

# Planning Performance Framework 2016-17



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# Introduction

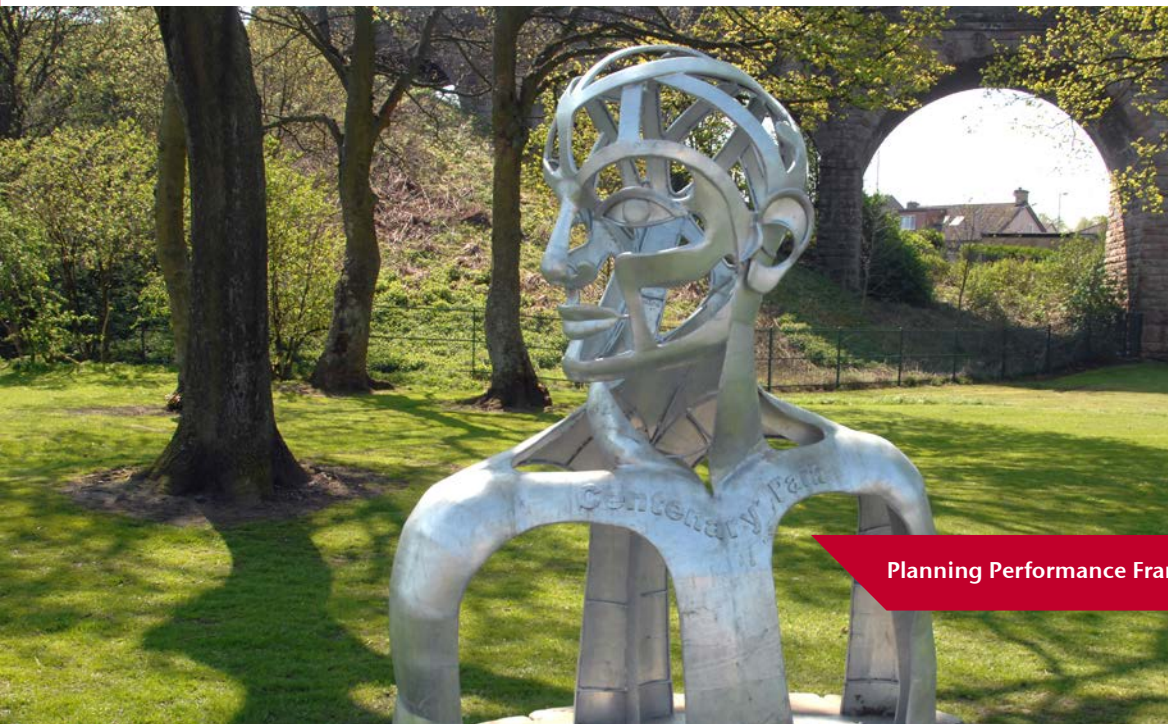
We are pleased to provide our sixth annual performance report on our planning services, continuing the improvement theme set out in the White Paper 'Modernising the Planning system' 2005.

This Planning Performance Framework reports on our performance across a broad range of areas, covering the period from 1 April 2016 to 31 March 2017.

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

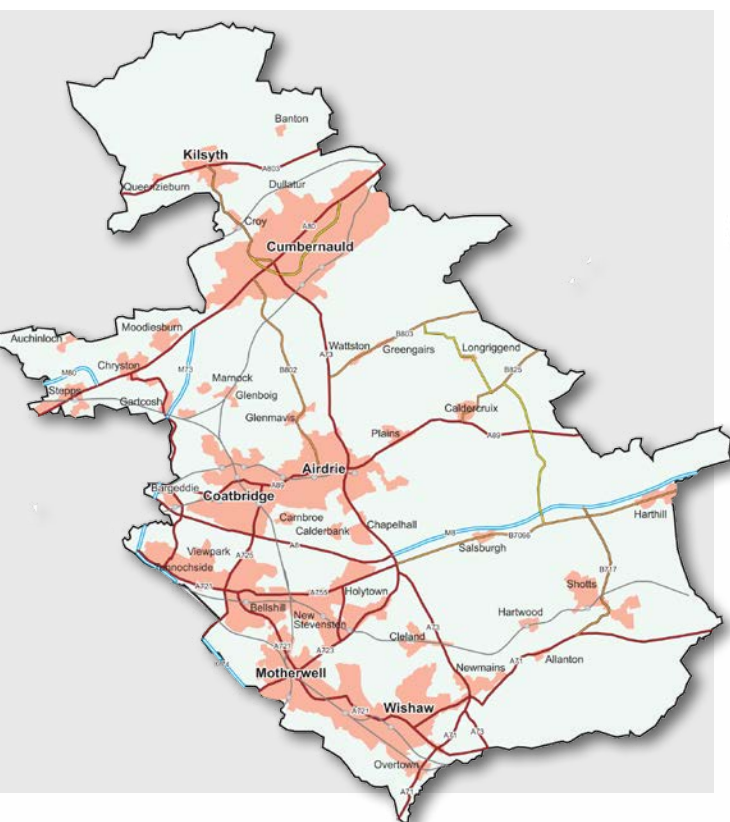
Our case studies demonstrate where we add value to our communities and contribute to the enhancement of our natural and build environment.

We 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.





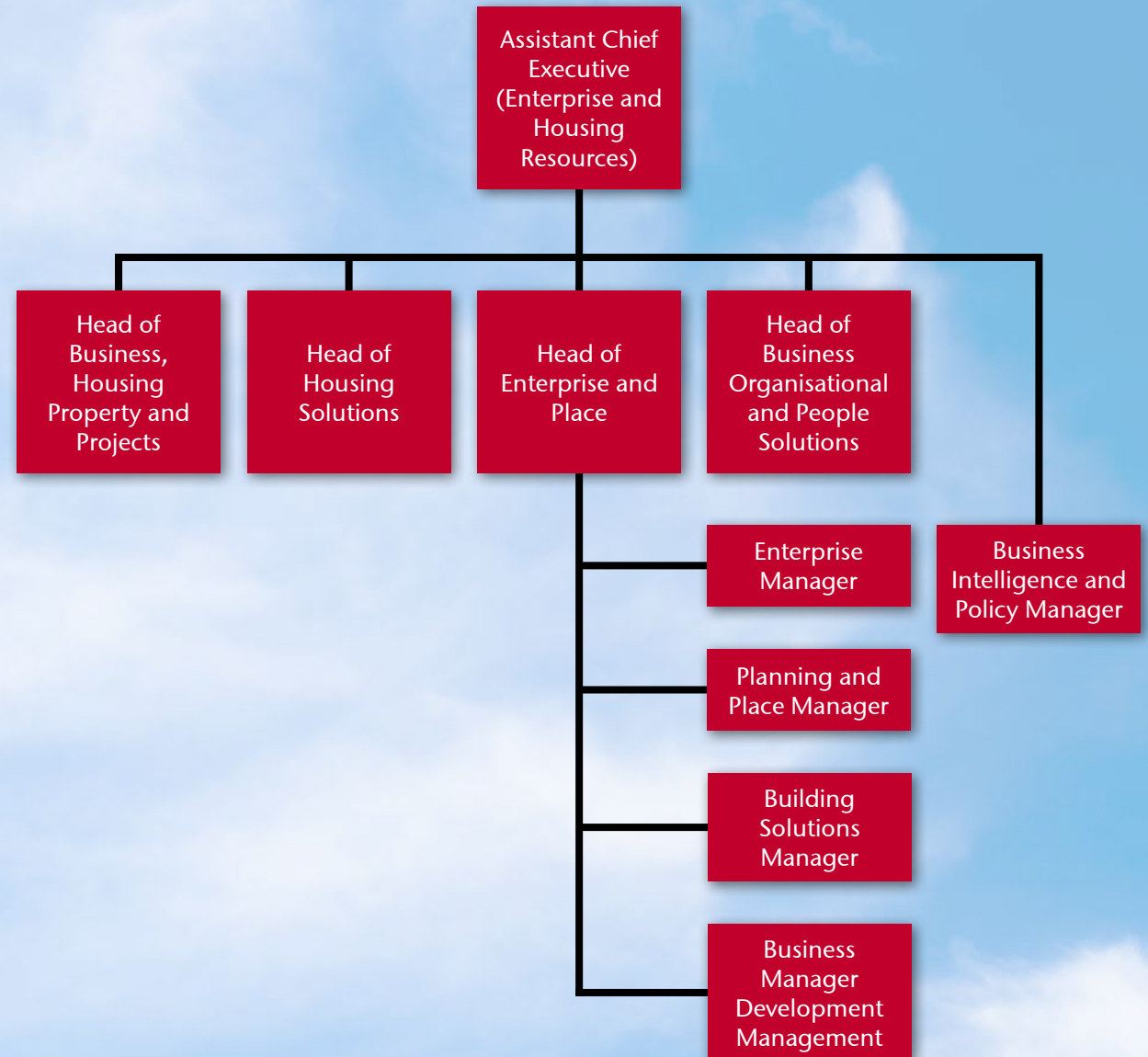
In December 2016, phase 2 of the new council structure was approved. As a result the Head of Planning and Regeneration was re-designated to Head of Enterprise and Place, reporting to the Assistant Chief Executive (Enterprise and Housing Resources). This recognised the central role planning can make in delivering the council's priority outcome to increase economic growth and enterprise within North Lanarkshire.

