

**Day 1 of the 2012 HOPS addressed issues of ‘place’ and ‘performance’ through planning. In terms of maximising impact and influence, themes around value emerged: value to ‘who’, the ‘how’ of value creation and ‘what’ of value assessment.**

### Chair’s Opening Statement

Alistair MacDonald, Head of Planning, Glasgow City Council

Reflecting on some Glasgow contexts, Alistair opened the conference with a focus on the need to tell a better story of what planning does and has achieved. Communicating the broad base of planning with examples of success is key to influencing impact on better development and places. It is not just about KPI’s.

“ *Let’s look at what we do, what we have accomplished. We need to tell a better story*

HOPS play a key role. Since last year’s conference, HOPS, with partners, have invested in leadership, thinking about succession and performance management. These investments are important to demonstrate the value of the planning skill base in times of austerity. The Planning Performance Framework developed jointly between HOPS and Scottish Government is a step forward.

This year’s conference aims to help build a better story about what planning can do in challenging times. Confidence is key.

### Income and demand trends

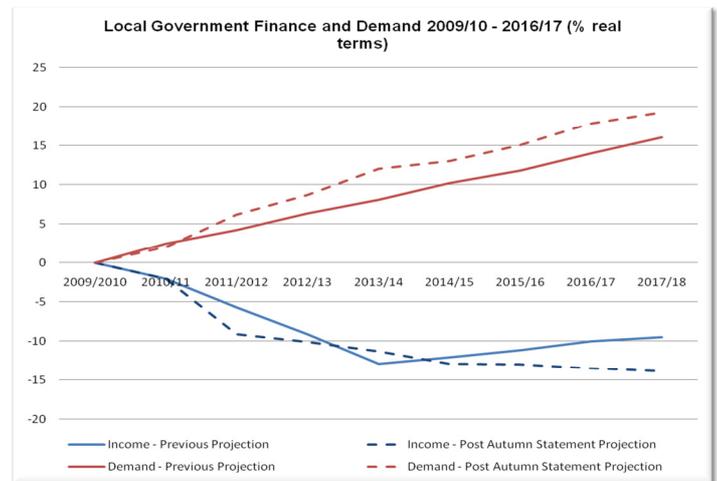
Colin Mair, Chief Executive, Improvement Services

Looking over the long term, the key drivers for public sector reform in Scotland relate not just to **reducing income**, but also **rising demand** for public services, and a **widening gap between the top 20% and the bottom 20% in society**. This gap is place based, clustered, and has many interrelationships. Failure demand costs. It has been found wanting. In this period of uncharted waters for public services, we have less resources and outdated service models. New, place based, integrated approaches are needed.

[Christie](#) promoted four key ideas for reform: [a] focus on outcomes, [b] localisation; places are where outcomes happen to people. This raises fundamental questions about the scales we use to plan [c] integration and [d] co production; we can’t do

outcomes to people. In all this, there is a critical question for planning. Is its role to set a framework for the way all public services come together in a place? Is it the ultimate spatial form of early intervention? The Scottish Government response to Christie revolves around the [4 pillars of reform](#) [a] prevention [b] place focus [c] people and [d] performance. For the least well off, and the most well off areas, **whole place** planning is key particularly in the context of driving down demand for services.

To achieve demand reduction, there needs to be a new model of planning which works around **integration**, starting from building economic capacities, planning and infrastructure and community capacities to derive the focus and capabilities to customise services. The [reform of Community Planning](#) to make it a duty, with accountable boards is a step in this direction. However, there needs to be much more integration between SOA’s and LDP’s, and a disaggregation of how planning processes focus at place level. **Planning could lead the way**. The question is whether the profession believe this, and whether communities do either?



### Changing outcomes, delivering value

Professor David Adams, University of Glasgow

David’s proposition is that planning is **investment in transformation to create wealth**. Any investment activity needs a framework to set a context for market participation, risk and public goods. This framework is about understanding state-market relations where planners are market actors working with planning, real estate and urban design. These ideas are developed in research by David with the late Dr. Steve Tiesdell in [‘Delivering Better Places’](#) and the forthcoming publication of [‘Shaping Places’](#)

The purpose of planning is to **challenge disaggregated market behaviours**, and encourage **collective action**. The developers job is to create profit. The planners job is to achieve integration. Value, and wealth creation in this context are about pursuing 'plan shaped markets'. Different planning is about changing market rules and changing outcomes that otherwise would have happened if the markets operated on their own.

