

PLANNING PERFORMANCE FRAMEWORK

2019 - 2020





Garnqueen Loch, Glenboig

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Photography by Brian Cairns and North Lanarkshire Council

Introduction

We are pleased to provide our ninth annual performance report on our planning services.

This Planning Performance Framework reports on our performance across a broad range of areas, covering the 12 months from 1 April 2019 to 31 March 2020.

As well as looking at speed of decision making, we cover other key factors including, quality, workloads, resources, organisation and outcomes. Our case studies demonstrate how we add value to our communities and contribute to the enhancement of our natural and built environment.

We welcome this opportunity to highlight our achievements, successes and individuality with you, as well as some areas we have identified for improvement.



Muirfield Centre, Cumbernauld

North Lanarkshire

North Lanarkshire is ideally situated in the heart of Scotland with first-rate connectivity to the rest of Scotland, the UK and the world.

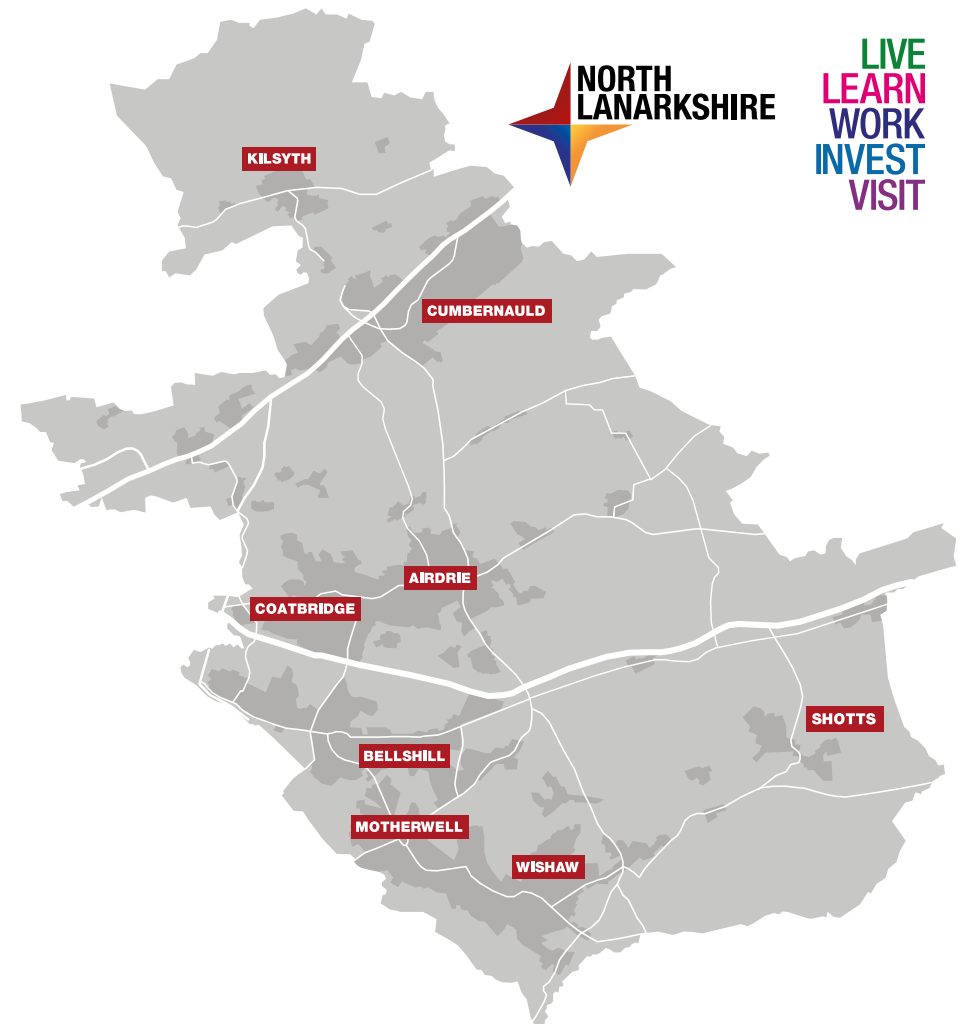
It is Scotland's fourth-largest local authority and with a population of over 339,000.

With eight established town centres, North Lanarkshire forms a geographically diverse area between the conurbation of Glasgow which we border to the west, and the moorlands of central Scotland to the east.

North Lanarkshire's historical development of the coal, steel and heavy engineering industries has resulted in one of the largest areas of vacant and derelict land in Scotland, accounting for 1,334 hectares*. *(Source: Scottish vacant and derelict land survey 2018)

These traditional industries have now largely been replaced by a modern business infrastructure supporting new and emerging sectors. This has led to North Lanarkshire being one of Scotland's fastest growing economies with significant potential for future growth.

We want North Lanarkshire to be a place where everyone is given equality of opportunity, where individuals are supported, encouraged and cared for at each stage of their life and for North Lanarkshire to be a place where people want to Live, Learn, Work, Invest and Visit.



[We aspire – A shared Ambition for North Lanarkshire](#) outlines a shared ambition for inclusive growth and prosperity for the people and communities of North Lanarkshire over the long term. This vision for change aims to revitalise North Lanarkshire's communities and accelerate inclusive economic growth.



The future plan for growth includes the regeneration of place, the future transformation of town centres and the reinvigoration of land, buildings and housing. The council's tower re-provisioning programme will see the demolition of tower blocks and low-rise properties across North Lanarkshire over the next 25 years and the ambitious council NL Homes new build programme aims to deliver 5,000 affordable new homes by 2035.

The council's digital transformation programme DigitalNL will implement innovative ways of working that will transform North Lanarkshire through both business and cultural change via investment in technological growth.

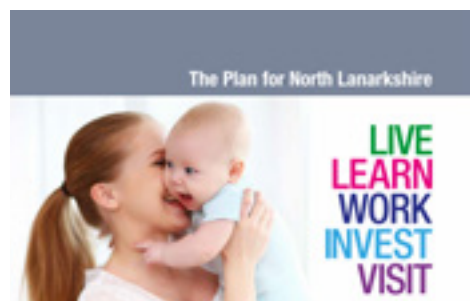
Our Planning and Place team sits within Enterprise and Communities. This service cluster has been aligned to support and enable the delivery of growth in North Lanarkshire and has a central role in the delivery of our priority outcomes. The structure enables us to combine skills and resources to address challenges through integrated solutions, making our areas attractive business locations, improving employment opportunities, encouraging strong sustainable communities, and enhancing and protecting our natural and built environment.

Further supporting growth in North Lanarkshire is the [Glasgow City Region City Deal](#) which will create economic growth and attract investment by improving transport and regenerating or developing sites over the next 20 years.

Through the City Deal infrastructure fund, the overall North Lanarkshire City Deal investment has increased from £172.5 million to £202 million.

These funds will be invested across North Lanarkshire in three core roads projects:

- [A8/M8 corridor access improvements](#)
- [Gartcosh/Glenboig community growth area](#)
- [Pan-Lanarkshire orbital transport corridor](#)



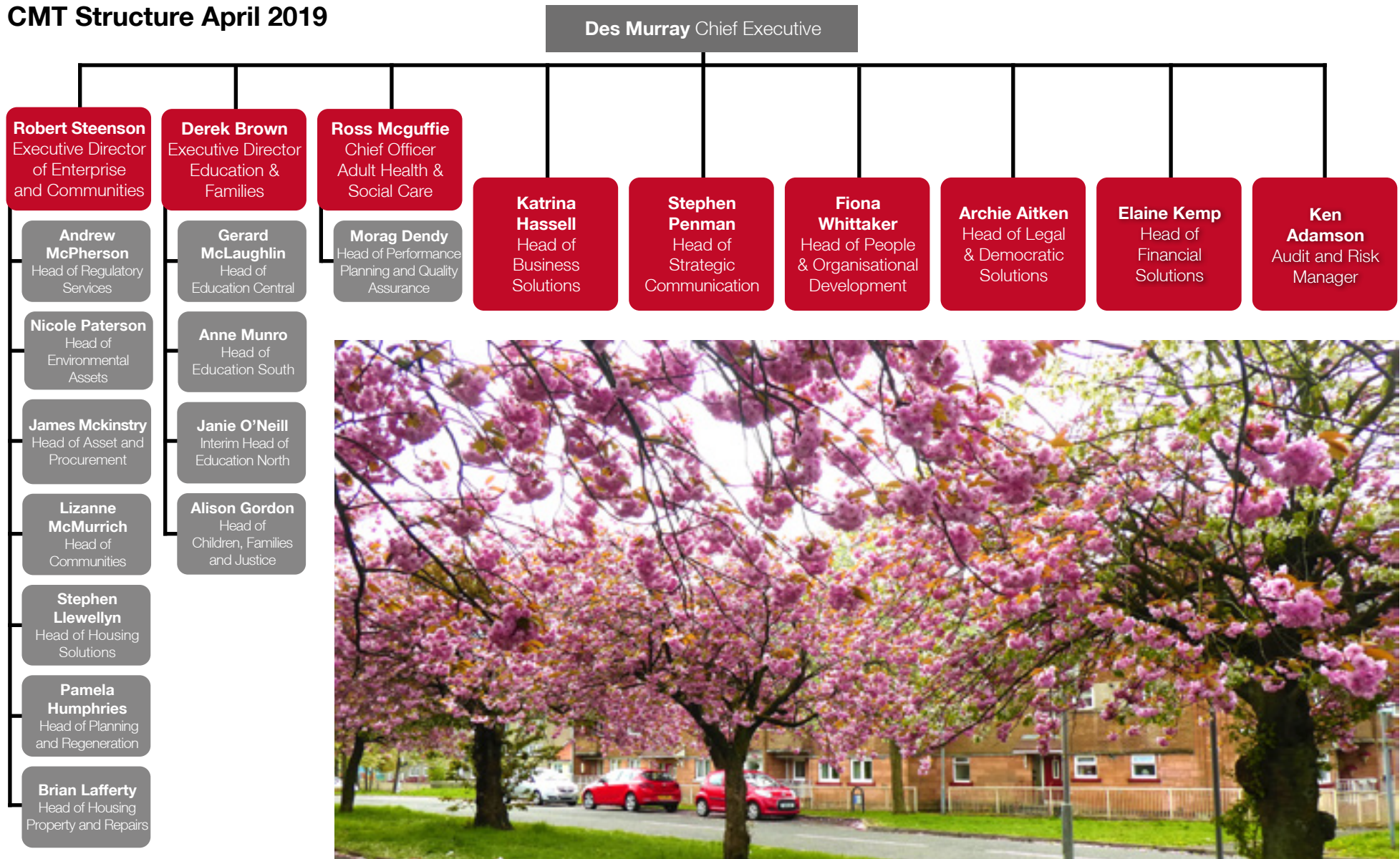
[The Plan for North Lanarkshire](#) supports the shared ambition. It is designed to communicate priorities and provide a focus for activities and resources. This aims to ensure we work towards a shared ambition and challenges are addressed through integrated solutions.