Phase 2 of the restructure will be fully implemented during 2017-18.

We continue to 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.



Photograph by Brian Cairns









A large, mature tree with a thick trunk and a wide canopy of leaves in shades of yellow, orange, and green. The tree is the central focus of the image. In the background, there is a green lawn, a paved path, and some buildings. The sky is blue with some clouds.

## Part 1: 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 towards raising standards and achieving places of which we can be proud. [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 Conservation

Area Regeneration Schemes (CARS), including the recently successful bid for [Coatbridge CARS](#), support and guide the growth and resilience of our town centres.

Our case studies demonstrate our approach to managing change in the built environment in a positive way. 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.

Demonstrating how our planning policy, innovative approach and cross service working arrangements have been successful, Case Study 1 highlights the progress of the Gartcosh:Glenboig Community Growth area. The original concept statement led to the development of detailed, complex policy that is now being realised with development on the ground. With planning permission in principle across much of the area and two detailed schemes approved development is now being delivered on the ground. As part of this development, construction work has started on £2.6 million new transport links. This work has been facilitated by cross service working across the council and will support the regeneration and growth of the area. By being proactive and taking responsibility, the council has ensured the delivery of this work and provided a catalyst for the regeneration of the area.

In addition to supporting growth and regeneration of communities through Community Growth Areas, we recognise the value of our existing town centres. Case Study 2 demonstrates our positive intervention to protect, promote and enhance Coatbridge town centre. Working in partnership with stakeholders and the local community, the Coatbridge CARS scheme is now underway. This grant funded scheme is supported by [Historic Environment Scotland](#) and the



*Photograph by Brian Cairns*

council. Successful outcomes to date include the redevelopment of a 'B' listed building, improved car parking and access within the town centre and the repair of a sandstone boundary wall using traditional methods and materials. This work had had a positive impact and we look forward achieving further outcomes that will contribute to preserving our local heritage.

Positive intervention helps to shape our communities in various ways. Our proactive approach to design and our commitment to manage change in a positive way is demonstrated in Case Study 3. Highlighting how our early inclusion in the process ensured the design of Greenfaulds High School, Cumbernauld was not only bold and contemporary, but also improved the local amenity.



While we are confident in how our planning service delivers high quality outcomes, we also recognise where our approach could be further developed to improve the quality of outcomes delivered in the future. Following the self-evaluation of our Local Development Plan process, and as part of our journey of improvement, we have highlighted in Case Study 4 the lessons we have learned through the Local Development Plan process that will inform future project management of consultation.

Demonstrating a fresh approach to consultation, Case Study 5 shows how we reached out to young people in the Kilsyth and Kelvin Valley community. The workshop and 1-1 approach used to engage with pupils from local schools on the future development of the community aimed at making young people feel their opinions and views were respected and ensured the process was more inclusive. As a result valuable feedback was given and will influence decisions made in future.

### 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 by the council, last year almost all were consistent with the plan, with only eight of 1102 departing from the plan.

Our use of Masterplanning and our identified Community Growth Areas (CGA) offer further

certainty to developers looking to invest in North Lanarkshire. By providing a structured approach and framework to a wide range of complicated issues, they should provide a vision for an area and set out clear aims, objectives and design principles, as well as guide the process. There are three areas in North Lanarkshire identified as Community Growth Areas: Glenboig:Gartcosh (Case Study 1); South Cumbernauld; and South Wishaw.

Our town centre framework and action plans and successful Conservation Area Regeneration Schemes (CARS) schemes, support and offer consistent guidance to stakeholders and developers around our regeneration and town centre activities.

This year we have chosen to highlight the Coatbridge CARS scheme (Case Study 2) as a good example of how the ambitions of a community can influence and guide the positive conservation and

successful regeneration of a town centre. This CARS scheme has been particularly successful in using feedback, creating opportunities for partnership working and involving the local community. As the project progresses, we look forward to realising more positive outcomes through the implementation of community guided actions.

We have continued to work very closely with Ravenscraig Ltd and are key partners in working to evolve and finalise the Masterplan for the Ravenscraig site to ensure the impressive transformation of the site continues over the next ten years and beyond. The new masterplan will take on board market conditions and the changing retail market. As part of this process it was agreed that the town centre element of the original plan should be put on hold, while making sure the regeneration of the site remains an attractive and sustainable investment for the private sector.





Further supporting development, we continue to monitor and update our online information. The promotion of pre-application advice for major development has been successful. By guiding customers to an online pro forma, we ensure they provide us with the relevant information we need to do a pre application appraisal on proposed major development. In the future we are looking to strengthen this process to ensure efficient use of staff time while dealing with pre-application advice.

Due to limited resources and a focus on a smarter approach to working, householders and agents dealing with local development enquiries are guided to our website where they can obtain key information, including [Supplementary Planning Guidance](#) (SPG). 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.

We offer processing agreements with all major development applications, and our direct and

proactive approach to encouraging their use has had a positive response, with the number of applications subject to processing agreements rising dramatically from two during 2015/16 to 47 during 2016/17. 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 focus for our engagement activity during 2016-17 was the [consultation on the proposed plan](#). The deadline for receiving responses was 20 March 2017. Following this consultation over 1,550 contributions are being collated and assessed for report to committee and publication during the coming reporting year.

We have chosen to highlight the consultation process that will shape this emerging Local Development Plan, including lessons learned, in Case Study 2. With limited resources, we had to consider our approach and ensure we were efficient, agile and flexible in the way we consulted with our stakeholders. Our early review of the process highlighted where improvements could be made to develop our communication strategy to make more use of web based information and social media at appropriate and planned steps in the process.

The emerging Local Development Plan has set out a framework for new SPG, the content of which will be subject to staff and stakeholder consultation during the coming reporting year to ensure it is clear, assists efficient decision making and will add value to development in the area. The SPG forms an essential element for consistency, not only in the area of decision making, but also in pre-application advice and submission making.

Aiming to ensure an inclusive approach to engagement we reach out to a diverse group of stakeholders. Case Study 5 highlights the value

added by encouraging meaningful participation by younger people in the planning process.

We must continue to deliver a wide range of services. While the upturn in the economy has led an increased demand for service, the pressures of a reduced budget and reduced staffing numbers means effective communication is key to managing and meeting customer's expectations.

We continue to hold regular agents forums and carry out consultation around five key indicators of customer satisfaction for development management through customer survey questionnaires. Our agents forums are a particularly good way of cascading service information to stakeholders and of getting feedback on issues raised on the day.

During March 2017 we held an agents forum to discuss and get feedback on:

- changes to our service structure;
- the Scottish Government consultation: Future of the Scottish Planning System;
- the emerging Local Development Plan;
- the eDevelopment portal; and
- our development management service delivery.

