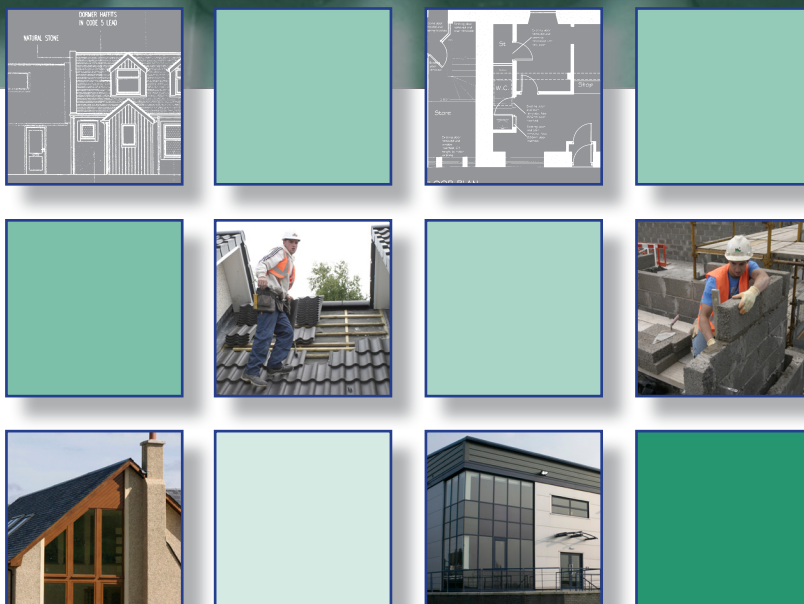


# Planning and Building Standards Services



## Planning Performance Framework 2013 - 2014



Community and Enterprise  
Resources

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## 1. Introduction

### 1.1 Background to Performance Framework

- 1.1.1 The Scottish Government has emphasised that planning has an important role to play in delivering high quality places and increasing sustainable economic growth. In pursuit of this role the plan making, development management, enforcement and development design functions of a planning service should take a positive approach to enabling high quality development and to making an efficient use of land which will deliver long term benefits for the public, while protecting and enhancing natural and cultural resources. The effective and efficient fulfilment of these roles also requires planning services to perform to a high standard and pursue continuous improvement in order to demonstrate to its customers that it can deliver timely, reliable and fair decisions which focus on outcomes. The Planning Performance Framework (PPF) which the Council is required to prepare, on an annual basis, plays a significant role in reporting on how the work of the Planning Service in South Lanarkshire seeks to deliver on these tasks and on its commitment to continuous improvement. The PPF also fulfils the need to embed a culture of continuous improvement, within our Planning Service, by incorporating a programme of improvements for the coming year.
- 1.1.2 This is the third Planning Performance Framework (PPF) produced by South Lanarkshire Council. It provides a comprehensive view of the planning service in South Lanarkshire, based on a mix of qualitative and quantitative indicators. In addition, the PPF sets out the actions to be taken by the Planning Service in 2014/15 in order to support continuous improvement in the delivery of its functions and duties. The PPF also reviews progress on the actions identified in the second PPF, covering the period April 2013 – March 2014.

## 1.2 The Planning Service

- 1.2.1 South Lanarkshire, with a population of 314,000 is Scotland's fifth largest local authority and covers an area of approximately 1800 square kilometres. It sits to the east and south of Glasgow extending from Rutherglen and Cambuslang, on the boundary with Glasgow, to the Southern Uplands at Leadhills and east to Forth. Its many communities include a World Heritage site, Royal Burghs, a New Town, market towns, weaving, mining and agricultural villages.
- 1.2.2 South Lanarkshire's Planning Service is part of Community and Enterprise Resources. The Council's Planning Service's work is undertaken by four teams with a total of 45 staff. These staff are based within four teams with a Headquarters team and three Area Office teams.

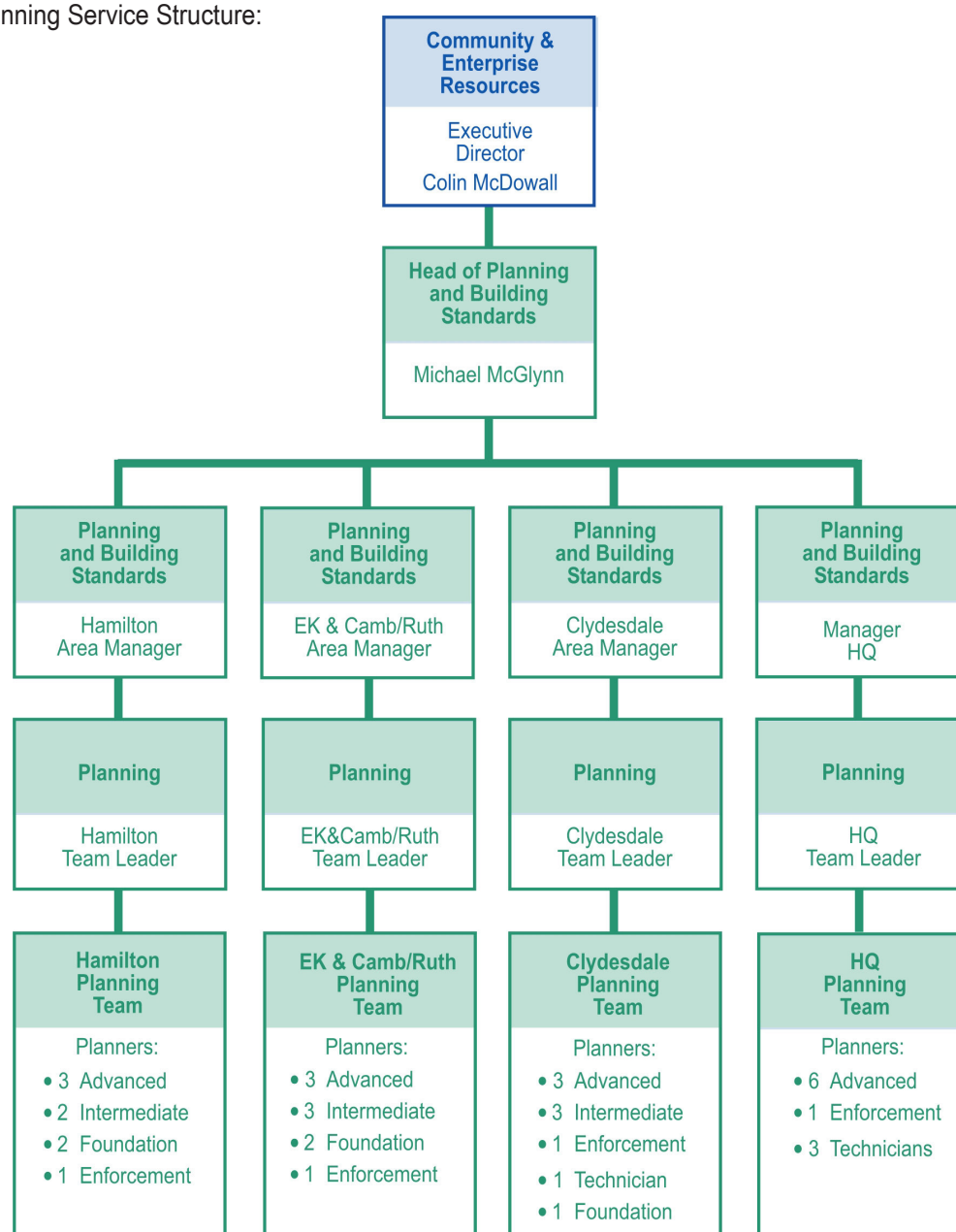


## The Planning Service

1.2.3 The HQ team is based in the Community and Enterprise Resources HQ building in Hamilton. It deals with Development Plan preparation, publishing and monitoring; and produces, where necessary, appropriate Supplementary Guidance (SG). The HQ team also coordinates the Council's input to the preparation and monitoring of the Strategic Development Plan (SDP), via the Glasgow and Clyde Valley Strategic Planning Authority as well as handling all mineral, waste and large scale windfarm applications.

1.2.4 The three other Area teams, located in Lanark, Hamilton and East Kilbride, handle the vast majority of all the planning applications submitted in accordance with the requirements of the Town and Country Planning (Scotland) Act 1997, the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 and other associated legislation. This includes applications for planning permission, listed building consent, conservation consent, advertisement consent and certificates of lawful use. In addition to this work these teams also assist the HQ team in work on the Development Plan, SG and the SDP.

1.2.5 Planning Service Structure:





## The Planning Service

- 1.2.5 The Planning Service is combined and managed jointly with the Building Standards Service. The Area Offices also include the Council's Area Road's Teams. This allows the Council to deliver, through its decentralised structure, a co-ordinated service which can provide applicants, developers and investors with guidance on their proposals and on the application process, covering planning permission, building warrant and roads construction consent.
- 1.2.6 When carrying out this work the service is also conscious of the need for it to deliver on the outcomes set at a national level by the Scottish Government, the aims around which the Community Plan is structured and the priorities identified in the Single Outcome Agreement (SOA). The national outcomes include the need to protect and enhance our natural and built environment, and to make Scotland an attractive place for business investment, and a well designed sustainable place. The Community Plan highlights the need to promote sustainable and inclusive communities, plus ensure sustainable economic recovery and development; while the SOA identifies economic growth and recovery as a priority.
- 1.2.7 In response to the direction established in these documents the objectives set out in the Council Plan, Connect include an explicit recognition of the importance of:
- Supporting the local economy by providing the right conditions for growth;
  - Improving the quality of the physical environment;
  - Improving the road network and influence improvements in public transport;
  - Improving the quality, access and availability of housing;
  - Achieving the efficient and effective use of resources; and
  - Promoting performance management and improvement.
- 1.2.8 The Council's Planning Service recognises that in order to play its part in delivering on these objectives it must strive to perform to a high standard and pursue continuous improvement. This should be with a view to facilitating sustainable economic growth, the creation of new jobs, and the strengthening of economic capacity. The Service, therefore, is aware of the need to have up to date, clear and ambitious plans developers and investors can use to identify proposals which can navigate the development management process with the minimum of delay, but above all provide certainty and minimise risk. These plans must also give residents and business a clear picture of how, having taken into account their views and concerns, their communities are planned to develop by directing investment, through the development management process, to the right place at the right time and of the right quality. This together with the monitoring and enforcement of the development process can create well designed and located places which respect the distinctive and valued qualities of the area's natural and built environment, and acknowledge the views and concerns of the area's communities and businesses.
- 1.2.9 In fulfilling these tasks the Service therefore is aware of the need for its working practices and methods to be responsive to and conscious of the demands of all its customers, throughout all the stages of the planning and decision making process, and for its staff to have the skills and knowledge required to deliver quality outcomes.
- 1.2.10 Taking account of the above the Service continues to focus its improvement actions on the need to:
- Improve the user's experience and increase their understanding of the Planning Service;
  - Raise the Quality and Effectiveness of our Business Processes; and
  - Raise our Effectiveness in Assessing the Quality of Development Proposals.

