

Scottish Government



The Scottish
Government
Riaghaltas na h-Alba

Review of the Scottish Planning System

Planning Review Working Groups Workshop

Sheraton Hotel, Edinburgh
12th & 13th September 2016



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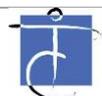
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REPORTING METHOD

The report has been reviewed by the Scottish Government's Planning and Architecture Division, but the views expressed are from those people who took part in the discussions over the course of the two days. Participants were asked to share their own views which may have been different from those organisations that they were representing. As such all comments are non-attributable.

The report contains comments recorded in the working groups which relate to the options for implementing each of the Independent Planning Review recommendations. No attempt has been made to consolidate or interpret comments.

Feedback

Should you have any enquiries about the review, please contact the Scottish Government at planningreview@gov.scot.



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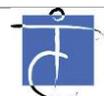
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1.0 Background

An independent panel, appointed by the Scottish Ministers, published a report *Empowering Planning to Deliver Great Places*, in May 2016. The panel's report contains 48 recommendations, over 6 themes, to improve the planning system. In July, the Scottish Ministers issued their response to the panel's report, which stated that they generally agreed with most of the recommendations and committed to 6 themed working groups to consider the recommendations in more detail¹.

The themes covered by the working groups are:

- Strong and flexible development plans;
- The delivery of more high quality homes;
- An infrastructure first approach to planning and development;
- Efficient and transparent development management;
- Stronger leadership, smarter resourcing and sharing of skills; and
- Collaboration rather than conflict – inclusion and empowerment.

Invitations to the working groups were issued and the workshops took place over a 2-day period 12th and 13th of September at the Sheraton Hotel in Edinburgh.

In the working groups, Scottish Government staff provided background information on the recommendations that it wished to be discussed and questions for the external facilitators to put to the groups for consideration. Opportunities were also provided for all of the groups to come together each day to discuss some general emerging themes and hear about the progress each group was making.

The group discussion focused on the recommendations and solutions and outputs to deliver these. The groups were also asked to consider:

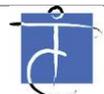
- the role of Information Technology to help in delivering the recommendations
- proposed changes to the planning fee structure.

The working groups were advised that their remit was not specifically to seek consensus in relation to the preferred way forward, but to develop options, which can be consulted upon through the White Paper. The output in this document focuses on those options.

1.1 Workshop Aims

Chris Whitehead, Lead Facilitator, described the purpose of the workshop and the working groups. He also outlined the process for the two days and set out an indicative set of ground rules for the workshop. The slides below were used in the introductory presentation.

¹ <http://www.gov.scot/Resource/0050/00500946.pdf>



Purpose

- Simplify and strengthen the planning system to ensure it better serves all of Scotland's communities
- Develop options to deliver the recommendations of the review that can be consulted on



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Groundrules

- Solution-focused discussions
- Non-attributable comments
- Respect for each others views and opinions
- Roles and responsibilities
 - SG coordinators & Facilitators
 - Working group members
- Working groups will create & document their own process



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Agenda/Process

- Focused on working groups
- Timings as per sheet
- Please take breaks as required
- Day 1: Kevin Stewart: Planning Minister
 - Arriving at 15:30
- Feedback from working group members rather than coordinator or facilitator



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Car Park

- Some recommendations outwith the scope



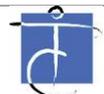
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Miscellaneous

- Working group
 - Life
 - Composition
 - Future consultation
- Photographs
- Wider engagement with working groups
 - Twitter: #SGPlanningreview

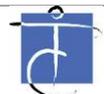


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1.2 Workshop Agenda

Day One	Day Two
<ul style="list-style-type: none">• Introduction• Discussions in working groups• Short review from each working group• Ministerial review: Kevin Stewart• Close<ul style="list-style-type: none">– Structure for tomorrow• Drinks reception (17:20)	<ul style="list-style-type: none">• Working group discussions (09:15)<ul style="list-style-type: none">– Technology & Fees• World Café (after lunch)• Review of working group<ul style="list-style-type: none">– How has it gone so far?– What more do we need to do?• Close (17:30)
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2.0 Working Group 1: Strong and Flexible Development Plans

Scottish Government Coordinator	Facilitator
Carrie Thomson	Andrew Parker

Aspirations for a plan-led system can only be achieved if development plans provide more certainty, are widely supported and have a much sharper focus on delivery. Our recommendations aim to give national recognition to strategic level planning across the city regions, whilst placing control of local development plans firmly in the hands of communities.

2.1 Recommendation 1: The primacy of the development plan should be retained.

Options:

- The development plan should:
 - Be an active representation of place
 - Be a statement of intent
 - Be one single statement of planning policy – the Scottish Planning Policy as part of the development plan (refer to Recommendation 4)
 - Relate to National Performance Framework
 - Be purely outcomes-focused
 - Try to limit amount of challenge in planning procedure
- Decisions must be in line with the development plan – strengthening the primacy [of the plan]
- Allocation in development plan = Planning Permission in Principle (refer to Recommendation 27)
- Remove any other ‘material consideration’ from section 25 of Act.
- Community-led plans as a tier of development plans
- Document ‘must be’ live

2.2 Recommendation 2: To simplify the system, strategic development plans should be replaced by an enhanced National Planning Framework.

Options:

- Delivery focused planning authority
- Enhanced Scottish Planning Policy alongside National Planning Framework
- Spatial representation of the Vision: A Strategic Development Plan becomes a spatial, visual, delivery-focused, tangible output.
- Regional Development Plans should be developed by a range of stakeholders and issued by the Scottish Government
 - Could be part of the National Planning Framework with [region-specific] sub-sections e.g. Highlands
- Status quo – but moved to focused on delivery and outcomes (i.e. don’t lose regional cross-boundary [perspective])



- National Planning Framework should take high-level, big decisions e.g. housing numbers (refer to Recommendation 1)
- Cascade to regional
- Stronger, status and powers to Strategic Authorities
- Enhanced parliamentary scrutiny and consultation on National Planning Framework to reflect that enhanced status – consider the authorisation process.
- Strategic Development Plan Areas to support Scottish Government – [implying a move from Joint Committee model with Local Authorities]
- Collegiate consultation model can consider [provide] non-executive scrutiny as well as Local Authorities - options:
 - As now
 - Collegiate / college platform including non-executives and Local Authorities
 - Scottish Government-determined
- Update and review cycle mechanism (the College?) of enhanced National Planning Framework.
- Diverse non-executive scrutiny – integrate and ALIGN with other regional processes e.g. transport (refer to Recommendation 21)
- National Planning Framework to have long term vision, recognising [it will also be subject to] the parliamentary cycle for review
- Check National Planning Framework against scenario planning

2.3 Recommendation 3: National Planning Framework should be more fully integrated with wider government policies and strategies.

Options:

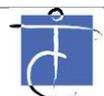
- National Planning Framework (National Planning Framework) becomes a ‘spending document’ – budget follows National Planning Framework (refer to Recommendation 21 – transport, utilities, health, etc)
 - National Planning Framework can direct where National Infrastructure Agency (NIA) is working (refer to Recommendations 17 and 22)
- National Planning Framework to integrate with National Performance Framework
- Community Empowerment Act (refer to Recommendation 9)
- [Two-way] The National Planning Framework and National Performance Framework must inform each other
- There should be prioritisation of specific planning goals/projects within National Planning Framework

2.4 Recommendation 4: Role of Scottish Planning Policy expanded to avoid duplication in Development Plans

Options:

- The Scottish Planning Policy and National Planning Framework should be separate documents performing clear functions:
 - National Planning Framework = VISION
 - Scottish Planning Policy = MANUAL

- Or -



- The Scottish Planning Policy covers policy aspects within National Planning Framework – with remainder of National Planning Framework outcomes-focused ... [but then] Scottish Planning Policy would be subject to National Planning Framework timeframes
- Scottish Planning Policy and National Planning Framework should be more instructive rather than advisory [also discussion on guidance]
- Scottish Planning Policy to be updated without constraint of National Planning Framework parliamentary / statutory factors
- Should National Planning Framework and Scottish Planning Policy be same?
- Legislate to be part of Development Plan
- Require development plans to be consistent with National Planning Framework and Scottish Planning Policy
- Development Plans to have regard to National Planning Framework/Scottish Planning Policy
- Align timescales of National Planning Framework and Scottish Planning Policy
- Take out all or most of policy from Development Plans
- Review in 5 years? – can't be quickly reviewed
- Leave as they were?

2.5 Recommendation 5: The plan preparation process should be simplified.

Options:

- Through early engagement, the 'College' puts forward community positions
- Proposed plan should not be considered the 'settled will'
- Community plans are discussed and brought forward into Local Development Plans (see Recommendation 44).
 - Consider how resources [constraints between community groups and types] influence voices and equality
- Create a body supporting community and local input to Local Development Plan
 - Online methods and others as well as Community Councils
- Design proportionate and appropriate evidence base at an early stage – this should be recorded and auditable
- Remove supplementary guidance
- Or -
- Retain supplementary guidance

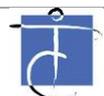
Comment from Working Group 5: Leadership

- Local Outcomes Improvement Plan (LOIP) as new Main Issues Report (MIR) for Local Development Plan.

2.6 Recommendation 6: Local development plans should move to a 10-year cycle.

Options:

- Plan should be continually updated
- Update as and when required – to remain up to date and fit for purpose



- Present an opportunity to present Community-led plans that:
 - a) Fit into cycle
 - b) Separate
- Have a hard start and end date for preparation process
- Or -
- Advisory time without penalty
- Consider triggers to compel review

2.7 Recommendation 7: There should be scope for flexibility and updating local development plans (whole or in part) within the 10-year period.

Options:

- Planning permission in principle needs some certainty
- Repurposing of Local Development Plan planners' roles / functions
- Review options should be built in (including deallocation)

2.8 Recommendation 8: Development plan examinations should be replaced with a frontloaded 'gatecheck' of the plan.

Options:

- Forum / College to get all issues addressed, and establish 'Common Ground'
- Independent scrutiny [to be] focused on unresolved issues
- Have an end-check – focus on outcomes
- [Resolution roles would include]:
 - A case officer reporter
 - An independent reporter

2.9 Recommendation 9: A statutory duty for the development plan to be aligned with community planning should be introduced.

