

Planning Performance Framework 2015-16



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Introduction

We are pleased to provide our fifth 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, covering the period from 1 April 2015 to 31 March 2016.

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

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



North Lanarkshire

North Lanarkshire is the fourth largest local authority in Scotland, stretching 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 337,000, 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 accounting for over 1,200 hectares; among the larger amounts for any local authority area in Scotland.

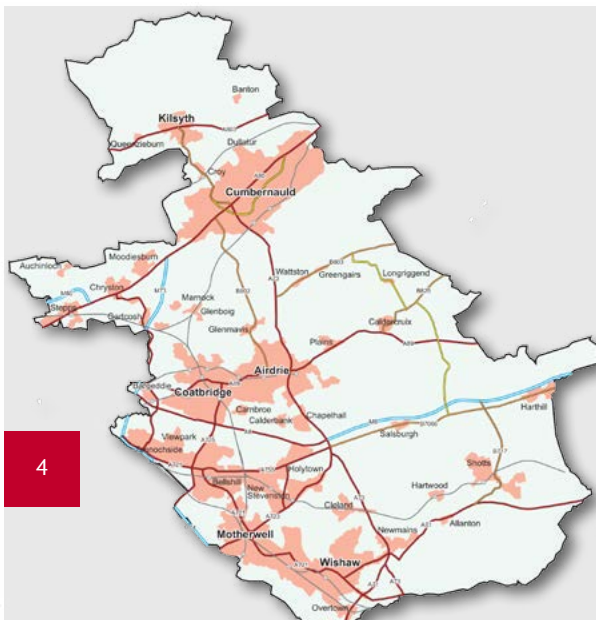
These traditional industries have now largely been replaced by a modern business infrastructure and newly formed sectors. We continue to face new economic challenges of slow economic growth and higher than average unemployment and youth unemployment rates.

During the reporting period, North Lanarkshire Council appointed its Executive Director of Regeneration and Environmental Services, Paul Jukes, to the post of Chief Executive. In December 2015 a [new council structure](#) was approved to be

implemented from April 2016, following which the planning service will be delivered within the new Enterprise and Housing Resources.

For the period reported, our service sat within Regeneration and Environmental Services, and contributes to delivering many of the council's priority outcomes deriving from the Council's [Corporate Plan](#), the [Community Plan and Single Outcome Agreement](#).

We seek to achieve the national objective of high quality services that are continually improving, efficient and responsive to local people's needs. In particular, our work contributes to environment and regeneration related national outcomes. It relates directly to improved economic opportunities and outcomes by making our areas attractive business locations, improving employment opportunities, encouraging strong sustainable communities, and enhancing and protecting our natural and built environment.



Part 1: National Headline Indicators



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

National Headline Indicators		
Key outcomes	2015-16	2014-15
Development Planning: <ul style="list-style-type: none"> • Age of local/strategic development plan(s) (years and months) at end of reporting period. Requirement: less than 5 years • Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) • Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) • Were development plan scheme engagement/consultation commitments met during the year? 	<p>Local Plan (41 months old)</p> <p>Yes</p> <p>No</p> <p>No</p>	<p>Local plan (29 months old)</p> <p>Yes</p> <p>No</p> <p>Yes</p>
Effective Land Supply and delivery of outputs <ul style="list-style-type: none"> • Established housing land supply • 5-year effective housing land supply • 5-year housing supply target • 5-year effective housing land supply (to one decimal place) • Housing approvals • Housing completions over the last 5 years • Marketable employment land supply • Employment land take-up during reporting year 	<p>20,415 units*</p> <p>6,458 units*</p> <p>5,295 units*</p> <p>6.1 years*</p> <p>886 units*</p> <p>3844 units*</p> <p>312.42 ha*</p> <p>2.61 ha*</p>	<p>20,975 units</p> <p>6,882 units</p> <p>5,295 units</p> <p>6.5 years</p> <p>691 units</p> <p>3888 units</p> <p>324.38 ha</p> <p>18.42 ha</p>

*Draft figures; tbc October 2016

Context

Development planning: Through effective project management, our [local development plan scheme](#) is on schedule. To ensure delivery within the five year timescale we have defined roles and responsibilities within the team. We have ensured that all members of the team understand their goals and have the necessary training and skills to deliver.

A project plan for delivering has been prepared using a Microsoft Project GAANT chart and an excel spreadsheet to monitor wider involvement and related team matters. Pro-forma project update sheets are in use to track progress and resources.

These are evaluated at weekly team meetings and action is taken where it appears that additional resources may be required to meet with timescales. The weekly reports are summarised on a template for circulation to the team and, as required, discussed with senior management.

We have reported that our engagement/consultation targets have not been met. Following discussion with the Scottish Government around consultation on the outcomes of the Main Issues Report and the sites selected as a result of that process, we changed our approach by carrying out a wider than previously proposed consultation, which impacted on the delivery of elements of the Proposed Plan.

It is not, however, anticipated that this will cause any overall delay to the delivery of the plan. The Development Plan Scheme has been amended to reflect the additional consultation.

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 the construction of housing.

The land supply varies year-to-year due to the status of sites possibly changing, sites being

removed from the supply (usually as a result of completing), and new sites being added.

Activity on sites identified as part Industrial and Business Land Supply has been relatively muted compared to the previous year.





Key outcomes	2015-16	2014-15
Development Management		
Project Planning		
• percentage of applications subject to pre-application advice	27.4%	22%
• number of applications subject to processing agreement	2	1
• number of applications subject to other project plan	n/a	n/a
• percentage planned timescales met	0.0	n/a
Decision Making		
• application approval rate	96.0%	95%
• delegation rate	89.0%	87.3%
Decision-making timescales - average number of weeks to decision		
• major developments	24.3	19.6
• local developments (non householder)	11.7	11.3
• householder developments	8.1	7.5
Legacy Cases		
• number cleared during reporting period	17	53
• number remaining	24	19
Enforcement		
• time since enforcement charter published /reviewed	1 months	14 months
• number of breaches identified/resolved	109/99	91/83

Context

Project Planning: Over the reporting period, we continued to offer pre-application advice to all cases. An increasing number of applicants took up this opportunity, with the percentage of applications subject to pre-application advice rising from 22% to 27.4%. Due to efficiency savings agreed by the council during February 2016, this channelling of resources will be more targeted in future. The type of application subject to pre application advice will be refined from 1 April 2016 to encompass major development and complex local development only.

