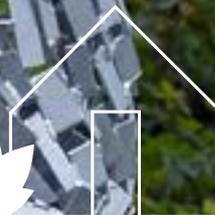


# planning performance framework annual report 2014-2015





# Contents

|  |           |
|--|-----------|
| Introduction   | 4         |
| North Lanarkshire  | 5         |
| <b>Part 1 National headline indicators</b>                           | <b>6</b>  |
| <b>Part 2 Defining and measuring a high quality planning service</b> | <b>8</b>  |
| Open for business  | 8         |
| High quality development on the ground                               | 11        |
| Certainty  | 12        |
| Communications, engagement and customer service                      | 15        |
| Efficient and effective decision making                              | 16        |
| Effective management structures                                      | 17        |
| Financial management and local governance                            | 18        |
| Culture of continuous improvement                                    | 19        |
| <b>Part 3 Supporting evidence</b>                                    | <b>21</b> |
| <b>Part 4 Service improvements 2014- 2015</b>                        | <b>22</b> |
| Appendix I Official Statistics                                       | 23        |
| Appendix II Workforce and Financial Information                      | 25        |
| Appendix III Case studies - Quality Development on the Ground        | 26        |

# Introduction

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

We are again reporting on our performance across a broad range of areas.

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

We also again welcome this opportunity to highlight our achievements, successes and individuality.

## North Lanarkshire

North Lanarkshire stretches from Stepps to Harthill, from the Kilsyth Hills to the Clyde, and includes Airdrie, Bellshill, Coatbridge, Cumbernauld, Kilsyth, Motherwell, Shotts and Wishaw.

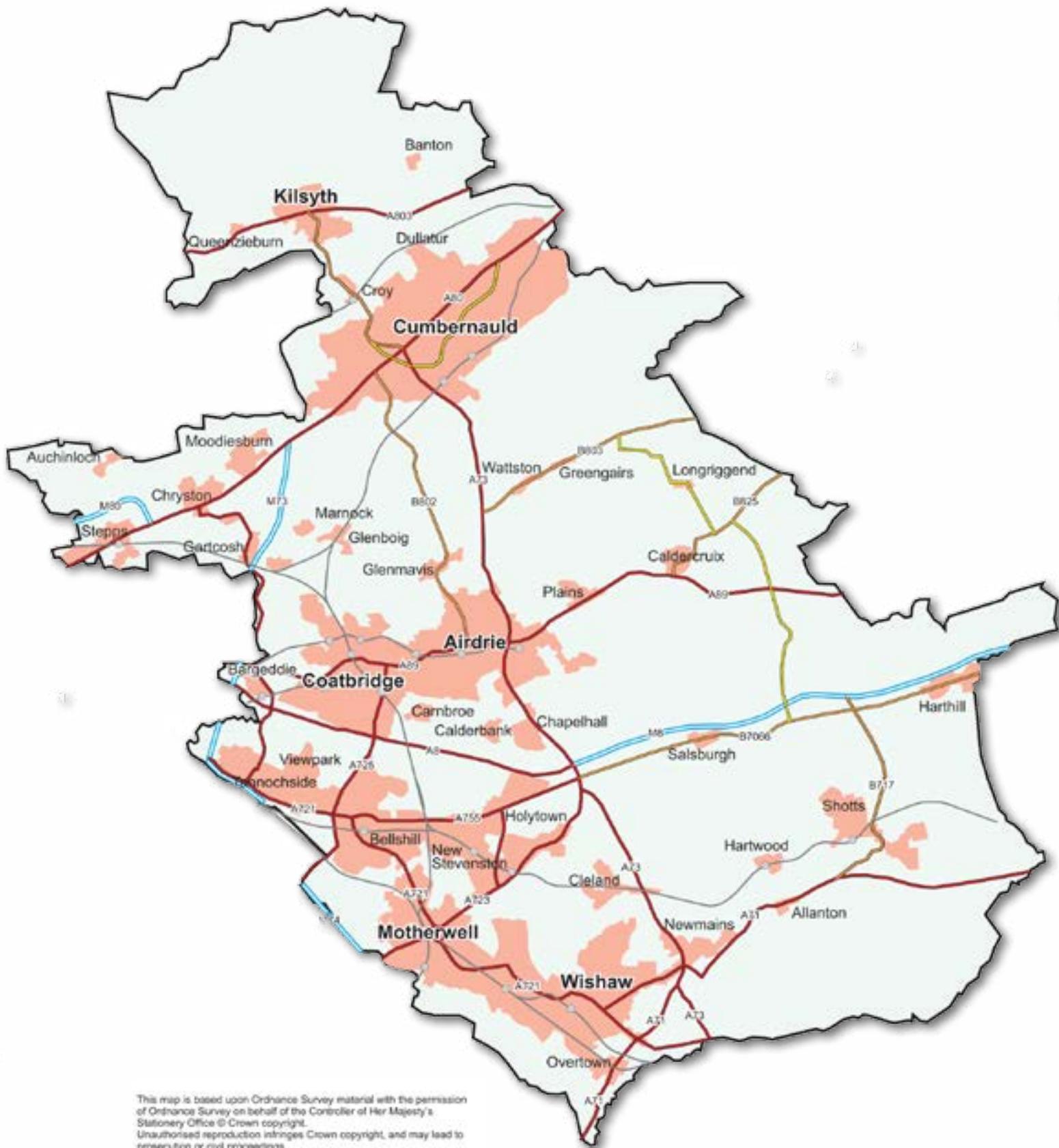
North Lanarkshire forms a geographically diverse area between the urban conurbation of Glasgow which we border to the west, and the moorlands of central Scotland to the east. The southern part of our area is heavily populated, particularly in the south west around the large town of Motherwell, and adjacent settlements.

The towns of Airdrie and Coatbridge form the central area, while Cumbernauld, our largest town, is situated to the north. The south eastern and northern parts are more rural in character with lower population densities and more extensive areas of open countryside. Although agricultural land accounts for over 18,000 hectares, the population density is 6.8 people per hectare, making us the fifth most densely populated local authority area in Scotland.

With a land area of approximately 47,000 hectares, and a population of over 326,000, we are the fourth largest planning authority in Scotland

North Lanarkshire's historical development of the coal, steel and heavy engineering industries has resulted in vacant and derelict land accounting for over 1,000 hectares; among the larger amounts for any local authority area in Scotland.

These traditional industries have now largely been replaced by a modern business infrastructure and newly formed sectors. We continue to face new economic challenges of slow economic growth and higher than average unemployment and youth unemployment rates.



## Part 1: National Headline Indicators

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

| Key outcomes   | 2014-2015  | 2013-2014  |
|--|--|--|
| <b>Development Planning:</b> <ul style="list-style-type: none"> <li>Age of local/strategic development plan(s) (years and months) at end of reporting period Requirement: less than 5 years</li> <li>Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N)</li> <li>Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N)</li> <li>Were development plan scheme engagement/consultation commitments met during the year? (Y/N)</li> </ul> | local plan (29 months old)<br>New strategic development plan (20 months old)<br>Yes<br><br><br>No<br><br><br>Yes | local plan (17 months old)<br><br>Yes<br><br><br>No  |
| <b>Effective Land Supply and delivery of outputs</b> <ul style="list-style-type: none"> <li>Established housing land supply</li> <li>5-year effective housing land supply</li> <li>5-year housing supply target</li> <li>5-year effective housing land supply (to one decimal place)</li> <li>Housing approvals</li> <li>Housing completions over the last 5 years</li> <li>Marketable employment land supply</li> <li>Employment land take-up during reporting year</li> </ul>  | tbc*<br>tbc*<br>tbc*<br>tbc*<br><br>tbc*<br>tbc*<br>tbc*<br>tbc*   | 20975 units<br>6882 units<br>5295 units<br>6.5 years<br><br>691 units<br>3888 units<br>324.38 ha<br>18.42 ha |
| <b>Development Management Project Planning</b> <ul style="list-style-type: none"> <li>Percentage of applications subject to pre-application advice</li> <li>Number of applications subject to processing agreement or other project plan</li> <li>Percentage planned timescales met</li> </ul>   | 22%<br><br>1<br><br>n/a  | 21%<br><br>0<br><br>n/a  |
| <b>Decision-making</b> <ul style="list-style-type: none"> <li>Application approval rate</li> <li>Delegation rate</li> </ul>  | 95%<br>87.3%   | 99%<br>87%   |
| <b>Decision - making timescales - average number of weeks to decision</b> <ul style="list-style-type: none"> <li>Major developments</li> <li>Local developments (non householder)</li> <li>Householder developments</li> </ul>   | 19.6<br>11.3<br>7.5  | 21<br>9.7<br>7.3   |
| <b>Enforcement</b> <ul style="list-style-type: none"> <li>Time since enforcement charter published/reviewed</li> <li>Number of breaches identified/resolved</li> </ul>   | 14 months<br>91/83   | 2 months<br>120/79   |