Options:

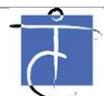
- Resources should be focused on communities with less access / influence - include leadership / capacity training
- Must align two-way [i.e. community planning to align with Development Plan as well as vice versa]
- Statutory duty refers to Community Planning Partnership – this is preferred and assumed position.

Comment from Working Group 5: Leadership

- Endorsement of delivery of Recommendation 9 – linking Community Planning/ spatial planning.

2.10 Recommendation 10: An Information Technology task force should be established to explore how information technology can make development plans more accessible and responsive to 'live' information.

Options:



- Map / set out value of Information Technology for:
 - 1) Engagement with communities / vision – include social media, drones, even Minecraft [as youth engagement tool]
 - 2) Intra-agency communications
 - Consistency on e-planning
 - Data sharing – link to National Programme e.g. on Environmental Impact Assessment
 - 3) Accessibility to Planning System – knowledge and interaction
- Access for low connectivity areas (and demographics) should be considered
- Engagement for the White Paper itself through Information Technology
- Consider social media and email networks as effective tools

2.11 Recommendation 11: Given their special circumstances, the island authorities should be given more flexibility where this would better reflect the distinctive local context for planning in an island setting.

Options:

- Island-to-Minister and Our Islands Our Future are important channels [through which] to give flexibility [required]

2.12 Use of Technology

As per Recommendation 10.

Next Steps For Working Group

Group will be available to Carrie Thomson, Coordinator, for additional email review and consultation during drafting. Carrie to be able to draw on pool for additional meetings as required.

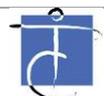




Figure 1: Planning Hierarchy and Interfaces



3.0 Working Group 2: The delivery of more high quality homes

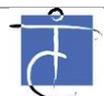
Scottish Government Coordinator	Facilitator
Anne Grove	Victoria McCusker

We propose new ways of working to replace conflict with collaboration. We recommend fresh thinking on housing, with planning pioneering ideas that increase flexibility and stimulate investment. New and innovative delivery mechanisms are required. Our recommendations aim to ensure that planning does all it can to deliver on this national priority.

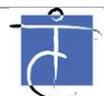
3.1 Recommendation 12: The National Planning Framework should define regional housing targets as the basis for setting housing land requirements in local development plans.

Options

- Yes – see as a reasonable approach.
- Purpose – to provide clarity and direction for planning authorities and housing providers, and avoid hugely costly and time consuming and confrontational debate. Consequence – free up scarce resources to focus on housing delivery.
- ‘Regional’ should build on housing markets
- Don’t forget numbers are evidence not policy.
- Housing Need and Demand Assessment is evidence and needs to always be up to date if it is to be centralised.
- Regional/City regional tier should not be lost.
- Market areas need to be recognised.
- Numbers should be minimums and Local Authorities need to make the policy choices.
- Targets to be defined through aggregated joint Housing Need and Demand Assessment/ships
- Set out for housing market areas/defined city regions, equivalent and translated to Local Development Plan’s and Strategic Development Plan
- 5 year targets with 20-25 percent over supply as target
- Review every 2 years, emphasis on delivery
- Housing market need and demand assessments should be developed to inform local housing strategies. These should define a tenure specific housing. Target for local authorities that should be collated for city regions/housing markets and evaluated and monitored by Scottish Government.
- Use the city regions to set regional targets
- Planning to be root of the ‘business plan’ for the region
- Also look at existing housing stock
- Set areas based on local authority areas
- Set numbers as MINIMUM to ensure Local Authorities meet targets
- Mix targets between urban and rural



- Housing Need and Demand Assessment used to 'build' regional targets, with Scottish Government involvement to set level of ambition. Splitting the current Housing Need and Demand Assessment process
- Strategic Development Plans to use the Housing Need and Demand Assessment tool to define numbers at regional level with more detailed analysis at later stage and lower spatial area
- Recommendation 12 needs to be taken forward as a wider collaboration between planning and housing.
- Scottish Government to prescribe housing "targets/requirements" for Strategic Development Plan (and other) areas.
- Should adopt targets for private rental as well as affordable.
- The whole "housing land" approach has NOT delivered. 35 years' worth of shortfalls we'll never recoup. Do we scrap the old model and find something new...or tinker some more? I SAY SCRAP IT! It is [an] "upsetting the apple cart" action which will galvanise housing delivery and planning at same time to allow those involved to focus on place making place fixing communities, retrofit etc..... all the things we should be doing.
- Housing target can't be determined by planning – needs to be Housing Need and Demand Assessment linked to National Planning Framework/ Strategic Development Plan – Housing must have statutory role.
- Shift language away from targets to avoid excessive focus on numbers. Consider inclusion of other considerations such as type, tenure, affordability.
- Need to learn from existing process/links to National Health Service
- Greater used of design tools in the Local Development Plan – identify site requirements and influence land purchase
- Set national aspiration and direct strategic scale to city regions, i.e. population and household growth.
- Leave councils to set localised numbers BUT early interrogation/check through interim approval of Local Development Plan scale at reporters unit.
- Then: Implement strategy and identify opportunities with infrastructure strategy based on economic business case of Local Development Plan i.e. viability testing.
- Finally: Monitor and update performance 2 yearly against national targets using audits as proactive tool.
- Align Strategic Housing and Infrastructure Frameworks (SHIF) and Local Development Plans more closely – possibly one document.
- Articulate the interface between regional targets and the Local Development Plan.
- Presumption in favour of development: highlight in National Planning Framework.
- Geography - functional market areas:
 - Housing market area
 - City region areas – (including Inverness), (Fife)
 - Local authority areas
 - Rural Typologies
- "Decoupling" – separating the numbers from the obsession of drawing lines round specific sites...
- Regions = housing market areas (functional)

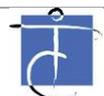


- Local development plans = local authorities
- Centre for Housing Market Area tool – estimates at Housing Market Area and Local authority
- Need estimates - Local authority housing need and demand. Joined up at Housing Market Area (partnership). Individual at local authority.
- Housing Need and Demand Assessment should help define location specific strategy
- More cohesive approach between planning and housing
- Targets: criteria/ tenure split/local need/needs and planning
- Land reform – compulsory sales for allocated but ‘parked’ land
- [Housing targets can be presented using]:
 - Infographics
 - Real time – needs to be up to date
 - Regional dimension – what? where?
 - Housing numbers are “at least”
 - Minimum requirements
- [Targets should] address tenure split and ensure tenure balance
- Call for ideas should be supported...but deliverability must be assessed:
 - Spatially
 - Sustainable programme for delivery
- National Planning Framework should define objectives of “place”. Local Development Plan should implement these objectives locally
- National Planning Framework/ Local Development Plans “focus on place”
- Policy “direction” “infrastructure – led”
- Capital for land, initiatives, etc.
- Local Development Plans as place (making/shaping) vehicles.
- Change emphasis of Local Development Plans from just land supply to delivering outcomes.
- Live data...if Retties can do it...
- Housing land audits, Vacant and Derelict Land (VDR) register need to be digitalized. Online and compatible across Scotland so can be updated easily

3.2 Recommendation 13: There is an urgent need to establish a clearer definition of effective housing land so that local development plans can move on from this to take a positive and flexible approach to addressing the housing land requirement for their area.

Options

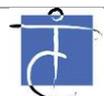
- Reporter tests re effectiveness of housing land early in the plan making process.
- Consistent test through the plan making process of effectiveness.
- Development plans should sit for 10-20 year visions with housing brought forward through annual/biannual reviews that consider all tenures.
- Standardise processes.
- Simplify decision-making.



- Debate seems to hinge around supply of land for house builders/ for sale. Other tenures to be considered more clearly in land availability. E.g. build to rent, mixed use, and ancillary amenity.
- Important that technology/ Graphical Information System (GIS) used.
- Change recommendation to focus on:
 - Standardisation of approach
 - Quicker decision-making
 - Improving use of Information Technology
- Needs to be a formal process for agreeing and signing off audits which can't then be challenged at either Local Development Plan or planning application stage.

Comments:

- Need agreed definition and methodology of effectiveness that is standard across Local Authorities and open to scrutiny. Once in place – Local Authority needs to have authority to make decisions and move on without challenge.
- Nothing wrong with definition, it is about the interpretation and use
- Housing is where people want to live and need to live. Marketability is key element, without that then no underpinning economically.
- Only times of recession does 5-year supply become redundant, as fundamental flaw of fundraising. Should NOT set strategy based on failure of economy!
- Nothing changes with a “definition”
- Disproportionate time spent on definition (Homes for Scotland) important – powerful/useful information but disproportional time spent.
- Land plans – viability testing key – no point in identifying sites that ‘cannot’ be economically developed.
- Planning authority take a reasonable view, decision-making process on supply could be usefully expedited. More time spent considering constraints and delivery interventions!
- Island authorities have 70 percent windfall and no volume house builders apart from housing associations.
- Effective housing land. Don't forget that supply and demand should be considered at comparable GEOGRAPHIES. Market areas are important.
- “Definition” is not the problem. It is the testing and applying the definition that is the problem.
- Viability considerations/ actual deliverability.
- Housing trajectories.
- Consistent approach across Scotland.
- Mechanistic definitions (and all the debate) is DIVERSIONARY.....hugely diversionary. Development should all be RIGHT PLACE RIGHT BUILDINGS full stop. Resources should be diverted to latter not former.



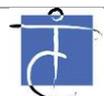
3.3 Recommendation 14: The Simplified Planning Zone concept should be rebranded and evolved into a more flexible and widely applicable zoning mechanism which identifies and prepares areas to make them ‘investment ready.’

Options

- Fast track for Local Development Plan sites. There is the strategy so go and implement along with the infrastructure package laid down in the Local Development Plan.
- Focus upon the strategy!
- Simplify and attract investment – planning is only a ‘dialogue’ mechanism, if principle [is] established, go on and deliver.
- Negate/minimise objections – principle established – more to deliver!
- Abolish Scottish Housing Regulator - inhibitor to delivery.
- Permitted development status for affordable housing.
- Align Strategic Housing and Infrastructure Frameworks (SHIF) and Local Development Plans more closely.
- Land allocated through the development plan should be subject to one building permit covering planning, building standards, Roads Construction Consent etc. with no scope for objection or challenge.
- Simplified Planning Zones could be incorporated in certain urban and regeneration areas to define/ quantify uses, massing plot ratio, street level retail, conservation constraints, etc. Planning applications reduced to building permits, Environmental Impact Assessments etc.
- Simplified planning zones – a good idea especially if it helps delivery
 - Could be rural
 - Could be urban/ brownfield
 - Could be mixed development
 - All tenure and all needs
- Simplified Planning Zone – rather than Simplified Planning Zone, need primacy of local plans so the Local Development Plans are front loaded, provide more detail and consult fully. Once Local Development Plan in place should be no major consultation, should assume get approved.
- Need to find way to specify:
 - 1) Affordable housing
 - 2) Mid rent
 - 3) Housing for particular needs
- Not Simplified Planning Zone but fast track system for determining applications on allocated sites but not Planning Permission in Principle just an allocation is enough.
- Presumption in favour of sustainable development (expansion/refinement) not just volume also place, quality, needs.
- Housing forums: Local authorities work successfully with Registered Social Landlords (RSL). Expand partnership working to include private sector (use partnerships?).