With regard to processing agreements, we have taken a more direct and proactive approach in our encouragement of take up. In addition to the two cases that were determined within the reporting period, we now have 15 more agreements in place

for applications that are under consideration and we look forward to reporting this significant uptake next year.

Decision Making: Our decision making figures relating to approval rates and delegation have improved from last year, showing a positive trend. We hope to maintain this level of service, although we recognise the challenging economic circumstances the council faces.

Decision-making timescales - average number of weeks to decision: Our introduction of more efficient, standardised handling of householder pre-application enquires and the realignment of our teams has meant our performance has remained steady, with only a slight drop, despite an upturn in the economy and the continual shrinkage of our resources.



It is anticipated that despite continuing challenges, our performance will remain above the national average.

Legacy Cases: Our direct approach to monitoring legacy cases has ensured we maintain a momentum and make every effort to progress stalled cases. The numbers remain steady and low.

Enforcement: Our [updated enforcement charter](#) was approved during February 2016. Our work rate, good performance and efficiency in [enforcement](#) is demonstrated through our enforcement activity figures, which show we have been able to resolve an increasing number of the breaches that arise without the need for formal enforcement proceedings.



You said....

Restrict pre-application advice to major developments only

We did...

We have focused our pre-application advice to major development, while standardising our household response to enable customers to 'self serve'

Source: Our Budget Challenge Consultation 2016

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:

- 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 considering 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 and during the application process.

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 our 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 [North Lanarkshire Local Plan](#) is used to guide development, inform decisions and is planning policy for the area. The policies and guidance within and that evolve from the plan contribute to 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 and town centre improvements.

Our [masterplanning](#), the promotion of [Ravenscraig](#), (Scotland's biggest regeneration site and a national development within National Planning Framework 3),

and our identified [community growth areas](#) all contribute to high quality development. Our [town centre framework and action plans](#) and successful Conservation Area Regeneration Schemes (CARS) including the recent bid for [Coatbridge CARS](#), support and guide the growth and resilience of our town centres.

Our case studies demonstrate that our comprehensive planning policies, guidance and collaborative approach has led to high quality development using innovative design to create comfortable, accessible places to live, work and visit.

The success of Calderwood Village, Coatbridge winner of the [Homes for Scotland Private Development of the Year - large \(100+ units\)](#) and

[Scottish Home Awards Large Housing Development of the Year](#) demonstrates how we can contribute to achieving high quality development.

The transformation of this brownfield site by the developer, Dundas Estates, has created a distinctive neighbourhood through well considered design that gives priority to a sense of place. (See Case Study 1)

This award winning site was the first in North Lanarkshire to be fully designed under the 'Designing Streets' policy and has had a direct influence in our approach to early engagement and collaborative working with stakeholders.



Calderwood Village, Coatbridge Developer: Dundas Estates

Calderwood Village, once complete, will be a neighbourhood with over 350 family homes. The first phase features 111 energy efficient, high-specification new homes ranging from two-bedroom apartments; three bedroom terraced, semi-detached and detached villas to four and five bedroom detached family homes. In addition to these homes and at the heart of the development is a residents community hub.

This development demonstrates the success of our challenging commitment in 'Designing North Lanarkshire' to managing change within the build environment in a positive way. This project was exemplar both in terms of the process involved in designing the housing layout in terms of early engagement between Dundas Estates (the developer), their agents and the council and was the first housing site in North Lanarkshire to be fully designed under the Designing Streets policy.

The development has been designed with particular attention to the themes of 'community' and 'sustainability'. The streets, houses and community hub all contribute to providing a sense of place, community spirit and a clean, green neighbourhood. The first phase features 13 different house types together with two-bedroom apartments, all of these have been used to create an animated street scene. Streets are designed as outdoor spaces rather than roads, to reflect the function of 'place' rather than 'movement'. Pedestrians are considered first and streets are designed as places to interact, relax and play.

A unique community hub located at the heart of the development has been designed and built to provide residents with a welcoming community space suitable for a range of activities. Many residents are enjoying and benefiting from the hub, which includes a lounge, kitchen, meeting/conference room, as well as a secure and safe play garden for toddlers. It is equipped with a

computer, video conferencing and high speed broadband. Constructed early in the development, it provides a venue for a range of community activities. Early delivery of the community hub has helped in the uptake and ownership of this facility by the residents and allows the developer to assess its impact prior to site completion and departure.

Formerly a derelict site of Sheffield Forgemasters, Calderwood Village has transformed this 35 acre wasteland into a clean, safe and green neighbourhood. The site also forms an important part of the housing land supply for Coatbridge, providing a wide range of essential housing to serve local needs, but in a way that gives strong priority to design and a sense of place.

As a form of development, the project was also needed in order to transfer the principles of Designing Streets policy into real development on the ground. This allowed the us to develop experience and competence in ensuring contemporary housing areas are delivered through the planning process, establish ways of working with developers and their consultants in balancing mutually agreeable aims, whilst still creating quality environments; and to set an important benchmark for expected development standards going forward.

The project has also had a direct influence in the way in which the Planning and Transportation services work together, working collaboratively to ensure the delivery of a development which complies with Designing Streets policy and delivers a quality place.

Calderwood Village was the first housing site in North Lanarkshire to be fully designed under the Designing Streets policy, which marked a change in street design towards place-making rather than focussing on the dominance of motor vehicles and prescribed standards. The developer realised that the best outcomes would result from a collaborative process and undertook very early consultations with both Planning and Transportation within the council and the Principal Architect of the Scottish Government.



This inclusive approach to design ensured that all parties could engage in a proactive manner in the spirit of the policy. We are greatly encouraged that the developer has embraced this philosophy in delivering a lively, vibrant and sustainable neighbourhood.

The development of Calderwood Village provides a tangible and measurable exemplar of a designing streets layout which will allow both the council and the development community to assess and understand how robust and accepted such a layout is over time. Nationally we are still in the early stages of the implementation of Designing Streets policy and the more real world examples we have the easier it will be for planning officers to ask for a Designing Streets approach and for developers to realise that there is value in terms of speed of consent and increased profits in offering something that is new and unique to the market.

Dundas Estates set out with a clear vision to deliver a community as opposed to a housing development, as they recognised that in a crowded marketplace they had to present something different to the market.

The adoption of the principles of Designing Streets and early engagement with the council has resulted in a well considered development which has the opportunity over time of becoming a distinctive neighbourhood within Coatbridge.

The success of the development has been recognised with the site being the winner of the Homes for Scotland Private Development of the Year – large (100+ units) and Scottish Home Awards Large Housing Development of the Year .

