

# planning performance framework annual report 2011-2012



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# Introduction

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

For the first time, we are reporting on our performance across a broad range of areas.

This provides an effective context for demonstrating our performance. As well as looking at speed of decision making, it covers

other factors, including, quality, workloads, resources, organisation and outcomes.

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

# North Lanarkshire

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

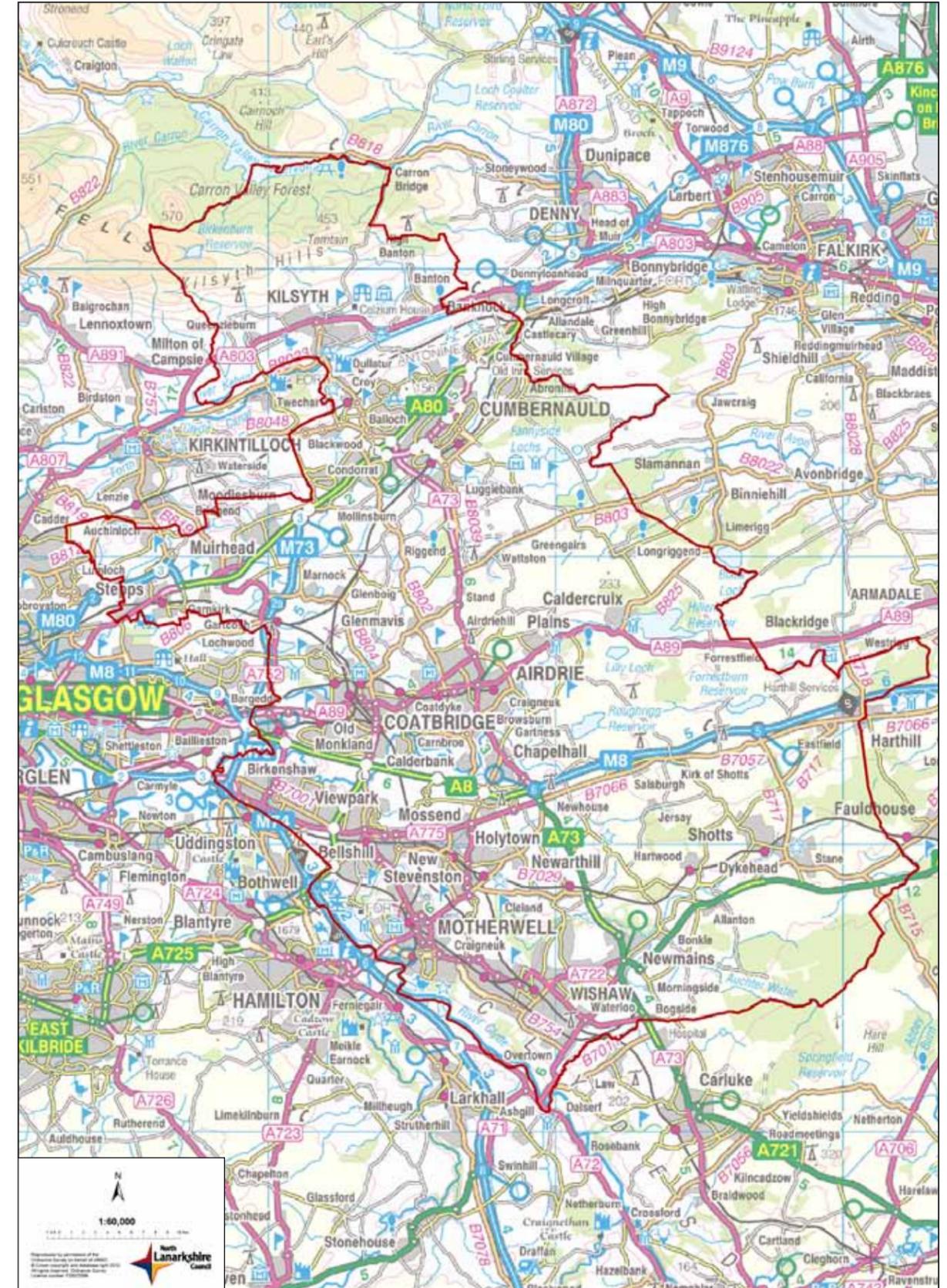
North Lanarkshire forms a geographically diverse area between the urban conurbation of Glasgow which it borders to the west and the moorlands of central Scotland to the east. The southern part of North Lanarkshire is heavily populated, particularly in the south western area around the large town of Motherwell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

