

# PLANNING PERFORMANCE FRAMEWORK

2022 - 2023





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# Introduction

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

This Planning Performance Framework reports on our performance across a broad range of areas covering the 12 months from 1 April 2022 to 31 March 2023.

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

We welcome this opportunity to highlight our achievements, successes and individuality with you, as well as some areas we have identified for improvement.



# North Lanarkshire



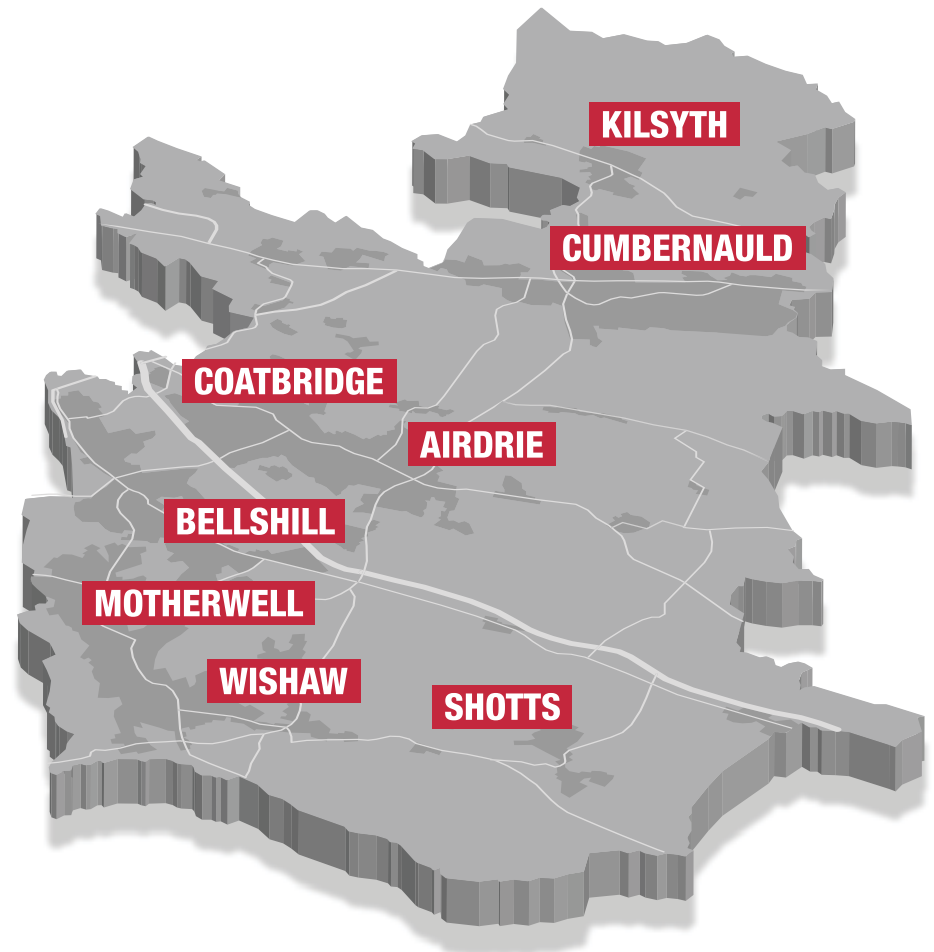
North Lanarkshire is ideally situated in the heart of Scotland with first-rate connectivity to the rest of Scotland, the UK and the world.

It is Scotland's fourth-largest local authority and with a population of over 340,000.

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

North Lanarkshire's historical development of the coal, steel and heavy engineering industries has resulted in one of the largest areas of vacant and derelict land in Scotland, accounting for 1,310 hectares. These traditional industries have now largely been replaced by a modern business infrastructure supporting new and emerging sectors.

North Lanarkshire's location and connectivity are some of the many strengths that will help create opportunities which can contribute to supporting economic recovery and growth.



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

As we recover from the coronavirus pandemic and face new economic challenges and a cost of living crisis, the commitment to [The Plan for North Lanarkshire](#) remains the same which is to support the shared ambition for inclusive growth and prosperity for the people and communities of North Lanarkshire over the long term. The Plan is designed to communicate priorities and provide a focus for activities and resources. This aims to ensure we work towards a shared ambition and challenges are addressed through integrated solutions.



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

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

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

The Plan for North Lanarkshire is supported by a Programme of Work developed by the council, partners, arms length external organisations, and other relevant agencies. This outlines the necessary financial and people resources required to underpin delivery of The Plan.



In March 2023, the council approved the [Programme of Work](#) to 2028. This next phase of delivery for the Plan for North Lanarkshire builds upon our successes to date, with people across North Lanarkshire now able to access better jobs, better pay, better homes and live within a better place.