Addressing and reviewing the Service's performance against these aims also provides a means of linking actions in the Performance Framework to the aims and objectives set out in the Council Plan and annual Resource and Service plans.

### 1.3 Planning Performance Framework

1.3.1 The key components of the PPF for 2013- 2014 are:

- |               |  |
|---------------|--|
| <b>Part 1</b> | National Headline Indicators such as age of Development Plan, effective housing land supply, application approval rate and delegation rate.  |
| <b>Part 2</b> | The performance assessment across 8 areas of agreed activity that define and measure a high quality planning service. These activity areas cover the following topics, Open for Business, High Quality Development on the Ground, Certainty, Communications, Engagement and Customer Service, Efficient and Effective Decision Making, Effective Management Structures, Financial Management and Local Governance and Culture of Continuous Improvement. |
| <b>Part 3</b> | Supporting evidence and links to related reports and studies such as customer survey results, Resource and Service Plans and Planning Service Improvement Plan.  |
| <b>Part 4</b> | Service improvements and timescales for the delivery of improvements, plus a review of the delivery of the previous year's service improvement actions.  |
| <b>Part 5</b> | Official Statistics - including average timescales for determining applications, numbers of local reviews and appeals and enforcement activity.  |
| <b>Part 6</b> | Workforce and financial information.   |

1.3.2 In terms of Part 2 of the PPF, Defining and Measuring a High Quality Planning Service, previous PPFs have categorised the performance factors in terms of how they contribute towards delivering certainty, consistency, communications and contactability. The Council has found this a useful way to identify and group these activities. Consequently, although the current guidance notes no longer refer to these aims the Council has retained this approach for Part 2.

# South Lanarkshire Council National Headline Indicators – Part 1

## 2. South Lanarkshire Council National Headline Indicators – Part 1

- 2.1 The table below provides performance figures for key indicators within both development management and development planning. Within development planning the performance of the Planning Service can be measured through the assessment of key outcomes such as the age of the local plan and the number of housing units that can be delivered. Within development management performance can be measured through the assessment of key indicators such as the average number of weeks to make a decision on a planning application and the rate of planning approval.

### Part 1: National Headline Indicators (NHIs)

Key outcomes	2013-2014	2012-2013
<b>Development Planning:</b> <ul style="list-style-type: none"> <li>Age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i></li> <li>Development plan scheme: on track? (Y/N)</li> </ul>	LDP Minerals – 2 years SLLP – 5 years Y	LDP Minerals – 1 year SLLP – 4 years Y
<b>Effective Land Supply and Delivery of Outputs:</b> <ul style="list-style-type: none"> <li>Effective housing land: years supply</li> <li>Effective housing land supply</li> <li>Housing approvals</li> <li>Effective employment land supply</li> <li>Employment land take-up</li> </ul>	8.2 years 6628 units 374 units 136.43 ha 6.56 ha	6.6 years 5354 units 345 units 135 ha 0.6 ha
<b>Development Management:</b> <b>Project Planning</b> <ul style="list-style-type: none"> <li>Percentage of applications subject to pre-application advice</li> <li>Number of major applications subject to processing agreement or other project plan</li> <li>Percentage planned timescales met</li> </ul> <b>Decision-making</b> <ul style="list-style-type: none"> <li>Application approval rate</li> <li>Delegation rate</li> </ul>	40% 0 N/A 97.1% 90.7%	42.7% (only Q4 available) 0 N/A 97.9% 89.1%
<b>Decision making timescales:</b> <b>Average number of weeks to decision:</b> <ul style="list-style-type: none"> <li>Major developments</li> <li>Local developments (non-householder)</li> <li>Householder developments</li> </ul>	62.4 weeks 18.6 weeks 8.0 weeks	86.5 weeks 17.2 weeks 8.7 weeks
<b>Enforcement:</b> <ul style="list-style-type: none"> <li>Time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i></li> <li>Number of breaches identified / resolved</li> </ul>	4 months (to March 2014) 256 / 216	41 months N/A / 196

During 2013/14, improvements were made in a number of the key outcomes of the National Headline Indicators. The main aspects of the outcomes are summarised below.

**Development Planning** - the development plan scheme remains on track with the proposed South Lanarkshire Local Development Plan submitted to the DPEA in November 2013 and its examination begun in January 2014. Adoption is hoped for by late 2014/early 2015.



**Effective Land Supply and Delivery of Outputs** – there has been a notable increase in the effective housing land supply from 6.6 to 8.2 years and from 5354 to 6628 units as a result of additional sites being added through the local development plan process. In addition, some sites which were previously non-effective have become effective mostly through gaining planning consent.

The increase in employment land supply is due to new sites in Clyde Gateway being added. There has been a significant increase in employment land take up, from 0.6 to 6.56 ha. These were largely comprised of sites for a truck stop and lorry park (2.35 ha), an asphalt plant (1.5 ha) and Class 4 offices under construction in Clyde Gateway (0.78ha).

**Development Management** – there has been little change in the key outcomes relating to Project Planning, while in terms of decision-making, the application approval rate of 97.1% remains well above the Scottish average of 94.1%. The Council both through its web site and in pre-application discussions encouraged developers to consider the use of processing agreements. Agents and applicants indicated in their discussions that, taking account of their experience of working with the Council they did not consider them necessary at present.

**Decision-making timescales** – The system of 1-2-1 meetings between Executive Director/Head of Service/Managers/Team Leaders/Case Officers to review work has been focused on the need to consider progress on key applications and major developments. In response there has been a welcome reduction in the average time taken to determine major applications, from 86.5 weeks to 62.4 weeks and a minor improvement in the householder determination timescale with it falling from 8.7 to 8.0 weeks. The increase in the local developments (non-householder) timescale from 17.2 to 18.6 weeks is largely attributable to the determination of a significant number of wind turbine applications (51) by one applicant whose determination were delayed due to discussions with the applicant over legal agreements and financial contributions.

**Enforcement** – the revised Crystal Mark enforcement charter was published in November 2014.

### 3. Defining and Measuring a High Quality Planning Service – Part 2

- 3.1 Part 2 of the PPF provides an opportunity to demonstrate within eight areas of activity how the Planning Service delivers a high quality planning service and how the quality of this service is measured. These activity areas cover:
- **Open for Business** – positive actions to support sustainable economic growth and social needs;
  - **High Quality Development on the Ground** - creating and shaping places of which we can all be proud;
  - **Certainty** – consistency of advice, process, engagement and decision making;
  - **Communications, Engagement and Customer Service** – communications strategy for engagement and positive customer experience;
  - **Efficient and Effective Decision Making** – ensuring structures and processes are proportionate;
  - **Effective Management Structures** - ensuring management structures are effective and fit for purpose;
  - **Financial Management and Local Governance** – demonstrating effective governance and financial management; and
  - **Culture of Continuous Improvement** – demonstrating a culture of learning and improving.
- 3.2 The current actions, processes and procedures identified against each of the activity areas described above have been categorised in order to identify how they contribute towards delivering on the priority areas described in paragraph 1.3.2 i.e. certainty, consistency, communications and contactability.

## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: Open for business

##### Certainty

- Approved Glasgow and Clyde Valley Strategic Development Plan (May 2012).
- Adopted Minerals Plan (June 2012).
- Adopted South Lanarkshire Local Plan (March 2009).
- Approved Supplementary Guidance on Affordable Housing and Housing for Particular Needs (March 2011).
- Approved Supplementary Guidance on Renewable Energy Development (December 2010).
- Approved Supplementary Guidance on Residential Development and Design (August 2011).
- Proposed South Lanarkshire Local Development Plan published in May 2013.
- Draft Supplementary Guidance on Development Management, Place Making and Design published in May 2013.
- Draft Supplementary Guidance on Wind Energy Developments published in May 2013.
- Further Supplementary Guidance on Green Network and Greenspaces, Affordable Housing, Green Belt and Rural Area, Developers Contributions, Town Centres, and the Natural and Historic Environment drafted for publication in 2014/15.
- Proportion of applications approved 97.1%.
- Key Applications and those prioritised for action are recorded on the Service's Key Application List. List used by Case Officers, Planning Team Leaders, Area Managers, Head of Service and Executive Director to review and monitor progress at 1-2-1 meetings held on 3 week cycle.
- Effective land supply 6628 houses.
- Planning ensures that Building Standards, Environmental Services, Flood Prevention Unit, Countryside and Greenspace and Roads input to pre-application discussions, assessment and determination process is co-ordinated and programmed.
- The Planning Service contributed towards the preparation of the Council's Economic Strategy 2013-2023, published in December 2013.
- The Planning Service participated in the Council working group preparing the City Deal submission aimed at securing £170M of investment in strategic development proposals in South Lanarkshire.

##### Consistency

- Internal protocols with Environmental Services and Roads covering appropriate information required to support applications in operation.
- Consultation took place with Council's Flood Prevention Unit with a view to updating protocol covering cases requiring flood risk assessments in 2014/15.
- Case Officers received training on landscape assessments, flood risk assessments and retail assessments.
- Approved Council Guidance available on Pre-application Discussions, Pre-application Consultation Process and Decision Making Process.
- 40% of applications subject of pre-application discussion
- On initial submission all applications reviewed by Planning Team Leader to identify both policy and design issues to be addressed by case officer.

continued -

### Area of Activity: Open for business

#### Communications

- Coordinated working structures established with other Council Services to ensure priority programmes are progressed timeously e.g. Schools Modernisation and Social Housing.
- Attend Clyde Gateway partnership meetings to assist in progressing planned regeneration/economic development proposals.
- Policies in both the current South Lanarkshire Local Plan and proposed South Lanarkshire Local Development Plan set the context for, and principles to be applied to, developers' contributions. The proposed South Lanarkshire Local Development Plan specifically points out that the Council 'will aim to strike a balance between setting contributions at a level that addresses projected impact and ensuring that the development remains viable'.

