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Chapter 1

Introduction

Background to Planning Performance Framework

The Planning Performance Framework (PPF) is the Council’s annual report on its planning service and is used to highlight the activities and achievements of the service over the last 12 months. The document will be submitted to the Scottish Government who will provide feedback. It is an important tool in managing the performance of the service and demonstrating year on year improvements in service delivery. In 2019, the Planning Service received nine green, three amber and one red markers which compares favourably to four, seven and two respectively for the first submission in 2013.

The planning system supports the design and delivery of high-quality, successful places which are distinctive, safe, pleasant, welcoming, adaptable, resource efficient and easy to navigate. Distinctive high-quality places are vital to the social, environmental and economic success of our cities, towns and rural communities, and to our health and wellbeing. The Planning (Scotland) Act 2019 received Royal Assent in July 2019 and has the aim of improving Scotland’s planning system, to strengthen the contribution planning can make to inclusive growth, to delivering housing and infrastructure and to empowering communities while addressing climate change and ensuring communities are sustained and supported across Scotland.

The Council’s vision to ‘improve the quality of life of everyone in South Lanarkshire’ underpins and guides the work of the Planning Service.

The Council Plan ‘Connect’ establishes five ambitions, three of which have direct relevance with the Planning Service. These are:

- Promote economic growth and tackle disadvantage.
- Make communities safer, stronger and sustainable.
- Achieve results through leadership, good governance and organisational effectiveness.
To realise its ambitions, the Council has set out 11 objectives. The Planning Service contributes significantly to the achievement of five of these:

- Improve the availability, quality and access of housing.
- Improve the road network, influence improvements in public transport and encourage active travel.
- Work with communities and partners to promote high quality, thriving and sustainable communities.
- Support the local economy by providing the right conditions for inclusive growth.
- Support our communities by tackling disadvantage and deprivation and supporting aspiration.

Resource and service action plans establish a strong link between the Council’s strategy and the delivery of services. In the case of the Planning Service, our day to day activities are directed to achieving the following Resource objectives:

- Ensure an adequate supply of housing land is maintained.
- Provide Planning and Buildings Standards services which guide and control physical development and land use in the area.
- Sustain the quality of our town and neighbourhood centres.
- Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project.
- Provide services which help local communities to become more sustainable.
- Regenerate and bring back into use vacant and derelict and contaminated land.
This report describes how the Planning Service in South Lanarkshire has sought to deliver on its objectives over the past year and how the framework has been used to deliver service improvements in economically challenging times. The action plan aims to address the changes required in the planning system as a result of the new Planning (Scotland) Act 2019 as well as meet other pressures and challenges in the coming year, including the COVID-19 pandemic.

**The Planning Service in South Lanarkshire**

South Lanarkshire is Scotland’s fifth largest local authority. It covers an area from Rutherglen and Cambuslang, on the boundary with Glasgow, to the Southern Uplands at Leadhills; east to Forth and Biggar; and west to Thorntonhall and Drumclog. Its main towns are Rutherglen, Cambuslang, East Kilbride, Hamilton and Lanark. Within its boundaries there are a World Heritage Site, 30 Conservation Areas, around 1,100 Listed Buildings and an extensive rural area which includes the Clyde and Avon Valleys and parts of the Southern Uplands and the Pentland Hills.

South Lanarkshire’s Planning Service is part of the wider Community and Enterprise Resource which also includes Roads and Transportation Services, Fleet and Environmental Services Facilities and Waste and Grounds Services. In turn, the Planning remit sits within the Planning and Economic Development Service which was established in 2016 with a single Head of Service to foster a holistic approach to meeting the Council’s aspirations for economic growth.

The Planning Service’s work is undertaken by four teams comprising a Headquarters (HQ) team and three Area Office teams (which also include a parallel Building Standards service under one Area Manager). The centralised service is located in Montrose House, Hamilton. The purpose of the HQ team is the preparation, publishing and monitoring of the Local Development Plan (LDP),
assisting the Glasgow and the Clyde Valley Strategic Planning Authority in its preparation and monitoring of the Strategic Development Plan (SDP) as well as handling all enforcement and all mineral, waste, energy and large scale windfarm applications. In addition, the team lead on the preparation of the forthcoming Open Space Strategy for South Lanarkshire and work closely with the Council's Countryside and Greenspace team on a wide range of matters relating to green infrastructure and biodiversity. The Council's Strategic Environmental Assessment Officer and technical staff are also located within the HQ team.

The area teams handle the other applications for planning permission, listed building consent, conservation consent, advertisement consent, high hedge applications and certificates of lawful use as well as appeal and reviews. In addition to this work, these teams also assist the HQ team in work on the Local Development Plan, Supplementary Guidance and the Strategic Development Plan.
Part 1 – Qualitative narrative and case studies

Part 1 of the PPF provides an opportunity to show how the Planning Service is delivering a high quality planning service over four themes:

- **Quality of outcomes**: The added value delivered by planning.
- **Quality of service and engagement**: The positive actions to support sustainable economic growth, initiatives to work consistently with stakeholders and deliver a positive customer experience.
- **Governance**: Structures and processes are proportionate, effective and fit for purpose.
- **Culture of continuous improvement**: A culture of learning and improving is demonstrated.

Activities that have been carried out by the service in the year between April 2019 and March 2020 are described below in respect of each of the four themes. This includes practices established within the Planning Service over a number of years which continue to contribute to service delivery and new activities that have been developed in response to emerging issues. The case studies will demonstrate how some of the activities, whether individually or in tandem with others, have contributed to service delivery and improvement.

**Quality of outcomes**

The delivery of high quality development on the ground contributes to meeting the needs of communities by providing a high quality of life for residents and creating and maintaining an environment that encourages investment. This in turn contributes to the objectives of the Council’s overall strategy, including improving the physical environment and creating sustainable and inclusive communities. The following show how the Planning Service is delivering high quality outcomes across the Council area:

**Local Development Plan**

The Council has an up to date Local Development Plan that was adopted in June 2015. A suite of Supplementary Guidance (SG) on a range of topics accompanies the LDP. The overall strategic vision of the plan is to ‘promote the continued growth and regeneration of South Lanarkshire by seeking sustainable economic and social development within a low carbon economy while protecting and enhancing the environment’.
Work on LDP2 began in 2016 and committee approval was given in March 2019 to submit the Proposed Plan to Scottish Ministers for examination. In anticipation of the removal of Supplementary Guidance in the Planning Bill the plan comprises a volume 1 which sets out the main policy on land use and other topics and a volume 2 which brings together within a single document policy guidance currently included in the SGs. This approach was welcomed during the consultation process. It is expected that the Examination Report will be published in the summer of 2020 with adoption of LDP2 in early 2021.

Community Growth Areas (CGA), Development Framework and Residential Masterplan Sites are identified in the LDP with the appropriate land use and design requirements and potential contributions to the wider community and infrastructure described. Delivery of these key sites is progressing throughout the Council’s area. Work also started this year on the main area of the East Kilbride CGA which has a capacity of 2,000 houses.

In addition, this year has seen site starts on new housing and continuing progress on Residential Masterplan Sites at Bothwellbank Farm in Bothwell, Peel Road in Thorntonhall and East Overton in Strathaven. Other housing land allocations at the former Rolls Royce site in East Kilbride, Shields Road in East Kilbride and Gilbertfield in Cambuslang are also under construction. Finally, work started on the redevelopment of a former Council housing estate at East Whitlawburn in Cambuslang which will create 330 new homes for sale and rent.

Guidance on design and place making is set out in the LDP, the Residential Design Guide and the SG on Development Management Place Making and Design which are used by case officers to improve the quality of new development. Policy and guidance on the mitigation and management of climate change is available in the LDP and the SG on Sustainable Development and Climate Change to direct applicants on achieving a low carbon economy.

Initial work has started on creating a Development Management ‘manual’ that will bring together detailed guidance and examples of best practice within one document. A separate interim guidance document to make new development as carbon neutral as possible will also be prepared.
• **Relocation of University of West of Scotland**

The Council has worked closely with the University of the West of Scotland to identify a site at Hamilton International Technology Park to relocate their former campus in central Hamilton and this opened to students in September 2018. The new buildings are environmentally sustainable and provide a significantly improved learning experience. The original site has been the subject of a masterplan approach which is intended to create a new urban village and this is reflected in LDP2.

• **Clyde Gateway**

Clyde Gateway Urban Regeneration Company is a partnership between the Council, Glasgow City Council and Scottish Enterprise with the aim of delivering economic and social change over 840 ha along the Clyde waterfront. This has facilitated significant investment and brought forward projects that have generated employment and social benefits. Achievements this year include the completion of extensive remediation of contaminated land at Shawfield which will be redeveloped for a range of employment uses and completion of the woodland park at Cuningar Loop.

• **City Deal**

The Planning Service works with colleagues in Economic Development and Roads and Transportation in progressing City Deal projects involving £170M of investment in strategic development proposals in the Glasgow and Clyde Valley City Region. This includes the infrastructure required for delivering Community Growth Areas in South Lanarkshire. The Cathkin Relief Road was completed in 2017 while work has started on the widening of Greenhills Road in East Kilbride to improve access to employment sites on the south side of the town. City Deal funding has also been used to fund a number of transport, educational and community projects in the Community Growth Areas. Officers attend City Deal meetings to assist in progressing key projects.

• **Housing and Industrial land monitoring**

Annual monitoring of land take up and housing completions is carried out to ensure an effective land supply is maintained. Flexibility is built in to the process to ensure alternative land is available to address specific site issues that may prevent them being brought forward. The outcome of the housing land audit is discussed with Homes for Scotland to agree the effectiveness of sites. Agreement has been reached this year to remove a number of non-effective sites from the housing land supply which at the same time is in excess of five years. The Planning Service also undertakes the annual Scottish Vacant and Derelict Land Survey for the Scottish Government. The data is used for various purposes, including allocation of the Derelict Land Fund.
- **Minerals restoration**

The Planning Service has worked with the Scottish Mines Restoration Trust in the restoration of abandoned opencast coal sites. These sites are a legacy of the demise of Scottish Coal which resulted in overwhelming environmental damage and impact on local communities. Restoration of three sites in South Lanarkshire was completed in 2019/20 and it is anticipated a fourth site at Mainshill will conclude in summer 2020. This latter site will incorporate a new woodland and public access.

- **New Lanark Management Plan**

The Council is a member of the New Lanark World Heritage Site Partnership Group and is a key stakeholder in the management of this resource. Work on the review of the Management Plan began in early 2018 and the Planning Service had a key role in developing this document. Launched in March 2019, the new plan covers the period up to 2023 and is accompanied by an action plan that the Council will be partly responsible for delivering. Quarterly meetings with the New Lanark Trust includes attendance by a planning officer responsible for co-ordinating actions in the New Lanark World Heritage Site across the Council.

- **Town Centres**

Planning officers have worked in tandem with colleagues in Economic Development to meet the challenges of its key town centres including Hamilton, Blantyre, Larkhall and Cambuslang. The outcome of this work has been incorporated into the LDP2 with a key element of the Plan’s spatial strategy being to safeguard and protect centres in accordance with the town centres first principle. Officers have been involved in developing nine schemes that will use Scottish Government funding to revitalise derelict land and buildings in a number of centres. This has included working in partnership with a Registered Social Landlord to develop new housing for rent in Lanark and Hamilton.