\*Figures to be reported September 2015

## Context

**Development planning:** Our [local development plan scheme](#) is on schedule with our consultation on the Main Issues Report (MIR) commencing in March 2015. The MIR was the subject of thorough prior engagement with both local members and cross sector stakeholders. This engagement began in 2013 and is detailed in our [Participation Statement](#). The Participation Statement, in conjunction with our Stakeholder Engagement Strategy, sets out who we will engage with. Our engagement with the community has included:

- asking our Citizen's Panel questions about the LDP;
- building an extensive stakeholder contact database;
- carrying out a Call for Sites, resulting in 179 submissions being reported to our committee;
- carrying out post Call for Sites consultation with key agencies and a range of stakeholders from elected members to community councils, community forums and tenants and residents bodies;
- publishing all Call for Sites information and responses on the LDP web pages;
- carrying out two charrettes as part of the pre-MIR plan development phase;
- attending Lanarkshire Business Week with stalls giving details on one of our charrettes and the MIR; and
- development of a publicity strategy spanning electronic media and also a mobile advertising hoarding, bus adverts, postcards in the schoolbags of 28,000 pupils to advertise and advise on the forthcoming MIR.

### **Development Management - project planning:**

We continue to offer pre-application advice to all cases, and many planning applicants took up this opportunity. With regard to processing agreements, every Proposal of Application Notice response has included the offer of an agreement, but other than one case there has been no take up. We now offer them for all major developments, with complementary publicity through web communication. We will also consult with customers with a view to

establishing their requirements relating to processing agreements.

### **Development Management - decision making:**

Our delegation approval rate has improved slightly since last year, from 87% to 87.3%, and is still well up from the 83% of the previous year (before the introduction of our new delegated scheme).

### **Development Management - decision making timescales:**

We have again improved our performance level on the average number of weeks to make decisions on major applications despite a reduction in staff resources. We consider that this reflects well on the manner in which major developments are handled, through a team specifically dedicated to dealing with major developments and the council's flagship projects, allowing these significant proposals to be the subject of focused action. However, we still realise that this figure is sensitive to slight changes to the type and number of major applications received.

Performance on the average time for decisions on householder developments has been largely maintained, taking a slight dip to 7.5 weeks. This figure is still an improvement on the 9.3 weeks we reported during 2012-13, and remains below last year's national average. We feel our traffic light tracking system continues to help us highlight lack of progress with cases, and to focus on applications that are taking longer to handle than expected.

The time for deciding other local applications has increased since last year from 9.7 weeks to 11.3 weeks. This is still well below last year's national average.

This general performance is still largely attributed to our dealing more directly with legacy cases and applications involving legal agreements. We now closely monitor these types of application, together with stalled cases, within our fortnightly service managers meeting, in order to maintain momentum and progress.

**Enforcement:** The enforcement charter was published in 2013-14. Our work rate, good performance and efficiency in [Enforcement](#) is borne out in our enforcement activity figures which again show a high level of resolving the many breaches that arise, without the need for formal enforcement proceedings.

## Part 2: Defining and measuring a high quality planning service

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

- [open for business approach to support positive actions in support of sustainable economic growth;](#)
- [achievements in securing quality development on the ground;](#)
- [consistency in our services;](#)
- [customer communications;](#)
- [decision making processes;](#)
- [effective management structures;](#)
- [financial management; and](#)
- [culture of continuous improvement.](#)



### Open for business

Sustainable economic growth remains at the heart of our planning services, as North Lanarkshire continues to move from a predominantly industrial past to a new diverse environment with vibrant communities.

Our adopted single [local plan](#) is our most important up-to-date and relevant planning tool for driving this growth. Of the planning decisions made last year, 98% were consistent with the development plan.

At the same time, we are now in the process of implementing our first [local development plan scheme \(LDP\)](#). The pre MIR is out to consultation at the time of writing.

As one of the larger authorities in the Glasgow and Clyde Valley, we are also playing a key part in the delivery of the approved [Strategic Development Plan \(SDP\)](#).

Along with our new and wide range of [Supplementary Planning Guidance \(SPG\)](#), our local plan remains our effective and succinct guide for the developer, providing clarity for development opportunities, and a real focus for our own implementation work.

As for our own actions towards the effective implementation of the plan, the main focus remains the continuation of the successful process of urban renewal through environmental and town centre improvements, together with [masterplanning](#), the promotion of [Ravenscraig](#), (Scotland’s biggest regeneration site and a national development within National Planning Framework 3), and our identified [community growth areas](#).

As part of taking forward the delivery of our local plan’s intentions, and also as a basis for the forthcoming local development plan, we continue to embrace the charrette concept. In fact, the [Places for Business and Industry Charrette](#) was the first in Scotland that specifically aimed to deliver a new, systematic and robust consultation mechanism in the area of developing a policy framework for a particular land use sector (business and industry) across a council area. The findings have proved to be a fundamental part of the preparation of our new LDP. Firstly, the charrette has identified a number of issues that the LDP should address. Secondly, it has produced a new policy framework which has been put forward as the ‘preferred option’ in the Main Issues report (MIR). This framework does three things: it assesses a whole network of business and industrial areas and sets a way forward for them all (e.g. retain,

enhance, etc); it supports place making for business and industrial locations (i.e. their integration with other uses such as transport, leisure, retail and housing); and it looks at how land use policy could link up better with other actions by the council and its partners to support business (e.g. through finance; education/training and business support, etc). Furthermore, the Glasgow and Clyde Valley Strategic Development Plan (GCVSDP) team wish to follow the same new methodology to help other local authorities develop business and industry policy. To this end, we are now Chair of the Business and Industry Topic Group (Glasgow and Clyde Valley). (See Information on Partnership and sharing good practice below)

During the business year, we also commenced working in partnership with Planning Aid Scotland (PAS) towards another charrette for June 2015, for shaping the future of [Motherwell Town Centre](#). (See 'Communications, engagement and customer service').

We are also continuing to invest successfully in regenerating our seven [town centres](#) to help improve their accessibility and resilience - working with local traders, a range of other council services and partner organisations. Following extensive consultation, Coatbridge, Airdrie, Kilsyth, Bellshill and Wishaw town centres now have draft socio-economic profiles and health checks, frameworks and action plans. A final round of consultation with our partners and the public will take place before adoption. The socio-economic profiles and health checks, frameworks and action plans for Cumbernauld, Airdrie, Bellshill and Coatbridge town centres will be recommended for adoption in the first half of the new business year, with the others following later. The frameworks and action plans will be used to support partnership working and town centres, be a framework for bids to external funding sources and to direct the council's capital investment programme. In support of the visions identified for Coatbridge and Airdrie town centres, we submitted Conservation Area Renewal Scheme and Townscape Heritage bids. We were successful with the Coatbridge bid and the Conservation Area Renewal Scheme (CARS) will commence in 2015. We also developed and led on a number of physical improvement projects, investing in the infrastructure in Cumbernauld, Motherwell and Wishaw town centre to the sum of



*Motherwell Town Centre*

£2.8 million. These projects were aimed at improving the accessibility of the towns to all user groups and improving the attractiveness of their environments for users, residents and investors. (See case study for Coursington Road, Motherwell)

The reduction in public sector finances has created a very challenging environment in which we must continue to deliver a wide range of services, while taking forward our savings strategy. In development management, our major development team continues to handle major planning applications and building warrants. This dedicated team joins up planning services with building standards and liaises with other council services such as Learning and Leisure and Housing and Social Work, in relation to their own delivery programs, to provide a wide range of expertise and focus for handling major development proposals. It is designed to provide a more effective mechanism to deal with major proposals, as they make their way through our statutory consents process. This new set up continues to have a positive knock-on effect on the development management area teams, who have been freed up to handle the large number of other applications that do not fall into the major category. However, we remain mindful that all areas of development management should be robust, and the crossing over of staff and workloads is applied as necessary to ensure that all parts of the service are appropriately resourced at any given time, which is an ongoing challenge with reduced resources. The major development team was recognised by the council when in October 2013 it was nominated in the corporate awards short list under the category 'Team of the Year', and we continue to build on this success through the improving performance figures in dealing with major planning applications.

