="list-style-type: none"> <li>• General Public</li> <li>• Local Developers</li> <li>• Key Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Authority Planning Staff</li> <li>• Authority Other Staff</li> </ul>
<b>Overview:</b>	
<p>This relates to a large mixed-use strategic growth area on the edge of Kirkcaldy. Since planning permission was approved in 2014, the site has largely remained undeveloped. Fife Council have tried to aid the delivery of this site through providing support where possible and assistance with any development issues.</p>	
<b>Goals:</b>	
<p>This site is situated within mid Fife and there is a strong emphasis within Fife to help support and drive forward growth and investment in Mid Fife. Given the scale and strategic location of this site, its delivery would help assist in this aim particularly in terms of the economic and place making benefits that this could provide. The site also has a historic mine working legacy and thereby its development would see the regeneration of the site. The site has been delayed in starting since planning permission was approved and the main goal for Fife Council was to assist in getting the initial site start and continue to support the site through its development.</p>	
<b>Outcomes:</b>	
<p>Fife Council have set up a virtual team to support the development of the strategic growth areas. This focused team provides a point of contact for the developers of these sites and the team has transferrable knowledge and experience which can be used to assist the delivery of the sites. The developer in this instance acquired an infrastructure loan from the Scottish Government to help finance the initial stages of development. Along with this, Fife Council have provided support in aspects around land acquisition and infrastructure operation and delivery along with a dedicated case officer for applications. Having key contacts on the site has allowed the developer a continued point of contact while the site starts for continuity purposes and ease of contact.</p>	
<b>Name of key officer</b>	
<b>William Shand (Lead Professional - Chartered Planner – Development Management)</b>	

## Case Study 4:

### Seggie Farm, Guardbridge, Fife: Development and Archaeological Mitigation

#### Pre-Development Archaeological Desk-Based Assessment, Evaluation and Excavation

The environmental screening of candidate sites is a well-established feature of Fife's development plan process, so in 2008, when Headon Developments Ltd proposed residential development at Seggie Farm, a rigorous desk-based archaeological assessment formed part of the process that preceded the site's eventual inclusion in the *St Andrews and East Fife Local Plan (2012)*.

The potential for archaeology to exist on site was known when Persimmon Homes Ltd contacted the Council in April, 2017 to discuss development. Assisting the applicant in quantifying the issue, a pre-application programme of site evaluation was designed by the Council and implemented by the applicant's contractor, GUARD Archaeology Ltd.

Given that the Council's Sites & Monuments Record had indicated the likely presence of archaeological deposits, it was no surprise when this was confirmed by evaluation. Consequently, when a full application for 357 residential units was lodged in February, 2018, *FifePlan's* Policy 14 and the Council's in-house environmental expertise allowed for the archaeological issue to be speedily and effectively managed.

Not surprisingly, archaeological mitigation works featured as condition of consent. Working with the applicant, an innovative archaeological mitigation strategy was quickly designed and approved. It was agreed that the most significant asset on site, a prehistoric fort, would be best (and most cost-effectively) managed by means of *in situ* preservation, so the masterplan was duly adjusted to accommodate the fort within community greenspace. This preserved the site and avoided the lengthy and costly delay occasionally associated with open-area excavation. A robust evaluation strategy was also required but by in adopting an innovative 20m targeted buffer approach, the need for a traditional, and less accommodating methodology, was avoided.

The success of this approach was its ability to accommodate both the needs of the archaeology and the needs of the developer. Regular site meetings enabled the sign-off of archaeologically sterilised areas, allowing the applicant to develop in one part of the site whilst in another, archaeological works progressed. Moreover, evaluating the site compound, the site's road network and the Phase I development area first, meant that development was able to progress hand-in-hand with the archaeological works.



Excavations

This case study demonstrates the positive outcomes that accrue for the environment, for development, for place and for future generations when opportunities to do better are seized.

In-house environmental expertise, coupled with the Council's commitment to early engagement, to collaboration and close partnership working characterised the approach to this site. This resulted in many positive outcomes. The more significant archaeological assets were preserved *in situ* whilst other deposits were 'preserved by record'. Locals and stakeholders were kept apprised of the work, public interpretation is planned for the site's greenspace areas and public talks and reporting will ensure that real, immediate and tangible benefits will arise from the extensive and rich prehistoric landscape revealed by this developer-funded excavation.

“Working to a clear brief from the Council, with regular on-site inspection meetings enabled the smooth sign-off of each stage of the excavations. This allowed us to hand back areas of the site to our client, permitting excavation and development to progress hand-in-hand.”

**Warren Bailey BA(Hons), MCIfA, FSA Scot, Operations Manager, Guard Archaeology**



Excavations



## Summary

<b>Case Study Title:</b>	
<b>Seggie Farm, Guardbridge, Fife: Development and Archaeological Mitigation</b>	
<b>Location and Dates:</b>	
Seggie Farm, Guardbridge, Fife, 2017-2020	
<b>Elements of a High Quality Planning Service this study relates to (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• Quality of outcomes</li> <li>• Quality of service and engagement</li> </ul>	
<b>Key Markers (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• 3 Early collaboration</li> <li>• 6 Continuous Improvement</li> <li>• 12 Corporate working across services to improve outputs and services for customer benefit</li> </ul>	
<b>Key Areas of Work</b>	
<ul style="list-style-type: none"> <li>• Conservation</li> <li>• Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative Working</li> <li>• Project Management</li> </ul>
<b>Stakeholders Involved</b>	
<ul style="list-style-type: none"> <li>• Local Developers</li> </ul>	<ul style="list-style-type: none"> <li>• Authority Planning Staff</li> </ul>
<b>Overview:</b>	
<p>Informed environmental planning process and policy has identified and managed archaeological issues from the Development Plan site allocation stage, through the pre-application and application stages to the on site delivery stage of development. In line with both national and local planning policy, and in line with all published best practice on the management of change in the historic environment, Fife's (and Scotland's) finite and non-renewable archaeological heritage has been safeguarded, excavated, preserved by record and promoted as a cultural, educational and recreational resource for the benefit of present and future generations.</p>	
<b>Goals:</b>	
<p>This case study demonstrates the Planning Service's commitment to environmental planning and to the promotion of culturally sustainable development. In line with Scottish Government policy (SSP1 and Our Place in Time - the Historic Environment Strategy for Scotland), it embodies Fife Council's commitment to mainstreaming the historic environment in its plans, policies, process and thinking.</p>	
<b>Outcomes:</b>	
<p>A brief description of what the case study has demonstrated so far and any follow up work which will take place because of it. If the project is still underway please note what is still to be completed.</p> <p>This case study demonstrates that culturally sustainable development is a careful balance of in situ preservation, 'preservation by record' and change. It demonstrates that development and archaeology are not mutually incompatible. Indeed, development is the biggest provider of funds for archaeological excavation and research in Scotland.</p> <p>It reveals the little known fact that Development managed through the statutory planning process is the principle vehicle by which the unwritten story of Scotland's past is being revealed and accounts for perhaps as much as 95% of all excavation in Fife and perhaps 80% of all archaeological excavation in Scotland.</p> <p>The site is now largely developed but a small amount of further excavation is still to take place. The public interpretation boards have yet to be installed and full publication of the results has not yet taken place. Although the results of the excavations have been widely disseminated by various means, further public talks are yet to be delivered.</p>	
<b>Name of key officer</b>	
<b>Douglas Speirs (Archaeologist, Development Plan Team, Planning Services)</b>	

## Case Study 5: Clackmannanshire Shared Service Agreement

Fife Council's Planning Service has in recent years sought to explore opportunities for income generation with the intention of helping to maintain levels of service and staff resource. In 2019 work commenced on a shared service agreement to provide support for Clackmannanshire Council in the form of preparing a Strategic Environmental Assessment (SEA) and Habitats Regulations Appraisal (HRA) to support the Local Development Plan.

SEA and HRA are required by legislation. They require a significant resource in terms of staff hours and are somewhat specialised in nature. Having completed SEA and HRA for the adopted Fife Local Development Plan, officers within Fife's planning service had developed recent experience in carrying out such work.

Significant input was required at the project initiation stage to discuss the parameters of the service being offered, and once agreed to prepare and agree the financial and legal details of the agreement. Good working relations between officers from Fife and Clackmannanshire were established at this stage and have continued throughout the project.

The service agreement between Fife and Clackmannanshire will continue to operate throughout all stages of the Clackmannanshire Local Development Plan, with environmental assessment required alongside the Main Issues Report and the Proposed Plan, following Examination and again following adoption.

Prior to work on the assessment of the Main Issues Report, a Scoping Report was prepared by Fife Council officers in early summer 2019. There was significant engagement with the SEA consultation authorities (HES, SEPA and SNH) at this stage. This was important in identifying the scope and methodology of the assessment, and drawing attention to particular issues that would need to be addressed through the Environmental Report.

Following submission of the Scoping Report, SEPA commented:

*“We attended a meeting on the 25 June 2019 and provided some comments on the draft SEA scoping report on the 28 June. We are pleased to see that our comments have been taken into account.”*

The Environmental Report prepared alongside the Main Issues Report assessed how the issues, options and sites considered within the Main Issues Report would be likely to impact on SEA themes and objectives. The assessment of the Main Issues Report covered 70 issues (each with alternative options) and a wide range of development proposals. Existing development proposals being carried forward from the previous Local Development Plan also required re-assessment. HRA work was also carried out at the Main Issues Report stage in the form of an initial assessment of the sites considered through the MIR.