- **Community Planning Partnership**

The Council’s key partnership working arrangements are through the Community Planning Partnership which has the overall aim of ‘improving the quality of life of everyone in South Lanarkshire by working together with communities to design and deliver better services’. The Council appointed a Community Participation and Development Manager in 2018 with a remit of supporting the community planning process in South Lanarkshire. The benefits of closer working between community and spatial planning activities have been recognised and opportunities for joint working are being developed. This is particularly relevant with the introduction of Local Place Plans in the Planning Bill. A workshop on the use of the Place Standard tool involving officers from both services has taken place and the potential for developing cross-service initiatives in terms of the town centre strategies described above has been explored. A report was presented to the Community Partnership
Board outlining the requirements in the new Planning Act to work collaboratively with community planning and the use of Local Place Plans.

- **New Nursery Provision**
  The Planning Service has continued to work with colleagues in Education Resources to bring forward new nursery provision to meet the Scottish Government’s aim of providing all children with 1140 hours of early learning and childcare. This has included identifying appropriate sites and progressing through the design and application process.

- **SLC New Housing Programme**
  The Council has a target of building 1000 new homes for social rent by March 2021. The Planning Service has worked closely with Housing colleagues to identify appropriate sites throughout the Council area to achieve this target and ensure they form part of the housing land supply. Early discussion takes place in the design process to ensure high quality bespoke solutions are promoted for individual sites. In some cases agreement has been reached with private developers to provide serviced sites or the provision of ‘turnkey’ arrangements within new developments.

**Quality of service and engagement**

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

- **Response to COVID-19**
  Restrictions on activity across the country came into force on 23 March 2020. In anticipation of this a review took place of the ability of officers to continue to provide a service. The roll out of laptops to all officers was completed in December 2019 and an increasing number of officers were working from home one day a week. As a result systems were already in place to allow the entire service to work at home as soon as the lockdown was announced. At the same time it was agreed that all officers should be provided with a mobile phone to allow the transfer of calls from their desk top. A range of new working practices were put in place very quickly to ensure as normal a service could operate. These include asking applicants to put up site notices, a Support presence in the Council offices one day a week to deal with administrative tasks, such as neighbour notification, the preparation and regular updating of information on the website and an information note that was sent to agents and developers.

- **Development Plan Scheme**
  The Council’s Development Plan Scheme was updated and approved in April 2020. The update this year reflects the changes to the development planning process in the new Planning Act. The scheme also demonstrates that there was no slippage in terms of the timescales for consulting on the proposed LDP2 or submitting the Plan for examination.
• **Guidance on Tall Wind Turbines: Landscape Capacity, Siting and Design**
  
  In recognition of proposals for increasing the height of wind turbines to up to 200m, draft guidance on their impact on landscape was produced in 2017. Following committee approval, the document was subject to consultation. The outcome of the consultation exercise was reported to committee in March 2019 and the guidance has now been adopted as part of the Renewable Energy Supplementary Guidance and associated Landscape Capacity Study for Wind Energy. The Council’s approach has been recognised as an exemplar for dealing with these types of proposals.

• **Performance Management**
  
  97.8% of planning applications are approved by the Service which is a reflection of the ‘open for business’ culture of the service to work with applicants and customers to achieve a positive outcome. Positive feedback on this approach is regularly provided by customers. At the same time, while there has been a continued improvement in performance in terms of the time taken to make a decision on major applications, timescales have not improved this year in relation to other application types which is a reflection of the challenges of the financial backdrop of local government spending. A service review has led to the creation of two graduate posts, with further changes to the structure of the service to be implemented in the summer of 2020.

• **Pre-applications discussions**
  
  Early engagement with applicants and developers is widely encouraged to provide advice on whether a proposal is likely to be successful and changes that could be made to schemes to improve them and make them acceptable. They also cover the range of supporting information that will be required to assess the proposal. Consultees are invited to meetings and guidance on the range of information required to be provided is given. A review of the process has resulted in standard application and officer response forms being produced and this and information on how to seek pre-application discussions is available on the website.

• **Providing Supporting Information**
  
  The Council was part of the Scottish Government pilot to help streamline planning services across the country.

  This encouraged applicants to provide supporting information, such as flood risk assessments or traffic assessments, at the same time as lodging their planning application. Advice on this is found on our website.

• **Guide to the Decision Making Process**
  
  Provides guidance to applicants and third parties on the determination of a planning application, including how to make objections, the scheme of delegation and policy on hearings at committee. The guide is kept under review to reflect legislative changes and address issues highlighted during the application process.
• **Planning Process Agreements**

Information is set out on the Council’s website on the availability and benefits of entering into a planning process agreement with the Council and what it involves. The take up has been limited to date but developers are encouraged to use these agreements at pre-applications discussions and throughout the application process.

• **Developer contributions**

Comprehensive guidance on the need for developer contributions is set out in the Community Infrastructure Assessment Supplementary Guidance. Early engagement during pre-application discussions make developers aware that contributions from housing sites will be required and the range and likely value of contributions that may be needed. This enables developers to understand, at an early stage, the level of contributions being sought by the Council and this helps them to factor any required contributions into the viability of a scheme.

Those parts of the Council responsible for using the contributions are involved throughout the process so that they can plan for investment in services and facilities. An officer group chaired by the Head of Planning and Economic Development and comprising officers from across the Council is programmed to meet every six weeks to discuss and agree the outcome of the process. A review of the Community Infrastructure Assessment process is being carried out to reflect on the experience to date. This will include the methodology used to calculate contribution levels.

• **Accessibility**

The service places a strong emphasis on customers experiencing a smooth process through the application system. An applicant is advised of direct contact telephone numbers and e-mail address of the dedicated case officer when their application is registered. The officer dealing with a pre-application enquiry will be responsible for dealing with any application. Contact details are also available for each case on the Planning Portal so that those affected by developments can discuss issues directly. A Duty Officer system ensures that a professional member of staff is available throughout the day to provide general advice to customers. This has had to be tailored to accommodate staffing changes. Officers work in an agile way to ensure hard to reach customers, particularly in the rural area, are not disadvantaged by arranging site visits to suit the needs of the customer.

• **Internal protocols**

Internal protocols have been in place for several years with Environmental Services, Roads and Flood Management covering appropriate information required to support and subsequently assess applications and required response times to consultations. The Planning Managers hold monthly meetings with the Development Management Team Leader in Roads to discuss cases. Guidance on Flood Risk and Sustainable Drainage systems has been produced in collaboration with the Flood Management team. More recently a closer working relationship with colleagues in Economic Development has been established to facilitate business growth and tackle employability and deprivation through the planning process. Detailed guidance has been prepared in the last year in relation to trees and a regular meeting with the Arboriculture Manager takes place.

• **Planning application cross checks**

Prior to the issue of Building Warrant approvals, applications are cross checked against Planning Permissions to identify potential discrepancies or the need for
planning permission. Licensing applications are also cross checked against Planning Permissions to ensure consistency and identify the need for planning permission, as appropriate.

- **Enforcement Charter**
  The current edition of the Enforcement Charter was approved by committee in March 2019 and is published on the Council’s website. The Charter includes a priority system for dealing with complaints to allow resources to be better managed. It also reflects issues raised by the Planning Committee during consideration of retrospective applications. The enforcement team, comprising three officers, are now based within the HQ team. This allows more efficient handling of cases and a consistent approach across the Council area.

- **Road Construction Consent process**
  Guidance which incorporates principles set out in Designing Streets is available to all developers and applicants. The guidance was prepared in association with the Roads and Transportation Service. Roads colleagues are involved throughout the development process to ensure detailed roads matters are incorporated into approved planning schemes. Regular meetings are held between the two services to ensure the application processes are kept on track. Officers have been involved in a review of parking standards this year.

- **Development Management Policies and Procedures Group (DMPPG)**
  Comprising Team Leaders and Officers, this team provides opportunities to share examples of good design and approaches to design solutions and to discuss procedural and legislative matters. Over the last year it has been the forum to address issues from the implementation of the Idox system and the new Planning Act as well as other operational improvements. Similarly, the HQ Manager attends the Building Standards Team Leader meetings which enables a collaborative approach between the two parts of the service to be continued and enhanced.

- **Complaints Review**
  A quarterly review of all complaints received by the Service is carried out to determine if procedural or policy changes are required to address issues raised. This in turn results in changes to procedures being introduced, where appropriate. This year a review of the planning information and layout on the website was carried out in response to a complaint about inaccurate information.

- **Housing and Industrial Land Supply GIS ‘App’**
  The Planning Service has been working with colleagues in IT to develop a GIS based application (app) to enable the public to view the Residential and Industrial land supply information and the annual vacant and derelict land survey information online. The app uses ArcGIS to create a searchable map based interface.
this data has been supplied on request as excel spreadsheets and PDF maps. The new system should be more convenient for users and reduce staff time spent on processing individual information requests. The app is now live on the Council’s intranet for staff use and will be available in summer 2020 on the public website.

- **Access Panel**
  The Planning Service continues to be represented on the Council’s Access Panel/Disability Partnership. This is a corporate group including representatives from across Council services and volunteers representing disability groups in South Lanarkshire. The aim of the Panel is to ensure the needs of disabled people are taken into account in the delivery of the Council’s services and functions. The Access Panel is consulted on relevant planning applications which involve disabled access provision such as retail developments, hotels and other public buildings. In addition, the Panel was involved with developing the wording of policies for LDP2 in relation to disabled access provision in new developments.

- **NHS Lanarkshire**
  Regular meetings are held with NHS Lanarkshire to facilitate discussion on the impact on health care provision of new developments. Advice is also provided to NHS Lanarkshire early on in the development process on development proposals they have. The service is working closely to deliver housing development on legacy sites on surplus NHS Lanarkshire land at the former hospital sites at Law, Roadmeetings and Stonehouse.

- **Mediation Service**
  The Council’s Mediation Service helps people to resolve their differences. The Service is independent, confidential and free to everyone who lives in South Lanarkshire. When a referral is made, mediators visit those involved in the dispute individually to listen to each point of view. The mediators can help all parties work towards a mutual agreement, either through a joint session or separately. Mediation can help to improve communication and clear up the misunderstandings that are often at the root of a dispute. The Service has liaised with the mediation team on several occasions particularly in relation to enforcement cases.
Governance

The service is involved in a range of cross resource working to deliver the objectives of the Council Plan. Weekly meetings of the Corporate Management Team, chaired by the Chief Executive, take place where current issues and policy changes from across the Council are presented by officers. Within Community and Enterprise Resources, meetings of the Heads of Service and Director occur every three weeks and these are complemented by meetings involving the Head of Service and Planning and Economic Development Managers. Corporate working is helping deliver key projects such as social housing and nursery provision. The delivery of City Deal projects is also kept on progress by liaison throughout the Council.