In development management in general, we have well established and regularly reviewed processes

for the handling of applications from receipt to decision (See ‘Certainty’).

We are also open to all approaches and calls for advice and meetings, with an all day open door reception service as well as a quick turnaround for any requests for appointments. During office hours there are always appropriate professional officers available to answer any visitor or telephone enquiries. We continue to embrace the value and benefits of pre-application discussions. As proposals develop into planning applications, we then have an easy single point of contact for each case.

Despite the challenges of an improving economy and continuous efficiency savings, we strive to be even more responsive to the needs of the development community. We are located under the one roof at Cumbernauld, to obtain maximum efficiency with a reduced workforce, while we also operate a flexible service by using council accommodation in other areas where a local presence is required. We have also enhanced our [website presence](#) and are continuing to promote ePlanning and to develop more on line improvements with our corporate service partners in line with the Scottish Government’s ‘Pendleton recommendations’. In fact, within our ePlanning system, over 24,000 searches are being carried out each month, providing access to the public to view and comment on planning applications.

We continue to share good practice, working with our own council partners to develop areas of the council website, to complement the work we do on planning services. This new site now introduces a new ‘top tasks’ structure, which makes all our services more easily open and accessible to customers, with our own [planning applications page](#) remaining in the top 10 of our website hits, and our [Plans, policies and projects page](#) being in the top 40. This year, our website was independently reviewed by [Socitm](#) and clearly passed user tests related to permitted development enquiries.

From the corporate level, we contribute to delivering many of the council’s local outcomes deriving from the Single Outcome Agreement at the national level. In particular, our work contributes to environment and regeneration related national outcomes. Through our

commitment to the council’s Service and People First programme (see ‘Culture of continuous improvement’), we also closely follow the national outcome for high quality public services.

We are also directly involved in climate change action and initiatives. We continue to lead the council on the delivery of sustainable development and practices. The council is now implementing a new Low Carbon Strategy and Action Plan, and a revised structure of management and corporate governance has been developed to embed sustainability in future iterations of the Single Outcome Agreement and Corporate and Community Plans as well as discharging our Public Bodies Duties.

Linked to this work, our planning service leads the council in the Strategic Environmental Assessment (SEA) process. We have now launched our web based SEA guide on our new internal web system and launched council wide training for staff involved in this area.

Partnership and sharing good practice is also key to our ‘open for business’ approach. We regularly work in partnership with our colleagues and others in order to share good practice and enhance the delivery of the services that we and others provide. For example, over the last year, we:

- assumed the role as Chair of the Antonine Wall World Heritage Site Steering Group, hosting the meetings and ensuring that the group (consisting of the 5 partner authorities and Historic Scotland) continued to work towards delivering the Action Plan for the site;
- provided input into the development of the Carnegie UK Trust’s online platform ‘Understanding Scottish Places’, its Scottish towns typology;
- accepted an invitation to join the Heads of Planning Scotland (HOPS) Development Planning sub-group to improve our opportunities for sharing best practice;
- were board members of the Glasgow and the Clyde Valley Green Network Partnership on behalf of the council;
- were invited to attend Central Scotland Green Network vacant and derelict land group to discuss and share techniques;

- commissioned an Economic Outlook Report from Oxford Economics and shared the findings and outcomes with elected members and internal and external partners through a presentation making the report available online;
- accepted invitation to chair the Clydeplan Industry and Business Topic group and to arrange presentations and workshops on the methods and outcomes of the NLC Business and Industry Charrette; and
- co-funded a study on housing affordability with our colleagues in Housing and Social Work Services.

### High Quality development on the ground

With much dereliction and vacant land of our industrial past, we again are continuing to seek improvement in the standard of urban design and development within North Lanarkshire.

We retain our challenging commitment in ‘Designing North Lanarkshire’ towards raising standards and achieving places of which we can be proud. ‘[Designing North Lanarkshire](#)’ outlines our approach for managing change within the built environment in a positive way, and is focused on the urban design issues arising from new development.

Our recently published SPG, [Gartcosh and Glenboig Strategic Development Framework](#), provides potential developers the necessary information and planning guidance on the form of development and land uses expected within the growth area. [Affordable Housing](#) is designed to advise developers and land owners how the identified shortfall in the provision of affordable housing will be addressed. [Victoria and Town Centre Conservation Area](#) provides guidance for development proposals along with an appraisal of existing features and spaces. All SPGs are taken through public consultation to help promote best practice and high quality design, and the understanding of issues so as to influence positively the development process.

We continue the theme of working closely with other partners in the council to deliver ambitious projects such as the new house building programmes, and the schools and Centres 21

project, through the provision of advice on design and heritage issues.

One of our key remits is to promote design quality in the procurement and delivery of both public and private sector developments. We have continued to work closely with Housing and Social Work Services in the delivery of the council’s Building for the Future programme through production of the development briefs, participation in the quality evaluation of the design and build contractor bids and design development of the schemes. We have also worked closely with Community Planning Partners such as NHS Lanarkshire and Clyde Valley Housing Association to deliver quality buildings, such as the new build NHS Hub buildings in Kilsyth and Wishaw. Early and meaningful engagement with the design teams associated with this type of development adds value to the process and results in quicker development on the ground as the assessment period for the planning applications has been collapsed due to the amount of pre application scrutiny.

In addition to this work, design is at the heart and context of other developer guidance that we produce, such as our strategic development framework for our [community growth areas](#).



While we value awards, as a way of recognising the work we do on the ground, we firmly believe we can show we are adding value to developments in other ways. Although we have no scientific method in place to establish the added value across the board, we can provide some detailed case studies to demonstrate the kinds of work we are doing to make a difference in this area. These developments demonstrate the kind of benefit we are making possible in their respective contexts; benefits which, when added to many other similar efforts, can cumulatively contribute improvements to general quality as a whole. These case studies are provided in Appendix III. They show examples of how we have integrated new residential development into a new town environment, how we have provided a well designed social facility in partnership with the private sector and how we have sought to influence quality direct through one of our own town centre enhancement projects.

## Certainty

In order to achieve reasonable levels of certainty for the development industry and others affected by the development process, we value consistency in our advice, engagement, processes and decision making.

Our local plan promises a sound and robust basis for more consistency in both decision-making itself and in our advice to any party interested in new development.

As well as covering expected standards of development, every [SPG](#) includes a clear checklist of matters that require to be addressed and the documents to be included within a planning application submission. The guidance forms an essential element for consistency, not only in the area of decision making, but also in pre-application advice and submission making.

This being the case, however, we do still take a tailored approach during pre-application discussions so as to ensure the developer does not incur any unnecessary time and costs. One example relates to a proposal by a community group to develop under-used school playing fields for a major sports and community use. While still at an early stage, it was apparent that there may be significant matters to overcome should the proposals come forward as a planning application,

and so a meeting was arranged bringing representatives of the group together with officers from Planning, Roads & Transportation, Estates and Learning & Leisure. That allowed the officers to learn of the proposals at first hand, and for the community group to have access to senior officers (up to Head of Service level) to discuss the council's requirements and the relevant issues that needed to be addressed.

