



# contents

Introduction	04
North Lanarkshire	05
Part 1: Qualitative Narrative and Case Studies	09
Quality of Outcomes	10
Quality of Service and Engagement	14
Governance	20
Culture of Continuous Improvement	22
Part 2: Supporting evidence	25
Part 3: Service improvements	27
Part 4: National Headline Indicators (NHI)	29
Part 5: Scottish Government Official Statistics	33
Part 6: Workforce Information	35
Part 7: Planning Committee Information	37



# introduction

We are pleased to provide our eighth annual performance report on our planning services.

This Planning Performance Framework reports on our performance across a broad range of areas, covering the 12 months from 1 April 2018 to 31 March 2019.

As well as looking at speed of decision making, we cover other key factors including, quality, workloads, resources, organisation and outcomes. Our case studies demonstrate how we add value to our communities and contribute to the enhancement of our natural and built environment.

We welcome this opportunity to highlight our achievements, successes and individuality with you.

North Lanarkshire

North Lanarkshire is ideally situated in the heart of Scotland with first-rate connectivity to the rest of Scotland, the UK and the world.

It is Scotland's fourth-largest local authority and with a population of over 339,000, it is the fifth most densely populated council area in Scotland.

With **eight established town centres**, North Lanarkshire forms a geographically diverse area between the conurbation of Glasgow which we border to the west, and the moorlands of central Scotland to the east.

North Lanarkshire's historical legacy of the coal, steel and heavy engineering industries has resulted in one of the largest areas of vacant and derelict land in Scotland, accounting for 1,344 hectares\*.

These traditional industries have now largely been replaced by a modern business infrastructure supporting new and emerging sectors. This has led to North Lanarkshire being one of Scotland's fastest growing economies with significant potential for future growth.

**KILSYTH CUMBERNAULD** AIRDRIE COATBRIDGE **SHOTTS** BELLSHILL **MOTHERWELL** WISHAW

<sup>\*(</sup>Source: Scottish vacant and derelict land survey 2018)

We want North Lanarkshire to be a place where everyone is given equality of opportunity, where individuals are supported, encouraged and cared for at each stage of their life and for North Lanarkshire to be a place where people want to Live, Learn, Work, Invest and Visit.

We aspire - A shared Ambition for North Lanarkshire outlines a shared ambition for inclusive growth and prosperity for the people and communities of North Lanarkshire over the long term. This vision for change aims to revitalise North Lanarkshire's communities and accelerate inclusive economic growth.

**The Plan for North Lanarkshire** supports the shared ambition. It is designed to communicate priorities and provide a focus for activities and resources.

This aims to ensure we work towards a shared ambition and challenges are addressed through integrated solutions.

To deliver our shared ambition of inclusive growth and prosperity, our five priorities are to:

- Improve economic opportunities and outcomes
- Support all children and young people to realise their full potential
- Improve the health and wellbeing of our communities
- Enhance participation, capacity, and empowerment across our communities
- Improve North Lanarkshire's resource base

These five clear corporate priorities set out a strong emphasis on integrated solutions to tackling barriers to growth, unlocking potential and delivering change in a dynamic way that will support growth and deliver broader economic and social benefits for the people and communities of North Lanarkshire.

The future plan for growth includes the regeneration of place, the future transformation of town centres and the reinvigoration of land, buildings and

housing. The council's tower re-provisioning programme will see the demolition of tower blocks and low-rise properties across North Lanarkshire over the next 25 years and the ambitious council NL Homes new build programme aims to deliver 5,000 affordable new homes by 2035.

The councils digital transformation programme DigitalNL will implement innovative ways of working that will transform North Lanarkshire through both business and cultural change via investment in technological growth.

Our Planning and Place team sits within Enterprise and Communities. This service cluster has been aligned to support and enable the delivery of growth in North Lanarkshire and has a central role in the delivery of our priority outcomes. The structure enables us to combine skills and resources to address challenges through integrated solutions, making our areas attractive business locations, improving employment opportunities, encouraging strong sustainable communities, and enhancing and protecting our natural and built environment.





# CMT Structure April 2019



# **ROBERT STEENSON**

**Executive Director** Enterprise and Communities

### **ANDREW MACPHERSON**

Head of Regulatory and Waste Solutions

### **NICOLE PATERSON**

Head of **Environmental Assets** 

### **JAMES MCKINSTRY**

Head of Asset and Procurement Solutions

# LIZANNE **MCMURRICH**

Head of Communities

# **STEPHEN** LLEWELLYN

Head of Housing Solutions

# PAMELA HUMPHRIES Head of

Housing Programme

# **BRIAN LAFFERTY**

Head of Housing Property and Projects

# **DEREK BROWN**

# Executive Director Education and Families

# **GERARD MCLAUGHLIN**

Head of **Education Central** 

### ANNE MUNRO

Head of **Education South** 

# **JANIE** O'NEILL

Interim Head of Education North

# **ALISON GORDON**

Head of Children, Families and Justice

# **ROSS MCGUFFIE**

Chief Officer Adult Health and Social Care

### MORAG **DENDY**

Acting Head of Planning and Performance

### **MARGARET** FRENCH

Acting Head of Adult Health and Social Care Performance

# KATRINA HASSELL

Head of **Business Solutions** 

# STEPHEN PENMAN Head of

Strategic Communication

**FIONA WHITTAKER** Head of People and Organisational Development

**ARCHIE AITKEN** Head of Legal and Democratic Solutions



Head of Financial Solutions



**KEN ADAMSON** Audit Manager

Further supporting growth in North Lanarkshire is the <u>Glasgow City Region City Deal</u> which will create economic growth and attract investment by improving transport and regenerating or developing sites over the next 20 years.

Through the City Deal infrastructure fund, £172.5 million will be invested across North Lanarkshire in three core roads projects:

- A8/M8 corridor access improvements
- Gartcosh/Glenboig community growth area
- Pan-Lanarkshire orbital transport corridor

Against this backdrop of Ambition and the refocus of the future direction for the council, it has been a year of considerable change for the Planning and Place team. The team have been restructured under one manager and the local development, major development and enforcement functions are now delivered by two geographical area focused Development Management teams.

This change to area based teams allows us to broaden the skill base of our workforce and build resilience across the teams. It is anticipated that these changes will also contribute to the development and retention of staff as the demand on our service increases to enable and support the delivery of growth in North Lanarkshire.

In addition to retaining and developing our existing workforce, our vacant posts and two newly created posts have been filled reflecting the senior management recognition of the key role Planning and Place have to play within the council.

# YOU SAID...

As Agents, you welcomed the opportunity to meet planning management face to face and to discuss service delivery and matters arising

# WE DID...

We held a well-attended Agents forum, inviting other service representatives from Pollution Control and Building Standards to meet and discuss issues of the day.

**SOURCE** Informal feedback through business development team.



Tram Stop at Summerlee, Coatbridge







There are many ways of defining and measuring a high quality planning service. The Scottish Government has asked that we cover our:

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

# Quality of outcomes

The quality of our outcomes can be demonstrated by analysing the value our planning service adds to development in our area.

We ensure a proactive approach to protecting and enhancing our natural and built environment through our design policies, local plan, development frameworks and by engaging positively with developers before and during the application process.

Our comprehensive planning policies, guidance and collaborative approach has led to high quality development using innovative design to create comfortable, accessible places to live, learn, work, invest and visit.

We continue with our challenging commitment towards raising standards and achieving quality change we can be proud of, our North Lanarkshire Local Plan is used to guide development, inform decisions and planning policy for the area. The policies and guidance within, that evolve from the plan contribute to the delivery of improved economic opportunities and outcomes for the people and communities of North Lanarkshire through the delivery of high quality development on the ground.

During the reporting year we published a Local Development Plan Modified Proposed Plan for the North Lanarkshire Council area. The Modified Proposed Plan is a stage in the statutory process of replacing the current <u>Local Plan</u> with a Local Development Plan and was approved by <u>Planning Committee on 20 September 2018.</u>

**Case Study 1** examines the background to developing the modified proposed plan and outlines the reasons for taking this course of action.

To ensure the plan is effectively implemented, our main focus remains on the continuation of the successful process of urban renewal through environmental and town centre improvements.

Our <u>Masterplanning</u> and the promotion of <u>Ravenscraig</u>, (Scotland's biggest regeneration site and a national development within National Planning Framework 3), contribute to high quality development.

