

Community and Enterprise Resources



Planning and Economic Development

South Lanarkshire

Planning performance framework

2016-2017



City Map

Local Development Plan



Chapter

- | | |
|---|---|
| 1 | Introduction : Background to Planning Performance Framework |
| | The Planning Service |
| | Planning Performance Framework |
| 2 | Defining and measuring a high quality Planning Service - Part 1 |
| 3 | Supporting evidence - Part 2 |
| 4 | Service improvements - Part 3 : |
| | Service improvements 2017/18 |
| | Delivery of Service improvement actions 2016/17 |
| 5 | National Headline Indicators - Part 4 |
| 6 | South Lanarkshire Council official statistics - Part 5 |
| 7 | South Lanarkshire Planning Service – Workforce information - Part 6 |

Introduction

1.0 Introduction

1.1 Background to Planning Performance Framework

1.1.1 The Scottish Government's central purpose is to create a more successful country with opportunities for all of Scotland to flourish through increasing sustainable economic growth. The planning system is used to make decisions about the future development and use of land in our towns, cities and countryside. It considers where development should happen, where it should not and how development affects its surroundings. The system balances different interests to make sure that land is used and developed in a way that creates high quality, sustainable places.

1.1.2 When making these decisions the Scottish Government expects Councils to focus on the key planning outcomes identified for Scotland.

- successful sustainable places – supporting economic growth, regeneration and the creation of well-designed places;
- low carbon places – reducing our carbon emissions and adapting to climate change;

- natural resilient places – helping to protect and enhance our natural cultural assets and facilitating their sustainable use;
- connected places – supporting better transport and digital connectivity.

Development plans therefore need to be up to date, reflect the communities they cover, and encourage the right development in the right place. The development

management system also needs to be responsive, reliable, transparent and efficient; and be supported by enforcement powers which can be used to uphold the law and enforce these decisions.

1.1.3 If the planning system is to deliver these outcomes it has to perform to a high standard and pursue continuous improvement. The Planning Performance Framework (PPF) therefore describes how



Introduction



the Planning Service in South Lanarkshire seeks to deliver on these tasks and demonstrates our commitment to continuous improvement. It is based on qualitative and quantitative indicators and sets out the actions to be taken by the Planning Service in 2017/18 to support continuous improvement. The PPF also reviews progress on the actions identified in the previous PPF.

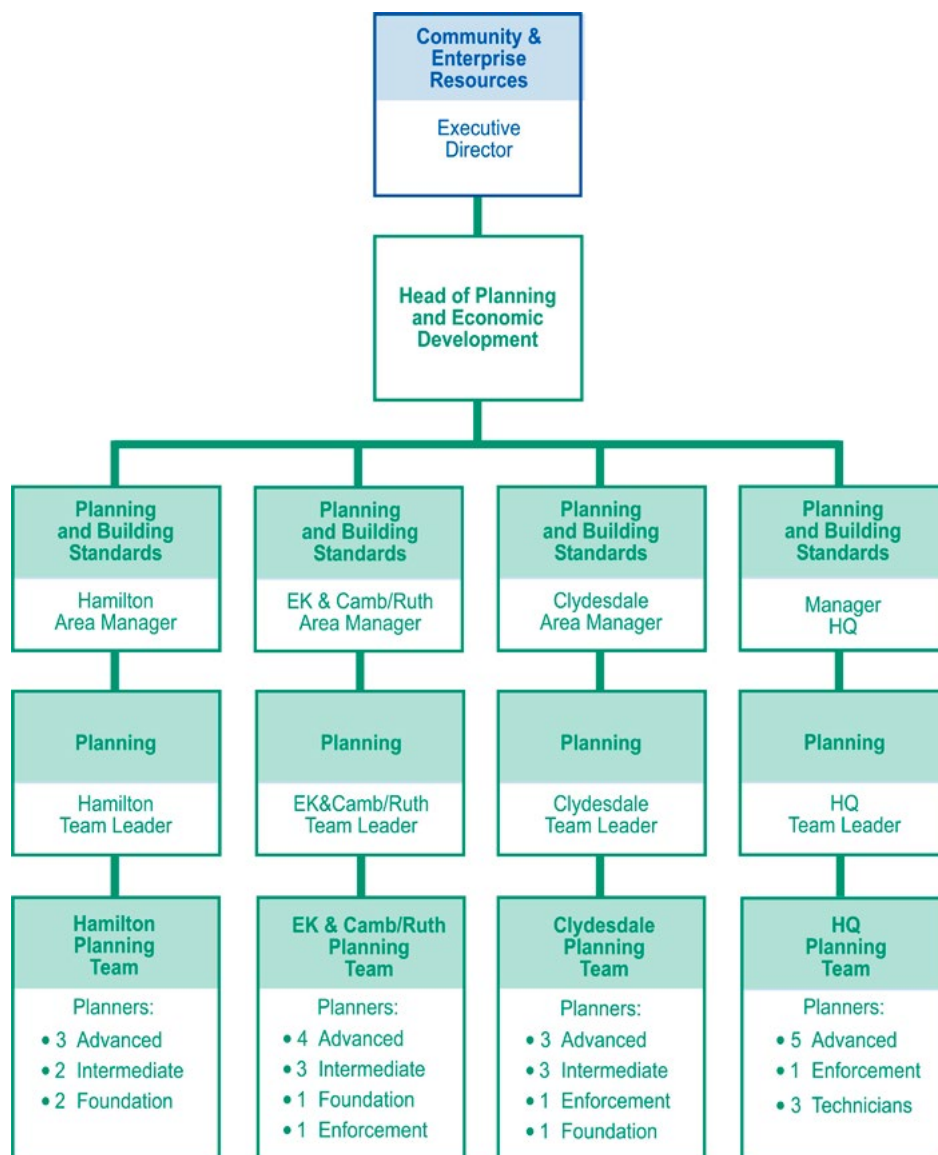
1.2 The Planning Service

1.2.1 With 315,360 residents and 142,286 households the population of South Lanarkshire continues to grow and it is Scotland's fifth largest local authority. It covers an area from Rutherglen and Cambuslang, on the boundary with Glasgow, to the Southern Uplands at Leadhills; east to Forth and Dolphinton; and west to Thorntonhall and Drumclog. Its main towns are Rutherglen, Cambuslang, East Kilbride, Hamilton and Lanark. Within its boundaries there are a World Heritage site, 30 Conservation Areas, around 1,100 Listed Buildings and an extensive rural area which includes the Clyde and Avon Valleys and parts of the Southern Uplands and the Pentland Hills.

1.2.2 South Lanarkshire's Planning Service is part of Community & Enterprise Resources. The Council's Planning Service's work is undertaken by 4 teams with a total of 42 staff. The staff is divided between four teams comprising a Headquarters team and three Area Office teams.

1.2.3 Following the centralisation of the service in 2016/17 all 4 teams are now located in the Community & Enterprise Resources HQ building in Hamilton. The HQ team continues to deal 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

Introduction



preparation and monitoring of the Strategic Development Plan (SDP), via the Glasgow & Clyde Valley Strategic Planning Authority as well as handling all mineral, waste and large scale windfarm applications.

1.2.4 The 3 Area teams 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, high hedges applications 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 The Planning Service is combined and managed jointly with the Building Standards Service and Economic Development. All three functions report to a single Head of Service.

1.2.6 The Planning Service continues to focus its work on the outcomes set by the Scottish Government, the aims around which the Community Plan is structured and the priorities in the Single Outcome Agreement (SOA). National outcomes include having a planning and development regime which ensures greater certainty and speed of decision making, protecting and enhancing the natural & built environment, making Scotland an attractive place for business investment, and having well-designed, sustainable places which support people's physical and mental wellbeing.

1.2.7 The Community Plan highlights the promotion of sustainable and inclusive communities and sustainable economic recovery and development. The SOA identifies economic growth and recovery as a priority.

1.2.8 The direction established in these documents is cascaded down into the objectives set out in the Council Plan, Connect.

Introduction

These include:-

- Supporting the local economy by providing the right conditions for growth
- Improving the quality of the physical environment
- Improving the road network and influencing improvements in public transport
- Improving the quality, access and availability of housing
- Achieving the efficient and effective use of resources
- Promoting performance management and improvement and
- Embedding governance and accountability

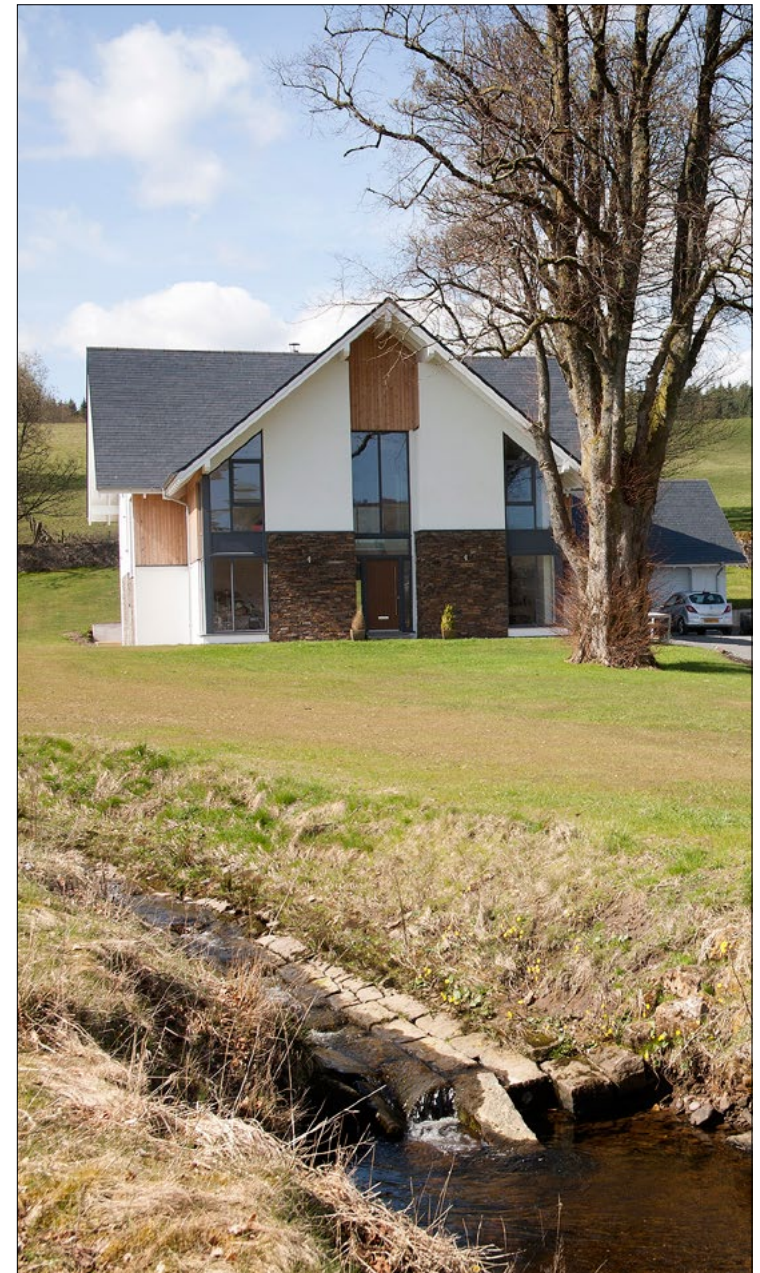
1.2.9 The direction set by the Council Plan is then used to define the objectives which each Service in Community and Enterprise Resources has to work towards. Planning is therefore required to:

- Ensure that planning applications are assessed within an up to date development plan framework.
- Establish opportunities for sustainable economic growth through ensuring there is an adequate supply of housing, industry and business land, and greenspace.
- Provide services and infrastructure which help local communities to become more sustainable
- Achieve results through leadership, good governance and organisational effectiveness

These objectives are translated into specific actions to be taken by the Planning Service. These include progressing work on the preparation and implementation of the Council's Local Development Plans, and Clydeplan (the Strategic Development Plan) - in accordance with the timetable set out in the Development Plan Scheme, effectively and efficiently processing planning applications, and retaining the Service's Customer Service Excellence accreditation. This is with a view to securing development which can generate sustainable economic development and is of a high standard.