Following on, our challenge was to use our experience to encourage developers to reconsider their approach to design and to pursue development that is innovative and unique while meeting the needs of the community. We have successfully worked closely with other developers to deliver focus on development that gives a priority to high quality design, the best examples of which include Torrance Park, Holytown (see Case Study 2) and Raven's Cliff, Ravenscraig (see Case Study 3).

The development of the Houldsworth Centre in Wishaw also demonstrates how we can work to achieve high quality outcomes. The unique partnership approach taken has enabled the development of this 'state of the art' health and community facility to be delivered in the heart of the traditional town centre. In terms of our priority to support town centres, the innovative approach to this project has been successful in retaining and improving the amenity of Wishaw town centre. Successfully shortlisted during 2016 for the Scottish Awards for Quality in Planning, the achievement of this unique development has been recognised (see Case Study 4).

We are also delighted that the Maggie's Cancer Caring Centre, located in Monklands General Hospital grounds, won the RIBA award for Scotland 2015. The centre, designed by architects Reiach and Hall, offers support and sanctuary in a welcoming and comforting environment to cancer sufferers and their families.



Quality of service and engagement

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

Our [customer service strategy](#) gives us the building blocks to delivering excellent customer service and we ensure our policy and advice offers stakeholders a predictable and consistent service.

Our [North Lanarkshire Local Plan](#) gives stakeholders certainty by promising a sound and robust basis for more consistency in decision making and in our advice to any party interested in new development. Of the decisions made in 2015-16, 87.9% were consistent with the plan.

Our [masterplanning](#) and our [identified community growth areas](#) offer further certainty to developers looking to invest in North Lanarkshire. [Our town centre framework](#) and action plans and successful [CARS](#) schemes, support and offer consistent guidance to stakeholders and developers around our regeneration and town centre activities.

We have continued to work very closely with Ravenscraig Ltd, the developers leading the major renewal project of the former Ravenscraig Steelworks. Regular meetings involving senior officers of the council and directors of Ravenscraig

Ltd, ensure a consistent overview of progress and major issues, while detailed engagement on other issues, such as deep groundwater or improved accessibility, involves officers from a range of services such as planning, protective services, legal and roads and transportation, as well as external parties such as Scottish Environmental Protection Agency.

Further supporting development, we offer pre application advice for major development and are looking to promote this further in the coming year by providing an online pro forma for customers to provide us with information on proposed development.

Due to limited resources and a focus on a smarter approach to working, householders and local development enquiries are guided to our website where they can obtain key information, including [Supplementary Planning Guidance](#). This information covers expected standards of development and contains 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.





We offer processing agreements with all major development applications, and our direct and proactive approach to encouraging their use has had a positive response. This commitment to timescales offers certainty to applicants and allows greater efficiency around case management.

We are currently working to replace the local plan with a new local development plan (LDP), the progress of which is clearly communicated via our website and through the use of social media. Fundamental to this work is our LDP scheme and [our engagement](#) with a broad range of stakeholders. Our [Stakeholder Engagement Strategy](#) (which also includes a facility to subscribe to email updates on the development plan) is an essential partner to the development plan scheme. Driven by statutory requirements, this strategy has helped to reinforce the strong engagement culture that prevails throughout all the planning services we provide.

The focus for our engagement activity during the represented period was the consultation on the [Main Issues Report \(MIR\)](#). This consultation set out the issues for the LDP plan to address. The deadline for receiving responses was 29 May 2015. The outcome of this consultation was collated and assessed for report to committee and publication during the coming reporting year.

With limited resources, agile, flexible working was necessary to ensure our consultation was meaningful and effective. Our Places for Business and Industry Charrette was recognised through the [RTPI awards for planning excellence](#) as an innovative style of working. The success of this project was also recognised within the council, winning a corporate award during 2015.

The Charrette methodology was used to inform the consultation around the Main Issues Report, bringing together community groups and

stakeholders in an innovative way to ensure a systematic and robust approach to consultation.

This methodology was also successfully implemented during June 2015, linking Community Planning and Physical Planning consultation, [working in partnership with Planning Aid Scotland \(PAS\)](#) towards shaping the future of [Motherwell Town Centre](#) an engagement event was held to allow people to get together to discuss and share ideas for the future of their community. (See Case Study 5).

While continue to work in a challenging environment, in which we must deliver a wide range of services, effective communication is key to managing and meeting peoples expectation.

In addition to setting out a clear communication strategy around our LDP and town centre work we hold regular agents forums and carry out consultation around five key indicators of customer satisfaction for development management through customer survey questionnaires. These key indicators of satisfaction are reported through our committee. However, with little yield, we continue to look for ways of stimulating feedback.

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 methods of communication with customers and stakeholders are varied and include our website, Govdelivery, social media, press and email. The recent successful transition to ePlanning.scot has shown our

methods of communication to be effective around changes to service delivery, with the number of applicants submitting electronically remaining steady over this period of change. (See Case Study 6).

Our internal communication strategy encourages a planned approach to internal communication in supporting the delivery of our service. Information from regular senior management team meetings is cascaded to regular service and team meetings and via Govdelivery bulletins with the aim being that all staff are informed and involved with our service developments.



Case Study 2

Torrance Park, Holytown Developer: Taylor Wimpey

Since the introduction of the national policy 'Designing Streets', our approach to applying the principles of the policy and our collaborative approach to working with developers and colleagues has had demonstrable benefits. Raising the quality of residential development in North Lanarkshire, our approach has added value, resulting in development that serves the needs of the area and gives priority to a sense of place.

Our confidence in the positive outcomes and benefits of this approach led us to be more active in our pursuit of innovative, unique design. The proposed housing development at Torrance Park, Holytown gave us the opportunity to challenge established practice of a volume house builder and to encourage and support a more innovative approach to street design to create distinct neighbourhood areas and amenity open space areas.

Torrance Park is a prestigious development of over 220 large, high quality homes. The energy efficient, high - specification detached family homes range from three to five bedrooms and have been designed to give strong priority to a sense of place, with particular attention to the theme of sustainability.

This mixed use site comprises of a golf course, golf clubhouse and residential development. The housing complements and enhances the area by delivering a choice of homes that are not available locally.

We are particularly proud to have collaborated with Taylor Wimpey in the design of this new neighbourhood. The development was a new direction for the developer and the planning remit to create a different type of place challenged established practice.

There were barriers to the development with obvious conflicts for a volume house builder creating this type of residential area, rather than taking the traditional and consistent approach to street layout, design and landscaping.

