

Community and Enterprise Resources



Planning and Economic Development

South Lanarkshire

Planning Performance Framework

2017-2018



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Introduction

Background to Planning Performance Framework

National Planning Framework 3 highlights the important role the planning system has in making decisions about the future development and use of land in our towns, cities and countryside. This helps achieve the Scottish Government's central purpose of creating a more successful country with opportunities for all of Scotland to flourish through increasing sustainable economic growth. The system balances different interests to make sure that land is used and developed in a way that creates high quality, sustainable places.

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. In this context significant progress has been made in the preparation of Local



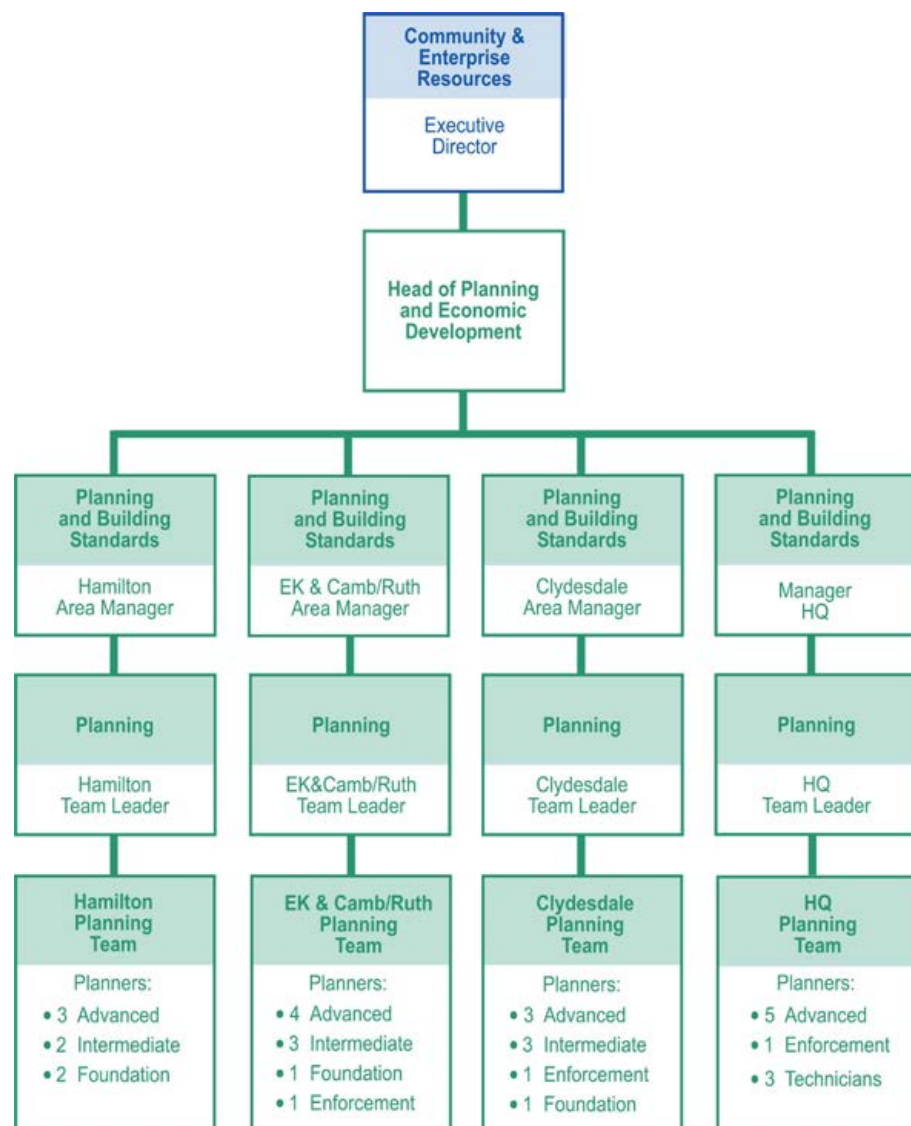


Development Plan 2. At the same time the development management system needs to be responsive, reliable, transparent and efficient. Performance has generally remained high with a small downturn towards the latter part of the report period when a new application processing system was introduced.

The Council is committed to deliver these outcomes to a high standard and pursue continuous improvement. This report describes how the Planning Service in South Lanarkshire has sought to deliver on these commitments over the last 12 months. The evidence presented builds on the achievements recognised in the 2016/17 Planning Performance Framework (PPF). This year's report shows how the framework has been used to continue to drive service improvement and describes the actions to be taken by the Planning Service in 2018/19 to support continuous improvement at a time of a challenging financial backdrop.

The Planning Service in South Lanarkshire

South Lanarkshire 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 1,400 Listed Buildings and an extensive rural area which includes the Clyde and Avon Valleys and parts of the Southern Uplands and the Pentland Hills.



South Lanarkshire's Planning Service is part of the wider Community and Enterprise Resource; other functions within the Resource include Roads and Transportation, Fleet and Environmental Services and Facilities, Waste and Grounds Services. The Planning and Economic Development Service was established in April 2016 with a single Head of Service to foster a joined up approach to meeting the Council's economic growth aspirations.

At the end of the reporting period, the Council's Planning Service's work is undertaken by 4 teams with a total of 41 planning staff supported by 9 members of a dedicated administration team. The four teams comprise a Headquarters team and three Area Office teams. The service was centralised in August 2016 and all 4 teams are now located in the Community and Enterprise Resources HQ building in Hamilton. The HQ team continues to deal with Development Plan preparation, publishing and monitoring; and the production of Supplementary Guidance (SG). The HQ team also coordinates the Council's contribution to the Strategic Development Plan (SDP), by the Glasgow and the Clyde Valley Strategic Planning Authority as well as handling all mineral, waste and large scale windfarm applications. From April 2018 the HQ team will include the enforcement function.

The 3 Area teams handle the vast majority of 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.

The focus of the Planning Service continues to be the achievement of outcomes set by the Scottish Government and the South Lanarkshire

Local Outcomes Improvement Plan (LOIP), published in October 2017. National outcomes include having a planning and development regime which ensures greater certainty and speed of decision making, protecting and enhancing the natural and built environment, making Scotland an attractive place for business investment, and having well-designed, sustainable places which support people's physical and mental wellbeing. The South Lanarkshire Community Planning Partnership has identified eight strategic approaches to tackle deprivation, poverty and inequality, including an approach to tackling health inequalities.

The direction established in these documents is cascaded down into the objectives set out in the Council Plan, Connect. These include in terms of their relevance to the planning service:-

- Supporting the local economy by providing the right conditions for inclusive growth
- Improving the quality of the physical environment
- Improving the road network, influencing improvements in public transport and encouraging active travel

- Working with communities and partners to promote high quality, thriving and sustainable communities
- Supporting communities by tackling disadvantage and deprivation
- 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

Resource and Service Plans are prepared for all Council services, including the Planning Service.



These action plans establish a strong link between the Council's strategic approach and the day to day role played by each service. In the case of the Planning Service this means:

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

Work to achieve these aims 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 while maintaining an excellent service to all of its customers. 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 LOIP, Council Plan and the Council's annual Resource and Service Plans.

Planning Performance Framework

The components of the PPF for 2017- 2018 are:

Part 1 – An assessment of the Service's performance in the past year in the form of a qualitative story and evidenced by case studies. This is highlighted across the 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 – The provision of supporting evidence that has been drawn on in compiling this

report. This includes links to related reports and studies such as customer survey results, examples of partnership working, the Resource and Service Plans, and customer charters and guidance.

Part 3 – A description of service improvements and timescales for the delivery of improvements in the coming year together with a review of the delivery of the previous year's service improvement actions.

Part 4 – Details of information on National Headline Indicators such as age of Development Plan, effective housing land supply, application approval rate and delegation rate.

Part 5 – The annual official statistics on planning performance including average timescales for determining applications, numbers of local reviews and appeals and enforcement activity.

Part 6 – Workforce information.

Part 7 – Planning Committee information.

Part 1 – Qualitative Narrative and Case Studies

Part 1 of the PPF provides an opportunity to demonstrate within 4 themes how the Planning Service delivers a high quality planning service. These themes cover:

- Quality of outcomes – demonstrating the added value delivered by planning;
- Quality of service and engagement - 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.

The Planning Service has consistently achieved performance improvements in terms of the quality of new development on the ground and meeting the aims of the Council's objectives on improving communities; quality of customer service; engagement with stakeholders and

communities; governance; and partnership working with other Council services and our partners. Activities that have been carried out by the service are described below in respect of each of the four themes. This includes practices that have been established within the service over a number of years and continue to contribute to service delivery and new activities that have been developed in response to emerging issues. A series of case studies are then set out to demonstrate how some of the activities, whether individually or in tandem with others, have contributed to service delivery and improvement.

Quality of Outcomes

The delivery of high quality development on the ground contributes to meeting the needs of communities, providing a high quality of life for residents and creating and maintaining an environment that encourages investment and is attractive to those wanting to live and work in the Council's area. The Planning Service strives to achieve these outcomes through work across the development planning and development management activities it carries out and by doing so aims to contribute to the objectives of the Council's overall strategy including

improving the physical environment and creating sustainable and inclusive communities. The following highlight how the Planning Service is delivering high quality outcomes across the Council area;

- **Local Development Plan** The Council has an up to date Local Development Plan that was adopted in June 2015. Work on LDP2 started in 2016 and is on schedule to adopt the updated LDP2 within the required statutory timescale in 2020. In addition 10 Supplementary Guidance documents on a range of topics have been approved. This provides certainty to developers and partners in bringing forward proposals.



Comprehensive guidance on design and place making is set out in the SLLDP, the Residential Design Guide and the SG on Development Management Place Making and Design which are used by case officers in discussions with applicants, at both the pre-application and assessment stages of the application process.

Community Growth Areas, Development Framework and Residential Masterplan Sites are identified in the LDP with the appropriate land use and design requirements and potential contributions to the wider community and infrastructure described.

Policy and guidance on the mitigation and management of climate change is available in the SLLDP and the SG on Sustainable Development and Climate Change to direct applicants on achieving a low carbon economy. Supplementary Guidance has been published on Community Infrastructure Assessment which explains policy on developer contributions.

Case Study 12 explains the work that has been carried out this year on preparing LDP2

- **Development Plan Scheme** The Council prepares a Development Plan Scheme annually to set out the programme for preparing and reviewing Local Development Plans and Supplementary Guidance including their Strategic Environmental Assessment. This helps keep communities and interested parties updated on progress and outlines when the Council expects to reach the various stages in the process.
- **Housing and Industrial land monitoring** Regular monitoring of land take up and housing completions is carried out to ensure an effective land supply is maintained. Flexibility is built in to the process to ensure alternative land is available to address specific site issues that may prevent them being brought forward.
- **Delivering allocated sites** The Service works with developers and partners to facilitate the delivery of allocated sites. Where sites have stalled this includes bespoke solutions to meeting financial contributions/affordable housing requirements; an openness to consider innovative approaches to layout and design; and working with infrastructure providers.

Case Study 3 demonstrates how the service works with developers to delivery stalled sites

- **School Modernisation Programme** This long term project is nearing completion and will have delivered over 120 new primary schools and 17 secondary schools. The Planning Service led on monthly meetings of an Officer Working Group that ensured the programme remained on target and addressed issues as they arose. A similar approach is being used to deliver new nursery provision.



- **Road Construction Consent process**
Guidance has been prepared in association with the Roads and Transportation Service which incorporates principles set out in Designing Streets. Roads colleagues are involved at an early stage in the development process to ensure detailed roads matters are incorporated into approved planning schemes.

[Case Study 3 demonstrates how the service worked liaised with Roads colleagues to provide a joined approach to site delivery](#)

- **Minerals restoration** The service continues to manage the restoration of completed opencast coal sites that are a legacy of the demise of Scottish Coal. Officers are also involved in the monitoring of landfill sites.

[Case Study 6 describes how restoration of redundant minerals sites has been progressed by the service](#)

- **Strategic Environment Assessment**
The service has a dedicated officer responsible for the preparation of the Council's State of the Environment Report and undertaking SEA for all Council led policies, strategies and plans. The environmental credentials of the proposed

LDP2 were established by the work of a workshop led by the SEA Officer.

[Case Study 13 explains the corporate role carried out by the SEA officer and how that benefits the planning service](#)

- **Development Management Policies and Procedures Group** (DMPPG).
Comprising team leaders and officers, the Group provides an opportunity to share examples of good design and approaches to design solutions and to discuss procedural/legislative matters. More recently it has been the forum to address issues from the implementation of the Idox system.
- **Shopfront Design Guidance:** Advice on changes to doors and windows on Listed Buildings and Conservation areas is available.
- **Planning Service ground maintenance budget** The Service continues to undertake small scale environmental improvements in targeted locations on land in its account.

Quality of Service and Engagement

Providing a high quality service to our varied customer base is the key focus of the Planning Service. The award of Customer Service Excellence in 2014 and its subsequent retention, and year on year improvement in overall outcome, is clear evidence that this is being achieved. The Service seeks to positively engage with customers and stakeholders to understand their needs and expectations and keep them informed of the work it is carrying out. The following are the ways in which we engage with communities and partners to seek and address their needs and put in place measures to enhance service provision;

- **Local Development Plan 2** An extensive consultation and engagement exercise has been carried out throughout the preparation of the Proposed LDP2. This includes this year consulting on the Main Issues Report and further consultation on additional potential sites submitted as part of that process.

[Case Study 12 sets out consultation carried out on the proposed LDP2 this year](#)

- **Non Statutory Planning Guidance on Minerals** The adopted South Lanarkshire Minerals Local Development Plan (SLMLDP) adopted in 2012 fell in June 2017 and the adopted South Lanarkshire Local Development Plan 2015 and associated Supplementary Guidance makes no provision for mineral policy. As the proposed LDP2 would not be prepared before the SLMLDP fell Non-Statutory Planning Guidance - Minerals was prepared to extend the life of policy guidance and advice contained within SLMLDP. This was approved in July 2017 and is a material consideration in the determination of relevant planning applications within the interim period

[Case Study 18 provides the background and work done to deliver this guidance](#)

- **Guidance on Tall Wind Turbines: Landscape Capacity, Siting and Design** In recognition of proposals for increasing the height of wind turbines to up to 200m guidance on their impact on landscape was produced in 2017 and was the subject of consultation. This supplements the Renewable Energy Supplementary Guidance and associated Landscape Capacity Study for Wind Energy.