Another important area for consistency in advice and decision making that a further SPG will cover is the impact of development – and mitigation through developers' contributions (in line with our local plan policy DSP3). We are still working towards introducing the first element of guidance in the business year. This element was to cover an evidence based education contributions matrix, taking into account the viability aspects. Once developed, it would be an effective consistent guide which will ensure we apply our requirements equally. It would also help developers in regard to feasibility judgments as new developments are brought to our area. However, this guidance is still being prepared as work and negotiations over details are still taking place with our education service colleagues. During the business year, our education colleagues have been reviewing their detailed needs and now have an officer seconded from the Chief Executives Office to work on this subject in relation to future development pressures; we have been liaising closely with them and, as part of this process, have gathered and supplied details of the Housing Land Audit.

We intend to agree this element of the policy in the new business year, as well as work on the SPG as a whole.

Nevertheless, in the meantime, we are still achieving negotiated and agreed developer contributions based on our existing development planning policies. These contributions have been in many areas such as education provision, road improvements, affordable housing and environmental mitigation.

For instance, based on our planning policy on affordable housing, over the last year legal agreements have been reached for four planning applications, with commuted sums of £184,865, with early negotiations covering potentially another £400,000 in relation to a further two planning applications. As a result, 158 housing

units are in the pipeline for 2015-16.

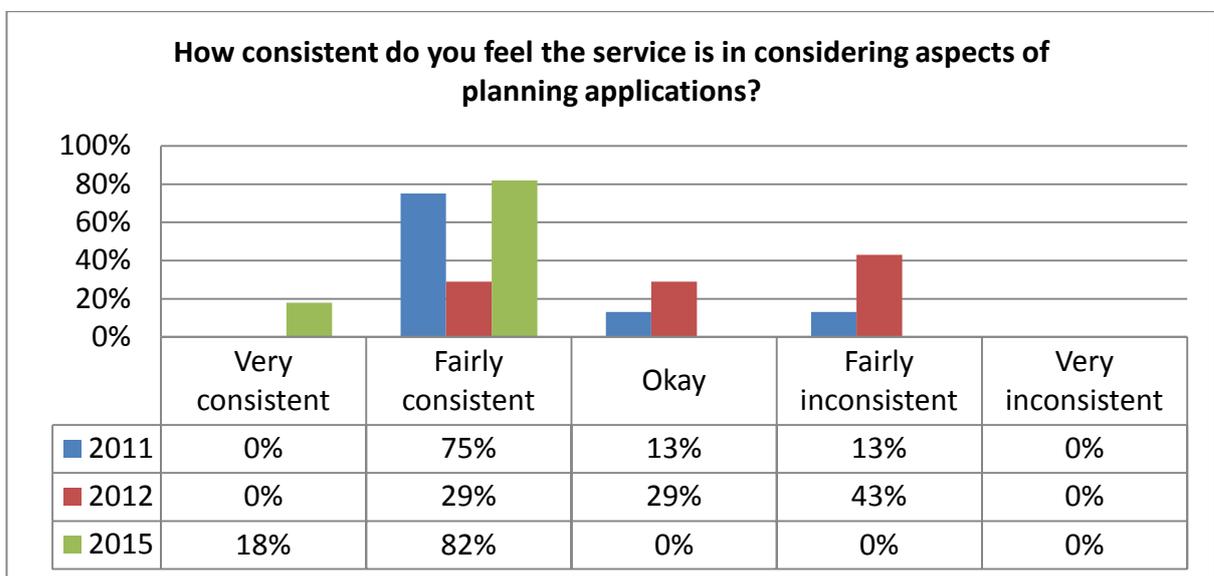
In addition, a recent mixed use planning application at Moodiesburn, by virtue of a carefully prepared and complex Section 75 agreement, has incorporated not only delivery of affordable housing, but also recreational facilities, school improvements, footpath links, a new road link and land to allow the extension of a near-capacity cemetery.

On measuring the consistency of the pre-application advice, we can see that over the last year 38% of applications were valid at the point of submission. Another important measure for

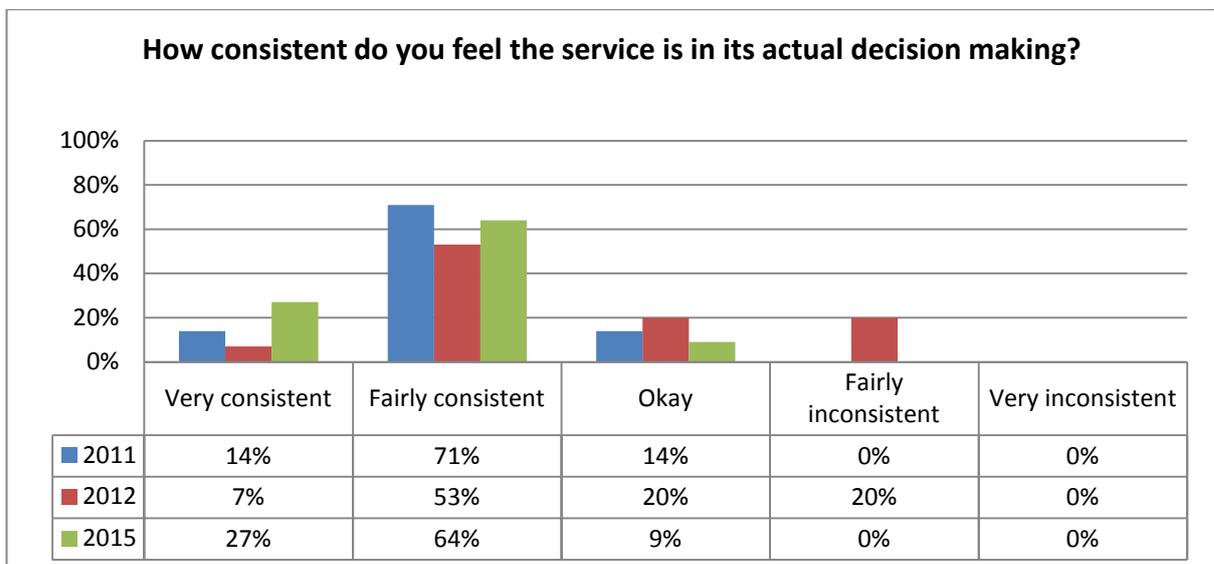
consistency of advice is the number of decisions taken against officer recommendation. Over the last year there were only 7 such cases.

As for decision making, consistency levels remain reasonably positive. Of the decisions made last year, 99% were consistent with the development plan.

Our regular stakeholder event, held during February 2015, gave valuable insight into the customer experience with our invited group of agents feeding back their opinion of a steadily increasing level of consistency in planning application processing and decision making.



82% felt that the service was fairly consistent when considering aspects of planning applications- Up from the 29% recorded the last time.



91% felt that the service was very/fairly consistent in its actual decision making- Up from the 60% recorded the last time

Recognising that our rate of decision making through delegation procedures needs to be significantly higher, we last year successfully widened the [scheme of delegation](#).

In development management in general, we have well established and regularly monitored processes for the handling of applications from receipt to decision. During the year, we undertook a complete review of the development management processes, and we are now using this work to look at some business change efficiencies (such as how to deal with and streamline Pre App enquiries) which will be implemented in business year 2015-16.

The customer experience extends beyond applicants to all those engaging in the electronic systems. Indeed, 33% of representations made this year were submitted on line.

We also follow ISO accreditation requirements for the planning applications process, appeals process and the enforcement process and building standards applications.

Good early communication and protocols with our partners to smooth the process of decision making is undertaken. For example, we have twice yearly meetings involving managers from Development Management, Strategy and Greenspace/Landscape Services in order to discuss current issues and how to ensure effective liaison between the services.

The council has its own Greenspace Services section which is able to advise on instances relating to protected species which require to be considered by Scottish Natural Heritage (SNH); this provides specialist knowledge, and can help reduce the number of unnecessary consultations with SNH.

We also have an established protocol with SNH itself for development and protected species - Consideration of Development Proposals Affecting Protected Animals in Lanarkshire (including European Protected Species) within the Scottish Planning System.

Similarly, we have an agreement with Scottish Environment Protection Agency (SEPA) on standing advice, and we have an established protocol with the Coal Authority regarding consultation requirements and coal risk assessments.

We also have an established protocol between ourselves, our housing services and legal services for the effective and smooth implementation of our policy on affordable housing.

Furthermore, mindful of the need to sharpen processes in regard to the more complex planning applications, we will work on and deliver a new protocol with legal colleagues, as an improvement for the coming year.