The feedback helps to inform improvement actions.

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...'

#### You said....

*You needed more information on whether proposals needed planning permission*

#### We did...

*Provide householder and non-householder guidance on how to get planning information online.*

Source: Customer feedback





Our methods of communication with customers and stakeholders are varied and include our website, Govdelivery (an email subscription service), social media, press and email. A link to our published Planning Performance Framework was circulated to our Govdelivery subscribers last year. Although we didn't receive any direct feedback on our report, analysis of our web page traffic highlighted a large spike in online activity, highlighting that stakeholders were viewing our publication.

Our 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.

Staff involvement is also key when developing and promoting our service. Staff workshops allow everybody to contribute to process review, ensuring staff feel valued and engaged and ensuring a collaborative approach to the review of our services. During the preparation of our Planning Performance

Framework our workshop approach ensured staff were involved in determining how we would focus this year to promote our service.

Elected Members are also engaged with and during February 2017 were invited to a formal briefing on the Scottish Government consultation, Future of the Scottish Planning System. In addition, to ensure a corporate response, cross service consultation was carried out prior to a consultation response being submitted on behalf of North Lanarkshire Council.

### Governance

Our planning service sits within Enterprise and Place and forms part of the councils Enterprise and Housing Resources. This new organisational structure has been designed to promote greater collaboration and integration of services in order to facilitate a corporate approach to the delivery of the council's priorities and the achievement of improved outcomes for the people and communities of North Lanarkshire.

The council's Business Plan to 2020, a strategic business planning framework, outlines our priorities and details how we will deliver on them.

The new organisational structure strengthens our established links. Collaborative working with Housing, Education, Economic Development and Community Regeneration colleagues, amongst others, helps to address priorities and ensure a consistent and coordinated approach to service delivery.

Working in partnership with the Housing service, we meet various statutory duties by producing the Local Housing Strategies, delivering affordable housing and cooperating with the Housing Need and Demand Assessment. We will continue to work together to deliver housing, provide schools and to regenerate and develop vacant and derelict land in

the area.

We participate in several partnership and peer groups passing on and sharing good practice, including:

- Heads of Planning Scotland (HoPS) Development Planning Group Executive group
- HoPS Development Management group
- HoPS Development Plan group
- Clydeplan Industry and Topic Group
- Antonine Wall World Heritage Site Steering Group
- eDevelopment and ePlanning project boards
- Glasgow Clyde Valley Green Network Partnership
- Climate Ready Clyde
- Housing and Planning liaison group
- North Lanarkshire Council Community Empowerment Working Group
- Glasgow and Clyde Valley Development Planning Forum
- National Development Planning Forum

We also work on the delivery of North Lanarkshires outcomes in the Glasgow and Clyde Valley City Deal, along with transportation colleagues.

This arrangement facilitated the development of the new £2.6 million link road that is the catalyst that will bring regeneration and development to the Gartcosh: Glenboig area (Case Study 1).

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, the formal briefing on the consultation of the future of the Scottish planning system and on the consultation on the emerging Local Development Plan.

Our decision making framework includes a scheme of delegation. This framework will be reviewed during 2017-18 as part of the restructure process, however we can demonstrate effectiveness as our decision making time has remained steady, despite an upturn in the economy and the continual shrinkage of our resources. Last year 91% of applications were decided under this scheme.

Applicants may seek a review of the decision made under the Scheme of Delegation to the Local Review Body. We provide an independent representative who provides professional planning input to this process.

The efficiency of our decision making is further enhanced by our robust management and our staff structure. Phase 2 of the organisational restructure, agreed during December 2016, will lead to the statutory elements of the planning service coming together during 2017-18, forming a planning service under one manager.

It is anticipated that this realignment of the teams will enhance our smarter approach to working, and will continue to further develop the principle of concentrating appropriate and proportionate resources to allow us to continue to address our priorities. Building on our existing arrangements, we

will continue to develop joint work programmes for teams to ensure we discharge all our tasks efficiently and effectively.

Workloads, resources and performance are closely monitored through our regular management team meetings. Our commitment to continuous development of staff is supported through our updated Performance Review and Development (PRD) process. Processes are cyclically reviewed and inefficiency removed. 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.

### 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 and we continue to strive to collaborate with partners and other council services to help to ensure improved outcomes for our customers.

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, Elected Members training has been planned for newly Elected Members around our service delivery.

We are proud to be the first local authority in Scotland to achieve Disability Confident Leader status, demonstrating that we lead the way for people with disabilities.

Staff consultation, development and the self-evaluation of our service delivery is key to continuous improvement. The council has introduced an ASPIRE programme, underpinning everything we do. It provides the guiding principles in terms of the way we work and the way we deliver our services,



inviting all staff to collaborate, share knowledge and information, ask questions and generate ideas and ultimately contribute to finding solutions for our evolving service delivery.

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.

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 introduced new call handling and customer contact arrangements, the benefits of which have been to ensure that fewer misdirected calls come into our office, and to ensure customers speak to the case officer at a mutually convenient time that allows the officer to have all the relevant information at hand to deal with their enquiry efficiently.

We have also prepared and published a new [Customer Charter](#) for development management, explaining what we do and the service standards we will meet. The aim of this charter is to give a clear understanding of what we do to manage customer expectation around our service delivery.

In addition to progressing our improvement measures detailed during 2015-16, we now use the Royal Mail online postage service for mail printing and postage. This efficient and easy to use service means that we have significantly reduced paper mail produced in-house for correspondence such as neighbor notification and Local Development Plan consultation responses. Using electronic transfer, the Royal Mail prints, send and if necessary effectively manages our returned mail at a much reduced cost. In addition to the financial saving, the Royal Mail also provides an audit trail for correspondence. This system is now being rolled out across the council.

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 also through our operational plan and are reported accordingly.

In addition to self-evaluation of our service delivery, actions for the coming year have been informed by various sources, including staff, householders, agents and the [North Lanarkshire Disability Access Panel](#).

While we listen to feedback from stakeholders and strive to continually improve our performance and service delivery, key to customer satisfaction is setting for our customers an expectation of what we can deliver. Each layer of feedback, from both formal and informal sources helps us get to know our main customer groups and gives an insight as to their needs and preferences. This knowledge helps us prioritise improvement activity and communicate to our customers the accurate and detailed information they need to make our service easily accessible and to understand the steps taken in the planning process.

## Journey of improvement

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

Our transition to online applications during 2009, our online local plan and our web site improvements have changed the shape of our service delivery, making our service more accessible and ensuring that we can keep up with customer needs, despite the backdrop of reduced resources. Our approach to digitising our services has been successful with the number of planning applications received online increasing from approximately 30% following the introduction of ePlanning, to 85% during 2016-17.

Process review and the development of casework systems, including the use of 'traffic light' reports to manage workload, are now integral to our performance. Streamlining what we do, such as taking a more focused approach to pre application advice, has cut out inefficiencies and improves consistency of the processing of planning applications. Looking at who does what, for example we have introduced a new process around the validation of planning applications, with technicians rather than planning officers determining validation, we ensure an appropriate use of our resources.

Looking to continue to build on these successes, we will introduce a new performance management tool during 2017-18 to further assist with management of workload.

Reviewing committee related processes, our protocol around Legal agreements and the introduction of processing agreements have contributed to more service efficiency.

It is testament to our staff and the success in our approach to keeping our processes lean that despite continued budget cuts leading to a 40% reduction in staffing levels over the past five years, we can continue to maintain performance that exceeds the national average.

Moving from a more stringent approach to work allocation and team boundaries, with changing demands we have become agile in our approach to service delivery. Continuous caseload management and review of workflow has enabled us to anticipate peaks in demand and realign our teams to cope with the change. We continue to review the demand on our service and work to identify need and build in solutions to ensure we continue to deliver a high quality planning service.