The SEA process identifies mitigation and enhancement to ensure that the SEA process contributes to creating better planning outcomes.

Historic Environment Scotland considered the final Environmental Report to be 'clearly and concisely presented', 'setting out the process and findings in a clear and accessible manner'.

Commenting on the shared service agreement as whole Graeme Finlay, Principal Planner at Clackmannanshire Council stated:

*“Although we had previously carried out development plan SEAs in-house, this capability was lost due to re-structuring. The opportunity arose to discuss shared working with Fife Council, and it quickly became clear that there would be a number of advantages to this approach. Their fee was more competitive than going to consultants and they also knew the LDP SEA process, including producing useful outputs, well, having been praised for their approach in the past. Finally, there was also a greater degree of understanding between officers from the two Council's Planning department's through shared experiences of exactly what the SEA needed to include, and how it needed to be structured to ensure it would be useful going forward as a 'live' document.”*

Environmental assessment when done well is a collaborative effort involving input from specialists in a wide range of subjects that cannot be covered in depth by a single person. It is necessary therefore to seek contributions from others in many circumstances, however, this becomes a more complicated process when carrying out work for another local authority. It has been necessary to compromise to some extent on the level of assessment carried out for this reason.

Another challenge relates to information. Environmental assessment requires to be supported by a huge amount of data covering a wide range of topics e.g. flooding, natural and built heritage, soils, transport and infrastructure. Commencing the project we did not have access to a lot of this data in relation to Clackmannanshire. Good communications between the two authorities helped with the sharing of data.

Geographical information is particularly important in the environmental assessment process. There is a significant amount of information held on-line on websites such as Scotland's Environment Web which was used to help inform the assessment, however, there remained a number of data sources not available on-line.

To assist in the sharing of geographical information, the Fife Council officer carrying out the assessment determined that the process could be made simpler by using the free and open-source GIS platform QGIS, used by Clackmannanshire Council's planning service. Setting this up was made possible through a combination of helpful assistance from officers at Clackmannanshire and a degree of self-learning in how to use the software by the Fife Council officer.

On occasions the Fife Council officer worked from Clackmannanshire's offices, enabling access to additional information whilst giving greater opportunities to share thoughts and opinions on the Environmental Assessment work as it developed. The latter being of importance given that environmental assessment when carried out well should help to shape and improve the plan being assessed. It was also helpful in familiarising the Fife planning officer with Clackmannanshire, its sites and its issues.

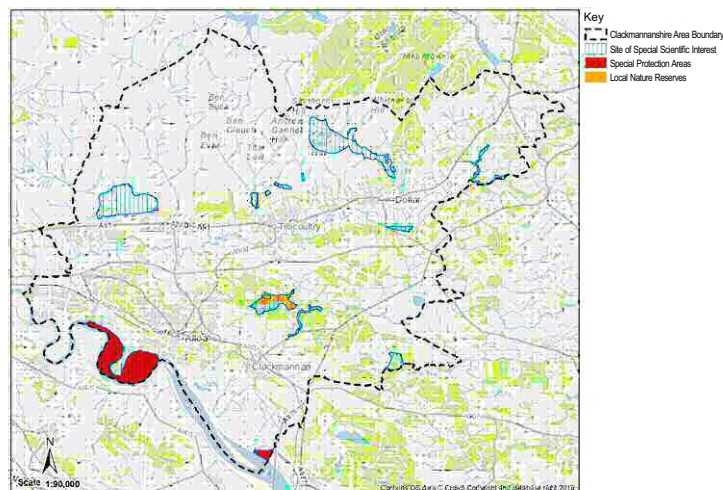
The work carried out for Clackmannanshire is likely to be of some assistance when Fife Council begin preparation of the next Fife Local Development Plan in due course, because of the opportunity to maintain skills and knowledge on the environmental assessment process. Opportunities to roll-out this service further would, however, be restricted by the significant resource required to carry out the work.



Environmental Report front cover

## Summary

<b>Case Study Title:</b>	
<b>Clackmannanshire Shared Service Agreement</b>	
<b>Location and Dates:</b>	
Fife Planning service – April 2019-March 2020	
<b>Elements of a High Quality Planning Service this study relates to (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• Quality of outcomes</li> <li>• Quality of service and engagement</li> </ul>	
<b>Key Markers (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• 3 Early collaboration</li> <li>• 7 Local Development Plan</li> <li>• 13 Sharing good practice, skills and knowledge between authorities</li> </ul>	
<b>Key Areas of Work</b>	
<ul style="list-style-type: none"> <li>• Environmental Assessment as part of Local Development Plan Process</li> </ul>	
<b>Stakeholders Involved</b>	
<ul style="list-style-type: none"> <li>• Key agencies</li> <li>• Authority Planning Staff</li> <li>• Authority Other Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Fife Council Staff. Planning, Legal and Finance.</li> <li>• Clackmannanshire Council Staff. Planning, Legal and Finance.</li> <li>• SEA Consultation Authorities (HES, SNH, SEPA)</li> </ul>
<b>Overview:</b>	
Assisting Clackmannanshire Council through a shared service agreement with environmental assessment required as part of the Local Development Plan preparation process.	
<b>Goals:</b>	
To work with Clackmannanshire Council and Scotland's SEA Consultation Authorities effectively in order to achieve a robust environmental assessment, and contribute to the delivery of the Local Development Plan.	
To bring income into Fife's Planning Service while managing the additional resource pressures created.	
To enhance experience and knowledge of Fife Council officers in the environmental assessment process	
<b>Outcomes:</b>	
Delivery of a Strategic Environmental Assessment Scoping Report and Environmental Report to assist in the preparation of the Clackmannanshire Local Development Plan Main Issues Report.	
Income of approximately £15,500 to Fife's Planning Service.	
Maintaining skills in the environmental assessment process within Fife's Planning Service.	
<b>Name of key officer</b>	
<b>Ben Ellis, Planning Officer, Planning Services</b>	



Example of data

## Case Study 6: Covid 19 Response

### Management & Contingency Planning

Our response to Covid-19 in reality began back in October 2019, when the Planning Service, along with colleagues in Business and Employability and Protective Service ran a Business Continuity exercise. The exercise, 'Inferno' was based on the premise that following a fire, Council computer systems, including communications were not available.

In early March we reviewed the learning from Inferno, particularly around communications and began to put in place alternative communication networks for our teams using WhatsApp groups. On the 5th March, the management team identified that two teams were critical to the continued operation of the Service, the Gateway Team and the Priority Applications Team. The Gateway Team because of their role in the receipt and validation of planning applications and issuing decisions and the Priority Applications Team because of their importance to the economy in terms of processing applications which support key businesses as well as all Major applications.

From 16th March the regular monthly management team meetings were replaced with twice weekly contingency planning meetings, reflecting the pace of change and the need to accelerate the decision making process.

### Working Locations

The Gateway Team were almost entirely office based, whilst members of the Priority Applications Team routinely worked at least 1 day per week from home. By the 17th March the Priority Team were almost exclusively working from home and all members of the Gateway Team had trialled working from home for at least 2 days to ensure they could access the business systems they needed. The Gateway Team were also split into 2 groups with separate office locations to limit the impact of the potential spread of the virus. The practice of individual staff members working at touchdown desks across different office locations was also suspended for similar reasons.

Both business critical teams were working from home before the official lockdown on the 23rd whilst the remainder of the Service adopted home working from the week commencing the 17th of March. By Monday 22nd of March virtually the entire Planning Service was already operating remotely from home.

### Technical Support

In the weeks leading up to lockdown and the immediately thereafter, many staff across the Service found they had to acquire new digital skills at pace. With the corporate IT team focussed on resourcing the wider Council network issues, we recognised the need to support staff in setting up access to remote working desktops, team working and video conferencing platforms and adopting working practices to reduce demand on the network. Two staff with extensive experience of our systems effectively performed a Planning Service 'helpdesk' function for those initial weeks to reduce individual frustrations and ensure that all staff quickly became proficient.

### Mitigation of Potential Staff Absence Impacts

By 17th March the management team had drawn together a full list of staff outwith the Gateway and Priority Teams who could step in to carry out critical roles should there be significant levels of absence. Refresher training for all contingency staff was carried out that week. In addition, a log had been created with contact details of people outwith the Council who might also be called upon should the need present.

Across the Service, daily staff attendance monitoring was instituted on the 20th March.

### Site Visits

In mid March, revised Guidance was issued to all staff outlining safe practices for carrying out essential site visits. This included the suspension of the use of pool cars, the need to social distance and the need to ensure good hand hygiene measures.

Once lockdown occurred we quickly put in place processes to avoid the need for site visits by asking applicants to submit additional information about sites and using available digital information. In each case a risk assessment was completed so that in most cases applications could progress to determination.

By the 25th March, we had updated our letter templates and provided customer information on the Council website.

### **Wellbeing**

Early in March, the management team gathered detailed information from all staff in the service in relation to potential issues and household health concerns which would impact on the level of risk associated with office attendance for individual staff members. This also extended to consideration of the likely impacts of additional childcare responsibilities. Staff members with higher risks were encouraged to start working from home before lockdown.

121 Meetings with team members continued as scheduled, using digital technology.

Once lockdown was announced and we moved to 100% homeworking WhatsApp became key to ensuring team working and support mechanisms, but also as a means of tackling isolation for individuals. All teams adopted a schedule of more regular (virtual) team meetings, and daily social contact was encouraged through short (15 min) daily quiz sessions and the like.