“ *A high quality planning service extends beyond speed of decisionmaking*

David presented a case for eight key outcomes to form the basis of development planning through better state market relations: [a] accessible locations [b] quality choices [c] efficiency in land use [d] broaden consumers [e] broaden and modify products [f] sustain places/stewardship [g] stretch development horizons [h] increase development production. Thinking about these outcomes shifts thinking about value from 'location, location, location' to '**location, product, timing**'. In different places, development cycles have different characteristics. The windows of opportunity vary; should there be better alignment between a place based development cycle and development planning?

David concluded by saying that planning as a necessary instrument of wealth creation through state market relations requires [i] **confidence** in what can be achieved [ii] framing development planning around the **8 key outcomes** and [iii] pursuing **plan shaped markets** to achieve sustainable economic growth

## Planning Performance Framework

Jim Birrell, Head of Planning, Fife Council

The [PPF](#) developed between HOPS and Scottish Government, flows from the '[Planning Reform-Next Step](#)' paper. The purpose of the PPF is to communicate and measure planning outcomes more holistically, beyond a focus on processing speed. However, it is also a framework to confront inconvenient truths about the system, with the profession, with stakeholders.

The Framework is a response to the private sector demand for consistency, certainty, contactability and communication by the planning service. It is also a response to the Audit Scotland report, and expectations by Scottish Ministers. A key driver has been HOPS itself, to form a better way of presenting what planning does to **impact the top table of decisionmaking** in councils, government and partners.

The production of the PPF's should be formed around simplicity, balancing description of all planning outcomes and involve stakeholders. They should be fact based. They should have a professional approach, including qualitative and quantitative measures. They should **clearly demonstrate impacts on achieving sustainable economic growth and community investment**.

The first results from the PPF process will be available in autumn 2012. The ambition is that the approach will have **read across to other services** to enable clear and **powerful messages** to be communicated about what is actually being delivered by planning as a pro-active process to shape better places.

## Pilot Projects

John McNairney and Graham Jones, Scottish Government

Alistair MacDonald welcomed and congratulated John McNairney, recently appointed as Chief Planner with Scottish Government. John briefly discussed **sharing and extending best practice** on the back of 'Planning Reform- Next Steps', both from what is already working well at local level, and to pilot new ideas.

Graham Jones described the next steps for [e-planning](#). Currently, over 40% of all applications move through this system. There is clear evidence of financial savings and service improvements. The current contract concludes in 2014. It is time to think about **what is to be procured next and how it is paid for**. Four options are being considered in terms of what might be procured; [a] like for like, [b] the current system with some development, [c] **the current system integrated with other services** like building control and [d] separate contracts for the system development and its maintenance..

Three options are being considered in terms of how the system is paid for: [a] Scottish Government pays [b] Planning Authority pays [c] **shared payment between Scottish Government and Planning Authorities**. Option C is preferred. The proposal is that Planning Authorities pay on the basis of their percentage of the Scottish total of OAA's. At this stage, HOPS are invited to discuss the ideas and help shape the project for a 2014 implementation.

## Questions

- Are there tensions between national agencies centralising resources and place based planning?
- Can planning give strategic direction to Community Planning Partnership boards?
- Outcomes take time: indicators matter. Can we develop place based, consistent and improved shared data to inform indicators over time?
- How do we influence markets to take a longer term investment approach to generating financial value?
- How do we demonstrate alternative product choices for consumers i.e. build demand for different?
- Can e-planning become e-development, a joined up platform for all services e.g. roads, building control?

This summary newsletter of Day 1 of the 2012 HOPS Conference was prepared by Architecture and Design Scotland [[www.ads.org.uk](http://www.ads.org.uk)] and The Improvement Services [[www.improvementservice.org.uk](http://www.improvementservice.org.uk)]