Initially the challenge for us was to encourage a volume house builder to create an innovative and distinct residential layout to provide a unique housing development taking account of Designing Streets key principles. The requirement for high quality luxury homes meant there were limitations on the density of housing and the total number of units on the site, which is not often the case in residential developments.

To enable the brief to be met we worked closely with the developer to build confidence in the proposal and to support this new approach to design. By arranging pre-application meetings with the developer, Planning and Transportation, we worked collaboratively through the process to ensure advice and guidance was given on the design and layout and also to ensure that the any application would be dealt with in the statutory determination period.

Early in the process we encouraged the developer to create their own residential masterplan. Firstly by taking account of the physical constraints of the site, including topography, ground conditions and current site features and key aspects they wished to include in their development, and then by breaking down the masterplan into smaller neighbourhood areas, they were able to use the plot locations and neighbourhood areas as the primary focus for the design, before street layout. This was a new way of working for a volume house builder, where the road layout often dictates the overall design.

Careful consideration was given to the house types, taking into account the key principles in the Designing Streets policy and given the restrictions on density and unit numbers. The importance of landscaping, and of how this can be a key design feature, was fully embraced and new garden areas and informal amenity spaces demonstrate the consideration to creating a distinctive, welcoming and safe place in the spirit of the overall Torrance Park masterplan.

By pushing the boundaries of expectation and ambition for the area, the developer opted to choose a design



which was unique for them and succeeded in delivering a development that was new and unique in the market. This experience has given Taylor Wimpey confidence in how they submit planning applications and this has been exemplar in Ravenscraig Phase 2, with the design approach replicated in the site layout with consideration to a sense of place before movement, though building placement and street design.

Another unique and innovative aspect to this development is the focus Taylor Wimpey placed on the theme of sustainability. By creating source controlled Sustainable Urban Drainage Systems (SUDS) they have provided technology that promotes green infrastructure at plot level and encourages greener gardens. This VIBES award winning project further demonstrates the willingness to innovate and to work collaboratively to deliver high quality development.



Governance

Our planning services are led by the Head of Planning and Regeneration who, during the reporting year, reported to the Executive Director of Regeneration and Environmental Services (RES). We are responsible for conducting our business in accordance with the council's code of corporate governance and an [Annual Governance Statement](#) is produced to review the adequacy and effectiveness of these arrangements, which is signed off by all managers.

We abide by the council's [Financial Regulations](#) and [Standing Orders and Scheme of Administration](#).

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

Regeneration and Environmental Services produces an annual service plan, outlining our priorities and detailing how we will support the key themes and outcomes within the councils [Corporate Plan](#) and [Community Plan and Single Outcome Agreement](#). How we will deliver our key service plan actions is clearly set out through our Planning and Regeneration operational plan. This service planning drives priorities and monitors the progress of outputs and key aspects of our performance.

You said....

You were unable to find guidance on our website about permitted grounds for objection

We did...

We reviewed and updated our 'signpost' to this online information

Source: Socitm Better Connected report 2015-16

Operational plan actions and outputs are monitored quarterly and key performance is reported on a six monthly basis through our service plan to the [Environmental Services and Planning and Transportation committees](#).

Our committee processes are robust with the Planning and Transportation Committee meeting on a four weekly cycle, in addition to regular special meetings of the Committee outside this cycle to deal with any urgent matters. Additional committee meetings are also organised to allow for hearings, where applicants and objectors have the opportunity to address the committee directly.

We provide training on local development planning and on development management within the council's formal programme for elected members' training. Topic related briefing sessions are given to the Planning and Transportation Committee as required. For example, we gave a formal briefing on the progress of the Local Development Plan and we held two drop in sessions for all elected members to discuss site allocations and policy development.

Our decision making framework includes a [scheme of delegation](#). We can demonstrate the effectiveness of this framework, as under our scheme of delegated powers our decision making time has remained steady, despite an upturn in the economy and the continual shrinkage of our resources. In 2015-16 89% of applications were decided under this scheme.

The efficiency of our decision making is further enhanced by our robust management and staff structure, however efficiency savings continue to affect us through reducing staff numbers.

The impact of reduced resources has resulted in a realignment of our teams. This realignment of staff is based on a 'smarter' approach to working and has been developed with the principle of concentrating

appropriate and proportionate resources to allow us to continue to address our priorities.

Our planning services are structured into two management streams:

1. **Strategic Planning** - consisting of the development planning team, the monitoring and enforcement team and funding and development team. These teams deal with a wide range of work including the Strategic Development Plan, the Local Development Plan, unauthorised works and breaches of conditions, sustainability, town centres, development briefs and other physical regeneration projects.
2. **Development Management** - consisting of the local development and major development teams, dealing with all types of planning applications and all related matters.



Case Study 3

Raven's Cliff, Ravenscraig Developer: Taylor Wimpey

The success of the Raven's Cliff development can further demonstrate that our commitment to raising the standard of urban design and development within North Lanarkshire has been successful in driving high quality design in the area.

The redevelopment of the former Ravenscraig steelworks in Motherwell has become one of the largest regeneration projects in Europe and is also identified as a national development within National Planning Framework 3. Part of the former Ravenscraig steel works has been remediated and prepared for residential development by Ravenscraig Ltd, and is known as the Carfin Residential Area in the Ravenscraig Masterplan.

This major urban renewal has presented an opportunity to create a coherent urban structure and a sense of place. Outline planning permission has been granted for 3,500 new homes and an Area Development Brief was approved in 2006, which set out the design principles for any residential development in the Carfin and Cleekhimin areas of Ravenscraig.

The Raven's Cliff site, once complete will feature a wide variety of house styles ranging from two bedroom terrace houses, to three bedroom semi-detached and detached villas, to four bedroom detached family homes and terrace town houses. In the heart of the development is a focal point with a play area that has uniquely been designed using wooden materials.

The development has been designed to accord with the principles set out in the Area Development Brief and broadly complies with Designing Streets national planning policy. With particular attention to the

detail of the landscaping, housing density and loop road arrangements, a safe green neighbourhood has been created that gives priority to design and a sense of place.

The site also benefits from gateway house design features and boundary treatments and a central wooden play area which contribute to creating a high quality, welcoming built environment that serves the needs of the area.

We would cite this project as being exemplar in terms of collaborative working. Through early engagement between the developer (Taylor Wimpey) and the council, we were able to work together to realise our ambition for high quality design in terms of site layout, that would strengthen and benefit the community.