To deliver our shared ambition of inclusive growth and prosperity, our five priorities are to:

- Improve economic opportunities and outcomes
- Support all children and young people to realise their full potential
- Improve the health and wellbeing of our communities
- Enhance participation, capacity, and empowerment across our communities
- Improve North Lanarkshire's resource base

These five clear corporate priorities set out a strong emphasis on integrated solutions to tackling barriers to growth, unlocking potential and delivering change in a dynamic way that will support growth and deliver broader economic and social benefits for the people and communities of North Lanarkshire.

CMT Structure April 2019



Langloan Crescent, Coatbridge

Part 1: Qualitative Narrative and Case Studies



There are many ways of defining and measuring a high quality planning service.

The Scottish Government has asked that we cover our:

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

Quality of outcomes:

The quality of our outcomes can be demonstrated by analysing the value our planning service adds to development in our area.

We ensure a proactive approach to protecting and enhancing our natural and built environment through our design policies, local plan, development frameworks and by engaging positively with developers before, during and after the application process.

Our comprehensive planning policies, guidance and collaborative approach has led to high quality development using innovative design to create comfortable, accessible places to live, learn, work, invest and visit.

We continue with our challenging commitment towards raising standards and achieving quality change we can be proud of, our [Local Development Plan Modified Plan](#) will be used to guide development, inform decisions and planning policy for the area. The policies and guidance within, and that evolve from the plan will continue to contribute to the delivery of improved

economic opportunities and outcomes for the people and communities of North Lanarkshire through the delivery of high quality development on the ground.

To ensure the plan is effectively implemented, our main focus remains on the continuation of the successful process of urban renewal through environmental improvements and town centre regeneration.

Our [Masterplanning](#) and the promotion of [Ravenscraig](#), (Scotland's biggest regeneration site and a national development within National Planning Framework 3), contribute to achieving high quality development.

Case Study 1 demonstrates the new masterplan to develop the 376 hectare former Ravenscraig steelwork site was approved during June 2019. Boosted by the [£190 million roads programme](#) approved by the Glasgow City Region City Deal, it is anticipated the regeneration of the site will continue to be an attractive and sustainable investment location for the private sector.

The masterplan includes residential areas, education and community facilities, business and employment areas, open space including a town park, hotels, a new town centre with retail, leisure, business, housing and associated transport infrastructure. It will completely transform the area, bringing much needed homes, jobs, leisure facilities, green spaces, shops and business opportunities.

We will continue to work very closely with Ravenscraig Ltd and our key partners to ensure the impressive transformation of the site.

The economic and social opportunities that the development brings will benefit our wider communities and improve the quality of life of thousands of North Lanarkshire residents.

Our identified Community Growth Areas (CGA) are locations designated for large scale planned urban expansion, to accommodate the demand for new housing and associated facilities that can't be met in established built up areas.

The Gartcosh:Glenboig Community Growth Area is an example of where major long term project delivery is now being realised. This work has required great co-operation, co-ordination and planning by landowners, developers, the local authority and other public and private agencies and service providers. It demonstrates how collectively, Scottish Planning Policy, the Strategic and Local Development Plans and Strategic development Framework has achieved the delivery of both national and local policy on the ground.

Town centres are, once again, being increasingly recognised as the core of communities which should be protected, promoted and enhanced. Positive intervention is required to encourage and deliver town centre regeneration and sustainable growth.

Our [town centre frameworks](#) and action plans and Conservation Area Regeneration Schemes (CARS), including the now complete [Coatbridge CARS](#), support and guide the growth and resilience of our town centres.

Case study 2 demonstrates the ways in which the Coatbridge CARS project has contributed to the regeneration of the historic town centre through providing grant funding for priority projects; a small grants scheme; public realm works and outreach, education and awareness.

A major achievement of the CARS scheme and an outstanding example of high quality development was the regeneration of the former Carnegie Library in Coatbridge, recognised at the Scottish Awards for Quality in Planning 2018.

The red sandstone 'Beaux Arts' style building won an award in the Place category, which highlights innovation in any architectural building or place. Supported by funding from [Historic Environment Scotland](#) through the Coatbridge Conservation Area Regeneration Scheme, we worked with Clyde Valley Housing Association (CVHA) to bring the vacant property back into use with the development of 12 affordable, modern flats with outdoor amenities.

The flexible and innovative approach taken to redeveloping the 'at risk' category B listed building will help retain a significant and important piece of North Lanarkshire's built heritage for the future. The success of this project has led us to consider the potential of our built heritage to contribute to meeting the council's objectives in other areas and use the Carnegie Library as a model for successful development.

Broomknoll and Flowerhill Church redevelopment is an example of how we have used our Carnegie

Library experience. Both C listed Broomknoll Church and B listed Flowerhill Church faced challenges and were seeking to secure a viable future. Our early engagement and advice from a planning and built heritage point of view influenced the decision made around the future of the church buildings.

Planning consent is now granted that gives careful consideration to the quality and design of both buildings.

The nature of these redevelopments mean that while the historic features of the buildings have been retained, they will provide a modern church and homes that are accessible, energy efficient and meet a high standard. This outcome will also contribute to protecting the history and culture of Airdrie town centre and the regeneration of the area.

Looking forward we were confident that our flexible and collaborative approach will contribute to protecting the history and culture of our historic town centres.



Former Gartsherrie Academy, Coatbridge



YOU SAID...

Our acknowledgement letter wasn't clear on next steps following lodge of application

WE DID...

We updated the letter to highlight steps to make it clear to the customer what to expect



Case Study 1 | Ravenscraig – Revised Masterplan 18/00463/PPP

Location and Dates

The site of the former Ravenscraig steelworks is located between the towns of Motherwell and Wishaw and extends to 466ha. The planning application for the revised masterplan was submitted in March 2018 (following extensive and useful pre-application discussions) and permission is expected to be issued in July 2020.

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes

Key Markers

Note which key markers 1-15 this case study relates to

Key Areas of Work

- Masterplanning
- Collaborative Working

Stakeholders Involved

- Authority Planning Staff
- Other (Scottish Enterprise, Wilson Bowden and Tata Steel)

Overview:

Following closure of Ravenscraig Steelworks in 1992, concerns about the economic and environmental impacts lead to a joint venture comprising Scottish Enterprise, Wilson Bowden and Tata Steel. By 2001 a comprehensive mixed-use masterplan had been prepared and a planning application submitted for a mixed use development. This was granted permission in 2005 and since then we have seen 1000 houses built or under construction and the creation of a hugely successful regional sports centre.

However a key element of the 2001 masterplan was the development of a major new, leisure-led town centre but changing market conditions and shifting lifestyles meant that it was not possible to deliver the scale and nature of the new town centre originally envisaged. Moreover, the credit crunch of 2008 and the inability for parties to deliver the promised new railway station on the site all suggested that the approved masterplan was in need of a refresh and rethink.

In 2016 the proposed revisions were the subject of extensive discussion between Ravenscraig Limited and the council.

In recognition of the importance of the exercise (including the site's status as a 'national development' within NPF3) the council carried out its own consultation exercise with the local community in late 2016 which would assist in informing the new masterplan.

The planning application and revised masterplan was then submitted in March 2019 and in summer 2019 the council agreed that it was minded to grant permission subject to the conclusion of the legal agreement. The agreement is expected to be signed in late June/early July 2020 allowing planning permission to be issued.

Goals

The scale and complexity of the site and the proposals are significant but the early and extensive pre-application discussions set out above proved to be invaluable in not only setting out what the revised masterplan would comprise but also how it would be presented, justified and thereafter how the subsequent planning application would be processed.