### **Wider Engagement in Covid-19 Response Changes**

Throughout March the Head of Service and Service Manager were engaged with both Scottish Government and HoPS, assisting with the consideration of the need for legislative change and guidance, whilst also engaging with other planning authorities to share best practice.

The Service also provided support to other Services within the Council seeking to adopt digital working practices.

### **Monitoring the Impact of Covid-19**

We quickly identified the potential for significant reductions in the number of applications being submitted and the consequential budget impacts that would ensue. By the end of March we had a weekly monitoring report in place which compares levels of both fees and applications received with the averages for the previous 3 years.

### **Conclusion**

The Planning Service was well placed to respond to the challenge of working through Covid-19 restrictions with a high capability level for digital working, established practices in terms of change and risk management and significant levels of empowerment and trust. The Service has consequently responded well to the rapidly changing landscape with only minor impacts on the level of customer service being provided.

## Summary

<b>Case Study Title:</b>	
<b>Covid-19 Response</b>	
<b>Location and Dates:</b>	
Across Fife, March 2020	
<b>Elements of a High Quality Planning Service this study relates to (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• Governance</li> </ul>	<ul style="list-style-type: none"> <li>• Culture of continuous improvement</li> </ul>
<b>Key Markers (please select all that apply):</b>	
<ul style="list-style-type: none"> <li>• 6 Continuous Improvement</li> <li>• 12 Corporate working across services to improve outputs and services for customer benefit</li> <li>• 13 Sharing good practice, skills and knowledge between authorities</li> </ul>	
<b>Key Areas of Work</b>	
<ul style="list-style-type: none"> <li>• Collaborative Working</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management</li> </ul>
<b>Stakeholders Involved</b>	
<ul style="list-style-type: none"> <li>• General Public</li> </ul>	<ul style="list-style-type: none"> <li>• Authority Planning Staff</li> </ul>
<b>Overview:</b>	
<p>Our response to Covid-19 began with a Business Continuity exercise back in October 2019. In early March we reviewed the learning from the exercise and began to put in place alternative communication networks for our teams. On the 5th March, the management team identified that two of our four teams were critical to the continued operation of the Service, The Priority Applications Team and The Gateway Team. By mid March, monthly management team meetings had been replaced with twice weekly contingency planning meetings, reflecting the pace of change and the need to accelerate the decision-making process.</p>	
<b>Goals:</b>	
<p>This case study demonstrates how the improvements and commitment to delivering an e-planning and a motivated flexible workforce have enable us to rise to the challenge of the unprecedented situation arising from Covid-19 and still maintaining as high a level of customer service as best as we can to the people of Fife.</p> <p>From the outset the Planning Service recognised that whilst the immediate priority of the Covid-19 response was to minimise the spread of infection, planning would have a significant role to play in economic recovery. We therefore recognised the importance of keeping the planning service running through lockdown and in focusing on areas which would support development happening on the ground during the recovery phase.</p>	
<b>Outcomes:</b>	
<p>The Planning Service was well placed to respond to the challenge of working through Covid-19 restrictions with a high level of capability for digital working, established practices in terms of change and risk management and significant levels of empowerment and trust. The Service has responded well to the rapidly changing landscape with only minor impacts on the level of customer service being provided.</p> <p>This work will continue through the next reporting period and beyond as we adapt and develop processes to support economic recovery. We will also review the impact and effectiveness of the changes we have made in response to Covid-19 and assess whether these will be adopted as permanent changes.</p>	
<b>Name of key officer</b>	
Mary Stewart, Service Manager, Planning Services	

# Quality of Service Engagement

## Case Study 7:

### Working With and Learning From our Customers

Following on from our customer recommendations made in PPF 8 we have undertaken the following:

- We have reviewed the content on our website further, and have replaced our website with a new corporate template. This work was part of the corporate “Changing to deliver: Customer experience” program being undertaken to transform customer service within Fife Council.
- A complaints audit highlighted areas for further improvement, the complaint process has since been updated. This improvement will assist greatly in the management of our complaints as we now have a more streamlined process.
- We have reviewed our scripts used by our contact centre which is now managed by a new customer service team
- We continue to provide a duty officer service over the phone and at our reception, and staff are on hand to deal with general enquiries and are able to assist customers who may require guidance on application submission requirements.

“Excellent service. The Case Officer made contact to request a 1 week extension, which I was more than happy to confirm. The decision was subsequently issued within the additional week. I was happy with the service provided throughout.

“Chris, I could not be more grateful for such a comprehensive response in such a short time. Many thanks indeed

“Dear William, I am hoping that as another busy week draws to an end that I may be able to see the consent notice for our application. I am aware that the S75 has been acknowledged by Registers for Scotland. I also thank you in advance for the notice and all of your efforts bringing this phase of the application to a conclusion. All the best for the weekend. Kind regards. Mike

“Hi Gary, That's great and thank you for your quick reply and helpful information, appreciated. Kind regards, Robert.

“Good afternoon Paul, we received the decision notice earlier today for this project. Just a quick email to thank you for your time, assistance and patience on this project. You have been extremely helpful and assisted what could have easily gone a different path. Thanks again and have a great weekend.

“Hi, can you thank Alan for his hard work in the investigating of our complaint please? We are satisfied with the outcome especially because the person who made the factual error has apologised so hopefully a lesson has been learned there.



During 2019/20 we have asked for feedback from customers and this has been continued through our online survey, which is sent to the applicant/agent once an application has been determined. During the period of 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020, the Development Management team sent 2487 invitations to customers asking them to complete our online survey. The survey has 16 questions with a mixture of open, closed and equality monitoring questions. The results of this survey are provided as a percentage of responses.

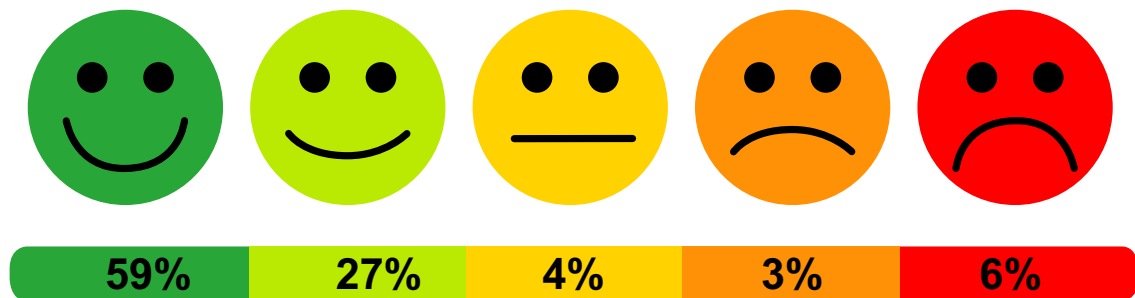


**338 completed**

**14% return rate**

**65% completed by agents**

## Overall Satisfaction Levels during 2019/20



The following themes were highlighted by our customers: -

- **Web content and finding information online**
- **Application timescales**
- **Communication on the progress of a planning application.**

### Actions for 2020-21 PPF10 Reporting period

73% of survey respondents are over the age of 45. Whilst this is unlikely to change as people in the younger age groups are less likely to apply for planning permission, it is also reflective of the poor levels of engagement in the planning system generally, particularly by people under the age of 35. We have made efforts to tackle this and some staff have visited schools to engage with younger age groups. We will continue to explore new ways to further communicate with younger people.

We will continue to investigate how we can use technology to provide improved communication to our customers. For example, we will explore ways in which we can provide notifications to customers at key stages in the planning application process.

Whilst over the past years significant inroads have been made in reducing application processing times, the survey outcome shows this is the most pressing concern for applicants and agents alike. The average processing time for Householder Applications (excluding Extension of Time and Processing Agreements) was 7.3 weeks during this reporting period. While delays are inevitable in processing some applications, it is important to ensure that where a case is ready to be determined, the decision is delivered and communicated quickly. We will promote a Section 69 instead of Section 75, this could help reduce the time taken further as planning contributions are dealt with upfront.

A contributor survey has been created to improve our relationships with customers. This will allow all members of the public who have commented on an application to provide us with feedback on our service. The findings will be conveyed in the next reporting period.

## Summary

### Case Study Title:

**Working and Learning from our Customers**

### Location and Dates:

Customer Survey 1 April 2019 – 31 March 2020

### Elements of a High Quality Planning Service this study relates to (please select all that apply):

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

### Key Markers (please select all that apply):

- 6 Continuous improvements

### Key Areas of Work (please select/delete all that apply, as appropriate):

- |                       |                  |
|-----------------------|------------------|
| • Process Improvement | • Staff Training |
|-----------------------|------------------|

### Stakeholders Involved (please select/delete all that apply, as appropriate):

- |                  |                         |
|------------------|-------------------------|
| • General Public | • Authority Other Staff |
|------------------|-------------------------|

### Overview:

During 2019/20 we have asked for feedback from customers and this has been continued through our online survey, which is sent to the applicant/agent once an application has been determined. During the period of 1st April 2019 to 31st March 2020, the Development Management team sent 2487 invitations to customers asking them to complete our online survey.

The feedback allows the Planning Service to look at key areas for improvement in relation to Development Management.

### Goals:

To listen and respond to customers

To develop guidelines and processes to assist the customer.

To look at innovative ways which will enable the customer to self-service through the use of technology.

### Outcomes:

Outcomes from our 2019-20 survey that have been implemented: -

We have reviewed and develop the content of our website further and corporately a new fife.gov.uk website has been launched.

