

# planning performance framework

## annual report 2013-2014





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# Introduction

We are pleased to provide our second annual performance report on our planning services, continuing the improvement theme set out in the White Paper “Modernising the Planning system” 2005.

We are again reporting on our performance across a broad range of areas.

As well as looking at speed of decision making, we cover other factors, including, quality, workloads, resources, organisation and outcomes.

We also welcome this opportunity to highlight our achievements, successes and individuality.

## North Lanarkshire

The North Lanarkshire stretches from Stepps to Harthill, from the Kilsyth Hills to the Clyde, and includes Airdrie, Bellshill, Coatbridge, Cumbernauld, Kilsyth, Motherwell, Shotts and Wishaw.

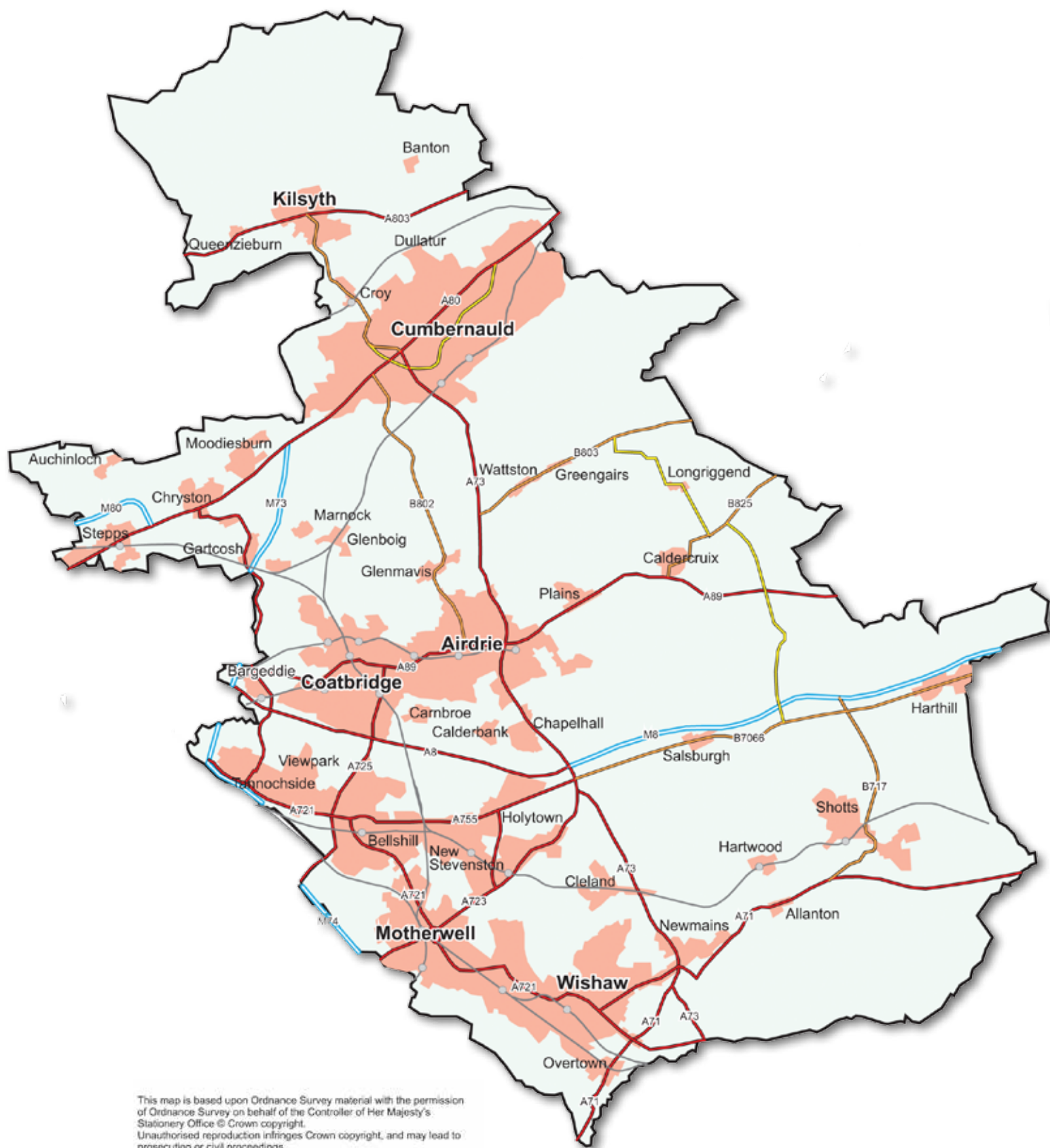
North Lanarkshire forms a geographically diverse area between the urban conurbation of Glasgow which we border to the west and the moorlands of central Scotland to the east. The southern part of our area is heavily populated, particularly in the south west around the large town of Motherwell, and adjacent settlements.