The [Recovery Plan for North Lanarkshire](#) highlights some of the ways in which the council has continued to deliver outstanding services throughout the health crisis; and it sets out how it will recover services and the principles at the heart of the recovery process.

[The Place, The Vision](#) sets out the council's ambitions for the area's businesses and its people, boosting the local economy and creating jobs. It aims to invest £3.5billion over the next 10 years, which, along with private sector inward investment, will create around 12,000 jobs and generate an additional £1billion for the local economy.

Improving economic regeneration plays a significant part in our shared ambition to make North Lanarkshire the place to live, learn, work, invest and visit. The updated 2023-28 **Economic Regeneration Delivery Plan** (ERDP) sets out a high-level framework for improving economic opportunities and outcomes for all that aim to ensure that the council continues to focus on investment in physical regeneration across four inter-related themes.

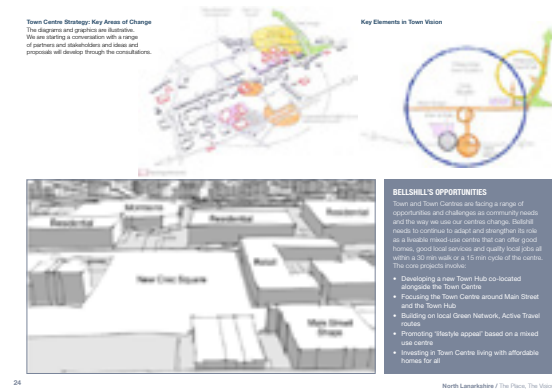
- Developing housing that promotes improved quality of life and creates a better place to live
- Reshaping our town centres to ensure that these provide modern and attractive centres that meet the needs of our communities
- Improving our business and industrial infrastructure, creating opportunities for investment and for companies to start-up and relocate here
- Continuing to improve our connectivity and develop new opportunities by transforming our road, rail and digital infrastructure



The ERDP is supported through a range of projects such as our **Town Visions**. Town Visions outline the high-level concept of what we want our towns to be and through placemaking, how we can influence and shape our towns to be great places to Live, Learn, Work, Invest and Visit.

In looking to the future, our towns need to be seen as places:

- for all people
- that are valued, appealing and liveable
- that embrace challenges and our responsibilities for the future
- that are dynamic and creative
- that support successful and thriving communities