#### Contactability

- Decentralised office structure provides ready access to Planning advice across the Council area.
- Applicant advised of direct contact numbers/e-mail address of their dedicated case officer when application registered.
- Four Community Growth Area applications and all major windfarm, minerals and waste applications handled by dedicated case officer who deals directly with Area Manager and Head of Service.
- Development Management Charter, reviewed in 2013/14, sets standards for responding to meeting requests, telephone calls and site visits.

#### Developers Contributions

The Council is aware of the need to ensure that when seeking developers' contributions a proportionate and reasonable approach is adopted. Both the current South Lanarkshire Local Plan and the proposed South Local Development Plan point out that the Council will specifically consider the impact that contributions will have on the viability of a project, but equally will expect developers to be transparent in explaining their development financing. This approach was specifically borne in mind when discussing the contributions required in connection with the Community Growth Area at Newton, which is planned to accommodate 1,500 houses. The Council, in co-operation with Roads, Housing and Leisure Services carefully reviewed the extent of the infrastructure required to accommodate this scale of new development. Furthermore, in order to ensure that the financial obligations did not prejudice the development the Council has agreed to forward fund the works with the developer repaying as the site generates income from sales. The resulting agreement has secured, as the site develops, the provision of a primary school with a community wing, a 3G sports pitch, off site road works and affordable housing at a cost of £10.4M.

## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: High Quality Development on the Ground

##### Certainty

- Supplementary Planning Guidance on Residential Design, describing design standards and incorporating principles set out in Designing Streets, provides basis for assessing housing applications.
- Green Network Design Guide provides advice on the creation of quality, well managed and accessible greenspaces.
- Proposed Local Development Plan includes policy requiring proposals to address the 6 qualities of place making.
- Policy is complemented by Draft Supplementary Guidance on Development Management, Place Making and Design published in May 2013 which provides detailed guidance on how to address the 6 qualities of place making by providing pointers and examples of how to achieve good design. (Appendix 1 Design and Access)
- Landscape quality and capacity reviewed and updated in order to take account of the impact of consented windfarm and wind turbine developments.

##### Consistency

- Development Management Policies and Procedures Group's (DMPPG) review of past cases and discussion of live cases includes consideration of design issues.
- Interim Guidance on Road Construction Consent process prepared by Roads and Transportation Service which incorporates principles set out in Designing Streets.
- Participate in the Local Authority Urban Design Forum.

##### Communications

- Local Plan and proposed Local Development Plan require Community Growth Area applications to be the subject of masterplans, based on clearly defined 'Masterplan Development Frameworks prepared by Council.
- Local Plan and proposed Local Development Plan require applications for Development Framework Sites to be subject of small scale masterplans, based on clearly defined key considerations specified in each plan.

### Ayr Road, Douglas

The application site is located in a prominent position within the Douglas Conservation Area. It had lain disused for a number of years secured by high metal railings and gates. The owners had pre-application discussions with the Planning and Roads Services in order to consider design issues, parking requirements and access arrangements, particularly the pedestrian links to the retail facilities on the other side of the heavily trafficked Ayr Road (A70). When submitted the application was accompanied by a Design Statement which having taken account of the discussions demonstrated a clear understanding of the local area and the site's characteristics and access issues, and the need to specify external materials which were traditionally used in Douglas. It is considered that the resulting development has not only removed a previous eyesore but resulted in a development which sits well in the streetscape, provides a new footway on the A70, a pedestrian crossing facility and in general enhances a highly visible part of Douglas.





Ayr Road, Douglas





## Defining and Measuring a High Quality Planning Service – Part 2



### **Bellshill Road, Uddington**

Here Designing Streets policy has been used to inform the design of the streets. The network of connecting streets, lanes and courtyards has been designed to minimise the impact of the road and car.



Site drainage strategy included filter trenches and landscaped swales as an integral part of the Landscape Setting.







### Lamington Primary School

The natural stone and architectural detailing such as the steeply pitched slate roof has ensured that the new building has related not only to its rural context but to the character of the Conservation Area.



## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: **Certainty**

##### Certainty

- Proportion of applications approved contrary to current Local Plan 2.62%.
- Proportion of applications approved in accordance with officer's recommendation 100%.
- Timescale for processing priority applications monitored through Key Application process.
- Chair and Vice Chair of Planning Committee regularly briefed on applications programmed for Committee.
- Early involvement of building standards and roads in discussion/assessment process provides advance indication of requirements for Building Warrant and Road Construction Consent process.
- On line advice published on coal mining legacy problems and how they can be addressed through the planning process.
- Proposed South Lanarkshire Local Development Plan progressing in accordance with the development plan scheme.
- Established dialogue with housebuilding industry, via Homes for Scotland, to mutually assess and agree housing land supply for the Development Plan. Process resulted in commendation in the Scottish Awards for Quality in Planning.
- Development Plan Scheme, incorporating progress plan, in place and provides basis for monitoring.

##### Consistency

- Protocol agreed with Environmental Services and Roads covering advice required by Planning Service to progress applications.
- Supplementary Planning Guidance on Affordable Housing and Housing for Particular Needs approved.
- Supplementary Planning Guidance on Renewable Energy Development approved.
- Supplementary Planning Guidance on Residential Development and Design approved.
- Draft Supplementary Guidance on Development Management, Place Making and Design and Wind Energy published.
- Landscape and Landscape capacity advice on windfarms published.
- Proportion of applications not validated at first attempt 34%.

##### Communications

- Website and pre application discussions used to promote processing agreements.

### Planning for Housing

In order to provide more certainty to the Development Plan process the Service approached Homes for Scotland with a view to working jointly, with the main housebuilders operating in South Lanarkshire, in order, initially, to arrive at a consensus view on the current level of activity within this sector, and subsequently establish the scale and type of housing land releases it would be appropriate to identify in its Local Development Plan. Officers from South Lanarkshire Council (SLC) met on 3 occasions with the Head of Planning Strategy from HFS. This was augmented by two round table discussions involving SLC, and representatives from both HFS and several housebuilders. At the end of this process HFS confirmed that they were content with the approach and methodology used in the technical work on housing land, and their appreciation of the approach taken by the Council. The Council and Homes for Scotland jointly received a commendation in the Scottish Awards for Quality in Planning, 2013/14.

## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: **Communications, Engagement and Customer Service**

##### Certainty

- Complaints upheld by Scottish Public Services Ombudsman (SPSO) – one, but no recommendations made.

##### Consistency

- Complaints handled in accordance with Council procedure. All responses from the Planning Service regularly reviewed by Service's complaints panel to establish if pattern or frequency of complaints indicates need to consider procedural or policy changes.
- Online publications provide guidance on the decision making process, pre-application consultation process, and Residential Design Guide.

##### Communications

- Enforcement Charter and Development Management Charter setting out process, contact points and response standards in place.
- Enforcement Charter Crystal Marked.
- Guidance published encouraging pre-application discussions.
- Customer Forum held with agents.
- Customer Satisfaction Survey sent out with each decision and results collated annually and considered by Management Team and Policy and Procedures Group.
- Proportion of agents/applicants identifying the overall level of service provided by Planning as 'excellent or good' 96% and the proportion who consider usefulness of advice and assistance received from planning staff to be 'excellent or good' is 97%.
- Mystery Shopper exercise undertaken annually to evaluate council response to inquiries.
- Outcomes from Forum, Surveys and Mystery Shopper exercise feed into Service and Resource plans and Planning Service Improvement Plan.
- Applications submitted online via the National Planning Portal processed directly into the Council's Electronic Data and Record Management System and DM system without requiring input from Support Staff.
- e-consultation undertaken with all statutory and of non-statutory consultees.
- Online enforcement register.
- Electronic Data and Record Management System allows all documents held by Service to be immediately viewed at any planning office across the Council area.
- Web information on planning applications updated daily.
- Participated in training to update Q and A staff on planning legislation.
- Working in partnership with the Building Standards Service and through the South Lanarkshire Access Panel published guidance on inclusive design, aimed at advising on how buildings can be designed to make sure everyone can use them, no matter what their needs.
- Suite of 10 information leaflets published providing guidance to householders on the need for planning permission for common types of householder development.
- Publication of Local Development Plan and Supplementary Guidance undertaken electronically with option for representations to be submitted electronically, directly to Council.

continued -



## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: **Communications, Engagement and Customer Service**

##### Contactability

- Proportion of applications submitted electronically - 51%.
- Planning Portal usage audited and number of visits averaged 8,368 per month in 2013/14 (18% increase).
- Planning portal allows for electronic submission of representations.
- Duty Officer system ensures that a professional member of staff is always available to advise customers at each office.
- Decentralised office structure provides ready access to Planning advice across the Council area.
- Applicant advised of direct contact numbers/e-mail address of their dedicated case officer when application registered.
- Development plan consultation process allows for direct submission of representations electronically.

### Customer Experience Mapping Exercise

Planning, with the assistance of the Council's Continuous Improvement team, decided to carry out an exercise particularly focussed on mapping the experiences of customers making representations to planning applications, in order to supplement the results obtained via surveys and the mystery shopping exercise. Customers interviewed by telephone were asked to describe and rate their experience at six different stages. The stages identified were:

- Stage 1 – How the customer become aware that an application affecting them had been submitted;
- Stage 2 – Inspection of the application;
- Stage 3 – Submission of the representation;
- Stage 4 – Acknowledgement of the representation ;
- Stage 5 – Processing of the representation; and
- Stage 6 - Notification of the final decision and dealing with any post decision issues.

Overall the responses from the interviews showed that customers expressed a more positive than negative experience as a result of their contact with Planning and that most of the issues customers had related to the processes involved in making a representation. An assessment of the results nevertheless identified the need to make changes to the way in which potential objectors are able to access information, via the Council website, on how they can make comments, and the need to revise the information subsequently sent to objectors, describing the way in which their objection would be handled. An action to progress these changes is part of the Improvement Plan for 2014/15.

## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: **Efficient and Effective Decision Making**

##### Certainty

- 4 week Committee cycle for Planning Committee established and diarised.
- 8 week Committee cycle for Area Committees established and diarised.
- Planning and Local Review body programmed on 3 week cycle and held as required.
- Deadlines set for checking and submission of reports to the committees and for reviewing with Chair/Vice Chair.
- Scheme of Delegation reviewed and updated March 2014 to take account of High Hedges Act.
- The managers' meeting and 1-2-1 meetings with individual managers and Head of Service, held on 3 week cycle, review position regarding applications going forward for approval either via Committees or under delegated powers.
- Journey mapping of delayed applications produced on monthly basis. Used to identify if delays are systematically occurring at particular stages or hand offs in the application process. To date this has not revealed embedded organisational difficulties.
- Protocols with Environmental Services, Roads, and the Flood Prevention Unit used to improve effectiveness and efficiency of response process and specify information required.
- Time Management training available to all staff on line.

##### Consistency

- Prior to issue Building Warrant approvals and Roads Construction Consents cross checked against Planning Permissions to identify discrepancies.
- Licensing applications cross checked against Planning Permissions to ensure consistency.

##### Communications

- Applications with outstanding Section 75 agreements identified with view to identifying action needed by Council or applicant to progress.
- Electronic filing and work flow of all documents associated with applications allows immediate and direct access to this information across the entire service.
- Council approved guidance available on the planning permission 'Decision Making Process'.

### Cuninggar Loop

The site is within a mile of Rutherglen Town Centre and on the opposite of the River Clyde from the Commonwealth Games athletes' village but with limited and restricted access. Clyde Gateway in partnership with the Forestry Commission Scotland identified the potential for the site to be used to form an urban woodland park which could be linked to the site of the athletes village, via a new footbridge over the river; thus forming part of the Commonwealth Games legacy. The works would include the importation of a substantial amount of capping material and soils, the formation of new access points and the provision of new footpaths linking to the proposed footbridge, allowing the facility to be accessible to residents of nearby communities in both South Lanarkshire and Glasgow. The site however was previously used for landfill, was immediately adjacent to the River Clyde and was accessed via a road which ran past a site occupied by a number of mobile homes, occupied by a community of show people; all 81 of whom initially objected to the proposed development.

The Planning Service having identified the need for assessments covering contaminated land, flooding and transport co-operated with and liaised with Environmental Services, SEPA, Roads and the Council's Flood Prevention Unit to ensure that the information provided allowed for the application to be determined but would not be an excessive burden for the Forestry Commission Scotland and Clyde Gateway to provide.

The Planning Service also arranged a series of meetings between the Forestry Commission Scotland, Clyde Gateway, officers from the Service, and the residents to discuss the proposals and the residents' concerns. A number of changes to the proposed layout of the site were identified, discussed and agreed with interested parties. These included changes to the proposed fencing, the access and parking arrangements and the location of picnic areas. Following this exercise a letter of support was submitted by the agent representing the local residents. The letter confirmed the local residents' satisfaction with the proposed changes that had been discussed and agreed by all parties. The development was reported to the Planning Committee as being the subject of no objections from neighbours or consultees and approved. It is now underway.

## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: Effective Management Structures

##### Certainty

- System of 1-2-1 meetings between Executive Director/Head of Service/Managers/Team Leaders/Case Officers – all held on 3 week cycles, used to review and programme workloads.
- Heads of Service meetings and Managers meetings, also held on 3 week cycle, jointly review workloads and identify where resources may need to be directed.

##### Consistency

- Annual Personal Development Reviews (PDRs) for all members of staff used to review skills and identify training or development needs. Progress reviewed after 6 months.
- Service maintains regular dialogue with Housing, Roads and Environmental Services regarding application procedures/process.
- Schools Modernisation Programme and Council's Social Housing Programme progressed with Education and Housing Services respectively through Joint Project Teams.
- Affordable Housing, Residential Design Guide and Renewable Energy SPGs developed in co-operation with Housing, Roads, Environmental Services, Estates and Legal Services.
- Draft Supplementary Guidance on Development Management, Place Making and Design and Wind Energy prepared in co-operation with Roads, Flood Prevention Unit, Countryside and Greening and Environmental Services.
- At last round of Performance and Development Reviews staff asked to express interest in specialised work areas associated with Development Plan work with view to addressing need for succession planning and improving flexibility of work force.

##### Communications

- Regular liaison meetings held with Countryside and Greening Service to review and monitor their input to Development Planning and Development Management work.
- Regular liaison meetings held with Support Services to monitor workloads and priorities.
- Participate in the Central Scotland Wind Turbine Forum and Strategic Environmental Assessment Forum.
- Joint training events held with neighbouring Authorities.
- Planning Service works with other Authorities through the Strategic Development Planning Authority, West of Scotland Archaeology Service, Clyde Gateway, the Green Network Partnership, and Heads of Planning Development Management and Development Plans Sub Committees.

### Bench Marking

The Council's Planning Service is a member of the Heads of Planning Development and Development Plans Sub Committee. The Sub Committee identified that a DP benchmarking exercise could help in:

- establishing what resources are needed to provide quality development planning and the related cost;
- gathering data to inform planning performance frameworks and a proposal for a review of project managing development plans;
- identifying resource issues and the cost of the development planning function, to contribute to the time/cost data gathered for development management

Through its participation in the exercise the Service contributed to the preparation of the survey and its completion. The results have helped the Service identify potential additional and alternative ways in which local members could be involved at the plan preparation stages.

The HOPS bench marking group covering Development Management has been established and has commenced work on identifying opportunities for sharing best practice in procedures and practices.

## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: Financial Management and Local Governance

##### Certainty

- Revenues Budgets reviewed with Finance via 1-2-1 meetings with Head of Service and Managers on a monthly basis.
- Budget and financial resources reviewed at all Heads of Service and Managers meetings.
- Allocation of resources to meet priorities and demands on Service reviewed by Head of Service and managers through 1-2-1 meetings and management meetings.
- Service representative attends Resource Procurement Meetings to review current activities and practice.

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: Culture of Continuous Improvement

##### Certainty

- Council/Resource/Service Plans identify and programme the Council priorities. Plans cascaded to staff via managers and Team Meetings.
- Development Management Policy and Procedures Group reviews the robustness, relevance and use of the Service's processes and procedures.
- Planning Services represented on the Best Value Working Group which aims to ensure processes and procedures across Community and Enterprise Resource are efficient and effective.
- Council's Learning and Development Board ensures staff receive appropriate training when necessary and stay abreast of good practice.
- Participation in West of Scotland Development Plans Forum provides opportunity to share and benefit from best practice.

##### Consistency

- PDRs identify and monitor progress on training and development needed to ensure each member of staff can deliver the Service's priorities.
- On line training courses available to staff, via the Council's Intranet, covering a range of categories including Committee Report Writing, Customer Service, Dealing with Difficult Discussions, Teamworking and Time Management.
- Council wide Performance Management Policy in place.
- Training held on landscape assessments, flood risk assessments, retail assessments, RIPSA and information governance.
- Feedback from customer surveys, Customers Forum and Public Service Improvement Framework (PSIF) exercise used to develop Service Improvement Plan. Actions completed.
- Established working group to prepare a submission for recognition of Planning Service through the Customer Service Excellence scheme.
- Participating in Scottish Government study, along with other Councils, development industry, agents and community representatives, to review the visual and noise impacts, on local households, of a selection of Scottish onshore wind farm developments. This with a view to improving the supporting information submitted with applications.

continued -



## Defining and Measuring a High Quality Planning Service – Part 2

### Current Position

RETURN FOR PERIOD ENDING March 2014

#### Area of Activity: Culture of Continuous Improvement

##### Communications

- Employee Audit and suggestion scheme allows employees to identify options for improving delivery of the Council's services.
- Customer Forum held with agents on an annual basis used to secure feedback on potential Service improvements.
- Response to Customer Satisfaction Survey and Mystery Shopper exercise used to identify potential Service improvements.
- Planning Service contributed towards assessment and review of both content and layout of the Council's website.

##### ePlanning Connector

Since the introduction of the ePlanning website in 2009, South Lanarkshire Council has been receiving applications electronically from the site and downloading them into its Development Management System. The information had to be manually entered into the planning application case management system (M3) and supporting plans and documents manually added to the supporting electronic document management system (Meridio). The opportunity to streamline this system was identified in 2013.

Subsequently, in March 2014, the Council having specified its IT needs and developed the system changes required, in partnership with its supplier and the Council's IT Services, installed an Online Applications and Appeals Connector (OAA). Planning applications, made electronically via the ePlanning website, are now automatically downloaded directly into the planning back-office systems (M3 and Meridio) without any manual intervention. This has led to:

- improved customer service and satisfaction as applications can be actioned more quickly; and
- efficiency savings as staff time is freed up for other work associated with application processing

As the percentage of applications being received electronically rises, the OAA can make significant savings on time spent on the initial receipt and pre-registration of applications in Planning's back-office systems.