We have reviewed our scripts used by our contact centre which is now managed by a new customer service team

A complaints audit highlighted areas for further improvement, the complaint process has since been updated. This improvement will assist greatly in the management of our complaints as we now have a more streamlined process.

We continue to provide a duty officer service to deal with general enquiries and customers who may require guidance on application submission requirements.

### Name of key officer

**Kerry Strachan, Planning Improvement Technician**

Case Study Topics	Issue covered by Case Study	Case Study Topics	Issue covered by Case Study
<b>Design</b>	Case Studies 1, 2 and 3	<b>Interdisciplinary Working</b>	Case Studies 1, 2, 3, 4, 5 and 6
<b>Conservation</b>	Case Study 4	<b>Collaborative Working</b>	Case Studies 2, 3, 4, 5 and 6
<b>Regeneration</b>		<b>Community Engagement</b>	
<b>Environment</b>	Case Studies 1, 2, 3, 4 and 5	<b>Placemaking</b>	Case Studies 2 and 3
<b>Greenspace</b>		<b>Charrettes</b>	
<b>Town Centres</b>		<b>Place Standard</b>	
<b>Masterplanning</b>	Case Studies 2 and 3	<b>Performance Monitoring</b>	Case Study 7
<b>LDP &amp; Supplementary Guidance</b>		<b>Process Improvement</b>	Case Studies 3 and 7
<b>Housing Supply</b>	Case Studies 2 and 3	<b>Project Management</b>	Case Studies 1, 2 and 3
<b>Affordable Housing</b>		<b>Skills Sharing</b>	Case Study 5
<b>Economic Development</b>		<b>Staff Training</b>	
<b>Enforcement</b>		<b>Online Systems</b>	
<b>Development Management Processes</b>	Case Studies 1, 2, 3, 4 and 6	<b>Transport</b>	
<b>Planning Applications</b>	Case Studies 1, 2 and 3	<b>Active Travel</b>	
<b>Other: Business Continuity - Covid Response</b>	Case Study 6		

## 4. Service Improvements

### A: Delivery of Service Improvement Objectives 2019-20

The following table provides Fife Council's assessment of how we have delivered on our service actions and objectives identified in PPF8. Additional details and information on many of these are reported in this PPF.

Committed Improvement & Actions in PPF8	Self Assessment RAG Status as at 31 March 2020
<p><b>Objective A:</b> Explore further opportunities for shared service delivery with other planning authorities.</p>	Objective A: We provide evidence in case study 5 in this PPF how we have continued to develop this approach .
<p><b>Objective B:</b> Complete our review of all 48 Conservation Areas in Fife and preparation of Conservation Area Appraisals.</p>	Objective B: All conservation areas reviewed and new Appraisal Statements in place.
<p><b>Objective C:</b> Set up Customer Consultation Groups to enhance and tailor our service improvements Agents and Developers are a priority group.</p>	Objective C: We continue to proactively engage with housebuilders and SMEs involved in the construction industry. Our consultation process relating to the finalisation of the our new guidance on Noise and Planning demonstrates how we actively use engagement to improve and develop our processes and new approaches to our business. We meet with key agents and developers regularly. We will review how best to continue this area of our business during the restrictions imposed by Covid.
<p><b>Objective D:</b> Publish new/update Customer Guidance on Environmental Health issues and planning: Noise, Contaminated Land, Air Quality.</p>	Objective D: We report above on this Objective. This process is in its final stages with the consultation process having been delayed but still continuing through the Covid period.
<p><b>Objective E:</b> Review our processes and procedures to address outcomes of Planning Bill</p>	Objective E: This objective remains ongoing, in addition several members of Fife Council planning service contributing to the development of policies coming forward through the enactment of the Planning Bill.
<p><b>Objective F:</b> Provide a flexible tailored approach to delivering investment in Kirkcaldy and Dunfermline Town Centres and Strategic Development Areas by having dedicated planners/virtual teams to provide support to prioritise initiatives and projects to deliver LOIP.</p>	Objective F: Development Management lead case workers are assigned to provide quick response guidance and advice to residents and business owners in the Kirkcaldy and Dunfermline Town Centres. We have maintained and continue to develop our key Business Priority and SDA Development Management Teams to provide bespoke services to these key areas of our business. The case studies in this PPF (1,2 and 3) illustrate how we can deliver results in this area.
<p><b>Objective G:</b> During the PPF 9 period we will further develop the strategic focus of the LOIP to promote and secure investment in the Mid Fife area. We will expand the existing work we do with developers and house builders to focus on this geographic area and also to engage specifically with SME house builders as well as larger businesses to drive investment and growth in this key area for Fife.</p>	Objective G: This aspect of our business continues and further corporate working is ongoing to ensure that Mid Fife is our key priority area for investment. Planning service is ensuring that this focus on Mid Fife is reflected in the development of the LDP.

**B: Service Improvement Objectives 2019-2020.**

Our improvement agenda is driven from feedback from our customers collated from surveys (see case study 7: Working with and Learning from our Customers) and lessons learned from complaints. We continue to apply LEAN as a tool to drive change, secure innovation and critically evaluate our business model to seek opportunities to improve it. The following list gives an overview of some the main objectives we aim to deliver within the PPF 9 reporting period.

**Objective A:**

Continue to explore further opportunities for shared service delivery with other planning authorities.

**Objective B:**

Continue to review our processes and procedures to address outcomes of Planning Bill

**Improvement C:**

Continue to explore ways to develop the use of technology to communicate with our customers

**Improvement D:**

Identify learning lessons and areas of reform arising through the Covid-19 period.

## 5. National Headline Indicators

### A: NHI Key Outcomes - Development Planning

Development Planning	2019- 20	2018-19
<b>Local and Strategic Development Planning:</b>		
Age of local/strategic development plan(s) at end of reporting period  <i>Requirement: less than 5 years</i>	As at 31st March 2020: All local plans were superseded by the adoption of Fife's Local Development Plan (FIFEplan).  FIFEplan Local Development Plan (Adopted 21st September 2017) – 2 years 6 months  TAYplan (Approved 11th October 2017) – 2 years 5 months  SESplan (Approved 27th June, 2013) – 6 years, 9 months	As at 31st March 2019: All local plans were superseded by the adoption of Fife's Local Development Plan (FIFEplan).  FIFEplan Local Development Plan (Adopted 21st September 2017) – 18 months  TAYplan (Approved 11th October 2017) – 17 months  SESplan (Approved 27th June, 2013) – 5 years, 9 months
Will the local/strategic development plan(s) be replaced by their 5 <sup>th</sup> anniversary according to the current development plan scheme?	Not fully. The LDP review will be project managed and undertaken under the provisions of the Planning (Scotland) Act 2019. FIFEplan 2 preparation timescales will be included in a future Development Plan Scheme when further information is available from the Scottish Government. It is anticipated that work on the LDP will commence close to the end of 2021 to coincide with Scottish Government timescales for publishing secondary legislation for LDPs.  In the meantime, the Council will monitor the use and effectiveness of the policies and proposals within the adopted Local Development Plan, and gather evidence to help inform the approach to preparing the next Local Development Plan.  Reflecting the provisions of the Planning (Scotland) Act 2019, the SESplan and TAYplan authorities have not programmed any future replacement of their current Strategic Development Plans. However, interim Regional Spatial Strategies are currently being prepared. While Fife will maintain cross-boundary working with the Dundee City Region authorities, for the purposes of future regional planning, the whole of Fife will be contained within the Edinburgh & South East Scotland Regional Spatial Strategy.	Not fully. As per the adopted plan, FIFEplan 2 is project managed and programmed to be adopted within 5 years of the current (2017) adopted plan (2022). Reflecting the contents of the Planning Bill. The TAYplan and SESplan SDP authorities have not programmed any replacement of the respective extant SDPs
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	<b>No</b>	<b>No</b>
Were development plan scheme engagement/consultation commitments met during the year?	<b>N/A</b> Given the stage the Local Development Plan is currently at, as per the Development Plan Scheme, no engagement or consultation was undertaken within the PPF9 period. This was reflected in the DPS with no requirement.	<b>N/A</b> Given the stage the Local Development Plan is currently at, as per the Development Plan Scheme, no engagement or consultation was undertaken within the PPF8 period. This was reflected in the DPS with no requirement.

Effective Land Supply & Delivery of Outputs	2019-20	2018-19
Established housing land supply	<b>34,526 units</b>	<b>35,750 units</b>
5-year effective housing land supply programming (1) (2)	<b>7,605 units</b>	<b>7,032 units</b>

	Units	Units
5-year effective land supply total capacity		
Dunfermline and West Fife HMA (3)	<b>4,913</b>	<b>n/a</b>
Kirkcaldy, Glenrothes and Central Fife HMA (3)	<b>2,114</b>	<b>n/a</b>
SESplan (Fife) (3)	<b>n/a</b>	<b>5,461</b>
St Andrews and North East Fife HMA	<b>970</b>	<b>842</b>
Cupar and North West Fife HMA	<b>614</b>	<b>563</b>
Greater Dundee HMA	<b>235</b>	<b>166</b>
5-year housing supply target (4)	<b>n/a</b>	<b>n/a</b>
5-year effective housing land supply (to one decimal place)(5)	<b>Years</b>	<b>Years</b>
Dunfermline and West Fife HMA	<b>8.0</b>	<b>n/a</b>
Kirkcaldy, Glenrothes and Central Fife HMA	<b>6.8</b>	<b>n/a</b>
SESplan (Fife) (3)	<b>n/a</b>	<b>1.6</b>
St Andrews and North East Fife HMA	<b>6.5</b>	<b>6.0</b>
Cupar and North West Fife HMA	<b>4.9</b>	<b>4.9</b>
Greater Dundee HMA	<b>4.5</b>	<b>3.5</b>

Housing approvals	<b>153 applications</b>	<b>178 Applications</b>
Housing completions over the last 5 years	<b>5,442 units</b>	<b>5,098 units</b>
Marketable employment land supply	<b>202.7 ha</b>	<b>224.2 ha</b>
Employment land take-up during reporting year	<b>33.9 ha</b>	<b>35.05</b>

1. Source: Fife Housing Land Audit 2019. The data are from the period 1st April 2018 to 31st March 2019 as the date for the submission of the PPF9 report is before that of the publication of the Housing Land Audit 2020.