The towns of Airdrie and Coatbridge form the central area, while Cumbernauld, our largest town, is situated to the north. The south eastern and northern parts are more rural in character with lower population densities and more extensive areas of open countryside. Although agricultural land accounts for over 18,000 hectares, the population density is 6.8 people per hectare, making us the fifth most densely populated local authority area in Scotland.

With a land area of approximately 47,000 hectares, and a population of over 326,000, we are the fourth largest planning authority in Scotland

North Lanarkshire’s historical development of the coal, steel and heavy engineering industries has resulted in vacant and derelict land across much of the area, accounting for over 1,000 hectares ; among the larger amounts for any local authority area in Scotland.

Our traditional industries of coal, steel and heavy engineering have now largely been replaced by a modern business infrastructure and newly formed sectors. We now face new economic challenges of slow economic growth and higher than average unemployment and youth unemployment rates.





## Part 1: National headline indicators

Our information on the national headline indicators is provided in the following table

These are indicators that all of Scotland's planning authorities have been asked to provide. They relate to our performance in development plan-making, and in making available land for housing, employment and commerce.

The indicators also cover aspects of our performance in dealing with planning applications both in processing and decision making. They also cover our performance in enforcement.

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#### 1. National Headline Indicators (NHIs)

Key outcomes	2012-2013	2011-2012
<b>Development Planning</b> <ul style="list-style-type: none"> <li>Age of local/strategic development plan(s)</li> <li>Development plan scheme on track</li> </ul>	New local plan (5 months old)  New strategic development plan (8 months old)  Yes	5 local plans with respective ages of 4, 7, 13, 17 and 19 years Strategic development plan (56 months old)  Yes
<b>Effective Land Supply and delivery of outputs</b> <ul style="list-style-type: none"> <li>Effective housing land (supply in years)</li> <li>Effective housing land supply</li> <li>Housing approvals</li> <li>Effective employment land supply</li> <li>Employment land take-up</li> <li>Effective commercial floor space supply</li> <li>Commercial floorspace delivered</li> </ul>	7 years 8191 units 516 units 343.65ha 17.93ha 518,089sqm 60,674sqm	7 years 7614 units 1663 units 346.27 ha 16.11 ha 873,608sqm -
<b>Project Planning</b> <ul style="list-style-type: none"> <li>Percentage of applications subject to pre-application advice</li> <li>Number of applications subject to processing agreement or other project plan</li> <li>Percentage planned timescales met</li> </ul> <b>Decision-making timescales - average number of weeks to decision</b> <ul style="list-style-type: none"> <li>Major developments</li> <li>Local developments (non householder)</li> <li>Householder developments</li> </ul>	21.65% 0 0  21 15.3 9.1	56.67% 0 0  52.7 14.5 9.3
<b>Project Planning</b> <ul style="list-style-type: none"> <li>Time since enforcement charter published/reviewed</li> <li>Number of breaches identified/resolved</li> </ul>	36 months  159/139	24 months  155/59

## Context

Our new local plan was adopted following a detailed examination by Scottish Government reporters in February 2011, and a subsequent reopening of the consideration of housing land supply issues in 2012. We are currently working on our LDP Scheme for publication early in the new business year. This scheme will include early engagement with elected members and all stakeholders at key stages in plan production

The percentage of applications subject to pre-application advice has dropped; it is unclear why this should be, as the planning service continues to receive a high level of pre-application enquiries (856), but many of these did not translate into applications (either being permitted development, or the applicant anticipating that the application would not be successful). Despite this, we continue with the availability and promotion of pre-application discussions for all prospective applications with clear and proportionate requests for supporting information.

Although there were no processing agreements, we intend to offer them for all major developments in the coming year, together with complementary publicity through web communication

Our delegation approval rate has increased since last year, to 83%. However, we recognise that this figure requires further improvement.

We have significantly improved this year on the average number of weeks to make decisions on major applications. We consider that this reflects well on the manner in which major developments are handled, through a team specifically dedicated to dealing with major developments and the council's flagship projects, allowing these significant proposals to be the subject of focused action. However, we realise that this figure is sensitive to slight changes to the type and number of major applications received.

The average time for decisions on householder developments has improved by two days, while the time for deciding other local applications has extended by 5 days. On local applications, we regard this overall as a similar performance to last year. The general culture of the service continues whereby applicants are given the opportunity to overcome problems associated with an application once registered if the case officer considers that improvements are potentially achievable. This can increase the time taken to determine an application, but is seen as a better service to the applicant and the general public.

The enforcement charter is being reviewed and will be published in the first half of 2013-14. In the meantime, our work rate, good performance and efficiency in enforcement is borne out in our enforcement activity figures which show a high level of resolving the many breaches that arise, without the need for formal enforcement proceedings.