1.2.10 If the Planning Service is to deliver satisfactory outcomes in response to these actions its working practices and methods need to be responsive to the demands of its customers, and its staff need to have the skills and knowledge required to deliver quality outcomes. Taking account of the above the Service structures the improvement actions set out in the PPF around the need to:-

- Improve the user's experience and increase their understanding of the Planning Service;
- Raise the Quality & Effectiveness of our Business Processes; and
- Raise our Effectiveness in Assessing the Quality of Development Proposals.



Introduction

Addressing and reviewing the Service's performance against these aims also provides a means of aligning both its existing activities and the improvement actions in the PPF with the aims and objectives set out in the Council Plan, the SOA and the Council's annual Resource and Service plans.

1.3 Planning Performance Framework

1.3.1 The components of the PPF for 2016-2017 are:

Part 1 – A performance assessment across 4 areas of activities that define and measure a high quality planning service. These activity areas cover the following topics:-

- i. Quality of outcomes,
- ii. Quality of service and engagement,
- iii. Governance,
- iv. Culture of Continuous Improvement.

Part 2 – Supporting evidence and links to related reports and studies such as customer survey results, Resource and Service Plans, and customer charters and guidance.

Part 3 – Service improvements and timescales for the delivery of improvements, plus a review of the delivery of the previous year's service improvement actions.

Part 4 – National Headline Indicators such as age of Development Plan, effective housing

land supply, application approval rate and delegation rate.

Part 5 – Official Statistics – including average timescales for determining applications, numbers of local reviews and appeals and enforcement activity.

Part 6 – Workforce information.

1.3.2 In terms of Part 2 of the PPF, Defining & Measuring a High Quality Planning Service, previous PPFs categorised the performance factors in terms of how they contributed towards delivering certainty, consistency, communications and contactability. The Service continues to find this a useful and effective way of identifying and grouping these activities and this approach is used in Part 2 of the PPF.

Defining and measuring a high quality Planning Service - part 1

2.0 Defining and measuring a high quality Planning Service

2.1 Part 1 of the PPF provides an opportunity to demonstrate within 4 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:

- Quality of outcomes – demonstrating the added value delivered by planning;
- Quality of service and engagement - demonstrate the planning service's positive actions to support sustainable economic growth, initiatives to work consistently with stakeholders and deliver a positive customer experience;
- Governance – how structures and processes are proportionate, effective and fit for purpose;
- Culture of Continuous Improvement – demonstrating a culture of learning and improving.

2.2 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.

Return for period ending March 2017

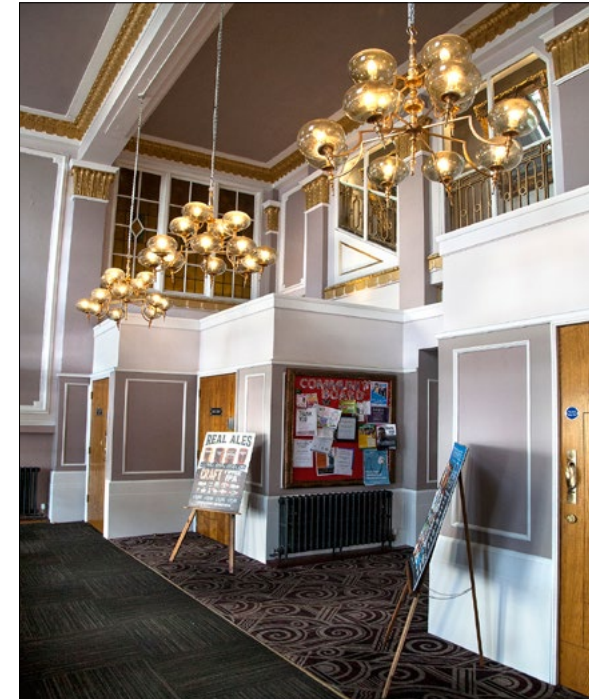
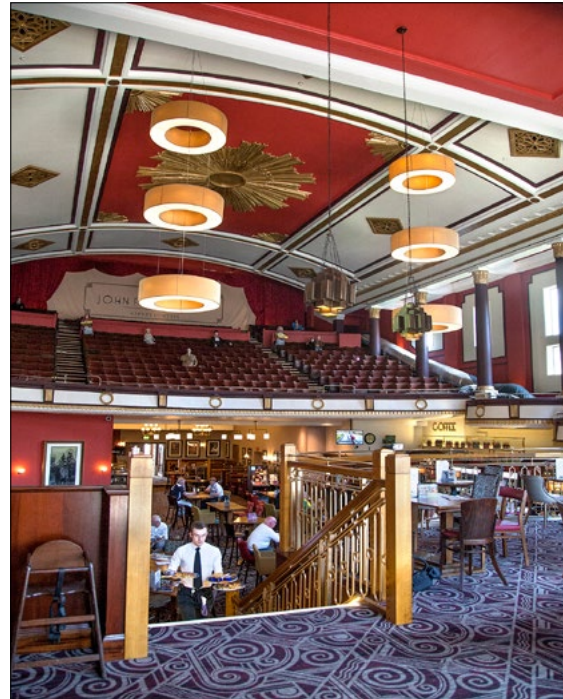
Area of activity)	Current position
Quality of outcomes	<p>Certainty</p> <ul style="list-style-type: none"> • Supplementary Planning Guidance on Residential Development and Design, describing design standards and incorporating principles set out in Designing Streets, provides basis for assessing housing applications. • Green Network Design Guide provides advice on the creation of quality, well managed and accessible greenspaces. • Local Development Plan includes policy requiring proposals to address the 6 qualities of place making. • Policy is complemented by Supplementary Guidance on Development Management Place Making & Design, which incorporates material/advice on the 6 qualities of placemaking and include an appendix which sets out detailed advice on the 'Objectives of Urban Design' and 'Aspects of Development Form', plus detailed advice on points to consider when addressing design matters. • Shop front design guide available • Advice on windows and doors for listed buildings and conservation areas available • Landscape quality and capacity assessment in respect of windfarm and wind turbine developments available on Council website. Used in Supplementary Guidance on renewable energy as basis for advising on landscape and visual impacts. • Planning Service ground maintenance budget used to undertake small scale environmental improvements in targeted locations. <p>Consistency.</p> <ul style="list-style-type: none"> • Development Management Policies & Procedures Group's (DMPPG) provides an opportunity to share examples of good design and approaches to design solutions. Examples of some of the developments considered are provided below. • Guidance on Road Construction Consent process prepared by Roads & Transportation Service which incorporates principles set out in Designing Streets. • Participate in the Local Authority Urban Design Forum. <p>Communications</p> <ul style="list-style-type: none"> • Local Development Plan specifies the sites which require Development Frameworks or Residential Masterplans and the design considerations to be addressed.

Defining and measuring a high quality Planning Service - part1

The design and place making policies and principles set out in the SLLDP, the Residential Design Guide and the SG on Development Management Place Making & Design are used by case officers in discussions with applicants, at both the pre-application and assessment stages of the application process. They provide a robust and effective way of engaging with applicants on matters of design and layout. Some of the outcomes are illustrated below.

Wetherspoons Cambuslang

The proposal entailed the complete internal and external renovation of the former Savoy Hall, Main Street, Cambuslang and its change of use to a public house. The property, originally built in the 1920's as a cinema and subsequently changed to a bingo hall in the 1960's, is Category C listed. However it had sat vacant for several years prior. As a prominent building within the Main Street, the Council were keen to see the property restored and reused. This development was a good example of extensive positive discussion and negotiation between the Planning Service, the architects, and the applicant JD Wetherspoons. This resulted in the successful delivery of a stylish renovated building creating an impressive bar and restaurant with raised lounge and external seating area. The public house is now open and has been named the Sir John Fairweather after the architect who originally designed the building. The building has retained the majority of listed features, most notably the classical facade, impressive interior Corinthian columns and the upper storey cinema seating. Together with high quality finishes and interior design this property is an attractive and popular venue within Cambuslang and the surrounding area.



Defining and measuring a high quality Planning Service - part 1

The Crown, Biggar

The internal and external refurbishment of The Crown, Biggar a public house and restaurant with a Grade B listing within Biggar Conservation Area was aimed at upgrading the building and creating a more vibrant and attractive facility for both locals and tourists.

Proposals included the repainting and new signage on the front elevation and internal changes to remove an internal wall, removing and relocating toilets, opening up blocked up windows and refurbishment of the upper and lower bar areas to provide a more appealing restaurant experience. The proposals also included the inclusion of an outdoor seating area located on the pavement to the front of the building. In view of the scheme's potential impact on the quality of the building and its prominent location on the Main Street the scheme was the subject of detailed discussions and negotiation between the architect, applicant and planning officer to achieve sympathetic alterations which respected both the traditional character of the building and the wider streetscene. This resulted in amended plans which ensured traditional inn keeping signage was

used, including the retention of the crown insignia above the door to the public house. The rear flue was repositioned and re-designed to ensure an appropriate height and location which met Environmental Health criteria but also limited its visual impact. This has resulted in the refurbishment of a listed building to ensure it continues to be fit for purpose for the current restaurant market, whilst retaining the historical character of Biggar High Street and the property itself.



Defining and measuring a high quality Planning Service - part 1



Newton Primary School

As part of the overall masterplan for the Newton Community Growth Area (CGA), a new non-denominational primary school/nursery, a community wing and a community pitch have been provided. The school and community facilities are the result of extensive and productive collaborative working between South Lanarkshire Council and Taylor Wimpey. The school is a vital part of the Community Growth Area and is the first of its kind within the three CGAs in South Lanarkshire. The school is a modern mixture of one and two storeys with an atrium roof on the western section of the building and is finished with timber cladding and will form the centrepiece of the new community.



Defining and measuring a high quality Planning Service - part 1



The Haven, Manse Road, Forth

The proposal involved the erection of a support centre by a registered charity for people affected by a range of life-limiting illnesses and for their family members and carers; including free and confidential care, complementary therapies and advice/information to clients. The site is owned by the Council within a predominantly residential area and was formerly occupied by a miner's welfare hall which in recent years had become derelict.

The development comprises a modern, contemporary, innovatively designed drop-in centre on a site on the southern edge of Forth. Redevelopment resulted in the provision of an exceptional, high quality design solution for the client's premises, set within a landscaped plot - enhancing the appearance of the local streetscape and the surrounding area.

The project also represents an example of collaborative partnership working, with the Council and other parties providing funding assistance, guidance and advice at all stages of the application process. The advice provided at pre-application stage enabled the architect to finalise the proposed building's design and ensure the project met its timescale for completion.



Defining and measuring a high quality Planning Service - part 1



Planning Service Land

The Planning Service inherited responsibility for a number of 'legacy' sites related to former CPOs and projects associated with former District Councils. These sites are located across the Council area. The Service is allocated a limited budget to maintain this land. A number of the sites are public footpaths and open space and therefore attract a high level of public use. The Planning Service therefore has to identify where and on what the limited budget available for maintenance should be spent, to ensure any improvement work has the

maximum positive impact for the maximum number of users. Consideration is also given to identifying where work is required to protect householders or businesses from significant adverse impacts on their amenity. In response to request from customers and on the basis of the Service's regular monitoring of these sites the works undertaken over the past year have included crown thinning of trees overshadowing neighbouring property, improving the access to industrial properties and removing dense shrubbery along a public footpath to remove a 'den' - thus discouraging anti-social behaviour and encouraging the local community to make more active use of the path.

To ensure work is carried out in a manner that not only resolves the issues, the Planning Service works in partnership with the Council's arboriculturist and consults with its Countryside and Greening Service to ensure that appropriate works are identified, costed and carried out in a manner that not only addresses the immediate problem but can also improve the quality and value of the environment.