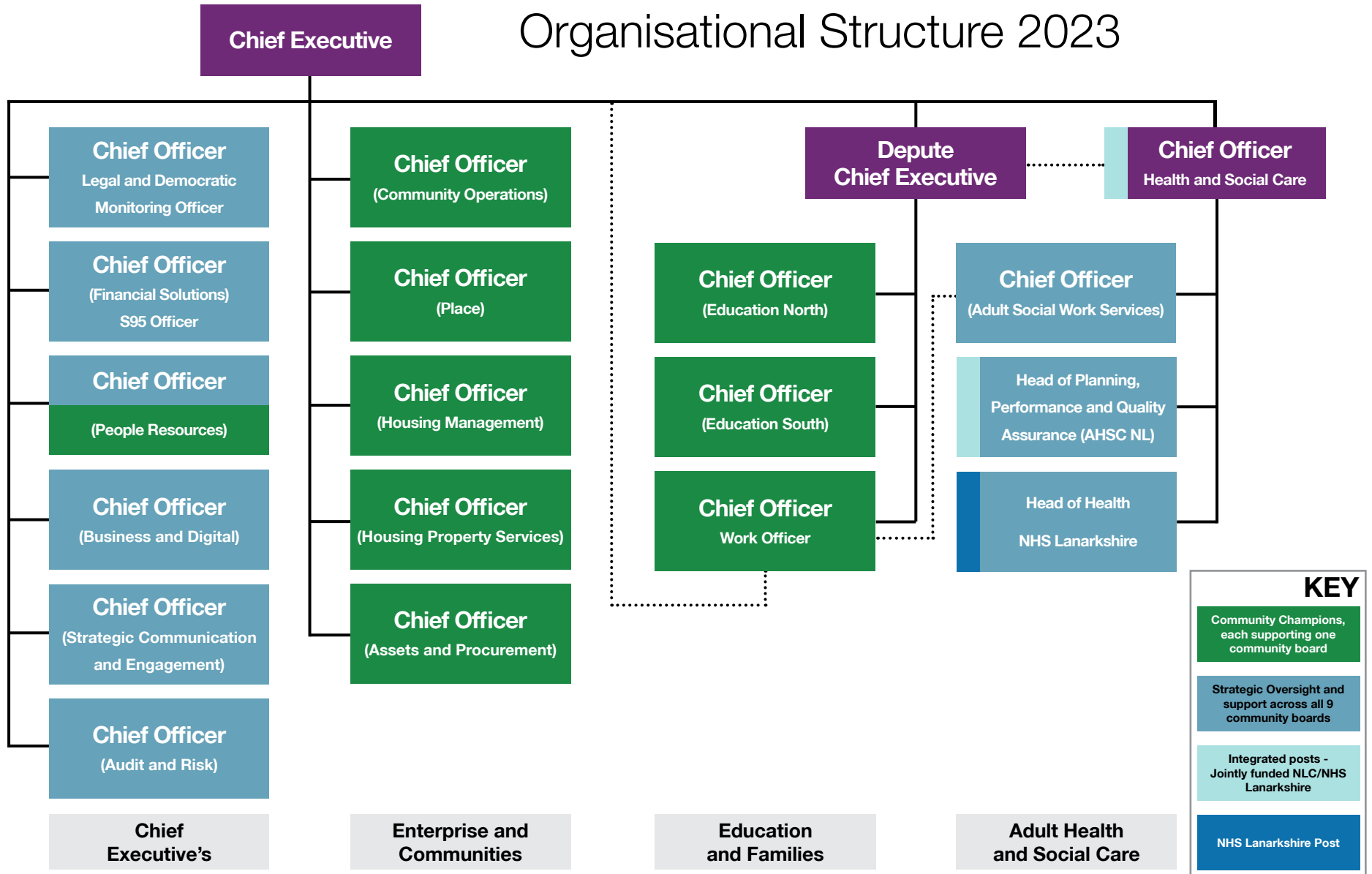


Our Vision for North Lanarkshire cannot be realised without working with local people and organisations within our communities to shape and develop it. For that reason, the council has established nine **Community Boards** that meet several times a year to enhance and support community involvement and provide a single approach for local community-led decision making.

Our Planning and Place team sits within Place in the Enterprise and Communities service cluster. The Place service has been aligned to support and enable the delivery of growth and has a central role in the delivery of the Programme of Work in North Lanarkshire.

Within the Place service, Planning and Place is pivotal in maximising the potential of North Lanarkshire as a place. This wider service cluster enables us to combine skills and resources to address challenges through integrated solutions, making our areas attractive business locations, improving employment opportunities, encouraging strong sustainable communities, and enhancing and protecting our natural and built environment.

# Organisational Structure 2023





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

The NL City Deal Programme has expanded and the investment in North Lanarkshire has increased from £172.5 million to £240 million. This important change will allow us to focus on delivering the Pan Lanarkshire Orbital Transport Corridor to enable the regeneration of Ravenscraig and the development of the East Airdrie Link Road to achieve wider economic, social and environmental benefits across North Lanarkshire.

This **infrastructure fund** will allow us to provide major road infrastructure to connect communities and places, increase access to business locations and employment opportunities, and enhance sustainable transport and active travel. This Glasgow City Region, 10 year project will see £3.5 billion invested over the next 10 years, creating around 12,000 jobs and generating an additional £1 billion for the local economy.

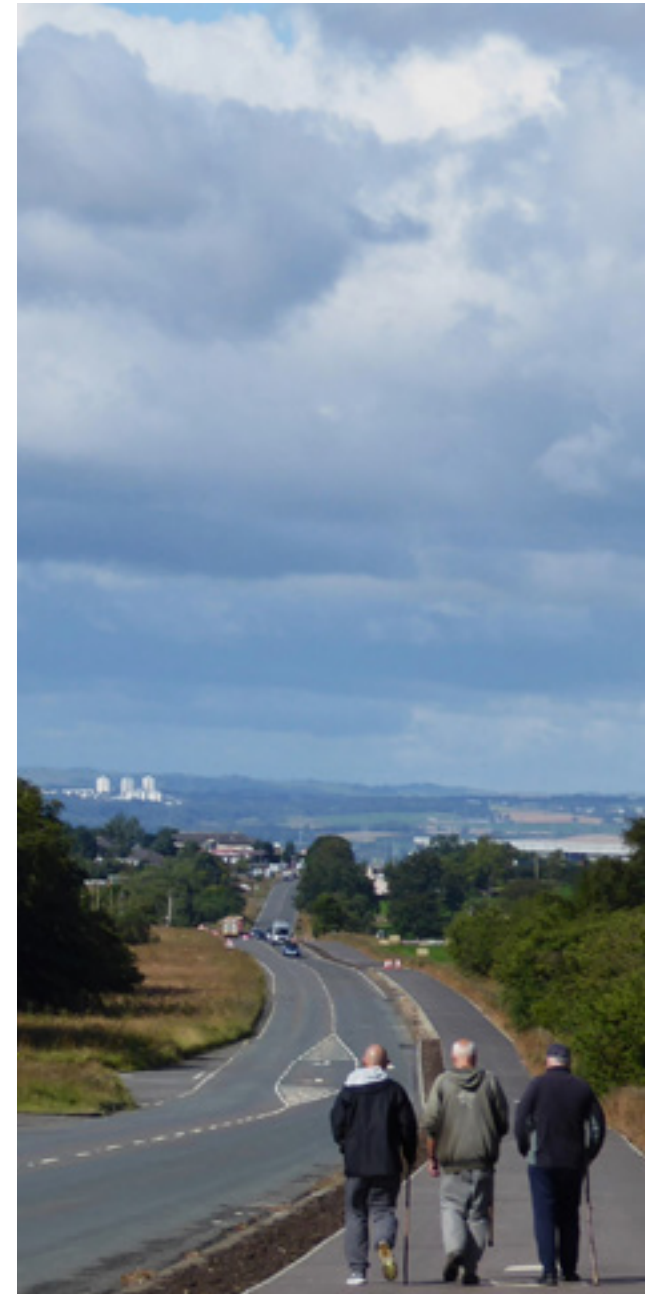
The regeneration of the Ravenscraig site is a key element of the council's vision for this programme.