The south eastern and northern parts of the region 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 in North Lanarkshire, the population density of the local authority area is 6.8 people per hectare, making us the 5th most densely populated local authority area in Scotland. With a land area of

approximately 47,000 hectares and a population of over 326,000, it is 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 across much of the area, accounting for over 1,000 hectares ; among the largest amounts for any local authority area in Scotland.

The industries of coal, steel and heavy engineering have now largely been replaced by a modern business infrastructure and newly formed sectors. We now 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 in line with the Scottish Government’s framework guidance requirements.

These are indicators that all of Scotland’s planning authorities have been asked to provide. They relate to our performance in development plan-making, and in making available land for housing, employment and commerce.

The indicators also cover aspects of our performance in dealing with planning applications both in processing and decision making. They also cover our performance in enforcement.

### PLANNING PERFORMANCE FRAMEWORK Annual Report 2011-2012

#### 1. National Headline Indicators (NHIs)

Key outcomes	2011-2012	
<b>Development Planning:</b> <ul style="list-style-type: none"> <li>age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i></li> <li>development plan scheme: on track? (Y/N)</li> </ul>	<b>Local plan (adopted September 2012) Strategic development plan (approved May 2012)</b>  <b>Yes</b>	
<b>Effective Land Supply and Delivery of Outputs</b> <ul style="list-style-type: none"> <li>effective housing land: years supply</li> <li>effective housing land supply</li> <li>housing approvals</li> <li>effective employment land supply</li> <li>employment land take-up</li> <li>effective commercial floor space supply*</li> <li>commercial floor space delivered</li> </ul>	7 years 7614 units 1663 units 346.27 ha 16.1131 ha 873,608m <sup>2</sup>	
<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 major applications subject to processing agreement or other project plan</li> <li>percentage planned timescales met</li> </ul>	%  56.67% 0% 0%	

\* comprises commercial floor space (including an element of class 4 and sui generis) within the North Lanarkshire centre network

Key outcomes	2011-2012	
<b>Decision-making:</b> <ul style="list-style-type: none"> <li>application approval rate</li> <li>delegation rate</li> </ul>	96% 80%	
<b>Decision-making timescales</b> Average number of weeks to decision: <ul style="list-style-type: none"> <li>major developments</li> <li>local developments (non-householder)</li> <li>householder developments</li> </ul>	52.7 14.5 9.3	
<b>Enforcement</b> <ul style="list-style-type: none"> <li>time since enforcement charter published / reviewed (months) <i>Requirement: review every 2 years</i></li> <li>number of breaches identified / resolved</li> </ul>	22 months  155/59	

#### Context

**Development planning** Our new local plan has just been adopted. We have reached this stage following a detailed examination by Scottish Government reporters in February 2011, and a subsequent reopening of the consideration of housing land supply issues in 2012.

**Development Management** The Development Management service has undergone changes to its operational structure in order to provide an effective service in a period of staffing reductions, and some performance figures dropped as a short-term consequence of the restructure. It is also the general culture of the service that applicants be given the opportunity to overcome problems associated with an application once registered if the case officer considers that improvements are potentially achievable.

This can increase the time taken to determine an application, but is seen as a better service to the applicant. This approach is endorsed through feedback from our agents’ focus group whose view is that to have an approval in nine or ten weeks is better than refusal in under eight weeks and having to submit a further application.

Major developments -

Firstly, 02/00864/MIN- has been agreed to be exempted from the figures.