The new masterplan to develop the 376 hectare former Ravenscraig steelwork site was submitted for consideration. Boosted by the £190 million roads programme approved by the Glasgow City Region City Deal, it is anticipated the regeneration of the site will continue to be an attractive and sustainable investment for the private sector.

The masterplan includes residential areas, education and community facilities, business and employment areas, open space including a town park, hotels, a new town centre with retail, leisure, business, housing and associated transport infrastructure. It will completely transform the area, bringing much needed homes, jobs, leisure facilities, green spaces, shops and business opportunities.

We will continue to work very closely with Ravenscraig Ltd and our key partners to ensure the impressive transformation of the site and the economic and social opportunities that the development brings will benefit our wider communities and improve the quality of life of thousands of North Lanarkshire residents.





# Case Study 1 North Lanarkshire Local Development Plan Modified Proposed Plan

# Location and Dates:

December 2017 - March 2019

# 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 Marker:

8

# **Key Areas of Work:**

• Local Develop Plan & Supplementary Guidance

# Stakeholders Involved:

- General Public
- Key Agencies
- Planning Committee

# Overview:

Between January and March 2017, consultation on the North Lanarkshire Local Development Plan (LDP) Proposed Plan resulted in 1,594 individual responses. This Local Development Plan had been written to accord with the Clydeplan Strategic Development Plan (SDP) previously approved by Scottish Ministers.

Following the consultation period, the Clydeplan SDP came under legal challenge. This challenge related to the Housing Land Supply and associated Housing Supply Targets that had been replicated in the LDP Proposed Plan.

Our initial analysis of the consultation responses to the LDP Proposed Plan indicated that these housing land supply and housing supply targets were also the subject of many objections.

Current legislation afforded two options for proceeding with the LDP Proposed Plan:

# **Option 1 - Proceed to Examination**

By proceeding to Examination there was the immediate risk that the process could be sisted pending the outcome of the legal challenge. Any responses prepared by the council for an Examination would inevitably cite the Clydeplan SDP, where relevant. If the Court decided to quash the Clydeplan SDP the council's responses would then have had no context.

# Option 2 - Prepare and Consult on a Modified Proposed Plan

Prepare and consult on a Modified Proposed Plan. Modifying the LDP Proposed Plan would entail updating to reflect:

- Changes in site designations or area boundaries
- Decisions taken on planning applications since publication of the LDP Proposed Plan
- Changes in legislation and guidance
- any appropriate and acceptable changes that could be made as a result of representations and objections to the LDP Proposed Plan

This option would require a further period of consultation, but resolve some current objections, thereby potentially simplifying the subsequent Examination process.

Pending the outcome of the legal challenge, the timetable of which was unclear, it was determined that the LDP Proposed Plan would not proceed to the Scottish Government for Examination. On balance modifying the LDP Proposed Plan was considered to offer more control and benefits to the plan making process.

At its meeting of 20 September 2018, Planning Sub-Committee approved the contents of North Lanarkshire Local Development Plan Modified Proposed Plan Policy Document, confirming the council's commitment to sustainable growth and regeneration through a Sustainability and Placemaking Strategy, with Promoting & Protecting policies.

# Goals:

The case study aims to demonstrate improved outcomes for the planning service in its delivery of Development Plans. In particular, the case study sets out how the planning service aimed to

- safeguard the council from potential legal impact
- improve the layout and legibility of the Plan
- bring the Plan more up-to date and
- reduce the level of objection by incorporating comments received

The aim of the Local Development Plan is sustainable economic growth and policies have been designed to minimise or mitigate environmental impacts. The Modified Proposed Plan underwent both a Strategic Environmental Assessment and a Habitats Regulations Appraisal.

The long-term aim of the Plan is to increase sustainable growth and regeneration, and to improve places in support of North

Lanarkshire's Ambition. The Plan looks to achieve this through policies used to determine applications for planning permission

# Outcomes:

The legal challenge to Clydeplan Strategic development plan was subsequently dismissed by the Court of Session and was not subject to further appeal.

The course of action taken in implementing the Modified Proposed Plan safeguarded the council from exposure to potentially complicated legal proceedings and led to the following outcomes being achieved:

# A Better Plan

The Modified Proposed Plan represents a significant improvement on the layout, logic and legibility of the North Lanarkshire Local Development Plan

Preparing and publishing a Modified Proposed Plan allowed the council to move its land supply and decisions base dates forward, making it more relevant and accurate.

In particular, the Plan will support delivery against the council's Improving Economic Opportunities and Outcomes priority. It provides the policy framework through which the Economic Regeneration Delivery Plan can deliver against the land use aspects of the council's Ambition, as follows:

- Housing regeneration/ re–provisioning
- Town Centre Regeneration
- Business and Industry
- Infrastructure development

### **Future Stages**

The Modified Proposed Plan will be sent to the Scottish Government's Planning and Environmental Appeals Division (DPEA) for Examination during the latter part of 2019, along with notice of the council's responses to each of the contributions received. The timetable, format and conduct of the Examination is entirely a matter for the Reporter(s) appointed by the Scottish Government to carry out the Examination.

# Name of key officer

Alan Leslie

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

The Gartcosh:Glenboig Community Growth Area is an example of where major long term project delivery is now being realized. This work has required great co-operation, co-ordination and planning by landowners, developers, the local authority and other public and private agencies and service providers. It demonstrates how collectively, Scottish Planning Policy, the Local Development Plan and Strategic development Framework has achieved the delivery of both national and local policy on the ground.

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



<u>Our town centre frameworks and action plans</u> and Conservation Area Regeneration Schemes (CARS), including the current <u>Coatbridge CARS</u>, support and guide the growth and resilience of our town centres.

The regeneration of the former Carnegie Library in Coatbridge, within the Coatbridge CARS area is one example of high quality development. Highlighted in our 2017/18 report, the regeneration of the former Carnegie Library in Coatbridge has been recognised at the Scottish Awards for Quality in Planning 2018.

The red sandstone 'Beaux Arts' style building won an award in the Place category, which highlights innovation in any architectural building or place. Supported by funding from <u>Historic Environment Scotland</u> through the Coatbridge Conservation Area Regeneration Scheme, we worked with Clyde Valley Housing Association (CVHA) to bring the vacant property back into use with the development of 12 affordable, modern flats with outdoor amenities.

The flexible and innovative approach taken to redeveloping the 'at risk' category B listed building will help retain a significant and important piece of North Lanarkshire's built heritage for the future. The success of this project has led us to consider our built heritage in other areas and use the Carnegie Library as a model for successful development.

**Case Study 2** highlights Broomknoll and Flowerhill Church redevelopment and is an example of how we have used our Carnegie Library experience. Both C listed Broomknoll Church and B listed Flowerhill Church faced challenges and were seeking to secure a viable future. We were confident that our flexile and collaborative approach would realise this for both church buildings, and contribute to protecting the history and culture of Airdrie town centre.

# YOU SAID... Letters sent out regarding potential enforcement action were difficult to

understand.

# WE DID... We have created standardised template letters written in plain English and are training all staff on how to manage enforcement issues effectively.

**SOURCE** Feedback from customers involved in potential enforcement cases.





# Case Study 2 | Broomknoll and Flowerhill Churchs

# Location and Dates:

Airdire 2018 - onwards

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

Quality of outcomes

# **Key Markers:**

3,11

# Key Areas of Work:

- Design
- Conservation
- Regeneration
- Environment
- Town Centres
- Affordable Housing
- Planning Applications
- Collaborative Working

# Stakeholders Involved:

- Local Developers
- · Authority Planning Staff

### Overview:

Historic buildings can play a critical role as a focus for regeneration in our town centres. Our 2017-18 Planning Performance Framework highlighted the award winning redevelopment of the historically important B listed Carnegie Library in Coatbridge.

The redevelopment of the old library not only ensured the conservation of a prominent historical building. It also has had an immediate impact on the town centre, providing high quality affordable housing meeting local need while higher population and increased footfall benefits local businesses.

The success of this project has led us to consider our built heritage in other areas.

Within the Victoria and Town Centre Conservation Area in Airdrie we have used this experience to model our approach when considering the future of C listed Broomknoll Church and B listed Flowerhill Church.

Both Broomknoll and Flowerhill Churches faced challenges with dwindling congregations and high maintenance costs, meaning a significant restructuring of the operation and management was required to secure a viable future. Our early engagement and advice from a planning and built heritage point of view influenced the decision made by representatives from both churches around the future of the buildings.