Minerals Restoration

Following the 2013 collapse of Scottish Coal the 4 opencast coal sites they operated across the Council area were abandoned.

The Council therefore was required to call on the restoration bonds for each of these sites. The Council succeeded in negotiating a settlement of the bond which covered the Glentagart site and the sum of £1.8 million, to be spent on its restoration, was secured. As the site is owned by Douglas and Angus Estates the Council had also entered discussions and negotiations with the landowner in order to work towards delivering the final landscaping and restoration of the site. By pursuing this project in co-operation with the land owner of the site it was possible to design a restoration scheme which not only made the most efficient and effective use of the bond money, but which also ensured that the site would be restored in a manner that would be suitable for them, when they subsequently took over the working of the land. If on completion of the restoration works – funded by the bond – the site's condition reflected their future needs and requirements then it could thereafter be managed and operated in a way which ensured its long term future. On the basis of these discussions the landowner also agreed to contribute towards the restoration works.

A scheme was therefore designed and its cost was independently verified by an independent compliance assessor. The Planning Service retained the Services of the compliance

Defining and measuring a high quality Planning Service - part 1



assessor to thereafter audit all the work undertaken on the site - as it was carried out - to ensure that the bond money was being spent correctly and the overall project budget was adhered to.

The site has now been transformed from an abandoned coal mine to a working farm and forestry plantation. The former farmhouse on site has been renovated by the land owner and is now occupied by the tenant farmer who works the land. The site now sits within the natural landscape with no evidence of its previous coaling legacy.

Bond payments have also been received in respect of each of the other 3 sites. Restoration work is taking place on one and at the other 2 sites schemes are in the process of being designed and prepared.

Delivering Investment

The Scottish Ministers granted consent to a major windfarm developer for two separate large scale wind farm developments, under Section 36 of the Electricity Act 198, for two sites near Strathaven and Douglas in South Lanarkshire.

The developer wished to deliver both developments under the scheme, Contract

for Difference (CFD). There is tight programme and key stages to meet throughout this contract process. Each of these developments, however, had around 50 deemed planning conditions, of which approximately 35 were pre commencement conditions. The level of information required to address the matters in these conditions, for both sites, was potentially both detailed and complex and these matters had to be resolved in order for the developer to achieve financial close. The Planning Service therefore identified a need to work closely with the developer throughout 2016, in advance of the submission of the information required to discharge these conditions and secure financial close.

Throughout this process the Planning Service ensured that the developer had a clear knowledge and understanding of the particular issues to be addressed and the information required to satisfy these matters. When advising the developer of



Defining and measuring a high quality Planning Service - part 1

the information being sought careful regard was had to the need to ensure it was limited solely to what was necessary and that it was proportionate to the issues to be resolved. The process also involved the Service liaising closely with key consultees such as Scottish Natural Heritage, SEPA and West of Scotland Archaeology Service on the appropriate kind of information needed; and the Service also managed the process of considering and responding to the comments and issues raised by the consultees during this process. In some cases this involved balancing the competing issues raised by each of the parties and the Planning Service facilitating discussions to resolve these matters and agree a way forward for the developments. Internally the Planning Service also co-ordinated changes to the developments as they arose, and dealt with financial and legal matters with colleagues in Roads and Transportation Services, and Legal Services.

The conditions for both sites were successfully addressed within the tight timescale required and the developer successfully secured an investment package of over £200M. The developer wrote to the Service expressing their 'appreciation for the hard work and commitment' of the Service and concluded that the Service's 'efforts and their very positive approach were much appreciated'.

Return for period ending March 2017

Area of activity)	Current position
Quality of service and engagement	<p>Open for Business</p> <p>Certainty</p> <ul style="list-style-type: none"> • Approved Glasgow and Clyde Valley Strategic Development Plan (May 2012). • Proposed Clydeplan (Strategic Development Plan 2) published January 2016 • Examination report on proposed SDP published March 2017. • Adopted Minerals Plan (June 2012). • Adopted South Lanarkshire Local Development Plan (June 2015). • Supplementary Guidance on Development Management Place Making & Design, Renewable Energy, Green Network & Greenspaces, Affordable Housing, Green Belt & Rural Area, Town Centres & Retailing, Industrial & Commercial Development, Community & Infrastructure Assessment, Sustainable Development & Climate Change and the Natural & Historic Environment approved. • Proportion of applications approved 98.6%. • Proportion of applications approved contrary to current Local Development Plan 1.2%. • Proportion of applications approved in accordance with officer's recommendation 100% • Submission and monitoring of Performance figures a standing item on Management Team agenda. • Video available on the council web site describing the application process. • Complaints to SPSO – 2 complaints were made to the SPSO. 1 was not pursued and 1 was initially not pursued. Further information was later requested by the SPSO which was submitted. Nothing further has been received from the SPSO since then <p>Consistency</p> <ul style="list-style-type: none"> • Internal protocols in place with Environmental Services, Roads and Flooding covering appropriate information required to support and subsequently assess applications and required response times to consultations. • Written advice provided in response to pre-application enquiries/discussions • Guidance note prepared for case officers on the formal recording of all pre-app discussions • 32.6% of applications subject of pre-application discussion • Proportion of applications not validated at first attempt 46.4% • All responses to complaints reviewed to establish if the 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, design and access statements, planning local review body, high hedge applications and residential design guide

Defining and measuring a high quality Planning Service - part 1

Return for period ending March 2017 (continued)

Area of activity)	Current position
Quality of service and engagement	<p>Open for Business</p> <p>Communications</p> <ul style="list-style-type: none"> • Attend Clyde Gateway partnership meetings to assist in progressing planned regeneration/economic development proposals. • Attend City Deal meetings to assist in progressing key projects. • The South Lanarkshire Local Development Plan points out that the developers contributions sought by 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.' • Supplementary Guidance on Community Infrastructure Assessment published August 2016. Guidance formally confirms that the Council when assessing contributions 'will aim to ensure that there is a balance between setting a sum at an appropriate level to address impacts whilst ensuring the development remains viable.' • Website and pre application discussions used to promote processing agreements. • Development Management Charter & Crystal Marked Enforcement Charter in place setting out processes, contact points and response standards. • Customer Satisfaction Survey shows proportion of agents/applicants identifying the overall level of service provided by Planning as 'excellent or good' to be 84% and the proportion who consider usefulness of advice and assistance received from planning staff to be 'excellent or good' is 90%. • Applications submitted online via the National Planning Portal processed directly into the Council's Electronic Data & Record Management System and DM system with no manual input from Support Staff. • e-consultation undertaken with all statutory and of non-statutory consultees who can receive information electronically. • Web information on planning applications updated daily. • On line information provided for householders on the need for planning permission for common types of householder development. http://www.southlanarkshire.gov.uk/info/200218/planning_for_householders/953/do_i_need_planning_permission <p>Contactability</p> <ul style="list-style-type: none"> • Applicant advised of direct contact numbers/e-mail address of their dedicated case officer when application registered. • Major applications handled by dedicated case officers who deal directly with Area Manager and Head of Service. • Proportion of applications submitted electronically – 65%. • Planning Portal usage audited; number of visits averaged 8,809 per month in 2016/17. • Planning portal allows for electronic submission of representations to planning applications. • Duty Officer system ensures that a professional member of staff is always available to advise customers.

Defining and measuring a high quality Planning Service - part 1

Project managing DP

The 'Objective' system used by the Service to manage the preparation of LDP documents and the submission and logging of responses was examined to identify if it could also provide a means of project planning and monitoring the preparation of the plan itself. However it was established that it did not provide a sufficiently robust or effective means of controlling work on the plan. It was therefore decided to use Microsoft Project, and the staff involved in the preparation of the plan was trained on its use and application. A project plan has consequently been programmed – based on the timeline set out in the Development Plan scheme – which itself sets out a programme aimed at having the next LDP is in place by Spring 2020, within 5 years of the adoption of the current plan. Progress against the project plan is reviewed and assessed by the Planning Managers on a regular basis.

Place making Tool

The Place Standard Tool was developed through a partnership between the Scottish Government, NHS Health Scotland and Architecture and Design Scotland and provides a framework to assess the quality of a place. It therefore enables the physical, social and environmental quality of communities and settlements to be evaluated, in a structured way, and allows participants to identify their priorities for a particular place. It is also an approach which can be applied to places that are well-established, undergoing change, or still being planned.

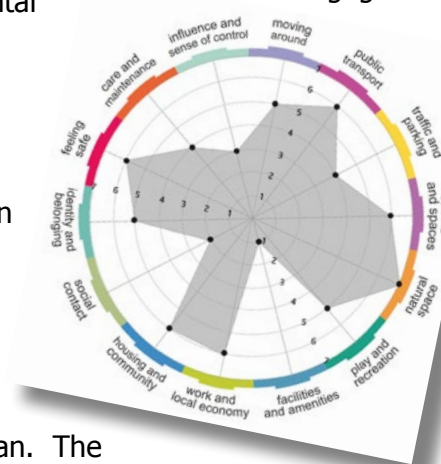
Early last year the Council embarked on the preparation of a new Local Development Plan. The first stage in this process was to consult with communities and stakeholders in order to seek their views on the kind of matters it would be appropriate to consider in the plan's Main Issues Report – the purpose of which is to consider potential changes to the LDP and to address issues raised during the consultation process. Whilst considering what approaches could be taken to widen the scope of this consultation process and having reviewed the guidance and advice accompanying

the Place Standard, the Planning Service recognised that it would be an effective tool for collaborative working as it provided a framework for structured engagement and dialogue with the community.

Consequently, as part of the consultation and engagement process, Planning Officers used the Place Standards Tool. Seventy six place standards forms were completed by several community councils, the Disability Partnership, Seniors Together and members of the general public. This gave returns for around thirty different settlements and neighbourhoods across South Lanarkshire, ranging from small settlements such as Tarbrax, to parts of East Kilbride.

The full results of the exercise were included in an appendix to the Consultation and Engagement Report accompanying the MIR and will be used to inform the policy approach taken in the proposed LDP.

http://www.southlanarkshire.gov.uk/downloads/file/11089/place_standards_technical_report_internetpdf.



Defining and measuring a high quality Planning Service - part 1



Local Development Plan Consultation

Whilst considering the approach to be taken to consultation on the Council's new Local Development Plan (LDP), at the pre MIR stage, the Planning Service identified the need to reach some of the groups not normally involved in this process.

Consequently, Stand Points with i-pads were placed in various locations throughout the Council area to give people an opportunity to submit their views and opinions on various

aspects of South Lanarkshire which might impacts on their communities, including greenspace, shopping, housing and transport. Sixteen venues were used, including leisure Centres, swimming pools, libraries and parks. In response total of 836 surveys were completed and were used to assess the way in which priorities varied across communities. In addition, the Service recognised the need to capture the views of young people on their communities. A consultation event was therefore organised specifically for secondary pupils and members of the South Lanarkshire Youth Councils (SLYC). A total of 42 pupils from 9 Secondary Schools took part as well as 3 members of the SLYC.

The event started with the pupils taking part in a South Lanarkshire Quiz, following which there was a short presentation on the development of the LDP. The young people were then asked to complete the Scottish Governments Place Standard Consultation Tool. This was followed by a session where they were asked to create a Perception of Place table. This consisted of 3 columns – good and bad aspects of the Settlement/ Neighbourhood they live in and a final wish list column which could list anything they would like to see happening where they live. Optional Community Consultation forms were also placed at tables during the event for pupils to complete. The main issues raised

by the school pupils were work opportunities, availability and price of public transport and having a voice in decision making that affected their lives. Where appropriate these will be used to inform the policy approach taken in the proposed LDP.