Through this collaborative approach we worked in parallel with the Transportation service in respect of the street design in terms of road geometry, landscaping features and use of road surface materials. This has resulted in a highly robust and cohesive design which integrates housing and open spaces within the site layout. There is a strong focus on place rather than roads, with streets being designed as outdoor spaces enhanced careful building placements and house type arrangements.

Working with Taylor Wimpey, we developed a clear vision to contribute to the redevelopment of Ravenscraig, a brownfield site, to form a welcoming, inclusively designed neighbourhood as opposed to a housing development.



Realignment of our teams, with responsibility for enforcement moving from Development Management to Strategic Planning, is anticipated to bring improvement around our monitoring and enforcement activities. The work stream synergy between compliance of development on the ground and our monitoring of vacant and derelict land will lead to a more coordinated approach to inspection and monitoring activities.



The integration of our planning and regeneration teams to create the funding and development team has also led to closer working arrangements with the relocation of these teams creating closer team work, creativity and more effective joint working.

In addition, two teams dealing with local planning applications have now merged to form one team. The benefits this will bring include a more consistent approach, leading to more certainty around service delivery for customers.

Our major development team handles larger proposals, and includes building standards officers to deliver an integrated service. This team also deals with other developments specifically linked to the council's own programmes, such as the new build council housing programme and Schools and Centres 21.

Workloads, resources and performance are closely monitored through our regular management team meetings and our commitment to continuous development of staff is supported through our Performance Review and Development (PRD) process. Despite pressures from efficiency savings, we continue with a well experienced staff base; a stable, reliable, multi-skilled and committed workforce.

In continuity planning, we have ensured that a significant number of staff have had broad experience of the functions of the service. We are always seeking a healthy balance between reasonable continuity of a high quality service and staff development. Furthermore, all senior planners have undertaken management development training to prepare them for the next stage in their career and to ensure good succession planning.

The work of our Strategic Planning team includes the implementation and monitoring of the North Lanarkshire Local Plan, contribution to the

development of the strategic development plan and preparation of the first NL Local Development Plan.

The work of our development management teams is further supported by regularly monitored processes and the use of a 'traffic light' system to track workload and to flag up time critical cases.

Our processes ensure predictable, consistent service delivery and our traffic light system ensures effective performance monitoring.

While effective self evaluation within the planning service is essential to the delivery of high quality service, we continue to strive to collaborate with partners and other council services to help to ensure improved outcomes for our customers. Our recent information exchange session with building standards and protective services is one example of this work, where all staff were invited to a workshop to discuss and establish how we could work more efficiently together during the 'development timeline'.

Within the structure of the council, we work closely with Housing, Education, Economic Development and Community Regeneration colleagues, amongst others, in developing responses to their statutory duties to produce Housing Strategies and delivery of affordable housing, manage the educational estate and provision of schools and the regeneration and development of vacant and derelict land, to ensure input to the Housing Need and Demand Assessment and consistency between Lanarkshire Health Service & Development plans.

We participate in several groups, including Heads of Planning Scotland (HoPS) Development Planning Group Executive group, the Development Management group and the Development Plan group.



Also the Clydeplan Industry and Topic Group, Antonine Wall World Heritage Site Steering Group and the eDevelopment and ePlanning project boards. We are still partners in the Glasgow Clyde Valley Green Network Partnership, have been involved in consultation on the development of Climate Ready Clyde, continue our joint Housing and Planning liaison and hold membership of the North Lanarkshire Council Community Empowerment Working Group. We are active within the Clyde Valley Development Planning Forum, meeting regularly and also the National Development Planning Forum, meeting annually.

We work on the delivery of North Lanarkshires outcomes in the [Glasgow and Clyde Valley City Deal](#), along with transportation colleagues.

We have close links with Community Planning and we have also taken a lead in the embedding of sustainability in internal and external partnership arrangements.

Staff from the planning service have also been seconded to the City Deal team. The Glasgow City Region City Deal is a new initiative which empowers the Glasgow City region to deliver a tailored infrastructure programme of work to accelerate economic growth and new job creation. This is a multi disciplinary team designed to deliver the three infrastructure projects totalling £172 million for which North Lanarkshire is responsible. These three core projects are: A8/M8 Corridor Access Improvements; Gartcosh/Glenboig Community Growth Area; and Pan Lanarkshire Orbital Transport Corridor.

We maintain a service risk register that is monitored on a six monthly basis. We also have a business continuity plan that is updated annually.



Culture of continuous improvement

Continuous improvement is embedded in our culture and is critical in ensuring our success. Despite unprecedented and significant reductions in public sector finances, we continue to seek to deliver a high quality service, focusing on our core business.

Thanks to the hard work of our skilled and committed workforce we meet this challenge while developing our most important asset: our people. Our Investors in People accreditation is testament to our people, our managers and the way in which they work.

Our staff development policies, which include our Performance Review and Development process, training matrix and corporate training programme, add value by ensuring we have the skills to meet our goals. Regular training and cascade sessions ensure staff have the right skill base and are up to date with all new processes and policy. To enable more informed decision making, Members training has been provided on our Local Plan and Main Issues Report for the emerging Local Development Plan.

Staff consultation and self evaluation is key to continuous improvement and the recent corporate [Budget Challenge](#) consultation event and the 2015

staff survey demonstrate the value we place on stakeholder and staff opinion in influencing and shaping our future. Staff input builds our processes, with each process review being a collaborative exercise between our customer facing operational staff and our business development team.

Through peer review, benchmarking and sharing best practice we ensure service improvement is an evolving process. Each group adds value to our service and is a forum for sharing ideas, comparing outcomes and discussing future direction. The Heads of Planning Scotland group discuss live planning issues and share experiences both in development planning and development management. We also share our own recognised best practice. We were asked to chair the Clydeplan Industry and Topic Group in order to bring forward and cascade our experience and knowledge around outcomes of our Charrette - [recognised by the RTPI](#) for its excellence in plan making. Through this, we have made presentations to groups of industry professionals, allowing us to share our knowledge and experience.

The Houldsworth Centre

This was a unique partnership bringing together North Lanarkshire Council (NLC) and NHS Lanarkshire specifically to deliver a community health centre for Wishaw. The Houldsworth Centre has quickly established itself as a focus for activity within the town centre and established its own clearly defined place characteristics which make it a destination for multiple users from far and wide.

The project has delivered a new health and community facility in the heart of the traditional town centre of Wishaw, jointly designed and developed by the partnership, to provide GP and dental practices, library, first stop shop, municipal bank, housing services and a café. Together, the partners worked as a team to take forward the design, build and finance of this 'state of the art' facility at the heart of the local community.