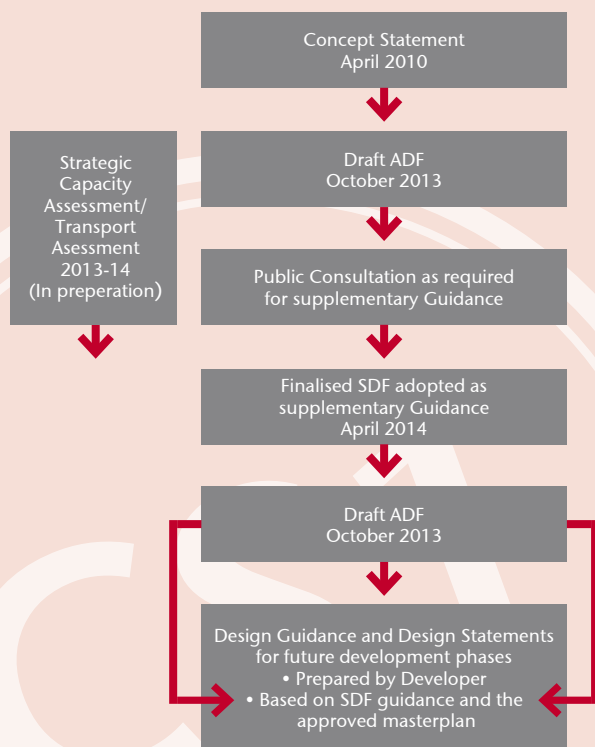


## Gartcosh:Glenboig Community Growth Area

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

The policy framework for the Gartcosh:Glenboig community area was established through the following:

(SDF - Strategic Development Framework)



A broad range of bodies were consulted throughout the process to ensure the delivery of development was informed, guided and met the needs of the local community.

With a policy framework in place, we had to establish a way to progress the Community Growth Area to secure the delivery of much needed housing, infrastructure and community facilities.

This has not been without complications. In the context of a complicated matrix of land owners, developers and other stakeholders and along with extremely varied policy requirements, and considerable technical restraints, buy-in has at times been difficult.

To encourage buy-in and the delivery of development the area, the council has stepped forward to help facilitate development in the area.

With no single planning application for the strategic transport measures within the CGA, the council sought the views of the developers with an interest in developing the area as to a solution.

It was proposed that the council be proactive and take responsibility for the delivery of sustainable transport improvements and to cover the costs through fair and proportionate developers' contributions equivalent to the total cost of the work divided by the 3000 housing units, secured by robust Legal agreements.

This approach required significant input from the council on several fronts including, procurement, land acquisition, construction, project management and subsequent maintenance of the roads. It was approved by committee during June 2015, allowing the council to facilitate the construction of transport improvements.

These improvements will provide a catalyst for the regeneration of Gartcosh:Glenboig and will open up

opportunities for sustainable development in the area and have significant and tangible benefits in the delivery of the CGA, as the transport links will support the delivery of the residential developments and associated amenities.

Subsequently, the council sought City Deal funding for a strategic link road and funding was approved. This funding will benefit house builders within the CGA as they will benefit from the reduction to their previously agreed developers contributions for the cost of the road construction.

The council also has a key role to play in delivering affordable housing. A significant 25% of the housing constructed within the Gartcosh element of the CGA is to be affordable housing and the first two detailed planning permissions will include 61 affordable housing units on the ground in addition to a commuted sum to be paid to allow the construction of affordable housing elsewhere in the area.

Team work early in the process and a flexible, creative approach to dealing with the submitted planning applications has to date paid off, and there is much to be proud of. With a large portion of work to set development parameters being carried out at the policy stage, the development management is being carried out with already managed expectation. In terms of assessment, consultation and input of developers working with the council, we have ultimately arrived at an approach that meets individual aims and takes into account strategic aspirations for the area.

To date we have:

- approved planning permission in principle across much of the CGA, we have two detailed schemes approved for development and one is about to start on site



- ensured the provision of approximately £16,000,000 in developer contributions towards local education provision
- ensured the provision of almost £9,000,000 in developer contributions towards local roads infrastructure. This has been done in a way that ensures contribution is spread fairly across all development parcels and with the flexibility to provide refunds to developers where works come in under anticipated costs
- implemented detailed and robust legal agreements to secure the education and contributions, as noted
- achieved City Deal funding for a significant strategic link road within the CGA
- facilitated the delivery of that link road on the ground. The road offers significant and tangible benefits not only in the delivery of the CGA, but also to the local area. In addition, both public and private sector will benefit from a reduction to their contributions
- secured a significant part of the CGA to include 25% affordable housing. While the detail of this is yet to be established overall, the first two detailed permissions will include 61 affordable units on the ground (between new housing managed by the Council and a housing association) and also further contributions of approximately £590,000 towards local affordable housing needs
- secured the inclusion of land for new neighbourhood centres and a school
- secured a master planned approach in building out the CGA, to ensure a phased implementation
- implemented a high standard of design and compliance with national policy on design

- securing new play provision and financial contributions to established play facilities
- integrated environmental resources, protected species and a Local Nature Reserve

The Gartcosh:Glenboig Community Growth Area is a major long term development project delivering what will be a significant expansion of the existing settlement that will take many years to reach its projected final scale. This requires great co-operation, co-ordination and planning by landowners, developers, the local authority and other public and private agencies and service providers, requiring a phasing and implementation strategy for the development and provision of infrastructure and community facilities.

Collectively, Scottish Planning Policy, the Local Development Plan and Strategic development Framework to date has achieved the delivery of both national and local policy on the ground.

\*The North Lanarkshire Local Plan sets our policies and guidance for the development of land and guides future development.

**Elements of high quality planning service and Performance markers this case study relates to:**

**Quality of outcomes**

**Quality of service and engagement**

**Governance**

- (3) early collaboration with applicants and consultees
- (4) Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant'
- (10) cross sector stakeholders
- (11) production of proportionate policy advice SPG
- (12) Corporate working across services to improve outputs and services from the customer benefit
- (15) Developer contributions: clear expectations