In addition, stakeholder meetings were also arranged with a wide range of parties including all internal Council Services, Scottish Water, SEPA, SNH, NHS and the Forestry Commission. Consultation events were also arranged with the Council's access panel and disability partnership, seniors together, and all Community Councils. The Community Council events specifically included opportunities for elected members to be involved in and contribute towards the identification and discussion of issues to be considered during the preparation of the MIR. The full programme of events and the responses are set out in the MIR's Consultation and Engagement report.

http://www.southlanarkshire.gov.uk/downloads/file/11104/consultation_and_engagement_report.

Defining and measuring a high quality Planning Service - part 1

Review of Enforcement Charter

The original version of the charter indicated, in general terms, those cases which it was considered would require more urgent attention. However, it was pointed out by customers that, in terms of the service standards, all complaints, regardless of their seriousness or implications, were to be responded to in the same way, and with the same deadlines set for replies to the relevant parties. The charter therefore did not set out the service standards that would apply to cases of different severity. It was decided therefore that, in order to ensure enforcement officers prioritised their responses to potential breaches, and customers had a clear understanding of the service to be expected, it would be appropriate to establish a hierarchy. This would give priority to cases that had the most serious potential effects and which might affect important or sensitive sites. A priority system which could be added to the enforcement charter was therefore identified.

This indicated that enforcement cases likely, for example, to affect public safety, listed buildings, designated natural or historic sites and conservation areas; or which are likely to cause significant and immediate harm to the amenity of a locality would be high priority. These would require a response immediately, or within one working day. Cases which were of lesser priority would require a response within 5 working days, whilst cases, for example, where the unauthorised development reported would be likely to receive permission, if it was applied for, would be responded to within 10 working days.

The revised Enforcement Charter has been published on the Council's website.

https://www.southlanarkshire.gov.uk/downloads/file/57/planning_enforcement_charter



Validation Guide

A review of the process for assessing planning applications highlighted the high proportion of applications that were made invalid at registration. Further analysis revealed that householder applications submitted without the use of an agent were particularly likely to be made invalid. As a result a guide for the use of those making householder applications was produced. This provides advice on the type and level of information that is required. It includes guidance on completing the application form and a description of the plans, drawings and other information that may be required. Clear illustrations of the different range of plans and drawings are also provided in the document. Discussion of the proposals before the application is submitted is encouraged, as is the submission of the application electronically, while links are provided to the Council's approved supplementary guidance on householder development. The guide was produced by a planning officer and peer reviewed by colleagues.

http://www.southlanarkshire.gov.uk/downloads/file/10923/guide_for_submitting_a_householder_planning_application



Defining and measuring a high quality Planning Service - part 1

Return for period ending March 2017

Area of activity)	Current position
Governance	<p>Certainty</p> <ul style="list-style-type: none"> • 4 week and 8 week Committee cycle for Planning Committee and Area Committees established and diarised. • Planning & Local Review Body programmed on 3 week cycle and held as required. • The managers' meeting and 1-2-1 meetings with individual managers and Head of Service, held on 3 week cycle, each review the position regarding applications going forward for approval either via Committees or under delegated powers. • Revenues Budgets reviewed with Finance via 1-2-1 meetings with Head of Service and Managers on a monthly basis. • Budget & 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. • The monitoring of works associated with the Bonds which are lodged with the Council to cover minerals restoration includes the regular, independent assessment of site progress against the value of the invoices lodged by contractors/consultants. <p>Consistency</p> <ul style="list-style-type: none"> • Prior to issue Building Warrant approvals & Roads Construction Consents are cross checked against Planning Permissions to identify discrepancies. • Licensing applications cross checked against Planning Permissions to ensure 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. • Schools Modernisation Programme and Council's Social Housing Programme progressed with Education and Housing Services respectively through Joint Project Teams. • The Planning Service is a partner in the group progressing City Deal projects involving £170M of investment in strategic development proposals, including the infrastructure required for progressing Community Growth Areas in South Lanarkshire. • Planning applications granted with a requirement for a legal agreement specify that should there be no significant progress towards the conclusion of the Planning agreement or obligation within 6 months of the date of the Committee decision the proposed development may be refused. <p>Communications</p> <ul style="list-style-type: none"> • Electronic filing and work flow of all documents associated with applications allows immediate & direct access to this information across the entire service. • Regular liaison meetings held with Countryside & Greening Service to co-ordinate work on Development Planning, Development Management, Core Path Plan and Sustainable Development Strategy. • Regular liaison meetings with Scottish Power regarding infrastructure issues and development proposals. • Participate in the Central Scotland Wind Turbine Forum and Strategic Environmental Assessment Forum • Planning Service works with other Authorities through the Strategic Development Planning Authority, West of Scotland Archaeology Service, Clyde Gateway, the Green Network Partnership, the Glasgow and Clyde Valley LDP Forum and Heads of Planning Scotland (HOPS) Development Management, Development Plans and Energy & Resources Sub Committees and HOPS benchmarking group and Executive Committee.

Defining and measuring a high quality Planning Service - part 1

Major Applications Review

In September 2016, in line with the Council's commitment to continuous improvement a programme for the delivery of Empower (Public Service Improvement Framework) self assessments was approved. This programme was based on a targeted, risk-based approach, focussing on those service areas which would most benefit from an assessment. Criteria for selection included where there was a performance issue, where there is a high risk to the Council, or where a service review was being carried out. The Council plan had, over the years, set a target of 70% of major applications being determined within 4 months. It had proved difficult for the Service to consistently meet this target. In addition the Planning Service was undergoing a review of its structure and organisation.

In view of the above it was decided that it would be appropriate to schedule an Empower assessment within the Planning Service to look at the processes involved in assessing and determining major applications. The Service Review Group therefore agreed it would be useful to focus attention on a sample of the nine major planning applications determined in the period April – September 2016 to examine whether there were particular issues/ unnecessary blockages within the system which could be addressed. On the basis of the analysis undertaken it was concluded that:-

- Processing of major planning applications is well resourced and time management was not cited by case officers as a cause for delay.
- Stop the clock was being applied appropriately.
- There was some evidence that applications which



Defining and measuring a high quality Planning Service - part 1

were deficient were being validated prior to the receipt of the required information. However it was recognised that invalidating more applications would have an impact on SLC's reputation for good customer service; as shown in our customer surveys.

- The main reason for the delay appeared to the time taken to negotiate Developer Contributions. Each of the case studies related to applications where meaningful negotiations had commenced after planning permission was granted. Recently, there has been some attempt to address delays in internal negotiations, with the introduction of the CIA Officer Working Group. This provides a mechanism through which contributions can be dealt with much earlier – at pre-application stage.
- Other issues in respect of Developer Contributions included:
 - some lack of clarity over responsibility for Developer Contributions negotiations
 - a perceived lack of communication between the case officer, the Planning Manager, and senior management (often caused by developers liaising directly with senior management); and
 - uncertainty over the distribution of Developer Contributions between Services/Resources.

The Community Infrastructure Assessment Officer Working Group which has been put in place (described below) is specifically tasked with addressing some of these issues; and the requirement for case officers to be involved in the group's discussions should encourage them to take ownership of the contributions process. The group also provides an opportunity for all the Council Services affected by a development to discuss internally, at a much earlier stage in the application process, how to assess and distribute contributions. The Service will also clarify roles and responsibilities of planning staff in relation to negotiating Developer Contributions, building confidence and encouraging ownership, possibly through training and by involving the case officer right up until the Section 75 agreement is signed. These actions are included in the 2017/18 Service Improvement plan.

Bench Marking

The Service continues to participate in the benchmarking group set up by Heads of Planning Scotland (HOPS), and the HOPS Development Plans, Development Management and Energy & Resources sub-

committees. These provide a means of sharing good practice across the authorities who take part, and a forum to discuss performance issues and solutions. This has included:-

- The implications arising from the decommissioning or repowering of windfarms.
- The potential use of visualisation software to assess the impact of rural developments on landscape.
- The consideration of District Heating legislation and proposals.
- Unconventional oil and gas.
- The use of the Place Standards Tool.
- Housing delivery.

Through its participation in these groups the Service benefits from the opportunity to review working practices and procedures and where appropriate make changes.

The Service also participates in the Glasgow and Clyde Valley Green Network Partnership and the Glasgow and Clyde Valley LDP Forum. The former has provided an opportunity for the Service, and the Council, to benefit and learn from work progressed



Defining and measuring a high quality Planning Service - part 1

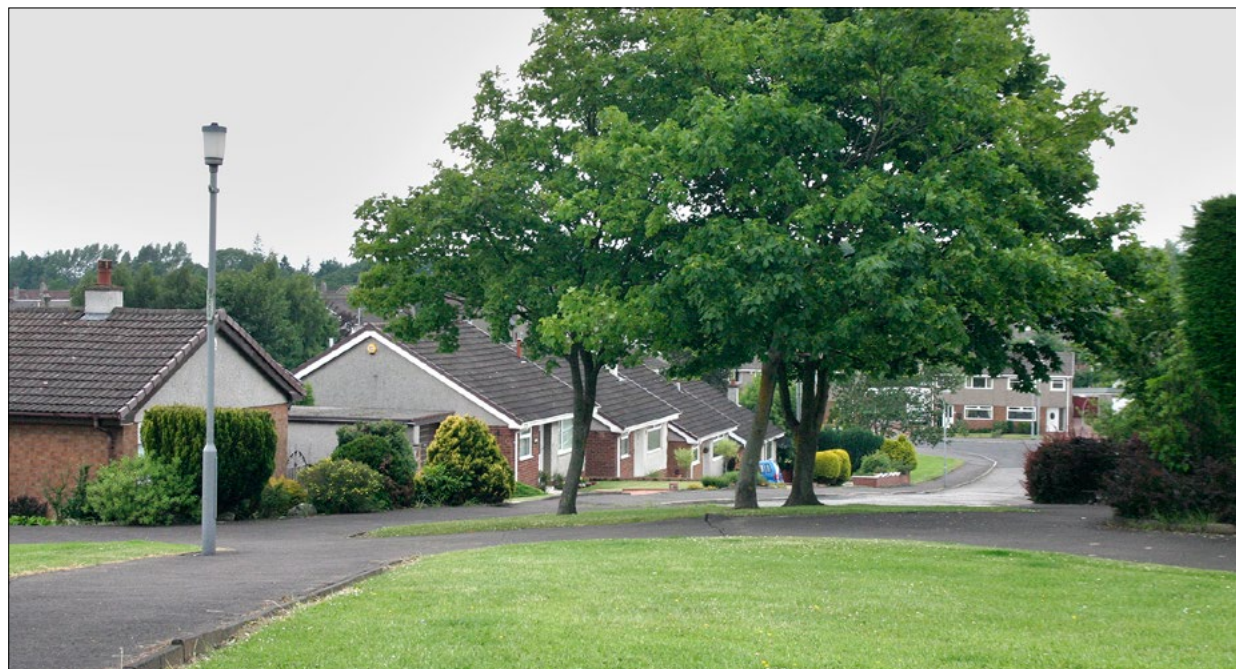
by the partners which has included projects covering:

- Integrating green infrastructure.
- Open space strategies.
- Climate change adaption and the initiation of the Climate Ready Clyde partnership.

Involvement in the Glasgow and the Clyde Valley Local Development Plan Forum provides an opportunity to share and exchange best practice in respect of LDP and SDP preparation and implementation. Most recently the Forum has provided an opportunity to consider how to take account of heat mapping in LDPs, the implications of the Planning Review, the role of Place Plans, and DPEA examination and appeals protocols.

Open Space Strategy

The Council's Local Development Plan recognises that open space plays an important role in contributing towards placemaking, supporting biodiversity, enhancing health, and providing areas for leisure activity. The Council itself has a large and varied landholding (3,000Ha) which has the potential to play its part in contributing towards these objectives. Following discussion with the Council's Countryside and Greenspace Service it was noted, however, that the nature and scale of the actions required, across a range of sites - whose



quality condition and potential locational benefits varied widely, could not be identified or prioritised.