The following demonstrate how effective governance is delivered:

- **Strategic Environment Assessment**
  The Strategic Environmental Assessment work in the Council is led and facilitated by the Planning Officer (SEA) based within the Planning HQ team. As well as leading and facilitating SEAs for all Council led plans, including the LDP, the SEA Officer is responsible for the production of the biennial State of the Environment Report which provides the SEA baseline for all plans and is an integral part of strategic planning within the Council. This report was cited as an exemplar in recent research carried out on behalf of the statutory Consultation Authorities. The SEA Officer helps to promote the protection, enhancement and understanding of the local environment through chairing the Corporate SEA Working Group and her membership of various corporate and partnership groups including the South Lanarkshire Sustainability Partnership and the Sustainable Development Member Officer Group. Through SEA, planning has been able to influence the Council’s strategic approach to a range of strategies and plans which may impact on the environment, including the Sustainable Development and Climate Change Strategy, Air Quality Action Plan and the Biodiversity Strategy. This reflects the need for ensuring that planning authorities have current and robust evidence about the condition of the local environment to inform and influence future plan-making.

- **Committee cycles**
  A four week and eight week cycle for Planning Committee and Area Committees, respectively, is in place to ensure efficient decision making. An application that would otherwise be reported to an Area Committee is presented to the Planning Committee where that Area Committee does not meet within the eight week cycle. The Planning Local Review Body (PLRB) is programmed to meet eight times a year, if required.

- **Climate Change and Sustainability**
  In response to the climate emergency called by the Scottish Government the Council has established a Climate and Sustainability Committee. Officers are working closely with the Council’s Sustainable Development Officer in terms of developing a planning policy response. This has included making a short information video for elected members on the role planning and building standards will make in tackling this issue. In a survey of members, planning came top of the services they consider has a key part to play.
• Legal agreements
The need for a legal agreement to be concluded before a decision notice is issued is set out in the recommendation section on the front page of the committee report where the heads of terms are also summarised. The recommendation also highlights that failure to conclude the agreement within six months of the committee agreeing to approve the application could result in the application being reported back to committee and the possible refusal of consent.

• Member training
A range of training events have taken place for elected members following the local government elections in May 2017. This included in February 2020 an event presented by a former elected member who served on a planning committee. New members of the Planning Local Review Board undertake bespoke training before participating on the Board.

• Business Support
Joint working with the Business Support team continues to operate and develop. This approach to proposals generating economic development and employment has been applauded by businesses as a means of receiving consistent advice and guidance.

• New nursery provision
The Planning Service has been closely involved in the implementation of the Council’s Early Years programme which aims to make provision for 1140 hours of nursery provision. This has included giving advice on identifying appropriate sites and on design and access matters. The service leads on regular meetings of an officer working group that ensures the programme remains on target and addresses issues as they arise.

• Corporate Planning
Council, Resource and Service Plans identify and programme delivery of the Council’s ambitions and priorities. Key work objectives and performance targets are discussed and agreed with staff at annual individual performance and development review meetings. Progress is monitored quarterly by managers and officers and recorded within the Council’s bespoke planning and performance platform. The Senior Management Team, including the Head of Planning and Economic Development, reviews progress and this is discussed with Planning Managers during regular 121 meetings. Subsequently, progress and performance discussions are cascaded to all staff at 121 reviews and team meetings. The Corporate Management Team are presented with detailed progress reports. Annual performance reports are reported to the Executive Committee and published on the Council website and the South Lanarkshire View publication. This approach to corporate planning and performance management helps ensure the Council’s objectives are at the heart of all that the Planning Service does.

• City Region
South Lanarkshire Council is part of the Glasgow City Region which comprises the eight member authorities of the Glasgow and the Clyde Valley Strategic Development Plan area. The Regional Economic Strategy and Action Plan agreed by Glasgow City Region forms the overarching policy context for the region. Politically, the Glasgow City Region Cabinet is responsible
for determining the strategic economic development priorities for the region. The Regional Partnership, which includes the Councils’ Chief Executives, meets quarterly to drive forward the growth of the city region’s economy and to monitor delivery of the City Region Strategy and Action Plan. A series of Portfolio Groups are in place and the Head of Planning and Economic Development or the HQ Planning Manager attend the quarterly meeting of the Land Use and Sustainability Group. The Group’s role is to deliver the enterprise actions in the Action Plan, including attracting businesses and investment to the region. In 2019/20, this has included taking the lead in responding to the Scottish Government’s Call for Ideas in relation to National Planning Framework 4 and the preparation and submission of the indicative Regional Spatial Strategy for the City Region. A reporting framework within the Council has been established to ensure feedback from the Portfolio Group meetings are given to chief officers and members.

- **Glasgow and Clyde Valley Green Network Partnership**

  The Council is a partner within the Partnership and the HQ Planning Manager is a Board member. This year has seen the successful launch of ‘Blueprint’ which is a masterplan for the creation of a Strategic Green Network in the Glasgow City Region. It will help target resources effectively and help to further develop the Green Network. This in turn will contribute to sustainable inclusive economic growth and increase wellbeing. The successful development of Blueprint is a result of close working between the Partnership, Planning and the Countryside and Greenspace Service. Going forward the Service will be involved in delivering the aims of Blueprint by working with partners and developers.

- **Good Food Strategy**

  The Council appointed a Food Development Policy Officer in 2018 with the objective of providing a framework for actions to move towards healthier, fairer and more sustainable food systems in the Council’s area and to make sure that food plays a positive role in everyone’s lives. The Planning Service has worked closely with the Policy Officer in developing the Strategy and a number of planning related outcomes are set out in the associated action plan.

**Culture of continuous improvement**

The annual Resource Plan reflects the key ambitions and priorities set out in the Council Plan, summarises achievements in the previous year and describes proposals to improve and maintain performance. Action Plans are produced at a Service level which includes measures and timescales for individual areas of work. Outcomes are regularly reported online to inform customers of performance. In this way service improvements and issues are highlighted and actioned in a clear and timetabled manner. The following show how service improvement continues to be a strong focus of the Planning Service:
• **IDOX case management system**
  Implementation of this project was completed in March 2018 and has resulted in significant changes to working practices. The system has been kept under review and upgrades have already been carried out that has enhanced its functionality. A new Public Access System was introduced at the same time which has enhanced the customer experience and made reviewing applications and enforcement cases and making representations and complaints easier. Feedback from customers is used to enhance the customer experience.

• **Customer Surveys**
  These are carried out throughout the year and an action plan to address issues raised is produced annually. In 2019/20, 86% of agents and applicants said they received either an excellent or good service when dealing with the Planning Service. Customer returns are low and, as a result, a review of the survey questionnaire has been carried out and a revised version has been introduced for 2020/21. Different means of communicating with customers is being explored.

A customer forum was held jointly with Building Standards in September 2019 which attracted over 30 agents, developers and key partners. The format included providing an update from the Service and then round table group discussion on service delivery and what we can do better. This in turn resulted in an action plan being developed. The **Customer Service Excellence** Award held by the Service was successfully renewed again.

• **Planning/Business Support action plan:**
  Developed to aid closer working relationships with the aim of providing a high quality service to businesses seeking to invest in the area or expand their existing operations.

• **Benchmarking**
  Elements of benchmarking have been carried out in the last year, including:
  - **Heads of Planning Scotland Officers (HOPS):**
    Officers take an active role within HOPS by attending and contributing to the work as part of the Executive and the Development Management, Development Planning and Energy and Resources Sub-Committees.
  - **Glasgow City Council:**
    Met with officers to review their climate change policies.
  - **National Enforcement Forum:**
    The enforcement team regularly attend these meetings where case studies and best practice are discussed.
  - **Clyde Valley LDP Forum:**
    The Forum meets quarterly to share and benefit from best practice, for example, Housing Needs and Demand Assessment requirements.

• **Best Value and Information Governance Groups**
  The Planning Service is represented on these groups which aim to ensure procedures across Community and Enterprise Resource are efficient and effective and take account of the potential risks associated with the work of the Service. Work this year has focussed on the implementation of the new Data Protection Regulations.
• **Annual Personal Development Reviews (PDRs)**

  All members of staff undergo a PDR which is used to review skills and identify training or development needs required to ensure each member of staff can deliver on the Service’s priorities. Peer learning and on the job experience is an important element of this. Progress is reviewed after six months. Changes to the process have been introduced that encourages officers to reflect on their behaviours, performance and achievements over the previous year and bring forward suggestions for self-development. The regrading of officers based on performance has been one of the positive outcomes of the process.

• **Succession planning**

  The age structure of the service has been recognised and the review of the service has resulted in the creation of graduate planner posts for those who have obtained a planning degree. The creation of planning trainees who would be supported through an accredited course while gaining on the job experience is being explored. In addition, officers within the area teams have been involved in preparation of the proposed LDP2 to broaden their range of skills. One officer will move into the HQ team in summer 2020 to further their interest in policy work and compensate for resources lost through flexible retirement.

• **Online training courses**

  An extensive range of online training courses is available to staff, via the Council’s intranet, with categories including managing meetings, negotiating skills, effective business writing, information security and complaints handling. Training on the new Objective correspondence management system was rolled out when the system was introduced.

• **Training**

  This year officers have attended in house training/workshops on trees and the planning framework; a SNH Sharing Good Practice event with an emphasis on natural heritage and landscape issues; the Coal Authority in relation to coal risk assessment; Code of Practice on questioning suspects (Crown Office); placemaking; and use of the Place Standard tool. Officers have also attended several events relating to the Digital Transformation agenda.

  In addition, an awareness session on the outcome of the new Planning Act was presented to officers. A series of CPD events covering the main objectives of the Act were also organised and sessions on community planning and climate change took place in early 2020. Other topics including green infrastructure, environmental protection and flooding were timetabled but have been postponed due to the COVID-19 restrictions. The use of online training is, however, being explored as an alternative.

• **Support Services**

  A team of five administrative officers and a team leader provides a dedicated service in support of the planning and building standards process. They are located within the body of the planning teams. Regular discussion takes place between managers of both services to address issues and resources.
Planning Performance Framework 2019 - 2020


Area covered:
- South Lanarkshire wide

Elements of a High Quality Planning Service this study relates to
- Quality of outcomes
- Quality of service and engagement
- Governance
- Culture of continuous improvement

Key Markers:
- 6: Continuous improvement
- 12: Corporate working across services
- 13: Sharing good practice, skills and knowledge.

Key Areas of Work:
- Environment
- Collaborative working

Stakeholders Involved:
- Authority other staff
- Hard to reach groups

Overview:
Strategic Environmental Assessment (SEA) work in the Council is led and facilitated by the Planning Officer (SEA) based within the HQ Team. As well as leading and facilitating SEAs for all Council led plans, including the Local Development Plan, the SEA Officer is also responsible for the production of the biennial State of the Environment Report. The State of the Environment Report provides the SEA baseline for all plans undergoing assessment and is an integral part of strategic planning across the Council.

The Report and its key findings across 55 indicators are widely reported and presented to senior management teams within the Council, the Sustainability Partnership and the Community Planning Board. The Council has produced a State of the Environment Report since 2009 and the 2019 edition was approved by the Council's Executive Committee in February 2020.