## Part 2: Defining and measuring a high quality planning service



There are many ways of defining and measuring a high quality planning service. The Scottish Government has asked that we cover: our positive actions in support of sustainable economic growth; our achievements in securing quality development on the ground; our consistency; our customer communications; our decision making processes; our effective management structures; our financial management; and our culture of continuous improvement.

### Open for business

Sustainable economic growth is at the heart of our planning services in North Lanarkshire, as we continue to move from a predominantly industrial past to a new diverse environment with vibrant communities.

During this business year, we have delivered an adopted single [local plan](#); our most important up-to-date and relevant tool for driving this growth. At the same time, we have been making preparations towards producing our first local development plan ([LDP](#)) scheme.

As one of the larger authorities in the Glasgow and Clyde Valley, we have also played a key part in the delivery of the approved Strategic Development Plan ([SDP](#)).

Along with our new and wide range of Supplementary Planning Guidance ([SPG](#)), this new local plan is our effective and succinct guide for the

developer, providing clarity for development opportunities, and a real focus for our own implementation work.

As for our own actions towards the effective implementation of the plan, the main focus is the continuation of the successful process of urban renewal through environmental improvements, together with [masterplanning](#), the promotion of [Ravenscraig](#) (Scotland's biggest regeneration site), and our identified [community growth areas](#).

As part of taking forward the delivery of the local plan's intentions, the South Wishaw Mini-Charrette was held in March to review effective housing land issues in South Wishaw, a key community growth area identified within the plan. The Charrette outcomes will form the basis for new procedures and processes during the Call for Sites and will further inform the spatial strategy being developed for the Main Issues Report stage in the forthcoming Local Development Plan.

We have also invested successfully in regenerating our seven [town centres](#) to help improve their accessibility and resilience - working with local traders and regeneration, roads and town centre activity staff. We are currently conducting health checks and socio-economic profiles for each of our town centres, and using these to develop town centre frameworks to identify actions and priorities for future improvements. We have now completed the extensive partner and public consultation on the new Motherwell, Coatbridge and Cumbernauld





Above:  
Kilsyth town  
centre and  
conservation area

Action Plans, working closely and promoting good communication with traders, the local community and public utilities organizations. Similar work has been initiated for Airdrie, Wishaw, Bellshill and Kilsyth. We will continue to support our town centres through capital investment and taking advantage of available funding initiatives to promote regeneration schemes

We have reviewed the boundaries of our six [conservation areas](#), and we have now adopted Character Assessment and Management Plans for five of them. We are also continuing to plan forward from the recent designation of the Antonine Wall World Heritage Site and the site of the Battle of Kilsyth

In development management, our new major development team continues to handle major planning applications and building warrants - this dedicated team joins up planning services with building standards to provide a wide range of expertise and focus for handling major development proposals. It is designed to provide a more effective mechanism to deal with major proposals, as they make their way through our statutory consents process. This new set up has had a positive knock-on effect on the development management area teams, who have been freed up to handle the large number

of other applications that do not fall into the major category. However, we are still mindful that all areas of development management should remain robust, and the crossing over of staff and workloads is applied as necessary to ensure that all parts of the service are appropriately resourced at any given time.

In development management in general, we have well established processes for the handling of applications from receipt to decision. More information can be found under the separate heading, “certainty”.

We are also open to all approaches and calls for advice and meetings, with an all day open door reception service as well as a quick turnaround for any requests for appointments. During office hours there are always appropriate professional officers available to answer any visitor or telephone enquiries. We continue to embrace the value and benefits of pre-application discussions. As proposals develop into planning applications, we then have an easy single point of contact for each case.

In response to the challenges of a slow growth economy and efficiency savings, we have restructured our services to be even more responsive to the needs of the development community. We can all be found [under one roof](#) at Cumbernauld. We have also enhanced our [website presence](#) and are continuing to promote e-planning and to develop more on line improvements with our corporate service partners in line with the Scottish Government’s “Pendleton recommendations”.

From the corporate level, we contribute to delivering many of North Lanarkshire’s local outcomes deriving from the Single Outcome Agreement at the national level. In particular, our work contributes to environment and regeneration related national outcomes.





We also continue to lead the council on the delivery of sustainable development and practices.

The council is now implementing the Sustainable Development Delivery Framework developed by our planning service. This will help us, along with our partners, to develop and deliver on the outcomes of a Sustainability and Climate Change Strategy, Low Carbon Strategy and Action Plan, and to embed sustainability in future iterations of the Single Outcome Agreement and Corporate and Community Plans.

Linked to this, our planning service has led the council in the Strategic Environmental Assessment (SEA) process. Early in the new business year we plan to launch our web based SEA guide on our new internal web system.

### High Quality development on the ground

With much dereliction and vacant land from our industrial past, we are continuing to seek

improvement in the standard of urban design and development within North Lanarkshire.