Secondly, the average time for major applications to be determined is high in a large number of cases because necessary supporting documentation is not submitted at the time of application. This can often be the case even when our pre-application discussions have identified at an early stage the specific information required.

A large percentage of applications in this category required the conclusion of legal agreements prior to the issuing of planning permission and several have been subject to prolonged legal negotiation, taking up to two years to be concluded and thereby significantly impacting on our average decision times.

## 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 positive actions in support of sustainable economic growth; our achievements in securing quality development on the ground; our consistency; our customer communications; our decision making processes; our effective management structures; our financial management; and our culture of continuous improvement.

### Open for business

Sustainable economic growth is at the heart of planning services in North Lanarkshire, as we continue to move from a predominantly industrial past to a new diverse environment with vibrant communities.

We have just delivered an adopted single Local Plan; our most important up-to-date and relevant tool for driving this growth.

As one of the larger authorities in the Glasgow and Clyde Valley, we have also played a key part in the delivery of the recently approved Strategic Development Plan.

Along with our new and wide range of Supplementary Planning Guidance, this brand new local plan is 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, the main focus is the continuation of the successful process of urban renewal through environmental improvements, together with masterplanning and the promotion of our community growth areas, and Ravenscraig, Scotland's biggest regeneration site.

We have also invested successfully in regenerating our seven town centres to help improve their accessibility and resilience - working with local traders and other regeneration, roads and town centre activity staff. We are currently developing town centre frameworks to identify actions and priorities for future improvements. We will continue to support our town centres through drawing in Capital investment and promoting regeneration schemes

We have reviewed the boundaries of our seven conservation areas in 2010/11 and we are currently working on Character Assessment and Management Plans for each of them. We are also planning forward from the recent designation of the Antonine Wall World Heritage Site and the site of the Battle of Kilsyth



Kilsyth town centre and conservation area

In development management, we have opened up a new major development team for handling major planning applications and building warrants - this especially dedicated team joins up planning services with building standards 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.

In development management in general, we have well established processes for the handling of applications from receipt to decision. More information can be found under the separate heading, "certainty".

We have a single point of contact for each planning application and case, and we continue to embrace the value and benefits of pre-application discussions.

In response to the challenges of a slow growth economy and efficiency savings, we have restructured our services to be more responsive to the needs of the development community. You will now find us all "under one roof" at Cumbernauld. We have also recently enhanced our website presence and are continuing to promote e-planning and to develop improvements in line with the Scottish Government's "Pendleton recommendations".

From the corporate level, all that we do contributes to delivering many of North Lanarkshire'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.

We have also led the council on the delivery of sustainable development and practices. The council is now implementing the Sustainable Development Delivery Framework developed by our planning service. This will help us, along with our partners, to develop and deliver on the outcomes of a Sustainability and Climate Change Strategy and Action Plan, and to embed sustainability in future iterations of the Single Outcome Agreement and Corporate and Community Plans.

Linked to this, our planning service has led the council in the Strategic Environmental Assessment process. We aim to have a web based SEA guide launched on the new internal web system that the council will introduce early in the new year.



Ravenscraig

## High Quality development on the ground

Despite our industrial past which has created much dereliction and vacant land, we are seeking to improve the standard of urban design and development within North Lanarkshire.

The commitment in “Designing North Lanarkshire”, towards raising standards and achieving places of which we can be proud is challenging. “Designing North Lanarkshire” outlines the council’s approach for managing change within the built environment in a positive way, and is focused on the urban design issues arising from new development.

New succinct Supplementary Planning Guidance has been 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. As the new Local Plan is now adopted, we will be providing further staff training to seek to embed this best practice. We have made several submissions for design awards but so far have not won any. Nevertheless, we believe we are adding value to developments and we will continue to submit worthy relevant schemes for awards.



Although these mechanisms are at an early stage we do have some examples of our involvement in design of corporate projects:

- We have worked closely with the team delivering the Council’s ambitious new build housing programme, with one senior planning officer dedicated to that workstream, being the known point of contact and providing early, consistent planning input.