In particular:

- The legal agreement which complemented the 2001 masterplan was a large and complex document which had to be updated to reflect the new requirements. Early engagement allowed the council to acknowledge that it did not have the capacity to draft such a document on its own and agreement was made which allowed external expert legal advice to be procured by the council but paid for by the developer. It was important that the drafting of the legal agreement would facilitate the sustainable delivery of the masterplan but did not place an unacceptably large financial burden on the developer.
- Approval of a new masterplan raised the question of what would happen to the existing planning permission and legal agreement. Revocation can be a lengthy and complex process and this not been carried out in such a scale before in Scotland. It is not only important that this process was undertaken correctly but also in a way which did not burden the council or developer with unnecessary cost or bureaucracy and potentially hold up the implementation of the new masterplan.
- The transportation context was much changed and now included the council's input via the Glasgow and Clyde Valley City Deal project (which identified significant infrastructure works at Ravenscraig as key projects to be delivered by the council). Also, the lack of delivery of the promised new railway station at Ravenscraig was identified as a key constraint in the site demonstrating its sustainable credentials. Addressing

these issues required extensive discussions not only between the council and the developer, but also with SPT and Transport Scotland. As above, recognition of the large and complex nature of this matter resulted in the council appointing external transportation experts to help guide it through the planning application process.

Outcomes

Early discussions on the proposed legal agreement and the appointment of external expert legal and transportation advisors allowed proportionate planning gain to be set out and agreed thus ensuring the education and transportation impacts can be properly managed and mitigated. This included:

- Financial contributions and land transfer from the developer to new schools to be built by the council within the site.
- Contributions from the developer allowing a new bus service to be procured by SPT between the site and nearby railway stations.
- The timely completion of necessary significant road infrastructure thanks to the council's involvement with the 'City Deal' project.

Moreover, the council's pragmatic approach to dealing with the matter of the revocation of the existing legal agreement and discharge of the existing legal agreement will allow the matter to be deferred until after the new permission is issued and therefore will allow the new masterplan to be delivered quicker than would normally be the case.

Most importantly though, the co-operative approach between the council, developer and other stakeholders has allowed the masterplan to be updated and refreshed so that it is fit for purpose and supports our ambition for growth and prosperity for the people and communities of North Lanarkshire over the long term. Sustainable development can now proceed over the next 25 years bringing significant economic and environmental benefits to the whole of North Lanarkshire and beyond.

Name of key officer

Lindsay Kellock – Planning Manager (Development Management)

Quality of Service and Engagement:

We are committed to delivering a high quality planning service in a professional manner that meets the needs and expectations of our customers and stakeholders.

Our [North Lanarkshire Local Plan](#) gives stakeholders certainty by delivering more consistency in decision making and in our advice to any party interested in new development. As a result, of the decisions made by the council, last year 941 were consistent with the plan with only nine departing from the plan.

Our use of [Masterplanning](#) and our identified [Community Growth Areas \(CGA\)](#) offer further certainty to developers looking to invest in North Lanarkshire. By providing a structured approach and framework across a wide range of complicated issues, they provide a vision for each area and set out clear aims, objectives and design principles, as well as expertly guiding the process.

[Our work in town centres](#) is vital to our local economy and sense of community. Town Visions aim to provide a long-term strategy to help re-shape North Lanarkshire's towns. By consolidating investment and directing development towards town centres and communities we aim to create vibrant mixed use centres, offer choices in housing and employment, make attractive well connected neighbourhoods, and foster distinctive communities with a strong sense of place that will revitalise struggling areas and further grow the local economy for all.

Future work in our town centres will be part of a focussed programme of place based investment - integrating planning, aligning infrastructure, and targeting entire communities – the Plan for North Lanarkshire aims to address the range of different and complex economic, social, and health issues that exist at a local level, and achieve change that is sustainable in the longer-term.

Our successful Conservation Area Regeneration Schemes ([CARS](#)) supported and offered consistent guidance to stakeholders and developers supporting regeneration and town centre activities. Case Study 2 gives an update on the now complete Coatbridge CARS and the positive impact it has had in the Blairhill and Dunbeth areas and the wider community in Coatbridge.

Further supporting development, we continue to monitor and update our online information.

The promotion of [pre-application advice for major development](#) has been successful. By guiding customers to an online pro forma, we ensure they provide us with the relevant information we need to do a pre-application appraisal on proposed major development.

This enables us to provide a bespoke response for each and every proposal, requesting supporting information relating to the particular development that is both clear and proportionate. This approach to early collaboration also allows us to discuss requirements for developer contributions at an early stage.

Our requests for supporting information and for developer contributions are based on the scale and nature of the proposal, the guidance contained within our SPGs and discussions with key consultees who would be commenting on planning applications.

[Supplementary Planning Guidance](#) (SPG) forms an essential element for consistency, not only in the area of decision making, but also in pre-application advice and submission making. The content of the SPG are being evaluated as part of the Modified Plan process.

We continue to offer and highly recommend [processing agreements](#) with all major development applications and many local development applications. Our direct and proactive approach to encouraging their use has had a positive response. Our commitment to timescales offers certainty to applicants and allows greater efficiency around case management.

While our planning policy contributes to the delivery of Our Ambition for North Lanarkshire, it is only by working together across the council and with partners that we can deliver inclusive economic growth for the people and communities of North Lanarkshire.

Engagement with our communities is also key and how we do this in the future is under review.

Case Study 2 | Coatbridge Conservation and Regeneration Scheme (CARS)

Location and Dates

2015 – JANUARY 2020.

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Quality of service and engagement

Key Markers

Note which key markers 1-15 this case study relates to

Key Areas of Work

- Conservation
- Skills Sharing

Stakeholders Involved

- Authority Other Staff

Overview:

The Coatbridge Conservation and Regeneration Scheme (CARS) ran from 2015 until January 2020. It was a grant funded scheme supported by North Lanarkshire Council and Historic Environment Scotland.

The scheme has assisted the regeneration of the historic town centre through positive conservation and restoration of the historic environment, and its success can be demonstrated both directly and indirectly..

Goals

The Plan for North Lanarkshire sets out a shared ambition for inclusive growth and prosperity for all where North Lanarkshire is the place to Live, Learn, Work, Invest and Visit.

The CARS scheme contributed to two of the council's five priorities, particularly under the theme of reshaping and repopulating our town centres, which aim to:

- Improve economic opportunities and outcomes; and
- Improve the health and wellbeing of our communities

Outcomes

The Coatbridge CARS focused on part of Blairhill and Dunbeth Conservation Area within the town centre and provided grant funding for:

- Priority projects;
- Small grants scheme;
- Public realm works;
- Outreach, education and awareness.

This grant funding led to successful partnership working on regeneration and conservation initiatives within the boundary of the Coatbridge Conservation Area.

During the term of the project the priority building, the former Carnegie Library building was restored and redeveloped by the council and Clyde Valley Housing Association to create 12 much needed high quality affordable rent flats. This prominent redevelopment went on to win an award in the 'Place' category at the Scottish Awards for Quality in Planning during 2018 and has contributed significantly to retaining the character and appearance of the town centre and conservation area

The small grants scheme has supported enhancements to shop fronts, commercial and residential properties, increasing the attractiveness and vibrancy of the town, and conserving the sense of heritage and traditional appearance. In safeguarding the historic built environment, it is assumed that an increase on footfall within the conservation area will contribute to sustaining employment, potentially safeguarding local jobs and contributing towards new economic activity in the retail, hospitality, leisure and other service sectors.

The public realm works focused around the investment in and the improvements to the Baird Street car park. Additional parking bays were provided to the town centre car park and vegetation was cut back to improve pedestrian access. A sandstone boundary wall and sandstone entrance walls were constructed using traditional building methods, which were consistent with the character of the conservation area. This better public space was designed to make town centre shopping more appealing and was anticipated to increase footfall, stimulating further economic activity in the town centre.

Outreach, education and awareness were cornerstones of the success of the CARS project. Engagement with the local community took the form of free public events, workshops and open days. The interest generated, particularly in the former Carnegie library building, created opportunity for the local community to get involved increasing local understanding and awareness of the towns built heritage.

One of the practical projects funded through the CARS scheme was educational, where during October 2019, for the third year running, students from four high schools in Coatbridge attended a 'Traditional Building Skills Taster' course at the Scottish Lime Centre Trust. During the workshop, the pupils learned new skills using lime technology in repairing and building traditional buildings, including harling, rendering, slating and rubble wall building, as well as learning about the geology of materials such as lime, sandstone, whinstone and slate. Feedback from these sessions has been extremely positive. They provided a valuable educational opportunity giving the pupils an insight into aspects of the building industry they had not experienced before

Name of key officer

Lorna Bowden – Planning & Place Manager



Former Carnegie Library, Coatbridge

During the year from 1 April 2019 to 31 March 2020, we scheduled several community council engagement events, including a partnership event with Kilsyth Community Council and Kilsyth and Villages Community Forum to discuss ways of promoting the local area and identifying opportunities to encourage increased visitors, strengthen links between the town and the wider Kelvin Valley and build a sustainable economic environment for local businesses.

Demonstrating how we nurture positive relationships with customers and how this leads to positive outcomes, **Case Study 3** highlights our recent engagement with Steps and District Community Council.

This engagement led to us being able to identify where our service delivery could be improved for customers. By creating [simple and supportive guide](#) that enabled people who found using the online portal to view and comment on planning applications challenging, we have made our service more accessible and easier to use.