As a council, we are making an additional £55.9 million available to support the Ravenscraig road development. We have also secured funding and are delivering active travel routes. Additional NLC capital funding has also been approved to allow for the delivery of the East Airdrie Link Road which collectively will form the Strategic Pan Lanarkshire Orbital Transport Corridor, creating a critical North South link to support economic growth in North Lanarkshire, as well as supporting delivery of the Monklands Hospital Replacement Project.

North Lanarkshire City Deal Programme has three core headline projects:

- **A8/M8 corridor access improvements**
- **Glenboig link road**
- **Pan-Lanarkshire orbital transport corridor**

The core projects comprise a number of sub projects that work together to deliver wider connectivity, transportation improvements and enable economic development.



# Part 1: Qualitative Narrative and Case Studies



## Qualitative Narrative

There are many ways of defining and measuring a high quality planning service.

The Scottish Government has asked that we cover our:

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



### Quality of outcomes

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

We ensure a proactive approach to protecting and enhancing our natural and built environment through our design policies, local plan, development frameworks and by engaging positively with developers before, during and after the application process to help create sustainable communities and improve outcomes for all in North Lanarkshire.

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

We continue with our challenging commitment towards raising standards and achieving quality change we can be proud of. Our **Local Development Plan** (LDP) will be used to guide development, inform decisions and planning policy for the area.

**Case Study 1 (Manufacturing Facility and Offices for Guala Closures Ltd)** demonstrates the success of our plan-led development management service that supports sustainable and economic growth in North Lanarkshire.

With the introduction of National Planning Framework 4 (NPF4) in February 2023, work has been undertaken to identify compatibility with the LDP. NPF4 is the national spatial strategy for Scotland. It sets out Scotland's spatial principles, regional priorities, national developments and national planning policy.

We have identified that the LDP already aligns with much of the intention and direction of NPF4, giving confidence that the policies and guidance within, and that evolve from the plan will continue to contribute to the delivery of improved economic opportunities and outcomes for the people and communities of North Lanarkshire through the delivery of high quality development on the ground.



A key component of successful places is open space, green infrastructure and outdoor places to play. The Planning (Scotland) Act 2019 introduced new statutory duties upon councils to prepare and publish an Open Space Strategy (OSS) and a Play Sufficiency Assessment (PSA) to assess the sufficiency of play opportunities for children in their area.

We are now at the beginning of developing our ambitious Open Space Strategy that will set out a strategic framework of North Lanarkshire's policies and proposals for the development, maintenance, and use of green infrastructure, including open spaces and green networks. Accessible, well maintained, and safe green and open space can improve quality of life, strengthen communities and deliver numerous health, social, economic and environmental benefits. **Case Study 2 (Open Space Strategy)** highlights our approach and progress to date.

Our Masterplanning and the promotion of **Ravenscraig**, (a longstanding post-industrial site where new development, including improved transport connectivity, can bring new models of low carbon living at scale), contribute to achieving high quality development. **Case Study 3 (Ravenscraig Update)** is an update on the revised regeneration proposals for the former steelworks at Ravenscraig.

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



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

**Town centres** are, once again, being recognised as the core of communities which should be protected, promoted and enhanced. In North Lanarkshire the reshaping and repopulating of our eight town centres so that they become vibrant places with mixed-use spaces which maximise social, economic and environmental opportunities continues to be one of the key objectives of our updated ERDP.

Our **Town Visions** represent a long-term strategy for each town centre with a focus on delivering a broader mix of investment and promoting town centre living so our towns have a sustainable future. With a focus on new residential provision and protecting and repurposing historic buildings, future work will contribute to a sense of place. By positioning local services within communities, our **Town and Community Hubs** will deliver integrated facilities and services to local communities. This place-based investment aims to address the range of different and complex economic, social, and health issues that exist.