The new partnership brought together multidisciplinary professional teams, client user groups and award winning architects to create bespoke solutions to ensure that service provision responded to local need and specific site constraints, adding value through community regeneration benefits. Specialist groups were quickly developed and the project benefited from the collaboration of the various disciplines and professionals, using all of the expertise available to focus on the delivery of the facility within a very challenging time frame.

The original site of the health centre within the town centre was too small to accommodate this ambition and there being no other sites available within the town centre, NHS Lanarkshire looked out with the centre for a larger site. The council was concerned that this would take footfall away from the town centre to the detriment of the already marginal businesses. In addition, the council was implementing a significant public realm and traffic management project, to improve the amenity of the town centre area, and was aware from ongoing engagement with local businesses how fragile some of them were.

Recognising the need to retain the facility within the heart of the town centre both organisations agreed to combine their sites and to jointly build a new facility, with the additional council functions, on the site of the council's library which was located across the road from the Health Centre, the site of which then provided car parking for the new centre.

In terms of planning and corporate priorities to support town centres, this project has had a significant impact in keeping services at the heart of the town centre, ensuring footfall is maintained and with additional services, increased, and that the community have easy access to a range of facilities with good public transport links. The library facility was temporarily relocated to another site in the town centre during the course of the construction of the new centre. This is an excellent example of the success of the town centre first principle. No suitable town centre site existed, but by being innovative and pooling resources, one was created.

The effective programming, collective project philosophy and concept design together with the early development of the technical strategy, secured full planning permission within the required timescales through our major development team. It also enabled early completion of Stage 1 building warrant approvals and the submission of Stage 2 building warrants in advance of the expected timescales.

In detailed planning terms, the challenge was to design a very large new building adjacent to an existing traditional main street and low rise residential areas. In addition, parking provision had to be identified within the very constrained area available. Multi disciplinary teams from both organisations worked with the architects to reach a design solution and to provide a building which would create a statement within the town. Multi disciplinary teams are common place in projects, however in this instance the team also engaged with the many, very different users of the proposed building - providers of the variety of services as well as customers and the community to ensure the building would be fit for purpose now and in the future.



The project is an exemplar on how to promote the sharing of facilities towards a common vision, however it would not have been successful without effective partnership. Given the timescales, funding requirements, consents, national and local policy agendas, different organisational reporting mechanisms, complexities of health and community needs, land ownership, challenging brownfield sites and the desire to deliver an exemplary project that contributes to community wellbeing and sustains local centres, a true and engaging partnership was essential. The benefits of the partnership to the project are both tangible and intangible.

The project is unique in that it has delivered community provision, exceeding national policy and good practice, established exemplarily health care, achieved best value and efficiencies from multiple application of resources with NLC offering up a significant asset to secure the development within the town centre.

Professional knowledge and responsiveness ensured maximising brownfield site opportunities, proximity to public transport, ensuring access for all, providing vital investment for town centres, sustaining footfall and potentially generating catalytic drivers for future confidence in the town and as such is an exemplar 'Town Centre First' project.

The project has demonstrated significant support for the town centre of Wishaw and increased confidence in its future.



The independent review of our web site by [Socitm](#) gives valuable feedback that allows us to give purposeful direction to our web site development to ensure it continues to meet the needs of our stakeholders.

Our improvement measures, set out in last year's Planning Performance Framework report, are progressing well and the benefits are now being realised. For example, we have received a much increased take up on customers requesting processing agreements and the amendment to our committee related processes has resulted in modified arrangements, reducing the number of site visits by the committee. This, alongside our process review, our introduction of more efficient, standardised handling of householder pre-application enquires and the realignment of our teams has meant our performance has remained steady for local and householder applications, with only a slight drop, despite the ongoing challenge of the continual shrinkage of our resources.

Our new protocol for dealing with legal agreements has been agreed with our legal services. This new protocol now allows us to trigger with our legal service clear and consistent identification of all the relevant issues, requirements and heads of agreement from the very outset so that the first draft documentation and communication with the developer representatives can be prepared and progressed very early in the process. In addition, it acts as a helpful aid during detailed negotiations towards an agreement being put in place.

Good early communication and protocols with our partners to smooth the process of decision making is undertaken. Our new protocol around legal agreements adds to our established protocols with, for example, Greenspace Services section on nature conservation consultations, and with Scottish

Natural Heritage (SNH) on development and protected species. Similarly, we have an agreement with Scottish Environment Protection Agency (SEPA) on standing advice, and with the Coal Authority regarding consultation requirements and coal risk assessments. We also have an established protocol between ourselves, our housing services and legal services for the effective and smooth implementation of our policy on affordable housing.

While we have made progress on our supplementary planning guidance (SPG) on developers contributions through our community growth areas, a new Local Development Plan is being prepared that would supersede this particular SPG at this time. A draft policy has been prepared for education contributions but the evidence base has not been finalised due to pressure on resources. We have now identified pressurised catchments and are in the process of agreeing these with Education, Skills & Youth Employment.

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 not only our Planning Performance Framework, but our corporate service plan and are reported accordingly.

In addition to our own evaluation of service delivery, actions for the coming year have been informed by the Policy and Resources Committee report on the [future priorities of the council](#), our [Revenue Budget for 2016/17](#), the independent [Socitm](#) report and stakeholder feedback.

Part 3: Supporting Evidence



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:

Link to: future priorities and new council structure
Link to: Corporate Plan
Link to: Community Plan and Single Outcome Agreement
Link to: local development plan scheme
Link to: planning enforcement charter
Link to: information on enforcement
Link to: Designing North Lanarkshire
Link to: North Lanarkshire Local Plan
Link to: masterplanning
Link to: Ravenscraig information

Link to: community growth areas
Link to: town centre framework and action plans
Link to: Coatbridge CARS
Link to: Homes for Scotland Awards
Link to: Scottish Home Awards
Link to: customer service strategy
Link to: Supplementary Planning Guidance
Link to: information on local development plan (LDP)
Link to: our engagement
Link to: Stakeholder Engagement Strategy
Link to: Main Issues Report (MIR)
Link to: RTPi awards for planning excellence
Link to: Planning Aid Scotland (PAS)

Link to: Motherwell Town Centre
Link to: 'Listening to You' complaints procedure
Link to: Annual Governance Statement
Link to: Council Financial Regulations
Link to: Standing Orders and Scheme of Administration
Link to: Environmental Services and Planning and Transportation committees
Link to: scheme of delegation
Link to: Glasgow and Clyde Valley City Deal
Link to: Budget Challenge
Link to: Socitm report
Link to: Revenue Budget for 2016/17

Part 4: Service Improvements 2016-17



Service Improvements 2016-17

In the coming year we will:

- Implement new call handling/customer contact arrangements
- Prepare a customer charter for Development Management
- Review how various parts of the service are delivered to benefit from being included in Enterprise and Housing Resources
- Introduce a new standardised pre-application process for major development
- Extend range of information available through website to reflect Socitm report and to enhance 'self service' pre application advice for householders and local development
- Monitor and review the implementation of new enforcement charter
- Review customer survey methodology and questionnaire
- Introduce a pilot scheme for improving town centre properties, in conjunction with Housing and Protective Services
- Finalise the identification of pressurised catchments with Education
- Review and revise suite of Supplementary Planning Guidance



You said....