The following complementary factors also help to reinforce our overall consistency:

- a single location for all staff in planning services;
- the dissemination of information through regular team meetings;
- our customer focus events with agents; and
- staff development and training.

## Communications, engagement and customer service

Understanding our customer and providing positive customer experiences are essential for the way we provide our service, and are an integral part of our Service and People First programme. (See 'Culture of continuous improvement'). We regularly and openly communicate with our customers to make our services effective and easily available, and to ensure we get feedback that can help with improvements.

Having moved all our services to a single office location, we provide a one stop shop for all planning and development enquiries.

We have customer charters for enforcement and development plans. In development management, we follow ISO accreditation requirements in applications processing, appeals and enforcement.

We engage with our customers on various levels appropriate to the needs of identified customer groups. We seek regular feedback, through development management focus groups and customer questionnaires.

On customer engagement, we have successfully developed customer consultation covering five key customer indicators - satisfaction with the overall service; we did what we said we would do; the timeliness of the service; information easy to understand; and how well staff did their job.

Customer engagement is also a key aspect of our town centre enhancement projects, with greater user-friendliness being built in to our web presence, including short url links, on-site consultation relating to town centre frameworks, and use of local office and twitter.

On our town centre enhancement works, we continue to engage actively with customers and traders at various stages in the project planning and implementation process using such media as community forums, elected members' meetings, public exhibitions, standpoints, newsletters and the internet. At present, throughout the business year, we have been consulted extensively on future frameworks and action plans for our town centres. In particular, for the first time, we are introducing a charrette approach for consulting on the future of Motherwell town centre.

The development plan process naturally has community engagement at its core as part of the statutory participation requirements. The [Stakeholder Engagement Strategy](#) (which also includes a facility to subscribe to email updates on the development plan) is an essential partner to the development plan scheme. Driven by statutory requirements, this strategy has helped to reinforce the strong engagement culture that prevails throughout all the planning services we provide.

In addition, our customer engagement activities relative to the plan making process have been complemented by the successful running of the respective charrettes on community growth and industry and business (see under separate heading 'Open for business'), the intelligence from which is being used and brought forward as part of the preparation of the new local development plan.

We also use our on line [consultations hub](#) to help and encourage customers to take part in consultation exercises on all planning policy and implementation documents.

We are fully committed to the promotion of ePlanning in development management and to the provision of a fully interactive [on line local plan](#). We demonstrate this commitment with the success of electronic uptake, with 64% of our applications being submitted electronically.

The customer experience extends beyond applicants to all those engaging in the electronic systems. Indeed, 23% of representations made this year were submitted on line.

To enhance the customer's electronic communications options, we are continuing to build on the new web site home for planning and building. This website work (a clear, attractive user friendly facility that is very accessible for our customers, colleagues and partners) was recognised by the council corporately and formed the basis and impetus, (after being nominated for a corporate award) for a completely new council 'top tasks' based [website](#) introduced in the last year and received recognition by Socitm. (See 'Open for business').

In addition, and in accordance with our planned service improvements, we have further developed our community engagement by providing regular Govdelivery email alert messages to customers



who have subscribed to specific planning and building related matters. Messages, for example, keep subscribed customers up to date with important aspects of our service, such as new legislation, key stages in the local development plan process, service achievements and performance. This focused communication has also been an effective way of promoting events to customers (e.g. Doors open day, public meetings, charrettes and so on). Our number of subscribers is continuously growing and presently stands at over 3000.

We have also successfully trained our support staff in Customer Service Professional, and all staff in data protection and data management, and we provide refresher training in these areas at regular intervals. We are committed to training new staff in the same way.

In development management during 2014-15, we responded to 19 stage one complaints of which seven were escalated to stage two with three being upheld and one partially upheld. In the same year we also responded to 12 stage two complaints (some carrying forward from the previous year) of which one was partially upheld. In strategic planning, we responded to three stage one complaints and one stage two complaint, none of which were escalated or upheld.

To complement our focus on customers, we have our own Supplementary Planning Guidance on community engagement which stresses the

importance of community engagement at all levels and the contribution it can make to providing an efficient planning service.

### **Efficient and effective decision making**

We have robust structures and regularly monitored processes to ensure high efficiency in decision making.

We are structured so that we have three teams covering development management: two dealing with local planning applications and related issues in the northern and southern parts of the council area, and one specially dedicated team dealing with all our major developments, and other developments specifically linked to the council's own programmes, such as the new build council housing programme and schools and Centres 21.

This structure is based on the principle of concentrating appropriate and proportionate resources on the larger, more complicated and complex applications, while freeing up resources within the two local teams to concentrate on swift decision making on smaller applications using our delegated powers. Within this context, we are still mindful that all areas of development management should remain robust. Therefore, the crossing over of resources is still applied to ensure that all parts of the service are appropriately resourced at any given time. This process is supported by close monitoring of workloads and resources and performance, through our regular

Development Management Service Manager's meetings with our three Assistant Business Managers. This process is also informed by our regular staff performance review and development (PRD) discipline.

We expect our new [scheme of delegation](#) will increase the number of applications decided under delegated powers. Over the last year, 87.3% of applications were fully decided under delegated powers. We recognise that this figure is up slightly from last year but still lower than the national average and we are expecting it to increase once the new delegated powers are allowed to kick in over a sustained period of time.

To complement this new scheme, any further delay factors are sought to be minimised, with the Planning and Transportation Committee meeting on a four weekly cycle, and there being regular special meetings of the Committee outside the cycle to deal with applications continued for site visits or hearings, and to deal with any particularly urgent matters.

As covered under separate headings, we have established processes in place for efficiently handling both paper and electronic planning applications from receipt to decision, and they are regularly monitored to ensure good performance. The appeals process and enforcements process will be monitored and reviewed again in the coming year.

We comply with the International Standards Organisation (ISO) accreditation requirements for the planning applications process, appeals process and the enforcement process.

Development management officers can access a case list of their applications, which uses a **Red - Amber - Green** 'Traffic Light' system to flag up time-critical cases. Performance is also a standing agenda item for the fortnightly meetings between the Business Manager and our three Development Management Assistant Business Managers.

We also are committed to the development of protocols with consultees involved in the development management process. (See 'Certainty').

We continue to provide training on our processes, which we also complement with time management training as part of a new training programme for all staff through our regular staff performance review and development (PRD) process.

### Effective management structures

We clearly set our priorities and we are equipped with the management structure and skills to deliver them.

Our planning services merged with the council's regeneration services in the summer of 2013 to form Planning and Regeneration; part of the council's Regeneration and Environmental Services Directorate. This merger brings the benefits of a greater focus on and awareness of land use needs of inward investors, indigenous businesses, start up businesses, as well as the connectivity of issues that need to be addressed through planning and the impact of development on the economy. It also shows better use of resources in terms of our work on town centres, and the direct delivery of other physical resources. In addition, combining with the local regeneration team brings closer links with Community Planning and the focus on the Single Outcome Agreement. We also work on the delivery of North Lanarkshire's outcomes in the Glasgow and Clyde Valley City Deal, along with transportation colleagues.

Our planning services are led by the Head of Planning and Regeneration who reports to the Executive Director of Regeneration and Environmental Services.

Our planning services are currently structured into two management streams:

1. Development Management - dealing with all types of planning applications and all related matters, including enforcement
2. Strategic Planning - dealing with development plans and all related work, sustainability, town centres and other enhancement projects, and heritage and design

Our planning and regeneration operational plan drives the priorities and monitors progress of outputs and key aspects of our performance. The priorities for the business year, for example, have related to: the local development plan scheme

targets, including Main Issues Report; strategic development plan monitoring; housing monitoring; strategic development framework for South Cumbernauld; cooperative working on sustainable development; policy and guidance on developer's contributions; appeals and enforcement process reviews; delegation schemes; processing agreements; town centre frameworks and action plans; and staff training. All the main operational plan actions and outputs are monitored, updated and reported by staff and managers on a quarterly basis.

Our services are supported by our business development team which, as well as providing all technical and administrative support, drives continuous improvements.