2. Fife does not have an overall housing land requirement and is covered by 2 strategic development plans. The reported housing market areas are those stipulated in SESplan and TAYplan.

3. In PPF8, the 2018-19 totals for Dunfermline and West Fife HMA and Kirkcaldy, Glenrothes and Central Fife HMA were combined to give an overall figure for the SESplan area of Fife. From PPF9 onwards, capacities will be reported by individual HMAs.

4. Fife is covered by 2 strategic development plans (SDP), TAYplan to the north and SESplan to the south. Neither SDP sets a housing supply target as both were prepared under Scottish Planning Policy 2010.

5. This calculation uses the adjusted annual housing land requirement as the denominator. See Housing Land Audits – Position Statements.

6. This figure is the number of approved applications for housing/residential development including PPP proposals: we do not record the actual number of units approved and cannot therefore determine this figure from the records held in Uniform.

We publish our housing statistics online in Fife Council's Housing Land Audit, which includes the most up to date figures.



**B: NHI Key outcomes – Development Management:**

Development Management:	2019-20	2018-19
<b>Project Planning</b>		
Percentage and number of applications subject to pre-application advice	11%(154)	9% (205)
Percentage and number of major applications subject to processing agreement	72% (16)	75% (4)
<b>Decision Making</b>		
Application approval rate	96.1%	96.1%
Delegation rate	96.7%	95.4%
Validation	31%	42%
<b>Decision-making Timescales</b>		
Major Developments	64.9 weeks	51.2 weeks
Local developments (non-householder)	9.4 weeks	10.8 weeks
Householder developments	7.3 weeks	7.5 weeks
<b>Legacy Cases</b>		
Number cleared during reporting period	21	25
Number remaining	13	34

**C: Enforcement activity**

	2019-20	2018-19
Time since enforcement charter published / re-viewed	12 months	0 months
Requirement: review every 2 years		
Complaints lodged and investigated	636	594
Breaches identified – no further action taken	202	222
Cases closed	557	603
Notices served	3	6
Direct Action	0	1
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

**D: NHI Key outcomes – Commentary**

**Commentary**

**Short contextual statement**

Fife Council Planning Service is pleased to have continued with the positive trend in further reducing the average time taken to determine Local and Householder planning applications in the PPF9 reporting period. The reported speed of the processing of Major applications has decreased in raw statistical terms; however as noted this is based on a very small number of cases and what is actually important in this area is the delivery of results on the ground, the customer experience and ensuring the provision of opportunities to secure sustainable economic development in Fife. The case studies relating to the two SDAs in this PPF clearly illustrate the detail and complexity behind securing the successful outcomes of these large scale sites, and the proactive approach which the Planning Service in Fife applies to such cases. The case studies provide much greater insight to the process than raw statistics.

We are also pleased to report the significant reduction in "legacy" cases in the PPF9 reporting period and again this demonstrates a commitment to reviewing our processes and procedures and ensuring proactive case and project management.

Overall in terms of continuing improvement, we consider that Fife Council Planning Service demonstrates how through the use of technology, and developing a culture of adaptable motivated people we continue to develop and improve the delivery of the planning service to the people of Fife and in doing so make it an attractive place for investment, to enjoy recreation and the environment, and overall a good place in which to live, work and play.

## 6. Scottish Government Official Statistics

Scottish Government Official Statistics are drawn from quarterly returns by planning authorities. They are collated into an annual set of figures that is published on the Scottish Government website. The template below allows the information from these returns to be recorded in a consistent format. Additional guidance on how to access the statistics is recorded in a consistent format. Additional guidance on how to access the statistics is included within the template itself.

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

Timescales	2019-20	2019-20	2018-19
<b>Overall</b>			
<b>Major developments</b>	6	64.9 weeks	51.2 weeks
<b>Local developments (non-householder)</b>	414	9.4 weeks	10.8 weeks
<ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul>	(70.3%) (29.7%)		6.9 17.4
<b>Householder developments</b>	744	7.3 weeks	7.5 weeks
<ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul>	(86%) (14%)	6.8 10.5	6.8 11.5
<b>Housing Developments</b>			
<b>Major</b>	5	73.7 weeks	46.8 weeks
<b>Local housing developments</b>	64	13.4 weeks	14.4 weeks
<ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul>	(46.9%) (53.1%)	6.8 19.2	7.2 19.7
<b>Business and Industry</b>			
<b>Major</b>	1	21.1 weeks	0
<b>Local business and industry developments</b>	8	8.4 weeks	9.6 weeks
<ul style="list-style-type: none"> <li>Local: less than 2 months</li> <li>Local: more than 2 months</li> </ul>	(75%) (25%)	6.1 15.1	6.8 13.3
<b>EIA Developments</b>	0	0	0
<b>Other Consents</b>			
<ul style="list-style-type: none"> <li>As listed in the guidance(right)</li> </ul>	505	5.6 weeks	7.6 weeks
<b>Planning/legal agreements</b>			
<ul style="list-style-type: none"> <li>Major: average time</li> <li>Local: average time</li> </ul>	3 4	79.7 weeks 34.3 weeks	47.4 weeks 55.2 weeks

### B: Decision-making: local reviews and appeals

	Total number of decisions	Original decision upheld			
		2019-20		2018-19	
Type	No.	No.	%	No.	%
Local reviews	10	7	70%	9	60%
Appeals to Scottish Ministers	16	8	50%	14	70%

### C: Context

We are pleased to present this PPF which we consider demonstrates a wide range of innovative improvements and examples of where we have found capacity despite to prioritise the views and feedback of our customers despite continuing business pressures. We deliver continuous improvement, support our staff and empower and enable them to deliver an excellent service to the residents, visitors and businesses of Fife.

## 7. Workforce Information

Workforce information should be a snapshot of the authorities planning staff in position on the 31st of March 2020. The information requested in this section is an integral part of providing the context for the information in parts 1-5. The template below allows the information to be recorded in a consistent format, additional guidance on what to include is within the template itself.

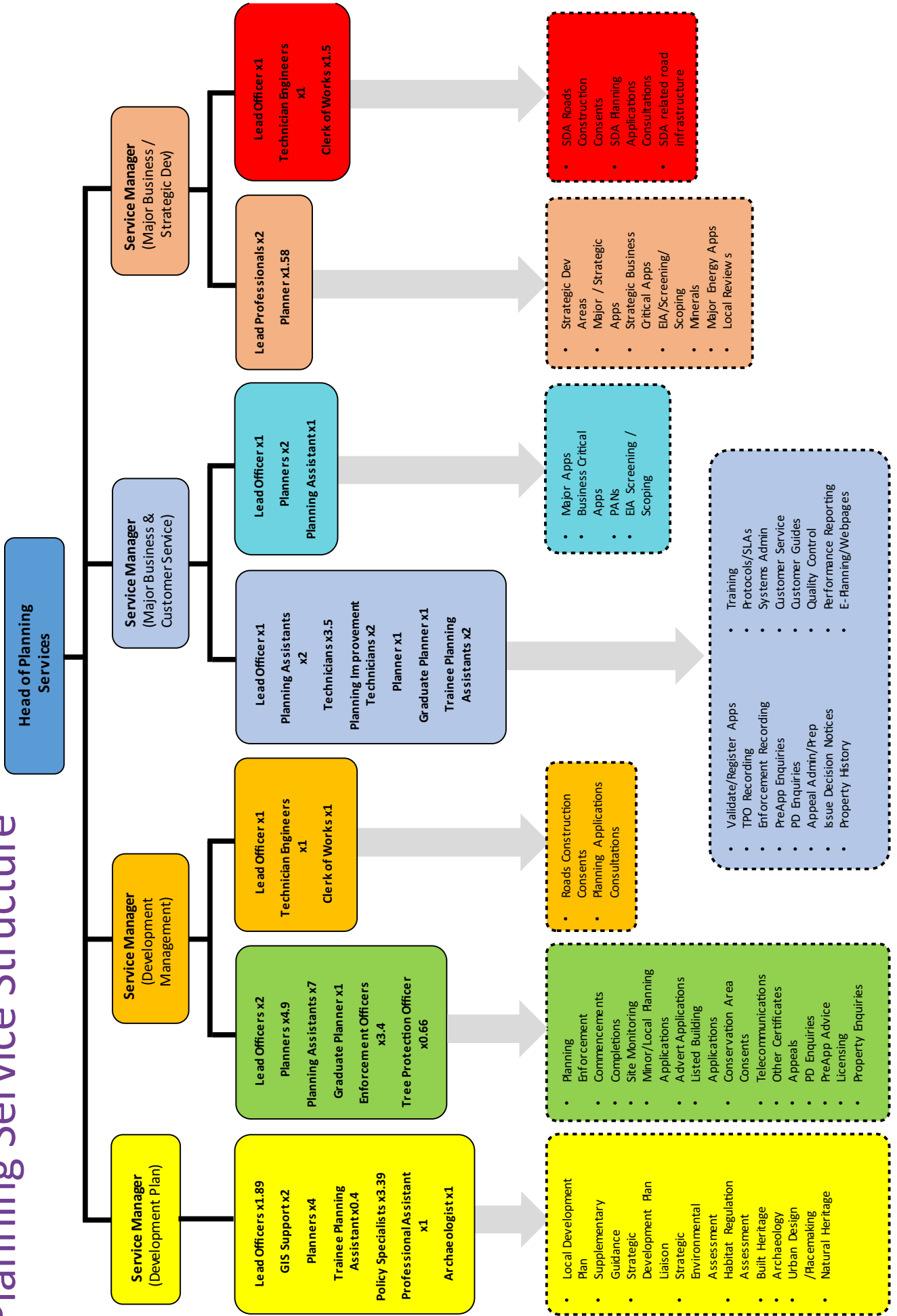
	Tier 1 <i>Chief Executive</i>	Tier 2 <i>Director</i>	Tier 3 <i>Head of Service</i>	Tier 4 <i>Manager</i>
Head of Planning Service			1	