Comments

- Distraction – key is process!

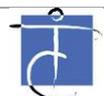


- Simplified Planning Zones can be useful in areas of acute housing need.
- Simplified Planning Zones MIGHT facilitate to development of hard to develop areas/sites – but that is more likely to be achieved through fiscal measures. Planning “de-regulation” is a bit of a red herring.
- Simplified Planning Zones are effectively deregulation/ reduced regulation areas. They won’t deliver quality homes and risk delivering poor quality products unless strict criteria are applied at designation. (Which in part undermines the purpose)
- Simplified Planning Zones are a marketing and promotional tool that will not bring forward quality housing faster.
- Too labour intensive for the local authorities – housing to do the job of the developer up front.
- Gimmick sounds good but not effective.
- Simplified Planning Zones can only be introduced in areas where granting planning permission would be easy so not that effective a measure.
- Doesn’t reduce breaching.
- Doesn’t speed up process, diverts officer time from the day job.
- Simplified Planning Zones could be targeted towards meeting areas of particular or acute need
- Simplified Planning Zones could be formulated to deliver better outcomes e.g. for young people
- Simplified Planning Zones had the potential to reduce bureaucracy and whilst still aligning with the development plan
- Simplified Planning Zones could help smaller groups cut through regulation and reduce costs for them
- Anything that helped to fast-track sites was worth looking at

3.4 Recommendation 15: Mechanisms for planning authorities to take action to assemble land and provide infrastructure upfront should be established as soon as possible.

Options

- Agree and acknowledge importance of land assembly.
- Local authorities to front end risk (and share reward).
- Centres of excellence – E.g. Glasgow.
- National centre of excellence/ support – particularly legal.
- Skills and resourcing support to make it happen...
- Working group to refine mechanisms based on experience and best practice.
- Benefits of land assembly and infrastructure to enable development and recoup benefits (e.g. Freiburg, Germany and Vinex, Netherlands.)
- Law needs to be revised and simplified and guidance issued to all Local Authorities.
- Need to draw on experience of land assembly:
 - Glasgow – Compulsory Purchase Orders
 - Dundee – land assembly and master planning



- Highlands – Highland housing alliance plus land Assembly and infrastructure – local development forums/ hub.
- Need to simplify Compulsory Purchase Order process.
- Central resource to support Local Authorities in pursuing Compulsory Purchase Orders.
- Need to realign Local Authority staff resource to provide capacity and skills to proactively pursue issue.
- “Just do it” (Wulf Dasking) Freiburg City Architect/Planner [cited as good example].
- Regional/ housing market expenditure in development surveying/ Compulsory Purchase Order supported by Scottish Government funding.
- Strategic Development Plan has a role in identification of potential Simplified Planning Zone and major land assembly priorities.
- Simplification of Compulsory Purchase Order procedure so Local Authorities can more easily assemble/ enable urban development sites (e.g. Vinex system).
- Councils to on-lend through prudential borrowing – expertise and capacity to be increased/ encouraged/ facilitated.

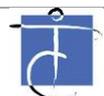
Comments

- Loss of skills/resources [as experienced people with expertise in Compulsory Orders/ land assembly are retiring].
- Compulsory Purchase Order & Compulsory Sales Orders – valuable and important in some areas but not others.
- Is there political appetite for Compulsory Sales Orders?
- Land assembly tools already exist.

3.5 Recommendation 16: A programme of innovative housing delivery should be progressed in a way which is fully aligned with local development plans.

Options

- Encouragement/ obligation on local authority to set out diversified cross tenure strategy.
- Reinstatement of National Housing Agency with visionary remit and best practice feedback agenda.
- Evidence to determine type?
- Use housing market as delivery groups.
- Expand housing forums to the private sector.
- Planning requires to take a more nuanced approach.
- Planning should support housing (closer collaboration required).
- Build on good examples - create a national housing agency?!
- Community based housing needs strategy [to determine the types/ amount/ location of different types of housing].
- [Programme should be supported at] all three [levels – Scottish Government, Local Authority, community-led]
- Land assembly, zone land for affordable housing: rural exception sites; 2nd houses = change of use.



- Planning legislation is not essential but a drive and commitment to have greater alignment between local housing strategies and Local Development Plans would be beneficial.
- Clear housing strategy with targets for tenure, house types, particular needs.
- Housing Needs Assessments/ Housing Needs and Demand Assessment to determine the types/ amount/ location of different types of housing.
- Programme of innovative housing delivery should be embodied in housing strategies based on Housing Need and Demand Assessment.
- Establish focus in a National Housing Agency.
- Integrate Local Development Plans and Local Authority housing strategies.
- Zone land for affordable housing, older people's housing, private rental and older people. Land value to reflect this.
- Having the vision (shared between housing and planning), setting the guidelines for development and then sharing the role of delivering. Parameters should set out the diversification of housing types, as well as tenure and numbers and design requirements.
- [Programme of innovative housing delivery should feature] mixed tenure.
- Provide confidence in sector ("can do" attitudes).
- Housing Need and Demand Assessment (plus) and local viability and deliverability assessment.
- It should look like Vinex system from Holland.
- It should be (initially) pump primed by Scottish Government: Thereafter rolling programme.
- Don't go for national solutions (e.g. 25 percent) – "local" varies across Scotland.
- Use housing market [partners?] as delivery groups.
- Expand housing forums to the private sector.

Comments

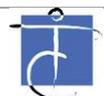
- Every local authority has a housing strategy. No need to bring this into planning and we may dilute positive actions already underway through housing programmes.
- It'll depend on the context
- This is not evidential! Just do it.

3.6 Use of Technology

- Real time modelling of housing need.
- Digital housing land audit (with maps).

Next Steps For Working Group

The working group expressed a desire to meet again with the specific intention of spending more time discussing Recommendations 16 and 37 more comprehensively. They feel the group's work would benefit from greater representation from the private housebuilding sector as well as representatives from infrastructure and development planning.



The working group suggested that Scottish Government practitioners should 'crunch through' Recommendations 12 and 13 to create a specific set of proposed solutions which the group could then be consulted upon.



4.0 Working Group 3: An Infrastructure first approach to planning and development

Scottish Government Coordinator	Facilitator
Robin Campbell	Angus Crockett

We want to see planning regain confidence in infrastructure delivery. Infrastructure investment should be proactively managed and directed towards areas of growth. We believe this will significantly increase housing delivery. Our recommendations aim to achieve co-ordination and collaboration and to provide new funding options.

4.1 Recommendation 17: A national infrastructure agency or working group with statutory powers should be established, involving all infrastructure providers as well as planning representatives.

PLEASE NOTE: Participants presented their observations in the form of discrete hand written sheets and so each numbered comment relates to one individual participant’s input.

Summary of discussion

- There was general consensus that the current process of infrastructure delivery is not working and that change is needed.
- There is a gap in infrastructure planning and delivery at the regional scale.
- There was general consensus that some form of duty/obligation was required for infrastructure providers to engage in the planning of infrastructure and to deliver.
- A key area to be looked at is around the complex landscape of boundaries; e.g. different administrative, governance and investment boundaries.
- Significant discussion around agency v working group, and whether either were appropriate. Agency seen as being potentially more empowered, requiring delivery and with funding, but also potentially bureaucratic. Working Group being more fluid, flexible and collaborative, but with less teeth. There was also an argument made for a statutory, operationally independent body to drive forward infrastructure delivery.
- Discussion around the need for Development Plans to align with business / investment plans and programmes.

Comment 1

Option – Single Body

The establishment of a single body would be a positive step forward but only if the appropriate key agency expertise is drawn upon and included. The recommendation as currently proposed needs further consideration as to membership and skills, otherwise there is significant risk it will create another layer of process.

Additionally, the communications strategy and action plan associated with such a body is an essential part of creating consumer confidence in delivery. The development



industry and citizens are fatigued by a lack of performance in utilities provision and desperate levels of service across geographies.

Comment 2

- What is the role of the Scottish Futures Trust (SFT) and is there scope for their role to be expanded?

Already advise in infrastructure investment (schools, Growth Accelerator Models (GAM), Tax Incremental Financing (TIF), Joint European Support for Sustainable Investment in City Areas (JESSICA), some city deals)

- Rather than an agency or new body, don't we need something that's more flexible and able to draw specialist expertise from across the public and private sector around needs at a point in time. A group that can work with existing structures to have more effective conversations, support and shared decision-making.
- We need City Region Planning to much more explicitly identify the infrastructure needed to support growth – visions and growth strategies need to be much more clearly expressed and large or strategic (cross-boundary) infrastructure planned in an integrated/holistic way – costs need to be identified and outcomes shared across agencies (essentially recommendation 23 – move away from working to own outcomes).

Comment 3

Rather than the creation of another agency/ commission a statutory duty on all agencies, utilities and contributors to infrastructure to engage at an early stage in the planning process would be preferable. All of these providers have different scales from national to local and understand their assets and the regulatory frameworks within which they operate. By creating another layer this could add additional complexity to the process. As per discussion yesterday afternoon there are a number of areas where focusing discussion more locally or regionally on how to get sites from the Local Development Plan into reality would be more beneficial but this requires input from all the infrastructure providers and the development community to ensure the focus is on sites which are the most deliverable and marketable.

The agency/ commission could set the direction to ensure a nationally consistent approach and, where necessary, address issues where engagement is not happening or could be improved rather than trying to solve all of the problem multiple complex issues.

Comment 4

- There needs to be an independent process that assesses infrastructure needs
- An independent body/working group would assess the relative priorities of the investment needs and the inter-linkages
- Group should report to ministers with a plan that is agreed by all parties
- Plan should form the basis of future monitoring and form the basis of funding. A prioritised list means that those with highest priority are funded first.
- There should be a requirement for a review at certain intervals



Comment 5

Defining “national” “regional” and “local.” Roles need to be defined. National should be kept in balance with regional perspectives.