## Quality of Service and Engagement

**We are committed to delivering a high-quality planning service in a professional manner that meets the needs and expectations of our customers and stakeholders.**

Our regular developers' forums allow us the opportunity to inform the development community of North Lanarkshire's vision and explores how we can best work in partnership with them to achieve our mutual goals.

We continue to review our service delivery and adapt and update our processes and protocols making use of online platforms and digital solutions available to us. By responding proactively and by being flexible in our approach, we have ensured we can effectively deliver our service and meet our customer's needs.

Our proactive approach to partnership working in dealing with planning applications in North Lanarkshire can be demonstrated in **Case Study 4 (Construction of Flatted Social Housing Development)**. This case study details how we worked closely with Sanctuary Homes on the final phase of work on the £75 million regeneration project to replace tower block and provide new social housing in Cumbernauld.

The ongoing review of our service delivery has led to the introduction of a new fee structure during the reporting year.



Enabled by new legislation and following committee approval, new charges were applied to specific services such as pre-application advice, property history searches, written confirmation of compliance with a condition and discharge of a planning conditions. We also recognise that there may be specific circumstances where a fee reduction may be appropriate.

Information on our charges are published though our website letting our customers know [How much will it cost and how to pay](#).

The new formalised approach to these services gives more certainty for customers over the timescales and standard of service they will receive. The additional resources that will be delivered through the new fee structure will ensure a well-resourced and efficient planning service is maintained in the future.

Our refreshed approach to [pre-application advice](#) has received a positive response and we continue to monitor the uptake. By formalising this process of early collaboration with applicants and agents, we ensure we have the relevant information needed to carry out pre-application appraisal and to give advice on developer contributions for proposed development. This enables us to provide a clear and proportionate response within four or eight weeks for most pre-applications, depending on the development type.

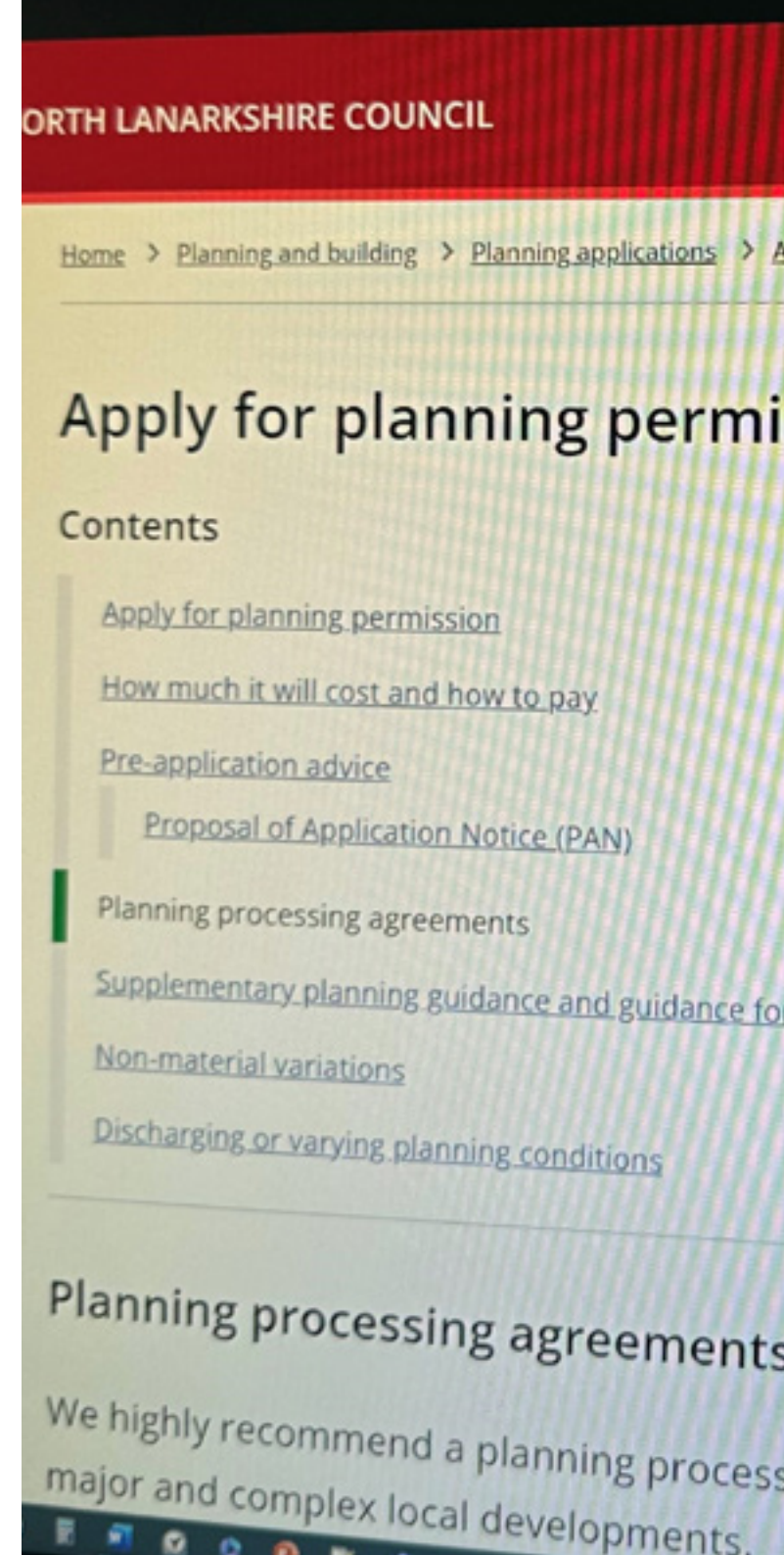
As our service delivery evolves, including development of an enhanced pre-app service encompassing other statutory consents such as Building Standards and Roads Construction Consent, we will continue to keep our customers and stakeholders well informed and offer the best customer service possible.

