

DELIVERING PLANNING REFORM: HISTORIC SCOTLAND'S INSPECTORATE SERVICE IMPROVEMENT PLAN NOVEMBER 2008 (updated in SEPTEMBER 2009)

Aim	To improve Historic Scotland's service to planning authorities and other key stakeholders
Background	<p>Historic Scotland's Inspectorate undertakes a range of functions on behalf of Scottish Ministers to help protect, manage and release the potential of Scotland's historic buildings, monuments and landscapes. The Inspectorate also provides expert advice to agencies, planning authorities, landowners and land managers, developers and local communities about the protection and sustainable management of the historic environment.</p> <p>Scotland's planning system is a key mechanism for the delivery of sustainable economic growth. To achieve this, decision making should wherever possible be made efficiently, at a local level and within a clear policy framework. In 2005 the Inspectorate went through a period of significant organisational change designed to improve the clarity of our role and to improve the effectiveness of our work. We are working hard to further improve our efficiency and to build stronger relationships with our key stakeholders, partners and customers in order to ensure that we add value to the planning process.</p> <p><i>Delivering Planning Reform</i> was published in October 2008. Historic Scotland is a co-signatory of this common statement, which is a commitment to work in partnership with others to ensure we deliver sustainable economic growth for Scotland. This Service Improvement Plan sets out the specific projects that we are undertaking to contribute to the delivery of planning reform. It shows what we have achieved so far and what we still have to do. It demonstrates how we will work with others to:</p> <ul style="list-style-type: none"> • support a plan-led planning system; • ensure that our involvement is proportionate and adds value; • encourage appropriate local decision making; and

	<ul style="list-style-type: none"> • develop clear and transparent policies and processes.
Service Areas	<ul style="list-style-type: none"> • Development planning • Policy and advice • Joint working with planning authorities • Handling of applications • ePlanning and casework management
PROPORTIONATE AND PRACTICAL PLANNING POLICIES	
Project	Support planning authorities in producing new local development plans
Aim	To ensure the management of Scotland's historic environment is addressed in development plans and improve the responsiveness of Historic Scotland during the development plan process
Background	The new development plan process seeks to ensure plans are developed in a cooperative environment including early engagement with all stakeholders. Where land is allocated for new development, it is essential that historic environment issues are dealt with at the development plans stage to avoid issues at a later planning application stage.
Action so far	<ul style="list-style-type: none"> • In house CPD for all Inspectorate staff on the new development planning regime and systems set in place to ensure effective participation and coordination of responses; • Active participation in the Highland Development Plan Pilot; attendance at meetings, participation in discussions on Strategic Environmental Assessment to support of local authority staff; • Active participation in the SESplan Pilot; attendance at regular meetings; • Pro-active engagement with all development plan authorities as they start to implement the new regime; to date we have attended inception meetings with 12 local authorities; and • Development plan tracker developed and shared with other key agencies to help plan resources.
Next Steps	<ul style="list-style-type: none"> • Continue to offer support and advice with attendance at early consultation meetings with development plan authorities • Work with other key agencies and Scottish Government to share best practice

Project	Replace Memorandum of Guidance on Listed Buildings and Conservation Areas 1998
Aim	To revise the format of current guidance delivered through the Memorandum
Background	With the publication of the Scottish Historic Environment Policy (SHEP) parts of the Memorandum have been superseded and it was therefore necessary to reissue the technical guidance. As part of the wider simplification of advice, it was considered appropriate to recast this guidance as a suite of web-based guidance notes, focussed on principles rather than detail
Action so far	<ul style="list-style-type: none"> • Programme for replacement agreed • Supplier appointed December 2008 • Memorandum withdrawn on 31 March 2009. Interim guidance notes published on website – Sections 3 and 7 and Appendices 1 and 3 of Memorandum. • Planning Circular 9 issued on 27 July withdrawing previous circular and giving new guidance notes equal weight within the planning system • Guidance notes issued for consultation on 31 August 2009 until 8 December 2009. Documents on Historic Scotland website (click for link).
Next Steps	<ul style="list-style-type: none"> • Review consultation responses and publish new leaflets by end of 2009/10
CLEAR AND CONSISTENT PLANNING ADVICE	
Project	Joint Working Agreement between Historic Scotland and Planning Authorities in Relation to Statutory Casework and Consultation
Aim	To develop Historic Scotland's relationship with planning authorities and improve the management of Scotland's historic environment, ensuring the complementary resources and expertise of Historic Scotland and planning authorities are used effectively to jointly manage this important resource.
Background	<ul style="list-style-type: none"> • The Joint Working Agreement sets out the roles of Historic Scotland and planning authorities in relation to statutory casework and consultations, allowing us to manage the historic environment more effectively and efficiently. • It encourages planning authorities to provide advice and make decisions locally where they can, and