Recommendation is clear. An agency be established with clear remit (national and regional). Would assist driving agreed policy agenda.

Comment from Working Group 1: Development Plan working group

- National Planning Framework can direct where National Infrastructure Agency (NIA) is working.

4.2 Recommendation 18: Options for a national or regional infrastructure levy should be defined and consulted upon.

Summary of discussion

- Discussion around the need for a long term sustainable delivery mechanism, not short term initiatives;
- Levy should reflect geographic and market differences, e.g. with variable rates.
- Levy should be used to fund infrastructure for growth and not used to fund infrastructure deficits.
- Infrastructure Levy needs to be seen in conjunction with Recommendation 18 (Infrastructure Fund) and recognition that a levy will not pay for all infrastructure requirements.
- There were differences of opinion as to how a levy would fit with the use of S75 planning obligations.

Comment 1

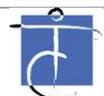
- An infrastructure levy needs to recognise that there are in-built cross-subsidies to ensure that infrastructure in highest cost areas (eg rural areas) proceeds.
- This levy should not amount to a “pay as you go”/ “pay as you need” as this embeds short-term behaviours to the detriment of the consideration of whole-life and long-term costs.
- Consideration needs to be given to the long-term maintenance of assets. Unless we are prepared to accept poorer levels of service, then asset maintenance is essential.
- Any infrastructure charge needs to give due consideration to the costs on existing household as well as developers.

Comment 2

- Infrastructure should be delivered by the public sector and land value uplift captured (essentially recommendation 19 - paragraph 5.16). Infrastructure investment needs to better align to the Development Plan (essentially recommendation 23).
- Community Planning Partnerships investments are also key – can create growth/ support growth and regeneration (but not currently well aligned)

Comment 3

- Careful consideration of levy options required to ensure no unintended consequences.



- How is Tax Incremental Financing working? It can inhibit investments at time when most needed.
- Levy option captures relatively few large scale projects (HS2 Crossrail) in England – barely 10% of requirement
- Mustn't lose site of maintenance or existing asset base eg. local roads

Comment 4

Recommendation appears clear though requires refinement (consultation would address this). Would propose that the introduction of levy and subsequent infrastructure fund would have positive impact on limitations of current arrangements. Risk would have to be assessed in terms of affordable housing supply and this should be mitigated in development to prevent adequate land supply from affordable housing.

Comment 5

The way in which this is done needs careful consideration. The challenges in infrastructure provision vary greatly across the country both within Local Authority boundaries but also across them. In some areas there may be a strong case for infrastructure to deal with specific issues there but this could be seen as giving that area a disadvantage while other areas have no charge. Applying across the country could also have challenges with regards to fairness but also in how it's applied.

There are multiple infrastructure providers involved in the provision each of which currently have their own funding methods. Some are private and some public all of this would need to be taken into account. While not perfect many of these funding structures are well understood and work so rather than introducing something new it may be better to work with providers to improve the clarity and understanding of the existing systems.

Comment 6

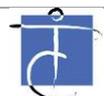
Option – A redistributive model while potentially a positive approach could be initially disruptive but it is inherently worth pursuing to overcome 'market failure' in this area. ie someone always picks up the cost of providing infrastructure but it needs paid for and in a small nation like Scotland it should be possible (and it is desirable) to develop a model which can provide transparency and consistency to the development industry and service users.

Comment 7

Make sure any levy genuinely alleviates impact at strategic level. In England there are huge gaps between cost and spending. Needs to match up to date plans.

Community levy:

- Include education
- Infrastructure upgrades – water etc
- Health? Mixed view as to whether this should be included?
- Community Infrastructure Levy (CIL) tests – related/necessary/proportionate etc



Education: Note school estates across Scotland need to be properly managed. Each Local Authority is very different – need standardised approach to student product ratios/way to determine the number of likely pupils coming from development. Greater transparency on data of “out of placement” catchments. Need more flexible catchment boundaries.

Comment 8

Follow Community Infrastructure Levy template in England and Wales for all development not just housing. Need to develop less complex administration and collection mechanism. This will deal with top 20% - national/key regional investment

Rest through investment fund/private investment joint working model. Still Section 75 in place. Local infrastructure investment and conditions allow for financial receipt.

Positive investment decisions to development plan programme /National Planning Framework.

Comment 9

- Regional levy would be more sensible to reflect differences in local/economic/demographic situation.
- This would enable a strategic review to be adopted of all developments in an area and utilise resources to best effect.
- In some areas eg where regeneration is required no levy should be sought ie we need to encourage investment.
- Avoids marginal effect on one developer.

Comment 10

Issues:

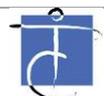
“National” or “regional” is the key decision to be made. Regions/City regions are better placed than central bodies to identify priorities for regional infrastructure spending. Equally raising a levy locally and administering it is more practical. (City Region Deals impact)

Relationship to spatial planning. Regional (Strategic Development Plan) plans will be incorporated in National Planning Framework. Means of engagement with region will be critical to the success of this measure. The regional aspects can be delivered in the region.

Delivery – a new body is an option to deal with the roles of a re-purposed Strategic Development Plan Area and Regional Transport Partnerships. Alignment of boundaries and a democratic governance structure locally/regionally is a possible way forward. The new body could co-ordinate all infrastructure provision particularly dealing with cross local authority border issues.

Comment 11

- Shouldn't be called Community Infrastructure levy (CIL) – a turn-off to everyone.
- Should be regional not national.



- Regional Transport Partnerships are not just about infrastructure – they do many more things.
- There was a strategic transport fund in Aberdeen City and Shire – this was agreed by everyone as a “great idea” by everyone but thrown out by court of session.
- Agree with the outcomes of 18 – that something should be consulted on.
- City growth deals are a great initiative as long as they are done properly.
- Shouldn’t be just “infrastructure” – should also be services.

Comment 12

If a Community Infrastructure levy is to be considered it must replace the existing Section 75 legislation. Development economics will not permit Community Infrastructure Levy to be imposed in addition to development contribution. The basis for Section 75 contribution is well established and it must be proportionate to the development. In reality Community Infrastructure Levy can become a tax on development. New developments will be paying for existing infrastructure developments.

Comment 12

If levy is set at genuinely realistic £ level – can sit well next to Section 75.

Current system:

- Planning conditions should be used where possible first.
- Section 75 then if required for local mitigation only – footpath links to development etc
- Community levy can sit alongside, established at regional level, standardised costs for new schools across Scotland. A viable level needs to be established and recognise different geographical areas in Scotland. Double charging at levy and Section 75 level not acceptable.
- Identify infrastructure scale of growth for each region – money that needs to be set – level of tariff is set.
- Tariff levels need to be transparent in term of how costs are reached and for what infrastructure requirements and where money is spent

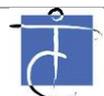
Comment 13

A mechanism needs to be sensitive both to market constraints and to the equity of investment across the country, ensuring that all regions perceive investment as equal, or at least proportionate to need.

Comment 14

Infrastructure Levy

- Regional – already happening
- National – that’s what we pay our taxes for!!
- Recent case law on how this could and should work needs to be considered



4.3 Recommendation 19: A development delivery infrastructure fund should be established.

4.4 Recommendation 20: A corporate structure requiring all key infrastructure providers to co-operate in delivering the local development plan should be introduced.

Summary of discussion

- Concern that having a corporate structure will not 'require' anything to be done.
- Discussion around the set up and structure of utility providers and whether engaging with the regulators was more appropriate.
- Suggestion that Local Development Plan's should be costed, public sector investment plans, signed up to by all key stakeholders.
- Suggestion that we have a statutory Action Programme, requiring early engagement and a commitment to delivery.

Comment 1

In the interest of charge and taxpayers, the capacity of supply chains etc, there needs to be recognition that there are significant time differences between the allocation of land in a Local Development Plan and the construction of the first house.

Any proposals must seek to minimise the likelihood of underused or redundant assets. These are often expensive to maintain and operate.

There needs to be greater clarity in the Local Development Plan of developments so that infrastructure can be delivered appropriately.

Comment 2

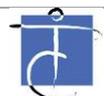
- Legislative obligation to share information
- Manage through National Planning Framework development and Infrastructure/ commission role in supporting this action.
- It must be in line with the Development Plan programme
- Engagement with public sector

Comment 3

In many cases Local Development Plan would need to be general about increasing school capacity as any specific proposals would need to be consulted upon.

While Act is generally sound (particularly education benefit test) some provisions need to be reviewed if there is to be a genuine collaborative approach to developing fit for purpose infrastructure which is sustainable, in the context of new housing developments – both large developments and cumulative impact of a number of small developments.

In school/community consideration the most difficult situation are not large say 1000+ developments but a number of 200ish developments which requires detailed scenario planning look of build out rates (timing) number of pupils from each school placing request and capacity in existing school estate.



Comment 4

Electricity, heat and telecommunications provision would benefit from establishing a corporate structure with responsibility (statutory alignment of obligations) and delivery of key infrastructure. A clear performance based system would be essential but beyond initial delivery it would also be a step towards a national entity which could in due course embrace and further develop a strategic approach to the types of energy which would provide resilience at a national level.

- Delegated energy policy at UK level.
- Proportionality.
- Call for sites stage.

Comment 5

- Proportionate information – costing on Local Development Plan – can't be all the info needed for a planning application can it?
- Risk – economic growth uncertainties. Core on industry in infrastructure before development.

Comment 6

Need for some commitment to corporate consistency across Local Authorities on early engagement /proactive engagement with key agencies rather than focusing on getting the Local Development Plan done and receiving comments through consultation on the proposed plan. Commitment at decision-making level in Local Authorities to providing the resources to engage effectively.

Comment 7

Structure would require to be clearly defined and it is right that it is recognised that this should involve other supply agencies. Structure should prevent unnecessary delays to development but also be able to respond to local circumstances at a less dense area than city-region

Comment 8

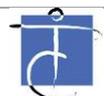
Agreed.

Some work would be required to agree the remit of this and how it is structured. As we saw yesterday there are multiple utilities involved and there could be too many to work effectively in one group. The Scottish Government Key Agency Group has worked well over the last 9/10 years and the experiences could be built on.

How the finite resources of all these groups are managed to deliver the best results could be one of the best starting points for this.