As well as being an integral strategic planning and management tool, it was recognised that the State of the Environment Report could be a useful resource within schools. The Report
has always been available to teachers, pupils and parents in South Lanarkshire through Glow, the national educational digital platform for Scotland’s schools, as a pdf document. The Planning Officer (SEA) identified the opportunity to develop the Report so that its findings could be used in the classroom and by pupils for their schoolwork and projects.

Following discussion with the Corporate SEA Working Group, it was agreed that the Planning Officer (SEA) would work with the Support Services Co-ordinator in Education to lead on developing and producing a State of the Environment platform within Glow.

Work to develop the digital platform faced a number challenges as the project was innovative both in terms of developing the technology and also for the subject matter. One of the key challenges was how to translate a comprehensive data repository of about 130 pages and in excess of 50,000 words in a way that would both be meaningful and useful for teachers and pupils. The lead officers met with the Council’s geography teachers to talk about the State of the Environment Report and how it could be used within schools, particularly secondary schools. The proposals were met with a resounding welcome and engendered much discussion on how it could help support the Curriculum for Excellence within a variety of subjects, including geography.

The State of the Environment Report on Glow follows the layout and presentation of the paper document. It has an introduction and ten chapters, each covering the key environmental areas: population and human health; biodiversity; historic and cultural heritage; material assets (including land use) and landscape; soils; waste; air, noise and light; water; climate change and transport. Users can access all the pdf documents and weblinks mentioned in the Report. They can also access and manipulate all the key data tables, maps, charts and graphs for use in their own work and experiments. The Glow site also incorporates all the monitoring and indicator tables and trend analyses identified within the main Report.

Each ‘chapter’ also includes a useful ‘who’s who’ on officers from the Council who are willing and able to provide teachers with information, advice and practical help, including classroom visits, on the subject matter. This element was added following discussion with teachers and head teachers who expressed some frustration at knowing who to contact within the Council for support in preparing classroom lessons and projects, including eco schools and the John Muir Award.

In April 2019, the State of the Environment Report Glow site was officially launched through the South Lanarkshire Education newsletter to all 149 schools in the area. Work is ongoing to keep the site under review and to update the data and other information following the production and approval of the 2019 edition of the Report.

**Goals:**

The purpose of the project was to promote understanding of the area’s environment to a wide audience, particularly school age young people.

There is a future need for ensuring that planning authorities have current and robust evidence about the condition of the local environment to inform and influence future plan-making. The State of the Environment Report provides a firm foundation for achieving this for South Lanarkshire.
Outcomes:
The Report helps in the understanding of the condition of South Lanarkshire’s environment and provides an effective means of monitoring changes within it and to make plans for how we deliver services in the future. The collaborative work to promote the Report and its findings has helped to further raise the profile of SEA work across the Council and with partners. Importantly, it has helped to engender discussion on environmental issues, such as climate change and to ensure that the environment is considered alongside societal issues and the economy.

The Glow project will enable our school pupils to learn about environmental issues from a South Lanarkshire perspective rather than from an artificial utopia.

Name of key officers:
Jennifer Murphy, Planning Officer (SEA), Planning
Ian MacDonald, Support Services Co-ordinator, Education
Karen MacLeod, Digital Support Officer, Education
2. Environmental Clerk of Works

Area covered:
- South Lanarkshire wide

Elements of a High Quality Planning Service this study relates to:
- Quality of service and engagement
- Culture of continuous improvement

Key Markers:
- 1: Decision making
- 3: Early collaboration
- 6: Continuous improvement
- 10: Cross sector stakeholders
- 13: Sharing good practice, skills and knowledge

Key Areas of Work:
- Skills Sharing
- Collaborative working

Stakeholders Involved:
- Association of Environmental Clerk of Works

Overview:
When determining applications for large scale renewable energy and minerals proposals the Council has had a practice of using either conditions or a legal agreement to require the developer to employ an independent Environmental Clerk of Works to oversee the implementation of consents and the discharge of relevant conditions. The Association of Environmental Clerk of Works (AECoW) has sought to engage with the Planning System to further expand Planners’ knowledge of the role of an ECoW and approached Heads of Planning Scotland (HoPS) to discuss taking this forward. HoPS introduced AECoW to the Council's Minerals and Energy Officer due to his knowledge and experience in relation to their role in large scale, environmental projects. This led to the officer presenting a seminar at the annual AECoW conference in November 2019 outlining where they saw ECoW sit within the planning system and the benefits they could bring to a project in relation to planning conditions.
Following the success of the seminar, AECoW invited the Officer to sit on their Stakeholder Management Committee to further develop the relationship between Planning and AECoW and to investigate further involvement within the Planning System. HoPS are now seeking to deliver training to planners to recognise the importance of ECoW on large scale environmental projects and how the planning system can facilitate this involvement to the benefit of the project and the environment.

Goals:
Better working relationship and knowledge sharing between AECoW and the planning system. It also demonstrated the Council’s understanding of the use of ECoW in the development industry as well as recognising the benefits of Planners developing a good working relationship with the appointed ECoW and the desire to broaden this throughout Scotland.

Outcomes:
The Planning Service’s Minerals Officer was approached by AECoW and invited to speak at their Annual Conference. The purpose was to outline the role of Planning in relation to the use of ECoW. This led to the Officer being invited to join the AECoW Management Stakeholder Committee to further discuss and investigate better information sharing and collaborative working between ECoWs and Planning. The Minerals Officer introduced AECoW to HoPS Resources sub-committee and a training event for Planners is being organised to gain further understanding of role and requirements of ECoWs.

Name of key officer
James Wright, Planning Officer (Minerals, Energy and Waste)
3. East Kilbride Community Growth Area

Area covered:

- East Kilbride Housing Market Area

Key Areas of Work:

- Masterplanning
- Collaborative working

Stakeholders Involved:

- Local developers
- Authority other staff

Overview:

The East Kilbride Community Growth Area is a significant expansion area of around 130 hectares on the south-western edge of East Kilbride, primarily for residential use but also including supporting infrastructure of a new primary school, retail facilities, open space/play facilities and green networks. This development has been supported by development plan policies for over 12 years within various local plans and strategic/structure plans and has been subject to two significant planning applications, one for approximately 1950 dwellings (2009) and one for approximately 400 dwellings (2011). Both planning applications were submitted in a period when the development industry was suffering from...
the effect of the 2008 financial crisis and subsequent recession. As such, it has been a considerable challenge to progress these applications given their scale and the associated community infrastructure requirements necessary to support developments of this type. In summary, developer contributions were required for affordable housing, trunk road improvements, transportation improvements, a new primary school (and other improvements to local education facilities) and community facilities.

In addition to the above, aspects of the masterplan design for the 2009 application were identified as requiring improvement during the assessment of the application. Given the number of parties involved (developers, landowners, agents and Council officers) it was agreed that a design workshop would be arranged with key personnel from the applicant and from the Council, with the Planning Service taking the lead. As a result of this collaborative approach, improvements were agreed on key matters such as character areas, connections, and the treatment of open space, which will make a positive difference to the development when completed.

Following submission of the revised masterplan details, planning permission in principle was granted for 1950 dwellings, a new primary school, retail and associated greenspace was granted at Planning Committee in December 2011. This was subject to the conclusion of a section 75 legal agreement relating to delivery of infrastructure and associated developer contributions. Following committee approval, a series of meetings were then convened with the applicants, officers within the Planning Service, other Council Services and external agencies, (SEPA, Transport Scotland) in an effort to agree on an approach to infrastructure provision that would enable the development to proceed. However, due to the financial climate at that time, and in particular the difficulty in funding the provision of a primary school at an early stage of the development, it was not possible to progress matters sufficiently to conclude a legal agreement promptly. Dialogue continued and in 2016, the applicants approached the Council with proposed amendments to the masterplan and further discussions took place on the revised design as well as the delivery of the development through financial contributions.

Recognising the strategic importance of the CGA, and its stalled nature as a result of a funding gap, the Council sought City Deal Funding. This led to the Council’s Economic Development Service formulating appropriate business cases for the development.

A project management approach was then adopted given the complexity of the issues to be resolved, with the Planning and Economic Development Service leading. Where necessary, monthly meetings and workshops on key topics were convened with the applicants, agents and the multiple Council Services involved covering matters relating to finance, valuation and legal advice, in addition to the key areas of education, roads and transportation, affordable housing and community facilities. This collaborative approach allowed all outstanding matters to be resolved and the legal agreement was signed with the decision notice issued in October 2019.
Goals:
This case study demonstrates the Council’s use of collaborative working techniques to facilitate the delivery of a high quality development that meets the Council’s housing delivery targets. Throughout the process there was a willingness to work together with applicants, consultees, and other staff across the Council. It was recognised that building relationships and sharing information was key to delivering a development of this scale in challenging economic times.

Outcomes:
As a result of the complexity of the issues to be resolved relating to viability, infrastructure funding and development finance, the Planning Service has improved its skills base in development delivery/finance and project management and further strengthened its internal relationships with associated services supporting these functions. A further outcome has also been the development of a system to monitor and track receipt/spend of the developer contributions secured through the legal agreement. Systems have, therefore, been put in place to ensure this can be done in an efficient and transparent manner.

Name of key officers:
Alan Peplar, Planning Team Leader
Tina Meikle, Area Manager
4. Hagshaw Hill SNH Pilot Project

Area covered:
• South Lanarkshire wide

Elements of a High Quality Planning Service this study relates to:
• Quality of outcomes
• Quality of service and engagement

Key Markers:
• 1: Decision making
• 3: Early collaboration
• 6: Continuous improvement
• 8: Development plan scheme
• 10: Cross sector stakeholders
• 13: Sharing good practice, skills and knowledge
• 15: Developer contributions

Key Areas of Work:
• Environment
• Masterplanning

Stakeholders Involved:
• Local developers
• Key agencies

Overview:
The first onshore commercial windfarm in Scotland at Hagshaw Hill just outside Douglas became operational in the mid 1990s. An application to repower the windfarm was granted consent by the Energy Consents Unit in 2019. As a result Scottish Natural Heritage (SNH) were conscious that other wind farms within the same vicinity would also start reaching the end of their permitted lifespan and may require to be ‘re-powered’. SNH, therefore, approached South Lanarkshire Council and neighbouring East Ayrshire Council to work on a ‘re-powering’ pilot project to provide a more cohesive and planned design evolution for wind development within the Hagshaw Hill area.

A working group was established involving SNH, both Planning Authorities, other statutory consultees and local wind farm developers to collaborate on a masterplan for the eventual ‘re-powering’ of the area. As the pilot project
progressed, other goals and benefits have emerged such as rationalising viewpoints, sharing ecological survey results, joined up and more qualitative habitat creation and shared infrastructure provision.

Sub Groups were then set up to work on each of the topics/goals identified and to report back to the main working group. Whilst the outcomes of the project are for the long term, there have already been several short term successes from the sub groups, including the rationalisation of viewpoints to inform landscape studies, sharing of ecological information to minimise replication of surveys and a joined up approach in relation to roads infrastructure work to minimise resource and spending for all stakeholders.

It is hoped that as well as these and further benefits the main end result will be a set of parameters within a framework that will steer appropriate development for all re-powering schemes which will lead to a joined up design iteration for the Hagshaw Hill cluster/landscape.