Planning has been an integral part of the schools and centres 21 project, which has delivered new schools throughout North Lanarkshire. Some specific examples include:

- As part of the Council’s new schools’ programme, one project involved the extension and upgrading of the listed former Coatbridge High School (see picture below), to create a primary school and special needs school campus; that project required a close working relationship with both Development Management and Development Implementation, and the resultant development is being presented for design awards.

- A similar close working relationship with Learning and Leisure Services helped overcome a potentially serious delay in completing the new St Ambrose High School, when the late discovery of land ownership problems required a change to the access arrangements to the school. Liaison between development management, Roads & Transportation and the client service identified practical options and the most appropriate means of addressing the problem, and the subsequent planning application was processed without significant problems (despite the original school application attracting a significant level of local opposition).

As a consequence of the school building programme, a number of former school buildings have become redundant, a significant number of which are listed buildings and/or lie in a conservation area. Our service has played a central role in guiding developers and facilitating the future use of these properties.

- Sanctuary Housing Association is undertaking a major project for the demolition of six blocks of high flats in Cumbernauld, and replacement by a phased programme of social housing. We are closely involved in assisting and facilitating this project, with a named planning officer in Development Management as the principal point of contact, providing early, consistent planning input, together with our staff from Development Implementation advising on compulsory purchase aspects.
- Scottish Water has a new National Operations Centre, with accommodation for up to 595 staff, under construction at Stepps. To meet extremely tight timescales, this project required early and prolonged engagement between the developers and Development Management, dealing with issues of ecology, site levels, transportation and design. The outcome was the effective processing of a PPP and a full application within the statutory timescales, and permission granted for an imposing and economically important development.

## 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, processes and decision making.

The recent adoption of our local plan (which effectively replaces 5 old local plans of different dates and areas) coupled with the new approved Strategic Development Plan, and our new and developing Supplementary Planning Guidance (SPG), now promises a sound and robust basis for more consistency in both decision-making itself and 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. In this way, 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.

Another important area for consistency in advice and decision making that the SPGs will cover is the impact of development – and mitigation through developers’ contributions (in line with NLLP Policy DSP.3). This is currently being prepared, taking into account the viability aspects. Once developed, it will be an effective consistent guide which will ensure we apply our requirements equally. It will also help developers in regard to feasibility judgements as new developments are brought to our area.

On measuring the consistency of the pre-application advice, we can see that over the last year, 55.6% 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 10 such cases.

At our recent agents’ forums we have also sought opinion on the consistency of our advice. The majority found that we were fairly consistent or consistent.

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

In addition, at our recent agents’ forums, we sought opinion on the consistency of our

decisions. The majority, 80%, found that we were fairly consistent or consistent.

In development management in general, we have well established processes for the handling of applications from receipt to decision. We monitor these in practice regularly, and we are currently taking action to review them. e.g. we will shortly be enhancing the role of our skilled Technicians to improve further the quality and speed of decision, by training them in all aspects of planning application validation.

We also comply with 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 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.

We have an established protocol with the Coal authority regarding consultation requirements and coal risk assessments.

Finally, the following complementary factors also help to reinforce our overall consistency:

- all staff and planning services being in the one location;
- 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 is essential for the way we provide our service. We regularly and openly communicate with our customers so as to make sure our services are effective and easily available, and to ensure we get feedback that can help with improvements.

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

We are committed to providing a positive customer experience. 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 redeveloped customer consultation covering six key customer indicators - satisfaction with the overall service; what we promised; the timeliness of the service; information easy to understand; staff professionalism; and staff attitude.

These indicators also apply to 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 to improve local engagement.

On our town centre enhancement works, we have engaged actively with customers and traders, at various stages in the project planning and implementation process using such media as community forums, elected members' meeting, public exhibitions, standpoints, newsletters and the internet. At present, we are consulting widely on future town centre frameworks for Coatbridge and Cumbernauld.