[Case Study 15 provides the background and work done to deliver this guidance](#)

- **Performance Management** 98.6% of planning applications are approved by the Service which is a reflection of officers' willingness to work with applicants and customers to achieve a positive outcome. In addition very small levels of applications are determined contrary to the LDP. Performance figures are produced on a monthly basis and discussed at Managers' meetings and team meetings and individual 121s with case officers
- **Pre-applications discussions** Early engagement with applicants and developers is widely used to provide advice on whether a proposal is likely to be successful and changes that could be made to schemes to make them acceptable. Consultees are invited to meetings and guidance on the range of information required to be provided is given. Information on how to seek pre-application discussions is available on the website.

[Case studies 1, 2, 3 and 8 all involved pre-application discussion which benefited the application process](#)

- **Providing Supporting Information** The Council was part of the Scottish Government pilot to help streamline planning services across the country which encouraged applicants to provide supporting information, such as flood risk assessments or traffic assessments, at the same time as lodging their planning application. Advice on this is found on the website.
- **Guide to Submitting a Householder Planning Application** This provides advice and guidance on the information required to be submitted with householder applications.
- **Guide to the Decision Making Process** provides guidance to applicants and third parties on the determination of a planning application including how to make objections, the scheme of delegation and policy on hearings at committee.
- **Planning Process Agreements** Information is set out on the website on the availability and benefits of entering into a processing agreement with the Council and what it involves.
- **Developer contributions** Early engagement during pre-application discussions will highlight to developers

whether contributions from housing sites will be required. This enables developers to understand at an early stage the level of contributions that are being sought by the Council and help factor this into the viability of a scheme. Those parts of the Council responsible for using the contributions are involved throughout the process so that they can plan for investment in services and facilities (including participation in the officer group that is programmed to meet every 6 weeks). Legal Services have developed a template for the associated legal agreements.

[Case Study 10](#) provides more detail on this work and examples of where contributions have been delivered.

- **Joint working with Business Support** team has enabled a joined up approach to proposals generating economic development and employment.

[Case Study 11](#) explains the approach used in this area of work

- **Clyde Gateway** Clyde Gateway Urban Regeneration Company is a partnership between the Council, Glasgow City Council and Scottish Enterprise with the task of delivering economic and social change

over 840 ha along the Clyde waterfront. Working closely with our partners has facilitated significant investment and brought forward projects that have generated employment and social benefits.

[Case Study 2](#) gives more detail on how partnership with Clyde Gateway has delivered long term benefits for the area



- **City Deal** Working with colleagues in Economic Development and Roads and Transportation the Planning Service is a key 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. Officers attend City Deal meetings to assist in progressing key projects.
- **Contactability** The service places emphasis on customers experiencing a smooth process through the application system. An applicant is advised of direct contact numbers/e-mail address of the dedicated case officer when their application is registered. The officer dealing with a pre-application enquiry will be responsible for dealing with any application. Contact details are also available for each case on the Planning Portal so that those affected by developments can discuss issues directly. A Duty Officer system ensures that a professional member of staff is available throughout the day to provide general advice to customers. Following centralisation of the service in 2016 there is an officer presence in the Lanark area office on four days a week.

- **Internal protocols** have been in place for several years with Environmental Services, Roads and Flooding covering appropriate information required to support and subsequently assess applications and required response times to consultations. More recently a closer working relationship with colleagues in Economic Development has been established to facilitate business growth and tackle employability and deprivation through the planning process. Further regular meetings take place with officers in Housing Services to streamline proposals in the Council's social housing programme. Detailed guidance has been prepared in the last year in relation to trees.
- **Planning application cross checks** Prior to the issue of Building Warrant approvals and Roads Construction Consents cross checking against Planning Permissions to identify discrepancies is carried out. Licensing applications cross checked against Planning Permissions to ensure consistency and identify the need for planning permission as appropriate
- **Up to date charters** for Development Management and Enforcement are in place. In addition the Development Plan Scheme is updated annually

[Case Study 17 makes reference to the Enforcement Charter and how it used to investigate complaints](#)

- **Customer Surveys** are carried out throughout the year and an action plan to address issues raised is produced annually.
- **Complaints Review** A quarterly review of all complaints received by the Service is carried out to determine if procedural or policy changes are required to address issues raised.
- **Liaison with community groups** takes place in several capacities as appropriate. This includes an annual meeting with the local community and operators of the landfill site at Rigmuir near Strathaven. Douglas Community Council has been consulted on restoration proposals for Mainshill opencast site.

[Case Study 6 shows how the local community were involved in restoration proposals for Mainshill opencast site.](#)

Governance

The Council's corporate structure enables cross Resource working to drive forward the objectives of the Council Plan. Weekly meetings of the Corporate Management Team chaired

by the Chief Executive take place where current issues and policy changes from across the Council are presented by officers. Within Community and Enterprise Resources meetings of the Heads of Service and Director occur every three weeks and these are complemented by meetings involving the Head of Service and Planning Managers. Close relationships between Resources have helped deliver the Council's School Modernisation Programme involving the replacement of over 120 primary schools and 17 secondary schools. In the same way corporate working is helping deliver other key projects such as social housing and nursery provision. The following demonstrate how effective governance is delivered;

- **Committee cycles** A 4 week and 8 week Committee cycle for Planning Committee and Area Committees respectively has been established. The Planning and Local Review Body is programmed on 3 week cycle and held as required.
- **Member training** A range of training events have taken place for elected members following the local government elections in May 2017.

[Case Study 5 details the range of member training carried out this year.](#)

- **Section 75 Agreements** Dedicated solicitors in Legal Services are responsible for progressing legal agreements and providing advice. 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.

Case Studies 3 and 8 highlight the approach to concluding legal agreements

- **Council/Resource/Service Plans** identify and programme the Council priorities. Plans are cascaded to staff via Managers and Team Meetings and also at individual Performance and Development Reviews to set key work objectives.
- **Managers' meeting** and 1-2-1 meetings between individual managers and Head of Service, are held on 3 week cycle, when a workload review is carried out. Performance management is also addressed.
- **Working group with Housing Services** established to facilitate implementation of the Council's Home+ social housebuilding programme.

Case Study 4 describes the joint working between a number of services to deliver this key programme

- **Regular liaison meetings** held with the Countryside and Greenspace to co-ordinate work on Development Planning, Development Management, Core Path Plan and the Sustainable Development and Climate Change Strategy. This ties in with work carried out by the Glasgow and Clyde Valley Green Network Partnership.
- **Quarterly meetings with New Lanark Trust** includes attendance by a planning officer responsible for co-ordinating actions in the New Lanark World Heritage Site across the Council. Programmed meetings with **Scottish Power and NHS Lanarkshire** regarding infrastructure and land ownership issues and their own development proposals together with raising awareness of the implications of the LDP and planning applications on their facilities/infrastructure.

Case Study 16 explains the role and purpose of this customer engagement

- **Community Asset Transfer Steering Group** Officer Participation in Council wide group that considers applications for the transfer of Council owned land and

buildings to community groups.

- **Strategic Environmental Assessment** SEA officer chairs the Corporate SEA Working Group and is a member of the Sustainable Development Member Officer Group and the Sustainability Partnership.
- **Revenues Budgets** are reviewed with Finance at monthly 1-2-1 meetings with Head of Service and Managers. In addition budget and financial resources are reviewed at all Heads of Service and Managers meetings which enables decisions on the allocation of resources to meet priorities and demands on the Service.
- **Idox Project Board** was established to manage introduction of new case management system involving managers and heads of service from IT and Planning and Support Services. This was complemented by officer working group that met on a fortnightly basis.

Case Study 9 describes the management of this key project

- **Restoration of minerals sites** The monitoring of works associated with the Bonds which are lodged with the Council to cover minerals restoration. This includes the regular, independent assessment of site

progress against the value of the invoices lodged by contractors/consultants.

- **Annual Personal Development Reviews (PDRs):** All members of staff undergo an annual PDR which is used to review skills and identify training or development needs. Progress is reviewed after 6 months.

Culture of Continuous Improvement

A culture of continuous improvement is one that is embedded within the ethos of the Council and is cascaded throughout the organisation. Each Resource produces an annual Resource Plan which reflects the key priorities set out in the Council Plan, summarises achievements in the previous year and describes proposals to improve and maintain performance. Action Plans are produced at a service level which includes measures and timescales for individual areas of work. Outcomes are reported online to inform customers of performance. In this way service improvements are highlighted and actioned in a clear and timetabled manner. At the same time training and development needs of officers and members form the focus for personal improvement with particular emphasis on their contribution to performance and

customer service. The high quality customer service provided by the Planning Service is recognised through the Customer Service Excellence award that was retained for the 4th year. The ways in which the service aims to improve include;

- **IDOX case management system**
Implementation of this project will result in significant changes to working practices in the long term. The associated improvements to the Planning Portal will enhance the customer experience.
[Case Study 9 explains the role and purpose of this customer engagement](#)
- **Feedback from customer surveys, Customers Forum and Customer Service Excellence (CSE) assessment** used to develop Service Improvement Plan.
[Case Study 14 summarises the outcome of the review of the CSE award](#)
- **Planning/Business Support Action Plan** developed to aid closer working relationships with the aim of providing a high quality service to businesses seeking to invest in the area or expand their existing operations.
[Case Study 11 explains the approach used in this area of work](#)

- **Benchmarking** Elements of benchmarking have been carried out in the last year as set out below. It is acknowledged greater use of this forum can be used to achieve service improvement and this will be explored in the coming year.
- **National Enforcement Forum** The enforcement team regularly attend these meetings where case studies and best practice are discussed. One of the Council's enforcement officers is currently the Chair of the group.
- **Participation in Clyde Valley LDP Forum** and the Clydeplan Development Management Forum provide opportunity to share and benefit from best practice.
- **National Strategic Environmental Assessment Forum:** Provides an opportunity to share best practice with other authorities. The Council's SEA Officer led a workshop at the latest forum on the Council's approach to SEA.
- **Scottish Minerals Planning Group**
[Case Studies 7, 13 and 17 provides some examples of sharing with other authorities](#)
- **Development Management Policy and Procedures Group** reviews the

robustness, relevance and use of the Service's processes and procedures and ensure consistent approach across the four planning teams.

- **Local Development Plan Officer**

Working Group comprised of members of the HQ and area teams was established at the beginning of the process to replace the SLLDP. This has enabled personal development together with contributions to policy wording and direction of the plan in light of experience of using the LDP to determine applications. Two officers from the area teams were responsible for a review of the Supplementary Guidance on the Green Belt and Rural Area. Colleagues from the Council and stakeholders such as SEPA, SNH and Scottish Water have contributed to the preparation of the LDP2

[Case Study 2](#) makes reference to this engagement

- **Development Management**

Performance is kept under constant review to enable issues to be addressed and workstreams and procedures to be changed to effect improvement.

- **Best Value and Information**

Governance Groups The service is represented on these groups which aim

to ensure procedures across Community and Enterprise Resource are efficient and effective and take account of the potential risks associated with the work of the Service. Readiness for the introduction of the revised Data Protection Regulations and a Council wide workflow project (Objective) has been a focus in the last 12 months.

- **Council's Learning and Development**

Board ensures officers receive appropriate training when necessary and stay abreast of good practice. A training budget is established to enable in-house training sessions and attendance at external event. Extensive participation in training initiatives from the Improvement Service.

- **Annual PDRs** identify and monitor progress on training and development needed to ensure each member of staff can deliver on the Service's priorities. Peer learning and on the job experience is an important element of this.

- **An Extensive range of on line training courses** is available to staff, with categories including managing meetings, negotiating skills, effective business writing, information security, and complaints handling.

- **Officers attended training/workshops** on flood risk, heat networks, SNH Sharing Good Practice event, Development on Former Coal Sites (HOPS), The Use of Compulsory Purchase Orders, Greenspace mapping and Code of Practice on questioning suspects (Crown Office).
- **Secondments** Two officers were seconded to the Scottish Government (the Energy Consents Unit and the SEA team) in the last 12 months in recognition of their experience and knowledge.
- **Support Services** A team of 8 administrative officers and team leader was established to provide a dedicated service in support of the planning and building standards process. They are located within the body of the planning teams. Regular discussion takes place between managers of both services to address issues and resources.

Case Studies

1 Redevelopment of Blairtum House, Burnside

- Pre- application discussions commenced June 2014
- Planning permission and listed building consent granted September 2015; amendment to scheme granted May 2017
- Development completed March 2018



Elements of a High Quality Planning Service this study relates to

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

Key Markers:

- 3

Key Areas of Work:

- Design
- Conservation
- Local Development Plan and Supplementary Guidance
- Planning Applications
- Collaborative Working
- Skills Sharing

Stakeholders Involved:

- Local Developer and architect
- Authority Planning Staff

Overview:

Blairtum House is a category C listed building in Burnside which had lain vacant for a number of years following its closure as a care home and was falling into disrepair and subject to anti-social behaviour. Detailed pre-application discussions took place with the developer proposing the conversion of the building to flats and new build houses within the grounds. The applicant was able to demonstrate that the conversion of the villa on its own was not viable and early agreement was reached on an element of enabling development within the grounds. The developer initially sought to follow a traditional approach of replicating many of the features of the listed building in the design of the new build. The implications of the additional cost of this approach were recognised and as a result a more contemporary design solution was explored. The position of new dwellings in relation to the setting of Blairtum House was also given consideration. Careful assessment and negotiation resulted in a scheme that respected the historic environment of the site and amenity of the wider area while providing the developer with a viable scheme. Following the granting of detailed and Listed Building

Consent the property was damaged by fire which led to a review of the approved scheme and acceptance of an additional flat in the listed building and another new build in the grounds without compromising the wider scheme. A continuation of the positive approach by the planning service allowed realistic but bold and appropriate solutions to be developed.

The conversion of the listed villa has now been carried out in a sympathetic and sensitive manner in terms of the materials used, the fenestration details and the retention/repair of many of the original features. The design of the new houses respects the architectural character of the listed building but has been given a contemporary twist to create an original and innovative residential development. In particular photovoltaic panels and air source heat pumps have been introduced to achieve sustainability. The delivery of the development has resulted in the restoration of an important local landmark and addresses the impact the derelict nature of the site was having on the amenity of the area.