We retain our challenging commitment in “[Designing North Lanarkshire](#)” towards raising standards and achieving places of which we can be proud . “Designing North Lanarkshire” outlines the council’s approach for managing change within the built environment in a positive way, and is focused on the urban design issues arising from new development.

Our new Supplementary Planning Guidance has been taken through public consultation to help promote best practice and high quality design, and the understanding of issues so as to influence positively the development process. As the new local plan is now adopted, we will be providing further staff training to embed this best practice. We are still making several submissions for design awards but so far have not won any. Nevertheless, we believe we are adding value to developments and we will continue to submit worthy relevant schemes for awards.

## Recently Completed Developments

*Airdrie Health Centre*



*Scottish Water HQ*



*Gartferry Road, Social Housing*



*Bothwellhaugh Cemetery*



*St Ambrose High School*



We continue the theme of working closely with other partners in the council to deliver ambitious projects such as the new house building programmes, and the schools and Centres 21 project, through the provision of advice on design and heritage issues. This year we have contributed to the production of seven development briefs for the council's Building for the Future Programme with Housing and Social Work Services, including participation in the quality evaluation of the submitted bids and the appointment of the Design and Build contractor.

Some recent examples of successfully completed developments during the business year are shown in the images attached.

## Certainty

In order to achieve reasonable levels of certainty for the development industry and others affected by the development process, we value consistency in our advice, processes and decision making.

The recent adoption of our local plan (which effectively replaces five local plans of different ages and areas) coupled with the new approved Strategic Development Plan, and our new and developing Supplementary Planning Guidance (SPG), now promises a sound and robust basis for more consistency in both decision-making itself and in our advice to any party interested in new development.

As well as covering expected standards of development, every SPG includes a clear checklist of matters that require to be addressed and the documents to be included within a planning application submission. The guidance forms an essential element for consistency, not only in the area of decision making, but also in pre-application advice and submission making. This being the case, however we do still exercise discretion as appropriate during pre-application discussions so as to ensure the developer does not incur any unnecessary time and costs.

Another important area for consistency in advice and decision making that the SPGs will cover is the impact of development - and mitigation through developers' contributions (in line with our local plan policy DSP.3). We are currently preparing the first element of guidance, covering an evidence based education contributions matrix, taking into account the viability aspects, and this will complement our emerging local development plan. Once developed, it will be an effective consistent guide which will ensure we apply our requirements equally. It will also help developers in regard to feasibility judgments as new developments are brought to our area.

On measuring the consistency of the pre-application advice, we can see that over the last year, 57 % of

applications were valid at the point of submission. Another important measure for consistency of advice is the number of decisions taken against officer recommendation. Over the last year there were only eight such cases.

At our agents' forums we have also sought opinion on the consistency of our advice. The majority found that we were fairly consistent or consistent.

As for decision making, consistency levels are reasonably positive. Of the decisions made last year, 98% were consistent with the development plan.

In development management in general, we have well established processes for the consistent handling of applications from receipt to decision. We monitor these in practice regularly, and we are currently taking action to review them.

For example, recognising that our rate of decision making through delegation procedures needs to be significantly higher, we are working towards widening the current delegation scheme.

We also comply with ISO accreditation requirements for the planning applications process, appeals process and the enforcement process and building standards applications.

Good early communication and protocols with our partners to smooth the process of decision making is undertaken. For example, we have twice yearly meetings involving managers from Development Management, Strategy and Greenspace/Landscape Services in order to discuss current issues and how to ensure effective liaison between the services.

The council has its own Greenspace Services section which is able to advise on instances relating to protected species which require to be considered by Scottish Natural Heritage (SNH); this provides specialist knowledge, and can help reduce the number of unnecessary consultations with SNH.

We also have an established protocol with SNH itself for development and protected species - Consideration of Development Proposals Affecting Protected Animals in Lanarkshire (including European Protected Species) within the Scottish Planning System.

Similarly, we have an agreement with Scottish Environment Protection Agency (SEPA) on standing advice.

We have an established protocol with the Coal authority regarding consultation requirements and coal risk assessments.

The following complementary factors also help to reinforce our overall consistency:

- the one single location for all staff in planning services



- the dissemination of information through regular team meetings;
- our customer focus events with agents; and
- staff development and training

## Communications, engagement and customer service

Understanding our customer is essential for the way we provide our service. We regularly and openly communicate with our customers so as to make sure our services are effective and easily available, and to ensure we get feedback that can help with improvements.

Having moved all our services to the one office location, we provide a one stop shop for all planning and development enquiries.

We are committed to providing a positive customer experience. We have customer charters for enforcement and development plans. In development management, we follow ISO accreditation requirements in applications processing, appeals and enforcement.

We engage with our customers on various levels appropriate to the needs of identified customer groups. We seek regular feedback, through development management focus groups and customer questionnaires.