Our 2012 customer focus group brought customers together, and up to date with new planning legislation. It also reviewed aspects for



Town centres - Airdrie and Coatbridge

customer service improvement. We have our new action plan in response to feedback.

We are building on experience of previous local plan consultation work to develop a consultation and engagement strategy to implement through the statutory and non-statutory stages of the preparation of our forthcoming local development plan. We are awaiting feedback from community engagement and Government, which will allow us to prepare the strategy.

We are fully committed to the promotion of e-planning in development management and to the provision of an on-line development plan. We already have 44% of our applications submitted electronically and we are among the best in Scotland in this respect. We are also working towards having an online fully interactive local development plan during 2012/2013.

The customer experience extends beyond applicants to all those engaging in the electronic systems. Indeed, 16% of representations made this year were submitted on line (out of a total number of 1,899).

To enhance the customer's electronic communications options, we have successfully developed a new web site home for planning and building standards. We now have a clear attractive user friendly facility that is very

accessible for our customers, colleagues and partners and is something that we intend to continue to build on to promote our services and to improve continuously on our service to the customer. In a sample survey done over just the first few weeks of the introduction of the new planning and building standards website, the number of hits was significantly greater than those experienced under the old system.

We have also successfully trained our support staff in Customer Service Professional.

As a Council, we have a tried and tested formal complaints, comments and compliments procedure. In planning services, we received seven complaints between April 2011 and March 2012. Six complaints were satisfactorily resolved, and one was partly upheld.

To complement our focus on customers, we have produced 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 provide 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.

This structure is based on the principle of concentrating appropriate and proportionate resources on the larger, more complicated and complex applications, whilst freeing up resources within the two local teams to concentrate on swift decision making on smaller applications using our delegated powers.

We have a scheme of delegation whereby over the last year, 80% of applications were fully decided under delegated powers. However, it is recognised that this will require to be reviewed in order to ensure that it is both still valid and efficient, and this review will be carried out in 2012-13.

The current Scheme of Delegation requires a relatively large number of applications to be determined by the Planning & Transportation Committee; however, in order to ensure that delays are minimised, the Committee meets on a 4 weekly cycle, and there are regular special meetings of the Committee outwith 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 and reviewed to ensure good performance.

We comply with 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 which the three Development Management Assistant Business Managers have with their Business manager.

We also are committed to the development of protocols with consultees involved in the development management process. (see under separate heading “clarity”).

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

## Effective management structures

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

Our planning service is part of the planning and development service, which also includes building standards. The planning and development service is part of the council’s Environmental Services Directorate. We are led by the Head of Planning and Development who reports to the Executive Director of Environmental Services.

Our planning services are structured into two clearly defined management streams:

1. **Development Management** - dealing with all types of planning applications and all related matters
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 development operational plan drives the priorities and monitors progress of outputs and key aspects of our performance. The priorities this year relate to, for example, the adoption of our local plan, an interactive on-line local plan, town centre frameworks and action plans; conservation area renewal works; processes and staff training.

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

We have a well experienced staff base; a stable, reliable and multi-skilled 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 NPF2. 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 North Lanarkshire 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.

We also work closely with our local communities – for example:-

- we work with local traders, Town Centre Activities 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 ;
- we have successfully completed the Conservation Area Regeneration Scheme (CARS) in Kilsyth in close co-operation with community council – and are working closely with local organisation in Cumbernauld Village on the current regeneration scheme; and
- we meet twice a year with local heritage groups

## Financial management and local governance

Our staff have 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 85% 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.

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 do any remedial action to ensure adherence to the budget.

## Culture of continuous improvement

As part of a council whose underlying philosophy is service and people first, we are committed to the continuous improvement in our planning services.

As part of our restructuring process in 2011, we created our own new business development team whose main remit is to lead our continuous improvement activity.

We are fully committed to training and staff development, through our Investors in People status (IIP). 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 have recently developed a 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 Environmental Services service plan and the council's Corporate Plan.

We have also recently successfully developed a new web site home for planning and building standards.