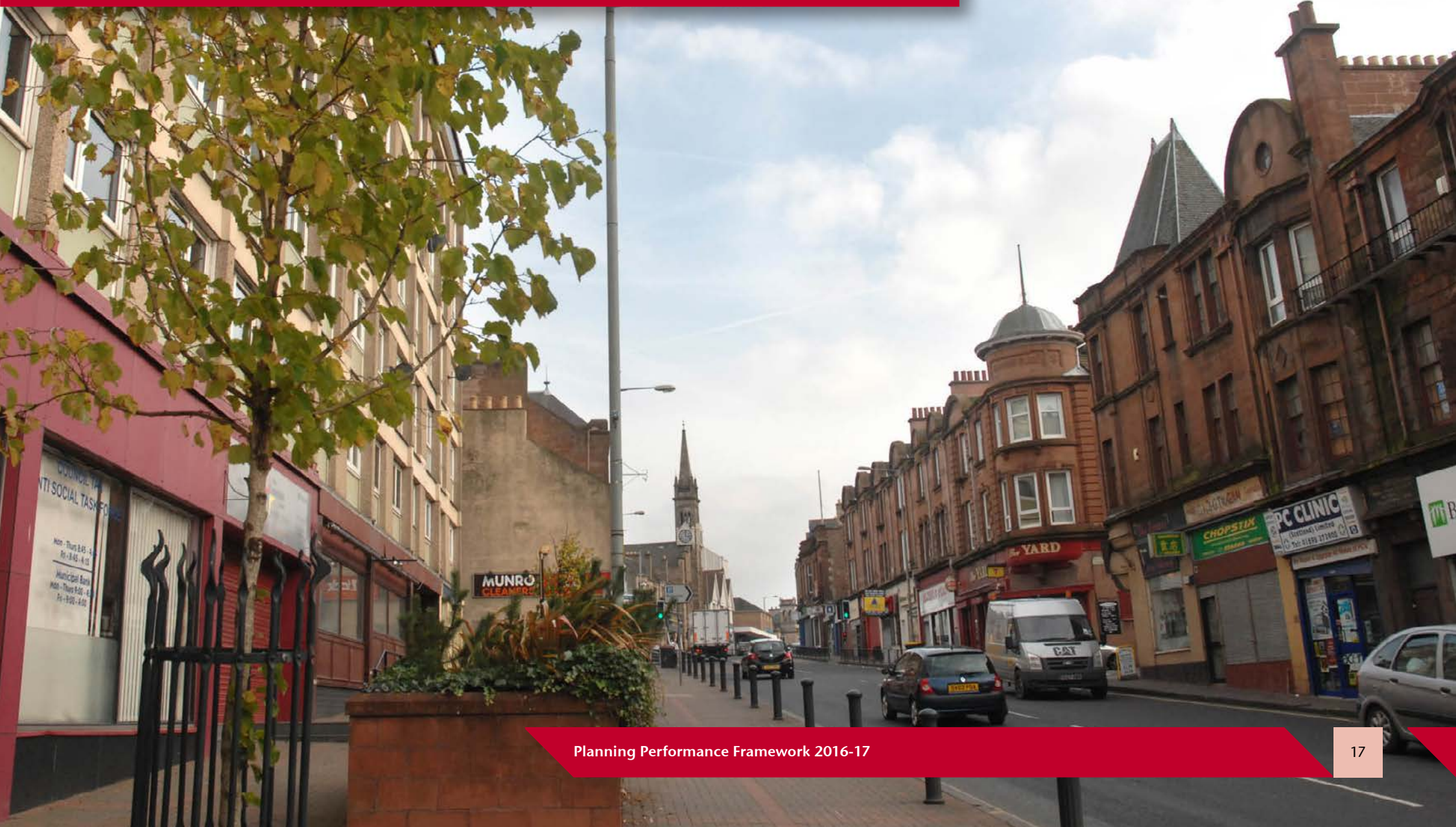








## Part 2: Supporting Evidence





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

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

[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 Supplementary Planning Guidance](#)

[Link to information on local development plan \(LDP\)](#)

[Link to Consultation on the Proposed Plan](#)

[Link to 'Listening to You' complaints procedure](#)

[Link to Business Plan to 2020](#)

[Link to Glasgow and Clyde Valley City Deal](#)

[Link to scheme of delegation](#)

[Link to the Local Review Body](#)

[Link to Disability Confident Leader](#)

[Link to Customer Charter](#)

[Link to North Lanarkshire Access Panel](#)

[Link to pre application enquiry form](#)

[Link to Planning Enforcement Charter](#)



Photograph by Brian Cairns

#### **You said....**

*You couldn't find online information around running a child minding business from home*

#### **We did...**

*Updated online information specifically around child minding to reflect the number of enquiries made regarding this subject*

Source: Customer and support staff feedback





## Part 3: Service Improvements 2017-18





### In the coming year we will:

- Review scheme of delegation
- Review protocols for committee
- Review internal processes for stopping up orders and Section 75s
- Review development management processes

- Introduce performance management tool
- Provide Greenspace - Scottish Natural Heritage training
- Survey staff around Supplementary Planning Guidance to ensure new guidance is developed to meet need and to focus on what matters
- Quarterly staff briefings on progress of PPF actions

- Provide regular training sessions for Elected Members
- Delivery of our service improvement actions in 2016-17:

### Progress on previous years service improvements

Committed improvements and actions	Complete?
Implement new call handling/customer contact arrangements	<i>Yes, calls are now handled by our reception who redirect as appropriate</i>
Prepare a customer charter for Development Management	<i>Yes, approved by committee during February 2017 and published online.</i>
Review how various parts of the service are delivered to benefit from being included in Enterprise and Housing Resources	<i>Yes, in part. The new structure is still bedding in and links between services is still under consideration.</i>
Introduce a new standardised pre-application process for major development	<i>Yes, pro forma agreed and pre application enquiry form now published online for customers.</i>
Extend range of information available through website to reflect Socitm report and to enhance 'self-service' pre application advice for householders and local development	<i>Yes, updates to the information provided have been made. This will be regularly monitored to ensure relevance and accuracy.</i>
Monitor and review the implementation of new enforcement charter	<i>Yes, in part. Exercise not complete due to secondment and will continue into 2017/18</i>
Review customer survey methodology and questionnaire	<i>Yes, surveys are now issued electronically with electronic decisions, however still yield disappointing returns.</i>
Introduce a pilot scheme for improving town centre properties, in conjunction with Housing and Protective Services	<i>Yes, this led to the development of a new team</i>
Finalise the identification of pressurised catchments with Education	<i>Yes, a paper was produced leading to more refined working</i>
Review and revise suite of Supplementary Planning Guidance	<i>No, due to resource issues this work has been rescheduled for the coming year.</i>
Review of our processes in appeals and enforcement	<i>Yes, in part. Team realignment has delayed implementation.</i>
Plan and implement use of planning conditions monitoring module	<i>Yes, in part. Standardised conditions being reviewed.</i>
Review of our committee related processes (including handling of representations beyond committee deadlines, and protocols for dealing with requests for site visits and hearings)	<i>Yes, in part. Site visits by committee have been significantly modified to minimise impact on staff time.</i>
introduce supplementary planning guidance on developers' contributions;	<i>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.</i>

## Part 4: National Headline Indicators (NHI's)





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

National Headline Indicators		
Key outcomes	2016-17	2015-16
Development Planning:		
Age of local/strategic development plan(s) (years and months) at end of reporting period. Requirement: less than 5 years	Local Plan (53 months old)	Local Plan (41 months old)
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	Yes	Yes
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Y-later	No
Were development plan scheme engagement/consultation commitments met during the year?	Yes	No
Effective Land Supply and delivery of outputs:		
Established housing land supply	18,371 units	20,415 units
5-year effective housing land supply	7,156 units	6,458 units
5-year housing supply target	5,294 units	5,295 units
5-year effective housing land supply (to one decimal place)	6.8 years	6.1 years
Housing approvals	2758 units	886 units
Housing completions over the last 5 years	4236 units	3844 units
Marketable employment land supply	307.92 ha*	312.42 ha
Employment land take-up during reporting year	5.36 ha <sup>8</sup>	2.61 ha

\*Draft figures; tbc October 2017



Photograph by Brian Cairns

Key Outcomes	2016-17	2015-16
<b>Development Management</b>		
<b>Project Planning:</b>		
Percentage of applications subject to pre-application advice	33.78%*	27.4%
Number of applications subject to processing agreement	47	2
<b>Decision Making:</b>		
Application approval rate	97%	96%
Delegation rate	91%	89%
<b>Validation:</b>		
Percentage of applications valid upon receipt	40%	(New measure)
<b>Decision-making Timescales - Average number of weeks to decision</b>		
Major developments	29	24.3
Local developments (non householder)	8.1	11.7
Householder developments	7.2	8.1
<b>Legacy Cases:</b>		
Number cleared during reporting period	18	17
Number remaining	22	24
<b>Enforcement:</b>		
Time since enforcement charter published/reviewed (Requirement: review every 2 years)	13 months	1 month



Photograph by Brian Cairns

\* NB – as a result of savings, the Council has ceased providing specific pre-application advice in relation to Local Developments, but provides generic advice to direct prospective applicants to relevant information online, including the council's website where a considerable suite of policies and advice is available. The figure shown includes that generic advice, as well as specific advice provided with regard to Major Developments



## Coatbridge Conservation Area Regeneration Scheme (CARS)

North Lanarkshire's third largest town, Coatbridge has a strong industrial heritage dating back to the 19th century when it was a major centre for mining and the production of iron and steel. However, the decline of heavy industry across many traditional town centres has been mirrored in Coatbridge for a number of years now.

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

Scottish Planning Policy promoting town centres is now in place and informs local policy to protect and enhance town centres\*.

The ambitious Coatbridge Conservation Area Regeneration Scheme has been developed to focus on leading the conservation and regeneration of the large part of the town centre that lies within the boundary of the [Blairhill and Dunbeth Conservation Area](#).

The Coatbridge Town Centre [Framework](#) and [Action Plan](#) were approved as Supplementary Planning Guidance to the North Lanarkshire Local Plan (2012) in December 2015 and are key documents that guide the regeneration of the town centre.