Efficiency savings continue to affect us by reducing staff numbers (our staffing levels are down 26% since last year). This requires our structure to be flexible and for planning staff to accept change when required for operational reasons. Despite pressures from efficiency savings, we continue with a well experienced staff base; a stable, reliable, multi-skilled and committed workforce. In continuity planning, we practise regular staff rotation of planning assistants, always seeking a healthy balance between reasonable continuity of a high quality service and staff development.

We value continuous staff development. We are committed to our Investors in People (IIP) status, and to ensuring the right numbers and skills available to meet future needs.

In management, we value good relationships with other partners in order to deliver our work and priorities. We are formal partners in both the Glasgow and the Clyde Valley Strategic Development Plan Authority and the GCV Green Network Partnership which in itself is a partner in the Central Scotland Green Network, derived from the national development identified in NPF3. We also work closely with partners in the Clyde Valley Waste Project, in which our service takes the lead on planning issues, and with the Glasgow and Clyde Valley councils on developing the City Deal.

We have also been instrumental in securing the presence of external partners from the Green Networks, other environmental partners and Key Agencies on the Corporate Environmental

Partnership Group and its sub-groups as part of our drive to embed their presence and the joint aims we have within our outcome delivery frameworks (Single Outcome Agreement and Corporate and Community Plans).

Within the structure of the council, we work closely with Housing, Education and Regeneration colleagues, amongst others, in developing responses to their statutory duties to produce Housing Strategies, manage the educational estate and provision of schools and the regeneration and development of vacant and derelict land. We have also taken a lead in the embedding of sustainability in internal and external partnership arrangements.

See 'Open for business' for other partnership and joint working in which we are involved.

We also work very closely with our local communities. For example, we work with local traders, town centre property owners, Town Centre Activities Ltd (a council arms length company) and other partners in delivering the town centre programme of works – recognising that town centre issues go beyond purely physical works. This includes regular reports to Local Area Partnerships and officers contributing to the North Lanarkshire Community Partnership through the local area teams. Also, we meet twice a year with local heritage groups.

## Financial management and local governance

Our staff continue to abide by the council's Financial Regulations and Contract Standing Orders, the framework of internal financial controls.

Our budget setting process is undertaken each financial year where budgets are allocated to appropriate cost centres and account codes for expected expenditure and income throughout the year.

We review our previous year's budgets and we make adjustments made for efficiency savings and changes in requirements for the new year. The requirements for the new year will be based on our priorities. These priorities will be reflected through our operational plan. (See 'Effective management structures').

All our purchases are made through the PECOS procurement system where expenditure is limited to amounts agreed in the Authorised Signatories lists.

Management accounts are produced every 4 week period by the Finance section, where our spend is reviewed for correctness, and projections are made for the likely full year spend and compared to the original budgets. Business Managers are present at this review. As our employee costs make up 84% of the total revenue expenditure budget, each period a review is undertaken of the employee costs to date, and projections made based on current employment information, current vacancies and known future changes to the establishment.

Income relating to planning fees is very closely monitored and despite an upturn in the economy, income fell by 21% from the previous year. Each period the management accounts are discussed and reviewed with our Head of Service and the Portfolio Manager to ensure full completeness of current information is included in the setting of projections, and to determine if we need to take any remedial action to ensure adherence to the budget.

We maintain a risk register that is monitored on a six monthly basis. We also have a business continuity plan that is updated annually.

### **Culture of continuous improvement**

We form an integral part of a local authority whose desired outcomes through 'Service and People First' are:

- Enhance communication and engagement with employees, citizens and service users;
- Improve access to council services;
- Increase efficiencies through the delivery of our financial planning and savings budget;
- Ensure employees have the skills and knowledge to deliver services and meet challenges;
- Achieve service delivery that realises value for money and improved outcomes; and
- Utilise management information to inform decision making and improvement.

With these outcomes as a solid base, we are committed to the continuous improvement in our planning services.

We have our own now enhanced business development team whose main remit is to lead our continuous improvement activity.

We are wholly committed to training and staff development, through our Investors in People status (IIP) whose standards we are fully meeting. We are also committed to the training of council members through our members training events. We value good communication as a two way process between management and staff. We carefully monitor our performance and appreciate the importance of good service processes for delivering what customers want.

Among our service improvement activities, we develop and enhanced our new style operational plan; an essential working tool for providing a clear sense of priorities for all staff and a sharp focus for continuing improvements to our service. This plan combines our service actions and outputs with all relevant information for monitoring, including performance, customer engagement and staff development. It also links to the Regeneration and Environmental Services service plan and the council's corporate plan.

We have also recently assisted the council in providing a much enhanced 'top tasks' website, building on previous achievements within planning and building standards in terms of pursuing the 'Pendleton requirements'. In this regard, our new on line local plan in 2013 won a nomination for a corporate award in the category 'developing the organisation', and we recently received Socitm recognition for our communication on permitted development enquiries.

On staff communication and service development, we will continue to consult with staff. For example, extensive staff consultation forms an integral part of the preparation of the planning and regeneration operational plan (See 'Effective management structures').

Our staff newsletter continues to prove to be a useful and welcome tool for keeping staff informed on what is happening within the service, and has given all staff a better insight on service priorities and other related work of the planning service.

On customer engagement, we have successfully redeveloped fresh customer consultation covering five key corporate indicators and we have introduced electronic customer engagement in ePlanning.

On training, we have a comprehensive programme for the professional development of all planning staff. This is delivered through a specially developed training matrix to allow managers to identify develop and provide for the training and development needs of staff for whom they are responsible. As part of this process, for example, we provide core training in such areas as health and safety, data protection and management and diversity, and we more specifically train our Assistant Business Managers and Senior Planning Officers in, for example, the Management Development course and our planning and support staff in Customer Service Professional. This training ensures a broadening of our key skills base and assists in succession planning.

In processes, we continue the review of development management processes in regard to appeals and enforcement. We also continue to develop and upgrade the ePlanning system, and we are currently in preparation for the transition to the new eDevelopment project.

In response to another positive IIP assessment report, we are now implementing our action plan, and we have further developed a training plan for all staff across our planning and building standards service.

We provide training on local development planning and on development management within the council's formal programme for elected members' training. Topic related briefing sessions are given to the Planning and Transportation Committee as required.

To complement our IIP accreditation, we follow ISO standards in handling planning applications, appeals and enforcement.

In addition, we support and embrace the sharing of good practice with colleagues and other authorities. (See 'Open for business')



## Part 3: Supporting Evidence

Part 2 of the report was compiled, drawing on evidence from the following sources:

**Link to website presence:**

<http://www.northlanarkshire.gov.uk/planningandbuilding>

**Link to local plan:**

<http://www.northlanarkshire.gov.uk/localplan>

**Link to local development plan:**

<http://www.northlanarkshire.gov.uk/ldp>

<http://www.northlanarkshire.gov.uk/nextplan>

**Link to strategic development plan:**

<http://www.northlanarkshire.gov.uk/strategicplan>

**Link to supplementary planning guidance:**

<http://www.northlanarkshire.gov.uk/spg>

**Link to our planning consultations hub at:**

<http://www.northlanarkshire.gov.uk/consultations>

**Link to masterplanning at:**

<http://www.northlanarkshire.gov.uk/masterplanning>

**Link to Ravenscraig at:**

<http://www.northlanarkshire.gov.uk/ravenscraig>

**Link to community growth areas at:**

<http://www.northlanarkshire.gov.uk/communitygrowth>

**Link to conservation areas and draft assessment management plans:**

<http://www.northlanarkshire.gov.uk/conservation>

**Link to town centre frameworks:**

<http://www.northlanarkshire.gov.uk/towncentres>

**Link to Motherwell Town Centre charrette:**

<http://www.northlanarkshire.gov.uk/index.aspx?articleid=31738>

**Link to 'Designing North Lanarkshire' at:**

<http://www.northlanarkshire.gov.uk/designingnl>

**Link to Scheme of Delegation at:**

<http://www.northlanarkshire.gov.uk/planningdecisions>

**Link to SPG 16 Community Engagement at:**

<http://www.northlanarkshire.gov.uk/spg>

**Link to complaints/compliments procedure at:**

<http://www.northlanarkshire.gov.uk/complaints>

**Link to customer charter enforcement at:**

<http://www.northlanarkshire.gov.uk/planningenforcement>

**Link to community growth area at:**

<http://www.northlanarkshire.gov.uk/gartcoshglenboigcga>

**Link to main issues report at:**

<http://www.northlanarkshire.gov.uk/issues>

**Link to call for sites at:**

<http://www.northlanarkshire.gov.uk/callforsites>

**Link to processing agreements at:**

<http://www.northlanarkshire.gov.uk/processingagreements>

## Part 4: Service improvements

|  |  |
|--|--|
| <p><b>In the coming year, we will:</b></p> <ol style="list-style-type: none"> <li>1. review our processes in appeals and enforcement;</li> <li>2. plan and implement use of planning conditions monitoring module;</li> <li>3. introduce greater efficiency in dealing with householder pre-application enquiries;</li> <li>4. continue to pursue the offering of processing agreements, including customer consultation to establish customer needs;</li> </ol> | <ol style="list-style-type: none"> <li>5. review our committee related processes (including handling of representations beyond committee deadlines, and protocols for dealing with requests for site visits and hearings);</li> <li>6. introduce supplementary planning guidance on developers' contributions; and</li> <li>7. develop a new protocol to be used in the handling of legal agreements.</li> </ol> |
|--|--|

### Delivery of our service improvement actions during 2014-15:

| Committed improvements and actions   | Complete?  |
|--|--|
| <ul style="list-style-type: none"> <li>• review of our processes in applications handling, appeals and enforcement.</li> </ul>   | Yes. In part (appeals and enforcement will be reviewed in coming year)   |
| <ul style="list-style-type: none"> <li>• review of our committee related processes (including handling of representations beyond committee deadlines, and protocols for dealing with requests for site visits and hearings)</li> </ul> | No, (will be carried on this year as part of business change programme)  |
| <ul style="list-style-type: none"> <li>• continue to pursue the offering of processing agreements</li> </ul>   | Yes. But lack of take up will be investigated as part of new improvement plan.                                     |
| <ul style="list-style-type: none"> <li>• secure the completion by all development management staff of the in-house 'Log in to Learn' online Customer Care module.</li> </ul>   | Yes. In part (will continue this year)   |
| <ul style="list-style-type: none"> <li>• introduce supplementary planning guidance on developers' contributions.</li> </ul>  | No. Still in development.  |
| <ul style="list-style-type: none"> <li>• investigate the possibility of introducing a developer's draft for legal agreements.</li> </ul>   | Yes. Following liaison with our legal colleagues, a new protocol, including a developer's draft, will be prepared. |
| <ul style="list-style-type: none"> <li>• further develop our community engagement and communication by introducing an email alert system for local planning and development using GOVdelivery.com</li> </ul>                           | Yes  |

## Appendix I: Official Statistics

| Decision-making timescales                  |                                     | Average timescale (weeks) |           |           |    |
|---|-------------------------------------|---------------------------|-----------|-----------|----|
| Category                                    | Total number of decisions 2014-2015 | 2014-2015                 |           | 2013-2014 |    |
| <b>Major Developments</b>                   | 26                                  | 19.4                      |           | 21        |    |
| <b>Local developments (non-householder)</b> | 379                                 | 11.3                      |           | 9.7       |    |
| • Local: less than 2 months                 | 230                                 | 7.0                       |           | 6.8       |    |
| • Local: more than 2 months                 | 149                                 | 17.9                      |           | 20.3      |    |
| <b>Householder developments</b>             | 459                                 | 7.5                       |           | 7.3       |    |
| • Local: less than 2 months                 | 384                                 | 7.1                       |           | 7         |    |
| • Local: more than 2 months                 | 75                                  | 9.5                       |           | 12.8      |    |
| <b>Housing developments</b>                 |                                     |                           |           |           |    |
| <b>Major</b>                                | 14                                  | 20.0                      |           | 21.1      |    |
| <b>Local housing developments</b>           | 94                                  | 16.6                      |           | 11.9      |    |
| • Local: less than 2 months                 | 38                                  | 7.0                       |           | 7.3       |    |
| • Local: more than 2 months                 | 56                                  | 23.2                      |           | 24        |    |
| <b>Business and industry</b>                |                                     |                           |           |           |    |
| <b>Major</b>                                | 3                                   | 23.7                      |           | 22.9      |    |
| <b>Local business and industry</b>          | 119                                 | 9.0                       |           | 7.9       |    |
| • Local: less than 2 months                 | 80                                  | 7.1                       |           | 6.9       |    |
| • Local: more than 2 months                 | 39                                  | 12.7                      |           | 13.2      |    |
| <b>EIA developments</b>                     | 1                                   | 27.4                      |           | 0         |    |
| <b>Other consents*</b>                      | 123                                 | 9                         |           | 12        |    |
| <b>Planning/legal agreements**</b>          | 8                                   | 21.7                      |           | 26        |    |
| • Major: average time                       | 3                                   | 36                        |           | 25.4      |    |
| • Local: average time                       | 5                                   | 13.8                      |           | 27        |    |
| Local reviews                               | 5                                   | 6.0                       |           | 7.1       |    |
| Decision-making: local reviews and appeals  |                                     | Original decision upheld  |           |           |    |
| Type  | Total number of decisions           | 2014 - 2015               |           | 2013-2014 |    |
|   |                                     | No.                       | %         | No.       | %  |
| Local reviews                               | 5                                   | 4                         | 80        | 0         | 0  |
| Appeals to Scottish Ministers               | 8                                   | 5                         | 62.5      | 21        | 66 |
| Enforcement activity                        |                                     |                           |           |           |    |
|   | 2014-2015                           |                           | 2013-2014 |           |    |
| Cases taken up                              | 101                                 |                           | 170       |           |    |
| Breaches identified                         | 91                                  |                           | 120       |           |    |
| Cases resolved                              | 83                                  |                           | 79        |           |    |
| Notices served***                           | 14                                  |                           | 21        |           |    |
| Reports to Procurator Fiscal                | 4                                   |                           | 0         |           |    |
| Prosecutions                                | 0                                   |                           | 0         |           |    |

\* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 7 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

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

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

In the main, the average performance in dealing with most types of application has either shown improvement or maintained its level; where some relatively small increases in average time have occurred, the change can mostly be measured in single figure days. This performance was during a period when further staff reductions were taking place and the number of development proposals being considered was increasing.

The success rate in appeals to the Scottish Ministers has reduced slightly. However, of the three appeals upheld, two had been refused contrary to officers' recommendations.

There has been a reduced level of enforcement activity, but an increase in the number of cases resolved; there has also been an increase in the number of cases reported to the Procurator Fiscal. It is worth noting that the enforcement function is delivered by a team of three staff, but for much of the year the long term absence of one member of the team reduced the staffing level by one-third.

## Appendix II: Workforce and Financial Information

### Snapshot of staffing on 31 March 2014.

|                          | Tier 1 | Tier 2 | Tier 3 | Tier 4 |
|--------------------------|--------|--------|--------|--------|
| Head of Planning Service |        |        | 1      | 7.5    |

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

|                           |           | Development Management | Development Planning | Enforcement | Other |
|---------------------------|-----------|------------------------|----------------------|-------------|-------|
| Managers                  | No. Posts | 4                      | 3                    |             | 0.5*  |
|                           | Vacant    |                        |                      |             |       |
| Main grade posts          | No. Posts | 15                     | 16                   | 3           | 1     |
|                           | Vacant    | 1                      | 1                    |             |       |
| Technician                | No. Posts | 3                      | 1                    |             |       |
|                           | Vacant    |                        |                      |             |       |
| Office Support / Clerical | No. Posts | 7                      |                      |             |       |
|                           | Vacant    | 1                      |                      |             |       |
| <b>Total</b>              |           |                        |                      |             | 56.5  |

\*Shared resource with building standards.