## Supporting Evidence – Part 3

### 4. Supporting Evidence – Part 3

4.1 This section lists the evidence to support the actions and activities set out in the PPF.

<b>Customer Survey Results</b>	Results obtained from applicants, agents and objectors are collated on an annual basis and the outcomes used to identify actions in the Service Plans and the Planning Service Improvement Plan.
<b>Customer Forum Results</b>	Feedback from the informal sessions held with agents and architects is used to identify actions in the Service Plans and the Planning Service Improvement Plan.
<b>Employee Audit and Employee Audit Action Plan</b>	Feedback used to identify actions in the Service Plan and the Planning Service Improvement Plan.
<b>Resource and Service Plan</b>	Used to set out the Resource and the Service's actions aimed at delivering the Council's objectives.
<b>Council Complaints Procedure</b>	Revised complaints handling procedure identifies processes and procedures for responding to and addressing customer complaints.
<b>Performance Development and Review results</b>	Used to identify individual staff training needs and Service improvement actions.
<b>Adopted Minerals Plan</b>	Sets out policy and guidance on Minerals Proposals. <a href="https://www.southlanarkshire.gov.uk/downloads/file/6301/adopted_minerals_local_development_plan_2012">https://www.southlanarkshire.gov.uk/downloads/file/6301/adopted_minerals_local_development_plan_2012</a>
<b>Adopted South Lanarkshire Local Plan</b>	Sets out policy and proposals used to guide decisions on applications and future land use. <a href="http://www.southlanarkshire.gov.uk/info/200172/plans_and_policies/39/development_plans/3">http://www.southlanarkshire.gov.uk/info/200172/plans_and_policies/39/development_plans/3</a>
<b>Approved Supplementary Guidance on Affordable Housing and Housing for Particular Needs</b>	Sets out detailed guidance on the provision of affordable housing and housing for particular needs. <a href="https://www.southlanarkshire.gov.uk/downloads/file/5384/affordable_housing_and_housing_for_particular_needs_supplementary_planning_guidance_march_2011">https://www.southlanarkshire.gov.uk/downloads/file/5384/affordable_housing_and_housing_for_particular_needs_supplementary_planning_guidance_march_2011</a>
<b>Approved Supplementary Guidance on Renewable Energy Development</b>	Sets out guidance on how the Council will consider and assess renewable energy proposals. <a href="https://www.southlanarkshire.gov.uk/downloads/file/3988/renewable_energy_supplementary_planning_guidance_december_2010">https://www.southlanarkshire.gov.uk/downloads/file/3988/renewable_energy_supplementary_planning_guidance_december_2010</a>
<b>Approved Supplementary Guidance on Residential Development and Design</b>	Promotes the creation of residential developments of a design, quality and character which provide attractive, safe and sustainable environments. <a href="http://www.southlanarkshire.gov.uk/downloads/file/5448/residential_design_guide_2011">http://www.southlanarkshire.gov.uk/downloads/file/5448/residential_design_guide_2011</a>
<b>South Lanarkshire Development Plan Scheme 2014</b>	Sets out the Council's programme for the preparation of local development plans to cover the South Lanarkshire area. <a href="http://www.southlanarkshire.gov.uk/downloads/download/48/">http://www.southlanarkshire.gov.uk/downloads/download/48/</a>

## Supporting Evidence – Part 3

<b>Proposed South Lanarkshire Local Development Plan</b>	<p>Sets out proposed policy and proposals used to guide decisions on applications and future land use.</p> <p><a href="https://www.southlanarkshire.gov.uk/downloads/file/7600/south_lanarkshire_local_development_plan_proposed_may_2013">https://www.southlanarkshire.gov.uk/downloads/file/7600/south_lanarkshire_local_development_plan_proposed_may_2013</a></p>
<b>Draft Supplementary Guidance on Development Management, Place Making and Design</b>	<p>Sets out draft guidance on how the Council will consider and assess the design of proposed developments.</p> <p><a href="https://www.southlanarkshire.gov.uk/downloads/file/7620/development_management_place_making_and_design_supplementary_guidance_may_2013">https://www.southlanarkshire.gov.uk/downloads/file/7620/development_management_place_making_and_design_supplementary_guidance_may_2013</a></p>
<b>Draft Supplementary Guidance on Wind Energy Developments</b>	<p>Sets out draft guidance on how the Council will consider and assess wind energy proposals.</p> <p><a href="https://www.southlanarkshire.gov.uk/downloads/file/7619/wind_energy_supplementary_guidance_may_2013">https://www.southlanarkshire.gov.uk/downloads/file/7619/wind_energy_supplementary_guidance_may_2013</a></p>
<b>Council's Economic Strategy</b>	<p>Provides a framework for collective and integrated action to generate a change in the performance of the Council's economy.</p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/8508/south_lanarkshire_economic_strategy_2013_-2023_-_21">http://www.southlanarkshire.gov.uk/downloads/file/8508/south_lanarkshire_economic_strategy_2013_-2023_-_21</a></p>
<b>Development Management Charter</b>	<p>Sets out standards to be applied to the development management process.</p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/6570/development_management_charter">http://www.southlanarkshire.gov.uk/downloads/file/6570/development_management_charter</a></p>
<b>Enforcement Charter</b>	<p>Sets out standards to be applied to the enforcement process.</p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/57/planning_enforcement_charter">http://www.southlanarkshire.gov.uk/downloads/file/57/planning_enforcement_charter</a></p>
<b>Green Network Design Guide</b>	<p>Provides guidance on the creation of high quality, managed and accessible greenspaces.</p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/4641/green_network_design_guide_2009_-_21">http://www.southlanarkshire.gov.uk/downloads/file/4641/green_network_design_guide_2009_-_21</a></p>
<b>Spatial Framework and Landscape Capacity for Wind Turbines Update</b>	<p>Update of the initial Spatial Framework and Landscape Capacity for Windfarms study done in 2010. Taking account of existing developments since 2010 it considers the capacity of the South Lanarkshire landscape to accommodate wind energy development.</p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/7611/spatial_framework_and_landscape_capacity_for_wind_turbines_update_2013_technical_report_chapters_1_to_5">http://www.southlanarkshire.gov.uk/downloads/file/7611/spatial_framework_and_landscape_capacity_for_wind_turbines_update_2013_technical_report_chapters_1_to_5</a></p>
<b>Coal mining legacy problems advice</b>	<p>Provides advice on how to address coal mining legacy problems.</p> <p><a href="http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/679/coal_mining_legacy_problems">http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/679/coal_mining_legacy_problems</a></p>

## Supporting Evidence – Part 3

<p>Online publications</p> <p><b>Decision Making Process</b></p> <p><b>Pre-application Consultation Process</b></p> <p><b>Pre-application Discussions</b></p> <p><b>Inclusive Design</b></p> <p><b>High Hedges</b></p>	<p>Provide guidance on detailed aspects of the planning process.</p> <p><a href="https://www.southlanarkshire.gov.uk/downloads/file/60/planning_application_decision_making_process">https://www.southlanarkshire.gov.uk/downloads/file/60/planning_application_decision_making_process</a></p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/61/pre-application_consultation">http://www.southlanarkshire.gov.uk/downloads/file/61/pre-application_consultation</a></p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/8563/pre-application_discussions">http://www.southlanarkshire.gov.uk/downloads/file/8563/pre-application_discussions</a></p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/76/inclusive_design">http://www.southlanarkshire.gov.uk/downloads/file/76/inclusive_design</a></p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/file/8770/high_hedges_act_guidance_leaflet">http://www.southlanarkshire.gov.uk/downloads/file/8770/high_hedges_act_guidance_leaflet</a></p>
<p><b>Information leaflets</b></p>	<p>Provide information and advice on the need for planning permission for a range of householder proposals.</p> <p><a href="http://www.southlanarkshire.gov.uk/downloads/200218/planning_for_householders">http://www.southlanarkshire.gov.uk/downloads/200218/planning_for_householders</a></p>
<p><b>Advice on Processing Agreements</b></p>	<p>Information and advice on Processing Agreements.</p> <p><a href="http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/1318/planning_processing_agreements">http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/1318/planning_processing_agreements</a></p>

## Service Improvements 2013/14 – Part 4

### 5. Service Improvements 2014/15 – Part 4

5.1.1 The table below details the key commitments and actions for the coming year for future service improvements within Planning. The headings at the top of these tables also highlight how these commitments and actions link to and support the Council's vision, values, objectives and improvement themes as set out within the Council's Plan which are embedded within the Resource and Service Plans. Furthermore the tables also demonstrate within the 'What will be achieved' box how the Service will deliver on the priority areas of certainty, consistency, communications and contactability.

Council/Resource Objective: **Embed governance and accountability**

Improvement Area	Improve the user's experience and increase their understanding of the Planning Service			
What will we do?	Why will we do it?	When will we do it?	What will it achieve?	How will we monitor and assess progress?
Hold a Local Forum with agents to provide service users with an opportunity to scrutinise the quality of the Planning Service.	To provide the Service with an opportunity to directly engage with customers on a regular basis and identify potential ways of responding to their concerns.	By March 2015.	Identify the needs and concerns of customers and an opportunity to identify responsive and customer focussed business process. (Communications)	Through appraisal and review of the actions taken in response to the issues raised at Forums by the Planning and Building Standards Managers (PBSMs); and a review of the changes generated by the Forums.
Survey applicants/agents and objectors.	To evaluate and test their experience of the planning application process and to identify ways of improving the process.	By March 2015.	Provide feedback on the performance of the planning application process from those directly involved. (Communications)	Through appraisal and review of the actions taken in response to the issues raised in the survey by the PBSMs and the Development Management Policies and Procedures Group (DMPPG); and a review of the changes generated.
Seek views of consultees on the electronic consultation process.	To establish if the system satisfied the needs of consultees and if process needs review.	By March 2015.	Provide feedback on the electronic consultation process from those directly involved. (Communications)	PBSMs to make a sub group responsible for preparation and interpretation survey.
Put Planning Service forward for Customer Service Excellence (CSE) award.	To test the performance of the Service against the criteria for CSE.	By May 2014.	Provide a formal feedback on the quality of the Planning Service and identify potential areas for improvement. (Certainty)	PBSMs to make a sub group of the DMPPG responsible for preparation and publication of the advice.
Having secured CSE accreditation prepare a submission to address year one re-assessment.	To address the areas of partial compliance noted in the assessment of the Service.	March 2015.	Retention of CSE status. (Certainty)	PBSMs to make a sub group responsible for preparation and submission of information.
Change the advice contained on the Council web site on making representations and in the content of the letters sent to objectors.	To respond to the issues raised through the Customer Experience Mapping exercise undertaken by the Service.	By December 2014.	It will provide those making representations with a better understanding of how their comments are handled. (Certainty)	PBSMs to make a sub group of the DMPPG responsible for preparation and publication of the advice.