There is the potential for this with a statutory obligation to engage to replace the need for a separate commission agency on planning.

Needs to be consistency in engagement for Local Authorities too this varies across the country. Where it happens it works well but it doesn't across the country.



The more consistent the approach the easier it is for utilities agencies etc. to engage. Most have to engage with 32 Local Authorities, 2 National Parks and 4 Strategic Development Plans. In some cases this can lead to 38 ways of doing things.

Comment 9

Corporate partnership - consideration of how private sector partners can be brought to table. Which pieces of infrastructure can the market deliver and where is intervention required? Is planning the only way/best tool?

Creation of new partnerships will dissolve existing structures

Align local transport planning with city region structures and address issues of overlapping planning and governance

Comment 10

Whole plan viability and costed Local Development Plans/plans essential

E.g's in England

Implications:

- Resources
- Priorities
- Funding (eg planning fees)
- Engagement (Public/private)

Comment 11

All key agencies need to have a statutory duty to co-operate and get involved in earliest stage of all Local Development Plans. Mandatory requirement to ensure joined up thinking – too often Scottish Water/roads etc don't have the opportunity to get involved in assessing all Call for sites at stage 1. From here growth plans/investment programmes should be put in place, costed and implemented (legislation needed). Action plans should be statutory for all plans and be prepared in tandem and sit aside as clear investment route – where is the money coming from to spend on what project and when. The earlier the action plan can be put in place for each Local Authority the better – outlining clear funding routes available – budgets aligned.

Public sector plans – link to National Planning Framework (statutory obligation/required for delivery). Co-op with private sector. Infrastructure providers to be defined.

Comment 12

This action must be against a long term [Scotland] statutory for each community.

Comment 13

Collaboration is always good and should help to scope the size and scale of the development. This in turn will focus the infrastructure providers on what capacity is required and what (if any) opportunities there are to share infrastructure (eg keeping costs down, low carbon initiatives etc.)

Comment 14



The idea of a corporate structure requiring infrastructure providers to co-operate in delivering the Local Development Plan is fine in principle provided that the detail is properly thought through. Things that need to be carefully considered include:

Funding – if funding is not sufficient then delivery will be stalled or infrastructure providers will have to divert funds meant for maintenance of existing infrastructure to provision of new infrastructure. This would make existing customers very unhappy and in some cases cause safety issues i.e. road/bridge or rail maintenance.

Priorities – Currently some local development plans have a wish list of infrastructure that they want to see delivered. In some cases such as rail there is often no detailed transport assessment to back up these aspirations. How will priorities be agreed and then delivered on the ground? What criteria will be used to determine which infrastructure projects should be delivered and in what order and what checks are required to ensure that delivering these projects is achievable within the time period required and that they are sensibly ordered in priority. Too much disruption to existing infrastructure networks caused by trying to do too much all at the same time will cause significant dissatisfaction and inconvenience to existing users. The stated goal of delivering plans at all scales is very ambitious and will need significant time and funding resource.

Structure – how will this partnership work in practice? There is significant expertise in the infrastructure providers but often only in their specific field. Likewise planning authorities have significant expertise on preparing development plans but less so in understanding the constraints and opportunities involved in providing upgraded and new infrastructure so a collaborative approach is required rather than one partner having more clout than the other. This raises issues of governance and management.

Comment 15

Corporate structure required. Key infrastructure providers to co-operate in delivery Local Development Plans.

Eg: Local Planning Authority, Local Development Agency and infrastructure providers (Scottish Water, Transport Scotland, SSE, etc, utilities)

Key issues:

- Early engagement
- Reciprocal arrangements
- Public/provider, define infrastructure providers
- Align capital/investment progress

Comment 16

Issues:

Statute – the key to making this work is the requirement. Voluntary systems have been trialed in a number of places over many years. Experience shows that the Local Development Plan is seen as a guide to development not a commitment by agencies/stakeholders. Even within a single council there are tensions between Local Development Plan and capital plans eg requirement for a school and the timing of



construction. There is a need for legislation to require this recommendation and its provisions happen. The Local Development Plan needs to be seen as a public sector investment plan set out in spatial terms.

Engagement – More engagement in the formulation of the Local Development Plan is needed with infrastructure providers i.e. they need to sign up to it before they can be expected to “co-operate in delivering the Local Development Plan.” There is a need to expand on what “co-operate” means.

Comment 17

Absolutely agree. However this requires commitment from private and public sector. There is major risk that new schools, community facilities etc are built and then planned housing does not materialise.

At present this has put in jeopardy capital funding (to pay for infrastructure) and means school under occupied – a real situation in some communities. This risk still needs managed and timing on payment of levy critical.

A related issue is implications of schools (Consultation) (Scotland) Act. It is difficult to pursue a particular course of action in Local Development Plan of this would result in closure of school (particular rural school where has in a presumption against closure).

Comment 18

A corporate structure will not ensure delivery of the necessary infrastructure to ensure that Local Plans can be effective. Past experience suggests that stronger statutes are required that are much clearer.

4.5 Recommendation 21: A review of transport governance should be undertaken to address the gap between this key aspect of infrastructure and development planning.

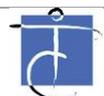
Comment from Working Group 1: Development Plan working group

- Diverse non-executive scrutiny – integrate and ALIGN with other regional processes e.g. transport
- National Planning Framework can direct where National Infrastructure Agency (NIA) is working.

4.6 Recommendation 22: Future school building programmes should address the need for new schools in housing growth areas.

Comment from Working Group 1: Development Plan working group

- National Planning Framework can direct where National Infrastructure Agency (NIA) is working.



4.7 Recommendation 23: Local authorities and their partners need to become much bolder in their approach to infrastructure investment.

4.8 Recommendation 24: Section 75 planning obligations should be retained but their use should be minimised and the process streamlined.

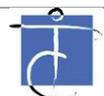
4.9 Recommendation 25: New approaches to low carbon infrastructure planning and delivery should be taken forward through a programme of innovation.

4.10 General comments / questions

- What's the relationship between recommendations 17, 20 and 23?
- Leadership and clarity of vision seems key to 17, 18 and 20, without a shared idea of what we are trying to deliver and what outcomes we seek it's hard to see how any of these recommendations will work.

Next Steps For Working Group

The group indicated that they would like to see a document setting out their options for each recommendation before committing to the next steps in the process.



5.0 Working Group 4: Efficient and transparent Development Management

Scottish Government Coordinator	Facilitator
Cara Davidson	Gabriella Farquhar

Whilst improvements have been made in recent years, public and investor confidence in the system depends on consistency and transparency. Our recommendations aim to create a much stronger link to the development plan and to standardise parts of the process where practice is currently unpredictable.

5.1 Recommendation 26: Timescales for decision making remain critical in creating certainty and should remain part of the performance monitoring framework.

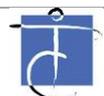
- Expanded role for Proposal of Application Notice. Application “scoping” tool:
 - Vehicle for engagement with Agencies
 - Goes beyond ‘redline’
 - Draft processing agreement
- Didn’t agree on mandatory Processing Agreement (PA).
- Template Processing Agreement used by all.
- Where there is a Processing Agreement:
 - All council services/departments sign up
 - Should cover ‘full life’ of scheme (e.g. Section 75, condition discharge) and other consents (e.g. Roads Construction Consent)
 - Performance measured against, Processing Agreement
- Finalise Processing Agreement before submission and publish on portal
- Legacy cases:
 - Step 1: define legacy cases
 - Step 2: Local Planning Authority write to applicants. One off clear out.
 - Step 3: If no response/do not progress/provide info, application gets determined
 - Step 4: One off exemption/exclusion from performance stats
- Legacy cases going forward:
 - If no progress, require applicant to enter Processing Agreement
 - If don’t enter Processing Agreement or don’t meet deadlines then refusal
 - Recorded differently in performance stats

5.2 Recommendation 27: The certainty provided by the development plan in development management should be strengthened.

- Research ongoing, this was not discussed.

Comment from Working Group 1: Development Plan working group

- Allocation in development plan = Planning Permission in Principle



5.3 Recommendation 28: The quality and effectiveness of pre-application discussions with planning authorities and consultation by developers should be significantly improved.

- 2 stage process for community engagement following submission of Proposal of Application Notice, Feedback Loop (Mandatory for Major – Best Practice for others);
- Broad agreement on fees for Pre-Application, include key agencies;
- Needs consistency – should be minimum standards for what is included - summary report essential;
- Deadline for submission post Proposal of Application Notice (1 year?) – provides certainty;
- Requirement for Pre-Application discussions with statutory consultees;
- Process managed by local authorities.
- Less onerous if in Local Development Plan.
- Local Development Plan should be “Planning permission in principle” as long as demonstrable participation in Local Development Plan process.
- No duplication.
- No unnecessary reports.
- Restricted to major development contrary to Local Development Plan.
- Making it clearer what is being consulted on at pre-application stage.

Comments from Working Group 6: Community Engagement

- Should be no duplication or unnecessary reports.
- Restrict to major developments contrary to the Local Development Plan.
- Local Development Plans should allow planning permission in principle – as long as demonstrable participation at Local Development Plan stage.
- Make clear what is being consulted on at pre-application stage.

5.4 Recommendation 29: National guidance on minimum requirements for validation is required.

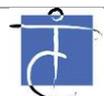
- Work on national guidance is at an advanced stage: this recommendation was not discussed.

5.5 Recommendation 30: The Scottish Government should work with local authority enforcement officers to identify and/or remove any barriers to the use of enforcement powers.

- Research ongoing, this was not discussed.

5.6 Recommendation 31: Planning authorities should work together to identify the scope for significantly extending permitted development rights.

- Not much appetite to make these changes.
- Consolidate recent changes.
- Should look at blanket removal of Permitted Development Rights (PDR) with Conservation Areas, encourage more subtlety
- Concern about drivers for extending Permitted Development Rights.



5.7 Recommendation 32: A fuller study of the scope for combined consents, particularly planning, roads and drainage consents, should be carried out.

- It is about having enough (not all) information to ensure no other consenting issues that could kill the Planning Permission.
- Structure and process important, don't need legislation.
- Don't need Conservation Area consent incorporated into Planning Permission.
- Identify potential risks up front in the Processing Agreement.
- Introduce an eRoads Construction Consent, Scottish Government to do.

Need buy in of Scottish Water to adopt Sustainable Urban Drainage Systems (SUDS).