Goals:

Close collaboration between the case officer, developer and architect (including pre-

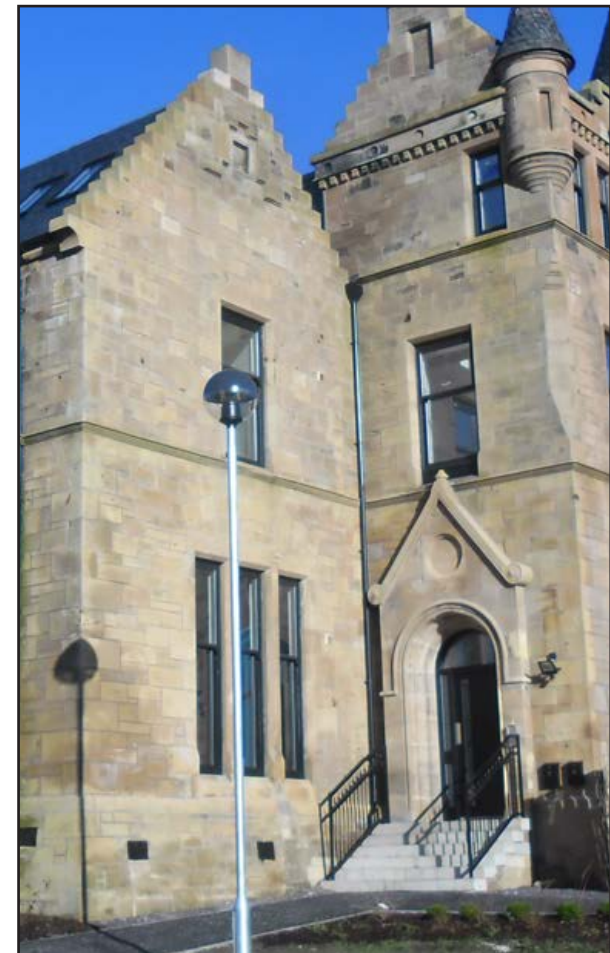
application discussions, assessment and determination of applications and monitoring) has resulted in a high quality scheme incorporating the preservation of the listed building and innovative new build within the grounds to enable its retention. In turn this reflects LDP policy and guidance on the historic environment. Skills learnt by the case officer include assessing viability of schemes and design in relation to listed buildings.

Outcomes:

The process exemplifies the achievements that can be created through a close working relationship between a developer and the planning service with the constraints on both sides understood from an early stage. The development has created an asset to the local community and provided an outcome that is safe and attractive and resource efficient. The objectives of sustainable economic growth and the emphasis on placemaking have been met and can be used to promote these principles among developers and officers. The project has been shortlisted for the 2018 Scottish Quality in Planning Awards.

Name of key officer:

Declan King



2 Clyde Gateway

- Clyde Gateway URC established 2008
- Cunningar Loop completed April 2018
- Red Tree Business Suites completed March 2018



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Governance
- Culture of continuous improvement

Key Markers :

- 3, 14

Key Areas of Work:

- Regeneration
- Local Development Plan and Supplementary Guidance
- Economic Development
- Planning Applications
- Interdisciplinary Working
- Collaborative Working
- Community Engagement
- Active Travel

Stakeholders Involved:

- General Public
- Hard to reach groups (showpeople)
- Authority Planning Staff
- Key Agencies

Overview:

The Council is a partner in the Clyde Gateway URC. Officers from both organisations work together with those from Glasgow City Council and Scottish Enterprise to promote the regeneration of land in the east end of Glasgow and Rutherglen in South Lanarkshire. This year has seen the implementation and completion of two major schemes in the Council area.

Cunningar Loop This project involves the rehabilitation of a 15 hectare site adjacent to the River Clyde in Rutherglen. The site was on the vacant and derelict land register having been vacant for more than 50 years and suffered from contamination from previous industrial uses on the site. In partnership with the Forestry Commission Scotland the potential for the site to be used to form an urban woodland park was identified. This included adventure play areas, outdoor exercise facilities, cycle tracks, an outdoor classroom, a pedestrian boardwalk, picnic areas, Scotland's first outdoor bouldering park, and a new bridge across the Clyde to connect with the former Commonwealth Games athletes village.

Pre-application discussions resulted in the identification of supporting information that would be required to be submitted with a planning application including in relation to flood risk, ground conditions and transport. Following the granting of planning permission the service has worked closely with Clyde Gateway to achieve the discharge of planning conditions, timeous build out of the development and subsequently deal with a proposal to construct a car park after it

was identified that the high volume of visitor numbers was having an effect on the nearby residential areas due to on street parking. In addition officers have liaised with the local community over several issues during the construction of the park and following its opening to ensure mitigation of the effect on their homes was managed and implemented.

The development has transformed a derelict and underused area to create an asset that serves a wide community and improved links across the Clyde. A target of 100,000 visitors by 2021 has been surpassed and to date 175,000 people have used the facility. The needs and concerns of the local community have also been identified and addressed. The project has been an exemplar of positive partnership working between a wide range of customers and is a lasting legacy for the area.

Red Tree Business Suites is the brand name for a range of serviced office developments managed by Clyde Gateway. The first of these opened as Red Tree Rutherglen in June 2011 following the £1.6million conversion of former housing offices at Stonelaw Road benefiting from the proximity of the railway station

and the new Junction 2 of the M74. Red Tree Bridgeton followed in March 2013. The continued demand for this type of quality and affordability led to Clyde Gateway investing £9 million in the construction of Red Tree Shawfield within the Council's area, a new build on a vacant site, offering more than 40 suites across four floors. Early advice and guidance for the developer enabled the planning application to be determined timeously and achieve timescales for delivery.

Goals:

The case study shows how the aim of regeneration of vacant and derelict land in a deprived area was fulfilled through partnership working with one of the Council's key stakeholders. One of the projects has brought significant employment benefits while the second has created a highly valued recreation facility. Links to the wider area have also been enhanced. Finally engagement with the local community has taken into account their needs and concerns.

Outcomes:

The project demonstrates how effective partnership working can result in economic and social regeneration schemes that achieve a lasting legacy for a deprived area. The relationships that have been established will aid the implementation of other projects within the Council area and can be seen as a template for future collaboration with Clyde Gateway and other stakeholders. The Cunningar Loop project has been shortlisted for the 2018 Scottish Quality in Planning Awards.

Name of key officer

Cunningar Loop – Declan King

Red Tree Business Suites – Alan Pepler



3. Residential development at Edinburgh Road, Biggar

- Pre-application discussions commenced 2011
- Detailed planning permission granted August 2014
- Site start May 2016



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Governance

Key Markers:

- 3, 4, 12, 14, 15

Key Areas of Work:

- Design
- Greenspace
- Masterplanning
- Local Development Plan and Supplementary Guidance
- Housing Supply
- Affordable Housing
- Planning Applications
- Interdisciplinary Working
- Collaborative Working
- Community Engagement

Stakeholders Involved:

- National Developers
- Key Agencies
- Authority Planning Staff
- Authority Other Staff

Overview:

A greenfield site at Edinburgh Road in Biggar was first identified for development for residential and industrial uses, recreational facilities and a long stay coach park in the Upper Clydesdale Local Plan that was adopted in 1996. Progress on implementing these proposals was delayed for a number of years due to the division of the land into several different ownership parcels preventing a comprehensive scheme being brought forward. A review of the designation was carried out during the preparation of the South Lanarkshire Local Plan that was adopted in 2009 and the site was identified as a Residential Masterplan site. Among the requirements sought in the masterplan was a scheme that took account of the character of Biggar and the setting of the adjacent conservation area; enhancement of existing woodland and the creation of

open space, structural planting and footpath networks; provision of a range of housing types including affordable housing; and a contribution to education facilities in the town. This approach was maintained in the South Lanarkshire Local Development Plan adopted in 2015.

The Council was approached for pre-application discussions by Story Homes in 2011 at which point they had an option to purchase the largest individual land parcel. From the outset a regular working relationship was established and a Masterplan approach agreed and scoped. An understanding of the special qualities of the site and the need to reflect the character of Biggar was recognised. The house types incorporated vernacular styles while densities closer to the edge of the conservation area were increased to reflect the historic street pattern. At the same time government policy on Designing Streets had been published and as a result detailed discussion took place on avoiding a rigid engineered road system but rather achieving a more organic approach with varied street widths and alignments aimed at reducing traffic speeds without the need for traffic calming. Significant areas of open space were also included in the layout. In lieu of the coach

park originally sought the developer agreed to construct a 19 space car park on the part of the site closest to the town centre.

At the time the pre-application discussions started proposals for the replacement of Biggar Primary School as part of the School Modernisation Programme were being developed with a site start timetabled for 2016. Early discussion took place with Education colleagues about contributions that would be sought from the developer to accommodate the two extra classrooms required to address increases in school capacity as a result of the development. The payment of the contributions was the subject of a legal agreement. In recognition of the costs of starting development on site and the timescale for the developer to receive receipts from house sales agreement was reached on making the payments in two equal phases with a delay in submission until work had started on the new school. A financial bond was agreed which would be called upon if payments were not made. The full amount has been paid and in this way an early start on site was achieved.

Early discussion also took place with Housing Services resulting in agreement that on site affordable housing would be provided through

the transfer of land to the Council to develop as part of its Home+ programme. Through negotiation the size of the site to be allocated was reduced to reflect the viability of the development and an area to be safeguarded identified in the overall layout. In recognition of the ownership issues a bespoke approach to ensuring the site would be transferred was taken by using a condition requiring the developer to enter into a contract with the Council or Registered Social Landlord before 10 houses on site were completed. This process involved a second alternative site being earmarked for transfer in the event the developer could not reach agreement to purchase the area covering the preferred area. The contract was concluded with input from the Planning Service and Housing Services are now developing proposals with a view to building houses for social rent in 2019/20.

Goals:

A key outcome in this case was delivering a housing site that was first allocated in the mid 1990s. Extensive pre-applications were carried out aimed to address design and layout issues through the development of the Masterplan and respect the character of the town but also

ensure the impact of the new housing on local school capacity and compliance with affordable housing policy was achieved. The Planning Service worked with the developer to achieve innovative ways of ensuring the payment of contributions and transfer of land to the Council were met. The local requirement for town centre parking in lieu of a coach park was also addressed.

Outcomes:

This case study demonstrates a number of innovative practices to achieve development on an allocated site that had stalled and careful attention to detail to ensure a high quality outcome. Close collaboration with colleagues in Roads, Housing and Education has resulted in wide community benefits being delivered. The private housing is still under construction while work will commence shortly on affordable housing provision by the Council. The service will continue to provide advice on these elements to ensure their successful delivery.

Name of key officer:

Ian Hamilton



4. Delivery of the Council's social housing programme

- South Lanarkshire wide
- Home+ programme commenced March 2017



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Governance

Key Markers:

- 3, 12, 15

Key Areas of Work:

- Design
- Regeneration
- Local Development Plan and Supplementary Guidance
- Housing Supply
- Affordable Housing
- Planning Applications
- Interdisciplinary Working
- Collaborative Working
- Project Management

Stakeholders Involved:

- Hard to reach groups
- Developers
- Key Agencies
- Planning Committee
- Authority Planning Staff
- Authority Other Staff

Overview:

The Council's Local Housing Strategy was approved in September 2017 and covers the period 2017-2022. It draws on the outcomes of the Glasgow and Clyde Valley Housing Need and Demand Assessment (HNDA) (2015) and the adopted South Lanarkshire Local Development Plan to inform overall housing need. In addition work on the Proposed Local Development Plan 2 has involved working with colleagues in Housing Services to identify appropriate sites for development as part of the Home+ programme. At the heart of the strategy is the provision of an affordable home for all. The LHS identified as a key priority the delivery of 1,500 new affordable homes in the period of the strategy by working with the

planning service and development partners. As part of this action the Council has started a new build housing programme Home+ which aims to deliver 1,000 new homes by 2021.

The planning service has a co-ordinating role in terms of assessing whether sites being promoted by Housing are appropriate for housing development and provide advice on detailed schemes. Timely and efficient processing of planning applications has also been carried out. In terms of delivering the Home+ programme the current Strategic Housing Investment Plan (SHIP) has identified 88 potential sites with an estimated capacity of 2,545 new build affordable homes up to March 2023. This allows slippage to be factored into the programme. To facilitate assessment of these sites a working group has been established that allows early consideration of whether individual sites are appropriate. The group includes planning officers who provide advice on LDP status and other known development constraints. In this way sites can be discounted at an early stage. Once a site is taken forward beyond this stage more detailed work is carried out looking at issues such as access, density, on site constraints such as flood risk and the character of the

surrounding area. In this way an understanding of the capacity of the site can be reached and a decision on viability of the scheme taken.

The final stage of assessment involves developing schemes for individual sites with detailed input from a case officer and colleagues from other Services. In the early days of the programme problems were encountered when the planning involvement started later in the process which resulted in issues being identified when an application had been submitted. To address this regular meetings of the design team and a planning manager now takes place to co-ordinate discussion and ensure early engagement before an application is made. In this way timescales for site starts are identified and incorporated into the application process. This in turn has resulted in reporting of schemes to committee timeously to enable individual projects to be kept on track.

Belstane Gate, Carluke

A development of 24 new houses was completed in 2018 on a site at Belstane Road in Carluke. The land in question was declared surplus following the erection of a new primary school on an adjoining site. Early

pre-application discussion involving planning and Roads and Transportation took place to identify any constraints and for the case officer to understand the needs of Housing Services and viability issues of the scheme. This included recognition of the proximity of the adjoining school, the presence of a range of services along Belstane Gate and the need to safeguard land to accommodate a roundabout required in association with the future development of Carluke Community Growth Area. A well designed layout and house design has been achieved and the new homes are now occupied.