RTPI Qualified Staff	Headcount	FTE
Development Management	18	18
Development Planning	10	9.39
Enforcement	1	1
Specialists	0	0
Licentiate	4	4
Other (including staff not RTPI eligible)	34	31.85

Staff Age Profile	Headcount
Under 30	7
30-39	12
40-49	17
50 and over	29

RTPI Chartered Staff	Headcount
Chartered Staff	33 people covering 32.39 FTE posts.

# Planning Service Structure



## 8. Planning Committee Information

The template below allows the information on the number of meetings and site visits during 2019-20 to be recorded in a consistent format, additional guidance on what to include is within the template itself.

Committee & Site Visits	Number per year
Full council meetings	5
Planning committees	22 (between three Development Management committees)
Area committees	45
Committee site visits	12
Local Review Body	7
LRB site visits	13

## 9. Supporting Evidence

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[Planning Homepage](#)

[Fife Council Online Planning Portal](#)

[FIFEplan](#)

[Development Plan Scheme](#)

[Enforcement Charter](#)

[Strategic Development Plans](#)

Other documents and supporting evidence is accessed from the hyperlinks within this document.

# 10. Contact & Communication

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This PPF has not covered every aspect of Fife Council's performance on planning matters and it has not listed all the different team achievements and outputs. It has focussed on the higher level and more obvious achievements as required by the PPF template. Fife Council welcomes comments about the services provided, suggestions for improvements and endorsements of good practice. If you wish to provide specific comments or you require any further information on the contents of the PPF, the available supporting evidence or you wish to enquire about other areas of performance and achievement then please contact:

**PAM EWEN**

Head of Service

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Planning Services,

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Glenrothes,

Fife, KY7 5LY

## Acknowledgements

The help and assistance of all colleagues in the Planning Service who contributed to the collation of this document is gratefully acknowledged.



End notes

4<sup>th</sup> February 2021

Agenda Item No. 05

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## 2020/21 Revenue Monitoring Projected Outturn

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Report by: Eileen Rowand, Executive Director, Finance and Corporate Services  
Keith Winter, Executive Director, Enterprise & Environment

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Wards Affected: All

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### Purpose

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The purpose of this report is to give members an update on the projected outturn financial position as at October for the 2020/21 financial year for the areas in scope of the Economy, Tourism, Strategic Planning & Transportation Committee.

### Recommendations

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Committee is asked to consider the current financial performance and activity as detailed in this report.

### Resource Implications

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None.

### Legal & Risk Implications

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There are no direct legal implications arising from this report.

### Impact Assessment

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An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

### Consultation

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None.

## 1.0 Background

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- 1.1 The report summarises the projected outturn position for 2020/21, taking into account the actual expenditure incurred, and provides an explanation of the main budget variances at section 3.
- 1.2 Section 4 of the report summarises the progress on delivery of approved budget savings and provides an explanation of any variances to the delivery of savings target.
- 1.3 Variances occur for a number of reasons and variances in budget are not always correlated to delivery of savings targets.

## 2.0 Issues

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### 2.1 Projected Outturn

- 2.1.1 The projected overspend for the areas falling under the scope of this committee is £3.016m. A summary of the 2020/21 projected out-turn for the areas under the scope of this committee is detailed in Appendix 1. This shows projected expenditure against budget across the service headings within the Directorate. It should be noted that the balances are extracted from the ledger system and are shown as rounded thousands. This may mean that there are some rounding differences contained within the appendices, but these are immaterial values that do not impact on the overall financial position. The following paragraphs provide a brief explanation of the main areas where there are significant variances (+/-£0.250m) to budgets.
- 2.1.2 The estimated financial impact of the Covid-19 pandemic has been reported to Policy and Co-ordination Committee previously. This report highlights the estimated costs in relation to areas falling under the scope of this committee, the E&E Directorate falls under three strategic committees, the Directorate is trying to mitigate the impact and absorb some costs, this will be captured under the relevant area, but the full Directorate position is only reported to Policy and Co-ordination committee. An additional column has been included in the appendix attached in relation to Covid costs.

## 3.0 Major Variances

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### 3.1 Planning Overspend £0.523m, movement (£0.447m)

The overspend is mainly due to shortfall in Planning statutory fee income, which has been delayed due to lockdown and continues to be at a reduced level compared to last financial year. Delay in implementation of fee increase planned for this financial year has also contributed to the shortfall. Movement of £0.447m is mainly due to revised projection of the statutory income based on recent income levels, which reflects recovery in the housing market.

### 3.2 Bus Station Management Overspend £0.447m, movement £0.116m

At the lockdown period from 24<sup>th</sup> March till mid-June the bus services were reduced, by the operators, to levels just greater than a 'Sunday service' and only begun to return to near full service levels by mid-August. During this time the income from bus departure charges and the income from rental of premises within the bus stations was severely

curtailed. The largest element of expenditure is non domestic rates and there were costs associated with implementing measures to open bus stations in a COVID-19 safe manner. Consequently, there has been no options available to mitigate the loss of income. In August a flooding incident at Glenrothes Bus Station also incurred unforeseen expenditure

### 3.3 Car & Lorry Parking Overspend £1.793m, movement (£1.072m)

There is a projected net under recovery of income of £1.793m within Car Parking. This is due to the impact of the national lockdown, the resultant suspension of car parking charges and general reduction in demand as a result of the COVID-19 pandemic. Income during September to November has recovered more than earlier expectations and this has resulted in a movement of (£1.072m) from August.

Further income shortfall is now anticipated following the further lockdown on 5 January and subsequent suspension of car parking charges on 11th January 2021.

### 3.4 Public & Accessible Transport (£0.280m), movement (£0.112m)

As part of a National agreement, bus operators continued to receive payment for subsidised local and non-entitled school transport but the subsidy for the Rail concession is calculated on usage. Consequently, with the significantly lower patronage and travel restricted out with Fife for non-essential travel, there has been a saving.

### 3.5 Roads Operations Overspend £0.700m, movement of (£0.700m)

Lighting, Traffic Lights & Lit Signs Underspend (£0.125m), movement £0.275m

During the lockdown period Roads Operations incurred fleet expenditure and employee costs, with no ability to furlough staff, and during this time there was no income to the trading account. This was offset within the revenue activities by a reduction in activity on Roads Structural Maintenance, Routine Maintenance and Street Lighting. The movement is a result of change to the accounting treatment since the previous report, with no net change to the Service out turn position, but the net loss of income from Capital and Grant funded projects cannot be mitigated.

## 4.0 Progress on Budget Savings

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4.1 Appendix 2 provides details of revenue budget savings for the areas falling under the scope of the Economy, Tourism, Strategic Planning and Transportation Committee, detailing achievements against the current year approved budget savings as at Quarter 2. The appendix details:

- the 3 year budget period for which the savings were approved
- the title of each saving
- the savings target relevant to the current financial year
- the value of saving forecast as deliverable for the financial year
- a Red/Amber/Green Status for each saving
- details of any substitute savings

4.2 All savings have been categorised using a Red/Amber/Green status and these are described as follows:

Green – No issues and saving is on track to be delivered

Amber – There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed

Red – Major issues should be addressed before any saving can be realised

- 4.3 Where a saving is no longer deliverable in the current year it is expected that substitute savings are identified to ensure that costs remain within budget overall. Where this is the case, the original saving will be categorised red or amber and a substitute saving will be identified. The substitute saving will be categorised as green and identified in the tracker as a substitute.
- 4.4 The areas in scope for the committee had a significant level of savings to manage within the financial year 2020/21. Overall the savings to be delivered are £0.517m and the projected delivery is £0.485m. Whilst the delivery of savings is becoming more challenging, the relevant areas are looking to minimise the financial impact of any amber or red savings by determining mitigating actions as soon as possible. Across all areas, there are £0.079m savings identified as being Red status, with £0.045m savings identified as being Amber status, however this is offset by over-recovery of £0.079m on those savings identified as green.
- 4.5 The full year saving amounts are detailed along with annual forecast information detailed in appendix 2. The following paragraphs provides a brief explanation of areas where there are variations at Service level (+/-£0.250m) between the Service savings target and the provisional saving being delivered within the current financial year.
- 4.6 There are no savings variations (+/-£0.250m) between savings target and the projected saving to report at this time.