On customer engagement, we have successfully developed customer consultation covering six key

customer indicators - satisfaction with the overall service; what we promised; the timeliness of the service; information easy to understand; staff professionalism; and staff attitude.

Customer engagement is also a key aspect of our town centre enhancement projects, with greater user-friendliness being built in to our web presence, including short url links, on-site consultation relating to town centre frameworks, and use of local office and twitter.

On our town centre enhancement works, we have engaged actively with customers and traders, at various stages in the project planning and implementation process using such media as community forums, elected members' meetings, public exhibitions, standpoints, newsletters and the internet. At present, throughout the business year, we have consulted extensively on future frameworks and action plans for all seven of our town centres.

In addition, our customer engagement activities relative to the plan making process have been effectively complemented by the successful running of the recent charette (see under separate heading "open for business").

We have been building on experience of previous local plan consultation work to develop a consultation and engagement strategy to implement through the statutory and non-statutory stages of the preparation of our forthcoming local development plan. This will be an essential part of our new local plan scheme.







*Customer engagement - Airdrie Town Centre*

We have also created a new on line [consultations hub](#) to help and encourage customers to take part in consultation exercises on all planning policy and implementation documents.

We are fully committed to the promotion of e-planning in development management and to the provision of an on-line development plan. We already have more than 50% of our applications submitted electronically and we are among the best in Scotland in this respect. We are also working towards having an online fully interactive local development plan early in the new business year.

The customer experience extends beyond applicants to all those engaging in the electronic systems. Indeed, 28% of representations made this year were submitted on line (out of a total number of 4169).

To enhance the customer's electronic communications options, we have successfully developed a new web site home for planning and building standards. We now have a clear attractive user friendly facility that is very accessible for our customers, colleagues and partners. We are continuing to build on and improve this facility. This website work was successfully short listed for a council corporate award in the category "developing the organization".

We have also successfully trained our support staff in Customer Service Professional, and everyone in data

protection and data management. We are committed to training new staff in the same way.

As a council, we have a tried and tested formal complaints, comments and compliments procedure. In planning services, we received 14 complaints between April 2012 and March 2013. 12 complaints were satisfactorily resolved, and one was partly upheld and one unresolved. We received five compliments.

To complement our focus on customers, we have produced our own Supplementary Planning Guidance on community engagement which stresses the importance of community engagement at all levels and the contribution it can make to provide an efficient planning service. Having been unsuccessful in an initial bid for a full charrette as part of our LDP development programme we were offered and accepted the opportunity to run a mini-charrette in the South Wishaw area. This was a very positive experience in customer engagement for all involved to the extent that we will use the outcomes to radically alter the Call for Sites process and will look to run further such exercises as part of the LDP process.

## Efficient and effective decision making

We have robust structures and regularly monitored processes to ensure high efficiency in decision making.

We are structured so that we have three teams covering development management: two dealing with local planning applications and related issues in the northern and southern parts of the council area, and one specially dedicated team dealing with all our major developments, and other developments specifically linked to the council's own programmes, such as the new build council housing programme and schools and Centres 21.

This structure is based on the principle of concentrating appropriate and proportionate resources on the larger, more complicated and complex applications, while freeing up resources within the two local teams to concentrate on swift decision making on smaller applications using our delegated powers. Within this context, we are still mindful that all areas of development management should remain robust. Therefore, the crossing over of resources is still applied to ensure that all parts of the service are appropriately resourced at any given time. This process is supported by close monitoring of workloads and resources and performance, through our regular Development Management Service Manager's meetings with our three Assistant Business Managers. This process is also informed by our regular staff performance review and development (PRD) discipline.

We have a [scheme of delegation](#) whereby over the last year, 83% of applications were fully decided under delegated powers. We recognise that this figure is still lower than the national average and we are taking steps to review and widen our delegated powers.

Although the current scheme of delegation requires a relatively large number of applications to be determined by the Planning & Transportation Committee, any further delay factors are minimised, with the Committee meeting on a four weekly cycle, and there being regular special meetings of the Committee outwith the cycle to deal with applications continued for site visits or hearings, and to deal with any particularly urgent matters.

As covered under separate headings, we have established processes in place for efficiently handling both paper and electronic planning applications from receipt to decision, and they are regularly monitored and reviewed to ensure good performance.

We comply with the International Standards Organization (ISO) accreditation requirements for the planning applications process, appeals process and the enforcement process.

Development management officers can access a case list of their applications, which uses a Red - Amber - Green "Traffic Light" system to flag up time-critical cases. Performance is also a standing agenda item for the fortnightly meetings between the Business Manager and our three Development Management Assistant Business Managers.

We also are committed to the development of protocols with consultees involved in the development management process (see under separate heading "certainty").

We provide training on our processes, which we also complement with time management training as part of a new training programme for all staff through our regular staff performance review and development (PRD) process.

## Effective management structures

We clearly set our priorities and we are equipped with the management structure and skills to deliver them.