In addition the service takes the lead in negotiations with house builders in relation to affordable housing contributions. The adopted Local Development Plan and the Proposed LDP2 set out the Councils expectations regarding the requirements for affordable housing in new private developments. The five Community Growth Areas identified in the LDP at Hamilton, Larkhall, Carluke, East Kilbride and Newton are expected to provide potential affordable housing opportunities with the emphasis on on-site provision. Discussions with landowners and developers of the CGAs include negotiation on the delivery of affordable housing linked to the rate of development and phasing. Each

of the planning permissions that have been granted for the CGAs to date are subject to section 75 agreements that address the timing of affordable housing and the transfer where appropriate of land to the Council. A similar approach is used for Residential Masterplan and Development Framework sites identified in the adopted LDP for example a development by Barratt Homes at Bothwell Road in Uddingston and the former Rolls Royce site in East Kilbride being carried out by several developers.

For other housing sites policy on Affordable Housing requires a developer to take into account the need for affordable housing in their proposals where the capacity of the site is over 20 units. A site by site approach is taken that involves discussion with Housing Services and the developer on whether on site provision or a commuted sum in lieu of this is appropriate taking into account the need and existing supply of rented properties in the area. Commuted sums were taken in respect of developments by Cala Homes at Thorntonhall and Robertson Homes in Bothwell.

Goals:

The delivery of the Home+ programme has been identified as one of the Council's key objectives in the Council Plan and this is reflected in the proposed LDP2. The Planning Service has a significant role in driving its implementation forward in terms of co-ordinating inputs from other services and managing the planning application process efficiently. The case study also demonstrates the role the service has in negotiating affordable housing contributions with private developers in a structured and consistent manner.

Outcomes:

There was an early recognition that a joined up approach involving services across the Council was needed to ensure the success of Home+. Close collaboration helps highlight issues early in the process and allow decisions on the suitability/viability of sites to be taken and address site specific constraints. In addition engagement at the outset with private developers on whether on site provision or the

payment of contributions is appropriate is taken on a case by case basis to provide certainty. The current Home+ programme is due to complete in 2021 and the process developed in this case study will be kept under review to address matters going forward.

Name of key officer:

Working group – Tony Finn/Steve Clark

Belstane Gate – Ailsa Shearer



5. Training for elected members

- Council wide
- 2017/18



Elements of a High Quality Planning Service this study relates to:

- Governance
- Culture of continuous improvement

Key Markers:

- 9

Key Areas of Work:

- Member Training

Stakeholders Involved:

- Elected members
- Authority Planning Staff

Overview:

The Local Government elections in May 2017 resulted in a significant number of new members being elected to the Council. The previous chair of the Planning Committee had

not sought re-election and a new Chair and vice Chair was appointed. The majority of the membership of the Planning Committee was new to that forum and PLRB. To facilitate their understanding of the planning system a series of training events were organised throughout the year to help develop their understanding of the planning system and their decision making role.

In June 2017 a general awareness session was held for members of the Planning Committee. This provided an overview of the key aspects of the system, how it is delivered through development planning and management and enforcement, the role of members and how they could get information on planning matters. At the same time members who had been appointed to the PLRB were provided with bespoke training to help them undertake their specific role in reviewing decisions.

In November 2017 a follow up event was provided by Brodies Solicitors. This involved two separate half day sessions with all members invited. Detailed guidance was provided on the various aspects of the statutory framework, the primacy of the development plan and the parties who are involved in the planning

process. A section on the decision making process for planning applications was then delivered with particular emphasis on what constitute material considerations. There then followed a break out session facilitated by Planning Managers when several scenarios were discussed in small groups. Feedback from each of the groups and the discussion that generated added to the overall experience for members.

Members requested further guidance on the decision making process for planning applications which resulted in another session provided by planning managers and solicitors. This focussed on providing examples of the criteria used in determining what is a material consideration and, equally important for their decision making role, what is not. In addition, in recognition of some of the issues raised by members at meetings of the Planning Committee a section of the presentation highlighted how developer contributions were negotiated during the application process.

Finally in recognition that a majority of the members had not been previously involved in the Local Development Plan process a further training and awareness event was held in

advance of a report being presented to the Planning Committee seeking approval for the Proposed Plan before public consultation. This included information on the statutory background to the preparation of development plans, a description of the extensive consultation and monitoring exercise that had been carried out (much of which had been undertaken before many of the members had been elected) and then an overview of the content of the proposed plan including new sites that were proposed.

Goals:

The delivery of the extensive training programme for members has provided a sound understanding of their role in the decision making process and helps ensure consistency and transparency. To date only one officer recommendation has been overturned at committee while engagement by members at committee meetings is extensive.

Outcomes:

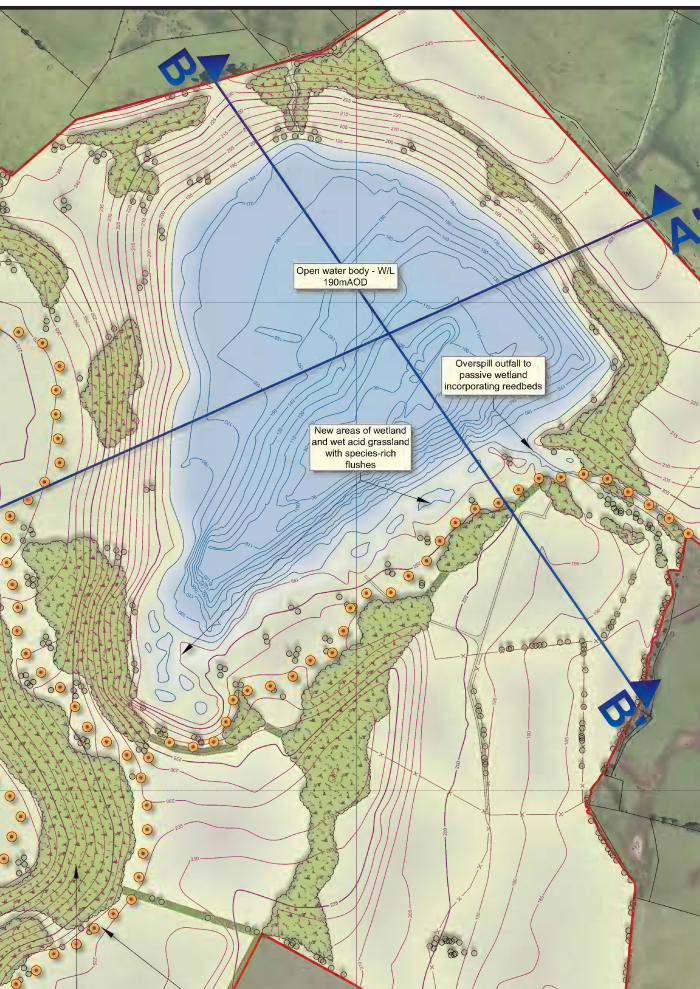
Overall the provision of the guidance and training to members has delivered benefits in terms of an understanding of what is a complex and sensitive process and raises awareness of their important role in making decisions including their limitations. Further sessions will be arranged as required for example implementation of the Planning Bill and the next stage in the LDP2 process

Name of key officer

Gordon Cameron

6. Minerals restoration

- Mainhill OCCS near Douglas
- Work commenced on site May 2018



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Governance

Key Markers:

- 3, 13

Key Areas of Work:

- Environment
- Enforcement
- Collaborative Working
- Community Engagement

Stakeholders Involved:

- General Public/Community Council
- Landowner
- Authority Planning Staff

Overview:

The Council's 2016/17 PPF submission explained that following the 2013 collapse of Scottish Coal the Council successfully called up restoration bonds for four abandoned sites. Restoration work has now been completed on 3 of the sites and each are now entering their 'aftercare' period as the sites have been returned to farmland and forestry plantations. In 2017/18 the service has developed a restoration plan for a fourth site in collaboration with the new landowners and local community and work on the approved scheme has started.

Following lengthy court proceedings to gain the bond monies the final site at Mainhill near Douglas is now in the process of being restored. Officers have been in discussion with the site's new owners Scottish Minerals Restoration Trust in relation to the timing and design of the restoration proposals and were involved in the assessment of the six schemes submitted through the tendering process. The majority of the restoration will allow the site to be used by Forestry Commission Scotland for tree planting. Other areas of the site will provide additional wetland habitat to enhance the biodiversity of the area. Mainhill also benefits from containing

some unique geological features that were opened through the mining. The restoration plan has been designed to ensure that these features remain visible and accessible for geological study. Public Access has been included as an integral part of the restoration design to ensure that once completed the site provides recreational activities through footpath and viewing areas and therefore has a benefit to the local community. The Council has consulted with the local community as part of the initial design process and this will continue throughout the restoration works through regular Community Liaison meetings to ensure the site is of recreational value as well as providing biodiversity through the wetland habitats and forestry planting.

Goals:

The Council has been at the forefront of persistently pursuing the release of bond monies lodged several years ago to ensure the full restoration of abandoned minerals sites. The Planning service has worked with operators and landowners to require restoration schemes that address environmental problems and bring wider community benefits. Once the Mainhill

scheme is complete the Council will have successfully restored all 4 sites left abandoned through the collapse of Scottish Coal and will be the first of the three Coal Authorities affected by the 'Coal Crisis' in this position.

Outcomes:

The case study demonstrates that seemingly insurmountable hurdles can be overcome to achieve a high quality outcome in what is a politically sensitive context. It is expected that the site will be restored and enter its 'after-care' period by early 2019. The management of the release of the bond will be undertaken in association with Finance colleagues.

Name of key officer:

James Wright



7. Scottish Minerals Planning Group

- Nationwide



Elements of a High Quality Planning Service this study relates to:

- Quality of service and engagement
- Culture of continuous improvement

Key Markers:

- 13

Key Areas of Work:

- Skills Sharing
- Collaborative Working

Stakeholders Involved:

- Key Agencies
- Authority Planning Staff

Overview:

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. Following on from the earlier successful input into this forum the Council has continued to provide advice and experience when sought by other local Authorities and has provided advice on minerals and restoration bonds to a neighbouring Authority (East Renfrewshire) as well as providing further advice when required to Argyle and Bute Council. In tandem with the Scottish Minerals Planning Group, a HOPS sub- committee was tasked with preparing a position statement on the Operation of Financial Mechanisms to decommissioning, restoration and aftercare of development sites. Both the HQ Manager and Minerals Officer were key contributors to this document and are referenced as such. The Council continues its commitment to share their minerals knowledge and experience throughout the public sector. Training was provided on peat extraction in January 2018.

Goals:

Officers attend meetings of the group and share best practice within the industry. As described in case study 6 above the Council has become a lead authority on addressing the legacy of redundant opencast coal sites and achieving positive outcomes. The lessons learned from this process can equally be applied to the restoration of other development sites such as windfarms.

Outcomes:

Officers will continue to attend the group and take the lead in actions and share best practice as appropriate.

Name of key officer:

James Wright



8. Robertson Homes development at Ferniegair

- Ferniegair, Hamilton
- Pre- application discussions on first phase started June 2013
- Detailed planning permission granted February 2014
- Pre- application discussions on second phase started January 2015
- Detailed consent granted February 2017



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement

Key Markers:

- 3, 4, 14

Key Areas of Work:

- Design
- Local Development Plan and Supplementary Guidance
- Housing Supply
- Affordable Housing
- Planning Applications
- Interdisciplinary Working
- Collaborative Working

Stakeholders Involved:

- Developers
- Key Agencies
- Authority Planning Staff
- Authority Other Staff

Overview:

The site is located at Carlisle Road in Ferniegair on what was a practice ground associated with Hamilton Golf Club. An adjoining site was being developed by Robertson Homes on part of the allocated Ferniegair Community Growth Area. This was nearing completion when the Council was approached by them to extend the development onto this land. The site also lies within the boundary wall that defines the extent of Chatelherault Country Park with the wall itself forming part of the Category A listing for the Chatelherault Hunting Lodge.

In policy terms the site was located within the Green Belt and there were no specific housing land supply or locational requirement for housing on the site. However it was recognised

that the site is located within a sustainable location in close proximity to bus routes and Chatelherault railway station, footpath and cycleway networks and significant open space provision. This was considered to meet SPP's focus on supporting development that can contribute towards sustainable development and demonstrated the suitability of housing in this location. As the site is located directly adjacent to the Ferniegair Community Growth Area the proposed residential development was considered as a natural extension to the CGA development. In visual terms the southern and western edges of the site were seen as having potential for strong boundaries particularly new woodland planting of native species to ensure the provision of a defensible and long term Green Belt boundary at this location.

In terms of any potential impact on the designed landscape status of Chatelherault Country Park, a Landscape and Visual Impact Assessment was submitted showing the key features of importance detailed in the Historic Environment Scotland Inventory of Gardens and Designed Landscapes that were not located within or directly adjacent to the application site and so it was concluded there would be no significant degree of intervisibility between the

proposed development and the key landscape or historic features of the Country Park. The proposals would involve the loss of the existing six practice holes on Hamilton Golf Course. Through negotiation a practice green and driving range were retained on the remaining adjacent practice area.

The activities included discussing a justification for a departure from policy and ensuring a high quality outcome to reflect that of the original development was achieved. While the proposals in this case were contrary to policy a pragmatic approach was taken to extend the Community Growth Area in a sensitive manner without any adverse effect on the setting or character of the wider area. Work on the CGA had recently been reactivated following several years of inactivity and it was considered appropriate to deliver further development in an area where market demand was demonstrated. The site is sustainable in terms of proximity to transport and services. In addition the layout and design approach by the developer was of a high quality and respects the historic environment.

Developer contributions were sought for both phases of this development with discussion on the amount starting at the pre-applications

stage. This included payments made in lieu of affordable housing being provided on site as well as contributions towards community and education facilities.

Goals:

The positive assessment of the application reflected the benefits of the proposals including creating new housing development in a sustainable location, respecting the landscape and historic character of the wider area and providing a high quality scheme that reflects the setting and amenity of the area. A pragmatic approach was taken in this case to release the land for development while at the same time ensuring the environmental capacity of the site was not exceeded.

Outcomes:

The proposals the subject of the case study are very much an exception in that they involved a departure from the LDP. However this was justified on sound planning grounds. The service will continue to assess other such proposals are appropriate on their merits with a focus on whether they would prejudice the overall vision and objectives of the LDP.