## 5.0 Conclusions

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- 5.1 The projected outturn position for the areas under the scope of the Economy, Tourism, Strategic Planning & Transportation Services Committee is a net overspend of £3.016m (10.15%).

### List of Appendices

- 1 Projected Outturn 2020/21 Summary
- 2 Approved 2020/21 Savings

### Background Papers

None

### Report Contact

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Finance Service  
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North Street  
Glenrothes

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**BUDGET MONITORING REPORT SUMMARY**
**Appendix 1**
**2020-21**
**ECONOMY, TOURISM, STRATEGIC PLANNING & TRANSPORTATION**

SERVICE	CURRENT	NON-COVID	COVID	FORECAST	FORECAST	FORECAST	PREVIOUS	MOVEMENT
	BUDGET 2020-21	PROJECTION 2020-21	PROJECTION 2020-21	2020-21	VARIANCE	VARIANCE	REPORTED VARIANCE	FROM PREVIOUS REPORTED VARIANCE
	£m	£m	£m	£m	£m	%	£m	£m
<b>TOTAL COST OF SERVICE</b>	<b>45.282</b>	<b>44.384</b>	<b>3.914</b>	<b>48.298</b>	<b>3.016</b>	<b>6.66%</b>	<b>4.722</b>	<b>(1.706)</b>
<b>LESS: CORPORATELY MANAGED ITEMS</b>	<b>15.584</b>	<b>15.584</b>	<b>0.000</b>	<b>15.584</b>	<b>0.000</b>	<b>0.00%</b>	<b>0.000</b>	<b>0.000</b>
<b>SERVICE MANAGED NET BUDGET</b>	<b>29.698</b>	<b>28.800</b>	<b>3.914</b>	<b>32.713</b>	<b>3.016</b>	<b>10.15%</b>	<b>4.722</b>	<b>(1.706)</b>
<b>ANALYSIS OF SERVICE MANAGED BUDGET</b>								
EPES ADMIN & RESOURCES	0.426	0.426	0.033	0.459	0.033	7.75%	0.062	(0.029)
BUSINESS & EMPLOYABILITY PLANNING	5.222	4.773	0.603	5.376	0.154	2.95%	0.201	(0.047)
ROADS ADMINISTRATION	0.494	0.494	(0.084)	0.410	(0.084)	-16.96%	(0.070)	(0.013)
BUS STATION MANAGEMENT	(0.198)	(0.149)	0.398	0.249	0.447	-225.89%	0.331	0.116
CAR & LORRY PARKING	(1.290)	(1.297)	1.800	0.503	1.793	-139.00%	2.865	(1.072)
PUBLIC & ACCESSIBLE TRANSPORT	8.400	8.310	(0.190)	8.120	(0.280)	-3.33%	(0.168)	(0.112)
SUSTAINABLE TRAVEL	1.043	1.025	0.000	1.025	(0.018)	-1.73%	(0.020)	0.002
BRIDGES & STRUCTURES, HARBOURS, COASTS AND FLOODS	2.047	2.047	(0.020)	2.027	(0.020)	-0.98%	0.000	(0.020)
NETWORK AND TRAFFIC MANAGEMENT	1.724	1.587	0.030	1.617	(0.107)	-6.20%	(0.149)	0.042
ROUTINE MAINTENANCE	1.934	1.934	0.000	1.934	0.000	0.00%	(0.200)	0.200
ROADS STRUCTURAL MAINTENANCE	4.088	4.088	0.000	4.088	0.000	0.00%	(0.100)	0.100
WINTER MAINTENANCE	3.064	3.064	0.000	3.064	0.000	0.00%	0.000	0.000
ROADS OPERATIONS	(1.981)	(2.056)	0.775	(1.281)	0.700	-35.34%	1.400	(0.700)
LIGHTING, TRAFFIC LIGHTS AND LIT SIGNS	2.906	2.906	(0.125)	2.781	(0.125)	-4.30%	(0.400)	0.275
EE EXECUTIVE DIRECTOR	0.864	0.864	0.000	0.864	0.000	0.00%	0.000	0.000
<b>TOTAL</b>	<b>29.698</b>	<b>28.800</b>	<b>3.914</b>	<b>32.713</b>	<b>3.016</b>	<b>10.15%</b>	<b>4.722</b>	<b>(1.706)</b>

**FIFE COUNCIL**  
**TRACKING APPROVED 2020-21 SAVINGS**  
**ECONOMY, TOURISM, STRATEGIC PLANNING & TRANSPORTATION COMMITTEE**  
**OCTOBER 2020**

Area	Approved Budget Year	Title of Savings Proposal	Savings Target £m	Overall Forecast £m	(Under)/ Over £m	Rag Status
EPES - Planning	2019-22	New Digital Specialist national Systems.	0.019	0.000	(0.019)	Red
EPES - Business & Employability	2018-21	Increased levels of commercial income from Employability.	0.025	0.000	(0.025)	Red
EPES - Business & Employability	2020-23	Commercialisation of Employability function.	0.025	0.000	(0.025)	Red
EPES - Planning	2018-21	Additional fees and charges within Planning: <ul style="list-style-type: none"> <li>• Savings in planning enforcement activity through fines/charges.</li> <li>• Explore introduction of additional fees and charges in discretionary areas across Service.</li> <li>• Provision of charged specialist planning services for other Councils.</li> </ul>	0.010	0.000	(0.010)	Red
ATE - Roads & Transportation	2020-23	Increase permit charges for private development applications.	0.025	0.013	(0.012)	Amber
EPES - Business & Employability	2018-21	Increased levels of commercial income from Economic Development Business property.	0.020	0.000	(0.020)	Amber
ATE - Roads & Transportation	2018-21	Reduce employee levels in Transportation.	0.100	0.100	0.000	Green
ATE - Roads & Transportation	2020-23	Procurement Saving - South Fife Local Bus Tender.	0.128	0.128	0.000	Green
EE Executive Director	2020-23	Confirmed Contract Savings.	0.055	0.055	0.000	Green
EPES - Business & Employability	2018-21	Review and simplify multiple Employability IT systems.	0.010	0.010	0.000	Green
EPES - Service Wide	2019-22	Review management of service.	0.100	0.100	0.000	Green
EPES - Planning		Substitution 1920-EE-014 Reduction in EPES Project Budget and IT costs.		0.019	0.019	Green
EPES - Planning		Substitution 1819-EE-35 Vacancy Management		0.010	0.010	Green
EPES - Business & Employability		Substitution 1819-EE-41, 2021-EE-08 Temporary Employabilty budget carry forward		0.050	0.050	Green
<b>Grand Total</b>			<b>0.517</b>	<b>0.485</b>	<b>(0.032)</b>	

**Rag Status Key:-**

**Green - No issues and saving is on track to be delivered**

**Amber - There are minor issues or minor reduction in the value of saving, or delivery of the saving is delayed**

**Red - Major issues should be addressed before any saving can be realised**

Summary				
Rag Status	Savings Target £m	Overall Forecast £m	(Under)/ Over £m	
Green	0.393	0.472	0.079	
Amber	0.045	0.013	(0.032)	
Red	0.079	0.000	(0.079)	
<b>Total</b>	<b>0.517</b>	<b>0.485</b>	<b>(0.032)</b>	

4<sup>th</sup> February 2021

Agenda Item No. 06

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## 2020/21 Capital Monitoring Projected Outturn - Enterprise and Environment Directorate

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Report by: Eileen Rowand, Executive Director, Finance and Corporate Services

Keith Winter, Executive Director, Enterprise & Environment

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Wards Affected: All

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### Purpose

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The purpose of this report is to provide an update on the Capital Investment Plan and advise on the projected financial position as at October for the 2020/21 financial year for areas in scope of the Economy, Tourism, Strategic Planning and Transportation Committee.

### Recommendation(s)

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Committee is asked to consider the current performance and activity across the 2020/21 Financial Monitoring as detailed in this report.

### Resource Implications

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None.

### Legal & Risk Implications

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None.

### Impact Assessment

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An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

### Consultation

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None.



# 1.0 Background

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- 1.1 Based on current information, this report summarises the projected capital outturn for the areas falling under the scope of this Committee for 2020/21. At this stage projected expenditure is £19.253m, representing 101% of the approved capital programme for 2020/21.
- 1.2 Appendix 1 shows an analysis of specific projects in the current capital investment plan which have a budget greater than £1.000m and analyses total project cost rather than only in year spend.
- 1.3 Appendix 2 details the forecast expenditure against budget for each project.

# 2.0 Issues, Achievements & Financial Performance

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## 2.1 Key Issues / Risks

- 2.1.1 Appendix 1 details the total cost forecast position for all capital projects within the areas under the scope of the Committee with an overall value of £1.000m and over. The key risks associated with the major projects are noted below.
- 2.1.2 Due to the impact of Covid-19, on site construction work has been on hold since 23 March 2020, construction work has commenced again in accordance with Phase 3 of the Scottish Government's Route Map, however, it is likely that Covid-19 will impact on project costs and will extend all project delivery dates as contractors will require to make adjustments to working arrangements to accommodate new requirements, such as social distancing. Some claims from contractors have already been received in relation to closing down, maintaining and re-opening sites and also in relation to preparation for work on site recommencing. Monitoring of the impact of these additional costs and timescales is ongoing and it is likely that the overall scale of these additional costs will be clearer in the coming months

## 2.2 Major Projects – Potential Risks and Actions

- 2.2.1 There are no additional or new risks arising in the current reporting period from any of the major projects being progressed.