To do so we must communicate effectively and ensure we manage and meet expectation. Our [development management customer charter](#) and our [enforcement charter](#) are regularly reviewed and updated. These charters are key tools in outlining the level of service we strive to provide for customers. They outline what we do, what customers can expect from us and the timescales they can expect.

Our website is often the first point of contact for customers, so it is important we listen to customers and publish our information in a way that is accessible, easy to find and easy to understand. For this reason, we publish most of our information, including our customer charters, as web pages rather than in PDF documents to help us meet our commitment to making online content as accessible as possible for everybody.

We communicate with customers and stakeholders in a range of ways. These include our website, Govdelivery (an email subscription service with 7000+ subscribers) social media, press and email. These established platforms are invaluable when reaching out with service information or to signpost engagement events and customer surveys.

Our [‘Listening to You’](#) customer complaints procedure demonstrates that we value feedback and we welcome the opportunity to review our service delivery. Our frontline staff are also key to gauging opinion on our service delivery. Having a duty officer means that there is a member of the team available to provide information to customers during officer hours and by listening to informal comments many improvements have been made for customers at all stages of their journey.





Feedback from customers also led to us collaborating with colleagues in Pollution Control and Building Standards to further develop our website information **'Development on contaminated land – what you need to know'**. Due to the legacy left behind by North Lanarkshire's industrial past there is the potential for some contaminated land. The web page highlights the Contaminated Land Guide, and also advises developers on how to save time and avoid delays when submitting information relating to sites on contaminated land.

**Supplementary Planning Guidance** (SPG) forms an essential element for consistency, not only around decision making, but also in pre-application advice and submission making. The content of our SPG is continually being evaluated as part of the Local Development Plan process with work progressing over the reporting period on **new SPG** for Affordable Housing, Planning and Noise, and Frontiers of the Roman Empire (Antonine Wall) World Heritage Sites.

We continue to offer and highly recommend **processing agreements** with all major development applications and many local development applications. Our direct and proactive approach to encouraging their use has had a positive response. Supporting this approach, we have developed a new process and staff guidance to create a more consistent approach when negotiating processing agreements. Based on the upturn in our performance for meeting timescales for applications with processing agreements, we are confident this process had made a positive impact.

Our commitment to timescales offers certainty to applicants and allows greater efficiency around case management and our **procedure for dealing with legacy planning applications** strengthens this position as it sets out how we will manage delays in concluding legal agreements.

Our **North Lanarkshire Local Plan** gives stakeholders greater certainty by supporting consistency in decision making and in our advice to

any party interested in new development. As a result, of the decisions made by the council last year 98% were consistent with the plan.

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

Our **Town Visions** have been shaped through extensive consultation and engagement with stakeholders and the community to build a consensus around the future development of our towns. **Community Boards** enhance and support community involvement and provide a single approach for community-led decision making.



## Governance

### **Our Planning and Place team sits within Place and forms part of the Enterprise and Communities service.**

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

With the statutory elements of planning working together under the Planning and Place manager, we continue to develop the principle of concentrating appropriate and proportionate resources that will allow us to focus on our core business and address our priorities. Hybrid working enables us to create an agile, flexible, and collaborative workplace environment that is more effective and more efficient. This approach allows our teams to work closer to, and within our communities, in addition to continuing to support a positive work life balance.