It was identified that:

- Partnership working
- Community engagement
- Combining resources
- Attracting investment

are all key goals in realising our ambitions for Coatbridge town centre. As a result, the Action Plan was prepared using information and feedback gathered from [various community engagement events and public consultation](#).

The approved Action Plan, identified the implementation of the CARS project as having a central role to play in the successful regeneration of the town.

Launched in May 2016, the Coatbridge CARS is a grant funded scheme that will assist with the regeneration of Coatbridge town centre through positive conservation and restoration of the town's historic fabric over the next three years.

A total grant of almost £1 million has been offered by Historic Environment Scotland for improvement works agreed between the council and property owners.

The Coatbridge CARS project focuses on three main elements:

### 1. Small Grants Scheme

This is aimed at property owners/tenants within the CARS boundary planning on carrying out repairs to their buildings or improving their shop fronts. Works eligible for funding include: repairs to roofs, chimneys and stonework, the repair and painting of traditional gutters and downpipes.

The council has appointed specialist conservation consultants, John Gilbert Architects, to support the delivery of the project. Two successful 'drop in' days were held during October 2016 in the local library, to help owners and shopkeepers meet with the project team. The team encouraged people to submit expressions of interest in applying for a grant. The response was positive with 30 expressions of interest being registered.

### 2. Priority Buildings

Part of the Historic Environment Scotland overall grant has been allocated to encourage redevelopment of key buildings within the Conservation Area. Three priority buildings have been identified.

#### Former Carnegie Library:

This 'B' listed building is being redeveloped by Clyde Valley Housing Association (CVHA) to create a prestigious development of 12 flats. Grant funding has been allocated to assist the external works to repair and retain the original character of the building. Prior to CVHA's involvement, the council tried to market the building over a two year period for community, retail, commercial or arts uses without success. Housing was deemed to be the best option to re-use the building and it was sold the building to CVHA in December 2016.

#### 7-13 Bank Street:

The council is working with CVHA to redevelop and restore the front façade of this 'C' listed terrace to be sympathetic to the character of the Conservation Area.

#### Coia Building:

We are encouraging the refurbishment of the ground floor of this 'C' listed building at 27-19 Main Street and the restoration of the shop front.

### 3. Public realm

An important aspect of the project is to raise awareness of the history and heritage of the Conservation Area through training and education.

To give local people 'ownership' of their town, we invited digital media students to take part in a competition to design a distinctive logo for the project. Nathan Feeney designed the winning entry being used to promote the project.



We also arranged for students from Coatbridge and St Ambrose High Schools to gain some hands on experience of traditional skills and working with traditional building materials at a Craft Skills Taster Day at Historic Scotland's Lesmahagow stonemasonry depot.

In addition to the three elements identified, improvements have already been made to the sandstone boundary wall on Baird Street / Academy Street. The wall was made safe, reduced in height and repaired and restored using traditional methods and materials. It is also intended to improve the pedestrian access to the car park to add to the positive impact and to enhance the area.

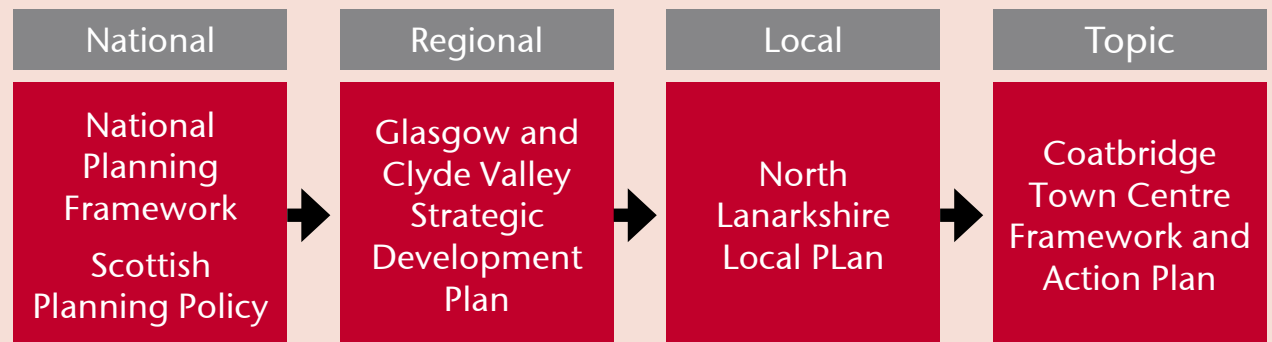
Our [Coatbridge CARS website](#) and [newsletters](#) have been developed to keep the community up to date with the project's progress and outline how individuals and groups can get involved.

To date the CARS project has been successful in:

- Using feedback from consultation to identify key areas for regeneration and conservation of the town centre
- Setting out a clear plan to progress the regeneration of the town centre in partnership with residents and business owners
- Partnership working with Clyde Valley Housing Association to secure the future of listed buildings that would otherwise be at risk
- Involving the local community to promote and protect the towns heritage

As the CARS project progresses we look forward to realising more outcomes that will preserve our heritage and lead to further regeneration and growth of the town centre.

**Elements of high quality planning service and Performance markers this case study relates to:**



**Quality of outcomes**

**Quality of service and engagement**

**Governance**

(3) early collaboration with applicants and consultees

(10) cross sector stakeholders

(11) production of proportionate policy advice SPG

## Context

**Development planning:** Although the reported indicators highlight a positive outcome for time scales achieved during 2016-17, we recognise that this is unsustainable during 2017-18. Various factors have contributed to this anticipated slippage. The loss of three key members of staff has put immense pressure on our remaining resources leading to the preparation and consultation on the Proposed Plan taking longer than expected. As this consultation informs the Local Development Plan Scheme, its delay has had an impact on the update of this document. Taking steps to mitigate this issue, we will ensure that when our Local Development Plan is submitted for examination, it will be fully compliant and meet all the requirements of Clydeplan - Strategic Development Plan 2, rather than Strategic Development Plan 1. This acceleration will bring us up to date and position us to move forward in a way that meets Scottish Government requirements.

**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

### You said....

*You had a lack of understanding around time scales involved in the planning process*

### We did...

*Developed and published Development Management Customer Charter*

Source: Agents Forum 2016 and Elected Members

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

This year shows an increase in employment land take up and highlights the expansion or activation of consents at exiting sites, coupled with speculative development by the council's arms-length development company, Fusion Assets, as a result of grant money being made available.

## Development Management

**Project Planning:** During the 2016-17 period, we were no longer able to offer specific pre-application advice in relation to Local Developments, however we direct prospective applicants to sources of information on policy and advice, and we have increased and improved the advice available on our website. To ensure a targeted approach to adding value to development in the area, those wishing advice on major development will be afforded the opportunity to meet with us to discuss their proposal. To ensure the meeting adds value to the proposal, we encourage the use of our [pre application enquiry form](#). Where advice is needed on local development, we guide customers to online advice.

With regard to processing agreements, our more direct and proactive approach in encouraging take up has led to a significant increase in the number of applications subject to processing agreements, with an increase from two during 2015-16 to 47 during 2016-17.

**Decision Making:** Our decision making figures have generally improved from last year, showing a positive trend. We hope to maintain this level of service, although we do recognise that we still face further challenges in future as further efficiency savings may impact the service.





**Validation:** We will continue to monitor this new measure in the coming year. It is anticipated that the new guidance around validation of planning applications will make an impact with regard to applications submitted without the appropriate supporting plans and information.

**Decision-making timescales:** With three extremely large and complex applications being made for sites within the Gartcosh:Glenboig Community Growth Area, we have seen an increase in average decision time scales for major development. Although the time taken has increased, we consider the approval of these complex applications to be a positive outcome and the start of works on site to be a success in demonstrating the commitment and dedication to regenerating the Gartcosh:Glenboig area.

Despite the number of local development (non-householder) applications more than doubling over the year 2016-17 compared to the previous year, our performance in this area has improved. Our standardised approach to pre application advice and regular process review, coupled with new customer contact arrangements has ensured we can continue to be effective in delivering our service efficiently.