Both the Planning Service and Countryside and Greening had been working in partnership with the Glasgow and Clyde Valley Green Network Partnership (GCVGNP) to complete a qualitative audit of open space across South Lanarkshire. Whilst this generated a large amount of data, it was difficult to use as a means of assisting

decision making on issues that impacted on the use and management of the Council's open spaces. It was therefore decided that if the Council wished to see these assets effectively contribute towards LDP objectives an open space strategy setting out an integrated policy approach to greenspace could be used to target revenue resources to where they are of most benefit, make more strategic use of external capital funding opportunities, clarify shared priorities with other stakeholders and provide a means of

Defining and measuring a high quality planning Service - part 1

developing more effective partnerships with local communities.

Following a series of joint discussions involving the GCVGNP, the Planning Service and Countryside and Greening, the GCVGNP agreed that they would be prepared to undertake the required analysis and work with Council Officers on the preparation of an Open Space Strategy. This work would be overseen by a group representing Planning, Estates, Grounds Services, Countryside and Greenspace and Grounds staff. The project is now underway and programmed to deliver the strategy before the end of the year. Thereafter an action plan for future implementation will be identified and taken forward.

City Deal

Glasgow Region City Deal will bring over £1 billion investment to the area which covers eight council areas in the Glasgow conurbation, including South Lanarkshire. The project will:

- fund major infrastructure projects
- create thousands of new jobs and help thousands of unemployed people back to work
- improve public transport and connectivity
- drive business innovation and growth and generate billions of pounds of private sector investment

South Lanarkshire identified four infrastructure projects potentially appropriate for City Deal funding, totalling £108 million. The Council's input to the project is led by the Planning and Economic Development Service. Planning officers are directly involved in cross Resource working groups,



meeting on a regular basis with representatives of all the relevant services within the Council. Officers also have an input into the associated business case for each project, whilst working directly with

the applicants and developers involved in each of the identified projects.

One such project, funded by City Deal, is Cathkin Relief Road, Rutherglen which has now been completed. The new £21m single-carriageway road was officially opened in February 2017. It runs for approximately a mile between Mill Street and Burnside Road. Several road junctions have also been upgraded and existing woodland areas have been complimented by extensive areas of tree and shrub planting. The new road infrastructure will support sustainable economic growth and minimise delay and congestion.

Planning officers are currently involved in the other three projects for South Lanarkshire, liaising with all of the relevant Resources and Services, in particular with colleagues in Economic Development, Roads Services and Finance. This also involves working with the developer consortiums and statutory consultees as part of pre application discussions for these major planning applications and taking forward the proposals in line with the associated business cases and agreed time frames.

http://www.southlanarkshire.gov.uk/info/200232/roads_lighting_and_pavements/1609/city_deal.



Defining and measuring a high quality Planning Service - part 1

Community Infrastructure Assessment

The Council's local development plan policy emphasises that when assessing the need for and the scale of contributions required to address the impacts of developments on infrastructure facilities, 'a reasonable and proportionate approach will be taken to the level of contribution and its timing.' Emphasis is also placed on the need to ensure a balance is struck between 'setting contributions at a level that addresses projected impacts and ensuring that the development remains viable.' In order to ensure this approach is consistently and uniformly applied an Officer Working Group was established with the two main functions of:

- Considering the Service Departments' requirements against the economic and social benefits and viability of the proposal, and concluding on the appropriate levels and phasing of agreed contributions; and
- Monitoring progress on legal agreements, collection of financial contributions and implementation of spending.

The group is led by Community and Enterprise Resources with representatives from Planning, Housing, Education, Community, Roads, Finance and Legal.

The group was formally established in September 2016. Officers attending the group have been able to take a corporate and balanced view on the level of contributions and are able to oversee the monitoring of contributions, address any challenges or opportunities that arise and authorise the spending of accumulated contributions to ensure that projects are delivered. The group meets on a 6 weekly basis and has delivered significant improvements in the process of addressing the impact of developments on local infrastructure and facilities through developer contributions whilst corporately considering the viability of proposals to ensure their delivery. Contributions have been agreed through the group, with the developers, for significant housing developments at Lanark Road in Braidwood, Gilbertfield Road in Cambuslang and Shields Road in East Kilbride.

http://www.southlanarkshire.gov.uk/downloads/file/10401/community_infrastructure_assessment.



Defining and measuring a high quality Planning Service - part 1

Return for period ending March 2017

Area of activity)	Current position
Culture of continuous improvement	<p>Certainty</p> <ul style="list-style-type: none"> • Council/Resource/Service Plans identify and programme the Council priorities. Plans cascaded to staff via managers & Team Meetings and also used to undertake individual Performance and Development Reviews. • Development Management Policy & Procedures Group reviews the robustness, relevance and use of the Service's processes and procedures. • Planning Services represented on the Best Value and Best Value Risk Groups which aim to ensure procedures across Community & Enterprise Resource are efficient and effective and take account of the potential risks associated with the work of the Service. • Council's Learning and Development Board ensures staff receive appropriate training when necessary and stay abreast of good practice. • Participation in Clyde Valley LDP Forum provides opportunity to share and benefit from best practice. <p>Consistency</p> <ul style="list-style-type: none"> • PDRs identify and monitor progress on training & development needed to ensure each member of staff can deliver on the Service's priorities. • On line training courses available to staff, via the Council's Intranet, covering a range of categories including managing meetings, negotiating skills, effective business writing, information security, and complaints handling. • Officers attended training/workshops on RIPSAs, planning for business and industry, geology and planning, town centres, and flood risk and planning. • Feedback from customer surveys, Customers Forum & Customer Service Excellence (CSE) assessment used to develop Service Improvement Plan. • Planning Service recognised through Customer Service Excellence scheme. <p>Communications</p> <ul style="list-style-type: none"> • 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.

Customer Service Excellence

The CSE approach is aimed at delivering an excellent customer focused service and keeping the customer at the heart of what we do. The Planning Service achieved Customer Service Excellence recognition in July 2014. It involves the Service testing itself against 57 criteria grouped under the following headings:

- customer insight
- culture
- information and access
- timeliness and quality of service
- delivery

At the time of the initial award five criteria were rated as compliance plus. Eight areas achieved partial compliance requiring further work to be carried out to achieve the required standard. The first of the annual reviews of the award was carried out by an assessor in June 2015. This resulted in one further area being rated as compliance plus and only three were judged as achieving partial compliance.

A second annual review was carried out in September 2016. One further area was rated as compliance plus giving a total of seven overall and just two criteria were judged as achieving partial compliance.

CUSTOMER
SERVICE
EXCELLENCE



Defining and measuring a high quality Planning Service - part 1

The additional compliance plus rating was achieved as a result of the assessors' direct contact and discussions with customers and agents; both on site and in telephone conversations. The assessors concluded that the feedback obtained demonstrated the service adopts a positive and collaborative approach, which in turn has had a significant positive impact on how customers and agents experience the planning process.

In particular the customer journey was seen to be understood, analysed and improved upon by officers and the service overall. The overall assessment concluded that the service has developed a culture of engaging with the Council's partners and stakeholders to achieve a positive outcome for proposals, through constructive negotiation and discussion.

The culture of the service was also highlighted as exemplary ranging from strong leadership in driving service improvements to the treatment of staff particularly when their efforts have led to improved outcomes for customers. The recruitment, training and development of officers was noted as underlining the commitment to deliver customer focused services.

Work involved in achieving compliance in the three areas that were previously partially successful included participation in the

Glasgow and Clyde Valley Local Development Plan Forum. This was identified as an opportunity to share best practice in relation to the process of preparing the LDP; as well as other benchmarking exercises to gain insight into assisting service improvements. The assessor also noted that the 2015-16 Planning Performance Framework showed the Service had adopted a thoughtful approach to importing ideas from elsewhere. The assessor noted in his feedback that the Planning Service continues to present a very well structured and presented submission with strong documentary evidence and customer commentary, reflecting a genuinely customer focused service with a strong culture based on quality.

http://www.southlanarkshire.gov.uk/info/200173/council_performance/1488/other_performance_information/3.

SEA Webinar

The Council is statutorily required to carry out on the Strategic Environmental Assessment on its policies, plans, programmes and strategies to ensure our environment is protected and, where possible, enhanced. The Planning Service plays a lead role in this work. The approach taken to SEA work by the Service and the Council has been acknowledged as an exemplar of best practice in Scotland, with a number of innovative approaches adopted to ensure that

high quality SEAs are carried out. Examples include the Corporate SEA Working Group, our SEA policy tracker and our State of the Environment Report, which is updated every two years.

It was recognised, however, that although we had made significant inroads to SEA work more could be done to promote the need and benefits of it to a wider audience in the Council. With this in mind, a webinar was prepared and delivered to 50 members of staff from across

a wide range of the Services.

Participants were identified following presentations to and discussions with the Corporate SEA Working Group, the Sustainable Development Co-ordination Group and the Corporate Improvement

Advisory Board. In addition, following discussion with the Employee Development team, it was agreed that staff in the first year of the Management Development Programme would be invited to attend.



Defining and measuring a high quality Planning Service - part 1

The webinar was held in March 2017 and included an interactive element which enabled a lively exchange of views and discussion on SEA. The evaluation carried out after the webinar produced very positive results and, as a result, this learning mechanism will be used again to promote further initiatives and training around both planning and economic development. This was considered to be a very successful way to raise awareness of the importance and value of SEA work. The webinar was recorded and is now available to all staff, through the Council intranet, as a Learn on Line resource.

Scottish Minerals Planning Group

The Scottish Minerals Planning Group is co-ordinated by HOPS and Scottish Government and has been set up to provide advice and guidance on minerals planning. South Lanarkshire is an active participant of the group. The first event under the auspices of the group was held in October 2016 and focussed on restoration bonds. As part of the event, the Service's Mineral and Waste Officer delivered an overview of minerals restoration including the types of bonds available and their pros and cons within the planning system. The group also aims to provide and share knowledge of minerals to all Scottish Planning Authorities. As the Service continues to require a designated Minerals Officer this has led to the Council and the



Scottish Government taking the lead in terms of sharing knowledge and experience of minerals developments.

The Service therefore is in contact with two Local Authorities (Falkirk and Argyle and Bute) to set up arrangements which would allow us to share knowledge on assessing mineral needs and the work involved in the Review of Mineral Permissions (ROMP) process. It is anticipated that the group's network will continue to provide an opportunity to share experience and to further build up mineral knowledge throughout all 32 Authorities. The Scottish Government, through the group, have set up an electronic forum which will hopefully make it easier for Local Authorities to post questions and share knowledge and the Council has agreed to lead on this, with Scottish Government, as the forum evolves.

Development Management Case System

The Service's development management case system is currently provided by Northgate and made use of a separate but linked Electronic Data and Record Management System (EDRMS). As a corporate decision had been made to move to a new EDRMS system the Service took the opportunity to review and assess if it was appropriate to move to a new case management

Defining and measuring a high quality Planning Service - part 1



system the Service took the opportunity to review and assess if it was appropriate to move to a new case management system, at the same time. The Service took into account the need to ensure its IT systems met the Scottish Governments e-development agenda, could access the Scottish Government Planning and Building Standards portal and could store documents electronically. A potential solution was examined and assessed by a panel of existing users against the Planning & Building Standards Business Requirements - through detailed system demonstrations, provided by the supplier, and from site visits and feedback

from existing users. Following detailed consideration and assessment of the results of this exercise a project Board – including representatives from across both Planning and IT Services decided that it would be appropriate to move to the iDox system. By moving to this system the Service will benefit from having a single case management and linked EDRMS solution, and also have some degree of guarantee that its new supplier will react quickly to legislative changes, and provide improved functionality; while helping to share the cost burden for future development. The work required to install the new system is programmed to take place over 2017/18.

Agents' forum

The Planning Service annually holds a forum for agents. This provides us with an opportunity to update them on planning matters within the Council and to discuss their views about service provision and customer expectations. The format used in June 2016 involved separate tables where a specific topic was discussed assisted by two dedicated officers/facilitators. Those attending were split into groups and spent 15 minutes at each table on a rotation basis. The topics covered included the means and ease of getting in contact with the planning service, pre-application discussions and the planning application process.