Name of key officer:

Jim Blake



9. Implementation of IDOX

- Planning Service
- May 2016 – March 2018



Elements of a High Quality Planning Service this study relates to:

- Quality of service and engagement
- Governance
- Culture of continuous improvement

Key Markers:

- 12, 13

Key Areas of Work:

- Collaborative Working
- Process Improvement
- Staff Training
- Online Systems

Stakeholders Involved:

- Authority Planning Staff
- Authority Other Staff
- Other – system provider

Overview:

The Service's development management case system was for a number of years provided by Northgate and made use of a separate but linked Electronic Data and Record Management System (EDRMS). The case management system in particular was being used by a decreasing number of other planning authorities in Scotland which meant support from the provider and the ability to benchmark was reduced. In addition the EDRMS was not adopted by other Council services. Following a corporate decision to move to a new Council-wide EDRMS system the Service took the opportunity to review and assess whether 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 assessed against the Planning and 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 the Project Board decided that it would be appropriate to move to the iDox system used by all other Scottish planning authorities. This would benefit from having a single case management and linked EDRMS solution and also guarantee that the new supplier would react quickly to legislative changes, and provide improved functionality; while helping to share the cost burden for future development.

Preparations for the change to the new system began in May 2016. The Project Board set up to consider the solution to the existing system was retained and met on a regular basis, comprising two Heads of Service within the Resource and representatives from the Planning and Building Standards Service, Support services and IT. A project group involving a small number of officers was also established to ensure timescales, procedures and intended outcomes were agreed and driven forward.

In advance of the change to the new system a further group of managers and officers

were identified to test the development of the new approach and take decisions on matters that arose through that process. In this way users of the new system had ownership of the project and were able to tailor it to the needs of the service. At the same time a decision was taken in the middle of 2017 to postpone the introduction of the system until early 2018 in order to ensure data migration could be managed fully and efficiently. While the delay was unfortunate it was considered appropriate to ensure continuity.

A go-live date of 26 February 2018 was subsequently established. In advance of this key milestone extensive on-hands training for every officer was programmed to ensure awareness of the new system and identify the key components. In order to enable data migration from the existing system to Idox a down time period of 3 weeks was planned during which electronic processing of applications was halted. The vast majority of the training was programmed during the downtime. Customers were advised of this temporary measure through mail drops and notices on the website. However hard copies of correspondence were made available to officers where appropriate and, while new applications

were not registered, officers were allocated new cases and carried out checks and site visits and sought additional information/amendments to proposals where necessary. This allowed decisions to be made quickly once the new system was operational to limit the impact on performance.

Goals:

The implementation of the project will bring long term benefits of a more efficient processing system which will improve performance management. The updated Planning Portal will also enhance customer engagement with the planning service.

Outcomes:

The system is now live and there are ongoing learning experiences. A regular meeting of team leaders and officers takes place to highlight and discuss issues and through this forum various measures have been put in place to address problems. The three week down time period and the subsequent effect of the backlog that had developed did have a temporary impact

on performance in terms of timescales for determining applications particularly in the Q4 reporting period. However the new system is now fully established and performance is starting to return to pre Q4 figures. The long term benefits of using the integrated package is considered to outweigh the temporary issues described. In addition the Public Access Portal has been significantly improved and provides customers with a more intuitive and user friendly system together with options for being electronically notified of application progress. An upgrade to further improve functionality is programmed for later in 2018.

Name of key officer:

Karen Brown/Alan McAulay/David Backwood

10. Developer contributions

- South Lanarkshire wide
- Community Infrastructure Assessment Supplementary Guidance approved March 2015
- CIA working group established September 2016



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Governance

Key Markers:

- 15

Key Areas of Work:

- Development Management Processes
- Local Development Plan and Supplementary Guidance
- Interdisciplinary Working
- Collaborative Working

Stakeholders Involved:

- Housing Developers
- Other Authority Staff
- Authority Planning Staff

Overview:

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 turn the Community Infrastructure Assessment Supplementary Guidance provides detail on the type of developments that will be subject to CIA, how the assessment will be carried out (including the methodology used to calculate payments for each service) and the collection of payments. Independent assessment of land values and the impact of contributions on site viability is carried out by the District Valuer.

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 chaired by the Head of Service 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 this year, with the developers, for significant housing developments at Goremire Road in Carluke, Blantyre Mill Road in Blantyre and Gilbertfield in Cambuslang.

Goals:

The approach described in the Supplementary Guidance establishes a consistent and transparent method of seeking appropriate contributions from developers to address the impact of their proposals on the wider community. The officer group enables cross resource discussion on individual proposals and provides the spending services with details of when payments are likely to be made to enable programming of their projects. An understanding of the impact of contribution levels on viability is built into the process and discussion takes place with developers to agree the phasing of payments as necessary.

Outcomes:

The means of addressing developer contributions is kept under review and issues are discussed at the officer group.

Name of key officer

Lesley Campbell

11. Working closer and better with the Economic Development team

- South Lanarkshire wide
- April 2016 to date



Elements of a High Quality Planning Service this study relates to:

- Quality of Outcomes
- Quality of service and engagement
- Culture of continuous improvement

Key Markers:

- 12

Key Areas of Work:

- Economic Development
- Development Management Processes
- Interdisciplinary Working
- Collaborative Working
- Skills Sharing
- Staff Training

Stakeholders Involved:

- Authority Planning Staff
- Authority Other Staff

Overview:

The Council's Planning Service and Economic Development Service were amalgamated in April 2016 under a single Head of Service. The main aim of this approach was to ensure closer working and a joined approach to securing investment and development in the Council area in order to achieve the aspirations of the Council Plan. The Economic Development service comprises a range of functions including a Business Support team who provide advice on financial and practical support available to businesses including Council grants; are a partner in Business Gateway Lanarkshire; advice on land and property available; town centre management; and the administration of the Council's Renewable Energy Fund. Other parts of the service include employability and tackling poverty and funding applications.

Ways of exploring working closely with the Business Support team in particular have been progressed during the year. An early example involved the Business Support team leader attending the Customer Forum in 2016 when the range of advice and support available was highlighted to agents. A half day workshop was

arranged in May 2017 that involved all officers from both teams together with colleagues from Building Standards, Estates Services and the team leaders from the other parts of Economic Development attending. The first part of the event was an awareness raising session through a series of presentations. Attendees were then divided into mixed groups to consider case studies focussing on opportunities to identify how at different stages in the development process they could contribute towards the delivery of a new proposal.

An action plan was developed from the results of the workshop. This has included the preparation of a Directory of Business Support in South Lanarkshire which identifies the possible need for planning permission and building warrant for business proposals and contact details being made available; the distribution of a weekly list of applications for business grants to the Planning Service to allow early contact to be made in cases where planning consent might be needed; consultation with the Business Support team on preparation of the proposed LDP2 which has aided policy direction in particular in relation to tourism; and the creation of a business plan template for applicants.

Collaboration this year has involved new hotel proposals involving the conversion of a former department to a hotel in Hamilton town centre and the erection of a new build facility at Hamilton Racecourse; and the erection of 7 houses to enable the expansion of an equestrian/stud facility in the rural area. In addition the Business /Support team have worked closely with the planning service on pre-application discussions to on proposals for a water bottling plant in the rural area and facilitating the implementation of a planning consent for a major tourism development at Kersewell.

Overall the approach being used has been well received by customers and was highlighted to the assessor of the Customer Service Excellence review as good practice.

Goals:

The intended outcome of this work is to provide a one stop shop approach so that a customer's needs are identified at an early stage and appropriate guidance from both parts of the service is provided. More importantly this will facilitate the means to support economic

growth and increase employment within the Councils area which is a key aim of the LDP. The project has also identified ways in which to share skills and aid the personal development of officers. A planning officer has developed an interest in tourism related matters and was involved in preparing tourism policy for LDP2.

Outcomes:

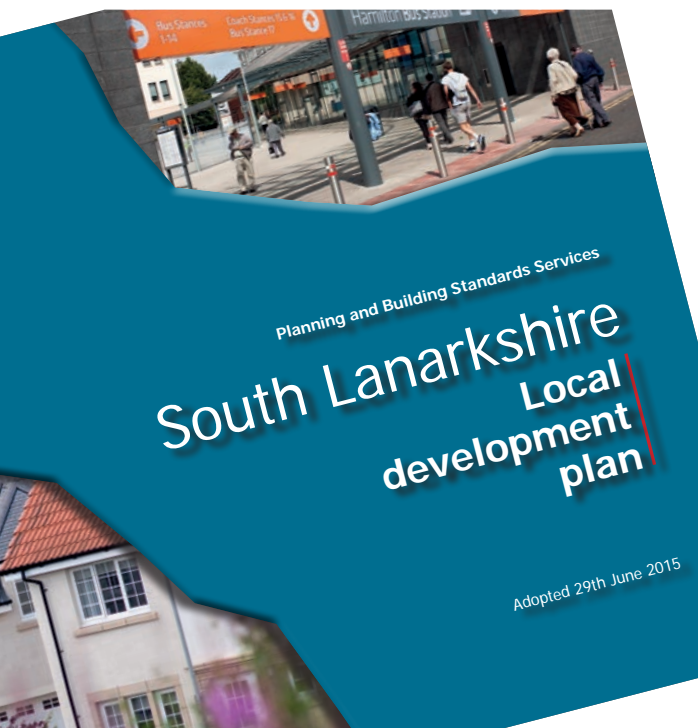
Activities have taken place this year to encourage closer working on proposals involving economic development and employment links including holding a workshop for officers and the development of an action plan. The key outcome of the workshop has been a greater understanding of the roles of each service and regular direct contact between officers to discuss proposals. The action plan will be kept under review and further issues actioned as appropriate.

Name of key officer:

Tony Finn/ Yvonne Rogers (Business Support Team Leader)

12. Preparation of the Proposed Local Development Plan 2

- South Lanarkshire wide
- Work commenced on preparation of LDP2 in April 2016
- Main Issues Report published for consultation May 2017



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

Key Markers:

- 7, 8, 9, 10

Key Areas of Work:

- Local Development Plan and Supplementary Guidance
- Interdisciplinary Working
- Community Engagement
- Skills Sharing
- Staff Training

Stakeholders Involved:

- General Public
- Hard to reach groups
- Developers
- Key Agencies
- Planning Committee
- Authority Planning Staff
- Authority Other Staff

Overview:

The 2016/2017 PPF submission described work that had been carried out up until that point in relation to the replacement of the South Lanarkshire Local Development Plan (SLLDP) that was adopted in 2015. This included extensive engagement and consultation with stakeholders, community groups and other interest groups. This year work has included the publication of the Main Issues Report and the collation and assessment of responses. This resulted in further consultation on additional sites that were submitted through that process. Following on from that preparation

of the Proposed LDP2 has been completed and committee approval has been granted to publish it for comment in July 2018 for a 8 week period.

Following the initial consultation and engagement process the Main Issues Report (MIR) was published for public consultation in May 2017. This considered potential changes to the adopted SLLDP and addressed issues raised during the consultation process. The MIR was accompanied by three technical reports that had been carried out, namely

- Potential changes to designations and settlement boundaries where land use designation in the SLLDP was no longer relevant
- An assessment of the proposals submitted under Call for Sites
- A Transport Appraisal which provided an analysis of transportation issues in relation to the development opportunities presented in the MIR and an assessment of these sites in terms of their impact on the local road network.

In addition an Environmental Report which documents the Strategic Environmental Assessment of the MIR was produced.

Monitoring of how well the policies in SLLDP had performed was carried out as part of the preparation of the MIR. Overall it was concluded that the policy approach had been very successful in creating the right conditions for investment in the Council area which had resulted in work starting on a number of allocated residential sites in appropriate locations; progress being made in bringing forward land earmarked for employment uses; and protecting the natural and built environment from inappropriate development. As a result a 'light touch' approach was applied to the preparation of LDP2 with no major changes to policies proposed and a limited number of additional housing sites identified.

The vision of the SLLDP of promoting the continued growth and regeneration of South Lanarkshire by seeking sustainable economic growth within a low carbon economy remains unchanged. A small number of additional development framework sites have been identified where a range of complementary uses requiring infrastructure provision and a co-ordinated approach by master planning is required to secure their delivery. Some of the changes reflected changes in circumstances since the SLLDP was adopted. For example

a site at Redwood Crescent in East Kilbride where detailed planning permission had been granted for a supermarket and garden centre development was changed into a development framework site in light of changes in demand for food retail. Further a similar designation was applied to the existing University of West of Scotland campus in the centre of Hamilton to reflect redevelopment proposals for a mixed use development on the site following its relocation to a new site at Hamilton Technology Park. The new campus has also been given that designation to reflect the current planning position of this land.

Similarly land that had been identified as development framework sites were changed to residential Masterplan sites in order to update the status of these sites such as the former DAKS Simpson site in Larkhall following evidence being provided that employment uses previously proposed at the site were not viable. New Greenfield releases at Peel Road, Thorntonhall and East Overton and Glassford Road in Strathaven were assessed as being suitable for new housing requiring a Masterplan approach.

Consultation on the MIR over a 6 week period resulted in 1,059 comments and representations being received. Developers and landowners submitted a further 32 sites for consideration. Further public consultation on these additional sites was then carried out and their suitability assessed against the same criteria that had been used during the assessment of those submitted under the Call for Sites. The outcomes of the consultation exercise have informed the preparation of the Proposed LDP2 which now has committee approval and will be the subject of consultation from July to September 2018. Officers from the area teams have been involved in the review and writing of policy and guidance which has added to the skill set of those involved and provided a valuable insight into how the existing plan is being used for decision making. In anticipation of the removal of Supplementary Guidance in the Planning Bill a decision was taken to compile a 'volume 2' of detailed policies that will supersede existing approved Supplementary Guidance.

Goals:

The work that has been carried out this year reflects the statutory duty for the Council to have an adopted LDP by the middle of 2020 and the need to effectively project manage the process. A comprehensive database of parties who have requested to be consulted has been set up. The approach taken in preparing LDP2 reflects the robustness of the current adopted plan. Housing and industrial land monitoring is undertaken thoroughly and it is clear appropriate land supply levels have been identified to accommodate needs of the development industry while ensuring the Council's commitment to developing affordable housing is met.

Outcomes:

The scale of representations made in relation to the plan preparation process to date, in particular the relatively small number of additional sites being promoted, highlights the effectiveness of the SLLDP and established the approach to the preparation of LDP2. Publicity and neighbour notification on the proposed plan will take place in the middle of 2018 after which consideration and assessment of representations will be carried out. It is intended to present a report to Committee in early 2019 seeking approval for the plan and agree its submission to the DPEA for Examination. The adoption of LDP2 within the statutory timescale remains on schedule.