Workloads, resources and performance are closely monitored through our regular management team meetings and our enhanced performance reporting assists this process. A high performing planning system has a critical role in supporting the delivery of the councils Programme of Work, so to ensure there is a capable, competent workforce for the future, we continue with our commitment to recruitment and continuous development of staff. This is supported through our recruitment policies and our Performance Review and Development (PRD) process.

Appropriate recruitment and a robust PRD process is key to our success. It engages employees and can motivate and support them in reaching their potential. It focuses on positive reinforcement of good performance and can be used to address underperformance as early as possible, reducing the chance of slippage and ensuring we continue to work towards and meet defined targets. The NLC Learning Academy further supports employee and leadership development for all staff to address succession planning within the team.

Strengthening the skillset and increasing resilience of the team through recruitment, **Case Study 5 (Local Development Plan Resource Planning)** highlights our innovative approach to workforce planning. By identifying the different skills that can contribute to the overall planning process, the introduction of new roles specifically to support LDP programme planning, data management and analysis, and performance reporting is anticipated to be key to unlocking the capacity and potential within the wider planning team.

As our team structure, working practices and processes remain under review, we continue to reflect on how we deliver our service. In support of optimising performance, **Case Study 6 (Review of Support Service)** highlights the success of our workforce development as we work to create an appropriate structure that enhances opportunities for staff to develop and grow in their role and to reach their potential within the team.



Our Planning Committee meets on a four-weekly cycle with special meetings being held outside of the cycle for any urgent matters. These are hybrid meetings that allow participation remotely, as well as in person. To ensure people know what to expect from these meetings, we publish the [protocol for planning application hearings](#) online.

The changes to our committee meetings doesn't impact on our [scheme of delegation](#). Last year 95.9% of applications were decided under this scheme.

Applicants may seek a review of the decision made under the Scheme of Delegation by the [Local Review Body](#) (LRB). Having reviewed the LRB process, we identified that the existing process of verbal presentation had potential for inconsistency in terms of the information provided to the Elected Members. A new style written report has been developed to ensure that every case is presented in a consistent format irrespective of the officer attending the LRB.



This ensures efficiency as all the relevant information for considering the case is contained within the report offering a concise overview. The new process has received positive feedback from Elected Members who view this change as making an improvement to the overall LRB process.

With strong collaboration between services, established links, such as working in partnership with the Housing service, enabled us to meet various statutory duties. This includes producing the Local Housing Strategy (LHS) and Strategic Housing Investment Plan, delivering affordable housing and supporting the Housing Need and Demand Assessment.

Our collaborative working has also enabled us to develop a system to more efficiently manage information around surplus land supply. We will continue to work together to contribute to the delivery of housing, provide schools and to regenerate and develop vacant and derelict land in the area.

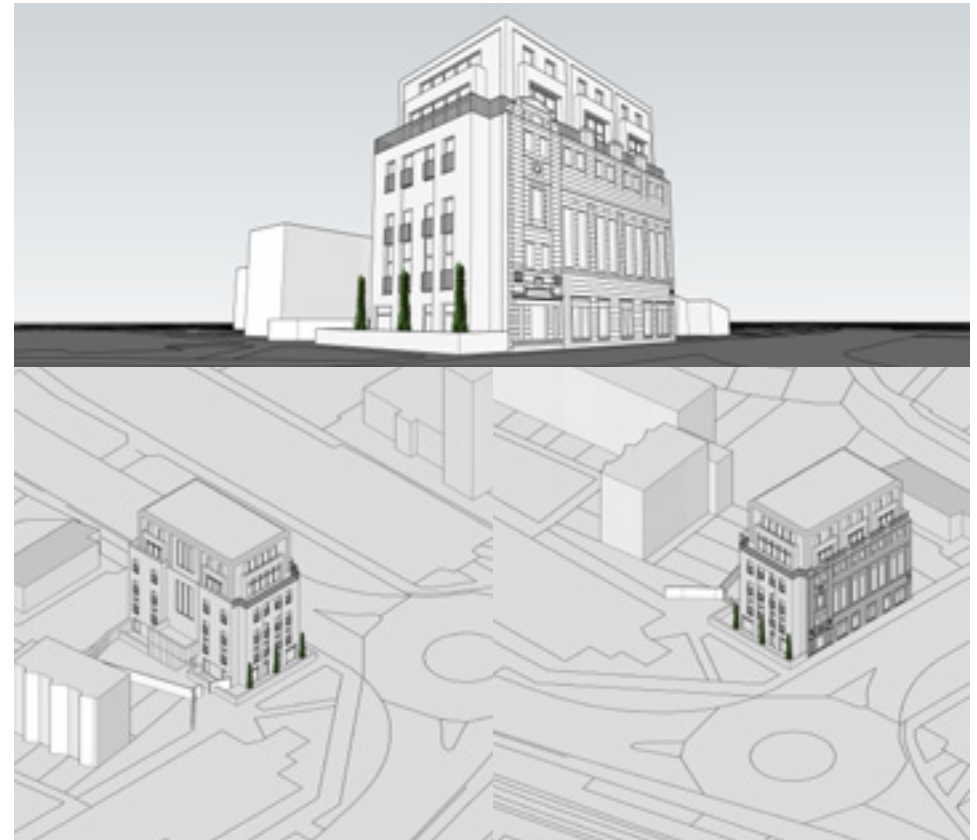
In addition, we worked in partnership with the LHS steering group outlining the Minimum All-Tenure Housing Land Requirement for North Lanarkshire. This is a key component of the Scottish Government's National Planning Framework 4.