The Planning Service had recently merged with Economic Development and as a result an officer from that part of the service also attended to provide advice on grant assistance and loan funding available; and other business support mechanisms. A number of actions were developed, including improving the access to information for officers and customers on the business support that is available; changes to the Planning Service section on the website to improve navigation; the creation of a 'buddy' system so correspondence received by an officer who is on leave or unavailable can be identified and actioned; and the increased involvement of other Council services at pre-application meetings.



Supporting evidence - part 2

3.0 Supporting evidence

3.1 This section lists the evidence drawn on to support part 1 of the PPF

Customer Survey Results	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.
Customer Forum results	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.
Resource and Service Plan	Used to set out the Resource and the Service's actions aimed at delivering the Council's objectives.
Council Complaints Procedure	Complaints handling procedure identifies processes and procedures for responding to and addressing customer complaints. http://www.southlanarkshire.gov.uk/info/200170/comments_complaints_and_consultations
Performance Development and Review results	Used to identify individual staff training needs and Service improvement actions.
Adopted Minerals Plan	Sets out policy and guidance on Minerals Proposals. https://www.southlanarkshire.gov.uk/downloads/file/6301/adopted_minerals_local_development_plan_2012
Adopted South Lanarkshire Local Development Plan	Sets out policy and proposals used to guide decisions on applications and future land use. http://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/6
Approved Supplementary Planning Guidance on Residential Development and Design	Promotes the creation of residential developments of a design, quality and character which provide attractive, safe and sustainable environments. http://www.southlanarkshire.gov.uk/downloads/file/5448/residential_design_guide_2011
South Lanarkshire Development Plan Scheme 2017	Sets out the Council's programme for the preparation of local development plans to cover the South Lanarkshire area. http://www.southlanarkshire.gov.uk/downloads/download/48/
Supplementary Guidance on Development Management Place Making and Design	Sets out guidance on how the Council will consider and assess the design of proposed developments. http://www.southlanarkshire.gov.uk/downloads/file/9916/development_management_placemaking_and_design

Supporting evidence - part 2

Supplementary Guidance on Green Network and Greenspaces	Sets out guidance for developers, planning officers, other interested parties and groups on delivering a green network and green spaces. http://www.southlanarkshire.gov.uk/downloads/file/9920/green_networks_and_greenspace
Supplementary Guidance on Affordable Housing and Housing Choice	Sets out guidance for land-owners, land-agents and developers on how to factor an affordable housing contribution into cost calculations regarding land purchase and development. http://www.southlanarkshire.gov.uk/downloads/file/9919/affordable_housing_and_housing_choice
Supplementary Guidance on Green Belt and Rural Area	Sets out guidance for developers on the requirements for all new development proposed within both the Green Belt and the rural area http://www.southlanarkshire.gov.uk/downloads/file/9915/green_belt_and_rural_area
Supplementary Guidance on Town Centres and Retailing	Sets out guidance for developers on the requirements for development associated with town centres and retailing. http://www.southlanarkshire.gov.uk/downloads/file/9918/town_centres_and_retailing
Supplementary Guidance on Industrial and Commercial Development	Sets out guidance for developers on the requirements for development proposals in the employment land use areas identified in Policy 7 in the proposed plan. http://www.southlanarkshire.gov.uk/downloads/file/9917/industrial_and_commercial_development
Supplementary Guidance on Community Infrastructure Assessment	Sets out draft guidance and advice on the detailed criteria for assessing contributions required for development proposals. http://www.southlanarkshire.gov.uk/downloads/file/10401/community_infrastructure_assessment
Supplementary Guidance on Sustainable Development and Climate Change	Sets out guidance for developers on the requirements for all proposed development to minimise, mitigate and adapt against the effects of climate change. http://www.southlanarkshire.gov.uk/downloads/file/9914/sustainable_development_and_climate_change
Supplementary Guidance on the Natural and Historic Environment	Sets out guidance to assist in the consideration and assessment of all development that may have an effect on the character and amenity of the natural and built environment http://www.southlanarkshire.gov.uk/downloads/file/9921/natural_and_historic_environment
Supplementary Guidance on Renewable Energy	Sets out the spatial framework for wind energy and the considerations to be used in the assessment of renewable energy proposals. http://www.southlanarkshire.gov.uk/downloads/download/868/renewable_energy_supplementary_guidance
Council's Economic Strategy	Provides a framework for collective and integrated action to generate a change in the performance of the Council's economy. http://www.southlanarkshire.gov.uk/downloads/file/8508/south_lanarkshire_economic_strategy_2013_-2023_-_21
Development Management Charter	Sets out standards to be applied to the development management process. http://www.southlanarkshire.gov.uk/downloads/file/6570/development_management_charter

Supporting evidence - part 2

Enforcement Charter	Sets out standards to be applied to the enforcement process. http://www.southlanarkshire.gov.uk/downloads/file/57/planning_enforcement_charter
Green Network Design Guide	Provides guidance on the creation of high quality, managed and accessible greenspaces. http://www.southlanarkshire.gov.uk/downloads/file/4641/green_network_design_guide_2009_-_21
Advice on Windows and doors for listed buildings and conservation areas	Provides advice on installing replacement windows and doors http://www.southlanarkshire.gov.uk/downloads/file/7633/windows_and_doors_for_listed_buildings_and_conservation_areas
Shop front design guide	Provides advice on new shop fronts http://www.southlanarkshire.gov.uk/downloads/file/7507/shopfront_design_guide
Coal mining legacy problems advice	Provides advice on how to address coal mining legacy problems. http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/679/coal_mining_legacy_problems
West of Scotland Archaeology Service Historic Environment Records	WoSAS interactive map search illustrating archaeological sites. http://www.wosas.net/search.php
Online guidance	Provide guidance on detailed aspects of the planning process.
Decision Making Process	http://www.southlanarkshire.gov.uk/downloads/file/10027/a_guide_to_the_planning_decision_making_process
Pre-application Consultation Process	http://www.southlanarkshire.gov.uk/downloads/file/10269/pre_application_consultation_guidance
Pre-application Discussions	http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/50/how_to_make_a_planning_application
Inclusive Design	http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/51/inclusive_design
High Hedges	http://www.southlanarkshire.gov.uk/downloads/file/8770/high_hedges_act_guidance_leaflet
Design and Access Statements	http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/51/inclusive_design/3
Planning Local Review Body	http://www.southlanarkshire.gov.uk/downloads/file/10645/guide_to_planning_local_review_body
Guide for submitting a householder planning application	http://www.southlanarkshire.gov.uk/downloads/file/10923/guide_for_submitting_a_householder_planning_application
Information leaflets	Provide information and advice on the need for planning permission for a range of householder proposals http://www.southlanarkshire.gov.uk/info/200218/planning_for_householders/953/do_i_need_planning_permission
Advice on Processing Agreements	Information and advice on Processing Agreements http://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/1318/planning_processing_agreements

Supporting evidence - part 2

Video advising on planning application process	https://www.youtube.com/watch?v=ec7i16QIQ60 or http://www.southlanarkshire.gov.uk/info/200218/planning_for_householders/50/how_to_make_a_planning_application
Customer Service Excellence	Background to accreditation http://www.southlanarkshire.gov.uk/info/200173/council_performance/1488/other_performance_information/3
Public Performance Reporting	Individual performance reports which focus on key areas of Council business – 'Performance at a glance'. Planning (environmental and developmental) http://www.southlanarkshire.gov.uk/info/200173/council_performance/1478/public_performance_reports/14
Wind Energy Map Information	Map showing location of windfarms and small scale wind turbine developments. http://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/8

Service improvements - part 3

4.0 Service improvements 2017/18

4.1 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 and reflected in the Resource and Service Plans.

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, and attended by both Planning and Economics Development officers, to provide service users with an opportunity to scrutinise the quality of the Planning and Economic Development Service.	To provide the recently amalgamated Services with an opportunity to directly engage with customers	By March 2018	Identify the needs and concerns of customers and an opportunity to identify responsive and customer focussed business processes.	Through appraisal and review of the actions taken in response to the issues raised at Forums, by the Planning and Economic Development Managers (PEDMs), 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 2018	Provide feedback on the performance of the planning application process from those directly involved.	Through appraisal and review of the actions taken in response to the issues raised in the survey, by the PEDMs and the Development Management Policies and Procedures Group, (DMPPG); and a review of the changes generated.
Prepare a video showing customers how to access and use the Council's planning portal.	To broaden the Service's methods of communication with its customers.	By March 2018	It will provide an alternative, more accessible, means of describing the operation of the portal to customers.	PEDMs to make a sub group responsible for preparation and reporting on implementation

Service improvements - part 3

Service improvements 2017/18

Council/Resource objective: Embed governance and accountability (continued)

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?
Prepare a submission to address the year three re-assessment of Customer Service Excellence accreditation.	To address the areas of partial compliance noted in the assessment of the Service and to reaffirm CSE accreditation.	By July 2017	Retention of CSE status.	PEDMs to make a sub group responsible for preparation and submission of information.
Finalise the process for the formal logging and sharing with applicants of pre-application discussions.	To give applicants formal confirmation of the outcome of the process.	By February 2018	It will ensure customers have a clear understanding of the outcome of pre-application discussions.	PEDMs to make CSE group responsible for finalising the process.
Review the operation of the Development Plan management system.	To establish if the method of customer contact can be improved.	By November 2017.	It will establish if further changes can be made to the system to ease the process for customers submitting information/comments.	HQ Manager to progress with IT Services.

Service improvements - part 3

Service improvements 2017/18

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

Improvement area	Raise the Quality & 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?
Move to a new case work system and undertake the appropriate training for staff.	To ensure that the Council's system is fit for purpose and staff are fully trained in the new processes	By March 2018	It will provide a robust system which can be maintained and updated.	PEDMs to be kept apprised of the work being done by the Project Team through its Planning Service members.
Progress work required to further develop closer working between the planning and economic development elements of the new service.	To improve the delivery of planning and economic development services to customers.	By January 2017	The establishment of processes which will ensure co-ordinated planning and economic development advice is delivered to customers.	PEDMs to pursue and monitor.
Implement the actions required to deliver the restructure and reorganisation of the Service in accordance with the review.	To ensure the outcome of the Service Review is implemented.	By March 2018	It will allow for the realignment of staff resources to tasks, and facilitate closer working between the disciplines within the Service.	PEDMs to pursue and monitor.
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 2017	A detailed assessment of the areas in which training is needed.	PEDMs to review PDR outcomes and develop a programme of training.
Explore the use of the Notebook facility on Council website to advise agents/applicants of legislation changes.	To ensure agents/applicants are aware of changes.	By March 2018	It will help agents/applicants to prepare submissions that accord with the appropriate requirements.	PEDMs to make CSE group responsible for progressing.

Service improvements - part 3

Service improvements 2017/18

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	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?
Develop the skills of planning staff in relation to negotiating Developer Contributions	To build their confidence in this role and encourage them to take ownership of the process.	By March 2018	A more streamlined process for the negotiation of contributions.	PEDMs to pursue and monitor.

Service improvements - part 3

4.2 Delivery of Planning Service improvement actions 2016/17

4.2.1 This section of the PPF identifies the progress made in delivering the Service's improvement actions identified in the previous year's service plan, as well as the results of these actions.

4.2.2 The plan for 2016/17 identified 18 actions. Of this total 14 were completed over the year 3 were partially completed, and one not actioned due to the need to take account of a proposed change in the Service's

case management system. With regard to training officers benefitted from two valuable sessions one held jointly with colleagues in the Council's Estates Service and the other involving the Forestry Commission. The former provided an opportunity for officers to be made aware of the implications for the Planning Service, of the introduction of the Community Asset Transfer legislation. In particular the need to ensure that asset transfer requests are considered by a cross service team, the need for dialogue with the community, the need to consider planning, title and lease conditions, and for the Local Authority to ensure, through a review panel, that requests clearly compare the financial and non financial benefits of the request with the benefits of alternative proposals. The latter session provided valuable advice on the application of the Control of Woodland Removal Policy. This was of particular assistance to officers handling large scale windfarm applications in the Council area. It has assisted them both in identifying applications where the policy applies and in the requirements to be met; whilst also helping in the development of policies to address the Commissions' needs. Officers have also benefitted from attending training events covering a range of topics including RIPSAs, planning for business and industry, geology and planning, town centres, and flood risk and planning.