**Goals:**

To provide a cohesive masterplan document that sets parameters for ‘re-powering’ of existing wind farms to ensure the future of the landscape is done in a holistic way rather than on a site by site basis. To demonstrate the effectiveness of collaborative working and developer engagement to then be considered nationally.

**Outcomes:**

The Project is long term due to the lifespan of the existing wind farms. The working group has identified areas for smaller short term gains and sub groups have been created to focus on these benefits as well as the primary focus still being on the main goal of achieving a cohesive design masterplan, within the Development Plan Framework, for the area to steer future design parameters. It is hoped that the success of the collaboration will be developed as national advice/guidance by SNH and provide an example of best practice for other Planning Authorities to use in relation to landscapes where there is large scale wind farm development.

**Name of key officer:**

5. Conversion of a former church and creation of replacement museum, Biggar

Area covered:
- Biggar, Clydesdale Housing Market Area

Elements of a High Quality Planning Service this study relates to:
- Quality of outcomes
- Quality of service and engagement

Key Markers:
- 3: Early collaboration
- 7: Local Development Plan
- 12: Corporate working across services

Key Areas of Work:
- Design
- Collaborative working

Stakeholders Involved:
- Architect
- Community group
Overview:

This former church is a category B listed building which was latterly used by the Biggar Museum Trust as part of their museum complex. It also occupies a prominent position within Biggar’s Conservation Area. In 2012, the Trust purchased property on Biggar High Street in order to develop a single museum and address the constraints of holding their multiple facilities throughout the town. As a result of that decision, and as part of the fundraising exercise for the new museum, they placed the former church premises on the market.

In March 2014, pre-application discussions took place between the Trust and Council staff from both Planning and Roads and Transportation to discuss the proposed conversion of the property to residential use, focussing on the general principles of converting a listed building, site access and parking provision. Site access was identified as a potential issue, being taken via a public car park and over a private access at the side of a municipal hall. Advice was offered with regard to ownership/gaining right of access and works required in order to achieve an acceptable access.

Applications for planning permission and listed building consent were lodged in April 2014 for the conversion of the church to form three dwelling houses together with the erection of an extension and alterations to the access. It was proposed to sub-divide the building vertically, thereby minimising the impact on the most prominent elevations and to erect a small, sympathetically designed extension to the rear of the building. During the processing of the application design changes were negotiated to ensure minimal impact on the appearance and character of the listed building whilst reconciling the needs of modern day living. These, mainly related to fenestration treatment and ventilation arrangements. Assistance was given by the Council’s Estates Service in securing a legal right of access and a solution was found for separating access for vehicles entering the site and the servicing requirements of the neighbouring public hall. The requisite parking provision together with private amenity space for each unit was also formed within the confines of the site. Careful assessment and negotiation resulted in a scheme which respected the historic and architectural importance of the listed building, the sensitive historic context of the site, and the residential amenity of the area whilst providing the Trust with a viable scheme.
The conversion of the building has now been carried out in a sympathetic and sensitive manner in terms of materials used, fenestration and retention of original features. This is illustrated by, for example, the innovative use of the original gratings which formed part of the heating system to form an unique wall feature. The preservation of the church lights within the dining area and the bench in the hall, which used to be in the summerhouse of the museum, help to retain the important heritage of the building. The delivery of the development has resulted in the restoration and reuse of an important local landmark while assisting in providing the town with a new museum.

Goals:

Close collaboration between the case officer, other council officers and the architect has resulted in a high quality scheme. A new lease of life has been injected into the listed building, securing the protection of an important landmark within the town’s conservation area that meets Local Development Plan policy and advice. Effective liaison with other Council services helped to address the physical constraints of the historic site. This delivered an accessible residential development with a high level of amenity.

Outcomes:

This project is an example of the achievements that can be created through collaborative working. A close working relationship between the planning service, the architect and other Council services was established with the constraints and objectives of all parties appreciated from the outset. The development has resulted in the retention of part of Biggar’s historic fabric and has also contributed towards the funding of a new, centralised museum facility, now a successful tourist attraction in the market town of Biggar.

Name of key officers:

Ailsa Shearer, Planning Officer
Pamela McMorran, Planning Officer
6. Customer Service Excellence

Area covered:
- South Lanarkshire wide

Elements of a High Quality Planning Service this study relates to:
- Quality of Outcomes
- Quality of service and engagement
- Governance
- Culture of continuous improvement

Key Markers:
- 6: Continuous improvement
- 12: Corporate working across services
- 13: Sharing good practice, skills and knowledge

Key Areas of Work:
- Collaborative working
- Other – Customer service

Stakeholders Involved:
- Hard to reach groups
- Local developers

Overview:
The Planning Service first achieved Customer Service Excellence recognition in July 2014 and has retained this accreditation through further assessment in the subsequent five years. At the time of the initial award in 2014 five criteria were rated as compliance plus. Eight areas achieved partial compliance requiring further work to be carried out to achieve the required standard. The first of the annual reviews of the award was carried out by an assessor in June 2015. This resulted in one further area being rated as compliance plus with only three still judged as achieving partial compliance. The second annual review carried out in September 2016 led to one further area being rated as compliance plus giving a total of seven overall with only two criteria achieving partial compliance. The annual review in October 2017 resulted in a further compliance plus rating (giving eight in total) with only one partial compliance rating remaining. In 2018, an additional three compliance plus ratings were awarded giving 11 in total. This reflects a year on year improvement in the overall assessment results.

A review of the award was carried out in December 2019. In the assessment report the assessor concluded that the Planning Service is ‘clearly customer focussed and has a good handle on the CSE standard and its use as a continuous improvement tool’. The culture of the service is described as ‘extremely well focussed on customer service with a desire to gain as much customer insight as possible through customer engagement’. The agents’
The forum held in September 2019 is cited as an example. Recognition was made of the time taken to re-assess access channels to the Service and joint working arrangements with partners and other service providers' remains extremely strong. Services are very accessible to customers and performance against set standards is good. Overall the whole approach of the service is customer centric with a desire to improve and serve the local community.

One additional compliance plus rating was achieved in 2019 taking the total to 12. This relates to procedures that are in place to ensure information is received and understood. Customer interaction is evaluated through trend analysis and areas of improvement identified. In addition, a wide range of choices are available to customers in terms of submitting information including the ability to submit paper copies.

In other comments the assessor notes that the culture of providing the best possible customer experience remain embedded which in turn has been developed through customer consultation and insight. The assessor noted the valuable contribution staff make to the success of the Service was recognised by leaders and managers. Performance is monitored diligently and promises on service delivery are made with the customer in mind so that outcomes more than match expectations. The assessor said it was evident there remains a high awareness for customers to know what to expect particularly at first point of contact.

Two partial compliance ratings remain and these both relate to timeliness for decision making and responses. This has been challenging to address and reflects a number of resourcing issues over the last several years. However, the ongoing service review and the creation of two additional graduate posts during 2019/20 is expected to improve performance over the next period.

**Goals:**

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

**Outcomes:**

The CSE process has proven to be an excellent tool for achieving high levels of customer satisfaction and improving the experience of customers using the service. It allows us to continually identify areas for improvement and develop new and enhanced means of customer engagement and performance management. The focus on community engagement in the Planning Bill and the involvement of local people in placemaking will be a further challenge to be addressed in the coming years and the CSE standard will help us seek to deliver on these aspirations.

**Name of key officers:**

Tony Finn, HQ Planning and Building Standards Manager

Alan McAulay, HQ Building Standards Team Leader

Jennifer Murphy, Planning Officer (SEA)

Karen Brown, Planning Officer
7. Energy – Scottish Power EV Charging Project (Project PACE)

Area covered:

- South Lanarkshire wide

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

- Quality of outcomes
- Quality of Service and engagement

Key Markers:

- 1: Decision making
- 3: Early collaboration
- 10: Cross sector stakeholders
- 12: Corporate working across services

Key Areas of Work:

- Interdisciplinary working
- Transport

Stakeholders Involved:

- Authority other staff
- Statutory Undertakers - SPEN

Overview:

Project PACE is a pilot project between SPEN/Transport Scotland and North and South Lanarkshire Councils to provide public EV charging points throughout both authorities. The project involves the provision of EV chargers within public car parks throughout the South Lanarkshire Area. A working group was established comprising Council officers from Roads and Transportation, Legal, Estates and Planning to firstly assess the potential of the car parks proposed by SPEN and, once a shortlist had been drawn up, to identify any issues associated with each site and the proposed infrastructure.

The Planning Officer carried out a full permitted development check for every site and proposed infrastructure. Where planning permission was found to be required, pre-application advice was provided to SPEN identifying what each application would require such as noise details when adjacent to residential properties and advice on siting at a site within the grounds of Chatelherault Country Park in relation to its designation as a designed garden and historic landscape. This resulted in planning permission
being approved within eight weeks of each submission which ensured that there were no delays as the project moved from site selection to delivery.

Goals:

This case study demonstrates the Council’s awareness and willingness to collaborate across Services to ensure the outcomes of a project meet the requirements of each individual Services’ objectives and ensures a timeous response to a project partner. By identifying all the issues of each site and drawing up a shortlist the Council was able to provide guidance to ensure that time and resources were not wasted in choosing unsuitable sites. Further advice ensured that any planning issues were identified prior to submission to ensure that the applications were dealt with timeously on receipt.

Outcomes:

As a result of collaborating early as part of the working group, Planning demonstrated that it adds benefit to projects by being involved at site selection stage and that it can work effectively in tandem with other Services and provide, unified key advice to identify potential issues. The project has highlighted the effectiveness of cross Council collaboration and the benefits of a working group method for Council wide projects.

Name of key officer:

James Wright, Planning Officer (Minerals, Energy and Waste)
8. Succession planning

Area covered:
• South Lanarkshire wide

Elements of a High Quality Planning Service this study relates to:
• Governance
• Culture of continuous improvement

Key Markers:
• 6: Continuous improvement
• 13: Sharing good practice, knowledge and skills

Key Areas of Work:
• Skills sharing
• Staff training

Stakeholders Involved:
• Authority Planning staff
• Authority other staff

Overview:
In 2019, RTPI Scotland found that over a quarter of planning service staff had been lost since 2009. They highlighted that the pipeline for new planners was limited and only around 9% of staff in planning authorities were under 30 whilst over 35% were over 50 years old. In South Lanarkshire Council over half of planning personnel is over 50 and as a result it has sought to address this issue within its own Planning Service through succession planning and job creation.

Two graduate planning posts were advertised last year to provide additional staffing in two of the Area Development Management teams. Both of the posts were successfully filled, one to an internal candidate and the other to an external candidate.

The internal candidate worked within the HQ team as an Enforcement Officer. As part of the Planning Service’s approach to skills development, the officer had benefitted from a small planning application case load of developments lodged as a result of enforcement action initiated. This allowed the officer to enhance their understanding of the planning process and the procedures that must be carried out in the assessment of a development. This experience was recognised in their successful application for one of the posts. This in turn will now allow them the opportunity to further develop their skills and knowledge to be able to progress their career.