Joining forces thorough the amalgamation of both congregations, the decision was taken to remodel and extend the B listed Flowerhill Church building to form Cairnlea Church.

This modern 'fit for purpose' remodelling and extension will include suitable access for all and appropriate facilities for modern, welcoming and comfortable community engagement. A new entrance and new community spaces, although contemporary in style, will compliment rather than detract or compete with the B listed church building.

The retention of Flowerhill as the newly formed amalgamated Cairnlea Church will be realised to some extent by the conversion by Clyde Valley Housing Association (CVHA) of Broomknoll church.

Having worked closely with Historic Environment Scotland and CVHA previously on the conversion of the Carnegie Library in Coatbridge, we were confident that the sensitive conversion of Broomknoll Church to develop 30 flats (14 conversions and 16 new build) would be successful in terms of design.

By instigating early engagement with the church representatives, Historic Environment Scotland, CVHA and the architects who provided a sensitive approach to both churches, our flexible and collaborative approach contributed to the modern and flexible design of the newly formed Cairnlea Church extension (formerly Flowerhill church) and the conversion of Broomknoll church to deliver high quality social housing that contributes to the regeneration of Airdrie town centre.

# Goals:

Both Broomknoll and Flowerhill Churches fall within the Victoria and Town Centre Conservation Area in Airdrie. Both buildings are listed, with Broomknoll being C Listed (Local importance) and Flowerhill being B listed (Regional importance).

Flowerhill church, being the larger of the two churches, has a prominent setting on the hillside above the town centre with stained glass windows of national significance.

Broomknoll church, although of smaller scale and more modest in

nature, plays an important part on the streetscape of Broomknoll Street within the conservation area. The building makes a strong contribution to the streetscape and special character of the conservation area.

Our goal as a planning service was to ensure the protection and retention of our built heritage by influencing the future use and design of both buildings. The key outcome would be the retention and successful conservation of two listed buildings, the delivery of high quality social housing and contribution to the regeneration of Airdrie town centre.

### Outcomes:

Due to the unique set of challenges and issues faced when building around historical churches, work has yet to be completed. However, we feel the impact to date has been significant.

Early engagement and 'big thinking' on behalf of both churches led to planning consent being granted that gives careful consideration to the quality and design of both buildings.

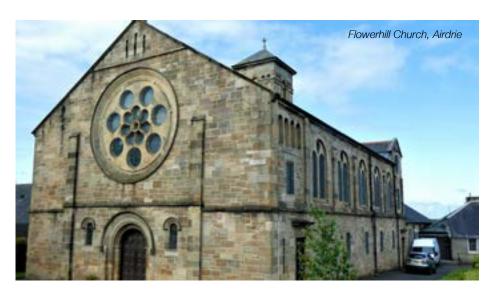
The nature of these redevelopments mean that while the historic features of the buildings have been retained, they will provide a modern church and homes that are accessible, energy efficient and meet a high standard. This outcome will also contribute to protecting the history and culture of Airdrie town centre and the regeneration of the area.

From a planning point of view the outcomes are positive in that the higher status Flowerhill church, architecturally and more prominently located within the town centre, will be retained as the newly formed Cairnlea church while the Broomknoll Church building will continue to make an important contribution to the streetscape of the Conservation Area.

The flexible and collaborative approach between the council, the churches, the architects, CVHA and Historic Environment Scotland was used previously and has been demonstrated as being transferrable. As this model of development is rolled out in North Lanarkshire we can ensure we protect our built heritage for the future while reviving our historical town centres.

# Name of key officer

Paul Williams



# **Quality of Service and Engagement**

We are committed to delivering a high quality planning service in a professional manner that exceeds the expectations of our stakeholders. Corporately, we are currently developing a new engagement strategy that will further enhance the delivery of excellent customer service. Within Planning and Place we ensure our policy and advice offers stakeholders a consistent and intuitive service.

Our North Lanarkshire Local Plan gives stakeholders certainty by delivering more consistency in decision making and in our advice to any party interested in new development. As a result, of the decisions made by the council, last year 1011 were consistent with the plan with only three departing from the plan.

Our use of <u>Masterplanning</u> and our identified <u>Community Growth Areas (CGA)</u> offer further certainty to developers looking to invest in North Lanarkshire. By providing a structured approach and framework across a wide range of complicated issues, they provide a vision for each area and set out clear aims, objectives and design principles, as well as expertly guiding the process.

Our town centre frameworks and action plans and successful Conservation Area Regeneration Schemes (CARS) schemes, support and offer consistent guidance to stakeholders and developers around our regeneration and town centre activities. **Case Study 3** gives an update on the Coatbridge CARS and the

positive impact it is having in the Blairhill and Dunbeth areas and the wider community in Coatbridge.

Further supporting development, we continue to monitor and update our online information. The promotion of <u>pre-application advice for major development</u> has been successful. By guiding customers to an online pro forma, we ensure they provide us with the relevant information we need to do a pre-application appraisal on proposed major development.

This enables us to provide a bespoke response for each and every proposal, requesting supporting information relating to the particular development that is both clear and proportionate. This approach to early collaboration also allows us to discuss requirements for developer contributions at an early stage. Our requests for supporting information and for developer contributions are based on the scale and nature of the proposal, the guidance contained within our SPGs and discussions with key consultees who would be commenting on planning applications.

Due to prioritising resources and a focus on a smarter approach to working, householders and agents dealing with local development enquiries are guided to our website where they can obtain key information, including <u>Supplementary Planning Guidance</u> (SPG) and guidance on what <u>information and supporting documents are necessary to support a planning application</u>.





# Case Study 3 | Coatbridge Conservation Area Regeneration Scheme (CARS)

# **Location and Dates:**

2015 - present

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

Quality of outcomes

# **Key Markers:**

3

# Key Areas of Work:

- Design
- Conservation
- Regeneration
- Town Centres

### Stakeholders Involved:

- General Public
- Local Developers
- Authority Planning Staff

# Overview:

In 2015 Historic Environment Scotland awarded North Lanarkshire Council a Conservation Area Regeneration Grant of up to £800,000 for a scheme within part of Coatbridge town centre which lies within the Blairhill and Dunbeth conservation area.

The Coatbridge Conservation Area Regeneration Scheme (CARS) was launched in June 2016 to support repair and restoration schemes agreed between the council and property owners and to supplement private and council expenditure.

The Scheme contains three main project elements:

- Small Grants Scheme;
- Priority Buildings;
- Public Realm and an opportunity for practical training in traditional building skills.

The council appointed a specialist consultant conservation architect to assist with project delivery by identifying repairs and improvements eligible for assistance under the Small Grants Scheme. Grant funding under this scheme is offered at a rate of 90%, subject to a maximum of £25,000 per property, towards the cost of eligible works. Successful applicants require to fund the remainder of the cost and all grants are paid in arrears.

To date 40 expressions of interest have been submitted to the CARS Small Grant Scheme by property owners seeking grant funding of up to £25,000 to enable them to undertake repairs and restoration of their buildings. Of that 40, six have progressed to being awarded grant offers with four of those commencing work. Schemes of eligible work are currently in preparation for five other properties.

On completion, the work is inspected by the council's consultant Conservation Architect and once approved, the grant representing 90% of the cost or £25,000, whichever is the lesser amount, is paid to the grantee.

While works undertaken have been successfully delivered, we note the relatively low level of take up following expressing interest in the scheme. This may be attributed to the fact that grants are paid retrospectively. The grantee is required to pay the cost of the eligible works 'upfront'.

# Goals:

This grant funded scheme will assist the regeneration of Coatbridge town centre through positive conservation and restoration.

To ensure the character and appearance of the area is retained, repairs are undertaken using appropriate traditional techniques, methods of construction and high quality materials. To be eligible for grant funding this involves using the same materials used in the original construction.

Grant applications are prioritised to ensure:

- the repair and re-use of redundant or underused buildings will result in a viable end use
- the repair and conservation of buildings in use
- the reinstatement of lost architecture and conservation
- the enhancement of the public realm

### Outcomes:

The CARS project continues to make a positive impact in the Blairhill and Dunbeth conservation area and in the wider community.

Work undertaken by Clyde Valley Housing Association to restore and redevelop the former Carnegie Library Building, a CARS Priority Building, into 12 flats was shortlisted in the 'Place' category in the Scottish Awards for Quality in Planning and went on to win the Award in November 2018. Local interest was such that over 200 people, including prospective tenants, visited the library to see the completed work during a series of open days hosted by Clyde Valley Housing Association.