There was no response to our survey forms sent out to applicants and agents.

We did...

We have actioned a review of our methodology and of the questions we ask in our surveys questions

Source: Analysis of development management questionnaires



Charretteplus Motherwell

The Motherwell Charretteplus project was a community engagement event held from 21 - 25 June 2015.

Its purpose was to encourage and enable the community of Motherwell to engage in the development of actions and proposals to shape the future of their town centre, and to support a true partnership approach to delivering the town centre action plan.

The Charretteplus model, designed by Planning Aid Scotland (PAS), was used to develop and deliver solutions to identified issues through collaborative design. The project focused on getting more people involved - businesses, residents, community planning partners, to help us find out their priorities and suggestions for how we could work together to make the town centre better.

In developing the Charretteplus there was a general recognition of a need to:

- co-ordinate action by the Council, its partners, local businesses and residents to increase Motherwell's resilience to future change and sustain it as a viable and successful centre;
- get more people involved in the process to ensure the town centre action plan for Motherwell reflected local needs and aspirations;
- identify deliverable projects – small scale but with significant impact
- produce a plan that was broader in scope than the existing plan to include the activities of community planning partners; and
- develop a true partnership approach to managing and developing the town centre.

We decided to promote the Charretteplus project in Motherwell as we were coming to the end of major public realm improvement works and recognised that

while change had been delivered in the areas in which it had direct control over, there was still a considerable amount of work to be done to arrest the decline of the town centre. This could only be achieved through partnership working with key landholders, businesses and the community.

The Charretteplus project was innovative in that it adopted an outcome based approach, to ensure action and change following the completion of the project. It had a structured approach and was not a 'stand alone' event - meetings and workshops were held to engage with community groups and community planning partners in the run up to the 'charrette' to ensure a relevant agenda and to raise awareness and understanding of the 'charrette' prior to the main event – and so it supported and empowered the community.

Delivery of the project through a network of Planning Aid Scotland volunteers, associates and staff, whose focus is on building community capacity, trust, independence and after-care, was key to encouraging people and businesses to engage with us and our community planning partners and to encouraging

people to be active in initiating and delivering positive change.

The project has been successful in:

- Developing a clear strategy for the town centre, identifying key issues and developing realistic and pragmatic solutions;
- Involving residents and the business community in developing and implementing agreed actions;
- Fostering links and partnerships between community groups and businesses;
- Strengthening the link between community planning partners around town centre activity;
- Identifying opportunities for effective joint working; and
- Defining and testing an effective method of community engagement that the Council can adopt in the future, subject to funding.



Committed improvements and actions	Complete
<ul style="list-style-type: none"> Review of our processes in appeals and enforcement 	Yes, in part. Team realignment has delayed implementation.
<ul style="list-style-type: none"> Plan and implement use of planning conditions monitoring module 	Yes, in part. Standardised conditions being developed.
<ul style="list-style-type: none"> Introduce greater efficiency in dealing with householder pre-application enquiries 	Yes. A standardised response was developed for this type of advice.
<ul style="list-style-type: none"> Continue to pursue the offering of processing agreements, including customer consultation to establish customer needs 	Yes. Face to face contact with customers has allowed us to firmly encourage the use of processing agreements.
<ul style="list-style-type: none"> Review of our committee related processes (including handling of representations beyond committee deadlines, and protocols for dealing with requests for site visits and hearings) 	Yes, in part. Site visits have been modified to minimise impact on staff time.
<ul style="list-style-type: none"> Introduce supplementary planning guidance on developers' contributions; 	Yes, in part. Draft policy for education contributions prepared and have identified pressurised catchments in the interim. Progress around other contributions (in the main transportation) is being made through community growth areas.
<ul style="list-style-type: none"> Develop a new protocol to be used in the handling of legal agreements 	Yes. Pro forma has been prepared and implemented.

Part 5: Official Statistics



Decision-making timescales - (based on 'all application' timescales)

Category	Total number of decisions 2015-2016	2015-2016 Average timescales (weeks)	2014-2015 Average timescales (weeks)
Major developments		24.3	19.4
Local developments (non-householder)		11.7	11.3
• Local: less than 2 months		7.3	7.0
• Local: more than 2 months		17.3	17.9
Householder developments		8.1	7.5
• Local: less than 2 months		7.3	7.1
• Local: more than 2 months		11.2	9.5
Housing developments		25	20.0
Major		12.8	16.6
Local housing developments		7.7	7.0
• Local: less than 2 months		17.2	23.2
• Local: more than 2 months			
Business and industry		25	23.7
Major		12.0	9.0
Local business and industry		7.1	7.1
• Local: less than 2 months		18.2	12.7
• Local: more than 2 months			
EIA developments		0	27.4
Other consents*		7.1	9
Planning/legal agreements**		40.9	21.7
• Major: average time		44.9	36
• Local: average time		40.9	13.8
Local reviews		7.9	6.0

* 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 & 7 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



Decision-making timescales - (based on 'all application' timescales)

Type	Total number of decisions 2015-2016	Original decision upheld 2015-2016		Original decision upheld 2014-2015	
		No	%	No	%
Local reviews		2	50	4	80
Appeals to Scottish Ministers		20	50	5	62.5

Enforcement activity	2015-2016	2014-2015
Cases taken up	109	101
Breaches identified	148	91
Cases resolved	99	83
Notices served***	26	14
Reports to Procurator Fiscal	1	4
Prosecutions	1	0

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

Context

Our performance in relation to householder and local developments has remained reasonably steady, with a slight increase in time taken overall for each type of application measured. A further reduction in staff resources and the realignment of two teams under one Assistant Business Manager has meant ongoing challenges for the team.

Figures demonstrate our process review and the standardised approach to dealing with householder pre-applications have offset these challenges, however we anticipate an improvement in the coming year with the bedding in of new practices.