Name of key officer

Laura Gaddis/ Sheila Alderson

13. Achieving better outcomes through SEA

- South Lanarkshire wide



Elements of a High Quality Planning Service this study relates to:

- Governance
- Culture of continuous improvement

Key Markers:

- 10, 12, 13

Key Areas of Work:

- Environment
- Other – Strategic Environmental Assessment
- Interdisciplinary Working
- Collaborative Working
- Skills Sharing

Stakeholders Involved:

- General Public
- Hard to reach groups
- Key Agencies Authority
- Planning Staff
- Authority Other Staff

Overview:

In general terms Strategic Environmental Assessment work in the Council is led and facilitated by the Planning Officer (SEA) based within the Planning HQ team. As well as leading and facilitating SEAs for all Council led plans, the SEA Officer is responsible for the production of the biennial State of the Environment Report which provides the SEA baseline for all plans and is an integral part of strategic planning within the Council. The SEA Officer helps to promote the protection, enhancement and understanding of the local environment through chairing the Corporate SEA Working Group, co-chairing the Learning About Sustainability in Schools Group and her membership of various corporate and partnership groups including the South Lanarkshire Sustainability Partnership and the Sustainable Development Member Officer Group. All of these workstreams have been ongoing this year.

Through SEA, planning has been able to influence the Council's strategic approach to a range of strategies and plans which may impact on the environment, including the Sustainable Development and Climate Change Strategy,

Air Quality Action Plan and the Biodiversity Strategy. In terms of the planning service itself a Scoping Workshop has been held to help prepare the scope for the SEA of LDP2. A key purpose of the workshop was to bring different perspectives together in one place with a view to informing and influencing the new plan. The workshop was well attended by officers from across planning and other Council services as well as members of the Corporate SEA Working Group. This was an invaluable way of ensuring that environmental considerations continued to have a high profile within the Plan.

In keeping with this collaborative approach, site assessment of proposals submitted during Call for Sites and following publicity on the MIR were informed by environmental information from a wide range of both internal and external sources. Alongside this, the sites assessments were led by the Council's SEA Officer supported by the Headquarters Team Leader, a LDP Planning Officer and colleagues from the Development Management teams. This ensured a wide range of perspectives, at both the strategic and local level, were used to good effect in carrying out the SEA of the potential sites. Added value was also gained by raising awareness and understanding about SEA within

local development management teams.

Both the Environmental Report for LDP2 and the State of the Environment Report have been cited as examples of good practice in Strategic Environmental Assessment Research of Local Development Plans in Scotland by LUC published in February 2018, commissioned by the Scottish Government and the statutory SEA Consultation Authorities. The report notes that 'South Lanarkshire's LDP SEA was highlighted as an example of good practice, following a strong iterative process and drawing heavily on Consultation Authorities comments on previous SEAs to deliver a proportionate result', and '...South Lanarkshire have attempted to include more accessible graphics to explain scores, and consultation questions to promote engagement...'.

Goals:

The SEA of LDP2 throughout its preparation is ensuring the goals of the service in terms of encouraging sustainable economic growth and moving towards a low carbon economy are being met. In addition appropriate sites have been identified and policy direction/wording

developed as a result of this process. The role of the SEA Officer in the Council wide work ensures the Planning service is at the heart of corporate decision making.

Outcomes:

The SEA Officer was invited to work with the Scottish Government on a secondment basis to help progress thinking about aligning SEA with the Planning Review. This included facilitating a workshop titled 'Embedding SEA into a new LDP preparation process' at the National SEA Forum. This reflects the need for ensuring that planning authorities have current and robust evidence about the condition of the local environment to inform and influence future plan-making.

Name of key officer

Jennifer Murphy

14. Customer Service Excellence

- South Lanarkshire wide
- Customer Service Excellence (CSE) accreditation first awarded 2014
- Third annual review successfully carried out October 2017



Elements of a High Quality Planning Service this study relates to:

- Quality of Outcomes
- Quality of service and engagement
- Governance
- Culture of continuous improvement

Key Markers:

- 12

Key Areas of Work:

- Community Engagement
- Performance Monitoring
- Process Improvement

Stakeholders Involved:

- General Public
- Hard to reach groups
- Developers and agents
- Authority Planning Staff
- Authority Other Staff

Overview:

The Planning Service achieved Customer Service Excellence recognition in July 2014 and has retained this accreditation through further assessment in the subsequent three years. At the time of the initial award in 2014 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 with only three still judged as achieving partial compliance. The second annual review carried out in September 2016 led to one further area being rated as compliance plus giving a total of seven overall with only two criteria achieving partial compliance. The most recent annual review was undertaken in October 2017.

The assessor's visit to the service included discussions with officers within the Planning Service and colleagues in other parts of the Council. A round table discussion took place with a range of customers in the Council

building and two site visits were made where meetings took place with applicants and agents. One additional compliance plus rating was achieved and only one partial compliance rating now remains. As a result there has been a year on year improvement in the overall assessment.

In the assessment report the assessor concluded that the Planning Service is clearly customer focussed and has a good handle on customer groups and their respective requirements. The ethos of keeping the customer at the heart of all that the service does was recognised as an obvious strength. The culture of the service is focussed on customer service with both leaders and staff showing a strong commitment to serving customer needs. An understanding of customer needs is recognised and the service is seen as being accessible to customers while a good range of information was available. Performance against set standards on time and quality is good and complaint handling remains very strong.

The additional compliance plus rating related to the service identifying the needs of a customer at their first point of contact and ensuring that the same officer deals with the customer throughout the process. The assessor found

from discussions with partners and customers that service delivery at the point of contact was outstanding and in particular pointed to the processes that had been developed in association with the Business Support team. Pre-application meetings were identified as being highly effective and appreciated by all users of the service. Customers were also able to point to contact routes being well established and working effectively.

In terms of other aspects, the assessor highlighted the effort that goes into identifying and engaging with hard to reach customers and the regular review of our engagement strategies for effectiveness and reliability was highlighted. Evidence was provided as part of the review of staff receiving recognition of their efforts from customers and leaders alike. The criteria that was re-assessed as moving from partial to full compliance focuses on the range and quality of information that is available. Promises that are made to customers on service delivery are realistic, meaningful and indeed delivered. The work involved in achieving compliance in that area included a review of standards letters to ensure they were sent out in the relevant Manager's name and updating information on the Council website.

Goals:

The award and retention of the CSE award demonstrates that an inclusive service is provided to all of our customers. Customer focus is at the heart of our goals and achievements with an emphasis on partnership working and community engagement. Involvement in the process results in continuous assessment of processes and actions taken to address shortfalls or new needs and issues.

Outcomes:

The CSE process is an excellent tool for robustly and regularly reflecting on the experience of customers using the service, identifying areas for improvement and developing solutions and new means of customer engagement and performance management. Overall customer service can be seen as being to a high standard however we seek to build on these achievements as part of the drive for continuous and appropriate improvement.

The one remaining partial compliance rating centres on not meeting standards for timeliness in terms of key performance indicators for determining planning applications. The assessor noted that last year improvements were made in two areas but it had fallen in another two (ie all major developments and major housing developments). A review of the processes involved in determining these types of application was carried out in 2017 and the effects are still working through the system. Improving performance in these areas continues to be a priority.

Name of key officer

Tony Finn

15. Preparation of tall wind turbines guidance

- South Lanarkshire wide
- Guidance approved by Committee October 2017



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of Service and engagement
- Culture of continuous improvement

Key Markers:

- 11

Key Areas of Work:

- Environment
- Other – Renewable Energy

Stakeholders Involved:

- General Public
- Hard to reach groups
- Windfarm Developers
- Authority Planning Staff
- Key Agencies

Overview:

South Lanarkshire has become a focus for wind energy developments with over 900 turbines operating or consented as at July 2018. These range from large upland wind farms to single turbines. This has resulted in the area's remaining capacity for development becoming more restricted. Repowering of existing wind farms is becoming more prevalent and increasingly taller turbines are now being considered when developers are both assessing the repowering of existing developments or new wind energy developments. In June 2015, the UK Government announced the end to all financial support for onshore wind energy developments. As a result, many wind energy developments that have obtained planning consent but are not yet built and are unable to access subsidies, are now considered unviable. Developers are, therefore, reviewing these consents and to increase the yield from these wind energy developments, they are proposing to increase the height of turbines and revise their layout.

Since 2010 the Council has prepared various policy and guidance documents relating to wind energy developments. These have evolved over time to take account of changes to Government policy and trends in the wind energy sector. They have been subject to public consultation and Council approval through the development plan process. Supplementary Planning Guidance on Wind Energy was first produced in 2010, followed by statutory Supplementary Guidance on Renewable Energy in 2015 as part of SLLDP.

The planning policy and supporting planning guidance documents have been informed by detailed technical studies, prepared for the Council by Consultants. These have also been subject to public consultation and formal approval. The Landscape Character Assessment and the Landscape Designations review were approved in 2010 and remain valid. The Landscape Capacity Study for Wind Energy has been updated several times to take account of the evolving scale and pattern of development.

The Landscape Capacity Study for Wind Energy technical report 2016 underwent consultation as part of the Renewable Energy SG in September/October 2015 and the document

was finalised and approved in February 2016. The study, however, is based on the assessment of five size categories of wind turbines, with the tallest wind turbine category being 120 metres or more. This study reflected the size of turbines erected in many of the wind farms operating at the time, as well as the height of those turbines being proposed in planning applications. It does not provide detailed guidance on the assessment of turbines significantly taller than 120 metres in size.

In order to assess the impact of the increasing size of commercial wind turbines being proposed, the Council considered it necessary to update its existing guidance on landscape capacity to take account of the impacts of taller wind turbines and provide relevant siting and design guidance for these turbines. On this basis Tall Wind Turbines: Landscape Capacity, Siting and Design Guidance (TWT Guidance) has been prepared to supplement the Council's approved Landscape Capacity Study for Wind Energy February 2016. The TWT Guidance includes a new category of turbine size of 150m – 200m and has been prepared in accordance with national and local planning policy and

Scottish Natural Heritage guidance. It includes:

- A background review of taller turbines; their deployment; and potential issues associated with them;
- Examples of wind farms in South Lanarkshire and other areas where turbines around 140m in height to tip are operational or consented;
- A review of landscape and visual issues relating to taller turbines (150m>);
- Criteria to be considered when assessing applications for wind turbines 150m or greater in height;
- An additional wind turbine size category of 150m > included within the Council's strategic guidance.

This document was approved by Committee on 10 October 2017 and was subject to public consultation for four weeks during October/ November 2017.

Goals:

The guidance was identified as necessary to address new policy issues arising from changes in the renewable energy industry which is

seeking to erect turbines of an increasing height. It addresses issues of landscape capacity and environmental impact. It also recognises the significant contribution the Council has already made to meeting national renewable targets and reflects the balance to be struck between this key planning issue and local impacts of these types of proposal.

Outcomes:

The comments received during consultation have been taken into account and the revised TWT guidance has informed the preparation of the Renewable Energy Supporting Planning Guidance which will be submitted for committee approval in May 2018 and will be published for consultation alongside the Proposed LDP2. It is currently a material planning consideration and is already being used to inform the assessment of wind energy applications.

Name of key officer

Ruth Findlay



16. Stakeholders

- New Lanark
- South Lanarkshire wide
- Ongoing through 2017/18



“... safeguard, promote, enhance, improve, realise, build and implement ...”

New Lanark World Heritage Site Management Plan 2013-2018

Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Culture of continuous improvement

Key Markers:

- 12

Key Areas of Work:

- Interdisciplinary Working
- Collaborative Working
- Community Engagement
- Project Management
- Skills Sharing

Stakeholders Involved:

- Key Agencies
- Authority Planning Staff
- Authority Other Staff

Overview:

The Service consistently seeks to engage with its key partners and stakeholders in order to improve its understanding of their own proposals and the impact of LDP allocations and development proposals on their infrastructure and services. Three areas of activity are described within this case study which aims to show how responsive the service is to customer engagement.

New Lanark Trust

New Lanark is one of Scotland's 6 World Heritage Sites and is the main tourist attraction in the Council area. The Council, Historic Environment Scotland and New Lanark Trust together form the partnership for the World Heritage Site.

Until recently the role of liaison with the Trust was a team leader in the Economic Development service. Following their retirement this has been taken over by a planning officer based in the Clydesdale area team. The role is to provide a high quality customer service to the Trust as the single point of contact in the

Council, responding to enquires relating not just to planning but spanning all functions of the Council, and taking a lead role in any resultant projects. The liaison officer attends regular meetings between The Head of Planning and Chief Executive of the Trust; Economic Development and the Trust; and Partnership Meetings, which include outside agencies.

This role builds on positive work already taking place between the Planning service and the New Lanark Trust. New Lanark World Heritage Site lies within a wooded valley covered by a Conservation Area designation. On receipt of an application for extensive tree works the liaison officer arranged a joint site visit with the Arboricultural Manager taking into account an overall assessment of the wooded valley and an exploration of the wider site. This resulted in the officers working with the tree consultants appointed by the Trust to encourage a more conservative and ecologically friendly approach to the tree management across the site. For example the retention of dying trees leaving them to decay on site providing habitat for birds and invertebrate.

One particular project involved a funding bid by the New Lanark Trust to the Tourism Infrastructure Fund. Planning provided early engagement on the physical development works required, including charging points and traffic management installations within the World Heritage Site whilst working collaboratively with Economic Development regarding the progress of the bid and the project as a whole. Unfortunately, total funding for the project as initially envisaged will not be realised. As a result regular meetings involving officers in Economic Development including funding, business support and LEADER and the liaison officer were arranged to ensure collaborative working continues and early identification of problems.

Another case of interest to New Lanark Trust and the Lanark Development Trust relates to a listed building within the Falls of Clyde area. The listed building, owned by a third party, has fallen into a state of disrepair. The liaison officer has co-ordinated with Building Standards and the funding team of Economic Development to protect and preserve this building. Investigation into funding for a feasibility study has begun alongside communications with the owners of the building to promote positive action. Efforts

will continue on this project to ensure a quality outcome for the surrounding landscape of New Lanark and the listed building.