The public realm within the CARS project area has been improved with the completion of the Phase 1 works to upgrade three of the pedestrian accesses to the Baird Street Car Park. The improvements include repairs to and rebuilding of walls and steps, installing new handrails and cutting back overhanging vegetation. Phase 2 will be undertaken during 2019/20 and will include environmental improvements to the pedestrian accesses to the south and west of the former Carnegie Library building.

In December 2018 artwork incorporating photographs of old Coatbridge was fixed to a hoarding around a demolition site in Main Street. Reaching the wider community, the artwork has generated interest from healthcare professionals at Coathill and Monklands Hospitals. Access to the photographs has been granted to them to assist with their work in reminiscence therapy with dementia patients.

Considering the opportunity the CARS project has delivered for education, training and outreach, 20 senior students from three of the High Schools in Coatbridge attended a successful training day in practical building skills in October 2018 at the Scottish Lime Centre Trust. Students have participated in similar courses each autumn during the lifespan of the CARS project.

# Name of key officer

Shirley Penman



This information covers expected standards of development and contains advice that is clear and guides on matters that require to be addressed. It also gives advice on the supporting documents and the circumstances where it would be appropriate to include them with a planning application to ensure we receive a comprehensive and proportionate submission.

The SPG forms an essential element for consistency, not only in the area of decision making, but also in pre-application advice and submission making. The content of the SPG are being evaluated as part of the Modified Plan process.

We continue to offer and highly recommend <u>processing agreements</u> with all major development applications. Our direct and proactive approach to encouraging their use has had a positive response, with 62.5% of major development applications during 2018/19 being subject to processing agreements. This increase from the previous year demonstrates commitment to timescales offers certainty to applicants and allows greater efficiency around case management.

While our planning policy contributes to the delivery of Our Ambition for North Lanarkshire, it is only by working together across the council and with partners that we can deliver for the people and communities of North Lanarkshire.

Demonstrating how we nurture positive working relationships with stakeholders and partners, **Case Study 4** highlights our recent Infrastructure Summit.

This high level Summit was attended by a wide range of infrastructure partners, including local utility companies, digital providers plus Scottish Environment Protection Agency, Strathclyde Partnership for Transport and Transport Scotland. It allowed us to explore future challenges and opportunities and led to a commitment to work collaboratively on information sharing and project development moving forward.

Further enhancing the quality of engagement, our 2018 Agents Forum gave us the opportunity to meet with interested agents. Changing the established format of the day, we invited colleagues from Pollution Control and Building Standards to present giving the event a multi-disciplinary focus. With more Agents attending than ever before, we welcomed the opportunity to discuss forthcoming changes to the planning system, give and update on our Modified Local Development Plan and to discuss our new service arrangements in development management with a larger group. It also gave opportunity for agents to feedback on important aspects of our service delivery.





# Case Study 4 | Our Ambition Infrastructure Summit

# **Location and Dates:**

November 2018

# **Key Areas of Work:**

- Town Centres
- Interdisciplinary Working
- Collaborative Working

# Stakeholders Involved:

- Key Agencies
- Authority Planning Staff
- Authority Other Staff

# 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, 12

### Overview:

The council has the shared ambition for the inclusive growth and prosperity for all in North Lanarkshire, aspiring to be the place to Live, Learn, Work, Invest and Visit. Our Ambition is wide ranging and involves a significant investment across a number of geographies in North Lanarkshire, including:

- Town Centres
- Industrial Areas
- General Urban area

Each of these geographies has an existing range of infrastructure provision built up over generations. Sometimes incremental investment has often just been aimed at maintaining services with limited enhancements. They have only been tied to revenue and capital investment plans agreed years in advance through contract and licensing arrangements between infrastructure providers and Central Government.

To help support delivery of Our Ambition, we need to better understand:

- if existing infrastructure can support revolutionary growth and change
- what capacity exists in the areas we aspire to improve
- where and what new investment is proposed by infrastructure providers
- what alignment can be achieved given Our Ambition's 20-30 year timeframe

To help us explore these issues and emphasise how far in advance our partners need to plan to enable them to provide appropriate infrastructure, we initiated dialogue at a high profile level with a wide range of infrastructure partners, including local utility companies, digital providers plus SEPA, SFT and Transport Scotland.

North Lanarkshire Council's Strategy and Policy Team within Planning and Place hosted the 'Our Ambition Infrastructure Summit' in November 2018 to further discuss these opportunities with our infrastructure partners.

# Goals:

The goal was to hold a Summit with infrastructure providers with the aim of:

- Outlining Our Ambition and future investment priorities
- Achieving a greater understanding of the issues facing each provider in relation to their regulatory framework and investment priorities

- Further enhance working relationships
- Provide a platform for identifying existing and potential future issues
- Propose appropriate actions that will drive progress towards improved alignment of strategic investments

### Outcomes:

Through the Summit, future challenges and opportunities were explored. Agreement was reached to work collaboratively with infrastructure partners on information sharing and project development within North Lanarkshire Council.

As a council, we are taking action to ensure information management procedures are updated to provide a single platform approach to information and data storage and sharing with our infrastructure partners.

Further workshops and summits have been held, organised around specific aspects of Our Ambition. Valuable joint working relationships on operational matters are being developed with the Infrastructure Providers that will contribute to the successful delivery of projects and aspirations.

# Name of key officer

Gordon Laing



# Case Study 5 | Building Positive Working Relationships and Resolving Conflict

# **Location and Dates:**

Former Strathclyde Hospital Site, Airbles Road, Motherwell. From January 2016 to present.

# 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:**

3,11,12

# Key Areas of Work:

- Design
- Conservation
- Regeneration
- Environment
- Greenspace
- Development Management Processes
- Planning Applications
- Interdisciplinary Working
- Collaborative Working
- · Community Engagement
- Placemaking
- Process Improvement
- Skills Sharing

# Stakeholders Involved:

- General Public
- Local Developers
- Authority Planning Staff
- Authority Other Staff

### Overview:

It is widely recognised that planners need to continually develop their professional knowledge and application of legislation. What is less reported on and perhaps even under-rated, is the benefits to be gained from continually developing effective communication and negotiation skills, and investing time and effort in building positive working relationships as an invaluable tool in conflict resolution.

This case study looks at the multi-disciplinary working relationship of the council's elected members, planners, protective services, ecologists/arbor officers, building standards, and transportation officers, with Bellway Homes and adjacent residents at a site in Motherwell.

This site had lain vacant for some time. The hospital buildings had been removed many years before and the site had increasingly taken on a pleasant natural landscape with a large number of trees protected under a Tree Preservation Order.

The proposals faced strong opposition from the local community, however planning permission was granted for residential development on the site of the former Strathclyde Hospital.

While there is great opportunity for council officers to build a relationship with the applicant/developer, there is less opportunity for council officers or indeed applicants/developers, to build a relationship with interested members of the public.

This means that when builders go on site, often this is the point at which all parties engage. When building works start, it is common for teething problems to occur and in this particular case there were works beyond permitted construction hours, contamination concerns, works giving rise to dust, noise, and vibration, material delivery issues and mud on the road and fears for loss of natural features which were to be retained.

Where these types of issues arise, it is reasonable to consider that there may be concerns. It can be easy for perceptions to form that relations between the varying parties is strained, even before any initial tri-party contact is made.

It is therefore important that relations are handled sensitively and respectfully from the first moment they arise. This will allow recovery of the position to be made where applicable, and thereafter a positive working relationship to develop.

It is also important to recognise that as most Major development sites are likely to be subject of several conflicts of varying degrees and forms over the lifespan of the development. This emphasises the need for relations to be continually nurtured otherwise they can become irretrievably broken down at any stage.

### Goals:

We strive to build and maintain positive working relationships, to earn the trust and respect of colleagues, applicants/developers, and members of the public and to ensure everybody feels they are part of the process, that their input is valued and that their concerns taken seriously.

Achieving this when dealing with the former Strathclyde Hospital site assisted in the following:

- Requests for changes to design/layout;
- Requests for assistance;
- · Corrective action on breaches; and
- Requests for works to be undertaken.

# Outcomes:

# Requests for changes to design/layout -

Some matters which can add significant value to a scheme are subjective. This includes the design. Where a positive relationship has developed, it is more likely that we can work collaboratively in a way that leads to high quality development.

On this site, Bellway worked with the Planners to improve the layout resulting in a bespoke design which enabled the retention of many trees and the development is considered one of the best examples of a modern housing estate where Designing Streets principles have been incorporated.