4.2.3 The results of the customers surveys undertaken in 2016/17 continued to demonstrate a good satisfaction rate amongst the agents and architects using the Council's Planning Service for the purpose of submitting planning applications. An extract from the results is provided below, together with some of the comments made by agents and architects.



Service improvements - part 3

	Excellent	Good	Poor	Very poor	Don't know
How would you rate the overall service provided by Planning	52%	32%	5%	11%	0%
The usefulness of advice and assistance given by Planning staff, prior to and after submitting applications	50%	40%	0%	10%	0%
The knowledge of Planning staff	60%	30%	0%	7%	3%
Time taken to reply to written enquiries	30%	50%	8%	10%	8%
The length of time taken to make a decision on your application	55%	15%	15%	15%	0%

- We found the service quick and easy to work with. Friendly helpful staff, good advice and a quick overall result in our favour.
- Excellent professional service. The Planner handling my application was friendly, courteous and provided a very efficient service.
- Staff was very pleasant and gave the correct advice.
- A common sense approach is taken by your officers.
- Yes, information given was in a friendly, clear - very helpful manner.
- Felt everything was quick which was great.

The Council also sought comments on users' experiences of the E-Planning portal for the submission of applications. Agents and applicants responded by indicating that they found it 'straightforward', 'very efficient' and 'very good. Some, nevertheless, did indicate a continuing preference for dealing face to face with an officer at the submission stage.

4.24 The Planning Service first secured recognition through the Customer Service Excellence (CSE) scheme in July 2014. The process requires the Service to assess and review its existing practices and procedures and identify areas which could lead to improvements in customer service. In July 2016 the service submitted evidence to support the second annual review of

the CSE standard. The assessors concluded that the feedback obtained from customers/ agents demonstrated the service adopts a positive and collaborative approach to its work, which in turn has had a significant, positive impact on how they experience the planning process. The overall assessment concluded that the service has developed a culture of engaging with the Council's partners and stakeholders to achieve a positive outcome for proposals, through constructive negotiation and discussion. A further review will take place in July 2017. This regular review cycle ensures that the Service continues to focus on continuously improving its customer service, and the review process is included in the Improvement Plan for 2017/18.

4.2.5 During 2016/17 the Service reviewed the legacy cases identified at the end of 2015/16. This resulted in nearly half of these longstanding legacy planning applications being determined during that period (23). The 48 cases remaining at the end of 2016/17 represent 3% of the planning applications determined for 2016/17 and will themselves be the subject of review over the coming year.

4.2.6 Following the amalgamation of the Council's Planning Service and Economic Development Service the opportunity was

Service improvements - part 3

taken to hold a seminar aimed at given staff an opportunity to become aware of the roles and functions of each Service and the way in which they could more effectively contribute jointly to securing investment and development in the Council area. This took the form of facilitated discussions based around case studies which gave those participating an opportunity to identify how at different stages in the development process they could contribute towards the delivery of a new proposal. A further session building on the feedback obtained from this initial exercise will be held in 2017/18.

4.2.7 Further details of actions taken and the progress made on the 2016/17 improvement plan are included in the table below. Outstanding actions have been rolled forward to 2017/18. However in view of the earlier decision made by the Service to move to a new DM case management system, and the subsequent identification of the scale of the work involved in the transfer, a significant amount of our time will have to be spent on implementing this move, and in ensuring all staff are familiar with and trained in its use. This will impact on the capacity of the Service to undertake further improvement actions.



Service improvements - part 3

Service improvements 2016/17

4.2 Delivery of Planning Service Improvement Plan Actions 2016/17 – Part 3

Service Improvements 2016/17

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, and attended by both Planning and Economics Development officers, to provide service users with an opportunity to scrutinise the quality of the Planning and Economic Development Service.	Forum held with group of customers in June 2016.	Yes	Feedback used to assess/review processes.
Survey applicants, agents and objectors.	<p>Surveys issued and results collated</p> <p>50% of respondents (including objectors) rated the Planning service as excellent or good.</p> <p>49% of respondents (including objectors) rated the advice given by staff in response to applications/objections as good or excellent.</p> <p>84% of agents/applicants rated the Planning service as excellent or good.</p> <p>90% of agents/applicants rated the advice given by staff in response to applications as good or excellent.</p>	Yes	Feedback used to assess/review processes.
Prepare a video showing customers how to access and use the Council's planning portal.	The decision to move to a new DM case management system will change the 'look' of the Council's portal. Preparation of the video has therefore been postponed.	No	Carried forward to 2017/18.
Provide advice and guidance for customers on the implications of the centralisation of the Planning service in Hamilton.	On line advice published and sessions held with customers as part of customer forums.	Yes	

Service improvements - part 3

Service Improvements 2016/17

Improvement area	Improve the user's experience and increase their understanding of the Planning Service (continued)		
What will we do?	Action carried out/Evidence	Complete	Comment
Prepare a submission to address the year two re-assessment of Customer Service Excellence accreditation.	Evidence submitted July 2016.	Yes	
Formally log and share with applicants pre-application discussions.	The processes involved in the formal logging and sharing with applicants of pre-application discussions is being finalised. The necessary IT fixes will be in place later this summer.	Partial	Carried forward to 2017/18
Review the operation of the Development Plan management system.	The methods used by those submitting comments to the LDP, via the Council's existing electronic system, were reviewed; and opportunities to simplify the process identified and implemented. These have been used in the preparation of the Council's new LDP.	Yes	Effectiveness of new approach will be reviewed.

Improvement area	Raise the quality and effectiveness of our business processes		
What will we do?	Action carried out/Evidence	Complete	Comment
Develop a procedure for ensuring that the relevant Heads of terms for Section 75 Legal agreements are identified in advance of planning decisions.	Procedure is integral part of the work of Community Infrastructure Assessment Officer Working Group which assesses developers' contributions and finalises recommendation to Committee.	Yes	Heads of terms itemised in Committee report
Move to a new case work system and undertake the appropriate training for staff.	Following assessment of options the decision was made to use the Idox case work system. The work required to move data will be undertaken in 2017/18, and this will include a considerable investment in staff training.	Partial	Ongoing work and training required - carried forward to 2017/18.

Service improvements - part 3

Service improvements 2016/17

Improvement area	Raise the quality and effectiveness of our business processes (continued)		
What will we do?	Action carried out/Evidence	Complete	Comment
Establish a framework for integrated working between the planning and economic development elements of the new service.	Initial facilitated workshops held in order to identify areas where closer co-operation could improve the delivery of a more closely aligned planning and economic service to customers.	Partial	The initial workshops identified opportunities for further topic based workshops to be held in 2017/18.
Review the structure and organisation of the Service.	Working group established to examine the operation of the Service. Existing work patterns, practices and structures reviewed; and compared to outcomes being delivered and sought. This included a review of the priorities attached to enforcement complaints and the procedures followed when processing major applications. Report and action plan delivered to Chief Executive for consideration.	Yes	Following consideration of recommendations by Chief Executive, in terms of structure and organisation, implementation will be phased over 2017/18 and 2018/19.
Audit skills of planning staff and assess skills needs through the Performance & Development Review (PDR) Process.	Reviews completed and training required identified and included in individual's career development plans.	Yes	Outcomes used to identify potential training and succession planning opportunities.
Continue dialogue with IT Services on the potential for the introduction of 'mobile working'.	Pilot study undertaken in co-operation with IT Services on use of mobile technology to store plans and correspondence prior to site visits; and to record observations, on site. Further work will be progressed when new case management system is operational.	Yes	Further work will need to take account of the timetable for implementation of new case management system.
Explore the use of the Notebook facility on Council website to advise agents/applicants of legislation changes.	Initial discussions held with IT who are considering security/access issues prior to determining how to implement the use of Notebook.	Yes	Further action to be taken over 2017/18

Service improvements - part 3

Service improvements 2015/16

Improvement area	Raise the quality and effectiveness of our business processes (continued)		
What will we do?	Action carried out/Evidence	Complete	Comment
Streamline the process for assessing sites submitted as part of the Local Development Plan process.	Guidance and pro-forma produced to be used for submission of sites. Accompanied by advice on the proposed 2 stage assessment process, aimed at avoiding submission/consideration of large amounts of detail in respect of all sites.	Yes	Sites were reviewed and sifted more efficiently and work could be focussed on most relevant options.
Work with those Council Services who lodge applications to ensure that their submissions accord with the appropriate requirements.	Workshop sessions held with relevant services to provide advice on content to be included with applications and processes involved.	Yes	Follow up sessions will be held with services submitting applications.

Improvement area	Raise our effectiveness in assessing the quality of development proposals		
What will we do?	Action carried out/Evidence	Complete	Comment
Assess the potential for aligning the delivery of Roads Construction Consents, Building Warrants and Planning Permissions.	Initial discussions held with services to identify opportunities and potential difficulties. Further work will depend on roll out of the new DM case management system.	Yes	Following roll out of DM system further work will be undertaken – likely to be postponed to 2018/19 in view of scale of work involved in moving to new DM system.
Undertake training with Forestry Commission on the application of the Control of Woodland Removal Policy.	Sessions held with Forestry Commission Scotland (FCS) to improve Planning Officer's knowledge and understanding on the issues associated with the Control of Woodland Removal Policy.	Yes	It has assisted with policy and application work, developed approaches to future developments where the policy is relevant.

National headline indicators - part 4

5.0 South Lanarkshire Council National Headline Indicators

5.1 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	2016-2017	2015-2016
Development Planning: <ul style="list-style-type: none"> Age of local/strategic development plan(s) (years and months) at end of reporting period Requirement: less than 5 years Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) Were development plan scheme engagement/consultation commitments met during the year? (Y/N) 	LDP Minerals – 4 year SLLDP – 2 year Y Minerals Plan will become part of LDP2 N Y	LDP Minerals – 3 year SLLP – 1 years Y N Y
Effective Land Supply and Delivery of Outputs <ul style="list-style-type: none"> Established housing land supply 5 year effective housing land supply 5 year housing supply target 5 year effective housing land supply (years supply to one decimal place) Housing approvals Housing completions over the last 5 years Marketable employment land supply Employment land take-up during reporting year 	20611 6423 760 8.5 2981 4163 103.64Ha 2.35Ha	19235 5037 750 6.7 1176 3201 116.29Ha 3.26Ha
Continued next page		

National headline indicators - part 4

National headline indicators (continued)

Key outcomes (continued)	2016-2017	2015-2016
Development Management		
Project Planning		
• percentage of applications subject to pre-application advice	32.6%	34.6%
• number of major applications subject to processing agreement or other	2	0
• Number of applications subject to other project plan	5	1
• percentage planned timescales met	85.7%	0
Decision-making		
• application approval rate	98.6%	98.3%
• delegation rate	94.8%	93.8%
Decision-making timescales		
Average number of weeks to decision:		
• major developments	48.6 weeks	45.4weeks
• local developments (non-householder)	11.2 weeks	16.3weeks
• householder developments	5.3 weeks	7.7weeks
Legacy Cases		
• Number cleared during reporting period	23	46
• Number remaining	48	46
Enforcement		
• time since enforcement charter published / reviewed (months) Requirement: review every 2 years	one month	one month
• number of breaches identified / resolved	208/125	139/97

During 2016/17, improvements were made to a number of the National Headline Indicators. The main aspects of the outcomes are summarised below.