## 2.3 Financial Performance – 2020/21 Projected Outturn

- 2.3.1 Appendix 2 provides a summary of the projected outturn for each project for the financial year 2020/21. The appendix shows a projected outturn of £19.253m against a Capital Investment plan of £19.027m, a spending level of 101%.
- 2.3.2 There is a capital income budget for 2020/21 of £4.720m and projected outturn is £3.968m, representing 84% of the budgeted income.
- 2.3.3 The reasons for significant variances (+/-£0.500m) are detailed in 2.4.
- 2.3.4 Slippage is the term used to describe projects that are expected to spend less than the budget allocation in a particular year due to a delay in timing on the delivery of the project. This is not uncommon in the capital programme and the reasons for this can be wide and varied. Advancement is the term used to describe projects that are

expected to spend more than the budget allocation in a particular year due to an acceleration of the budget from future years.

## **2.4 Significant Variances**

### **2.4.1 Industrial Development Programme £1.233m advancement**

This variance is mainly due to advancement on projects funded by Edinburgh and South East Scotland City Region Deal. Progress has been made on construction of business units at Flemington Road, Glenrothes and Dunnikier Industrial Site, Kirkcaldy, despite COVID19 restrictions. Acquisition of a site at Fife Interchange Dunfermline is also expected to take place in this financial year.

## **3.0 Conclusions**

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- 3.1 The total 2020/21 approved programme for the areas in scope of the Economy, Tourism, Strategic Planning and Transportation Committee is £19.027m. The projected level of expenditure is £19.253m, which represents 101% of the total programme, resulting in a variance of £0.226m.
- 3.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

### **List of Appendices**

1. Total Cost Monitor
2. Capital Monitoring Report by Service

### **Report Contact**

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FIFE COUNCIL  
 ECONOMY, TOURISM, STRATEGIC PLANNING AND TRANSPORTATION SUB COMMITTEE  
 CAPITAL INVESTMENT PLAN 2020-29  
 TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Project	Theme	Total Project Budget £m	Total Projected Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Strategic Transportation Intervention Programme	Thriving Places	39.317	39.317	-	0.00%	Current Project	2035-36
Industrial Innovation Investment Programme	Inclusive Growth and Jobs	48.936	48.936	-	0.00%	Current Project	2028-29
<b>Total Major Projects over £5.000m</b>		<b>88.253</b>	<b>88.253</b>	<b>-</b>	<b>0.00%</b>		
Kirkcaldy Esplanade Improvements	Thriving Places	1.560	1.560	-	0.00%	Current Project	2021-22
Tay City Region Deal	Inclusive Growth and Jobs	4.711	4.711	-	0.00%	Future Project	2023-24
Levenmouth Business Units	Inclusive Growth and Jobs	1.602	1.602	-	0.00%	Current Project	2022-23
Dalgety Bay Business Units	Inclusive Growth and Jobs	2.233	2.233	-	0.00%	Current Project	2020-21
<b>Total Major Projects over £1.000m</b>		<b>98.359</b>	<b>98.359</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Major Projects</b>		<b>186.612</b>	<b>186.612</b>	<b>-</b>	<b>0.00%</b>		

Expenditure	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
STRUCTURES INFRASTRUCTURE	1.581	0.418	1.474	(0.107)	93%
SUSTAINABLE TRANSPORT	0.542	0.376	0.130	(0.412)	24%
ROADS INFRASTRUCTURE	7.537	1.858	7.537	-	100%
TRAFFIC MANAGEMENT	0.902	0.053	0.650	(0.252)	72%
STREETLIGHTING	1.768	0.270	1.668	(0.100)	94%
STRATEGIC TRANSPORT INTERVENTION PROGRAMME	0.998	0.039	0.899	(0.098)	90%
<b>TOTAL ASSETS, TRANSPORTATION &amp; ENVIRONMENT</b>	<b>13.328</b>	<b>3.014</b>	<b>12.359</b>	<b>(0.969)</b>	<b>93%</b>
REGENERATION - TOWN CENTRES	1.655	0.401	1.811	0.156	109%
REGENERATION - OTHER	-	0.205	-	-	0%
BUSINESS PREMISES REFURBISHMENT PROGRAMME	0.013	0.003	0.013	-	100%
GROWING THE ECONOMY	0.417	0.030	0.223	(0.195)	53%
VACANT/DERELICT LAND	0.165	0.099	0.165	-	100%
INDUSTRIAL INVESTMENT PROGRAMME	3.450	1.104	4.683	1.233	136%
<b>TOTAL ECONOMY, PLANNING &amp; EMPLOYABILITY SERVICES</b>	<b>5.699</b>	<b>1.841</b>	<b>6.894</b>	<b>1.195</b>	<b>121%</b>
<b>TOTAL EXPENDITURE</b>	<b>19.027</b>	<b>4.856</b>	<b>19.253</b>	<b>0.226</b>	<b>101%</b>

Income	Current Budget £m	Actual to Date £m	Projected Outturn £m	Projected Variance £m	Projected Outturn as % of Plan
SUSTAINABLE TRANSPORT	(0.337)	(0.197)	(0.130)	0.207	39%
ROADS INFRASTRUCTURE	(0.052)	(0.018)	(0.052)	-	100%
TRAFFIC MANAGEMENT	(0.030)	0.007	(0.030)	-	100%
STRATEGIC TRANSPORT INTERVENTION PROGRAMME	(0.998)	-	(0.899)	0.098	90%
<b>TOTAL ASSETS, TRANSPORTATION &amp; ENVIRONMENT</b>	<b>(1.417)</b>	<b>(0.208)</b>	<b>(1.112)</b>	<b>0.305</b>	<b>78%</b>
REGENERATION - TOWN CENTRES	-	(1.560)	-	-	0%
GROWING THE ECONOMY	-	(0.010)	-	-	0%
INDUSTRIAL INVESTMENT PROGRAMME	(3.302)	(0.189)	(2.856)	0.446	86%
<b>TOTAL ECONOMY, PLANNING &amp; EMPLOYABILITY SERVICES</b>	<b>(3.302)</b>	<b>(1.758)</b>	<b>(2.856)</b>	<b>0.446</b>	<b>86%</b>
<b>TOTAL INCOME</b>	<b>(4.720)</b>	<b>(1.966)</b>	<b>(3.968)</b>	<b>0.751</b>	<b>84%</b>

**Economy Tourism Strategic Planning and Transportation Sub Committee**

**4<sup>th</sup> February 2021**

**Agenda Item No. 07**

<b>8 April 2021</b>		
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>
Area Place Making and Car Parking Options Trial Final Report	Assets, Transportation and Environment	Allan Maclean, Derek Crowe, Scott Blyth

<b>10 June 2021</b>		
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>
Forth Bridges Area Tourism Strategy 2018-2028	Economy, Planning and Employability	Sandra Montador-Stewart
Fife Tourism and Events Strategy Annual Update	Economy, Planning and Employability	Sandra Montador-Stewart

<b>Unallocated</b>		
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>
ELBF (Edinburgh, Lothians and Borders and Fife) - Update Membership	Assets, Transportation and Environment	Derek Crowe, Ian Smart
Enterprise and Environment Directorate Service Performance Report	Enterprise and Environment	Anne-Marie Fleming
Risk Based Approach to Roads Maintenance - Progress Report	Assets, Transportation and Environment	Derek Crowe, Martin Kingham
Enterprise and Environment Revenue Monitoring Report	Enterprise and Environment, Finance and Corporate Services	Jackie Johnstone
Enterprise and Environment Capital Monitoring Report	Enterprise and Environment, Finance and Corporate Services	Jackie Johnstone
Electric Vehicle Charging Fees	Assets, Transportation and Environment	Jane Findlay, Derek Crowe

**Economy Tourism Strategic Planning and Transportation Sub Committee**  
**4<sup>th</sup> February 2021**  
**Agenda Item No. 07**

<b>Unallocated</b>		
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>
Transport Scotland Act 2019 - Update	Assets, Transportation and Environment	Derek Crowe, John Mitchell, Tony McRae
Post Committee Workshop - Draft Mid-Fife Economic Action Plan	Economy, Planning and Employability	Sandra Montador-Stewart, Peter Corbett
Developer Obligation Guidance	Economy, Planning and Employability	Bill Lindsay
Business Gateway Annual Performance Report	Economy, Planning and Employability	Pamela Stevenson, Gordon Mole
New Road & Street Work Act	Assets, Transportation and Environment	Derek Crowe
Fife Roads Conditioning Annual Report	Assets, Transportation and Environment	Derek Crowe
Decriminalised Parking & Enforcement Annual Report	Assets, Transportation and Environment	Scott Blyth, Derek Crowe
Revenue Monitoring Projected Outturn 2021-22	Finance and Corporate Services	Jackie Johnstone
Capital Monitoring Projected Outturn 2021-22	Finance and Corporate Services	Jackie Johnstone
Revenue Monitoring Provisional Outturn 2020-21	Finance and Corporate Services	Jackie Johnstone
Capital Monitoring Provisional Outturn 2020-21	Finance and Corporate Services	Jackie Johnstone
Revenue Monitoring Projected Outturn 2021-22	Finance and Corporate Services	Jackie Johnstone
Capital Monitoring Projected Outturn 2021-22	Finance and Corporate Services	Jackie Johnstone