# Requests for assistance -

Officers across council service have a strong commitment to public service officers and are aware that speed of response is often the key in preventing public concerns from escalating further.

Being mindful that a site meeting where it is merited can be more economic in terms of officer time as issues can be articulated rather than drawn out in protracted written correspondence. Recognising the benefits this brings in forming relationships resulted in multi-disciplinary and single meetings taking place over a couple of years while construction progressed as differing issues arose.

The Planner acted as the central point of contact in fielding the concerns and also took the lead on feeding back to the residents and Bellway, whilst individual officers also made direct contact on occasion.

The time, effort, speed, and personal contact extended to investigating the concerns helped to reassure some residents that their concerns were being taken seriously and enabled a positive working relationship to develop and be maintained, even though some residents noted they still had reservations on some matters.

# Case Study 5 | Building Positive Working Relationships and Resolving Conflict (Cont.)

### Corrective action on breaches -

Given the relationship which had developed during the application stage, Bellway were keen to resolve issues and were very approachable and helpful to council officers when contacted for information and requested to take corrective action.

They were also keen to create good neighbour relations. While matters were initially strained as a result of early direct contact by residents with on-site personnel, as the matters were addressed and works continued, the frequency and range of concerns reduced and eventually ceased.

# Requests for works to be undertaken -

Whist the majority of concerns were addressed, the one issue that lingered related to concerns around construction works as they progressed around the site. The works continually became in close proximity to protected trees with concerns arising that this would result in damage and ultimately their loss. In addition, requests for trimming works were made by both existing and new residents at several locations.

Bellway's own Arbor officer made regular unannounced visits to the site to monitor the works and health of the trees, whilst the council's ecologists and arbor officers with the planner also attended site on occasion to confirm the trees were healthy.

The trimming of the trees was not a matter which could be enforced, but with the good will that had built up between council officers, Bellway, and residents, Bellway undertook works at their own cost to allay fears and maintain improved neighbour relations. As a result of successful working relationships the protected trees continue to flourish and have been embraced as a valuable asset within the site.

Effort and compromise was made by all parties to reach a satisfactory outcome to all issues raised, leading to the following comments being made:

# Local residents:

"officers were extremely professional, prompt to respond, and showed a genuine interest in concerns. Behaviour all employees should aspire to":

"I really appreciate officers taking the time to get back to me and also for checking the site";

"we all welcome the extremely professional responses";

"many thanks for clarifying matters, you have allayed my fears"; and

"it has been a pleasure dealing with officers, they have been empathetic and professional and the most helpful and respectful people".

# Developer:

"From a Bellway perspective we would like to thank (council officer), who made herself available to mediate between ourselves and the existing residents and dealt with matters in a very unbiased and timeous way. (Council officer) intervention certainly prevented any unwarranted publicity that can sometimes be associated with volume house builders, especially when developing extremely difficult sites"

We wish to recognise Bellway Homes as a developer who has continually exercised diligence throughout the term of construction at this site.

# Name of key officer

Joanne Delaney



Engagement with our communities is also key. During the year from 1 April 2018 to 31 March 2019, we scheduled several 'Community Engagement with Planning' events to discuss the planning process and to ensure is as transparent as possible. In addition, we attended Local Area Partnerships to discuss the consultation on the Modified Local Development Plan.

While we continue to deliver a wide range of services we must communicate effectively to our customers and stakeholders to ensure we manage and meet expectation. Our <u>customer charter</u> tells our customers the level of service we strive to provide.

Focus on customer care coupled with positive intervention and application of our policies can help to shape our communities in various ways. **Case Study 5** focuses on the positive outcomes that can be reaped from taking a collaborative approach and having strong interpersonal and negotiating skills when navigating cases where there is potential conflict.

Our methods of communication with customers and stakeholders are designed to communicate with them in the ways they like to hear from us. This includes our website, Govdelivery (an email subscription service with 5200+ subscribers) social media, press and email. A link to our published Planning Performance Framework was circulated to our Govdelivery subscribers last year. As a result there was a large spike in online activity, highlighting that stakeholders were interacting with our publication.

Our <u>'Listening to You'</u> customer complaints procedure demonstrates that we value feedback and we welcome the opportunity to review our service delivery. Our front line staff are also key to gauging opinion on our service delivery and many improvements have been made from listening to customers at all stages of their journey.

The improvements made by listening to feedback are highlighted by 'you said... we did...'

Our communication strategy encourages a planned, two way approach to internal communication in supporting the delivery of our service. Information from regular senior management team meetings is cascaded to staff meetings. Employee events, such as our 2018 Staff Roadshows, further go to ensure all staff are engaged and involved in service development and have clarity of roles and are clear on expected standards.

# Governance

Following a senior management restructure during 2018/19, our Planning and Place team now sits within Planning and Regeneration and forms part of the Enterprise and Communities service.

This newly created service encompasses Enterprise, Planning, Housing and Community Assets, and is responsible for all land and property management as well as planning and delivery aspects (including roads, future school building and all associated community infrastructure).

With the statutory elements of planning now working together under the Planning and Place manager, the teams have been realigned to enhance out smarter approach to working. Following recruitment, our teams have been expanded and as a result continue to be strengthened. We continue to develop the principle of concentrating appropriate and proportionate resources that will allow us to focus on our core business and address our priorities.

Having merged the enforcement function with the development management function, all staff have a broad experience bringing further resilience to these aspects of service delivery.

Workloads, resources and performance are closely monitored through our regular management team meetings. To ensure there is a capable, competent workforce for the future, our commitment to continuous development of staff is supported through our Performance Review and Development (PRD) process. The NLC Learning Academy further supports employee and leadership development for all staff.

Our committee processes continue to be robust with the Planning Sub-Committee meeting on a four-weekly cycle. The committee also hold regular special meetings outside of the cycle for any urgent matters that may arise. The protocol for planning application hearings is published online.

Our decision making framework includes <u>a scheme of delegation</u>. This framework was reviewed and modified during 2017 as part of the restructure process, and will be subject to further review during 2019/20 to allow us to further streamline our decision making process and timescales. Last year 94.9% of applications were decided under this scheme.

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



Working in partnership with the Housing service, we meet various statutory duties by producing the Local Housing Strategies, delivering affordable housing and cooperating with the Housing Need and Demand Assessment. Our partnership working has enables us to develop a system to more efficiently manage information around surplus land supply. We will continue to work together to contribute to the delivery of housing, provide schools and to regenerate and develop vacant and derelict land in the area.

In addition to working in partnership with Housing, the Planning and Place team collaborate with Education, Economic Development, Community Planning and Community Regeneration colleagues, amongst others. This helps to address our priorities and ensure a consistent and coordinated approach to service delivery.

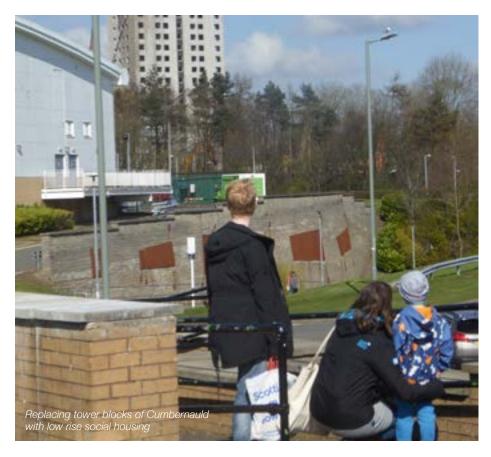
We continue to participate in several partnership and peer groups to share knowledge and good practice, which include; -

- Heads of Planning Scotland (HoPS)
- HoPS Development Management group
- HoPS Development Plan group
- Clydeplan Industry Topic Group
- Antonine Wall World Heritage Site Steering Group
- eDevelopment and ePlanning project boards
- Glasgow Clyde Valley Green Network Partnership
- Climate Ready Clyde
- Housing and Planning liaison group
- North Lanarkshire Council Community Empowerment Working Group
- Glasgow and Clyde Valley Development Planning Forum
- National Development Planning Forum
- Glasgow City Region Land Use and Sustainability Portfolio
- Clydeplan Steering Group
- NLC New Build Delivery Group
- North Lanarkshire Access Panel
- NLC Economic Regeneration Delivery Plan Group
- NLC Planning, Regenaration and Communities Liaison Group

Participation in these groups adds value to our service and to our communities. Through peer review, benchmarking and sharing best practice we ensure each group is a forum for sharing ideas, comparing outcomes and discussing future direction.