The quality of the candidates that applied for the graduate posts was excellent and this also allowed the Enforcement Officer’s post to be backfilled from this selection process. A
further external candidate was appointed and has taken up the enforcement position. This graduate will similarly benefit in handling a small planning application caseload which in turn will allow them the ability to improve their skills and knowledge of planning.

Comments received from our new staff have been positive in respect of the roles they have taken up.

**Graduate Planner**

“My first few months of experience working have been invaluable, both for being able to put my existing skills and knowledge to use in a practical environment, as well as for increasing this knowledge and growing my skillset."

“From the outset, I was assigned my own workload which has allowed me to immediately being gaining hands-on experience within the Planning department and to put knowledge gained as part of my studies into practical use.”

“The Council’s dedication to continuous improvement for its staff has also been clear through the provision of frequent internal training events, as well as through opportunities to attend external training events.”

**Graduate Enforcement Officer**

“The area based approach to the allocation of enforcement cases at South Lanarkshire Council has enabled me to gain a much broader range of experience in planning enforcement matters. In the relatively short time that I have been in my role, I’ve investigated a broad range of cases ranging from straight forward, small scale enquiries regarding unauthorised fences through to large complex investigations. The larger investigations in particular have given me an opportunity to develop my skills in collaborative working.”

“A positive aspect of my role as an Enforcement Officer is the opportunity to also process planning applications and gain experience in Development Management. This has allowed me to broaden my planning experience and crucially, it allows me to meet some of the key competencies required to become a Chartered Town Planner.”

**Goals:**

To attract new staff to the Planning Service and to develop the planning skills of existing staff in order to provide resilience for loss of experience and knowledge through staff retirement.

**Outcomes:**

Additional resources have been provided to deliver the Council’s Planning Service. Two of the Area Development Management Teams benefitting in an additional staff member each. One of which already with a sound knowledge of the Council’s working practices and procedures.

All three staff have recognised the approach taken by the Council’s Planning Service to support and encourage continuous professional development and the development of skills and experience. This in turn, it is hoped, will result in a Planning team committed to a career with South Lanarkshire Council.

**Name of key officer:**

Tony Finn, HQ Planning and Building Standards Manager
Part 2 - Supporting evidence

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

Quality of outcomes

South Lanarkshire Local Development Plan
Approved Statutory Supplementary Guidance
Development Plan Scheme
Housing Land Audit
Residential Design Guide
Shopfront Design Guide
Windows and doors for listed buildings and conservation areas
Planning and Building Standards Coronavirus advice
Clyde Gateway
City Deal
New Lanark WHS Management Plan
Conservation Area maps
South Lanarkshire Community Planning Partnership
South Lanarkshire Community Engagement Framework

Quality of service and engagement

Proposed Local Development Plan 2
Pre-application discussions
Tall Wind Turbines: Landscape capacity, siting and design guidance
Non-statutory planning guidance on Minerals
Guide for submitting a householder planning application
Guide to the planning decision making process
Planning Processing agreements
Air quality information for developers
Coal mining legacy problems
Inclusive Design
Listed building planning constraints
High Hedges
Governance

- Planning Appeals and Reviews
- Development Management Charter
- Enforcement Charter
- ArcGIS App South Lanarkshire

Culture of continuous improvement

- Community and Enterprise Resources Resource Plan
- South Lanarkshire Local Housing Strategy 2017-2022
- South Lanarkshire State of the Environment Report
- Annual performance spotlights

Planning Portal
## Case study synopsis

The following table sets out the various key areas of work covered within the case studies presented.

<table>
<thead>
<tr>
<th>Case Study Topics</th>
<th>Issue covered in PPF7</th>
<th>Case Study Topics</th>
<th>Issue covered in PPF7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>✓</td>
<td>Interdisciplinary Working</td>
<td>✓</td>
</tr>
<tr>
<td>Conservation</td>
<td></td>
<td>Collaborative Working</td>
<td>✓</td>
</tr>
<tr>
<td>Regeneration</td>
<td></td>
<td>Community Engagement</td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td>✓</td>
<td>Placemaking</td>
<td></td>
</tr>
<tr>
<td>Greenspace</td>
<td></td>
<td>Charrettes</td>
<td></td>
</tr>
<tr>
<td>Town Centres</td>
<td></td>
<td>Place Standard</td>
<td></td>
</tr>
<tr>
<td>Masterplanning</td>
<td>✓</td>
<td>Performance Monitoring</td>
<td></td>
</tr>
<tr>
<td>LDP and Supplementary Guidance</td>
<td></td>
<td>Process Improvement</td>
<td></td>
</tr>
<tr>
<td>Housing Supply</td>
<td></td>
<td>Project Management</td>
<td></td>
</tr>
<tr>
<td>Affordable Housing</td>
<td></td>
<td>Skills Sharing</td>
<td>✓</td>
</tr>
<tr>
<td>Economic Development</td>
<td></td>
<td>Staff Training</td>
<td>✓</td>
</tr>
<tr>
<td>Enforcement</td>
<td></td>
<td>Online Systems</td>
<td></td>
</tr>
<tr>
<td>Development Management Processes</td>
<td></td>
<td>Transport</td>
<td>✓</td>
</tr>
<tr>
<td>Planning Applications</td>
<td></td>
<td>Active Travel</td>
<td></td>
</tr>
<tr>
<td>Other: Customer service</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part 3 - Service improvements 2020/21

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

- **Local Forum**: Hold the annual Local Forum with agents and other key stakeholders. This will be attended by both Planning and Building Standards officers. It is intended this year to seek views on how developers can contribute to the Council’s climate change and sustainability agenda.

- **Customer Service Excellence**: Prepare a submission for re-assessment of Customer Service Excellence accreditation. The key action this year will be to address the two areas of partial compliance noted in the assessment of the Service in order to achieve full compliance and to reaffirm CSE accreditation.

- **Service delivery**: Continue to develop ways to improve the joint delivery of Planning and Economic Development services to customers in order to promote South Lanarkshire as a place to invest and grow with particular emphasis on helping economic recovery following the restrictions on businesses during lockdown, especially in relation to town centres.

- **Service Review**: Complete the second part of the review of Planning and Economic Development Service. Implement the actions required to deliver the restructure and reorganisation of the Service in accordance with the review. Review the impact of the changes after six months. Consider the introduction of graduate apprenticeships within the Planning Service.

- **COVID-19 Review**: Consider the impact of the restrictions on working practices during the period of lockdown and assess whether procedures need to be updated in the event of future events.

- **Digital Planning**: Continue to review and develop essential IT systems, including consideration of mobile working solutions. Consider amendments to processes and new software/hardware to address legislative change and the implementation of the Scottish Government’s digital transformation programme.

- **Open Space Strategy**: It is intended to present a draft Strategy to committee for approval before the end of 2020/21 and, thereafter, carry out public consultation. This will be published as non-statutory supporting planning guidance once it is approved.

- **CPD**: Organise a range of CPD events, including re-arranging sessions on flooding, environmental protection, green infrastructure and natural heritage and the historic environment. Consideration to be given to using online methods of delivery.
• **Climate change and sustainability:** Develop supporting planning guidance in support of the Local Development Plan and the Sustainable Development and Climate Change Strategy action plan to ensure new buildings are designed to be as carbon neutral as possible and resilient to climate change and to encourage the retro fitting of appropriate technology in existing buildings. Supporting Planning Guidance to be presented to committee for approval by March 2021 and, thereafter, be subject to public consultation.

• **Community engagement:** Consider a new model for community engagement to align with community planning and the content of the new Planning Act.

• **Environment:** Upload data and findings from the 2019 edition of the State of the Environment Report to Glow, the education digital platform.

• **Communication Strategy:** Prepare a strategy for Planning and Building Standards which will set out how we will effectively communicate with our customers, staff and colleagues. Review and update local surveys and other forms of customer engagement carried out to measure customer satisfaction with both the Planning and Building Standards services and the preparation of an action plan to address procedural and performance issues raised.

• **Developer contributions:** Review current guidance and procedures on Community Infrastructure Assessment and prepare revised guidance.

• **Internal stakeholders:** Continue to review and develop better working practices with internal consultees.
Delivery of planning service improvement actions 2019/20

The Planning Service produces an annual service improvement plan which sets out a series of actions for improvement in service delivery. The plan for 2019/20 identified 16 actions of which 13 were completed over the year and three were partially completed. In terms of those not fully implemented it is expected the service review will be finalised and actions carried out in summer 2020. The preparation of the Open Space Strategy and development of a closer working relationship with the Community Planning team have been delayed due to resourcing issues but they will be driven forward this year.