In 2018 New Lanark Trust are updating their Management Plan, to which the Council is a signatory, alongside other partners. On taking on the role the liaison officer attended a training course on World Heritage Sites gaining invaluable information on the management of this unique designation. During the early consultation of the Management Plan the liaison officer co-ordinated a single response from several parts of the Council. Co-ordination with the Trust and other departments will continue to ensure timely reporting to Council committees and sign off of Management Plan within The Trust's deadlines.

Overall, the liaison role provides a positive and growing relationship with New Lanark Trust; a major tourist attraction which also preserves a key historic asset. The Planning role provides early pre-application advice and ensures strong collaboration between services to ensure the Trust receives reliable advice and a quality service from the Council as a whole.

Scottish Power

An approach was made by Scottish Power in 2017 to the Council's Chief Executive and Leader of the Council to facilitate closer working relationships. As a result quarterly meetings with officers from Planning, Estates, Roads and Transportation Services and Housing Services have been established. This has allowed Scottish Power to get a better and early understanding of the scale and timing of Council projects such as the Home+ programme and progress on the allocated sites in the LDP so infrastructure requirements can be programmed. At the same discussion of their own projects for example new substations can be highlighted to the Planning service to allow early discussion and identification of case officers. In a number of locations across the Council area the need for upgrades to electricity infrastructure has generated requirements for sites to accommodate the required plant; and potential future developments had been identified which could have implications for the future capacity of the power network.

NHS Lanarkshire

In a similar manner regular meetings are programmed with NHS Lanarkshire. Firstly the impact on health care provision of new developments identified through the LDP process can be factored into business planning for future investment. Further, details of development proposals by NHSL can be highlighted early in the process to permit advice to be provided on schemes. In recent years new health centres at East Kilbride and Carluke; alterations to a listed building in Beckford Street in Hamilton to create additional consulting rooms; and a small extension to a hospital in Douglas have been progressed. A new housing development by Robertson Homes at Fallside Road in Bothwell on surplus land was completed in 2017. Finally the service is working closely to delivering housing development on legacy sites on surplus NHSL land at the former Law and Stonehouse Hospital sites

Goals:

The New Lanark World Heritage Site is a significant resource within the Councils area

and has wide ranging economic development and tourism benefits which have to be balanced against the impact on the WHS and the wider landscape. The stakeholder meetings enable a cross resource approach to be used to identify and address issues. Working with NHSL and Scottish Power provides benefits of mutual understanding of their development needs and means of bringing forward legacy sites in their ownership.

Outcomes:

The case study demonstrates the benefits of close working with key stakeholders and their role as landowners and infrastructure providers. These forums will continue to be used to explore joint approaches to delivering the Councils objectives.

Name of key officer

New Lanark Trust – Fiona Bailie

Scottish Power – Tony Finn/Laura Gaddis

NHSL – Pauline Elliot/Joanne Forbes
(Estates Services Manager)

17. Enforcement

- South Lanarkshire wide
- Enforcement Charter approved March 2017



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement
- Governance

Key Markers:

- 5

Key Areas of Work:

- Enforcement

Stakeholders Involved:

- General Public
- Authority Planning Staff

Overview:

The original version of the Enforcement 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 in reviewing the charter 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.

The following are examples of how the service has taken a proportionate approach to enforcement issues.

A temporary consent had been granted for the siting of snack bar within an industrial site in Carnwath. The operator failed to renew the consent and in the meantime the landowner had brought forward proposals to extend the manufacturing activities. Roads and Transportation Services had raised concerns about impact on road safety. The enforcement officer worked with the parties involved to address road matters and accommodate a retrospective planning application to allow a small business to continue and explore longer term options with the landowner.

Planning consent was granted a developer to build 9 homes near Biggar. In January 2017 residents highlighted an issue with the access road which had not been completed to the approved plans. The approved plan indicated that a section of the private access road was required to be completed in concrete. Failure to do so had caused the deterioration of the access road. The school bus was unable to pick up children due to the condition of the road. There was a breach of conditions but residents were advised that any enforcement notices would also be served on them as joint owners of the road. The developer argued that the works were complete and the management of the area including the access road was handed over to a factor. The factor was contacted and he advised that only certain parts of the development were under management. In the meantime the factor had been removed by the residents for failing to manage the site. The enforcement officer organised a meeting with the residents and developer to resolve the issue which ended in the developer installing the concrete section as per the approved plans. They also agreed out of goodwill to repair the potholes within the access road and deal with all the issues highlighted by the residents.

Goals:

The Planning Service has an up to date Charter which describes how enforcement matters will be dealt with and in particular allows cases to be prioritised depending on the individual issues raised. This has enabled enforcement officers to manage their workload as well as the expectations of customers.

Outcomes:

The Enforcement Charter will be reviewed and updated as appropriate in March 2018. The lessons learnt from the priority approach introduced in the current version will be taken into account in the review.

Name of key officer

Gordon Cameron

18. Non Statutory Planning Guidance - Minerals

- South Lanarkshire Wide
- Guidance was approved by Committee in July 2017



Elements of a High Quality Planning Service this study relates to:

- Quality of outcomes
- Quality of service and engagement

Key Markers:

- 11

Key Areas of Work:

- Local Development Plan and Supplementary Guidance
- Development Management Processes
- Planning Applications
- Other – Minerals extraction

Stakeholders Involved:

- General Public
- Developers
- Key Agencies
- Planning Committee
- Authority Planning Staff

Overview:

The adopted South Lanarkshire Minerals Local Development Plan was adopted in 2012. In preparing LDP2 a view was taken to include policy guidance on minerals rather than renewing the Minerals LDP. This policy would also be supported by statutory Supplementary Guidance for Minerals. With the South Lanarkshire Minerals Local Development Plan (SLMLDP) falling in June 2017 and Statutory Minerals Guidance being amalgamated into the LDP2 there would be a period where there was no Statutory Minerals Guidance within the Development Plan. In lieu of opting not to replace the SLMLDP when it expires and pending the approval of the Proposed LDP2 non-statutory planning guidance (NSPG) on minerals developments was produced which would be a material consideration in the determination of relevant planning applications within the interim period.

The purpose of the NSPG is to continue the policy approach already contained within the SLMLDP by maintaining its 15 Policies for the interim period over which the non-statutory guidance is required for. The NSPG did not

propose to alter either the aims or purposes of the SLMLDP but sought to provide interim minerals guidance to cover the period following expiry of the SLMLDP and the approval of the Proposed LDP2. The Proposed Plan and associated Supplementary Guidance for Minerals will then become part of the Development Plan framework as the SLLDP2 moves to adoption.

The NSPG promotes and facilitates mineral developments to support continued economic growth whilst at the same time protecting the environment and communities from inappropriate mineral development. It continues to identify a hierarchy of natural and built heritage sites where different degrees of protection will be applied. Cumulative impact from other mineral and landfill sites within the area will be taken into account when determining applications for mineral development. The NSPG will continue to promote community contributions and contributions to the maintenance of public roads being paid by mineral operators. A high level of supporting information will still be required to accompany any application for mineral development through the NSPG. The NSPG will also continue to provide

specific criteria for developments involving peat extraction, aggregate recycling and bing reclamation. Restoration remains a key part of any application for mineral development as would ongoing site monitoring and enforcement. Legal agreements are a way of control that cannot be adequately addressed by condition. Detailed guidance is provided on issues such as noise, dust, vibration, air and light pollution particularly in relation to sensitive land uses such as schools, hospitals, recreation facilities and dwellings. Protection of the water environment is also a key aim within the NSPG as is minimising impacts upon the public road network.

Goals:

The Non-Statutory Planning Guidance - Minerals has been prepared to extend the life of policy guidance and advice contained within SLMLDP pending preparation of LDP2. The guidance is a material consideration in determining applications and avoids a policy vacuum. It provides certainty for developers and local communities affected by mineral extraction proposals.

Outcomes:

The approach was used to provide a robust and appropriate policy context for dealing with minerals applications and pre-application discussions.

Name of key officer

Laura Gaddis/James Wright

Part 2 - Supporting Evidence

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

Quality of Outcomes

South Lanarkshire Local Development Plan

https://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/6

Approved Statutory Supplementary Guidance

https://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/5

Development Plan Scheme

https://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/3

Housing Land Audit

https://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/8

Residential Design Guide

https://www.southlanarkshire.gov.uk/downloads/file/5448/residential_design_guide_2011

Shopfront Design Guide

https://www.southlanarkshire.gov.uk/downloads/file/7507/shopfront_design_guide

Windows and doors for listed buildings and conservation areas

https://www.southlanarkshire.gov.uk/downloads/file/7633/windows_and_doors_for_listed_buildings_and_conservation_areas

Conservation Area maps

https://www.southlanarkshire.gov.uk/downloads/download/844/conservation_area_maps

Quality of Service and Engagement

Local Development Plan 2 – Main Issues Report and associated technical reports

<https://www.southlanarkshire.gov.uk/downloads/download/908/>

Non- statutory planning guidance on Minerals

https://www.southlanarkshire.gov.uk/downloads/file/11086/minerals_non_statutory_consult_internetpdf

Tall Wind Turbines: Landscape capacity, siting and design guidance

https://www.southlanarkshire.gov.uk/downloads/file/12326/tall_wind_turbines_landscape_capacity_siting_and_design_guidance_draft

Pre-application discussions

https://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/50/how_to_make_a_planning_application

Providing Supporting Information

https://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/1520/providing_supporting_information

Guide for submitting a householder planning application

<https://www.southlanarkshire.gov.uk/downloads/download/902/>

A guide to the planning decision making process

https://www.southlanarkshire.gov.uk/downloads/file/10027/a_guide_to_the_planning_decision_making_process

Planning Processing agreements

https://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/1318/planning_processing_agreements

Air quality information for developers

https://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/854/air_quality_information_for_developers

Coal mining legacy problems

https://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/679/coal_mining_legacy_problems

https://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/679/coal_mining_legacy_problems/4

Inclusive Design

https://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/51/inclusive_design

Listed building planning constraints

https://www.southlanarkshire.gov.uk/info/200219/planning_for_developers/1095/listed_building_planning_constraints

High Hedges

https://www.southlanarkshire.gov.uk/info/200218/planning_for_householders/1284/high_hedges

Planning Appeals and Reviews

https://www.southlanarkshire.gov.uk/info/200218/planning_for_householders/320/planning_appeals_and_reviews

Clyde Gateway

https://www.southlanarkshire.gov.uk/info/200177/regeneration/655/clyde_gateway

City Deal

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

Development Management Charter

https://www.southlanarkshire.gov.uk/downloads/file/6570/development_management_charter_2015

Enforcement Charter

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

Governance**Community and Enterprise Resources Resource Plan**

<https://www.southlanarkshire.gov.uk/downloads/download/691/>

South Lanarkshire Local Housing Strategy 2017-2022

https://www.southlanarkshire.gov.uk/info/200172/plans_and_policies/879/local_housing_strategy

South Lanarkshire State of the Environment Report

https://www.southlanarkshire.gov.uk/downloads/file/12297/south_lanarkshire_state_of_the_environment_report_2017

Culture of Continuous Improvement**Planning Portal**

<https://publicaccess.southlanarkshire.gov.uk/online-applications/>

Case Study 1

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4POPJV415andactiveTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4POPJV500andactiveTab=summary>

Case Study 2

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4WOPJV021andactiveTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4POPJV080andactiveTab=summary>

Case Study 3

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4XOPJV352andactiveTab=summary>

Case Study 4

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?activeTab=documents&keyVal=ZZZV4ROPJV108>

Case Study 8

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4ROPJV548andactiveTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4NOPJV798andactiveTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4QOPJV397andactiveTab=summary>

Case Study 10

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4QOPJV548andactiveTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4QOPJV996andactiveTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4POPJV984andactiveTab=summary>

Case Study 11

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4VOPJV274andactiveTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4SOPJV247andactiveTab=summary>

Case Study 13

<https://www.historicenvironment.scot/archives-and-research/publications/publication/?publicationId=2c4ee110-e421-4515-aeac-a808009f9584>

https://www.southlanarkshire.gov.uk/downloads/file/11117/strategic_environmental_assessment_environmental_report_internetpdf

Case Study 15

https://www.southlanarkshire.gov.uk/downloads/file/11805/tall_wind_turbines_landscape_capacity_siting_and_design_guidance

https://www.southlanarkshire.gov.uk/downloads/file/11805/tall_wind_turbines_landscape_capacity_siting_and_design_guidance

Case Study 16

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4NOPJV910&activeTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4ROPJV007&activeTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=ZZZV4VOPJV161&activeTab=summary>

<https://publicaccess.southlanarkshire.gov.uk/online-applications/applicationDetails.do?keyVal=P6037HOPGTXX00&activeTab=summary>

Case Study 17

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

Case Study Topics	Issue covered in PPF7	Case Study Topics	Issue covered in PPF7
Design	✓	Interdisciplinary Working	✓
Conservation	✓	Collaborative Working	✓
Regeneration	✓	Community Engagement	✓
Environment		Placemaking	
Greenspace		Charrettes	
Town Centres		Place Standard	
Masterplanning	✓	Performance Monitoring	
LDP and Supplementary Guidance	✓	Process Improvement	✓
Housing Supply		Project Management	✓
Affordable Housing	✓	Skills Sharing	✓
Economic Development	✓	Staff Training	✓
Enforcement	✓	Online Systems	✓
Development Management Processes	✓	Transport	
Planning Applications	✓	Active Travel	
Other: please note			

Part 3 - Service Improvements 2018/19

This section details the key commitments and actions for the coming year for service improvements within the Planning Service.

- **Hold a further Local Forum with agents and other key stakeholders**

This will be attended by both Planning and Economic Development officers as part of the continuing aim of the amalgamated service to foster joint working with customers. It is intended this year to seek views on the introduction of the Idox case management system, provide an overview of progress on the Proposed LDP2 and highlight forthcoming changes to the planning system proposed through the Planning Bill.

- **Prepare a submission for re-assessment of Customer Service Excellence accreditation**

The key action this year will be to address the remaining area of partial compliance noted in the assessment of the Service in order to achieve full compliance and to reaffirm CSE accreditation

- **Finalise the process for the formal logging and sharing with applicants of pre-application discussions**

This will result in the service giving applicants formal confirmation of the outcome of the process. An early review of procedures to commence in anticipation of the introduction of the ability to charge for pre-application discussions in the Planning Bill in terms of customer expectations.