	encourages planning authorities engage Historic Scotland early in the development planning and management process where appropriate, for example complex listed building consent applications.
Action so far	<ul style="list-style-type: none"> • Draft document issued for consultation to local authorities via COSLA and also to National Park Authorities by Historic Scotland following announcement at planning summit on 28 October for three month period; • 28 January 2009: Consultation period ended • February–March 2009: collated and reviewed comments received and amended draft working agreement where necessary. • February – June 2009: Meetings held with all 33 planning authorities to discuss implementation and joint working more generally • 9 July 2009: Finalised document circulated to all planning authorities inviting them to sign up to it.
Next Steps	<ul style="list-style-type: none"> • 9 July onwards: Planning authorities sign-up to Joint Working Agreement. East Lothian, Perth & Kinross and Orkney Islands Councils and Comhairle nan Eilean Siar have signed up so far (September 2009). Click for link to finalised document. • 2010/11: Area Teams to meet regularly with individual Heads of Planning to discuss joint working and review progress
EFFECTIVE AND EFFICIENT PLANNING PROCESSES	
Project	Removal of Duty to Notify certain types of LBC to Scottish Ministers (B-listed buildings)
Aim	Speed up decision making where planning authorities have expertise, policies and process in place to be able to determine listed building consent (LBC) applications without notifying Scottish Ministers thus reducing determination time by at least 28 days
Background	<ul style="list-style-type: none"> • Pilot scheme with Glasgow City Council, City of Edinburgh Council and Perth & Kinross Council ran from 1 October running until 31 December 2008 • Affected certain types of LBC applications for B-listed buildings • Implemented (and stopped) by issuing (and withdrawing) a direction to the three local authorities

	<p>called The Listed Buildings and Conservation Areas (Removal of Duty To Notify)(Scotland) Direction 2008</p> <ul style="list-style-type: none"> • Historic Scotland monitored planning authority performance • Once pilot was complete Historic Scotland reviewed its success with colleagues and planning authorities • If pilot is successful it will be opened up to all Scottish planning authorities who meet the criteria (signed up to Joint Working Agreement, appropriate conservation expertise, policies and processes)
Action so far	<ul style="list-style-type: none"> • Meetings held with three pilot authorities to scope pilot and agree method of operation • Pilot completed on 31 December 2008 • Monitoring and review of pilot completed. Positive review meeting held with pilot authorities on 5 February • Report on pilot drafted by Historic Scotland and the pilot authorities; consultation on the implementation of the removal of the duty to notify launched on 25 June 2009 for 12 week period, ended on 25 September 2009. Documents on Historic Scotland website (click for link)
Next Steps	<ul style="list-style-type: none"> • Autumn 2009: responses to public consultation reviewed • Winter 2009: analysis report on consultation issued • Early-mid 2010 assuming consultation was a success, invite Scotland's planning authorities to consider whether they wish to become part of the scheme and implement this
Project	Closer working with Architecture+Design Scotland
Aim	Provide advice on new design in the historic environment which is clear and useful, minimising duplication between Historic Scotland and A+DS.
Action so far	<ul style="list-style-type: none"> • Joint commission between A+DS, Historic Scotland and the Architecture and Place Division of the Scottish Government on New Design in Historic Settings • Historic Scotland attend A+DS design review panel where appropriate
Next Steps	<ul style="list-style-type: none"> • Publish New Design in Historic Settings research by end of 2009/10.

	<ul style="list-style-type: none"> • Liaise with A+DS to ensure that advice given by the two organisations is clear, proportionate and complementary. • Work with A+DS on skills and capacity building between organisations and with planning authorities.
Project	ePlanning
Aim	To support the delivery of ePlanning across Scotland
Background	The national ePlanning programme launched eConsultation at the end of April 2009
Action so far	<ul style="list-style-type: none"> • Pilot eConsultation completed December 2007 • Hardware purchased Autumn 2008 • Limited offer of eConsultation to planning authorities who had the technology in place from 1 March 2009 to test systems before April launch • Staff training carried out in April 2009 • Ready to receive eConsultations by end of April 2009
Next Steps	<ul style="list-style-type: none"> • Implement eConsultation when requested by planning authorities (12 authorities by September 2009).
Project	Introduce New Casework Management System
Aim	To provide an integrated back office system to support the management of statutory casework
Background	The restructuring of the Inspectorate highlighted the disparate nature of the support systems and the consequent difficulty in generating management information. It was therefore decided to procure a new system to replace the pre-existing systems and provide support to ePlanning.
Action so far	<ul style="list-style-type: none"> • Business Process Review completed January 2008 • Options Appraisal undertaken March 2008 • Procurement completed October 2008 • Contract awarded November 2008 and commenced in December 2008 • System design completed in May 2009