The average time scales for major development housing developments has increased from 20 to 25 weeks. Interrogation of these figures revealed that two applications were subject to particularly long and complicated legal agreements and further delay was caused by a delay in the applicant signing the agreement. As a result, more detailed monitoring of the progress of agreements has been put in place.

This year also saw a significant fourfold rise in appeals to Scottish Ministers, which diverted staff resources to deal with the necessary response on behalf of the council. Nevertheless, we were still able to maintain an acceptable level of performance in relation to other decision making timescales.



There has been an increased level of enforcement with more cases being taken up and more resolved than in the previous year. The reporting year also recorded an increase in notices served, which can in part be explained by the nature of the cases arising, with more cases requiring immediate initial action, followed by longer term preventative action.

The responsibility for enforcement is now under a new management stream and the staffing level of the team has been reduced by one third. Despite these pressures, the team has adapted well to the new situation demonstrating the flexibility and commitment of the workforce.

Part 5: Workforce and financial information



Snapshot of staffing on 31/3/2015

	Tier 1	Tier 2	Tier 3	Tier 4
Head of Planning Service			1	7.5

Note: Tier 1 = Chief Executive, Tier 2 = Directors, Tier 3 = Heads of Service, Tier 4 = Managers

		DM	DP	Enforcement	Other
Managers	No. Posts	4	3		0.5*
	Vacant				
Main grade posts	No. Posts	15.5	15	3	1
	Vacant		1		
Technician	No. Posts	2	1		
	Vacant				
Office Support/ Clerical	No. Posts	6.5			
	Vacant	0.5			
Total					53

* Shared resource with building standards. Note: Managers are those staff responsible for the operational management of a team/division. They are not necessarily line managers.

Staff Age Profile	Number
Under 30	4
30-39	15
40-49	12
50 and over	21

Committee & Site Visits	Number per year
Full council meetings	0
Planning committees	17
Area committees (where relevant)	n/a
Committee site visits	10 (5 committee meetings)
LRB	2
LRB site visits	0

You said....

It wasn't clear online where you could make comments and objections to a planning application.

We did...

We changed our wording from 'search' to 'view and comment' on a planning application.

Source: Informal feedback from development management staff



Case Study 6

Effective communication



Effective communication is the key to a successful organisation.

More than ever during times of change we have to deliver our service effectively while managing the expectations, and meeting the needs, of our stakeholders.

This spring saw the old ePlanning.Scotland move to the new ePlanning.scot portal as part of a government programme introducing eDevelopment. This new national portal now hosts ePlanning and the eBuilding Standards portal which is in development.

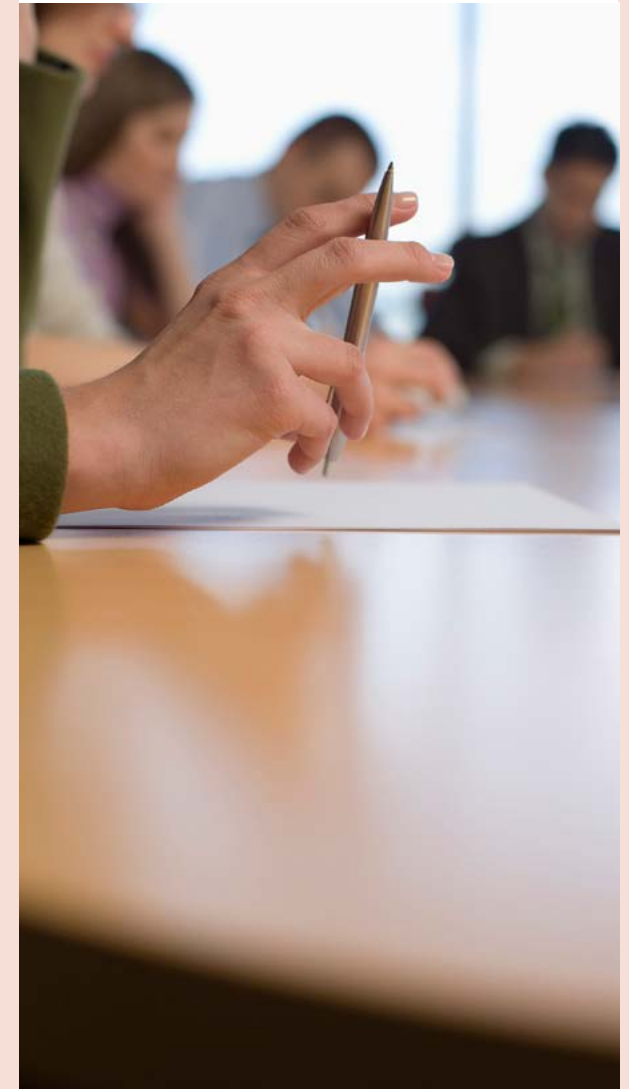
Working within the framework of the eDevelopment.scot Stakeholder Communication Strategy, we consulted with our corporate communications team to establish a local communications plan which delivers a clear and consistent message around this transition to our key stakeholders.

Communication is vital to the successful implementation of this project. We have to ensure our communication plan is appropriate and makes best use of our resources. We fully understand that our staff resources are limited and have worked hard to ensure the information reached the right people at the right time.

Methods of communication were varied to ensure we successfully reached our audience. Methods of communication include press releases to local papers, publication on our website, news flashes of our Planning web pages, social media posts, Govdelivery bulletins (our news service has over 3500 subscribers to the planning service), and email footers.

The fact that the applications submitted electronically to North Lanarkshire Council increased during this time, compared to the same quarter the previous year from 60 % to 64%, demonstrates the success of the publicity around this transition.

ePlanning.scot



	Total Budget* (£)	Costs** (£)		Income (£)
		Direct***	Indirect****	
Development management	708,685.38	989,466.39	505,375.94	-1,088,548.89
Development planning	3,907,277.05	986,667.64	3,099,259.17	-930.64
Enforcement	147,048.73	86,040.56	49,641.13	
Other				
TOTAL	4,763,011.16	2,062,174.59	3,654,276.23	-1,089,479.53

Notes:

* Budget is net budget figure - DM has significant income budget that is why net budget smaller than DP

** Costs - direct, indirect and income are actual figure

*** Direct cost include all employees costs e.g. basic, Ers Pension Ers NI. Also included is the allocated share of P & D admin staff costs

**** 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.





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 formie, proszę,
skontaktuj się z nami, żeby przedyskutować Twoją potrzebę.

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

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