Note: Managers are those staff responsible for the operational management of a team/division. They are not necessarily line managers.

| Staff Age Profile | Number |
|-------------------|--------|
| Under 30          | 6      |
| 30-39             | 15     |
| 40-49             | 17     |
| 50 and over       | 19     |

| Committee & Site Visits*         | Number per year            |
|----------------------------------|----------------------------|
| Full council meetings            | 2                          |
| Planning committees              | 20                         |
| Area committees (where relevant) | n/a                        |
| Committee site visits            | 28 (19 committee meetings) |
| LRB**                            | 3                          |
| LRB site visits                  | 0                          |

|                        | Total Budget*       | Costs**             |                     | Income             |
|------------------------|---------------------|---------------------|---------------------|--------------------|
|                        |                     | Direct***           | Indirect****        |                    |
| Development management | 743,218.12          | 1,225,485.84        | 641,073.75          | -965,827.81        |
| Development planning   | 3,697,336.92        | 948,264.01          | 3,198,044.65        | - 17,690.88        |
| Enforcement            | 183,831.01          | 136,165.09          | 71,230.42           | -                  |
| Other                  |                     |                     |                     |                    |
| <b>Total</b>           | <b>4,624,386.05</b> | <b>2,309,914.94</b> | <b>3,910,348.81</b> | <b>-983,518.69</b> |

\* Budget is net budget figure - DM has significant income budget that is why net budget smaller than DP

\*\* Costs - direct, indirect and income are actual figure

\*\*\* Direct cost include all employees costs e.g. basic, Ers Pension Ers NI. Also included is the allocated share of P & D admin staff costs.

\*\*\*\* Indirect costs include all other costs and an allocation of ES and NLC apportioned expenses.

DP indirect costs high as they include depreciation charges for the capital programme that they deliver.



## Appendix III: Case studies - Quality Development on the ground

### Case study: Motherwell Town Centre Environmental Improvements

#### Phase 5: Coursington Road, Motherwell

#### Photos – before and after

Looking along Coursington Road towards Dalziel Street



Cathedral forecourt



Presbytery



Looking along Coursington Road to Park Street



Refurbished car park Coursington Road / Dalziel Street



Refurbished car park Coursington Road / Dalziel Street



## Appendix III: Case studies - Quality Development on the ground

### Case study: Re-development of Ainslie, Clouden, Maclehose Roads, Kildrum, Cumbernauld

#### Residential Development and Associated Infrastructure Works

##### Project Summary

##### Description and Background

This case involves the redevelopment of an existing housing area to provide modern social housing, delivered over several phases.

Planning permission was originally granted in 2006 for an overall development of 119 houses and flats, but several amended proposals were subsequently submitted, the most recent being in December 2011.

##### Development rationale

1. Redevelopment of this part of Kildrum which had reached the end of its structural life, being originally constructed in the early years of the new town.
2. A desire to re-house residents in a new and comfortable environment, suitable for their requirements.

##### Planning Rationale

1. Ongoing regeneration of Cumbernauld within the Kildrum area through demolition and redevelopment for the creation of new quality homes in addition to townscape improvement.
2. An aspiration to create a sense of place at each site consistent with the existing Kildrum townscape and setting.

##### Delivering the development

The development was delivered in partnership, initially with Cumbernauld Housing Partnership then Sanctuary Housing Association, as well as in consultation with a number of internal and external consultees. As well as working together to revise draft layouts, North Lanarkshire Council also facilitated the development by promoting Stopping Up Orders and assisting in the acquisition of property through compulsory purchase.

In the course of dealing with the most recent planning applications it became apparent that existing local residents had concerns regarding access to the area, the provision of car parking in the wider area, and also with regard to an existing pedestrian underpass. Through working co-operatively with the Housing Association, the layout was amended to realign a road to retain through access, provide additional parking and to enable the closure of the underpass.

##### Outcome

The development 'on the ground' provides modern and attractive housing which still recognises and incorporates characteristics of the original Kildrum district, the first to be built as part of Cumbernauld New Town. A high quality and consistent approach to assessment of characteristics has resulted in providing a development which integrates successfully into the local area and presents a strong and welcoming face towards the adjacent distributor road. In addition, the process was responsive to concerns expressed by local residents and the opportunity was taken to recognise their needs and facilitate access and parking improvements that are of a wider benefit to the area.



## Appendix III: Case studies - Quality Development on the ground

### Case study: Wishaw Town Centre Environmental Improvements

#### Wishaw Health Centre, Kenilworth Avenue, Wishaw

##### Project

This is a unique partnership bringing together a Local Authority and the National Health Service (NHS) specifically to deliver a community hub and health centre for Wishaw within a very restricted time frame and meeting a number of sustainability, regeneration, property, planning and financial challenges.

There was no site big enough within the town centre to accommodate a new health centre. By combining NHSL and NLC land, the opportunity arose to work not only to provide a new health facility, but to combine this with other community services.

Together, North Lanarkshire Council (NLC) and NHS Lanarkshire (NHSL) worked as a team to take forward the design, build and finance of a 'state of the art' facility at the heart of Wishaw Town Centre.

##### Issues the project set out to address:

1. The replacement of outdated health facilities that are no longer fit for purpose and in doing so reduce the reliance on hospital in-patient services, particularly in supporting community mental health services;
2. To improve the delivery and integration of clinical and local authority services which are currently provided across a number of locations in the town;
2. Identification of a suitable site which would support the North Lanarkshire Local Plan's commitments to maintain and regenerate Town Centres.

##### Main elements of the scheme developed in response to the issues identified:

1. Health centre provision - including six GP practices, three General dental practices, podiatry, physiotherapy, mental health provision, speech and language therapies, Long term conditions such as diabetes and community nursing;
2. Library provision – including, lending facilities, Open learning, Public access computers, community rooms Music Works and a cafe;
3. First Stop Shop – including access to a wide range of council services, payment of rent, council tax and access to NLC municipal bank;
4. Council Housing service, providing a local housing office;

5. Innovative building design to host these services and become a 'hub' in the town centre.

##### Partnership working

The project was delivered in partnership with NHS Lanarkshire.

The challenge was to deliver the centre with all the characteristics and constraints, involved in bringing forward such a diverse and unique facility. NHSL, NLC, the design team and service user groups were central to project delivery defining the scope, providing specific professional input, generating information and unlocking and driving particular processes e.g. committee approvals, property and land ownership, planning consultation and consents, design, engineering and related technical input at relevant times. Due to the use of the original adjacent sites the project has been phased to accommodate the temporary re-homing of the Library to build the new Community Health Centre, then the demolishing of the present health centre to provide the car parking required for the new facility.

The effective programming, collective design philosophy and concept design with the early development of the technical strategy secured full Planning Permission with-in the tight timescales for a project of this size and complexity.

The partners involved made the planning application process easier, planning approval was achieved in three months and two days, which was critical to the project as a whole being delivered within timescales. This was due to taking on board all comments from Planning, providing all information in advance, difficult issues were addressed and not avoided, submitting a full, comprehensive package of information and the steering group and working groups offered strong governance, structure and direction – decisions could be made swiftly.

##### Benefits

- The unique professional knowledge, commitment and understanding of a locality helped in creating bespoke solutions without compromising efficiencies for delivery and service provision. Making the buildings work and bringing fragmented services together within an established community was considered crucial to the users' experience. It removed the risk of losing these vital services from centrally accessible locations.
- The partnership has added value in meeting both health and town centre/community policy agendas, reinforcing town centres. The success of the partnership also built lasting and ongoing relationships through the development and operational stages.

## Appendix III: Case studies - Quality Development on the ground

### Case study: Wishaw Town Centre Environmental Improvements Wishaw Health Centre, Kenilworth Avenue, Wishaw

View from Kenilworth Avenue



View from walkway from Main Street



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

如果你需要用其他语言或者其他格式表示这些信息，请与我们联系以便讨论你的要求。

Jeżeli potrzebujesz tą informację w innym języku lub formacie, proszę, skontaktuj się z nami, żeby przedyskutować Twoją potrzebę.

اگر آپ کو دوسری زبان میں یہ معلومات درکار ہو تو برائے مہربانی ہم سے مندرجہ ذیل پتے پر رابطہ کریں

North Lanarkshire Council  
Regeneration and Environmental Services  
Fleming House  
2 Tryst Road  
Cumbernauld G67 1JW

t. 01236 632500  
e. esbusinessdevelopment@northlan.gov.uk

[www.northlanarkshire.gov.uk](http://www.northlanarkshire.gov.uk)