An example of positive outcomes of partnership working includes the successful multi-council submission to the Heritage Lottery Fund (HLF) for funding to raise the profile and strengthen the visitor appeal of the Antonine Wall. As highlighted in **Case Study 6** this project will support work to develop new audiences, specifically families and young people, increase awareness of and access to the Wall, while stimulating businesses, organisations and groups to generate new business activity in and around the Wall.

While partnership working has been overall positive, several of our regional level partnerships have faced uncertainties around future work programmes and delivery as a result of the lack of certainty around the new Planning Bill.



# **Culture of Continuous Improvement**

Continuous improvement is embedded in our culture and is critical in ensuring our success as we seek to deliver a high quality service. Thanks to the hard work of our skilled and committed workforce we meet this challenge and we continue to strive to collaborate with partners and stakeholders to help to ensure improved outcomes for our customers.

Our staff development policies add value by ensuring we have the skills to meet our goals. The recruitment of new staff has strengthened the team and regular training and cascade sessions ensure staff have the right skill base and are up to date with all processes and policy.

We have introduced a new Assistant/Officer grade and moving forward we hope this approach to 'grow our own' will further enhance our staff retention and help to address succession planning.

In addition, we are proud to be the first local authority in Scotland to achieve <u>Disability Confident Leader</u> status, demonstrating that we lead the way for people with disabilities.

To enable more informed decision making, Elected Members training has been provided regularly around our service delivery and on topics such as Local Review Bodies and the Local Development Plan.

Staff consultation, development and the self-evaluation of our service delivery is key to continuous improvement. During September 2018 our Employee Roadshows invited all staff to collaborate, share knowledge and information, ask questions and generate ideas and ultimately contribute to finding solutions for our evolving service delivery. During these sessions the role of planning was highlighted to give a better understanding of the role planning can play in contributing to the delivery of the councils priorities.

During the preparation of our Planning Performance Framework staff were invited to participate by highlighting potential case studies. This ensured staff were engaged and involved in determining how we would highlight the work of our service.

Our improvement measures, set out in last year's Planning Performance Framework report, are progressing well and the benefits are now being realised in the following ways:





# Case Study 6 | Antonine Wall World Heritage Site HLF Project

# **Location and Dates:**

December 2018

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

- Quality of outcomes
- · Quality of service and engagement

# **Key Markers:**

13

# Key Areas of Work:

- Collaborative Working
- · Community Engagement

# Stakeholders Involved:

- General Public
- Other Historic Environment Scotland and 5 partner Local Authorities

### Overview:

This signifies the first major partnership project in the successful submission of a Stage 2 bid for Heritage Lottery Funding for the Rediscovering the Antonine Wall Project.

The Wall runs across Central Scotland and this, the first pan Antonine Wall project was developed in consultation with the communities along the line of the Wall, has the potential to raise visibility of the Wall, connecting people with physical heritage, increasing understanding and to have positive social and economic impacts on the communities adjacent to the Wall and beyond.

The Antonine Wall is part of the much larger Frontiers of the Roman Empire World Heritage Site which currently includes Hadrian's Wall and the Upper German-Raetian Limes. This is a partnership project between Historic Environment Scotland, and five local planning authorities who cover the length of the Wall and who form the Management Steering Group for the implementation of the Management Plan on which the UNESCO World Heritage Site Status is founded.

It was agreed between the partners that West Dunbartonshire Council would lead on this project as it had been identified as a priority area for Heritage Lottery Funding. In November 2016 a stage 1 application was submitted to the Heritage Lottery fund's Heritage Grants Programme, approval was received in March 2017 for a grant of just over £1 million, subject to a successful stage 2 application and securing match funding. The Stage 2 bid was approved in December 2018 and will be delivered over a three year period.

# Goals:

Working together the partners have developed a project that will increase awareness and understanding of the Scotland's largest and most important Roman monument amongst a diverse audience, engaging with disadvantaged and deprived communities and those less likely to engage with heritage, through a programme of community and educational events and activities.

Working together the partners have developed a project that will increase awareness and understanding of the Scotland's largest and most important Roman monument amongst a diverse audience, engaging with disadvantaged and deprived communities and those less likely to engage with heritage, through a programme of community and educational events and activities.

The project will use the Antonine Wall as a catalyst to better involve local people with their heritage and leave a lasting legacy for the communities along the length of the Wall through the development of physical assets and building capacity through a range of educational, skills training and volunteering opportunities.

The key project objectives of the Rediscovering the Antonine Wall are to:-

- Develop new audiences for the Antonine Wall, specifically families and young people
- Increase awareness of and access to the Wall, its location and significance across all audiences
- Enhance interpretation of the Wall so that people have the opportunity to learn about its significance
- Maximise economic, social and community benefits arising from the Wall
- Further reconnect collections held in museums with the Antonine Wall site

# **Outcomes:**

To date the project has demonstrated the enhanced benefits that can be achieved through partnership working and it is hoped that this will produce a cohesive set of physical and community engagement activities in locations adjacent to the Wall that will

have long-lasting social, environmental and economic benefits for those communities and beyond.

There has 12 community drop in days in communities along the Wall to discuss different project development ideas with groups and individuals; an online survey which generated 780 responses; workshops with 5 school developing the play area proposals; 3 on-street engagement exercises to raise awareness of the Wall and creative workshops with theatre groups to inform the film project concept. This research has been used to inform and develop specific project activities.

A range of activities are planned over the next three year period of the project. There has been an initial call for volunteers to act as ambassadors and guides for the Wall, known as the 21st Century Legion, design work is underway on a trail of 5 Roman themed play areas which will attract visitors as well as creating a fun learning experience for local children. Community groups are being engaged in the development of replica distance markers, one in a settlement in each of the local authority areas.

Other plans include the development of a series of small scale exhibitions that will be placed in hub museums across Scotland to further raise awareness of the Wall, the shooting of a "Walk the Wall" film, and other community focused events.

# Name of key officer

Lorna Bowden

The new development management structure moving to two area teams, rather than a Local Development, Major Development and Enforcement team, means our workforce have a broad range of experience that will develop peoples skills and ensure successful succession planning. It also ensures that the service can react more swiftly in deploying staff to respond to development pressures when they arise and it also allows the alleviation of workload pressures on individuals if required.

We have established a working group to review our Section 75 process. Establishing the areas for improvement in our current processes, we now have the opportunity in the coming year to address these areas and to make improvements.

The use of Enterprise, a workflow management tool, has been successfully piloted for the Enforcement module. Taking the opportunity to introduce the system in this way has allowed us to involve the wider teams and will establish a foundation of knowledge that will ensure effective delivery of the system for our development management processes.

Greenspace training was delivered by Scottish Natural Heritage, affording the team valuable insight and knowledge of the legal framework for nature conservation, and increasing the capacity to assess and understand how developments and policy decisions can impact the natural environment, and to identify mitigation and enhancement where appropriate.

Following on from these service improvements, we are now focusing on our 2019/20 improvement action plan.

Looking ahead, our service improvement actions for the coming year are planned to help us continue to deliver our targets and objectives. These actions are recorded and monitored through our Planning Performance Framework with regular updates to progress being reported regularly internally.

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

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

We are committed to providing modern, digital services and harnessing digital tools and systems to enhance our planning service. Our approach to digitising our services to date has been successful with the number of planning applications received online increasing from approximately 30% following the introduction of ePlanning, to more than 90% during 2018-19.

We continue to participate on the eDevelopment All Partner events to drive improvement and change around the functionality of the national portal as we believe there is scope for enhancement that will improve the customer journey.

Process review and the development of casework systems, including the use of 'traffic light' reports to manage workload, are now integral to our performance. Following a review of our enforcement processes, in the coming year we will carry out a review of our development management processes with a view to introducing a workflow management tool to further assist workloads.

Streamlining what we do has already cut out inefficiencies and improved consistency, improving the processing of planning applications. Looking to continue to build on these successes, further appraisal of our processes and practices in partnership with the Business Development and Support team will allow us to continue to develop an efficient and streamlined planning service.

Having introduced a more agile approach to our service delivery, our caseload management and review of workflow will continue to enable us to anticipate peaks in demand and realign our teams in response to cope with the change.

We continue to review the demand on our service and work to identify need and build in solutions to ensure we continue to deliver a high quality planning service.

# YOU SAID...

Your online website advice fails to help me with whether or not I need planning permission for holiday accommodation.