Our planning services are part of the planning and development service, which also includes building standards. The planning and development service forms part of the council's Environmental Services Directorate, and is led by the Head of Planning and Development who reports to the Executive Director of Environmental Services. There has been a change to this set up following the end of the business year, such that planning and development has come together with regeneration services. This change is mentioned here for information purposes and does not affect this current report on the business year.

Our planning services are structured into two clearly defined management streams:

1. Development Management - dealing with all types of planning applications and all related matters
2. Strategic Planning - dealing with development plans and all related work, sustainability, town centres and other enhancement projects, and heritage and design

Our planning and development operational plan drives the priorities and monitors progress of outputs and key aspects of our performance. The priorities for the business year, for example, have related to: the adoption of the local plan, an interactive on-line local plan, town centre frameworks and action plans; conservation area renewal works; improved processes (including delegation) and staff training.

Our services are supported by our business development team which, as well as providing all

technical and administrative support, drives continuous improvements.

Despite pressures from efficiency savings, we continue with a reasonably well experienced staff base; a stable, reliable and multi-skilled workforce. In continuity planning, we practise regular staff rotation of planning assistants, always seeking a healthy balance between reasonable continuity of a high quality service and staff development. This process has this year helped three staff members gain full membership of the Royal Town Planning Institute.

We value continuous staff development. We are committed to our Investors in People (IIP) status, and to ensuring the right numbers and skills available to meet future needs.

In management, we value good relationships with other partners in order to deliver our work and priorities.

We are formal partners in both the Glasgow and the Clyde Valley Strategic Development Plan Authority and the GCV Green Network Partnership which in itself is a partner in the Central Scotland Green Network, derived from the national development identified in NPF2. We also work closely with partners in the Clyde Valley Waste Project, in which our service takes the lead on planning issues.

We have also been instrumental in securing the presence of external partners from the Green Networks, other environmental partners and Key Agencies on the Corporate Environmental Partnership Group and its sub-groups as part of our drive to embed their presence and the joint aims we have within our outcome delivery frameworks (Single Outcome Agreement and Corporate and Community Plans).

Within the structure of North Lanarkshire Council, we work closely with Housing, Education and Regeneration colleagues, amongst others, in developing responses to their statutory duties to produce Housing Strategies, manage the educational estate and provision of schools and the regeneration and development of vacant and derelict land. We have also taken a lead in the embedding of sustainability in internal and external partnership arrangements.

We also work very closely with our local communities. For example:

- we work with local traders, town centre property owners, Town Centre Activities and other partners in delivering the town centre programme of works – recognising that town centre issues go beyond purely physical works. This includes regular reports to Local Area Partnerships and officers contributing to the

North Lanarkshire Community Partnership through the local area teams;

- we have successfully completed the Conservation Area Regeneration Scheme (CARS) in Kilsyth in close co-operation with the community council - and are working closely with local organisations in Cumbernauld Village to complete the current regeneration scheme; and
- we meet twice a year with local heritage groups

## Financial management and local governance

Our staff continue to abide by the council's Financial Regulations and Contract Standing Orders, the framework of internal financial controls.

Our budget setting process is undertaken each financial year where budgets are allocated to appropriate cost centres and account codes for expected expenditure and income throughout the year.

We review our previous year's budgets and we make adjustments made for efficiency savings and changes in requirements for the new year. The requirements for the new year will be based on our priorities. These priorities will be reflected through our operational plan. (see "effective management structures").

All our purchases are made through the PECOS procurement system where expenditure is limited to amounts agreed in the Authorised Signatories lists.

Management accounts are produced every 4 week period by the Finance section, where our spend is reviewed for correctness, and projections are made for the likely full year spend and compared to the original budgets. Business Managers are present at this review. As our employee costs make up 85% of the total revenue expenditure budget, each period a review is undertaken of the employee costs to date, and projections made based on current employment information, current vacancies and known future changes to the establishment.

Each period the management accounts are discussed and reviewed with our Head of Service and the Portfolio Manager to ensure full completeness of current information is included in the setting of projections, and to determine if we need to do any remedial action to ensure adherence to the budget.



## Culture of continuous improvement

As part of a council whose underlying philosophy is service and people first, we are committed to the continuous improvement in our planning services.

As part of our restructuring process in 2011, we created our own new business development team whose main remit is to lead our continuous improvement activity.

We are wholly committed to training and staff development, through our Investors in People status (IIP) against whose standards recently we have been formally assessed and recognised as having fully met. We are also committed to the training of council members through our members training events. We value good communication as a two way process between management and staff. We carefully monitor our performance and appreciate the importance of good service processes for delivering what customers want.

Among our service improvement activities, we have recently further developed and enhanced our new style operational plan; an essential working tool for providing a clear sense of priorities for all staff and a sharp focus for continuing improvements to our service. This plan combines our service actions and outputs with all relevant information for monitoring, including performance, customer engagement and staff development; It also links to the Environmental Services service plan and the council's Corporate Plan.