We hope in the future people who have found using the portal challenging will be able to engage more easily with the planning service and have their views heard regarding development that may affect them.

While we continue to deliver a wide range of services we must communicate effectively to our customers and stakeholders to ensure we manage and meet expectation. Our [customer charter](#) is regularly reviewed and updated and tells our customers the level of service we strive to provide.

Our methods of communication with customers and stakeholders are designed to communicate with them in the ways they like to hear from us. This includes our website, Govdelivery (an email subscription service with 6000+ subscribers) social media, press and email.

These established communication channels were particularly vital in communicating to our customers and stakeholders the rapid changes to our service delivery that would immediately impact on them at the end of the reporting year as a result of the coronavirus crisis. These rapid and still evolving changes were in line with government guidance and included staff working from home and no face to face meetings or site visits going ahead. The immediate impact of this for customers was that we were unable to accept paper submissions and that all payments had to be made by bank transfer.

Established communication channels have also been used to highlight our service and performance to customers and stakeholders. A link to our published Planning Performance Framework is circulated to our Govdelivery subscribers resulting in a large spike in online activity, indicating that stakeholders were interacting with our publication.

Our [‘Listening to You’](#) customer complaints procedure demonstrates that we value feedback and we welcome the opportunity to review our service delivery. Our front line staff are also key to gauging opinion on our service delivery and many improvements have been made from listening to customers at all stages of their journey.

The improvements made by listening to feedback are highlighted by ‘you said... we did...’

Our communication strategy is supported by technology. This allows us to use tools such as Yammer, Skype, Teams and WebEx and encourages a planned, two way approach to internal communication in supporting the delivery of our service. This established communication allowed us to manage our rapid service delivery transition during the coronavirus crisis and to enable managers to support individuals and our teams while they are working from home.



Steps & District Community Council and Steps residents

YOU SAID...
Our Technical Support team highlighted that requests for copy documents were being received with insufficient information and with a lack of consistent approach

WE DID...
An online form was prepared to make it easier for customers to request copy documents.

Case Study 3 | A Step-by-Step Guide to going online to search for and comment on planning applications

Location and Dates

January/February 2020

Elements of a High Quality Planning Service this study relates to

- Quality of service and engagement
- Culture of continuous improvement

Key Markers

Note which key markers 1-15 this case study relates to

Key Areas of Work

- Development Management Processes
- Community Engagement

Stakeholders Involved

- General Public
- Authority Other Staff

Overview

We are committed to giving a high quality planning service to all our customers. We believe our service should be accessible to all and that technology can help us enhance our service delivery by making planning more open and transparent.

We extensively promote our public access portal through our web site and through our correspondence to ensure customers are aware that they can search, view and comment on applications online. We were pleased to report that the majority of our customers use the portal to view and comment on applications and that many people find it helpful. So far so good.

However, we were challenged when we were approached by Stepps and District Community Council (S&DCC) who wished to discuss that not everybody finds it easy to engage with our planning service and that the public access portal wasn't as easy to use nor was it intuitive for some.

We agreed with community council representatives that 'commenting publicly online is of vital importance as it is the only opportunity residents have to shape planning in their community. Commenting captures and displays residents' views and gives voice to the community'.

We were concerned that some residents thought the portal complicated and difficult to use, finding it such a negative experience that they didn't comment so when the community council asked that we work together to develop a simpler step-by-step customer guide to going online to search for and comment on planning applications, we readily agreed.

Goals

The aim of closely collaborating with S&DCC was to ensure everybody who wanted to could easily use our online portal. We wanted people who previously thought that commenting on planning applications was too complicated and intimidating to be able to engage with our service.

This would make our service more accessible and enable people to comment, making sure their views were heard on applications that may affect them.

Ultimately S&DCC told us people wanted a more positive experience in engaging with planning. They wanted to contribute to the quality of the built environment and influence how their local community was shaped and the local environment protected. We wanted that, too.

Outcomes

Understanding our customers experience is key to being able to provide good quality service. We must listen to our customers and be responsive to meeting their needs and expectations.

With a dialogue now opened between us, representatives from S&DCC very much took the lead with regard to how the new step by step guide to going online to search for and comment on planning applications was laid out and worded.

Previous 1-1 sessions held by the community council on using the online portal revealed 'a strongly shared view that there must be an easier way to navigate the planning portal' so reference notes were taken to help inform the areas for improvement.

Through these 1-1 sessions they recorded that:

- they found the planning portal challenging, very difficult to navigate, packed full of information to understand and digest and overall an unpleasant experience.
- they thought their technical skills and knowledge of the planning system were not good enough.
- the online process involved multiple time-consuming steps to register in order to comment, to search for applications,

to read all the documents and plans, to know how to make valid planning comments on an application, to draft comments and finally to post them.

- there was an absence of helpful tips for both the overall process and each individual step. Some examples of tips included the need for an email address and a password; knowing how to make valid planning comments; knowing a 'timing out' function operates when typing in comments directly; having comments ready to copy and paste is a good idea to avoid 'timing out'.

A draft of the guide was presented at a workshop organised by S&DCC and feedback from the session was used to finalise the guide.

Following the workshop the it was recorded that:

- NLC planning portal was extremely difficult to navigate previously with little help on how to view applications and comment.
- The step by step guide and workshop was extremely useful and provided a simple guide which was very easy to understand and follow with images to assist.
- I was pleased to hear that a more streamline link was created for NLC (Stepps) residents to access the portal at ease as opposed to having to dig through the main NLC website. (Difficult and time consuming)
- The workshop/ guide included how to register for an account and view and comment on applications.
- A big positive was the fact we established that planning applications can be shared at ease by email. This allows you to forward to family, friends and other local residents at ease

We are always willing to listen and learn from others experience. We believe the easy to use step by step guide will not only benefit the S&DCC but also other communities within North Lanarkshire. It is our intention to publish this guide to enhance our existing online customer information and to make our online portal easier to use for customers that may have a negative experience in the past.

Our next steps will be to further explore options around using short video clips to demonstrate the online portal.

We would like to thank S&DCC for raising this issue and for their support, and we would particularly like to thank Alice Morton for the time and effort she put in to developing the guide..

Name of key officer

Moira McKenna Dell – Business Development Officer

Governance

Our Planning and Place team now sits within Planning and Regeneration and forms part of the Enterprise and Communities service.

This service cluster encompasses Enterprise, Planning, Housing, Environmental Assets and Communities, and is responsible for all land and property management as well as planning and delivery aspects (including roads, future school building and all associated community infrastructure).

Case study 4 demonstrates the reach and positive influence the planning service has not only within the service cluster but also at a corporate level and across the council.

With the statutory elements of planning working together under the Planning and Place manager, we continue to develop the principle of concentrating appropriate and proportionate resources that will allow us to focus on our core business and address our priorities. During March 2020, priorities rapidly reconfigured to include the GIS Covid response team.

Having merged the enforcement function with the development management function, all staff have a broad experience bringing further resilience to these aspects of service delivery.

Workloads, resources and performance are closely monitored through our regular management team meetings.

To ensure there is a capable, competent workforce for the future, our commitment to continuous development of staff is supported through our Performance Review and Development (PRD) process. The NLC Learning Academy further supports employee and leadership development for all staff.

For the majority of the year our committee processes continued to be robust with the Planning Committee meeting on a four-weekly cycle with regular special meetings being held outside of the cycle for any urgent matters. [The protocol for planning application hearings is published online.](#)

Due to circumstances around the current coronavirus crisis at the end of the reporting year, meetings of the Planning Committee have been stood down and technology is currently being tested that will enable remote committee meetings.

Under emergency delegated powers, the Chief Executive will be asked to determine applications or reports that would normally go to Planning Committee for consideration and which meet the following criteria:

- Recommendation accords with approved planning policy (i.e. the adopted Local Plan)
- MSC application, or application to extend planning permission, where PPP or full planning permission already granted
- Where the recommendation is to grant, the application has not received significant numbers of valid objections (i.e. no more than 15)

Applications which are considered to be more controversial, i.e. contrary to policy or attracting a large number of objections (when the recommendation is to grant), will be held over until arrangements are made for a committee meeting (the format of which will be subject to review if the current lockdown arrangement is extended for a prolonged period), unless there is an over-riding reason why a determination is required, i.e. delaying or deferring a decision would cause significant economic uncertainty to the applicant and/or the determination of the application will be of significant economic benefit to the local economy.

Other reports, which do not involve determination of planning applications, may also be presented for delegated approval where the matter is considered to be urgent.

This could include approval of the Enforcement Charter, which requires to be reviewed and approved every 24 months; or approval to revoke planning permission.

Our decision making framework includes a [scheme of delegation](#) and last year 95.8% of applications were decided under this scheme.

Applicants may seek a review of the decision made under the Scheme of Delegation to the [Local Review Body](#) (LRB). We provide an independent representative who provides professional planning input to this process. The work of the LRB was suspended at the end of the reporting year pending a solution to enable remote hearings.

Case Study 4 | From Vision to One Plan

Location and Dates

2019/20

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Governance
- Culture of continuous improvement

Key Markers

Note which key markers 1-15 this case study relates to

Key Areas of Work

- Economic Development
- Process Improvement

Stakeholders Involved

- Authority Planning Staff
- Authority Planning Staff

Overview

As planning undergoes transformational change as a result of the new planning Bill, we are moving in a direction that challenges us to consider what a successful planning service looks like and what it delivers for our communities.