**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 [enforcement charter](#) was approved during February 2016. With fewer resources, we are taking a more focused approach to enforcement. We can demonstrate that we have been able to resolve an increasing number of the breaches that arise without the need for formal enforcement proceedings.



*Photograph by Brian Cairns*



## Greenfaulds High School, Cumbernauld



This £30million project has delivered a bold and contemporary new school building with sports facilities, including an eight lane athletics track and field facility with tennis court and grass pitches. The project was delivered by phasing the development to ensure the existing school remained open and was operational while the new building was constructed. Following the opening of the new school building, the old school was demolished to make way for the sports facilities.

Demonstrating our proactive approach to design and our commitment to managing change in the built environment in a positive way, this project provided the opportunity to create a high quality development that eased into its surroundings and has an easy relationship with the landscape while improving the impact of the amenity.

Management of the project was undertaken by a centralised project management team, Schools and Centres 21, working with an architect who was experienced in this type of project who provided a single point of contact for the team. Our early inclusion in the development process and eventual pre application process provided an opportunity to discuss any anticipated issues from the outset. This

gave confidence that there would be open dialogue regarding planning matters, leading to expedient agreement and resolution of issues throughout the course of the application and contributing to the project being delivered on time and in budget.

To enable the phased approach to the build, it was agreed that a separate planning application was needed to bring forward the development of the new access to the school. The existing school building was constrained and the existing vehicular access was restricted to a single suburban street. It was clear that a better solution was required for the high volume of people who would need to access the school, due to the tandem build with the existing school being opened while construction was underway on the new school building. Bringing forward this application allowed the start of work and enabled the successful timing and programming of the creation of new access off of the nearby dual carriageway and the development of a drop off area. Initially this access was used for site traffic, further lessening the impact of the development on the local area.

With these early improvements to the local amenity, the next step was to consider the main school building. With the existing building still in use, there was an opportunity to re-orientate the school. Constructed further from the site boundary and sitting in a less elevated position, the new school building better blends and sits more comfortably with its environment. As guided by our local plan, the consideration given by the design team to the materials used has ensured a high quality development was delivered on the ground.

Enhanced public engagement was an important feature for this development. The planning process, while providing an opportunity for public engagement through existing channels, was



Photograph by Brian Cairns

supplemented by the design teams decision to invite comments throughout the decision making phase and after and also to consult with the North Lanarkshire Access Panel. This opportunity was welcomed and provided additional feedback from the local community, ultimately ensuring that all points of view were considered during the process.

Overall, our planning process has supported this high quality development, while maintaining the architect's vision for the development. The success of the project in delivering high quality design on the ground is evident and working with the School and Centres 21 team to develop a clear vision has demonstrated successful application of our practices and policies. This success will be further built upon by committing to a continuity of service for future developments of this type.

The development has delivered a high quality school that provides a modern, inspiring environment for pupils. Its setting has ensured that the impact on the local residential areas is significantly reduced leading to an overall improvement in the existing amenity.

**Elements of high quality planning service and Performance markers this case study relates to:**

**Quality of outcomes**

**Quality of service and engagement**

**Governance**

**Culture of continuous improvement**

**(3) early collaboration with applicants and consultees**



## Part 5: Official Statistics





Decision-making timescales - (based on 'all application' timescales)		Average timescales (weeks)	
Category	Total number of decisions 2016-2017	2016-17	2015-2016
Major developments	17	29	24.3
Local developments (non-householder)	858	8.1	11.7
Local: less than 2 months	655	6.7	7.3
Local: more than 2 months	203	12.6	17.3
Householder developments	490	7.2	8.1
Local: less than 2 months	426	6.7	7.3
Local: more than 2 months	64	12.6	17.4
<b>Housing developments</b>			
Major	7	43	25
Local housing developments	115	9.1	12.8
Local: less than 2 months	70	7.1	7.7
Local: more than 2 months	45	12.5	17.2
<b>Business and industry</b>			
Major	4	30.8	25
Local: less than 2 months	37	6.7	7.7
Local: more than 2 months	18	13.9	18.2
EIA developments	0	0	0
Other consents	178	4.9	7.1
<b>Planning/legal agreements**</b>	<b>6</b>	<b>48.4</b>	<b>40.9</b>
Major: average time	3	78.8	44.9
Local: average time	3	18	40.9
Local reviews	10	6.9	7.9



### You said....

*Town Centres needed to be more accessible for people with a visual impairment*

### We did...

*Town Centre Action Plan: We developed a proposal for pedestrian signage in Motherwell taking into account people with disabilities*

Source: North Lanarkshire Access Panel

\* 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



Decision-making: local reviews and appeals		Original decision upheld			
Type	Total number of decisions	2016-2017		2015-2016	
		No.	%	No.	%
Local reviews	10	4	40	2	50
Appeals to Scottish Ministers	13	9	69.2	20	50

Enforcement activity	2016-17	2015-2016
Complaints lodged	280	297
Cases taken up	76	109
Breaches identified	136	148
Cases resolved	139	99
Notices served***	13	26
Reports to Procurator Fiscal	0	1
Prosecutions	0	1

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



Photograph by Brian Cairns



Photograph by Brian Cairns

### You said....

*Town centres should be accessible to all regardless of mobility issues*

### We did...

*Town Centre Action Plan: We corrected mismatched dropped kerbs and signage that obstructed footways in Wishaw town centre*

Source: North Lanarkshire Access Panel

## Context

Our performance in relation to both householder and local developments has improved. With the number of applications for householder developments remaining steady, we would highlight that the number of non-householder local development applications has more than doubled compared to the previous year. As highlighted previously, increased delegated powers, our standardised approach to pre application advice and regular process review, coupled with new customer contact arrangements has ensured we can continue to be effective in delivering our service efficiently.

The average time scales for major development housing developments has increased, however again, as mentioned previously, the team have dealt with the three extremely large and complex applications for sites within the Gartcosh:Glenboig Community Growth Area. Although the time taken has increased, we consider the approval of these complex applications to be a positive outcome and the start of works on site to be a success in demonstrating the commitment and dedication to regenerating the Gartcosh:Glenboig area.

With the number of enforcement complaints lodged and breaches identified being comparable to the previous year, we have taken up approximately 30% fewer enforcement cases. Our focused and pragmatic approach to dealing with enforcement has led to 40% more of these cases being resolved and 50% fewer notices being served. We take an approach that prioritises negotiating solutions and working to resolve issues before there is a need for formal action.

The responsibility for enforcement is now under a new management stream, monitoring and enforcement. Despite increased pressures due to change and staffing levels, the team continues to

demonstrate a fair and reasonable approach to enforcement, demonstrating the flexibility and commitment of the workforce.

The increase in time taken to conclude legal agreements for major developments arose specifically as a result of all three agreements being related to Community Growth Area applications where the issues were significant and complex, and where all the agreements had to reflect each other. Otherwise, there was a significant reduction in the

time taken to conclude agreements related to local developments, reflecting the recently introduced protocol between Planning and Legal introduced to reduce delays in the process and by ensuring all the required information was made available at an early stage.

Although we recognise no obvious reason for the increase in local reviews reported during 2016-17, we would anticipate that with further delegated powers, this number may continue to rise.





## Local development plan

Our North Lanarkshire Local Development Plan is our planning policy and is used to identify how land is used, determining what will be built where.

To be effective, the Local Development Plan must contain relevant and realistic policies based on a thorough understanding of how the area functions, the challenges it is expected to face and community requirements and priorities. For the council to have a full understanding of what matters to our communities, they must have the opportunity to express their views on local needs and priorities.

We started developing the Local Development Plan during 2013 with a commitment to preparing the Plan on the key principle of engagement with stakeholders and everyone who lives in, works or visits North Lanarkshire.

We're fully aware that early engagement would lead to a more collaborative outcome and, as a result, set out to ensure that people are aware of the Plan as early in the process as possible. This means that they have the facts that allow them to become involved and make a well informed contribution.

We wanted people to know that they had the opportunity to engage and then receive feedback clearly explaining how and why decisions were made and how their views had been taken into account.