# WE DID...

We provided a specific FAQs feature on holiday accommodation

**SOURCE** Feedback from development management customer through the team.







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

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

We Aspire Committee Report

The Plan for North Lanarkshire

Glasgow City Region City Deal

A8/M8 corridor access improvements

Gartcosh/Glenboig community growth area information

Pan-Lanarkshire orbital transport corridor information

North Lanarkshire Local Plan

Modified Local Development Plan Committee Report

Masterplanning

Ravenscraig information

Community Growth Areas

£190 million roads programme information

Town Centre Frameworks and Action Plans

Coatbridge CARS

Historic Environment Scotland

Pre-Application Advice for Major Development

Supplementary Planning Guidance

Supporting Documents for Planning Applications

Processing Agreement information

**Customer Charter** 

'Listening to You' complaints procedure

Protocol for Planning Application Hearings

Scheme of delegation

The Local Review Body

Disability Confident Leader

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





# In the coming year we will:

- Develop a process using our existing systems to manage the flow of information and consultation on proposed Strategic Housing Investment Plan (SHIP)
- Develop a North Lanarkshire open-space / green network blueprint plan
- Strengthen our policy guidance and develop a standardised approach to developer contributions
- Develop an improved process for monitoring Section 69 and Section 75s
- Review development management processes to ensure alignment of tasks across area teams
- Develop tasks and introduce workflow management tool for development management
- Pilot customer facing service options to ensure our customers speak to the right person at the right time
- Create opportunity for job shadowing to help create understanding of variety of roles across planning and technical support functions
- Develop a strategy and process around dealing with legacy cases
- Review and update standard conditions to ensure a consistent approach across area teams
- Review customer service charter
- Review scheme of delegation
- Review development management structure and agile working arrangements to ensure team objectives are being met
- Review technical support structure and agile working arrangements to ensure team objectives are being met

Monthly meetings will be scheduled to monitor the progress of these actions.

# Delivery of service improvement actions committed in previous year in 2018-19

Committed improvements and actions	Complete?
Review our development management structure to ensure our workforce have a broad range of skills and to contribute to succession planning in the service	Development management structure reviewed and teams realigned to ensure all staff have a broad range of skills that will contribute to succession planning in the service.
Establish a working group to review our processes around legal agreements and section 75s	Working group established and improvements identified. Improved process to be developed in coming year.
Review and update our online customer information	Information updated on a regular basis. Working in partnership with DigitalNL to further enhance our online services.
Hold an agents forum with a focus on introduction to new planning Bill	Agents forum held in partnership with Pollution Control and Building Standards. Feedback from the day was positive
Hold community engagement event relating to the planning process	Planning and Place manager attended seven community engagement events designed to ensure planning process was transparent
Establish a working group to monitor and progress PPF action plan throughout the year	Working group set up comprising of managers, officers and business development colleagues. This model was considered to be good practice and will continue to be monitored in coming year to ensure it is embedded
Update our engagement strategy for our broad range of stakeholders	Corporate level engagement strategy currently being developed. This will be used to inform updates to service engagement strategy, therefore updated rescheduled
Review and revise our Supplementary Planning Guidance	Timescales rescheduled due to decision taken to modify Local Development Plan. Supplementary planning guidance to be reviewed and revised following adoption of Local Development Plan Modified Plan.
Review development management processes	Due to realignment of teams, progress rescheduled to allow focus on enforcement processes.
Introduce performance management tool	Performance management tool introduced for enforcement process. During next reporting year, it will be introduced for development management service
Provide Greenspace - Scottish Natural Heritage training	Training undertaken across the teams.





# A: NHI Key outcomes - Development Planning:

Development Planning	2018-19	2017-18
Local and Strategic Development Planning:		
Age of local/strategic development plan(s) at end of reporting period Requirement: less than 5 years	6 years and 6 months	66 months old
Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	No	SPD - Yes LDP - No
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Y-later	Y-later
Were development plan scheme engagement/consultation commitments met during the year?	Υ	Engagement: Yes Submissions: No
Effective Land Supply and Delivery of Outputs*	2018-19	2017-18
Effective Land Supply and Delivery of Outputs*  Established housing land supply	2018-19 23,241 units	2017-18 22,212 units
Established housing land supply	23,241 units	22,212 units
Established housing land supply 5-year effective housing land supply programming	23,241 units 8,674 units	22,212 units 8,100 units
Established housing land supply  5-year effective housing land supply programming  5-year effective land supply total capacity	23,241 units 8,674 units 16,174 units	22,212 units 8,100 units 13,759 units
Established housing land supply  5-year effective housing land supply programming  5-year effective land supply total capacity  5-year housing supply target  5-year effective housing land supply (to one	23,241 units 8,674 units 16,174 units 5,300 units	22,212 units 8,100 units 13,759 units 5,295 units
Established housing land supply  5-year effective housing land supply programming  5-year effective land supply total capacity  5-year housing supply target  5-year effective housing land supply (to one decimal place)	23,241 units 8,674 units 16,174 units 5,300 units 8.9 years	22,212 units 8,100 units 13,759 units 5,295 units 7.6 years
Established housing land supply  5-year effective housing land supply programming  5-year effective land supply total capacity  5-year housing supply target  5-year effective housing land supply (to one decimal place)  Housing approvals	23,241 units 8,674 units 16,174 units 5,300 units 8.9 years 1,479 units	22,212 units 8,100 units 13,759 units 5,295 units 7.6 years 1,770 units

<sup>\*</sup> Draft figures

# **B: NHI Key outcomes - Development Management:**

Development Management:	2018-19	2017-18
Project Planning:		
Percentage and number of applications subject to pre-application advice	15.54 %	10.78 %
Percentage and number of major applications subject to processing agreement	62.5% (8)	55 % (11)
Decision Making		
Application approval rate	96.2%	96.7%
Delegation rate	94.9%	93.1%
Validation	45.6%	46.1%
Decision-making Timescales		
Major Developments	17.0 weeks	14.9 weeks
Local developments (non-householder)	9.3 weeks	6.9 weeks
Householder developments	7.1 weeks	6.3 weeks
Legacy Cases		
Number cleared during reporting period	17	10
Number remaining	43	29



# Development Planning and Development Management

# Development Planning

**Development Planning:** The Glasgow and Clyde Valley Strategic Development Plan is up to date. Following the legal challenge to the Strategic Development Plan during 2017-18, the decision was taken to modify the proposed Local Development Plan. This Modified Proposed Local Development Plan will go forward to Examination during 2019/2020.

Modifying the Proposed Plan offers more control and benefits to the plan making process. Changes have been made to site designations, area boundaries and policies reflecting feedback received through the Local Development Plan consultation process.

**Effective land supply and delivery of outputs:** The housing land audit helps to address any housing supply issues through the plan making process in order to ensure that there is an adequate land supply available for house building. The land supply varies year-to-year as a result of the status of sites changing, being built on, or new sites being added.

Employment land take up is dependent on a number of factors. Employment land take up has increased from last year, as anticipated in our report last year. This is fluctuation is mostly attributable to large scale development, such as the 50 hectare site Lidl distribution centre.



# Development Management

**Project Planning:** We offer anyone seeking pre-application advice on major development the opportunity to meet with us to discuss their proposal. This option ensures a high quality and targeted approach to adding value to development in the area. To make this new way of working user-friendly we encourage the use of our <u>pre-application enquiry form</u> ahead of the meeting.

Our practice of directing those dealing with Local Development to our website for information has streamlined the process. The resulting drop in the number of applications that are subject to pre-application advice allows officers to devote more time to offering a dynamic and modern service that meets our customer's needs.

Our more direct and proactive approach to processing agreements led to an increase in take up with 62.5% of major applications being subject to processing agreements.

**Decision Making:** Our decision making figures have held steady on last year's performance. We continue to monitor these figures closely.

**Decision-Making Timescales:** Both a re-structure of teams and a realignment of tasks has meant a period of significant change across the planning service. For much of the reporting period we had a high number of vacancies across the teams. While taking every effort to minimise the impact on service delivery, our decision making timescales have been impacted due to these circumstances.

It is anticipated that recruiting new staff to ensure the staff numbers are as they should be will assist going forward. In addition, efforts made on creating cohesion within the new teams and upskilling staff to give them a broad skill base will benefit future service delivery. We are confident this approach will create resilience across the service and build on efficiencies to create a more streamlined service.