The Scottish Government have stated that “Planning must reposition itself to be seen as a broad enabling service, rather than a regulator, with its focus on supporting the creation of great places with opportunities for all”

In North Lanarkshire, we have a shared ambition for growth and prosperity for all – where North Lanarkshire is the place to Live, Learn, Work, Invest and Visit. A shared ambition that has been given direction and supported by input through our planning team.

With the Economic Strategy for North Lanarkshire due for renewal, a proposal was developed by the planning team outlining the scope of a replacement strategy. This proposal highlighted that a long term vision was required of what sort of place we wanted North Lanarkshire to be and what economy we wanted to support. To deliver this vision it was clear we needed to re-align infrastructure and resources to support the vision.

Further developing this proposal into a Strategic Delivery Plan, it was clear that if the long term overall aim of the plan was to increase sustainable growth and regeneration, and to improve places, we should go beyond a focus on major infrastructure and include the provision of a wider scope of off and on site infrastructure to secure the right development in the right places.

This was then aligned to the Council's Aspire strategy, where it was defined that working together with our partners and stakeholders we could create a place with a growing economy, skilled people and better jobs, stronger communities and tackling inequalities and develop the infrastructure for delivery.

The development of the One North Lanarkshire strategy followed this work at a corporate level and is now the adopted strategy for delivery on a full programme of outcomes.

[The Plan for North Lanarkshire.](#)

Goals

The planning service has a clear role in enabling regeneration and growth in North Lanarkshire.

We will continue to contribute to the development a coherent and holistic delivery strategy for improvements in a number of key indicators relating to economic growth, investment, employment, and educational attainment for each of our unique communities and the people who live, learn, work, invest, and visit within North Lanarkshire.

Outcomes

The clear alignment between the proposed Economic Strategy and Delivery papers and The Plan for North Lanarkshire illustrates the influence the Planning and Place team can have on setting corporate goals.

Planners originally seconded to are now embedded in various delivery teams across the wider service, such as:

New Supply:

Delivering the council's ambitious new build housing programme

Enterprise Projects:

Delivery of the council's infrastructure programme

Growth:

Shaping and renewing our town centres

With this there is a strengthening of the role of planning and planners in the development of, definition of and delivery of an overarching strategy to enhance the lives of the people of North Lanarkshire

Name of key officer

Gordon Laing- Planning Manager (Strategic Planning)



Working in partnership with the Housing service, we meet various statutory duties by producing the Local Housing Strategy and Strategic Housing Investment Plan, delivering affordable housing and cooperating with the Housing Need and Demand Assessment. Our partnership working has enabled us to develop a system to more efficiently manage information around surplus land supply. We will continue to work together to contribute to the delivery of housing, provide schools and to regenerate and develop vacant and derelict land in the area.

In addition to working in partnership with Housing, the Planning and Place team collaborate with Education, Economic Development, Community Planning and Community Regeneration colleagues, amongst others. This helps to address our priorities and ensure a consistent and coordinated approach to service delivery.

We continue to participate in several partnership and peer groups to share knowledge and good practice.

During the reporting year we carried out a peer review with our colleagues from Aberdeen City Council. This involved an exchange visit where representatives from each planning service had the opportunity to meet and discuss best practice and to exchange views and experience on various topics such as Environmental policy, Masterplanning and operational practices such as S.75 legal agreements. In addition this peer review afforded the opportunity to meet with a range of colleagues and to develop links and nurture working relationships.



In addition over the year we have continued to work with:

- Heads of Planning Scotland (HoPS)
- HoPS Development Plan group
- National Development Planning Forum
- HoPS Development Management group
- Glasgow and Clyde Valley Development Planning Forum
- Clydeplan Development Management Forum
- Clydeplan Industry Topic Group
- Clydeplan Steering Group
- Scottish Land Commissioner's Vacant and Derelict Land Task Force
- Digital Office for Local Government, Local Government Sector and associated COVID-19 Data Task Force
- Antonine Wall World Heritage Site Steering Group
- eDevelopment and ePlanning project boards
- Glasgow Clyde Valley Green Network Partnership
- Climate Ready Clyde
- Housing and Planning liaison group
- North Lanarkshire Council Community Empowerment Working Group
- Glasgow City Region Land Use and Sustainability Portfolio
- NLC New Build Delivery Group
- North Lanarkshire Access Panel
- NLC Economic Regeneration Delivery Plan Group
- NLC Planning, Regeneration and Communities Liaison Group

Case Study 5 | Building a workforce for the future

Location and Dates

January 2020 onwards

Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Quality of service and engagement
- Governance

Key Markers

Note which key markers 1-15 this case study relates to

Key Areas of Work

- Staff Training

Stakeholders Involved

- Authority Planning Staff

Overview

For some time now the service has been aware that the age profile of our planners is skewed with all of the managers and the majority of the senior officers being over 50 years old.

Financial pressures on the council over a prolonged number of years has resulted in a policy in of making staff in senior positions redundant to achieve savings targets. This in turn resulted in younger members of staff becoming frustrated at the lack of opportunities for career progression and leaving the organisation or moving to posts within other parts of the council with their posts remaining unfilled.

This issue was apparent across the council and is being addressed. One of the council's five key priorities is to improve North Lanarkshire's resource base, and this includes the commitment to 'Build a workforce for the future capable of delivering on our priorities and shared ambition'. Within planning it is vital to build our future workforce to enable us to support the councils ambitious plans for growth and prosperity for the people and communities of North Lanarkshire.

Goals

We needed to address the issue of succession planning and create opportunities for staff to grow and develop in their role and

to reach their potential without having to leave the organisation to achieve this.

The first step that was taken to try to address the problems was to amend the service structure to assist in staff retention and to encourage staff to work towards achieving chartered status. We moved from having separate Planning Assistant and Planning Officer posts, which meant there had to be a vacancy before Assistants could progress to the next salary grade, to having Assistant/Officer posts. This means that Assistants can progress to Officer if they can demonstrate having achieved set competencies, including having undertaken basic line management training, and obtain membership of the RTP1. In addition we recruited five new Assistants to the service. In 2019/20 two members of staff achieved the move from Assistant to Officer and a number of others are currently working towards it.

The next step has been to commence addressing the issue of succession planning. In the next 5-10 years there is the potential for over 40% of our planners retire and most of these are in management and senior positions. The service has to ensure that the remaining staff are in the best position they can be to step into these roles when the opportunities arise, with the aim of mitigating contingency risk and identifying any potential gaps in succession that may need to be filled by external recruitment.

Outcomes

Working with the council's Talent and Organisational Development Team on their 'Building a workforce for the future' programme, and through our regular Performance Review and Development process, we have identified the critical roles including leadership, technical and scarce skills that are vital for our service delivery both now and in the future.

We have begun to identify the potential of our existing staff, both in the planning service and across Planning and Regeneration to take on more complex roles in the organisation. Work has also commenced on identifying development actions for key groups and individuals. Discussions have been held with staff on their personal aspirations and career development needs as their engagement is the key to our success. This programme of work will continue to evolve and be refined over the coming year and will continue to ensure we have a workforce for the future.

Name of key officer

Lorna Bowden, Planning & Place Manager



Shotts

Participation in these groups adds value to our service and to our communities. Through peer review, benchmarking and sharing best practice we ensure each group is a forum for sharing ideas, comparing outcomes and discussing future direction.

Working in partnership and sharing knowledge across the council has enabled us to lead in developing a 'single source of truth' digital ethos and GIS platform allowing a rapid response to the coronavirus crisis. This work is now accelerating and the benefits of the project are recognised across the corporate body. This work will further develop in the coming year.

An example of positive outcomes of partnership working benefiting our communities includes the invitation by the NL Access Panel to our planning team to present at a regular meeting. Our senior planning officer led discussion on how communities can be involved and engage with the planning system to influence the place where they live.

In other partnership working and sharing good practice, work we required to undertake in responding to planning appeals related to housing land supply led to joint work with other local authorities, including West Dunbartonshire. The identification and use of council tax records to validate our housing land audit was a methodology which was shared and recognised as appropriate in the report of examination on the West Dunbartonshire Local Development Plan.



“

YOU SAID...
Our planning advice page was interpreted as being misleading by PAS

”

WE DID...
We took on board their recommendation and updated the guidance provided to clearly signpost people to PAS

Gartcosh

Culture of Continuous Improvement

Continuous improvement is embedded in our culture and is critical in ensuring our success as we seek to deliver a high quality service. Thanks to the hard work of our skilled and committed workforce we meet this challenge and we continue to strive to collaborate with partners and stakeholders to help to ensure improved outcomes for our customers.

Our staff development policies add value by ensuring we have the skills to meet our goals. The recruitment of new staff has strengthened the team and regular training and cascade learning sessions ensure all staff have the right skill base and are up to date with all processes and policy they require to carry out their roles.

Looking to the future, Case study 5 demonstrates how we are working with the council Talent and Organisational Development team to strengthen our team resources and enhance staff retention to help address succession planning.

In addition, we are proud to be one of only two local authorities in Scotland to achieve [Disability Confident Leader](#) status, demonstrating that we lead the way for people with disabilities.

To enable more informed decision making, Elected Members training has been provided regularly around our service delivery and on topics such as the Local Development Plan process and the new Planning Act.