To ensure this happened we prepared a Stakeholder Engagement Strategy and Participation Statement to guide engagement. This set out who we engaged with, when and how we did this and the councils proposals for public involvement in the plan preparation stage.

This structured approach supported and improved

the effectiveness of our engagement by communicating a complex statutory process in a clear and effective way that was accessible to all stakeholders.

From the outset we had to consider a number of flexible methods of engagement to enable our stakeholders to fully participate. We had to focus our efforts on the methods that made best use of our limited resources. Electronic communication and electronic and web based information were highlighted as key tools for efficiently delivering and receiving information and feedback.

We sourced the details for a number of key stakeholders, including key agencies and community groups, from in house databases. Following the council sign up to Govdelivery, a self-subscription email platform we use to send emails to subscribers, we worked with our Corporate Communications team to transfer to this platform and our reach grew with many more of our customers signing up to receive information by email. We consider this to be a customer friendly and efficient way to communicate. Currently over 4500 customers are subscribed and were invited to comment during our formal consultation stages.

Working with the council's web site manager, we updated the information we publish online, streamlining and making it as accessible as possible. The design and ease of use of the Local Development Plan web pages were continually monitored and taking account of feedback, they evolved to ensure the process was more easily understood and information could be readily found.

Specific changes made to our online information as a result of feedback related to the submission of petition responses. Our online information hadn't been clear to a number of customers that following feedback from the Ombudsman we were only able

to accept individual responses to our consultation, rather than a petition response. We had to update our online information to be clear that if a petition was submitted, we could only accept it as one comment from the first individual who had signed the petition, regardless of how many people had signed below than name.

Following the changes there were fewer phone enquires about the submission of petitions, meaning that customers were now finding this information via our website. This highlights that our willingness to recognise areas for development. Our fluidity in approach to address them has helped our stakeholders understanding of their choices with regard to submitting comment and has ensured that information is provided to them in the most efficient way.

In addition to electronic communication and publication, we also used various and more traditional methods of consultation.

We used the Charrette model, on several occasions to enable communities to engage and to inform the process. These community engagement events were focussed on getting more people involved – businesses, residents and community planning partners, to help us understand their priorities and suggestions of how we could guide the Local Development Plan.

For this plan traditional community meetings were not held because when we were consulting on the previous Local Plan, despite widely advertising them through the press and social media, they weren't well attended and weren't considered a good use of resources. Instead we chose to have 3 area based workshop sessions, but again, due to poor attendance, this was reduced to 2.

Other initiatives included advertising on local buses, an advert trailer being driven around North



Lanarkshire and postcards being dropped into school bags in our primary schools. These methods in conjunction with local press releases, newspaper articles, our email alerts and our use of social media (Facebook and Twitter) were effective in increasing our website traffic.

Elected member workshops and drop in sessions were held to inform elected members of the Local Plan and of its process, with further training planned for newly elected members.

Overall from July 2013 to 20 March 2017, we have spent 36 weeks on public consultation since the Local Development Plan process began. This equates to 20% of our time – excluding time taken to administer that process - and before we analyse, report and respond to comments submitted.

Taking into account our reduced staff numbers, we are already looking to analyse our approach and explore improved ways of administering our Local Development Plan consultation process in the future.

In terms of the consultation, we had to ensure we communicated each stage of the process and that we reached out to stakeholders using various methods. Using these techniques, we experienced only a limited increase in submissions and comments received compared to using traditional public meetings. With very little interest in public meetings, our more targeted consultation methods have been a much more efficient use of our limited resources.

We will explore how we can work with our stakeholders to encourage involvement between people who care about the places where they live, work and play, and the planning process.

At this early stage, we have identified the following to be areas for development in the future:

- Have a clearer message from the outset of the process and make community involvement as accessible as possible to our wide stakeholder base
- Improve project management to ensure social media messages run in parallel to the accompanying stages in the process
- Build on use of social media to get message out (for example live Q&A)
- Use tester groups to ensure online information is accessible, easy to understand and that online information is adequately signposted
- Make more efficient use of case work systems to manage contributions and responses to consultation to reduce the administrative workload
- Make use of interactive maps to make information clear, concise and easy to access

On a national level, we have used our experience to:

- propose that consideration be given to a national

system that supports the Local Development Plan publication and consultation process

- propose that a casework system be developed that would give the ability for comments to be published online (as per statutory requirement) to reduce the administrative workload

Step by step process for LDP from Call For Sites to adoption including consultation time scales:

- Call for Sites 10 weeks
- Main Issues Report 11 weeks
- Main Issues Report (report on responses and site options consultation) 8 weeks
- Proposed Plan 7 weeks
- Examination
- Adoption 6 weeks consultation prior to adoption

**Elements of high quality planning service and Performance markers this case study relates to:**

**Quality of service and engagement**

**Governance**

**Culture of continuous improvement**

- (9) Elected members engaged early (pre MIR) in development plan preparation
- (10) cross sector stakeholders engaged early (pre MIR) in development plan preparation
- (12) Corporate working across services to improve outputs and services for customer benefit
- (13) sharing good practice, skills and knowledge between authorities



## Part 6: Workforce and Information





	Tier 1	Tier 2	Tier 3	Tier 4
Head of Planning Service			1	6.5

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

		DM	DP	Enforcement	Other
Managers/ Team Leaders	No. Posts	3	3		0.5*
	Vacant				
Main grade posts	No. Posts	16	13	3	1
	Vacant				
Technician	No. Posts	2	0		
	Vacant				
Office Support/ Clerical	No. Posts	5.5			
	Vacant				
TOTAL					44

Staff Age Profile	Number
Under 30	3
30-39	9
40-49	12
50 and over	20

Committee & Site Visits	Number per year
Full council meetings	0
Planning committees	15
Area committees (where relevant)	N/A
Committee site visits	0
LRB	7
LRB site visits	0

\*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.





## Engaging with communities

We understand that to add value, our consultation exercises should include as diverse a range of people as possible.

Recognising that young people should be given a voice, our challenge was to reach out and encourage meaningful participation with younger people in the Kilsyth community.

Our aim was to ensure that the local community, including young people, felt valued and knew that their opinions were respected and would be considered to influence decision making around creating a Strategy and Vision for Kilsyth and the Kelvin Valley.

To help identify new opportunities for the area, we were keen to understand how and why people visited the area. Our consultation strategy was to share information and ideas with local people and gather their responses to create recommendations that can be fed into a refreshed vision and action plan that steers the town and surrounding area towards a more economically sustainable future.

We sent out a clear message around our purpose. Our consultation event was published on our website and through social media (Facebook and Twitter). We also ensured flyers were displayed in the local health centre, swimming pool, library and in several shops.

To ensure we reached young people, we also took the decision to invite pupils from all local schools. We felt the benefit of this direct invitation was to make pupils feel valued by their community, to give them the opportunity to express their thoughts and ideas and to increase their knowledge of how communities are developed and how people can

help shape and influence the future of Kilsyth and the Kelvin Valley.

To make the event as accessible as possible, exhibition boards were designed to inform, question, inspire and stimulate feedback. People were invited to consider the area, including what was special about it, what they liked and what could be improved. The idea was to recognise opportunities to increase footfall in Kilsyth Town Centre and encourage more people to visit the Kelvin Valley from further afield.

The event was successful. It was not only attended by school pupils, but other members of the local community, including three local elected members, representatives of local organisations and the local MSP representative.

The success of the event and of the approach taken to engage young people in the future of their community has been extended beyond the day. The council has now decided to produce an education pack for teachers to use to help pupils understand how their community developed, what's special about it and what are the challenges and issues it faces to remain attractive and sustainable in the future.

**Elements of high quality planning service and Performance markers this case study relates to:**

**Quality of service and engagement**

**Culture of continuous improvement**

**(9) Elected members engaged early (pre MIR) in development plan preparation**

**(10) cross sector stakeholders engaged early (pre MIR) in development plan preparation**

**(12) Corporate working across services to improve outputs and services for customer benefit**









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 براہ مہربانی ہم سے مندرجہ ذیل پتہ پر رابطہ کریں

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