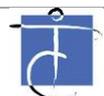
- Need relevant functions (e.g. planning, roads) within same service (National Parks would need Service Level Agreement).
- Review of charging system for Roads Construction Consents; fee for assessment to be standardised.
- Provide option for combined consents upfront and include in Processing Agreement.
- Combined consent = better place making.
- Easy win.
- Combined application (single application form) for Local Authority consents.
- Issue with drainage as it's under 3rd party control. How do we ensure Scottish Water involvement?

Ditto Scottish Environment Protection Agency (SEPA)/ Controlled Activity Regulations (CAR) Licences/ Transport Scotland.

- Needs to be the ability to choose which consents are required and when.
- One application but various consents.
- Should there be targets for 3rd parties/ agencies e.g. Scottish Water?
- Should there be a cut off point for Roads Construction Consents approval?
- Have consent discussion with 3rd parties during pre-application conversation.
- Single point of entry for Local Authority consents – obligatory.
- To combine or not is an early decision and captured in the Processing Agreement.
- Fee reduction for online combined consent submission or increase fee for paper/separate submission.
- Performance targets for consents approval e.g. Roads Construction Consents, drainage.
- 3rd party agency performance – upfront implementation of infrastructure in Local Development Plan? Is this proposed?
- Resourcing: cross services team to manage/ process Major Applications.

5.8 Recommendation 33: As with development planning, the use of information technology to improve accessibility and allow for more real-time data to inform decisions.

- See Section 5.11.



5.9 Recommendation 34: We recommend that the scope of powers of the Cairngorms National Park Authority is reviewed.

- Out of scope for the session.

5.10 Recommendation 35: A stronger mechanism for a collective community perspective to be built into the matters explicitly addressed by Reporters in appeals, could go some way towards bridging the gap between local and central decision making.

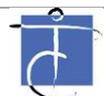
- The group did not understand this recommendation and agreed not to discuss it.

5.11 Use of Technology

- Scottish Government introduce an eRoads Construction Consent (relates to Recommendation 32).
- More standardisation between Local Authority websites/ portals to make accessibility easier. Also, which documents are held online post application (currently not the same across all authorities) and during application process.
- Library of application documents should be available post application.
- Hard to find planning policy documents, need to be more user friendly.
- Cross compatible Graphical Information System (should be available across all services).
- Housing Land Audit – needs to be available online and consistently used.
- Standard document templates (including consistent naming conventions) – automated via tick boxes and generate agreements e.g. Processing Agreements, Section 75.
- Incentivize online submission or charge more for paper submission.
- Mobile solution – tablet based – to access/ amend plans, documents etc. May require change of format for submissions. Collective Information Technology procurement across Local Authorities.
- Online payment for Advert Fee would be valuable/ efficient. Need to vary fee value.

Next Steps For Working Group

Working Group members were invited to consider participating in either or both of the two live research projects to inform recommendations 27 and 30. The Scottish Government co-coordinator suggested that she processes the outputs thus far and then follow up with the working group via email if / where necessary.



6.0 Working Group 5: Stronger Leadership, Smarter resourcing and sharing of skills

Scottish Government Coordinator	Facilitator
Suzanne Stephen	Kathleen Clark

We want to incentivise positive behaviour by all those involved in planning. There is scope to reconfigure resources and direct efforts to areas where they can produce the greatest benefit. Our recommendations aim to ensure that planning is recognised as a central corporate function within local authorities. We want to strengthen public sector confidence and ensure that private sector investment is rewarded with greater certainty and quality of service.

6.1 Recommendation 36: Planning services should aspire to become leaders and innovators within the context of public service reform and the Scottish Government and key agencies should lead by example.

Options

- Repositioning planning.
Cabinet understand planning as part of corporate agenda/ "flagship suite" – link with Community Planning.
Decision making happens in a 'place'.
- Officer leadership more than/ as well as political leadership.
- Planning officer role in leveraging business cases more effectively (e.g. with National Health Service etc ...).
- Asking right questions at right time of right people.
- Leadership through planners/planning across an authority and beyond.
- Planning system currently doesn't align with Community planning cycles.
"Commonality of purpose around place" – joint/ shared narrative needed.
- Leadership through being in right conversation at the right time/ situation.
- Christie Commission – a way in for planning alignment with other services.
- 'Place' focus – pushing/ sharpening Recommendation 36 to focus on game changing activity/outcomes.
- Planning coordinates maximising public investment.
- Endorsement of delivery of Recommendation 9 – linking Community Planning/ spatial planning.
- Local Development Plan signed off as part of Community Planning process – white paper.
- Minister of place.
- Directors of place/ in local authorities and communities.
- Common language/ narrative/ understanding across place agenda/ community planning/ spatial planning.
- Communications / Public Relations strategy led by Scottish Government.



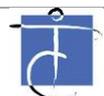
- Place standard being used by community planning and planning feeding into outcomes.
- Community planning LEADING engagement - spatial planning feeding in.
- Local Outcomes Improvement Plan (LOIP) as new Main Issues Report (MIR) for Local Development Plan (link with Recommendation 5).
- Creating/ having right people/ professionals to deliver/lead this new public service.
- Public Performance Reporting needs to reflect place and tie in with the Planning Performance Framework (Recommendation 39).
- Public sector spend on major projects required to set out business case for major investments in place demonstrating place impact and link with Local Development Plan and Community plan.
- Each council to appoint LEAD on place – officer role – with certain criteria, mandated to ‘dabble’.
- Communications/ Public Relations strategy:
 - a) Pitching planning as key tool in driving economic growth/investment etc.
 - b) Community right to plan.
- Shifting focus of planning upfront, aligned with public sector funding.
- Create tool around optimising investment/ “value engineering” (similar to place standard tool) – evaluation linked to business case.

How do we create an authorising environment? What could Scottish Government do to help?

- Space to do well and risk failure.
- Less risk averse, explore opportunities. (philosophy for white paper)
- Simplify, but add flexibility – Is this possible?! – Desirable though.
- Need to explore how Community Planning linked to development planning.
- Define the value of planning to the economy/inclusive growth (see Royal Town Planning Institute research).

6.2 Recommendation 37: Planning fees on major applications should be increased substantially, so that the service moves towards full cost recovery.

- **Must link to strategic outcomes** - need clarity before any consultation (first of series of consultations) - Principle of fees/ charges.
- Increase fee cap NOW, don’t consult, just do it – big game changer
- Prioritise in development plan and action progress.
- Alternative proposals – higher fees to cover additional assessment.
- Environmental Impact Assessment applications should have additional fee attached.
- Linked clearly to performance – transparency/ accountability through planning performance framework. Demonstrating investment in planning service through planning performance framework fees.
- Shared service - nationally? – funded to check Environmental Impact Assessment?
- Fee maximum should be in line with rest of UK for major applications – if linked to performance.
- ‘Ring fencing’ – accepting local authority right to manage budgets accordingly. Linked to pushing planning up corporate agenda in local authorities.



- “**Stage 1**”: increase cap in line with England and Wales. Not just major applications, local too. Need to agree how that would be spent to improve performance.
- “**Stage 2**”: keep tariffs competitive with England and Wales.
- Investigate phasing of fees. Need to be aware that small/new developers may find it harder to pay more upfront fees. (pre-application, post-application), plus will incentivise pre-application discussions.
- Bigger fees must lead to better resourcing/ services (mandatory processing agreements?)
- Accountability frameworks - Local Authorities/ Scottish Government should agree that additional resources improve planning service.
- Simplify/ standardise requirements for supporting reports.
- Include key agency costs and internal Local Authority consultees.
- Could increase in fees go some way to funding/ resourcing community councils/ groups?
- Tangible improvement in performance? Why?
- Fees should be applied to decision-making process.
- Should fee structures be used progressively to encourage preferred or beneficial applications (already reduced rates for some sites)?
- Change legislation to allow charging for ‘significant’ pre-application consultations, ie for major development – (do Fife council already charge a fee?).
- Competitive to attract investment.
- Fees and charges relate to private benefit
 - Proportionate to value of development proposal (e.g. building standards)
 - But recognise value to wider public benefits in longer term (avoid perception of barrier).
 - Need to incentivise some development proposals (mechanism to waive fees/ discount fees).

Comments from Working Group 1: Development Plans

- Fees to reflect costs of Development Planning and contribute to the system – particularly with higher expectations of Development Planning [that are proposed]
- Charges / resource to come from other sources to reflect user base and benefit [beyond developers]

Performance to reflect fees

Comments from Working Group 3: Infrastructure

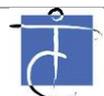
Comment 1

This principle is widely applicable in the development industry. It is also enshrined in the “polluter pays” principle.

Scottish Environment Protection Agency (SEPA) charging system may be one to examine. It sets cost reflective charges and also “rewards” good performance.

Comment 2

Issues



Timing: All councils are under financial pressure. An increase in fees is needed quickly. The falling oil price has caused a dip in development affecting a number of councils. Predicted income from fees in 2016/7 is not being met. It is possible to have metrics on number of staff required relative to the number/complexity of applications and staff reduction will follow falling fees overall. But major applications impact on the economy and cannot be allowed to be affected by the overall downturn in resources.

Scale: Many agents and developers work throughout the UK and fees compatible with England and Wales would be seen as reasonable. Alternatively benchmarking with [Warnol] fees is an option. Fees for Environmental Impact Assessment would be unpopular. Developers object to the extra cost they already incur.

Reaction: The development industry would not object to paying subject to receiving a good service.

Comment 3

- **Applications:** Don't keep tinkering with the fees structure. Do it once and get it right.
- If an increase is proposed watch out that increases are not disproportionate between majors and locals. Keep sight of viability of schemes.
- Different costs for Environmental Impact Assessment / Non Environmental Impact Assessment schemes.
- Has to be transparent cost recovery together with improved performance. Not good enough to be too busy – statutory processing agreements.
- Duty on applicant and utilities to secure validation reports. Statutory processing agreements across all Local Authorities – set meetings and timescales.
- Front loading of the planning system is essential. Deliverability early on in plan-making process and application process.
- **Appeals:** Fee to appeal? Fee applicable not only for appellant but also 3rd parties who want to appear/ be heard in person (not including written representations). Council hate to pay a fee. Lead to a more focused evidence-based discussion.