Staff consultation, development and the self-evaluation of our service delivery is key to continuous improvement. During 2019 'One Plan' briefing session the Chief Executive invited staff views on creative or new ways of working and approaching the way we deliver our services, ultimately contributing to finding solutions for our evolving service delivery.

In addition the Head of Planning and Regeneration held staff workshops utilising the Place Standard Tool in considering our town centres.

Our improvement measures, set out in last year's Planning Performance Framework report, are progressing well and the benefits are now being realised.

These benefits include the introduction of a new process and guidance around Section 42 applications and Environmental Impact Assessments following feedback from the Ombudsman. These processes ensure consistency in how we deal with this work.

We have also benefited from the improvements around the proposed Strategic Housing Investment Plan (SHIP) with a streamlined consultation process and more efficient exchange of information.

Other improvements include the revised Development Management application process where we have introduced Enterprise workflow tool. This has had demonstrated initial benefits around the timescales taken to validate applications and we anticipate overall processing times for applications will be reduced.

Following on from these service improvements, we are now focusing on our 2020/21 improvement action plan.

Streamlining what we do has already cut out inefficiencies and promoted consistency, improving the processing of planning applications. Looking to further build on these successes, ongoing appraisal of our processes and practices in partnership with the Business Development and Support team will allow us to continue to develop an efficient and streamlined planning service.



Wishaw

Castlecary



“ YOU SAID... All online information should be published in accordance with our redaction guidance. ”

WE DID... As a result of a complaint, we identified a need to refresh our redaction guidance, processes and training.

Process review and the development of casework systems, including the use of the Enterprise workflow tool to manage workload, are now integral to our performance.

We are committed to providing modern, digital services and harnessing digital tools and systems to enhance our planning service. With agile working already becoming the new normal and with most of our team now working from home as a result of the coronavirus crisis, we will continue to review of our needs to ensure our team are properly equipped as our working practices evolve. We continue to participate on the eDevelopment All Partner events to drive improvement and change around the functionality of the national portal as we believe there is still scope for enhancement that will improve the customer journey.

Looking ahead, our service improvement actions for the coming year are planned to help us continue to deliver our targets and objectives. These actions are recorded and monitored through our Planning Performance Framework with regular updates to progress being reported to the Planning and Place manager.

We continue to review the demand on our service and work to identify need and build in solutions to ensure we continue to deliver a high quality planning service.

Having introduced a more agile approach to our service delivery, our caseload management and review of workflow will continue to enable us to anticipate peaks in demand and realign our teams in response to cope with the change.

Our commitment to continuous improvement and customer care has driven and shaped our service over the years, ensuring that we are efficient, effective, accessible and meet the needs and expectations of our customers.

We listen to feedback from partners and stakeholders and we strive to continually improve our performance and service delivery. Each layer of feedback, through both formal and informal sources helps us get to know our main customer groups and gives an insight as to their needs and preferences.

This knowledge helps us prioritise improvement activity and communicate to our customers the accurate and detailed information they need to make our service easily accessible and to understand the steps taken in the planning process while managing the expectation of what we can deliver.

Part 2: Supporting Evidence



The style of our Planning Performance Framework has evolved over the years and has been influenced by peer review.

The report was compiled drawing on evidence from the following sources. Click on the links below to take you to the document or website described:

- [We Aspire Committee Report](#)
- [The Plan for North Lanarkshire](#)
- [Glasgow City Region City Deal](#)
- [A8/M8 corridor access improvements](#)
- [Gartcosh/Glenboig community growth area information](#)
- [Pan-Lanarkshire orbital transport corridor information](#)
- [North Lanarkshire Local Plan](#)
- [Modified Local Development Plan Committee Report](#)
- [Masterplanning](#)
- [Ravensraig information](#)
- [Community Growth Areas](#)
- [£190 million roads programme information](#)
- [Our town centres](#)
- [Coatbridge CARS](#)
- [Historic Environment Scotland](#)
- [Link to Pre-Application Advice for Major Development](#)
- [Supplementary Planning Guidance](#)
- [Supporting Documents for Planning Applications](#)
- [Processing Agreement information](#)
- [Customer Charter](#)
- [‘Listening to You’ complaints procedure](#)
- [Protocol for Planning Application Hearings](#)
- [Scheme of delegation](#)
- [The Local Review Body](#)
- [Disability Confident Leader](#)

| Case Study Topics | Issue covered by case study (pg number) |
|----------------------------------|---|
| Masterplanning | 11 |
| Collaborative working | 11 |
| Conservation | 13 |
| Skills sharing | 13 |
| Staff training | 19 |
| Community Engagement | 15 |
| Development Management Processes | 15 |
| Economic Development | 17 |
| Process Improvement | 17 |

Part 3: Service Improvements



The coronavirus crisis represents a huge challenge to a broad range of public sector services. It is unprecedented and has brought considerable uncertainty.

In North Lanarkshire, Planning and Place will play a significant role in supporting future economic recovery in the area.

During these uncertain and challenging times, we have moved swiftly to adapt our service delivery in light of both government guidance and current restrictions. Our working practices will be continually under review as our service evolves to comply with physical distancing and good hygiene requirements and other emerging priorities.

Although there is uncertainty, there may also be opportunity to make positive change to our working practices. While this report lays out our service improvements for the coming year, our plans may be adapted as matters become clearer over coming months.

In the coming year covering the 12 months from 1 April 2020 to 31 March 2021, we will:

Review:

- Working practices as our service adapts and evolves in response to the circumstances around coronavirus crisis.
- Physical records management in response to the circumstances around the coronavirus crisis.
- Householder validation process and realign tasks to increase consistency and to ensure that planning applications are processed with minimum delay.
- Supplementary Planning Guidance with a view to preparing a programme for updating and replacing existing SPG.
- Website material for update and publication on new web platform in line with the new North Lanarkshire Content Style guide.
- Appeals process to ensure it is as streamlined and efficient as possible.

Develop:

- A standardised approach to developer contributions and strengthen our policy guidance.
- A streamlined and improved process for dealing with Section 69 and Section 75s.
- A process for dealing with legacy cases.
- Our development management workflow tool to assist the issue of planning permission following decision.
- A plan for electronic updates on the progress of the Proposed Modified Local Development Plan to customers through the Govdelivery email platform. There are currently over 6,000+ subscribers for the topic, planning.
- A structured, scheduled of review of performance, process and service improvement to ensure performance management and business development align and support individuals to reach their potential.
- A policy and guidance, in partnership with colleagues in Housing and Business Solutions, in response to the Government requirement to identify and introduce a target for the provision of wheelchair accessible housing in new developments.

Continue to:

- Seek opportunities for peer group and partnership working to identify service improvements.
- Deliver elected members training reflecting on changes brought about by the new Planning Act.
- Work with our Pollution Control and Building Standards teams to enhance our customer communication around contaminated land. This will ensure the advice on what information is required from developers around contaminated land is clear and consistent.
- Contribute to the development of the North Lanarkshire Environmental Strategy 2021 and progress the Open Space Audit and Strategy.

Monthly meetings will be scheduled to monitor the progress of these actions.

We value feedback on our service and welcome the opportunity to use this insight to inform policy, strategy and to prioritise service improvement activity within the service.

Our Planning Performance Feedback improvement actions covering the 12 months from 1 April 2019 to 31 March 2020 were highlighted in our previous report, however have been subject to change. Our priorities during the year were realigned following feedback on our service from the Ombudsman around the Section 42 and Environmental Impact Assessment processes. This feedback led us to reprioritise our action plan to accommodate suggested improvements to our processes and practices. The actions implemented as a result of feedback from the Ombudsman have been successfully delivered, and the completion of some of our improvement actions are now targeted for the coming year.



Delivery of service improvement actions committed in previous year in 2018-19

| Committed improvements and actions | Complete? | |
|---|--|--------|
| Review and update our online customer information | Online information has been reviewed with a view to transferring to the new website platform, as part of North Lanarkshire's DigitalNL programme. | Green |
| Update our engagement strategy for our broad range of stakeholders | Our LDP engagement strategy framework allowed us to adapt and apply it successfully to the Kilsyth & Kelvin Valley Framework and Action Plan. A broad range of stakeholders engaged with the service influencing the Kilsyth & Kelvin Valley Framework and Action Plan. The LDP process has set a broad framework for future engagement. | Green |
| Review and revise our Supplementary Planning Guidance | Timescales rescheduled due to decision taken to modify Local Development Plan. In anticipation of the adoption of Local Development Plan Modified Plan, SPG review is underway. A project plan is being prepared and the research stage is underway to guide the priority and establish clear focus on what SPS are required. Stakeholder engagement will follow to further guide the process. | Yellow |
| Develop a process using our existing systems to manage the flow of information and consultation on proposed Strategic Housing Investment Plan (SHIP) | Process was developed and associated process map and guidance prepared. Process implemented. | Green |
| Develop a North Lanarkshire open-space / green network blueprint plan | First stages complete. Action plan prepared | Green |
| Strengthen our policy guidance and develop a standardised approach to developer contributions | Work continues following committee approval of a report on developer contributions. | Yellow |
| Develop an improved process for monitoring Section 69 and Section 75s | We have developed a draft model agreement for legal agreements, however, our priorities for the year were realigned following feedback from the Ombudsman. Further progression of this action is now targeted for the coming year. | Yellow |
| Review development management processes to ensure alignment of tasks across area teams | Development management process have been reviewed and processes streamlined and amended accordingly. | Green |
| Develop tasks and introduce workflow management tool for development management | A workflow tool, Enterprise, has been developed and introduced. IT issues have slowed the completion of the project with the final decision task still to be implemented, but it is anticipated that when resolved we will have an end to end workflow tool that will assist with workflow and performance management. | Yellow |