## Service Improvements 2013/14 – Part 4

### 5. Service Improvements 2014/15 – Part 4

Council/Resource Objective: Achieve the efficient and effective use of resources and promote performance management and improvement

Improvement Area	Improve the user's experience and increase their understanding of the Planning Service			
What will we do?	Why will we do it?	When will we do it?	What will it achieve?	How will we monitor and assess progress?
Provide planning advice - via the web – on validation of applications.	To improve the content and quality of the submissions received from applicants.	Agree content and timetable for implementation with IT. Complete February 2015.	It will provide applicants with a clear guide to submission requirements and the necessary criteria that apply to the process and help reduce the number of applications invalidated at the first attempt. (Consistency)	PBSMs to make a sub group of the DMPPG responsible for preparation and publication of the advice.
Publish 'How To' videos on website describing aspects of the planning application process.	To broaden the Service's methods of communication with its customers.	By February 2015.	It will provide an alternative means of describing the work of the Service to customers. (Communications)	Agree method and content with IT and Public Relations Service.
Upgrade EDRM software including software to drive system servers (part of phase 4 corporate infrastructure improvements).	To ensure ongoing technical support from software suppliers.	By March 2015.	Improve level of IT system resilience and performance for customers. (Communications)	EDRM project team to regularly update PBSMs on progress.
Contribute to training and briefing of Q and A staff on planning enquiries.	A high turnover of staff in Q and A this year means they have lost skilled and knowledgeable staff.	By January 2015.	Improvements in the quality of the service delivered at the initial customer contact stage. (Communications)	PBSMs to make a sub group of the DMPPG responsible for delivering sessions.
Review content and presentation of planning pages on web site, including; advice and information on submitting applications electronically.	To ensure it continues to reflect current legislation and to improve presentation and accessibility of the information provided.	By December 2014.	It will provide customers with more readily accessible and relevant information. (Communications)	PBSMs to make a sub group of the DMPPG responsible for review.



## Service Improvements 2013/14 – Part 4

### 5. Service Improvements 2014/15 – Part 4

Council/Resource Objective: Achieve the efficient and effective use of resources and promote performance management and improvement

Improvement Area	Raise the quality and effectiveness of our business processes			
What will we do?	Why will we do it?	When will we do it?	What will it achieve?	How will we monitor and assess progress?
Apply the Improvement Science approach to an assessment of the planning application process.	To critically assess the efficiency and effectiveness of current practices.	By February 2015.	Identify areas of weakness and strength in process, and the outcome delivered by potential change ideas that can improve the system. (Certainty)	PBSMs to monitor work of group established to undertake task and the results delivered.
Head of Service to issue regular email/briefing update to staff.	To provide an additional communication channel between Management Team and officers.	By September 2014.	Opportunity for more Service specific information to be directly communicated to staff. (Contactability)	Through appraisal and review of staff satisfaction surveys.
Head of Service to attend Team Meetings in Area Offices and HQ.	To ensure staff have an opportunity to engage in discussions regarding future direction of the Service's work.	By March 2015.	It will provide the Head of Service and the Management team with feedback and an opportunity to discuss with staff the operation of the service and the issues raised by customers. This can be considered when progressing changes in service delivery. (Contactability)	PBSMs to identify dates and monitor outcome of meetings.
Audit skills of planning staff and assess skills needs through the Performance and Development Review (PDR) Process.	To establish specific areas in which training is needed.	By July 2014.	A detailed assessment of the more technical areas in which training is needed. (Consistency)	PBSMs to review PDR outcomes and develop a programme of training.

## Service Improvements 2013/14 – Part 4

### 5. Service Improvements 2014/15 – Part 4

Council/Resource Objective: Achieve the efficient and effective use of resources and promote performance management and improvement.

Improvement Area	Raise the quality and effectiveness of our business processes			
What will we do?	Why will we do it?	When will we do it?	What will it achieve?	How will we monitor and assess progress?
Take actions needed to remove or progress stalled S75 applications.	To remove legacy applications from the system.	By November 2014.	A more realistic appraisal of the Service's outstanding work load. (Certainty)	PBSMs to agree a timetable for completion of exercise and monitor progress.
Revise flooding protocol.	To ensure consultation is proportionate and case assessment streamlined.	By March 2015.	It will streamline the consultation process. (Consistency)	PBSMs to agree programme and monitor implementation.
Provide advice and templates for use by Enforcement Officers when gathering evidence and submitting reports to the Procurator Fiscal (PF).	There has been an increase in the number of cases being considered for prosecution and the need to address the associated procedural issues.	By December 2014.	It will provide EOs with guidance on the approach to be adopted and improve the quality of submissions made to the PF. (Consistency)	PBSMs to make Enforcement Officers Group responsible for production of advice in co-operation with Legal Services.
The Service will contribute to the Scottish Government reviews being undertaken on:- i. The Section 36 approval process for electricity generating proposals ii. The streamlining of planning appraisals iii. The review of the visual and noise impacts on local households of onshore wind farm developments.	The Service's experience in these specialised areas can add value to the outcomes of the studies.	By March 2015.	It will allow the Service's views to be considered when the outcomes from these reviews is being considered and finalised. (Certainty)	PBSMs to monitor contributions and the outcomes.
Investigate the introduction of 'mobile working'.	The work of the Service may have the potential to benefit from the flexibility associated with 'mobile working'.	By March 2015.	It will allow for an assessment of the potential benefits and challenges presented by the introduction of 'mobile working' practices. (Certainty)	PBSMs to consider in co-operation with Support Services and IT Services.

## Service Improvements 2013/14 – Part 4

### 5. Service Improvements 2014/15 – Part 4

Council/Resource Objective: Improve the quality of the physical environment and support the local economy by providing the right conditions for growth, improving skills and employability

Improvement Area	Raise our effectiveness in assessing the quality of development proposals			
What will we do?	Why will we do it?	When will we do it?	What will it achieve?	How will we monitor and assess progress?
Undertake training with Historic Scotland and agree a suitable programme focussing on the practical application of historic environment policy.	To improve case officers' knowledge and understanding of these issues.	By March 2015.	Further develop skills of staff and so fill the knowledge gap left by the withdrawal of HS from some aspects of planning work. (Consistency)	PBSMs to agree programme and monitor implementation.
Provide further training on development economics focussing on practical applications of process.	To improve case officers' knowledge and understanding of these issues.	By March 2015.	Further develop skills of planners and their capacity to understand the importance of the financial background to proposals. (Consistency)	PBSMs to agree programme and monitor implementation.
Seek training for staff from Architecture and Design Scotland on place making and design.	To improve case officers' knowledge and understanding of these issues.	March 2015.	Further develop skills of staff in assessing development proposals. (Consistency)	PBSMs to agree programme and monitor implementation.

## Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4

### 5.2 Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4

- 5.2.1 This section of the PPF sets out the commitments made on the previous year's service plan and the specific actions carried out in relation to these commitments as well as the results of these actions.
- 5.2.2 The plan for 2013/14 identified 28 separate actions. Of this total 19 were completed over the year. Five others were partially completed. In view of the number of wind turbine and windfarm applications dealt with by the Council we were particularly anxious to improve the landscape assessment skills of case officers. The Council's terms consultants Ironside Farrar provided a valuable session on how to make use of the landscape capacity and assessment documents prepared by the Council both to advise applicants and determine applications. The Council's Countryside and Greening Service also participated in this session and contributed advice on both landscape and habitats. Valuable training was also provided on the radar impacts of wind farms and turbines and the noise issues these developments can generate.
- 5.2.3 The results of the customers surveys undertaken in 2013/14 continued to demonstrate a high satisfaction rate amongst the agents and architects using the Council's Planning Service. An extract from the results is provided below, together with some of the comments made by agents and architects. It was considered necessary, however to supplement this by trialling an exercise to directly contact objectors in order to capture their experience of this aspect of the planning process. The customer mapping experience described above on page 16 revealed the need to make changes in how objections were handled by the Service. These are included in the Improvement Plan for 2014/15.

Questions	Excellent	Good	Poor	Very Poor	Don't Know
How would you rate the overall service provided by Planning?	17%	79%	3%	0%	0%
The usefulness of advice and assistance given by Planning staff, prior to and after submitting applications.	40%	57%	0%	0%	3%
The knowledge of Planning staff.	39%	58%	0%	0%	3%
Time taken to reply to written enquiries.	10%	73%	3%	3%	10%
The length of time taken to make a decision on your application.	17%	67%	13%	3%	0%
The consistency of the service provided by Planning.	27%	63%	3%	3%	3%

- 5.2.4 The Service Management Team had also agreed to put the Planning Service forward for recognition through the Customer Service Excellence scheme. A working group was established to progress the work involved in accumulating and presenting the evidence required. This work was completed in March/April 2014 and the application was put forward in May 2014. We have recently been advised that the Service has been successful and that in 5 areas of assessment was scored as 'compliance plus'. The areas where partial compliance was noted will be addressed as part of the year one re-assessment process. This is included in the Improvement Plan for 2014/15.
- 5.2.5 When planning staff were asked to consider participating in a Service network event the feedback indicated that more benefit would be derived from having events for each of Area/HQ teams which allowed the Head of Service to discuss future plans and issues affecting the Service in a smaller forum. This is included in the Improvement Plan for 2014/15.

## Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4

- 5.2.6 Identifying stalled S75 applications to be removed or progress has been ongoing but in some cases applicants have sought to revive or continue with discussion in order to avoid the application being refused. A list of applications to be reported to Committee has however recently been finalised. This will be reported to Committee prior to the end of 2014. This is included in the Improvement Plan for 2014/15.
- 5.2.7 During 2013/14 work was completed on the project being undertaken in co-operation with the Council's IT Service to improve the integration of the Council's Electronic Data and Record Management System (EDRM) with the national portal. This is described in more detail on page 23 above.
- 5.2.8 The Council's Development Management Policies and Procedures Group continues to provide a valuable forum for the discussion of procedural matters and to encourage discussion of design and place making issues. Some of the developments that have been the subject of discussion and have taken place over the past year are illustrated. In these cases discussions between case officers and applicants has contributed to design changes which have contributed towards improvements in the design and appearance of the final development.
- 5.2.9 Both through our website and in discussions with potential applicants the Council has confirmed its support for the use of processing agreements and its willingness to make use of this mechanism. To date, however, developers and agents have indicated their broad satisfaction with the approach currently taken by the Council and its case officers when handling major or significant developments. Consequently they have not opted to pursue the option of entering into agreements. We will nevertheless continue to support their use.
- 5.2.9 The proportion of applications submitted electronically has remained relatively static over the period 2013/2014 at around 50%. In an attempt to increase this figure, as part of the overall review of the planning content on the web site, the opportunity will be taken to further emphasise the advantages of using this approach, and case officers will be reminded of the need, at the pre-application stage, to highlight the option of submitting applications electronically. These actions are included in the Improvement Plan for 2014/15.
- 5.2.10 The introduction of e-consultation for all consultees in 2013, including Community Councils, successfully reduced the time needed by support staff to progress this part of the application process. It has not generated adverse criticisms from consultees. During 2014/15 the Service however will be contacting consultees, including Community Councils, in order to obtain more detailed feedback on the consultation process and to establish if from their perspective this process is operating satisfactorily or can be improved. These actions are included in the Improvement Plan for 2014/15.
- 5.2.11 Further details of actions taken and the progress made on the 2013/14 improvement plan are included in the following table. Outstanding actions have been rolled forward to 2014/15



## Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4

### 5.2 Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4 Service Improvements 2013/14

Improvement Area	Improve the user's experience and increase their understanding of the Planning Service		
What will we do?	Action carried out/Evidence	Complete	Comment
Hold a Local Forum with agents to provide service users with an opportunity to scrutinise the quality of the Planning Service.	Event held on 5 December 2014.	Yes	Actions identified included in Service Improvement Plan. Revised afternoon time for meeting welcomed by customers.
Survey applicants, objectors and consultees.	Surveys issued and results collated 96% of respondents rated the Planning service as excellent or good. 90% of respondents rated the consistency of the Planning service as good or excellent.	Yes	Results and feedback via Local Forum indicate Planning Survey is viewed favourably by architects/ agents. Limited response from objectors resulted in alternative approach being used to assess their experience of the Service (page 16 ).
Put Planning Service forward for Customer Service Excellence (CSE) award.	Evidence collated over the period 2013/14 and submission lodged May 2014.	Partial	Outcome of application received in July 2014 and Service secured CSE award.
Establish regular forum for exchange of information on forthcoming planning issues with Council's Public Relations Service with view, where possible, to promoting the wider role of planning.	Meeting diarised on 6 weekly cycle. Forum used to identify opportunities to positively promote Planning Service activity.	Yes	Forum also provides an opportunity to prepare in advance for stories likely to attract significant press interest.
Provide planning advice - via the web – on validation of applications.	Area offices have been asked to collate list of 'common' errors in invalid applications. Results to be used as basis for preparing web notes.	No	Roll forward to 2014/15.

## Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4

### 5.2 Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4 Service Improvements 2013/14

Improvement Area	Raise the quality and effectiveness of our business processes		
What will we do?	Action carried out/Evidence	Complete	Comment
Publish an updated Development Management Charter.	Content reviewed and updated version published on line.	Yes	Charter republished in hard copy and on line.
Make use of social media to promote publication of Proposed Development Plan.	Council's twitter account used to advise and update on progress with the preparation of the South Lanarkshire Local Development Plan.	Yes	Planned to make more intensive use of the process when progressing the associated Supplementary Guidance.
Develop and review the technical performance of the EDRM system.	A review of the system in response to customer responses concerning downloads speed identified the need to address overall system performance. Hardware infrastructure improvements and software upgrades were identified in co-operation with IT and actioned.	Yes	This work has significantly improved operation of the EDRM system and generated significant benefits for customers accessing documents using the planning portal.
Review Scheme of Delegation in response to legislation changes.	Introduction of High Hedges Act resulted in need to review and update delegation scheme to allow for officer determination of applications. Opportunity taken to review rest of existing scheme and concluded that operating satisfactorily.	Yes	
Undertake a networking event for staff.	Feedback to Managers via Team Meetings indicated that staff would prefer if the Head of Service attended local HQ and Area Office Team Meetings to discuss future plans for, and issues affecting, the Service.	Partial	Series of meetings programmed which Head of Service will attend.
Audit skills of planning staff and assess skills needs through the Performance and Development Review (PDR) Process.	PDRs completed – training identified that reflects needs of staff and Service.	Yes	

Improvement Area	Raise our effectiveness in assessing the quality of development proposals		
What will we do?	Action carried out/Evidence	Complete	Comment
Introduce time recording system.	Time recording system in operation.	Yes	The system allows for review of the time spent on different elements of the Service's work.
Take actions needed to remove or progress stalled S75 applications.	Applications to be included in report seeking Council authority to either refuse consent or grant without S75 identified and agreed with Legal Services.	Partial	Report to be submitted to Committee winter 2014.
Promote the use of processing agreements for major developments at pre-application stage and through the Council web site.	Web page contains advice and guidance promoting use of processing agreements. Officers briefed to ensure that in appropriate cases the offer is made to applicants to enter into agreements.	Yes	Response from applicants/agents has indicated, to date, that they do not consider processing agreements to be necessary.
Undertake joint training on habitats, landscape and the with Council's Countryside and Greenspace Service.	Combined with training on landscape/visual impacts of wind turbine/wind farm applications.	Yes	

## Delivery of Planning Service Improvement Plan Actions 2013/14 – Part 4

Improvement Area	Raise our effectiveness in assessing the quality of development proposals		
What will we do?	Action carried out/Evidence	Complete	Comment
Undertake training with Historic Scotland on historic buildings and environment.	Areas to be covered by further training are to be identified and agreed with HS prior to session being programmed.	No	Roll forward to 2014/15.
Undertake training with SEPA and Scottish Water on input to planning process.	Training undertaken in October 2013. Attended by all Area Offices.	Yes	
Provide further training on development economics focussing on practical applications of process.	Provider to be identified and content of training course to be agreed.	No	Roll forward to 2014/15.
Undertake training on Retail Impact Analysis (RIA) for targeted staff.	Training undertaken with assistance of Improvement Service.	Yes	Training used to provide back up for officers currently dealing with retail assessments.
Undertake training on impacts of wind turbine/ wind farm applications on radar.	Training session provide by Glasgow Airport technical staff.	Yes	
Undertake training on landscape/visual impacts of wind turbine/wind farm applications.	Landscape consultants Ironside Farrar provided training session based on landscape assessments and capacity work they had completed for the Council.	Yes	
Undertake training, in partnership with Environmental Services, on noise impacts of developments and of wind turbine/wind farm applications	Noise training provided for case officers by Hoare Lea Acoustics. In addition, officers identified in Environmental Services will receive specialised training from the Institute of Acoustics on noise impacts and advise Planning Service on development proposals.	Yes	Specialist officers commenced training in August 2013 and coursework is ongoing
Seek training for staff from Architecture and Design Scotland on place making and design.	Content of training course to be agreed.	No	Roll forward to 2014/15
Proposed Development Plan and associated SG to provide a clear policy context for place making and quality design; incorporating guidance in Designing Streets and on the Qualities of Successful Places.	Draft Development Management, Place Making and Design SG published in May 2013 provides detailed guidance on design.	Yes	Guidance to be adopted in line with timeline for adoption of proposed Local Development Plan
Provide briefing note on Creating Places - Policy Statement on Architecture and Place Making promoting its use and application to DM case officers.	Advice incorporated into draft Development Management, Place Making and Design SG.	Partial	Considered that the draft SG provided an opportunity to directly address place making issues.
Provide advice on the assessment of bonds for wind turbine developments	Matrix prepared for use by case officers to assist in assessing the level of bond to be sought.	Yes	Prepared with assistance of term consultants – Ironside Farrar
Review and update base data on landscape impacts of wind turbine developments with view to assessing current landscape capacity.	Spatial Frameworks updated by terms consultants Ironside Farrar, to take account of new developments.	Yes	Now being used to assess applications.

## 6. Official Statistics – Part 5

### A: Decision making timescales

Category	Total number of decisions 2013-2014	Average timescale (weeks)	
		2013-2014	2012-2013
<b>Major developments</b>	20	62.4	86.5
<b>Local developments (non-householder)</b>	677	18.6	17.2
• Local: less than 2 months	49.1%	7.3	6.9
• Local: more than 2 months	50.9%	29.4	27.3
<b>Householder developments</b>	651	8.0	8.7
• Local: less than 2 months	86.2 (%)	6.7	6.4
• Local: more than 2 months	13.8 (%)	15.7	23.1
<b>Housing developments</b>			
<b>Major</b> housing developments	3	34.4	72.3
<b>Local</b> housing developments	263	15.8	16.8
• Local: less than 2 months	51 (%)	7.4	7.0
• Local: more than 2 months	49 (%)	24.6	26.3
<b>Business and industry</b>			
<b>Major</b> business and industry	1	27.3	20
<b>Local</b> business and industry	128	12.8	12.1
• Local: less than 2 months	54.7 (%)	7.1	6.7
• Local: more than 2 months	45.3 (%)	19.7	20.7
Environmental Impact Assessment (EIA) developments	0	n/a	65.7
Other consents*	157	10.4	8.6
Planning/legal agreements**	6	127.0	117.7
Local reviews	4	10.2	10.7

\* 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 and relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 and 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.

## B: Decision making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2013-2014		2012-2013	
		No.	%	No.	%
Local reviews	4	4	100	1	0
Appeals to Scottish Ministers	18	10	55.6	9	77.8

## C: Enforcement activity

Type	2013-2014	2012-2013
Cases taken up	133	113
Breaches identified	256	n/a
Cases resolved	233	196
Notices served***	32	33
Reports to Procurator Fiscal	1	1
Prosecutions	0	0