The following table provides our assessment of how we consider we have delivered on our service actions and objectives identified in PPF8. Additional details and information on many of these are reported in this PPF.
<table>
<thead>
<tr>
<th>Committed improvements and actions</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Forum</strong>: Hold a Local Forum with agents and other key stakeholders.</td>
<td>Hosted by both Planning and Building Standards officers and attended by agents, developers, colleagues and stakeholders, the forum was very well received. Topics included seeking views on service delivery including the introduction of the Idox case management system, providing an overview of progress on the Proposed LDP2. Forthcoming changes to the planning system proposed through the Planning Bill were also highlighted and discussed.</td>
</tr>
<tr>
<td><strong>Customer Service Excellence</strong>: Prepare a submission for re-assessment of Customer Service Excellence accreditation.</td>
<td>The CSE award was successfully retained for a fifth year following a visit by the assessor in December 2019. One additional Compliance Plus rating was achieved with only two areas of partial compliance remaining.</td>
</tr>
<tr>
<td><strong>Service delivery</strong>: Continue to develop ways to improve the joint delivery of planning and economic development services to customers in order to promote South Lanarkshire as a place to invest and grow.</td>
<td>Managers from both sides of the Service meet with the Head of Service every three weeks. In addition, regular liaison takes place with the project team to ensure the effective delivery of key proposals. This year, this has included the processing of an application for a community hub in a former school in the rural area at Abington and developing proposals for a number of vacant town centres sites. Consultation on planning applications continues while weekly lists of applications for planning permission and business support grants are exchanged.</td>
</tr>
<tr>
<td><strong>Service Review</strong>: Complete a review of Planning and Economic Development Service. Implement the actions required to deliver the restructure and reorganisation of the Service in accordance with the review. The review will recognise the implications of the Planning Bill and address the age structure of the planning service. Opportunities to combine roles in both parts of the service to be considered. Succession planning in particular is highlighted as an issue to be addressed.</td>
<td>The first part of the review resulted in the creation of two graduate posts. The second part of the review looking at the structure is expected to conclude and be implemented in summer 2020.</td>
</tr>
<tr>
<td><strong>Graduate apprenticeships</strong>: Consider the introduction of graduate apprenticeships within the Planning Service.</td>
<td>As noted above two graduates were recruited during 2019/20. The ongoing review will continue to consider whether trainee posts can be delivered within budget constraints and the availability of appropriate courses.</td>
</tr>
<tr>
<td><strong>Introduction of the Planning Bill</strong>: Procedures to be developed and implemented in anticipation of the new legislation. In particular closer working with Community Planning colleagues in anticipation of the direction of the Bill.</td>
<td>An awareness session was presented to officers after the Act received Royal Assent. This year’s Service Plan reflects some of the outcomes of the Act. New procedures have been developed in response to the enactment of some parts of the Act.</td>
</tr>
<tr>
<td>Committed improvements and actions</td>
<td>Comments</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Corporate website:</strong> Review the layout of and the information on the Planning webpages.</td>
<td>A review of the website is now carried out on a regular basis to ensure the information is relevant and up to date. Information and advice on the impact of COVID-19 on service delivery has been updated regularly.</td>
</tr>
<tr>
<td><strong>Digital planning:</strong> Take an active role in the Government’s Digital Planning agenda.</td>
<td>Officers have participated in various training events and workshops.</td>
</tr>
<tr>
<td><strong>Production of an Open Space Strategy:</strong> This will be published as non-statutory supporting planning guidance once it is approved.</td>
<td>Work on this area of work has been delayed due to resource constraints. However, an extensive information base has been created and will be assessed in Q1 of 2020/21. Officers continue to liaise with colleagues in the Green Network Partnership.</td>
</tr>
<tr>
<td><strong>Organise a range of CPD events:</strong> This will include sessions on flooding, community planning, air quality, natural heritage and the Planning Bill.</td>
<td>Three events took place during 2019/20. These were trees, community planning and climate change. Other sessions on green infrastructure, environmental protection and flood risk were timetabled but have been postponed due to current lockdown restrictions.</td>
</tr>
<tr>
<td><strong>Community engagement:</strong> Consider a new model for community engagement to align with community planning and the content of the new Planning Bill.</td>
<td>Work on this area of work has been delayed due to resource constraints. However, an awareness session was held in early 2020 and it is expected further liaison with colleagues in the Community Planning team will become effective once work practices return to normal following easing of lockdown.</td>
</tr>
<tr>
<td><strong>Environment:</strong> Prepare a revised State of the Environment Report.</td>
<td>The 2019 edition of the South Lanarkshire State of the Environment Report was completed and approved by the Council’s Executive Committee February 2020.</td>
</tr>
<tr>
<td><strong>Funding:</strong> Explore discretionary areas of potential income being considered through the Planning Bill.</td>
<td>The Council made a comprehensive response to the Scottish Government’s consultation on planning fees in early 2020. The charging for pre-application discussions has been put on hold pending the outcome of the consultation.</td>
</tr>
<tr>
<td><strong>Developer contributions:</strong> Carry out a review of the Community Infrastructure Assessment guidance. In particular this will consider developer contributions in relation to community infrastructure.</td>
<td>This work is ongoing and has been delayed due to the restrictions introduced during the COVID-19 pandemic.</td>
</tr>
<tr>
<td><strong>Information Technology:</strong> Discussion with IT to consider how to extend mobile working solutions including the roll out of tablets.</td>
<td>Every officer now has access to an individual laptop, software systems and mobile phone which has allowed home working during the current lockdown restrictions.</td>
</tr>
<tr>
<td><strong>Internal stakeholders:</strong> Continue to review and develop better working practices with internal consultees.</td>
<td>Regular meetings take place with the Roads Development Management Team Leader. Guidance on Flooding and SUDS has been completed this year.</td>
</tr>
</tbody>
</table>
A : National Headline Indicators (NHI) Key Outcomes - Development Planning

<table>
<thead>
<tr>
<th>Development Planning</th>
<th>2018-2019</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local and Strategic Development Planning:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age of local/strategic development plan(s) at end of</td>
<td>LDP – 4 years</td>
<td>LDP – 5 years</td>
</tr>
<tr>
<td>reporting period</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Requirement: less than 5 years</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Will the local/strategic development plan(s) be replaced</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>by their 5th anniversary according to the current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>development plan scheme?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the expected date of submission of the plan to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scottish Ministers in the development plan scheme</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>changed over the past year?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Were development plan scheme engagement/consultation</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>commitments met during the year? (Y/N)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Effective Land Supply and Delivery of Outputs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Established housing land supply</td>
<td>14,266</td>
<td>N/A</td>
</tr>
<tr>
<td>5 year effective housing land supply programming</td>
<td>6,138</td>
<td>N/A</td>
</tr>
<tr>
<td>5 year effective land supply total capacity</td>
<td>11,465</td>
<td>N/A</td>
</tr>
<tr>
<td>5 year housing supply target</td>
<td>1,058</td>
<td>N/A</td>
</tr>
<tr>
<td>5 year effective housing land supply (years supply to one</td>
<td>5.8</td>
<td>N/A</td>
</tr>
<tr>
<td>decimal place)</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Housing approvals</td>
<td>1,458</td>
<td>1,332</td>
</tr>
<tr>
<td>Housing completions over the last 5 years</td>
<td>5,871</td>
<td>N/A</td>
</tr>
<tr>
<td>Marketable employment land supply</td>
<td>93.99 Ha</td>
<td>94.13 Ha</td>
</tr>
<tr>
<td>Employment land take-up during reporting year</td>
<td>6.13 Ha</td>
<td>1.03 Ha</td>
</tr>
</tbody>
</table>
# B: National Headline Indicators (NHI) Key Outcomes – Development Management

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Planning</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage and number of applications subject to pre-application advice</td>
<td>29.5% (483)</td>
<td>24.5% (378)</td>
</tr>
<tr>
<td>Percentage and number of major applications subject to processing agreement</td>
<td>3 17.6%</td>
<td>2 10.5%</td>
</tr>
<tr>
<td><strong>Decision Making</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application approval rate</td>
<td>98.2%</td>
<td>97.5%</td>
</tr>
<tr>
<td>Delegation rate</td>
<td>94.6%</td>
<td>95.1%</td>
</tr>
<tr>
<td>Validation</td>
<td>52.6%</td>
<td>53.7%</td>
</tr>
<tr>
<td><strong>Decision-making Timescales</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major Developments</td>
<td>44.7 weeks</td>
<td>38.3 weeks</td>
</tr>
<tr>
<td>Local developments (non-householder)</td>
<td>13.8 weeks</td>
<td>18.9 weeks</td>
</tr>
<tr>
<td>Householder developments</td>
<td>5.3 weeks</td>
<td>8.3 weeks</td>
</tr>
<tr>
<td><strong>Legacy Cases</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number cleared during reporting period</td>
<td>26</td>
<td>66</td>
</tr>
<tr>
<td>Number remaining</td>
<td>41</td>
<td>69</td>
</tr>
</tbody>
</table>
The main aspects of these outcomes are summarised below.

**Development Planning:** The Council’s Local Development Plan was adopted in 2015. Approved supplementary guidance is in place covering Development Management, Place Making and Design, Renewable Energy, Green Network and Greenspaces, Affordable Housing, Green Belt and Rural Area, Town Centres and Retailing, Industrial and Commercial Development, Community and Infrastructure Assessment, Sustainable Development and Climate Change and the Natural and Historic Environment.

The consultation process for LDP2 started in April 2016 and led to the production of the Main Issues Report which was subject to public consultation for a six week period in May/June 2017. Over 1,000 representations were received in response to that publicity and included the submission of a further 32 sites for consideration as a result of which further assessment and publicity was carried out.

The Proposed LDP2 was published for public consultation between July and September 2018 which met the timescales set out in the Development Plan Scheme. Representations received in response were assessed and some minor changes to the proposed plan made. Schedule 4 submissions were prepared in relation to unresolved representations and committee approval granted in March 2019 to submit the proposed plan to Scottish Ministers.

The plan was submitted to the Directorate for Planning and Environmental Appeals on 25 April 2019 to take place in accordance with the deadlines in the Development Plan Scheme. It had been anticipated the adoption process would be complete in early 2020 which would have ensured that the Council achieves its statutory requirements. However, due to a number of factors, including the global pandemic, the Examination Report has been delayed and it is now expected that LDP2 will be adopted in early 2021.

The former Minerals LDP is now incorporated into LDP2 and will no longer be a standalone document. Non statutory planning guidance on minerals was approved in July 2017 to allow for mineral developments to be assessed until such times as LDP2 is adopted.

Committee approval was given in March 2019 for non-statutory planning guidance on renewable energy. This incorporates the Tall Wind Turbines guidance.
- **Effective land supply and delivery of outputs, housing:**
  Due to the restrictions in response to Covid-19 the monitoring of housing land completions has not yet started and as a result much of the table cannot be completed. Planning permission for 1,332 houses was approved during the year; this figure does not include the granting of Permission in Principle for the East Kilbride CGA which includes 1,950 new homes.

- **Effective land supply and delivery of outputs, industrial land:**
  There is a slight increase in the amount of marketable industrial land in the 2019/20 period, mainly due to re-categorisation of sites. One of the larger sites currently on the marketable supply, Birkhill near Lesmahagow (25 ha) gained planning permission in principle during 2020 for the erection of a data centre (Class 4 Business) and associated 12 MW solar farm and 7.5 MW gas turbine with light industrial (Class 5) area. This site will be removed from the land supply when full consent is granted and work commences.

The take up for class 4/5/6 developments in 2019/20 was significantly lower than in the two preceding years. However, there are a number of consented sites which have started site preparation and will contribute to take up in the future. The most significant new development this year was the construction of two class 4 office pavilions on a 0.36 ha site in Clyde Gateway.

**Development Management:** In 2019/20, there has been a reduction in both the number of pre-application discussions and the use of processing agreements. There continues to be no charge for pre-application discussions and the encouragement of such discussions are promoted on our website and at events with agents. A new process for submitting pre-application enquiries will be introduced in 2020/21 and it is hoped this will result in an increase in the number received.

The Council’s application approval rate remains high and has reduced only slightly to 97.5%, reflecting the desire to seek and negotiate acceptable solutions and to facilitate new development and investment. The delegation rate increased slightly from 94.6% to 95.1% and validation rates also rose marginally to 53.7%.

**Decision-making timescales:** The average number of weeks taken to determine major applications fell for the second year in a row, from 44.7 weeks to 38.3 weeks. However, the timescales for the local non-householder category increased significantly from 13.8 to 18.9 weeks and householder applications increased slightly to 8.3 weeks. For the first three quarters of the 2019/20 period, the Service continued to operate with reduced staffing levels as two advanced officers retired during the year and two other members of staff were on maternity leave. However, that was addressed through the creation of two graduate posts which were filled in early 2020 and the return of two officers from maternity leave. This saw an immediate improvement in terms of the overall numbers of applications determined in
Q4 and a reduction in the average number of weeks to determine a householder application to 6.5 weeks in March.

During the final quarter of 2019/20, focus was put on determining legacy applications and this is reflected in the increased numbers which have been dealt with, 66 compared to 26 in the previous year. Determining a large number of longstanding application has in itself, had a subsequent effect on increasing overall determination times.

The addition of new staff, together with the imminent restructuring of the Service to address workload discrepancies across three area offices is expected to result in improved determination times in 2020/21.