| Committed improvements and actions | Complete? | |
|--|--|--------|
| Pilot customer facing service options to ensure our customers speak to the right person at the right time | A 'Netcall' option was piloted, but taking on board feedback, it was considered not to add benefit to the customer in the form that had been piloted. | Green |
| Create opportunity for job shadowing to help create understanding of variety of roles across planning and technical support functions | Informal job shadowing has taken place and we are now working with the corporate training body, Talent and Organisational Development (TOD) on succession planning that will ensure we have staff who have the capabilities needed to deliver the council's Ambition. | Green |
| Develop a strategy and process around dealing with legacy cases | Timescales have been adjusted while our priorities for the year were realigned following feedback from the Ombudsman. This action is now targeted for the coming year. | Yellow |
| Review and update standard conditions to ensure a consistent approach across area teams | We have rationalised and updated our standard conditions. A change log will be developed and review of standard conditions will form part of our 6 monthly process review | Green |
| Review customer service charter | Customer Service Charter reviewed September 2019, Enforcement Charter reviewed February 2020 | Green |
| Review scheme of delegation | A report has been prepared, however timescales have been adjusted due to the coronavirus crisis | Yellow |
| Review development management structure and agile working arrangements to ensure team objectives are being met | Our development management structure is deemed robust with a broad range of skills across each team. Home working patterns previously established aided a smoother transition to the whole team working from home during lockdown. Successful agile working is assisted with regular management feedback, communication and coaching to ensure key priorities and objectives are met. | Green |
| Review technical support structure and agile working arrangements to ensure team objectives are being met | Our technical support structure is deemed robust with a broad range of skills across each team. With all vacancies now filled it has been identified that there is scope within the team to take on new tasks. With home working now introduced across the whole Planning and Place team due to COVID-19 circumstances, successful agile working is assisted with regular management feedback, communication and coaching to ensure key priorities and objectives are met. | Green |

Part 4: National Headline Indicators



A (NHI) Key outcomes Development Planning

| Development Planning | 2019-20 | 2018-19 |
|---|----------------------|----------------------|
| Local and Strategic Development Planning: | | |
| Age of local/strategic development plan(s) at end of reporting period <i>Requirement: less than 5 years</i> | 7 years and 6 months | 6 years and 6 months |
| Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? | No | No |
| Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? | Y-later | Y-later |
| Were development plan scheme engagement/consultation commitments met during the year? | N/A | Y |
| Effective Land Supply and Delivery of Outputs | | |
| | 2019-20* | 2018-19** |
| Established housing land supply | 23,283 units | 21,571 units |
| 5-year effective housing land supply programming | 9,913 units | 7,991 units |
| 5-year effective land supply total capacity | 18,828 units | 15,268 units |
| 5-year housing supply target | 5,300 | 5,300 units |
| 5-year effective housing land supply (to one decimal place) | 7.5 years | 9.4 years |
| Housing approvals | 1,479 units | 1,762 units |
| Housing completions over the last 5 years | 4,987 units | 5,328 units |
| Marketable employment land supply | 335.85 ha | 352.32 ha |
| Employment land take-up during reporting year | 18.90 ha | 7.91 ha |

* Draft figures ** Final figures

B NHI Key outcomes – Development Management:

| Development Planning | 2019-20 | 2018-19 |
|---|------------|------------|
| Project Planning | | |
| Percentage and number of applications subject to pre-application advice | 9.2% | 15.54 % |
| Percentage and number of major applications subject to processing agreement | 63.6% | 62.5% |
| Decision Making | | |
| Application approval rate | 96.6% | 96.2% |
| Delegation rate | 95.8% | 94.9% |
| Validation | 32.9% | 45.6% |
| Decision-making Timescales | | |
| Major Developments | 20.7 weeks | 17.0 weeks |
| Local developments (non-householder) | 10.9 weeks | 9.3 weeks |
| Householder developments | 8 weeks | 7.1 weeks |
| Legacy Cases | | |
| Number cleared during reporting period | 8 | 17 |
| Number remaining | 49 | 43 |



7 Lochs Trail

Development Planning and Development Management

DEVELOPMENT PLANNING

Development Planning: The Glasgow and Clyde Valley Strategic Development Plan is up to date. Following the legal challenge to the Strategic Development plan during 2017-18, the decision was taken to modify the proposed Local Development Plan. This Modified Proposed Local Development Plan will go forward to Examination during 2020/2021.

Modifying the Proposed Plan offers more control and benefits to the plan making process. Changes have been made to site designations, area boundaries and policies reflecting feedback received through the Local Development Plan consultation process.

Effective land supply and delivery of outputs:

The housing land audit helps to address any housing supply issues through the plan making process in order to ensure that there is an adequate land supply available for house building. The land supply varies year-to-year as a result of the status of sites changing, being built on, or new sites being added.

DEVELOPMENT MANAGEMENT

Project Planning: We offer anyone seeking pre-application advice on major development the opportunity to meet with us to discuss their proposal. This option ensures a high quality and targeted approach to adding value to development in the area.

To make this new way of working user-friendly we encourage the use of our [pre-application enquiry form](#) ahead of the meeting.

Our practice of directing those dealing with Local Development to our website for information has streamlined the process. The resulting drop in the number of applications that are subject to pre-application advice allows officers to devote more time to offering a dynamic and modern service that meets our customer's needs.

Our more direct and proactive approach to processing agreements led to an increase in take up with 63.6% of major applications being subject to processing agreements.

Decision Making: Our decision making figures have held steady on last year's performance. We continue to monitor these figures closely.

Decision-Making Timescales: With new team members joining to fill vacant posts and the introduction of the Enterprise workflow tool over the reporting year, new ways of working have meant there has been a period of settling in across the planning service. For much of the reporting period we were impacted by staff absences, and while taking every effort to minimise the impact on service delivery, our decision making timescales have increased.

Efforts have been made on creating cohesion within

the new teams and upskilling staff to give them a broad skill base will benefit future service delivery. We are confident this approach will create resilience across the service and build on efficiencies to create a more streamlined service.

Further developing our performance monitoring capability, our new workflow tool will ensure that we achieve the best results. Performance can be monitored in a continuous and cyclic basis, allowing us to make adjustments and recognise and manage underperformance as it happens. This approach will allow us support and develop individuals to meet their potential and achieve high performance.

Legacy Cases: We have increased our number of legacy cases cleared during the reporting period. However, the overall figure for legacy cases has increased. Having initiated work on a new strategy around how we deal with legacy cases, we will further develop our process in the coming year.



“ YOU SAID...
 Consultation response times are variable and some are consistently late impacting on application processing times

WE DID... ”
 We are collating information on overall times from different consultee bodies and reporting regularly to the Planning and Place manager to provide feedback to other services

Coatbridge

C Enforcement activity

| Development Planning | 2019-20 | 2018-19 |
|---|---------|-----------|
| Time since enforcement charter published / reviewed <i>Requirement: review every 2 years</i> | 1 month | 13 months |
| Complaints lodged and investigated | 48 | 246 |
| Breaches identified – no further action taken | 130 | 35 |
| Cases closed | 48 | 360 |
| Notices served | 0 | 1 |
| Direct Action | 0 | 0 |
| Reports to Procurator Fiscal | 0 | 1 |
| Prosecutions | 0 | 0 |

Enforcement: Our new enforcement process was designed to create efficiencies, build resilience and broaden the skillset of our workforce. As a result we no longer have a dedicated enforcement team with enforcement cases now being distributed across the broader development management team.

The implementation of the new process has had a significant impact. With new guidance giving a clear and consistent approach, only 48 of the 260 cases reported over the year were deemed to be a breach of planning control and/or in the public interest to take up. Applying the guidance, we also addressed historic enforcement enquiries leading to a total of 305 cases being closed over the year, with only 48 of these having been taken up.

We believe this demonstrates we have been clear and proportionate in our approach allowing us to focus our resources on our key priorities.



YOU SAID...

Staff highlighted the EIA screening checklist published on Scottish Government site was in PDF format and not usable



WE DID...