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



# Official Statistics – Part 5

## Planning Applications - 2013/14

South Lanarkshire<sup>1,2</sup>

2013/14

Post-3rd August 2009 applications

All applications

Post-3rd August 2009 applications				All applications		
<b>MAJOR DEVELOPMENTS</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>		<b>Total number of decisions</b>	<b>Average time (weeks)</b>	
Without Legal Agreement	16	29.7		17	34.9	
With Legal Agreement	1	36.7		3	218.0	
<b>MAJOR DEVELOPMENTS</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>		<b>Total number of decisions</b>	<b>Average time (weeks)</b>	
<b>All Major Developments</b>	<b>17</b>	<b>30.1</b>		<b>20</b>	<b>62.4</b>	
Minerals	2	34.2		4	171.4	
Housing	3	34.4		4	55.5	
Business and Industry	1	27.3		1	27.3	
Waste Management	1	28.3		1	28.3	
Electricity Generation	2	33.8		2	33.8	
Freshwater Fish Farming	0	-		0	-	
Marine Finfish Farming	0	-		0	-	
Marine Shellfish Farming	0	-		0	-	
Other Developments	8	27.1		8	27.1	
<b>LOCAL DEVELOPMENTS</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>		<b>Total number of decisions</b>	<b>Average time (weeks)</b>	
Without Legal Agreement	1,325	13.0		1,326	13.3	
With Legal Agreement	2	53.0		2	53.0	
<b>LOCAL DEVELOPMENTS</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>	<b>Proportion of Decision</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>	<b>Proportion of Decisions</b>
<b>All Local Developments</b>	<b>1,327</b>	<b>13.1</b>		<b>1,328</b>	<b>13.4</b>	
Local: Less than 2 months	893	6.9	67.3%	893	6.9	67.2%
Local: More than 2 months	434	25.7	32.7%	435	26.6	32.8%
<b>Local Developments (non-householder)</b>	<b>676</b>	<b>17.9</b>		<b>677</b>	<b>18.6</b>	
Local: Less than 2 months	332	7.3	49.1%	332	7.3	49.0%
Local: More than 2 months	344	28.3	50.9%	345	29.4	51.0%
<b>Householder Developments</b>	<b>651</b>	<b>8.0</b>		<b>651</b>	<b>8.0</b>	
Local: Less than 2 months	561	6.7	86.2%	561	6.7	86.2%
Local: More than 2 months	90	15.7	13.8%	90	15.7	13.8%
<b>Housing</b>	<b>263</b>	<b>15.8</b>		<b>263</b>	<b>15.8</b>	
Local: Less than 2 months	134	7.4	51.0%	134	7.4	51.0%
Local: More than 2 months	129	24.6	49.0%	129	24.6	49.0%
<b>Business &amp; Industry</b>	<b>128</b>	<b>12.8</b>		<b>128</b>	<b>12.8</b>	
Local: Less than 2 months	70	7.1	54.7%	70	7.1	54.7%
Local: More than 2 months	58	19.7	45.3%	58	19.7	45.3%
<b>LOCAL DEVELOPMENTS</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>	<b>% Under 2 months</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>	<b>% Under 2 months</b>
Minerals	1	81.3	0.0%	1	81.3	0.0%
Waste Management	2	4.6	100.0%	3	147.7	66.7%
Electricity Generation	80	41.7	23.8%	80	41.7	23.8%
Freshwater Fish Farming	0	-	-	0	-	-
Marine Finfish Farming	0	-	-	0	-	-
Marine Shellfish Farming	0	-	-	0	-	-
Other Developments	183	14.8	54.1%	183	14.8	54.1%
Telecommunications	15	8.5	46.7%	15	8.5	46.7%
AMSCs (under 2 months)	4	15.5	25.0%	4	15.5	25.0%
<b>OTHER CONSENTS</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>		<b>Total number of decisions</b>	<b>Average time (weeks)</b>	
Listed bldg.+con.area consents	50	15.4		50	15.4	
Advertisements	72	8.4		72	8.4	
Hazardous substances consents	0	-		0	-	
Other consents and certificates	35	7.4		35	7.4	
<b>ENVIRONMENTAL IMPACT ASSESSMENTS</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>		<b>Total number of decisions</b>	<b>Average time (weeks)</b>	
Local Developments Subject To EIA	0	-		0	-	
AMSCs (Subject to EIA)	0	-		0	-	
<b>APPLICATIONS SUBJECT TO</b>	<b>Total number of decisions</b>	<b>Average time (weeks)</b>		<b>Total number of decisions</b>	<b>Average time (weeks)</b>	
Planning/Legal Agreement	4	36.3		6	127.0	
Local Review	4	10.2		4	10.2	
				All applications		
<b>PROCESSING AGREEMENTS</b>	<b>Total number of decisions</b>	<b>% within agreed timescales</b>				
<b>All Processing Agreements</b>	<b>0</b>	<b>-</b>				
Major applications	0	-				
Local Applications	0	-				
EIA developments	0	-				
Other consents	0	-				
<b>APPLICATIONS APPROVED / DELEGATED</b>	<b>Percentage</b>					
Percentage of Applications Approved	97.1%					
Percentage of Applications Delegated	90.7%					
<b>LOCAL REVIEWS and APPEALS</b>	<b>Total number of decisions</b>	<b>Original decision upheld (%)</b>				
Local Review	4	100.0%				
Appeals to Scottish Ministers	18	55.6%				
<b>ENFORCEMENT ACTIVITY</b>	<b>Number</b>					
Cases Taken Up	133					
Notices Served	32					
Reports to Procurator Fiscal	1					
Prosecutions	0					
Number of breaches resolved	233					

1. For a full description of the categories in this analysis please see NOTES page.

2. Time has been removed from the decision time for 18 applications where delays were outwith the control of the local authority.

### D: Context

South Lanarkshire determined practically the same number of applications in 2013/14 as they did the previous year, with only a very minor reduction in numbers. A summary of some of the key points is given below.

**Decision-making timescales** – a significant improvement in the average timescale for determining major applications was achieved, and improvements were also made in the timescale for dealing with householder and local housing developments. These are two of the largest categories of application determined by SLC. However, there was a minor reduction in performance from 17.2 to 18.6 weeks for local developments (non-householder). As explained in the NHI section, this was predominantly due to the large number of wind turbine applications determined by the Council (the third highest in Scotland), many of which had been delayed due to issues relating to negotiations with applicants on legal and financial agreements. The adverse impact of these wind turbine determination times on the overall local development figure was notable.

**Legal Agreements** – the average time taken to conclude legal agreements has increased from 117 to 127 weeks.

**Decision-making: local reviews and appeals** – the Council had an increase in number of local reviews in 2013/14 and all four original decisions were upheld. In terms of appeals to the Scottish Ministers, there was a reduction from 77.8% of appeals upheld to 55.6%. This figure is still above the Scottish average of 53.6%. Six out of the seven appeals where the original decision was not upheld related to wind turbine development.

**Enforcement activity** – no significant changes from 2012/13. Activity continues at a relatively similar level.

### 7. Workforce and Financial Information - Part 6

- 7.1 South Lanarkshire's Planning Service is part of Community and Enterprise Resources. The Service's work is undertaken by 4 teams with a total of 45 staff. The HQ team is based in the Community and Enterprise Resources HQ building in Hamilton. It deals with Development Plan preparation publishing and monitoring, and produces, where necessary, the associated Supplementary Guidance (SPG). The Council's input to the preparation and monitoring of the Strategic Development Plan (SDP), via the Glasgow and Clyde Valley Strategic Planning Authority, is also co-ordinated through the HQ Team. It also handles all the minerals, waste and large scale windfarm applications.
- 7.2 The 3 other Teams, located in Lanark, Hamilton and East Kilbride, handle the vast majority of all the applications submitted in accordance with the requirements of the Town and Country Planning (Scotland) Act 1997, the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 and other associated legislation. This includes applications for planning permission, listed building consent, conservation consent, advertisement consent and certificates of lawful use. They also assist the HQ team in the work on Development Plans, SGs and the SDP.
- 7.3 The Planning Service is combined and managed jointly with the Building Standards Service. The Area Offices also include the Council's Area Road's Teams. This allows the Council to deliver, through its decentralised structure, a co-ordinated service which can advise and guide applicants, developers and investors both on their proposals and on the application process, covering planning permission, building warrant and roads construction consent.
- 7.4 The fee income received for planning applications in 2013/14 was £1,199,000. The cost for operating the Planning Service over the same period was £3,129,000. The Service had a training budget of £17,000 for 2013/14. The budget allocated for 2014/15 is £17,000. This has been 'top sliced' with £900 being given to the Improvement Service in exchange for training events they will deliver. Discussions are taking place with the Improvement Service regarding the provision of training in 2014/15.

## Workforce and Financial Information - Part 6

### Workforce and Financial Information - Part 6

	Tier 1	Tier 2	Tier 3	Tier 4
<b>Head of Planning Service</b>			<b>1</b>	

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

Tier posts	Managers		Main grade posts		Technician posts		Office support		Totals
	No. of posts	Vacant	No. of posts	Vacant	No. of posts	Vacant	No. of posts	Vacant	
Development Management	3		30						33
Development Planning	1		2		3				6
Enforcement Staff			4						4
Other Planning			1				15		16

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	<b>2</b>
30-39	<b>15</b>
40-49	<b>8</b>
50 and Over	<b>20</b>
<b>Total</b>	<b>45</b>

\* This information does not include age profile of Office Support staff

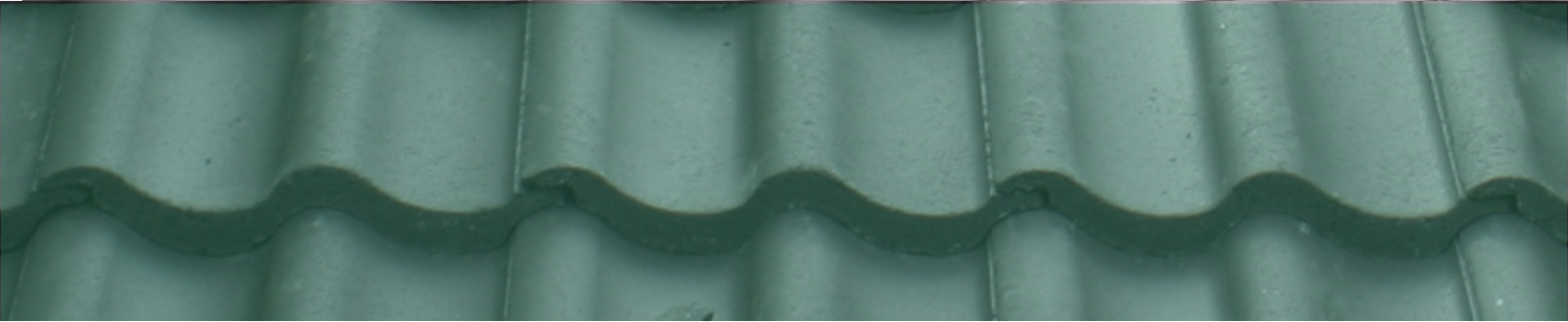
Committees and site visits	No. per year
Full Council committees	<b>8</b>
Planning Committees	<b>10</b>
Area Committees (where relevant)	<b>20</b> *1
Committee site visits	<b>0</b>
LRB	<b>11</b> *2
LRB site visits	<b>0</b>

\*1 – SLC has 4 Area Committees

\*2 – Only 3 required

Service	Total Budget	Costs		Income
		Direct	Indirect	
<b>Planning Service</b>	<b>£3,129,467</b>	<b>£2,408,409</b>	<b>£721,058</b>	<b>£1,198,867</b>





Community and Enterprise  
Resources