**Enforcement:** The Enforcement Charter was updated in March 2019 and has not been subject to review in the 2019/20 period. The number of complaints received and enforcement cases opened and investigated is very similar to the previous year. There has been a very small number of notices served this year, which continues to reflect a focus on negotiated solutions wherever possible.
Part 5 - Official statistics

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Total number of decisions 2019-2020</th>
<th>Average timescale (weeks) 2018-2019</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major developments</strong></td>
<td>19</td>
<td>44.7</td>
<td>38.3</td>
</tr>
<tr>
<td><strong>Local developments (non-householder)</strong></td>
<td>552</td>
<td>13.8</td>
<td>18.9</td>
</tr>
<tr>
<td>• Local: less than 2 months</td>
<td>25.9 (%)</td>
<td>6.4</td>
<td>6.4</td>
</tr>
<tr>
<td>• Local: more than 2 months</td>
<td>74.1 (%)</td>
<td>17.5</td>
<td>23.3</td>
</tr>
<tr>
<td><strong>Householder developments</strong></td>
<td>776</td>
<td>7.5</td>
<td>8.3</td>
</tr>
<tr>
<td>• Local: less than 2 months</td>
<td>66.8 (%)</td>
<td>5.4</td>
<td>5.6</td>
</tr>
<tr>
<td>• Local: more than 2 months</td>
<td>33.2 (%)</td>
<td>12.7</td>
<td>13.8</td>
</tr>
<tr>
<td><strong>Housing developments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Local housing developments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Local: less than 2 months</td>
<td>14</td>
<td>242</td>
<td>192</td>
</tr>
<tr>
<td>• Local: more than 2 months</td>
<td>202 (%)</td>
<td>147</td>
<td>127</td>
</tr>
<tr>
<td><strong>Business and industry</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Major</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Local business and industry</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Local: less than 2 months</td>
<td>0</td>
<td>52</td>
<td>42.3</td>
</tr>
<tr>
<td>• Local: more than 2 months</td>
<td></td>
<td>42.3 (%)</td>
<td>17.1</td>
</tr>
<tr>
<td><strong>EIA developments</strong></td>
<td>0</td>
<td>N/A</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other consents</strong></td>
<td>172</td>
<td>9.4</td>
<td>9.2</td>
</tr>
<tr>
<td><strong>Planning/legal agreements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Major: average time</td>
<td>5</td>
<td>65.1</td>
<td>71.9</td>
</tr>
<tr>
<td>• Local: average time</td>
<td>8</td>
<td>33.4</td>
<td>20.5</td>
</tr>
</tbody>
</table>

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

** Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973
B: Decision-making: local reviews and appeals

<table>
<thead>
<tr>
<th>Type</th>
<th>Total number of decisions</th>
<th>Original decision upheld</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2018-2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No.</td>
</tr>
<tr>
<td>Local reviews</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Appeals to Scottish Ministers</td>
<td>8</td>
<td>5</td>
</tr>
</tbody>
</table>

C: Context

South Lanarkshire determined 1523 applications in 2019/20, this being a 4.8% decrease on the previous year (1600). Some points to note include:

- An increase in the number of major determinations for the second year in a row, from 17 to 21, with the majority continuing to be housing applications (73.6%).
- Minor decreases in householder and local (non-householder) determinations from 782 to 776 and 583 to 554, respectively.
- A reduction in the number of housing (local) determinations from 267 to 243.
- An ongoing reduction in electricity generation (local) determinations from 7 to 4 (a 73% decrease since 2017/18).
- A notable reduction in listed building and conservation area consents from 61 to 37 (39.3% decrease).

Summary of the key points

The following is a summary of the key points:

**Decision-making timescales** – There was an ongoing reduction in the time taken to determine major applications, from 44.7 weeks to 38.3 weeks. While the determination timescale for major housing developments fell from 40.1 weeks to 34.8 weeks, the overall reduction in the major figure is partly due to the absence of any mineral determinations, which have historically always taken longer to process.

The time taken for all local development categories increased in 2019/20, including housing, business and industry, householder and other development, despite fewer application numbers being determined in all cases. The main factor in the decrease in performance was the ongoing reduction in the number of staff dealing with applications. This was recognised and resulted in the creation of two graduate posts that were filled in early 2020.
**Legal Agreements** – The average time taken to conclude legal agreements increased slightly for major applications but decreased for local.

**Decision-making: local reviews and appeals** – There has been a slight increase in both the number of local review cases and appeals to the Scottish Ministers. However, overall, the numbers remain low. The percentage of cases upheld was increased in both, with Planning Local Review Board cases having 66.7% upheld and 62.5% of appeals to Scottish Ministers being upheld in the Council’s favour.
South Lanarkshire’s Planning Service is part of Community and Enterprise Resources. The Service’s work is undertaken by four teams with a total of 38 staff. Support is provided by six clerical staff managed through the Resource’s Support Services. The Council’s SEA officer is also embedded in and managed through the Planning Service sitting within its HQ Team. The HQ team deals with Development Plan preparation, publishing and monitoring, and produces the associated Supplementary Guidance (SG). The Council’s input to the preparation and monitoring of the Strategic Development Plan (SDP), through the Glasgow and the Clyde Valley Strategic Planning Authority, is also co-ordinated through the HQ Team. In addition, the team processes all the minerals, waste, energy and large scale windfarm applications. The enforcement function is also located within the HQ team.

The three Area Teams handle the vast majority of all the applications submitted in accordance with the requirements of the Town and Country Planning (Scotland) Act 1997, the Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 and other associated legislation. This includes applications for planning permission, listed building consent, conservation consent, advertisement consent and certificates of lawful use and associated appeals and reviews. They also assist the HQ team in the work on Development Plans, SGs and the SDP.

### Workforce Information

<table>
<thead>
<tr>
<th>Head of Planning Service</th>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
<th>Tier 4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

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

### RTPI Qualified Staff

<table>
<thead>
<tr>
<th>RTPI Qualified Staff</th>
<th>Headcount</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Management</td>
<td>27</td>
<td>25.2</td>
</tr>
<tr>
<td>Development Planning</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Enforcement</td>
<td>3</td>
<td>2.6</td>
</tr>
<tr>
<td>Specialists</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
<td>2.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>35.4</strong></td>
</tr>
<tr>
<td>RTPI qualified staff</td>
<td>27</td>
<td></td>
</tr>
</tbody>
</table>

### Staff Age Profile

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>1</td>
</tr>
<tr>
<td>30-39</td>
<td>7</td>
</tr>
<tr>
<td>40-49</td>
<td>8</td>
</tr>
<tr>
<td>50 and over</td>
<td>22</td>
</tr>
</tbody>
</table>
### Part 7: Planning committee information

<table>
<thead>
<tr>
<th>Committee and site visits</th>
<th>Number per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Council meetings</td>
<td>5*</td>
</tr>
<tr>
<td>Planning committees</td>
<td>9</td>
</tr>
<tr>
<td>Area committees (where relevant)</td>
<td>18**</td>
</tr>
<tr>
<td>Committee site visits</td>
<td>0</td>
</tr>
<tr>
<td>Local Review Board</td>
<td>9***</td>
</tr>
<tr>
<td>Local Review Board site visits</td>
<td>0</td>
</tr>
</tbody>
</table>

* 4 actual meetings and 1 where business was transacted under delegated decision due to COVID-19.

** SLC has 4 Area Committees

*** 5 meetings held for business
## Appendix 1 – Correlation of performance markers

<table>
<thead>
<tr>
<th>Performance Marker</th>
<th>Part of PPF report demonstrating evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Driving improved performance</strong></td>
<td></td>
</tr>
<tr>
<td>1 Decision making: authorities demonstrating continuous evidence of reducing</td>
<td>Parts 4 and 5</td>
</tr>
<tr>
<td>average timescales for all development types</td>
<td></td>
</tr>
<tr>
<td>2 Project management: offer of processing agreements (or other agreed project</td>
<td>Quality of Service and Engagement</td>
</tr>
<tr>
<td>plan) made to prospective applicants in advance of all major applications and</td>
<td></td>
</tr>
<tr>
<td>availability publicised on planning authority website</td>
<td></td>
</tr>
<tr>
<td>3 Early collaboration with applicants and consultees on planning applications:</td>
<td>Quality of Service and Engagement</td>
</tr>
<tr>
<td>- availability and promotion of pre-application discussions for all prospective</td>
<td>Case Studies 3, 4, 5 and 7</td>
</tr>
<tr>
<td>applications</td>
<td></td>
</tr>
<tr>
<td>- clear and proportionate requests for supporting information</td>
<td></td>
</tr>
<tr>
<td>4 Legal agreements: conclude (or reconsider) applications within 6 months of</td>
<td>Governance</td>
</tr>
<tr>
<td>'resolving to grant'</td>
<td></td>
</tr>
<tr>
<td>5 Enforcement charter updated / re-published</td>
<td>Quality of Service and Engagement</td>
</tr>
<tr>
<td>6 Continuous improvements:</td>
<td>Quality of Service and Engagement</td>
</tr>
<tr>
<td>- show progress/improvement in relation to PPF National Headline Indicators</td>
<td>Culture of Continuous Improvement</td>
</tr>
<tr>
<td>- progress ambitious and relevant service improvement commitments identified</td>
<td>Case Study 1, 6 and 7</td>
</tr>
<tr>
<td>through PPF report</td>
<td></td>
</tr>
<tr>
<td><strong>Promoting the plan-led system</strong></td>
<td></td>
</tr>
<tr>
<td>7 LDP (or LP) less than 5 years since adoption</td>
<td>Quality of Outcomes</td>
</tr>
<tr>
<td>8 Development plan scheme demonstrates next LDP:</td>
<td>Quality of Service and Engagement</td>
</tr>
<tr>
<td>- on course for adoption within 5-year cycle</td>
<td></td>
</tr>
<tr>
<td>- project planned and expected to be delivered to planned timescale</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Description</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>9</td>
<td>Elected members engaged early (pre-MIR) in development plan preparation</td>
</tr>
<tr>
<td>10</td>
<td>Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation</td>
</tr>
<tr>
<td>11</td>
<td>Production of regular and proportionate policy advice, for example through supplementary guidance, on information required to support applications</td>
</tr>
<tr>
<td></td>
<td><strong>Simplifying and streamlining</strong></td>
</tr>
<tr>
<td>12</td>
<td>Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined-up services; single contact; joint pre-application advice)</td>
</tr>
<tr>
<td>13</td>
<td>Sharing good practice, skills and knowledge between authorities</td>
</tr>
<tr>
<td></td>
<td><strong>Delivering development</strong></td>
</tr>
<tr>
<td>14</td>
<td>Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one-year-old</td>
</tr>
<tr>
<td>15</td>
<td>Developer contributions: clear expectations - set out in development plan (and/or emerging plan,) and - in pre-application discussions</td>
</tr>
</tbody>
</table>
Appendix 2: Planning Service Structure

**HQ Team responsible for:**
- Local Development Plan
- Supporting Planning Guidance
- SDP Liaison
- Strategic Environmental Assessment
- Policy and Procedures
- Enforcement
- Technical Work
- Performance Reporting
- Systems Admin
- Planning Training

**Area Teams responsible for:**
- Planning Applications
- LBC/CAC Applications
- Other Certificates
- Appeals/Reviews
- Enquiries
- Licensing
- Property Enquiries
South Lanarkshire Planning Performance Framework 2019-2020

South Lanarkshire Council
Community and Enterprise Resources
Planning and Economic Development
Montrose House, 154 Montrose Crescent
Hamilton ML3 6LB

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