We requested this be published in Word to allow us to make this more user friendly

7 Lochs signage

Part 5: Scottish Government Official Statistics



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

| Timescales | 2019-20 | 2019-20 | 2018-19 |
|---|---------|------------|------------|
| Overall | | | |
| Major developments | | 20.7 weeks | 17.0 weeks |
| Local developments (non-householder) | | 10.9 weeks | 9.3 weeks |
| <ul style="list-style-type: none"> Local: less than 2 months | 49.6% | 7 weeks | 6.5 weeks |
| <ul style="list-style-type: none"> Local: more than 2 months | 50.4% | 14.6 weeks | 14.4 weeks |
| Householder developments | | 8 weeks | 7.1 weeks |
| <ul style="list-style-type: none"> Local: less than 2 months | 66.2% | 7 weeks | 6.3 weeks |
| <ul style="list-style-type: none"> Local: more than 2 months | 33.8% | 10.1 weeks | 9.8 weeks |
| Housing Developments | | | |
| Major | | 18.6 weeks | 20.5 weeks |
| Local housing developments | | 13.9 weeks | 12.9 weeks |
| <ul style="list-style-type: none"> Local: less than 2 months | 40.3% | 7.3 weeks | 6.4 weeks |
| <ul style="list-style-type: none"> Local: more than 2 months | 59.7% | 18.3 weeks | 19.8 weeks |

| Timescales | 2019-20 | 2019-20 | 2018-19 |
|--|---------|------------|------------|
| Business and Industry | | | |
| Major | | 0 weeks | 0 weeks |
| Local business and industry developments | | 9.1 weeks | 8.3 weeks |
| <ul style="list-style-type: none"> Local: less than 2 months | 51.9% | 6.6 weeks | 6.9 weeks |
| <ul style="list-style-type: none"> Local: more than 2 months | 48.1% | 11.8 weeks | 10.7 weeks |
| EIA Developments | 0 | 0 weeks | 0 weeks |
| Other Consents | | | |
| <ul style="list-style-type: none"> As listed in the guidance(right) | | 7.1 weeks | 6.2 weeks |
| Planning/legal agreements | | | |
| <ul style="list-style-type: none"> Major: average time | | 25.6 weeks | N/A |
| <ul style="list-style-type: none"> Local: average time | | 45.6 weeks | 77.1 weeks |



YOU SAID...

Clarification was requested by the NL Access Panel around when in the planning process they would be consulted by the service



WE DID...

A senior officer gave a presentation to the NL Access Panel as a refresher for newer members on the planning process

B Decision-making: local reviews and appeals

| Type | Total number of decisions | Original decision upheld | | | |
|-------------------------------|---------------------------|--------------------------|-------|---------|-------|
| | | 2019-20 | | 2018-19 | |
| | | No. | % | No. | % |
| Local reviews | 13 | 11 | 84.6% | 9 | 62.5% |
| Appeals to Scottish Ministers | 9 | 5 | 55.5% | 8 | 75% |

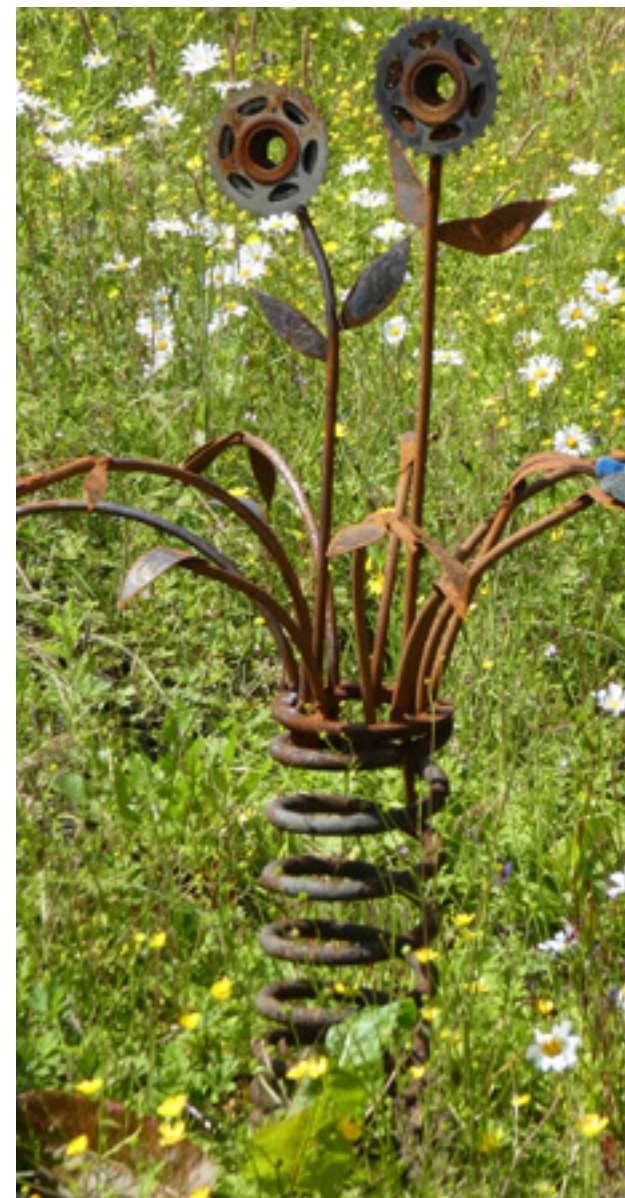


YOU SAID...

Netcall call filter system was introduced to help get customers to the right person to answer their enquiry

WE DID...

It was fed back that customers received little benefit due to limited resources within the team so this option was stopped to be reconsidered in future



Gartcosh



Artists impression for Motherwell Train Station

Decision-making timescales (based on ‘all applications’ timescales):

With new team members joining to fill vacant posts and the introduction of the Enterprise workflow tool over the reporting year, new ways of working have meant there has been a period of settling in across the planning service. For much of the reporting period we were impacted by staff absences, and while taking every effort to minimise the impact on service delivery, our decision making timescales have increased.

Efforts have been made on creating cohesion within the new teams and upskilling staff to give them a broad skill base will benefit future service delivery. We are confident this approach will create resilience across the service and build on efficiencies to create a more streamlined service.

Further developing our performance monitoring capability, our new workflow tool will ensure that we achieve the best results. Performance can be monitored in a continuous and cyclic basis, allowing us to make adjustments and recognise and manage underperformance as it happens. This approach will allow us support and develop individuals to meet their potential and achieve high performance.

The timescales for dealing with the legal agreement for the single local application reported were naturally disrupted due to unforeseen circumstances beyond our control, including the death of an applicant and various legal issues.

Decision-making: Local Reviews and Appeals

As anticipated the number of appeals has risen slightly. While proportionally the number of appeals remains low, we will be reviewing the appeals

process in the coming year to ensure it is as streamlined and efficient as possible.



YOU SAID...

Customer feedback told us our information on Neighbour Notification advice was unclear

WE DID...

Neighbour notification letter and website information was updated to be clearer on the planning process

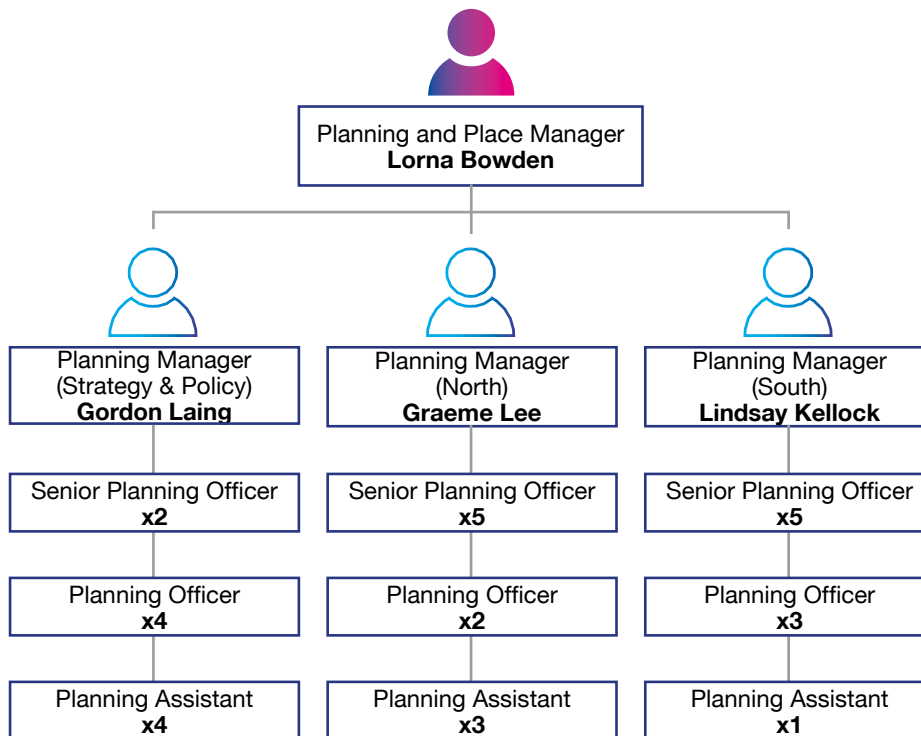


Part 6: Workforce

| Management Levels | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
|---------------------------------|-----------------|----------|-----------------|---------|
| | Chief Executive | Director | Head of Service | Manager |
| Head of Planning Service | | | | 1 |

| Staff Age Profile | Headcount |
|-------------------|-----------|
| Under 30 | 1 |
| 30-39 | 6 |
| 40-49 | 11 |
| 50 and over | 14 |

| RTPI Chartered Staff | Headcount |
|----------------------|-----------|
| Chartered staff | 22 |



Our vacant post will be filled, increasing staffing numbers to full complement. This reflects the senior management recognition of key role Planning and Place have to play within the council.



Muirfield Community Centre, Cumbernauld

Part 7: Planning Committee Information



| Committee & Site Visits | Number per year |
|-------------------------|-----------------|
| Full council meetings | 2 |
| Planning committees | 9 |
| Area committees | 0 |
| Committee site visits | 0 |
| Local Review Body | 7 |
| LRB site visits | 0 |



“ YOU SAID...
 Customers fed back that not having experience with IT was a barrier to commenting on planning applications online

WE DID...
 We worked closely with Steps Community Council to prepare a presentation guide to assist people who were having difficulty with commenting online.

”

Blair Road, Coatbridge

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