**Legacy Cases:** We have increased our number of legacy cases cleared during the reporting period. However, the overall figure for legacy cases has increased. This will be considered in the forthcoming year as we review our strategy and processes around how we deal with legacy cases.

	2018-19	2017-18
Time since enforcement activity published / reviewed	13 months	1 month
Requirement: review every 2 years	246	229
Complaints lodged and investigated	35	57
Breaches identified – no further action taken	360	104
Cases closed	1	4
Notices served	0	0
Direct Action	1	2
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

**Enforcement:** With the introduction of a new enforcement process designed to create resilience and broaden the skillset of our workforce, we no longer have a dedicated enforcement team. Enforcement cases are now distributed across the broader development management team. We have piloted a new efficient and transparent approach for dealing with enforcement cases that has led to a considerable increase in the number of cases closed.

Against a backdrop of change, and an increase in complaints lodged and investigated, we believe these figures demonstrate considerable success in our new approach.

# YOU SAID...

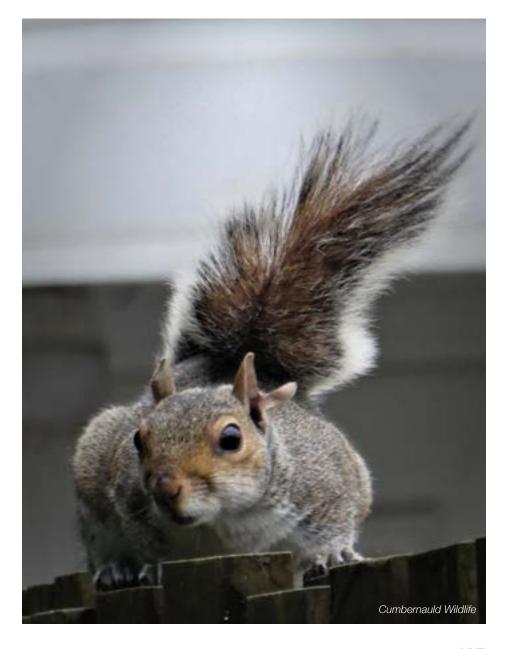
Your website suggest you would take action to seek retrospective planning applications and yet you are not carrying out this commitment

# WE DID...

To manage customer expectations in this regard, we updated our website advice to clarify and reinforce the discretionary approach to enforcement



**SOURCE** Feedback from customer submitting a planning enforcement enquiry







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

Timescales	2018-19	2018-19	2017-18
Overall			
Major Developments		17.0 weeks	14.9 weeks
Local developments (non-householder)  • Local: less than 2 months  • Local: more than 2 months	65.1% 34.9%	9.3 weeks 6.5 weeks 14.4 weeks	6.9 weeks 5.9 weeks 11.7 weeks
<ul><li>Householder developments</li><li>Local: less than 2 months</li><li>Local: more than 2 months</li></ul>	65.1% 34.9%	7.1 weeks 6.3 weeks 9.8 weeks	6.3 weeks 5.8 weeks 10.0 weeks
Housing Developments			
Major		20.5 weeks	12.7 weeks
Local housing developments  • Local: less than 2 months  • Local: more than 2 months	51.6% 48.4%	12.9 weeks 6.4 weeks 19.8 weeks	9.5 weeks 6.3 weeks 14.1 weeks
Business and Industry			
Major		0 weeks	0 weeks
Local business and industry developments  • Local: less than 2 months  • Local: more than 2 months	63.0% 37.0%	8.3 weeks 6.9 weeks 10.7 weeks	6.9 weeks 5.7 weeks 12.8 weeks
EIA Developments	0	0 weeks	0 weeks
Other Consents  • As listed in the guidance (right)		6.2 weeks	4.4 weeks
Planning/legal agreements  • Major: average time  • Local: average time		77.1 weeks 8.5 weeks	N/A 11.1 weeks

# B: Decision-making: local reviews and appeals

Original decision upheld					
	Total number of decisions	2018-19	)	2017-18	,
Туре	No.	No.	%	No.	%
Local reviews	13	9	69.2%	5	62.5%
Appeals to Scottish Ministers	9	8	88.9%	6	75%

**Decision-making timescales (based on 'all applications' timescales)** Both a re-structure of teams and a re-alignment of tasks has meant a period of significant change across the planning service. While taking every effort to minimise the impact on service delivery, our decision making timescales have been impacted due to these circumstances.

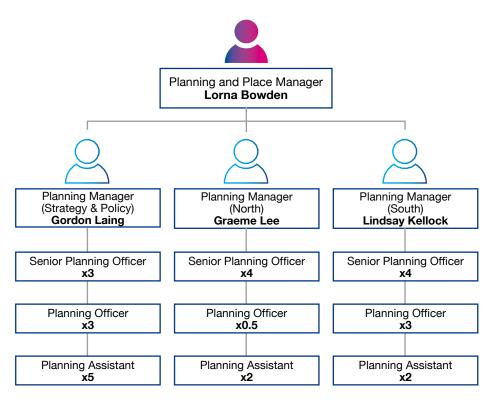
Efforts made on creating cohesion within the new teams and upskilling staff to give them a broad skill base will benefit future service delivery. We are confident this approach will create resilience across the service and build on efficiencies to create a more streamlined service

**Decision-making: Local Reviews and Appeals** As anticipated the number of appeals has risen slightly. We can attribute this to the new scheme of delegation introduced during 2017/18. While proportionally the number of appeals remains low, in response we will be reviewing the appeals process in the coming year to ensure it is as streamlined and efficient as possible. In the forthcoming year, we will be reviewing the scheme of delegation.





	Tier 1	Tier 2	Tier 3	Tier 4
	Chief Executive	Director	Head of Service	Manager
Head of Planning Services			1	1
Staff Age Profile	Headcoun	t		
Age 30	1			
30 - 39	8			
40 - 49	7			
50 and over	15			
RTPI Chartered Staff	Headcoun	t		
	20			



Vacant posts and two newly created posts have been filled, increasing staffing numbers. This reflects the senior management recognition of key role Planning and Place have to play within the council.





Committee & Site Visits	Number per year
Full council meetings	1
Planning committees	12
Area committees	0
Committee site visits	0
Local Review Body	7
LRB site visits	0





This document can be made available in a range of languages and formats, including large print, braille, audio, electronic and accessible formats.

To make a request, please contact Corporate Communications on 01698 302527 or email: corporatecommunications@northlan.gov.uk

'S urrainn dhuinn an sgrìobhainn seo a chur ann an diofar chànanan agus chruthan, a' gabhail a-steach clò mòr, braille, cruth claisneachd agus cruthan dealanach agus ruigsinneach.

Gus iarrtas a dhèanamh, cuir fios gu Conaltradh Corporra air 01698 302527 no cuir fios gu: corporatecommunications@northlan.gov.uk

本文档可以多种语言和格式提供,包括大号字体、盲文、音频、电子和可访问格式。

如欲提出请求,请致电01698 302527或发送电子邮件至: corporate Communications@northlan.gov.uk与企业传播部门 (Corporate Communications) 联系。

Ten dokument jest dostępny w różnych językach i formatach, w tym w formacie elektronicznym, dużą czcionką, w alfabecie Braille'a, w wersji audio i przystępnych formatach.

W celu złożenia zamówienia prosimy skontaktować się z Wydziałem Komunikacji Zewnętrznej telefonicznie na numer 01698 302527 lub na adres e-mail: corporatecommunications@northlan.gov.uk

لی رب ، ی گاپھی کے فورح ہے ڈب ربی من ج ، ہے ہی ت کس اج کی کے موارف ربی میں (سٹی مراف) رول کش روا رون ابز کی ای کی ک زی وات سود ہی کا کی رہ اس کی اس کی کا سی کی کا سی کی کا میں دوا کن رٹ کی لیا ، وی ڈآ ، (ی کی اھک لی ک فورح سے کی وہ سے رھائے ہی ل سے ک دارف النی بان)

رپ ہے تپ س ای سی رک ہ طب ار سے س زن ش می کی میں وی م ک شی روپ راک رپ 302527 ھو 1698 کین اب رہم مے گارب ہی لے کے میں رک میں اور خرد corporate communications@northlan.gov.uk

Document written and produced by

# NORTH LANARKSHIRE COUNCIL

Business Development Officer Enterprise and Communities Business Solutions Civic Centre Windmillhill Street Motherwell ML1 1AB

- t. 01698 520736
- e. ESPlanning@northlan.gov.uk

NORTHLANARKSHIRE.GOV.UK