We have also recently successfully developed a new web site home for planning and building standards - an achievement recognized through the successful shortlisting for a corporate award in the category "developing the organisation".

On staff communication and service development, we will continue to run operational day staff sessions

to help build service improvements for the future. On customer engagement, we have successfully redeveloped fresh customer consultation covering six key corporate indicators and we have introduced electronic customer engagement in eplanning. We have also successfully trained our Assistant Business Managers in the Management Development course, and this is also being rolled out to senior planning officers, with some continuing this to a higher level. Our Business Managers have undertaken a Leadership Development Programme run by the Improvement Service. Many of our support staff have trained in Customer Service Professional.

In processes, we have been successfully implementing our new street naming and numbering process; we have reviewed the appeals process and are continuing the review of development management processes. We also continue to develop the e-planning system

In response to a positive IIP assessment report, we now have an action plan, and we have recently developed a training plan for all staff across our planning and building standards service.

Training also extends to our members. We have recently carried out members training and will roll out more training as required.

To complement our IIP accreditation, we follow ISO standards in handling planning applications, appeals and enforcement.

We also utilise the Public Service Improvement Framework (PSIF) model to review our activities and results.

In addition, with a view to sharing good practice, skills and knowledge between authorities, during the new business year we will be participating in a pilot exercise run by the Improvement Service to measure and benchmark the cost of our planning service against other planning authorities.

## Part 3: Supporting Evidence

Part 2 of the report was compiled, drawing on evidence from the following sources:

### Link to website presence:

<http://www.northlanarkshire.gov.uk/planningandbuilding>

### Link to local plan:

<http://www.northlanarkshire.gov.uk/localplan>

### Link to local development plan:

<http://www.northlanarkshire.gov.uk/developmentplan>

### Link to strategic development plan:

<http://www.northlanarkshire.gov.uk/strategicplan>

### Link to supplementary planning guidance:

<http://www.northlanarkshire.gov.uk/spg>

### Link to our new planning consultations hub at:

<http://www.northlanarkshire.gov.uk/planningconsultations>

### Link to masterplanning at:

<http://www.northlanarkshire.gov.uk/masterplanning>

### Link to Ravenscraig at:

<http://www.northlanarkshire.gov.uk/planningravenscraig>

### Link to community growth areas at:

<http://www.northlanarkshire.gov.uk/communitygrowth>



**Link to conservation areas and draft assessment management plans:**  
<http://www.northlanarkshire.gov.uk/conservation>

**Link to town centre frameworks:**  
<http://www.northlanarkshire.gov.uk/towncentres>

**Link to web information on one stop shop:**  
<http://www.northlanarkshire.gov.uk/onelocation>

**Link to “Designing North Lanarkshire” at:**  
<http://www.northlanarkshire.gov.uk/designingnl>

**Link to Scheme of Delegation at:**  
<http://www.northlanarkshire.gov.uk/planningdecisions>

**Link to SPG 16 Community Engagement at:**  
<http://www.northlanarkshire.gov.uk/spg>

**Link to complaints/compliments procedure at:**  
<http://www.northlanarkshire.gov.uk/listening>

**Link to customer charter enforcement at:**  
<http://www.northlanarkshire.gov.uk/planningenforcement>

## Part 4: Service improvements

**In the coming year, we will:**

1. review our Scheme of Delegation to gain wider delegated powers, comparable with other authorities;
2. review our Committee related processes (including handling of representations beyond committee deadlines, and protocols for dealing with requests for site visits and hearings);
3. pursue the offering of processing agreements relating to our major development planning applications; including promotion of them;
4. publish a new enforcement charter in the first half of the business year;
5. introduce Supplementary Planning guidance on developers’ contributions; and
6. participate in the Improvement Service pilot scheme to measure and benchmark the costs of our planning services.

### Delivery of our service improvement actions during 2012-13:

Committed improvements and action	Complete?
<ul style="list-style-type: none"> <li>• <b>Introduce a new staff training plan</b></li> </ul> <p>We introduced this training plan and it will be used to facilitate the PRD process for the new business year.</p>	Yes
<ul style="list-style-type: none"> <li>• <b>Introduce a fully interactive on line local plan.</b></li> </ul> <p>We have successfully tested an on line version of our local plan for launch early in the business year 2013-14</p>	Yes
<ul style="list-style-type: none"> <li>• <b>Review our processes in development management and introduce new” traffic light” system</b></li> </ul> <p>The new traffic light system has been fully tested and introduced and is used by all development management staff dealing with planning applications.</p>	Yes
<ul style="list-style-type: none"> <li>• <b>Introduce Supplementary Planning guidance on developer’s contributions</b></li> </ul> <p>The first element of guidance, covering an evidence based education contributions matrix, is currently being prepared.</p>	No
<ul style="list-style-type: none"> <li>• <b>Review our scheme of delegation</b></li> </ul> <p>Work on this review is making progress. This action is being continued in the 2013-14 business year</p>	No
<ul style="list-style-type: none"> <li>• <b>Review our Committee related processes (including handling of representations, beyond committee deadlines, and protocols for dealing with requests for site visits and hearings)</b></li> </ul> <p>Work on this review is making progress. This action is being continued in the 2013-14 business year.</p>	No