Comments from Working Group 4: Development Management

- Pre-Application fees to be introduced – consistent, legislation changes.
- Will individual fees go up e.g. agricultural, if the cap increases?
- Discount for quantity e.g. over x houses.
- For Rural Small Scale development a reasonable fee increase would not be problematic.
- An increase cap will increase expectations of the service delivery and quality.
- Is the cap a total cap? Does it combine fees or just the Application fee?
- Phased payments possible.
- Full Cost Recovery: Development Management, Development Plan and whole costs.
- Planning Performance Framework has 15 measures RAG, not just speed. Include peer review from developers.
- Why is the £100,000 uplift not at parity with Wales?
- Retrospective applications issue: look at Enforcement Research.
- Allocated sites: could there be a reduction in the number/types of reports required.



- Can the increase be targeted/ ring-fenced to go back to planning and council services e.g. roads?
- Need to know the actual costs of delivering the service to inform the maximum limit.
- Service delivery needs to be equivalent across all authorities; performance targets needed.
- Increase the cap over time.
- Cap required to increase resources to improve delivery.
- Sliding scale of fee depending on complexity.
- Inflation fee: increase year on year based on inflation.
- Yes, maximum should be increased and to full cost recovery and Section 75 cost.

Comments from Working Group 6: Community Engagement

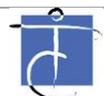
- Could fee increase go some way to the funding / resourcing of community councils / groups.
- Tangible improvement of performance? Why?
- Fees should be applied to decision-making processes.
- Allow for charging for significant pre-app discussions.
- Progressive use of fee structure.

6.3 Recommendation 38: Scope for further discretionary charging, for example for pre-application processes, should be considered further.

- Phasing fees post-decision? Or see it as distinct/separate fees:
 - 1) Pre-application
 - 2) Application assessment
 - 3) Post-application
- Plus enforcement fees.
- Plus discharge of conditions (e.g. if fee attached, does that incentivise earlier/fuller info provision?)
- Plus Environmental Impact Assessment additional charge.
- A choice? Applicant choosing which service they want through charging. (e.g. of Fife currently charging pre-application fee – positive responses).
- Key agency/ internal authority charging too.
- Retrospective applications – charging – tied into misunderstanding of enforcement process.
- Environmental Impact Assessment applications – added cost – applicant/authority. (Should Environmental Impact Assessment be produced by public sector? A separate agency/ government department?).
- Promoting site through Development Plan – fee.
- Reduced fee for allocated sites.
- Increased fee for development contrary to development plan.

6.4 Recommendation 39: Alternative mechanisms to support improvements should be found and the threat of the penalty clause removed.

- Game changer – continuous improvement via self-assessment. Devolve responsibility to Local Authorities = stronger leadership.



- Agree penalty clause is removed.
- Define measure to be used. Incentivise the use of additional fees income.
- Demonstrating performance of planners as enablers.
- Using self-assessment as a tool for measuring performance (not auditors/ Planning and Environmental Appeals Division (DPEA)).
- Every authority has an annual Place Forum (link with Community Planning Partnership) – share Planning Performance Framework outcomes
- Retain and strengthen peer reviews for Planning Performance Frameworks.
- Share key learning outcomes from Planning Performance Frameworks across planning authorities (Scottish Government role?).
- Need to link planning performance measures with Scottish Local Authorities Economic Development (SLAED) indicators and Scots.

Comment from Working Group 5: Leadership

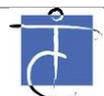
- Public Performance Reporting needs to reflect place and tie in with the Planning Performance Framework

6.5 Recommendation 40: Skills development is required in a number of priority areas.

- Game changer – a broader programme of training for all stakeholders working in planning system across Scotland through Improvement Service (enhanced role) all sectors.
- Scottish Government funding to deliver change.
- Mentoring for all final year students to be offered.
- Planning course content should include key skills for future planners e.g. development. Finance, links Community planning and Local Development Plans, behaviour and attitudes (emotional intelligence). Partnership boards need a bigger role.

Sectors = developers and agents/ communities/ officer/ key agencies/ members

- What should priorities be? Priorities in Recommendation 40 are ok but may change over time.
- Mechanism for deciding priorities = Planning Skills Programme (Improvement Service) and Royal Town Planning Institute Scottish Planning Skills Forum. Improve engagement to include all 5 sectors.
- Agree all elected members are required to do basic training and all members sitting on planning committees require annual training.
- Agree training for Community Councils.
- Heads of Planning Scotland (HoPS) leadership - staff must attend certain courses (Professional Review and Development).
- Elected member training not just about planning system/ decision making, but also community planning/ spatial planning/ role of communities. Be clear on roles: Elected member is not a planner – role is to ask the awkward questions.
- On-going training for all.
- Experiential learning – validating knowledge. How can planning help how we really learn?



- Project based approach which combines planners with other disciplines/ professions.
- Master of Business Administration role in community planning. Pathways from early years to Master of Business Administration community planning.

6.6 Recommendation 41: Local authorities should pursue the establishment of shared services.

- Needs to be done informally between land authorities.

What?

- Minerals, aquaculture, environmental assessment, flooding, air quality, hazardous substances, contaminated land, civil engineering, archaeology, Graphical Information System (GIS), health, conservation and design, development viability.....plus others depending on land authorities.
- Drive by professional interest not governance.

How?

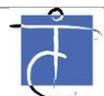
- Identify skills base/ gaps in each land authority.
- Explore potential of increased capacity from sharing.
- Provision – a number of options:
 - Lead authority for a service area/ topic.
 - City region basis – biting off too much? – no ‘forced marriage’
 - Secondment.
 - Separate national team.
- Pick off easy or most relevant stuff.
- Role of Heads of Planning Scotland (HoPS) - kick off initial conversation.
- Explore via Heads of Planning Scotland (HoPS) and key agencies which areas of a planning service could be potentially delivered nationally through shared service.
- There is also an opportunity for the centralised preparation of Environmental Impact Assessments.

6.7 Recommendation 42: A planning graduate intern programme should be established.

- JUST DO IT!
- Option to broaden for students/ graduates to have work placements cross sector.
- Pathways – post 16; modern apprentice; lifelong learning and conversion; professional route.

6.8 Summary of Outputs – ‘Game Changers’

1. **Leadership:** Re-positioning planning. (*Recommendation 26*)
2. **Performance:** Continuous improvement via self-assessment. Devolve responsibility to Local Authorities. (*Recommendation 39*)
3. **Fees:** Increase the fee cap now. (*Recommendation 37*)
4. **Skills:** Broaden programme to all stakeholders. Increase Scottish Government funding. (*Recommendation 40*)



6.9 Use of Technology

- Increase in planning fees provides opportunities to invest in more effective Information Technology solutions.
- Greater awareness and better use of knowledge Hub (including for sharing best practice).

Next Steps For Working Group

The Working Group agreed that further discussion is required. The Scottish Government co-coordinator suggested that she processes the outputs thus far and then presents options on how to proceed. It was agreed that there may be a requirement for subject-specific, smaller groups.



7.0 Working Group 6: Collaboration rather than conflict - Inclusion and empowerment

Scottish Government Coordinator	Facilitator
Graham Robinson	Jen Kidd

We want to make planning fairer and more inclusive and to establish much more committed and productive partnership working. Our recommendations aim to achieve real and positive culture change and significantly improve public trust in the system. These changes would broaden the appeal and relevance of planning and make better use of existing and emerging community interests.

Summary of initial discussions

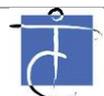
The discussions on the first morning raised fundamental questions about the overarching purpose of planning, the purpose of engagement leading to effective engagement in the planning system and how that needed to be clearly defined in the White Paper. The group set out six key elements:

- Purpose
- Trust
- Transparency
- Balance
- Information
- Capacity - resources

These would help to define how community interests would be integrated into the system. And led to the term – Community Right to Plan – which was permissive rather than a requirement.

7.1 Recommendation 43: There should be a continuing commitment to early engagement in planning, but practice needs to improve significantly.

- Good practice and worded to best standard.
- Standard to be set/ tool to be developed (similar to place making toolkit idea) to ensure that all groups are included in engagement process – children and young people.
- Embedding throughout process, not ‘front loading’. (i.e. ongoing – doesn’t need to be at the start of the process).
- Stop paper adverts – allow option for Local Development Plans and use money to engage groups/ social media/ local discussions/ use ‘Tell me Scotland’ instead.
- Development management and planning process shortened and consultation carried out with more development detail.
- Displace small community and neighbourhood activity to locality plans.
- Local Development Plans focus on more strategic growth.
- Share best practice – SAQP and other opportunities to exchange new approaches



- The ‘call for sites’ procedure sets up conflict and cuts out communities for the outset. A ‘Call for Ideas’ would be more inclusive e.g. Highland Council have taken this approach.
- There is a shortfall in empowerment – it’s not just about engagement which can turn into a tick-box exercise.
- Plans are boring and a turn-off – they do not engage communities. The quality of plans need to improve.
- Example of Loch Lomond & Trossachs National Park’s community led Action Plans a good model that could be developed as an option.
- Engage early and with more people.
- Place-making priorities should be permissive rather than prescriptive.
- Planning Performance Frameworks should be used to report on and record consultation.
- Participation statements to include more qualitative reporting.

7.2 Recommendation 44: Communities should be empowered to bring forward their own local place plans, and these should form part of the development plan.

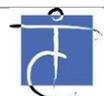
- Giving the right to plan – owned by community.
- Setting framework parameters for community organisations to prepare (and deliver) plan (and embed in Local Development Plan wherever possible).
- Opportunity to inform and influence Local Development Plans and above.

Comment from Working Group 1: Development Plan working group

- Community plans are discussed and brought forward into Local Development Plans.
 - Consider how resources [constraints between community groups and types] influence voices and equality
- Create a body supporting community and local input to Local Development Plan.
 - Online methods and others as well as Community Councils

7.3 Recommendation 45: Community councils should be given a statutory right to be consulted on the development plan.

- Do not limit the statutory role of Community councils – allow the community to decide what is important.
- Re-establish Community council network and material.
- Right to plan - invest in Community council (and give support).
- Widening membership to legitimise the role of Community council.
- Re-think the structure of Community council (modus operandi) to make more action focused.
- Communities also need to understand the developers’ issues
- Role for community planning to help Planning to engage with community councils.



7.4 Recommendation 46: We are not persuaded that third party rights of appeal should be introduced.

- Some members of the group recorded that in their opinion leaving this subject out of the discussion was inappropriate and undermines the remit of the working group on barriers to engagement.
- Was a willingness to form a separate group on this recommendation.