Development Planning - The Council has an adopted Local Development Plan; and approved supplementary guidance is in place covering Development Management Place Making & Design, Renewable Energy, Green Network & Greenspaces, Affordable Housing, Green Belt & Rural Area, Town Centres & Retailing, Industrial & Commercial Development, Community & Infrastructure Assessment, Sustainable Development & Climate Change and the Natural & Historic Environment.

The consultation process for the next LDP started in April 2016. It included consultation events with local communities, community councils - with the participation of the relevant local members – local schools, the disability partnership and seniors organisations. The opportunity was also taken to make use of the Place Making Tool during the consultation events. The responses received throughout the 7 month consultation process which ran from April 2016 to November 2016, and the timing and organisation of the process, was managed through the schedule set up on Microsoft Project, in order to ensure the work could be monitored against the timetable in the Development Plan Scheme.

National headline indicators - part 4

Effective Land Supply and Delivery of Outputs

Over the past 12 months the housebuilding industry across South Lanarkshire has shown a marked increase in performance in terms of both units completed and consents granted. The number of private sector units completed in 2016/17 was 948, a 65% increase when compared to the 2015/16 figure of 576.

The Council's effective land supply has also increased - in this case by 27.5% to 6423 units, giving an effective supply of 8.5 years as compared to 6.7 years in 2016. In terms of generosity this increase in supply represents 69% over that required to meet the housing supply target.

This increase in housebuilding activity is encouraging particularly given the number of starts, completions and consents on sites identified and allocated in the Council's LDP1.



This activity is continuing to be encouraged to ensure that the remaining Community Growth Areas and large residential masterplan sites are brought forward and where appropriate the land supply is reprogrammed accordingly.

In the period 2016-17 there was a slight decrease in the marketable employment land supply. This has partly been due to take up for class 4/5/6 uses and partly to sites being reallocated to other uses following the granting of planning consents, particularly in the East Kilbride Area. There is still a healthy overall employment land supply across South Lanarkshire.

The take up for class 4/5/6 uses of 2.35ha was lower than in 2015-16. However the benefits of the investment made in derelict land restoration and site preparation in Clyde Gateway is starting to be seen in the take up figures; with a 1.03 ha site at Rutherglen Links developed in 2016 for a local garage business. Further plots at Rutherglen Links and Shawfield within the Clyde Gateway now have planning consent and are awaiting commencement of development

Development Management – In spite of ensuring the availability of pre-applications is highlighted at customer forums, and promoted through our website and our Development Management Charter, there has been a small decrease in the number



of applications subject to pre-application discussions from 34.6% to 32.6%. This may be a result of the centralisation of the Service in Hamilton, making it more difficult for some customers to come to the office. Nevertheless, we intend to re-emphasise the value of taking advantage of this option at our next forum and encourage other Services who may have discussions with potential applicants to suggest to them that they pursue this opportunity.

The Service continues to encourage the use of processing agreements both through its website and in pre-application discussions with applicants. Whilst the number of

National headline indicators - part 4

applications approved in 2016/17 subject to agreements or progress plans still remains relatively low at 7 more recently a number of applicants have opted to take up the option. Consequently 13 applications are currently being processed which are covered by agreements.

Nevertheless feedback both via Customers' Forums and the CSE process continue to show that applicant and agents support the efforts made by the Service to pursue an approach aimed at identifying jointly with applicants ways in which proposed developments can be adjusted and changed in order to overcome constraints.

The Council's application approval rate provides additional evidence of the benefits of this approach and it remains high at 98.6%, a minor increase on last year's figure.

Decision-making timescales – The actions and changes introduced following the process review undertaken in 2014/15 have continued to result in a significant reduction in the average times taken for both local (non-householder) and householder developments by 31.2%% and 31.1% respectively. The measures introduced through the review process have also been supplemented by emphasising, to case officers, the benefits of determining each application as soon as

practicable, rather than focusing on meeting the statutory two or four month expiry date. In addition, the uptake on Processing Agreements together with the ongoing focus on reducing the number of longstanding legacy applications has reduced the impact of legacy planning applications on overall processing times. Most categories of local development have seen an improvement in average processing times.

While there have been significant improvements in the local (non-householder) and householder processing times, the overall average for major developments has risen from 45.4 weeks to 48.6 weeks. This, however, was attributable to the determination of some legacy housing applications.

Enforcement – The enforcement charter was reviewed in 2016/17 and the revised version was published in March 2017. The revisions set out service standards that would apply to enforcement complaints of different severity. It was considered that in order to ensure that both planning and enforcement officers prioritise their responses to potential breaches, it would be appropriate to establish a hierarchy; which would give priority to cases that have the most serious potential effects and which may affect important or sensitive sites.



Official statistics - part 5

6.0 Official statistics

A: Decision-making timescales

Category	Total number of decisions 2016-2017	Average timescale (weeks)	
		2016-2017	2015-2016
Major developments	16	48.6	45.4
Local developments (non-householder)	631	11.2	16.3
• Local: less than 2 months	53.7 (%)	6.0	5.9
• Local: more than 2 months	46.3 (%)	17.3	28.4
Householder developments	839	5.3	7.7
• Local: less than 2 months	93.8 (%)	4.8	5.2
• Local: more than 2 months	6.2 (%)	12.5	26.7
Housing developments			
Major	11	63.2	38.7
Local housing developments	278	11.6	17.8
• Local: less than 2 months	48.6 (%)	6.2	6.1
• Local: more than 2 months	51.4 (%)	16.7	30.6
Business and industry			
Major	0	N/A	N/A
Local business and industry	79	9.9	10.3
• Local: less than 2 months	63.3 (%)	5.4	5.3
• Local: more than 2 months	36.7 (%)	17.7	18.4
EIA developments	0	N/A	N/A
Other consents*	197	6.8	8.8
Planning/legal agreements**			
• Major: average time	3	89.8	95.1
• Local: average time	6	34.3	134.4
Local reviews	4	8.7	8.0

* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 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

Official statistics - part 5

B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2016-2017		2015-2016	
		No.	%	No.	%
Local reviews	4	3	75	2	100
Appeals to Scottish Ministers	7	4	57.1	10	50

D: Context

South Lanarkshire determined 1690 applications in 2016/17, this being a slight increase on the previous year (1632). Some points to note relate to:

- a decrease in the number of major determinations from last year, from 22 to 16;
- a noticeable increase in householder determinations from 746 to 839;
- business & industry (local) and housing (local) determinations remain at similar numbers to last year;
- the continuing reduction in electricity generation (local) from 33 to 18.

A summary of some of the key points is given below.

Decision-making timescales – There was a slight increase in the time taken to determine major applications, from 45.4 weeks to 48.6 weeks. Nearly 70% of SLC's major applications were housing applications. In 2016/17, a number of long standing, large scale housing developments were approved, including a major community growth area at Larkhall. The nature and complexity of some of these housing applications

C: Enforcement activity

	2016-2017	2015-2016
Cases taken up	168	139
Breaches identified	208	207
Cases resolved	125	97
Notices served***	21	32
Reports to Procurator Fiscal	0	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.

Decision-making timescales	2014/2015 (in weeks)	2015/2016 (in weeks)	2016/2017 (in weeks)
All local	11.0	11.7	7.8
Local (non-householder)	14.9	16.3	11.2
Householder	7.3	7.7	5.3
Housing (local)	16.9	17.8	11.6
Business and Industry	11.5	10.3	9.9
Electrical generation	28.1	35.0	20.1
All other consents	12.9	8.8	6.8

Official statistics - part 5

and the need to ensure the scale of contributions was reasonable and proportionate resulted in longer determination times, with a subsequent impact on overall major application processing times, for major housing developments. The only other major category with any determinations was 'Other developments' with the average processing time improving from 32.0 weeks last year, to 16.6 weeks in 2016/17.

While there has been a slight increase in the overall average time taken for major applications, there have been significant improvements in the average time taken to determine most categories of local applications. Some comparisons with the previous two years are shown below left:

These figures reflect a number of factors. Firstly, the numerous changes implemented following the planning application process review in 2015 are producing results. There is greater focus on officers managing their workload timeously and on ensuring case officers determining each application as soon as practicable, rather than focusing on meeting the statutory two or four month expiry date. A concerted effort has also been made to address longstanding legacy cases and significant progress has been made in clearing these. In addition, improvements in procedures for dealing with internal consultees have resulted in quicker response times, together with a better quality of response. This is also the first year that the area offices have been together in one location. This has allowed for a greater sharing of resources when required.

Legal Agreements – The average time taken to conclude legal agreements continues to decrease, with a reduction from 98.2 weeks to 52.8 weeks. The process review highlighted the need to focus on concluding agreements within six months and this has contributed to the reduction in the figure. However, although the average timescale has reduced, the figure has continued to be affected by determination of some complex legacy applications.

Decision-making - local reviews and appeals – Four local review cases were dealt with in 2016/17 (two the previous year). In 3 cases the original decision was upheld and in one case – an appeal against conditions - the decision was varied. The average time to determine an application subject to Local Review increased from 8.0 weeks in 2015/16 to 8.7 weeks in 2016/17.

In terms of appeals to the Scottish Ministers, there was a notable decrease in the number of appeals from 20 to 7. In 2015/16, 13 appeals related to wind turbines. With the overall reduction in numbers of turbine applications, the number of appeals has also significantly reduced, to only one in 2016/17. In terms of percentage of appeals which had the original decision upheld, this has increased from 50% last year to 57.1% in 2016/17.

Enforcement activity – there has been an increase in the number of cases taken up from 2015/16, together with a corresponding increase in the number of cases resolved. However, there has been a reduction in the number of notices served, reflecting the emphasis put on resolving complaints without having to resort to formal action.

Enforcement	2014/2015	2015/2016	2016/2017
Cases taken up	79	139	168
Notices served	16	32	21
Breaches resolved	186	97	125

Workforce information

7.0 Workforce information - Part 6

7.1 South Lanarkshire's Planning Service is part of Community & Enterprise Resources. The Service's work is undertaken by 4 teams with a total of 42 staff. Support is provided by 12 clerical staff managed through the Resource's Support Services. The Council's SEA officer is also embedded in and managed through the Planning Service sitting within its HQ Team. The HQ team is based in the Community & Enterprise Resources HQ building in Hamilton. It deals with Development Plan preparation publishing and monitoring, and produces the associated Supplementary Guidance (SG). The Council's input to the preparation and monitoring of the Strategic Development Plan (SDP), via the Glasgow & 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, currently 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 fee income received for planning applications in 2016/17 was £1,336,747. The Service had a training budget of £16,000 for 2016/17. The budget allocated for 2017/18 has been reduced by 8% to £14,720. This has been 'top sliced' with £900 being given to the Improvement Service in exchange for training events they will deliver.

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

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

		DM	DP	Enforcement	Other
Managers/Team Leaders	No. posts	7	1		
	Vacant				
Main grade posts	No. posts	25	2	3	1
	Vacant				
Technician	No. posts		3		
	Vacant				
Office Support/Clerical	No. posts				12
	Vacant				
Total		32	6	3	13

Note: The SEA Officer for the Council sits within the Planning Service. Support Services are used from a central resource that support more than just the Planning Service.

Staff age profile*	Number
Under 30	2
30-39	7
40-49	11
50 and over	22

Above: *This information does not include the age profile of Office Support staff

Right : *1 – SLC has 4 Area Committees
*2 – Only 4 required

Committee and site visits	Number per year
Full Council meetings	5
Planning committees	10
Area committees (where relevant)	18* ¹
Committee site visits	0
LRB	13* ²
LRB site visits	0

Strategy Map Local Development Plan





South Lanarkshire
Planning Performance framework 2016-2017

South Lanarkshire Council
Community and Enterprise Resources
Planning and Economic Development
Montrose House, 154 Montrose Crescent
Hamilton ML3 6LB
www.southlanarkshire.gov.uk

If you need this information in another
language or format, please contact us to
discuss how we can best meet your needs.
Phone 0303 123 1015 or email:
equalities@southlanarkshire.gov.uk