# Appendix I: Planning Performance Framework Official Statistics

## Planning Authority Performance Statistics

Decision-making timescales			Average timescale (weeks)		
Category	Total number of decisions 2012 - 2013	2012 - 2013		2011-2012	
Major Developments	12	21		52.7	
Local developments (non-householder)	373	15.3		14.5	
Local: less than 2 months	(60.3%)	7.4		7.5	
Local: more than 2 months	(39.7%)	27.5		25.5	
Householder developments	506	9.13		9.3	
Local: less than 2 months	(83.0%)	7.49		7.9	
Local: more than 2 months	(17.0%)	17.5		17.2	
Housing developments					
Major	5	20.9		59.4	
Local housing developments	102	20.3		17.8	
Local: less than 2 months	(48.0%)	7.6		7.4	
Local: more than 2 months	(52.0%)	32		28.9	
Business and industry					
Major	3	24.3		200.3	
Local business and industry	104	13.8		13.3	
Local: less than 2 months	(67.3%)	7.4		7.7	
Local: more than 2 months	(32.7%)	26.8		26.4	
EIA developments	0	0		100.14	
Other consents*	93	9.6		11.2	
Planning/legal agreements**	7	75.8		5.5	
Local reviews	1	2.7		7.7	
Decision-making: local reviews and appeals			Original decision upheld		
Type	Total number of decisions	2012 - 2013 No. %		2011-2012 No. %	
Local reviews	1	1	100	3	100
Appeals to Scottish Ministers	14	14	57.1	13	69.2
Enforcement activity					
	2012 - 2013		2011-2012		
Cases taken up	151		156		
Breaches identified	159		154		
Cases resolved	139		59		
Notices served***	25		12		
Reports to Procurator Fiscal	1		1		
Prosecutions	1				

\* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 8 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

\*\* Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

\*\*\* Enforcement notices; breach of condition notices; planning contravention notices; stop notices; temporary stop notices; fixed penalty notices, and Section 33 notices.

## Appendix II: Workforce and Financial Information

Appendix 2 is an integral part of the Annual Performance Assessment. It is designed to be a snapshot of staffing at 31 March 2013.

Head of Planning Service (1)	Tier?								
	1	2	3	4					
	Managers (2)		Main Grade Posts		Technician Posts		Office support/clerical		Total
	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	No. Posts	Vacant	
Development Management	4	0	21	2	6	1	5	1	36
Development Planning	3	0	22	1	1	0	3	1	29
Enforcement Staff	0	0	3	0	0	0	1	0	4
Cross Service/ Other Planning	1	0	1	0	0	0	0	0	2

Staffing profile	Number
Under 30	5
30-39	23
40-49	24
50 and Over	13

Committees & site visits (3)	No. per year
Full Council committees	2
Planning Committees	19
Area Committees (where relevant)	-
Committee site visits	35
LRB (4)	1
LRB site visits	-

Budgets Planning Service	Budget	Costs		Income
		Direct (1)	Indirect (2)	
Development Management	£ 838,509	£1,490,244	£645,162	- £814,060
Development Planning	£ 3,478,580	£1,159,373	£2,711,141	-£207,113
Enforcement	£ 148,742	£111,542	£ 33,790	-£33

### NOTES

- (1) Direct cost include all employees costs and associated direct staff costs eg car mileage and pool cars. Also included is the allocated share of P & D admin staff costs.
- (2) Indirect costs include all other costs and an allocation of ES and NLC apportioned expenses. DP indirect costs high as they include depreciation charges for the capital programme that they deliver.
- (3) Budget in net budget figure - DM has significant income budget that is why net budget smaller than DP which has little income (rehcharge to Capital for staff fees and grant from HS re Conservation officer post).
- (4) Costs - direct, indirect and income are actual figures.

This information can be made available  
in a range of languages and formats,  
including large print, braille, audio,  
electronic and accessible formats.

如果你需要用其他语言或者其他格式表示这些信息，请与我们联系  
以便讨论你的要求。

Jeżeli potrzebujesz tą informację w innym języku lub formacie, proszę,  
skontaktuj się z nami, żeby przedyskutować Twoją potrzebę.

اگر آپ کو دوسری زبان میں یہ معلومات درکار ہو تو برائے مہربانی ہم سے مندرجہ ذیل پتہ پر رابطہ کریں

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