On staff communication and service development, we have successfully facilitated and run operational day staff sessions to help build

service improvements for the future. On customer engagement, we have successfully redeveloped fresh customer consultation covering six key corporate indicators and we have introduced electronic customer engagement in e-planning. We have also successfully trained our Assistant Business Managers in the Management Development course, and this is also being rolled out to senior planning officers, with some continuing this to a higher level. Our Business Managers will soon undertake a Leadership Development Programme run by the Improvement Service. Many of our support staff have trained in Customer Service Professional.

In processes, we have successfully introduced our new street naming and numbering process; we have reviewed the appeals process and have commenced review of development management processes with imminent new enhanced involvement and responsibilities for Planning Technicians. We have also developed the e-planning system by adding relevant constraints facility.

In response to a positive IIP assessment report, we are preparing an action plan, and we are currently developing a training plan for all staff across our planning and building standards service.

Training also extends to our members. We have recently carried out members' training and will rollout more training as required.

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

In addition, we utilise the Public Service Improvement Framework (PSIF) model to review our activities and results.

## Part 3: Supporting Evidence

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

Link to website presence:

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

Link to local development plan:

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

Link to strategic development plan:

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

Link to supplementary planning guidance:

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

Link to conservation areas and draft assessment management plans:

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

Link to town centre frameworks:

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

Link to web information on one stop shop

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

Link to "Designing North Lanarkshire" at:

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

Link to Scheme of Delegation at:

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

Link to SPG 16 Community Engagement at:

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

Link to complaints/compliments procedure at:

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

Link to customer charter enforcement at:

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

## Part 4: Service improvements

In the coming year, we will:

1. introduce our new staff Training Plan;
2. introduce a fully interactive on-line local plan;
3. review our processes in development management including, new "traffic light" system;
4. introduce Supplementary Planning guidance on developers' contributions;
5. review our Scheme of Delegation;
6. review our Committee related processes (including handling of representations beyond committee deadlines, and protocols for dealing with requests for site visits and hearings); and
7. implement £3.2 million capital investment programme in our town centres

In the last year, we successfully completed several improvements. We have:

- developed a new web site home for planning and building standards;
- re-developed fresh customer consultation covering six key corporate indicators and we have introduced electronic customer engagement in e-planning.
- developed our casework system to include the ability to evaluate constraints;
- trained many of our support staff in Customer Service Professional; and
- successfully facilitated and ran operational day staff sessions to help build service improvements for the future; and developed related action plan

## Appendix I: Planning Performance Framework Official Statistics

Planning Authority Performance Statistics			
Decision Making: Timescales			
Category	Total number of decisions	Proportion of decisions	Average time (weeks) <sup>1</sup>
All Major Developments	28		52.7
All Local Developments	941		11.5
All Local developments (non-householder)	393		14.5
Local: less than 2 months	242	61.6%	7.5
Local: more than 2 months	151	38.4%	25.5
Householder developments	548		9.3
Local: less than 2 months	463	84.5%	7.9
Local: more than 2 months	85	15.5%	17.2
Housing Developments - Major	18		59.4
Housing Developments - Local	97		17.8
Local: less than 2 months	50	51.5%	7.4
Local: more than 2 months	47	48.5%	28.9
Business & Industry - Major	4		200.3
Business & Industry - Local	126		13.3
Local: less than 2 months	88	69.8%	7.7
Local: more than 2 months	38	30.2%	26.4
EIA Developments	4		100.14
Other Consents	102		11.2
Decision Making: Applications subject to			
Planning/Legal Agreements	11		5.5
Local Reviews	3		7.7
Decision Making: Local Reviews and Appeals			
	Total number of decisions	Original decision upheld (%)	
Local Reviews	3	100.0%	
Appeals to Scottish Ministers	13	69.2%	
Enforcement Activity			
	Number		
Cases Taken Up	155		
Notices Served	12		
Reports to Procurator Fiscal	1		
Prosecutions	0		
Applications Decided after more than 3 years			
	Number		
Major Applications	3		
Local Applications	2		
Other Consents	0		

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

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