	<ul style="list-style-type: none"> • Testing carried out in July and August 2009 • System went live on 1 September 2009
Next Steps	<ul style="list-style-type: none"> • Refine new system as necessary.
DEVELOPING SKILLS AND IMPROVING PERFORMANCE	
Project	New Key Performance Target: To reach a view on 70% of statutory planning consultations within 14 days in 2008–09 rising to 90% in 2009–10
Aim	To improve our responsiveness to local authorities seeking our advice on development applications affecting the historic environment
Background	<ul style="list-style-type: none"> • The GDPO establishes a duty to consult Historic Scotland on development proposals affecting scheduled monuments and their setting, Category A-listed buildings and their setting and sites on the Inventory of Gardens and Designed Landscapes • Our advice to planning authorities is valued and delays in providing this can impact on the quality and timeliness of decision making
Action so far	<ul style="list-style-type: none"> • As part of the agency's KPT for 2008/09, Ministers agreed a new target for clearing 70% of GDPO consultations within 14 days; target exceeded – 91.36%
Next Steps	<ul style="list-style-type: none"> • Target increased to clearing 90% of GDPO consultations within 14 days for 2009/10
Project	Capacity Building in Planning Authorities
Aim	To increase capacity of planning authorities to make more decisions locally, in line with Joint Working Agreement, and in anticipation of implementation of removal of the duty to notify
Background	<ul style="list-style-type: none"> • Historic environment expertise varies greatly across planning authorities, as does the extent of the historic environment resource within the care of each • Some planning authorities are equipped to make more historic environment decisions locally, others are not • The need for capacity building extends beyond the historic environment, to include the work by other key agencies, and it is important that an integrated approach is taken where appropriate

Action so far	<ul style="list-style-type: none"> • Meetings held with all of Scotland's planning authorities to assess appetite and need for capacity building. Very strong interest • Exploratory meeting held with the Improvement Service and COSLA to gauge the support they can offer in delivering training • Historic Scotland nominated as lead for skills and capacity building by key agencies group • Meetings and discussions held with education and development sectors to explore potential contribution they can make to improving the skills of planning authorities and agencies
Next Steps	<ul style="list-style-type: none"> • Autumn 2009 complete meetings with potential stakeholders • Winter 2009 finalise strategy for capacity building with options for implementation • Winter 2009 identify priorities for joint training with other key agencies
Project	Stakeholder analysis
Aim	To improve relationship with customers and key stakeholders. To enhance understanding and celebration of the work of Historic Scotland and the historic environment more generally.
Background	<ul style="list-style-type: none"> • The Minister for Europe, External Affairs and the Constitution has commissioned three projects designed to meet the above aim. They are: • Client-centred designation project: reviewing the process of statutory designation and the way we communicate the make information available – involving owners of recently designated historic assets • Client-centre advice project: reviewing how we offer advice on proposals for change affecting historic buildings, monuments and landscapes • Problem-solving regulation project: how the agency can work more effectively and more positively with proposals for change in particular types of historic buildings, monuments and landscapes, and develop more strategic initiatives for key problem areas • In addition a project which identifies key behaviours essential for successful regulation which are vital to the successful delivery of the improvement projects is being undertaken

<p>Action so far</p>	<ul style="list-style-type: none"> • Minister set out vision to Inspectorate staff at away day on 28 May 2009 • Action plan prepared and agreed • Scottish Castle Initiative: the dedicated web page and first phase of castle conservation register is now live on the Historic Scotland website (http://www.historic-scotland.gov.uk/scottishcastleinitiative) and the contract for production of the guide to castle restoration has been issued. • Post-war listing project: research completed and publication produced • New design in historic settings project: research completed and draft submitted • Consultants engaged to carry out customer research
<p>Next Steps</p>	<ul style="list-style-type: none"> • End of 2009/10 publish new design in historic settings • Autumn 2009 review and improve communication procedures • Christmas 2009 issue guide on castle restoration • Christmas 2009 complete customer-focused research and agree action plan • 2010 identify persistently difficult casework areas and design training and CPD