- **Implement an upgrade of the Idox case management system**

This will involve an upgrade to DMS5 which will improve functionality including a more efficient way of managing correspondence. Appropriate training for staff to be provided.

- Continue to develop ways to improve the joint delivery of **planning and economic development services** to customers in order to promote South Lanarkshire as a place to invest and grow

- **Carry out a review of Planning and Economic Development Service**

Implement the actions required to deliver the restructure and reorganisation of the Service in accordance with the review. The review will recognise the implications of the Planning Bill and address the age structure of the planning service. Opportunities to combine roles in both parts of the service to be considered.

- **Introduction of the Planning Bill**

Procedures to be developed and implemented in anticipation of the new legislation. In particular closer working with Community Planning colleagues in anticipation of the direction of the Bill.

- **Benchmarking** Increased and more directed participation in benchmarking groups to be explored this year

Delivery of Planning Service Improvement Actions 2017/18

The Planning Service produces an annual Service Improvement Plan which sets out a series of actions for improvement in service delivery. The plan for 2017/18 identified 13 actions of which 9 were completed over the year, two were partially completed, and 2 were not actioned. A significant amount of time was spent last year on implementing the new case management system and in ensuring all staff are familiar with and trained in its use. This impacted on the capacity of the Service to undertake some of its improvement actions. In both cases where an action was not carried out this was due to the need to take account of the proposed changes. In terms of those not implemented, the local agents forum was postponed in order to get feedback from customers once it is established. It is intended to programme an event in late 2018 to address this and provide advice on the Planning Bill and LDP2. The need for a video to be produced to explain use of the Planning Portal is no longer necessary as the new version accords with those of other authorities and therefore the need to explain the distinctiveness of the earlier version is redundant.

Further details of actions taken and the progress made on the 2017/18 improvement plan are included in the table below.

Committed Improvements and Actions	Complete?
Hold a Local Forum with agents, and attended by both Planning and Economic Development officers, to provide service users with an opportunity to scrutinise the quality of the Planning and Economic Development Service.	No
Survey applicants/agents and objectors	Yes
Prepare a video showing customers how to access and use the Council's planning portal.	No
Prepare a submission to address the year three re-assessment of Customer Service Excellence accreditation.	Yes
Formally log and share with applicants pre-application discussions	Partial
Review the operation of the Development Plan management system	Yes
Move to a new case work system and undertake the appropriate training for staff	Yes
Progress work required to further develop closer working between the planning and economic development elements of the new service	Yes
Implement the actions required to deliver the restructure and reorganisation of the Service	Partial
Audit skills of planning staff and assess skills needs through the Performance and Development Review (PDR) Process	Yes
Continue dialogue with IT Services on the potential for the introduction of 'mobile working'	Yes
Explore the use of the Notebook facility on Council website to advise agents/applicants of legislation changes	Yes
Develop the skills of planning staff in relation to negotiating developer contributions	Yes

Part 4 - South Lanarkshire Council National Headline Indicators

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.

A : National Headline Indicators (NHI) Key Outcomes – Development Planning

Development Planning	2017-2018	2016-2017
Local and Strategic Development Planning:		
Age of local/strategic development plan(s) at end of reporting period <i>Requirement: less than 5 years</i>	LDP Minerals – 5 years SLLDP – 3 years	LDP Minerals – 4 years SLLDP – 2 years
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	Y Minerals Plan will become part of LDP2	Y
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Y	N
Were development plan scheme engagement/consultation commitments met during the year? (Y/N)	Y	N
Effective Land Supply and Delivery of Outputs		
Established housing land supply	18,275	20,611
5 year effective housing land supply programming	6,171	6,423
5 year effective land supply total capacity	11,013	N/A Not collected 2017
5 year housing supply target	960	950
5 year effective housing land supply (years supply to one decimal place)	6.4	6.8
Housing approvals	1,239	2,981
Housing completions over the last 5 years	4,604	4,163
Marketable employment land supply	97.05Ha	103.64Ha
Employment land take-up during reporting year	5.17Ha	2.35Ha

B : National Headline Indicators (NHI) Key Outcomes – Development Management

Development Management	2017-2018	2016-2017
Project Planning		
Percentage and number of applications subject to pre-application advice	27.3%	32.6%
Percentage and number of major applications subject to processing agreement	3 25%	2 12.5%
Decision Making		
Application approval rate	98.6%	98.6%
Delegation rate	95.8%	94.8%
Validation	45.2%	46.4%
Decision-making Timescales		
Major Developments	60.1 weeks	48.6 weeks
Local developments (non-householder)	11.7 weeks	11.2 weeks
Householder developments	6.6 weeks	5.3 weeks
Legacy Cases		
Number cleared during reporting period	15	23
Number remaining	52	48

C: Enforcement Activity

	2017-2018	2016-2017
Enforcement		
Time since Enforcement Charter published / reviewed <i>Requirement: review every 2 years</i>	13 months	1 month
Complaints lodged and investigated	205	208
Breaches identified – no further action taken	NA – former case management system unable to generate data	NA – former case management system unable to generate data
Cases closed	112	125
Notices served	8	21
Direct action	0	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

The consultation process for the next LDP started in April 2016 and led to the production of the Main Issues Report which was subject to public consultation for a 6 week period in May/June 2017. Over 1,000 representations were received in response to that publicity and included the submission of a further 32 sites for consideration as a result of which further assessment and publicity was carried out. A Proposed LDP2 has been prepared and committee approval has now been given for consultation to be carried out. It is anticipated the adoption process will be complete in early 2020 which will ensure the Council achieves its statutory requirements. While the Minerals LDP is now 5 years old it is proposed that it will be incorporated into LDP2 and will not be replaced in its own right. In the interim non statutory planning guidance on minerals was approved in July 2017.

The main aspects of these outcomes are summarised below.

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

Effective Land Supply and Delivery of Outputs

Over the past 12 months the established housing land supply has fallen slightly as a result of the increased activity by housebuilders across all four Housing Market Areas. Nevertheless an effective supply of 6.4 years remains and, while this has fallen slightly from 6.7 years in 2016, in terms of generosity this represents 35% over that required to meet the housing supply target.

The continuing increase in housebuilding activity is encouraging particularly given the number of starts, completions and consents on sites identified and allocated in the SLLDP. 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 same period 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 with an overall marketable supply equivalent to 23 years.

The take up for class 4/5/6 uses of 5.17 ha was higher than in the previous year. 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 sites at Rutherglen Links and Shawfield commencing development. A further significant investment is taking place in Larkhall.

Development Management – Despite 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 32.6% to 27.3%%. 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. However the take up by applicants is low. Nevertheless feedback from customers 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%, the same figure as last year. The delegation rate increased from 94.8% to 95.8%.

Decision-making timescales – The actions and changes introduced following the process review undertaken in 2014/15 had generally continued to result in a significant reduction in the average times taken for both local (non-householder) and householder developments. However the timescales for each of the three categories increased compared to the previous year. Nonetheless the margin of change was relatively minor and can be attributed wholly to the introduction of the new case management

system in February 2018. This resulted in the system being down for over three weeks when no decisions were made and subsequently dealing with a significant backlog that had been generated during this time. The timescales for major developments for Q2 and Q3 were 35.1 and 40.1 weeks compared to 60.1 for the whole of 2017/18; while the time taken to determine local non-householder developments was 11.2 weeks for both of those quarters compared to 11.7 weeks for the entire period.

Enforcement – The enforcement charter 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. Overall the number of cases lodged and investigated is broadly the same although there have been fewer notices served which reflects a desire to negotiate solutions wherever possible.

Part 5 - Official Statistics

A: Decision-making timescales (based on 'all applications' timescales)

Category	Total number of decisions 2017-2018	Average timescale (weeks)	
		2017-2018	2016-2017
Major developments	12	60.1	48.6
Local developments (non-householder)	545	11.7	11.2
• Local: less than 2 months	46.2 (%)	6.3	6.0
• Local: more than 2 months	53.8 (%)	16.4	17.3
Householder developments	745	6.6	5.3
• Local: less than 2 months	81.3 (%)	5.4	4.8
• Local: more than 2 months	18.7 (%)	11.8	12.5
Housing developments			
Major	4	40.2	63.2
Local housing developments	232	12.2	11.6
• Local: less than 2 months	40.5 (%)	6.3	6.2
• Local: more than 2 months	59.5 (%)	16.2	16.7
Business and industry			
Major	1	10	N/A
Local business and industry	72	12.2	9.9
• Local: less than 2 months	48.6 (%)	6.3	5.4
• Local: more than 2 months	51.4 (%)	17.9	17.7
EIA developments	0	N/A	N/A
Other consents*	176	7.7	6.8
Planning/legal agreements**			
• Major: average time	2	237.6 weeks	89.8
• Local: average time	1	40.0 weeks	34.3

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

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

B: Decision-making: local reviews and appeals

Type	Total number of decisions	Original decision upheld			
		2017-2018		2016-2017	
		No.	%	No.	%
Local reviews	5	4	80	3	75
Appeals to Scottish Ministers	4	3	75	4	57.1

C: Context

South Lanarkshire determined 1,478 applications in 2017/18, this being a 12.5% decrease on the previous year (1,690). Some points to note relate to:

- a decrease in the number of major determinations from 16 to 12 (this does not take account of three major applications which were excluded from official figures due to being subject to a planning processing agreement)
- a decrease in householder determinations from 839 to 745 (11.2% decrease)
- business and industry (local) determinations remain at similar numbers to last year, but housing (local) reduced from 278 to 232 (16.5% decrease)
- a minor reduction in electricity generation (local) determinations from 18 to 15.

Summary of the key points

Decision-making timescales – There was a slight increase in the time taken to determine major applications, from 48.6 weeks to 60.1 weeks. The determination timescale for major housing developments fell from 63.2 weeks to 40.1 weeks which was a significant improvement overall. The overall increase was due to decisions being made on a number of applications for minerals and windfarms which involved lengthy negotiations on legal agreements. The figures are particularly skewed due to a decision being taken on an application at Hamilton Community Growth Area and which was held up pending the signing of a legal agreement. A major application for a heat and power park near Poniel was determined in just 10 weeks.

The time taken for all other application types increased in 2017/18. A significant factor in this was the down time and the subsequent backlog that was created during the implementation of the new case management system. This was anticipated and efforts will be made this year to return to previous performance levels.

Legal Agreements – The average time taken to conclude legal agreements increased this year. However this figure is skewed by the Hamilton CGA agreement referred to above.

Decision-making: local reviews and appeals – Five local review cases were dealt with in 2017/18 with the original decision upheld in four of them. In terms of appeals to the Scottish Ministers, there was a notable decrease in the number of appeals to 4 with all but one being dismissed.

Enforcement activity – there was a small increase in the number of cases taken up from 2016/17, 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.

Part 6 - Workforce Information

South Lanarkshire's Planning Service is part of Community and Enterprise Resources. The Service's work is undertaken by 4 teams with a total of 41 staff. Support is provided by 9 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 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 and Clyde Valley Strategic Planning Authority, is also co-ordinated through the HQ Team. It also handles all the minerals, waste and large scale windfarm applications.

The 3 area Teams 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.

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

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

RTPI Qualified Staff	Headcount	FTE
Development Management	30	28.6
Development Planning	2	2
Enforcement	3	3
Specialists	3	3
Other	3	3

Staff age profile*	Number
Under 30	2
30-39	6
40-49	9
50 and over	24

Part 7: Planning Committee Information

Committee and site visits	Number per year
Full Council meetings	4
Planning committees	8
Area committees (where relevant)	18 ^{*1}
Committee site visits	0
LRB	8 ^{*2}
LRB site visits	0

*1 – SLC has 4 Area Committees

*2 – Only 4 required

Appendix – Correlation of Performance Markers

	Performance Marker	Part of PPF report demonstrating evidence
Driving improved performance		
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	Parts 4 and 5
2	Project management: offer of processing agreements (or other agreed project plan) made to prospective applicants in advance of all major applications <u>and</u> availability publicised on planning authority website	Quality of Service and Engagement;
3	Early collaboration with applicants and consultees on planning applications: <ul style="list-style-type: none"> - availability and promotion of pre-application discussions for all prospective applications - clear and proportionate requests for supporting information 	Quality of Service and Engagement Case Studies 1, 2, 3 and 8
4	Legal agreements: conclude (or reconsider) applications within 6 months of 'resolving to grant'	Governance Case Studies 3 and 8
5	Enforcement charter updated / re-published	Quality of Service and Engagement Case Study 17
6	Continuous improvements: <ul style="list-style-type: none"> - show progress/improvement in relation to PPF National Headline Indicators - progress ambitious and relevant service improvement commitments identified through PPF report 	Quality of Service and Engagement Culture of Continuous Improvement Case Studies 9, 10, 11 and 14
Promoting the plan-led system		
7	LDP (or LP) less than 5 years since adoption	Quality of Outcomes Quality of service and engagement Case Studies 12 and 18
8	Development plan scheme demonstrates next LDP: <ul style="list-style-type: none"> - on course for adoption within 5-year cycle - project planned and expected to be delivered to planned timescale 	Quality of Outcomes Quality of service and engagement Case Study 12

9	Elected members engaged early (pre-MIR) in development plan preparation	Quality of Service and Engagement Governance Case Study 12
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	Quality of Service and Engagement Governance Case Study 12
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on information required to support applications	Quality of Service and Engagement Case Studies 15 and 18
Simplifying and streamlining		
12	Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined-up services; single contact; joint pre-application advice)	Quality of Service and Engagement Governance Case Studies 4, 9, 10, 11 and 13
13	Sharing good practice, skills and knowledge between authorities	Culture of continuous improvement Case Studies 7, 13 and 17
Delivering development		
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one-year-old	Governance Case Study 3
15	Developer contributions: clear expectations - set out in development plan (and/or emerging plan,) and - in pre-application discussions	Quality of service and engagement Case Studies 3, 8, 10 and 12



South Lanarkshire
Planning Performance Framework 2017-2018

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If you need this information in another language or format, please contact us to discuss how we can best meet your needs.
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