7.5 Recommendation 47: A working group should be established to identify barriers to greater involvement in planning, taking account of measures contained in the Community Empowerment Act and the Land Reform Act.

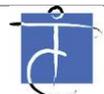
- Do we need to apply criteria in prioritising which communities to assist in preparing Local Place Plans first? What are those criteria?
- Extend and learn from Scottish Government research on benefits of existing approaches (ie community action plans or community land buy outs).
- Understand need for a change.
- Engaging 'out' groups e.g. gypsy/ travellers, seasonal (itinerant) workers (agriculture).
- Remit of group to look into wider issues including development management/ structural issues, transparency issues/ behavioural and cultural issues.
- No right of appeal is a barrier to engagement

Comments

- How do councils (and other agencies) resource local place plan inputs (less Main Issues Report inputs/ 10 year plan/ fees balance)?
- How do communities resource local place plan inputs (various funding sources already used)?
- Cultural barriers – e.g. Muslim women.
- Busy working people.
- The apathetic.

7.6 Recommendation 48: A new statutory right for young people to be consulted on the development plan should be introduced.

- Always use term 'children and young people'.
- Recognise value of children and young people's engagement: driven by Scottish Government explicit commitment.
- All planning processes should ensure effective engagement with statutory and non-statutory groups working with children and young people.
- Recognition engagement is not a 'taught' option (ie purpose is not about teaching children and young people about 'planning' per se).
- Recognise potential to engage with wider [audience] (including 'hard to reach' people.... Parents/ carers).
- Trust children and young people by providing all relevant information in order to enable them to reach realistic conclusions.



7.7 Feedback from World Café

Comment 1

- Agree re: use of Locality Plan may be confusing.
- Use word 'Community' in plan title.
- If having Community led plans emphasise the responsibility that comes with that.

Comment 2

- Principle of better community engagement good.
- Challenge:
 - How [to] resource
 - How [to] ensure all parts of community [are] represented.

Comment 3

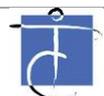
- Help communities understand needs within their community for housing and other services/ facilities (eg housing needs studies, etc).
- Tie in with Land Reform Act
- RTB for sustainable development.

7.8 Use of Technology

- Online communication via social media – allows comments and contributions.
- QR codes for smart phones.
- Ask children and young people how they want to engage – we are all too old! Use their skills (tie into youth/ schoolwork).
- Central Government sharing their technology resources at the local level (sharing).
- Use modern 3D representation/ visualisation which is now in common use – to help people understand impacts.
- All visual support to be subject to audit to ensure confidence.

Next Steps For Working Group

- **'Community Right to Plan' and to input into Local Development Plans, etc...**
- **Pick out key highlights that describe or new protocol for Local Development Plan and Place Plan preparation and integrate with "community empowerment" plans.**
- **Scottish Government to show Place Plan in 10 year timeline,**
- **Scottish Government could provide options for preparing place plan – each type of place plan- adopted/ advanced/ basic – ladder diagram.**
- **Pick out main recommendations/ questions for "Barriers" Working Group.**
- **Comments**
- **Agree that use of "locality plan" may be confusing – use word "community" in plan title.**
- **If having community led plans, emphasise the responsibility that comes with this.**

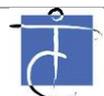


APPENDIX A – COMPOSITION OF THE WORKING GROUPS

The working groups were formed to follow the themes that were identified in the Independent Review. Each working group has been aligned a facilitator and a Scottish Government coordinator for the duration of the workshop. The working groups may meet for further sessions to conclude the discussions that were started at the workshop.

	Theme	SG Coordinator	Facilitator
1	Strong and Flexible Development Plans	Carrie Thomson	Andrew Parker
2	The delivery of more high quality homes	Anne Grove	Victoria McCusker
3	An Infrastructure first approach to planning and development	Robin Campbell	Angus Crockett
4	Efficient and transparent Development Management	Cara Davison	Gabriella Farquhar
5	Stronger Leadership, Smarter resourcing and sharing of skills	Suzanne Stephens	Kathleen Clark
6	Collaboration rather than conflict - Inclusion not empowerment	Graham Robinson	Jen Kidd

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The list of working group members is shown below:

Development Planning	Aedán Smith	Scottish Environment LINK
	Bill Lindsay	Heads of Planning Scotland
	Bruce Walker	Homes for Scotland
	David Liddell	DPEA
	David Torrance	Transport Scotland
	Garry Clark	Scottish Chambers of Commerce
	George Eckton	SEStran
	Helen McDade	Planning Democracy
	Iain McDiarmid	Shetland Council
	John Kelly	Linlithgow & Linlithgow Bridge Community Council
	Judy Wilkinson	Scottish Allotments and Gardens Society
	Kate Houghton	Royal Town Planning Institute Scotland
	Kate Leer	Scottish Cities Alliance
	Kelvin Campbell	Smart Urbanism
	Liz Hawkins	Scottish Government Housing
	Michaela Sullivan	Scottish Property Federation
	Stephen Tucker	Barton Willmore
	Stuart Black	Highland Council
	Stuart Mearns	Heads of Planning Scotland
	Stuart Salter	Geddes Consultating
Stuart Tait	Clydeplan	
Tammy Adams	Homes for Scotland	
Tony Harris	Edinburgh Association of Community Councils	



Infrastructure	Adam Priestley	Transport Scotland
	Aileen Mackenzie	Scottish Water
	Amanda Burgauer	Scottish Rural Action
	Bruce Kiloh	Strathclyde Partnership for Transport
	Catherine Wood	Homes for Scotland
	Craig Clement	Association of Directors of Education
	Esther Wilson	Chartered Institute of Housing
	Fiona Stirling	Scottish National Heritage
	Ian Aikman	Heads of Planning Scotland
	Ian Jessiman	Scottish & Southern Energy (SSE)
	Jim Grant	Heads of Planning Scotland
	John Kerr	Chartered Institute of Housing
	John McKechnie	BT Openreach
	Keith Winter	South East Scotland City Deal / SOLACE
	Ken Ross	Scottish Property Federation
	Lisa Cameron	Network Rail
	Robert Gray	Aberdeenshire Council
	Rosemary Greenhill	Scottish Government
	Ross Martin	SCDI
	Sara Thiam	Institution of Civil Engineers
Stefano Smith	Royal Town Planning Institute Scotland	
Steve Loomes	Homes for Scotland	
Susan Lane	Scottish Government Housing	
Tony Rose	Scottish Futures Trust	



Housing	Amanda Britain	Chartered Institute of Housing
	Bob Reid	Halliday Fraser Munro
	Brian Frater	Heads of Planning Scotland
	Brian Gegan	
	Campbell Purves	McCarthy & Stone
	Christa Reekie	Scottish Futures Trust
	Craig Ormond	Homes for Scotland
	David Stewart	Scottish Federation of Housing Associations
	Derek Lawson	Homes for Scotland
	Derek Logie	Rural Housing Scotland
	Dorothy McDonald	Clydeplan
	Fraser Carlin	Heads of Planning Scotland
	Hew Edgar	RICS
	Lisa Bullen	Scottish Government Housing
	John Shepherd	Scottish Property Federation
	Nicola Woodward	Nathaniel Lichfield
	Patrick Flynn	Glasgow City Council
	Robin Blacklock	Representing PRS Champion
Ronnie Macrae	The Highlands Small Communities Housing Trust	



Development Management	Carolynne Sutherland	Homes for Scotland
	Colin Graham	Scottish Property Federation
	Dara Parsons	Historic Environment Scotland
	Darren Hemsley	Scottish National Heritage
	Elaine Fotheringham	Scottish Environment Protection Agency
	Gary McGovern	Pinsent Masons
	Jim Miller	Heads of Planning Scotland
	Margaret Bochel	Burness Paull
	Malcolm MacLeod	Heads of Planning Scotland
	Niall Murphy	Pollokshields Community Council
	Paul Lewis	Scottish Environment Protection Agency
	Richard Phillips	WYG
	Robin Holder	Homes for Scotland
	Sarah-Jane Laing	Scottish Land & Estates

Leadership, Resourcing and Skills	Barbara Cummins	Historic Environment Scotland
	David Leslie	Heads of Planning Scotland
	David Melhuish	Scottish Property Federation
	David Wood	PAS
	Diarmaid Lawlor	Architecture and Design Scotland
	Irene Beautyman	Improvement Service
	John McCarthy	Heriot-Watt University
	Nick Wright	Royal Town Planning Institute Scotland
	Nikola Miller	Homes for Scotland
	Pam Ewen	Fife Council
	Robert Nicol	COSLA
	Steve Rogers	Heads of Planning Scotland



Community Engagement	Angus Hardie	Scottish Community Alliance
	Anna MacLean	Loch Lomond and the Trossachs National Park Authority
	Cathy McCulloch	Scottish Children's Parliament
	Clare Symonds	Planning Democracy
	David Prescott	Dunblane Community Council
	Gillian McCarney	Heads of Planning Scotland
	Graeme Patrick	Homes for Scotland
	Julia Frost	PAS
	Karl Doroszenko	Heads of Planning Scotland
	Kevin Murray	Kevin Murray Associates
	Lesley Riddell-Robertson	Architecture and Design Scotland
	Lynne Tammi	Article 12
	Mandy Catterall	Scottish Property Federation
	Richard Heggie	Royal Town Planning Institute Scotland
	Ruth Mulvenna	Improvement Service
Scott Dalgarno	Highland Council	
Steve Robertson	Isle of Rum Community Trust	



Individuals from the following organisations were also invited:

- Brodies LLP
- BT
- Cardiff City Council
- Community council representatives
- Core Mediation
- Cupar Development Trust
- District Valuer Services
- East Lothian Council
- Empty Homes Initiative
- Energise Galashiels
- Federation of Small Businesses
- Fife Economy Partnership
- Glenrothes Area Futures Group
- Highlands & Islands Enterprise
- Inclusion Scotland
- Independent Living in Scotland
- Jones Lang Lasalle
- MH Planning Associates
- Mobile UK
- NFU Scotland
- Network Grid
- Planning academics
- PRS Champion
- Royal Town Planning Institute Young Planners
- Scottish Business in the Community
- Scottish Canals
- Scottish Disability Equality Forum
- Scottish Enterprise
- Scottish Renewables
- SGN
- SOLACE
- South Lanarkshire Council
- SP Energy Networks
- SP Power Systems
- Tayplan
- Terence O'Rourke
- Virgin