At Glasgow City Region level, with partners from East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, Renfrewshire, South Lanarkshire and West Dunbartonshire Councils, we contributed to discussions on the future scope and direction of the Regional Spatial Strategy for the Clydeplan area including changed governance arrangements for the Glasgow and the Clyde Valley Green Network partnership.



**In addition, over the year participation in the following groups has add value to our service and to our communities as we continue to share good practice, skills and knowledge:**

- Heads of Planning Scotland (HoPS)
- HoPS Executive
- HoPS Development Plan group
- HoPS Development Management group
- HoPS Digital Planning Working Group
- Clydeplan Industry Topic Group
- Clydeplan Steering Group
- Digital Office for Local Government, Local Government Sector and associated COVID-19 Data Task Force
- Antonine Wall World Heritage Site Steering Group
- eDevelopment and ePlanning project boards
- Glasgow Clyde Valley Green Network Partnership
- Housing and Planning liaison group
- North Lanarkshire Council Community Empowerment Working Group
- Glasgow City Region Land Use and Sustainability Portfolio
- NLC New Build Delivery Group
- North Lanarkshire Access Panel
- NLC Operational Management Team
- NLC Economic Regeneration Delivery Plan Group
- NLC Joint working group with Planning, Building Standards and Pollution Control
- Ravenscraig Development Steering Group
- Monklands Hospital replacement board
- NLC Town and Community Hub Board
- Business and Industry Strategy Group
- Open Space Strategy Group
- Fife Local Development Plan Peer Review Group
- Forward Planning/Planning and Place – Liaison Meeting with Education
- Transforming Places – Programme of Work Group
- Invest NL - Programme of Work Group



## Culture of Continuous Improvement

**Continuous improvement is embedded in our culture and is critical in ensuring our success as we seek to deliver a high quality service.**

Thanks to the hard work of our skilled and committed workforce we meet this challenge, and we continue to strive to collaborate with partners and stakeholders to help to ensure improved outcomes for our customers.

Our staff development policies add value by ensuring we have the skills to meet our goals, and our online resource 'Work Well NL' provides wellbeing support for all employees. We continue to work to strengthen our team resources and enhance staff retention to help address succession planning.

Regular training and cascade learning sessions ensure all staff have the right skill base and are up to date with all processes and policy they require to carry out their roles.

In addition, mandatory training on topics such as risk, conflict of interest, data protection and public sector equality duty ensure that best practice is embedded in our day to day activities, our processes and our ways of working.

In addition, we are proud to achieve **Disability Confident Leader** status, demonstrating that we lead the way for people with disabilities.

To enable more informed decision making, Elected Members training has continued around our service delivery and on topics such as changes brought about by the new Planning Act, NPF4 and new Local Development Plan.

Staff consultation, development and the self-evaluation of our service delivery is key to continuous improvement and to maximising the use of the resources available to us. To ensure all changes to our service delivery will add value, the Planning and Place manager regularly encourages staff to participate in working groups to ensure staff views on our how we deliver our services helps to shape our ways of working.

Weekly online 'drop-in' workshop sessions have proved valuable, providing a platform for two way discussion around service delivery and allows effective cascading of information. These staff run sessions recognise and acknowledge the experience within the team and provide a forum to share knowledge, raise any IT or process matters, or to make suggestions for improvement in how we deliver our services. Motivating the team to bring forward their own ideas, to contribute and be involved creates a positive and fair team environment.

Our improvement measures set out in last year's Planning Performance Framework report have made progress and the benefits are now being realised and this can be evidenced through our improved performance figures.



Our actions completed include:

- A review of our enforcement process
- A standardised approach to developer contributions and strengthen our policy guidance.
- We have published an online version of North Lanarkshire Local Development Plan
- We have implemented a new staffing structure, recruitment and staff development as highlighted in **Case Study 5 (Local Development Plan Resource Planning)** and **Case Study 6 (Review of Support Service)** to ensure we have staff resources that will allow us to address future challenges and support staff to reach their potential.
- We have implemented weekly staff led 'drop in' workshops to discuss any IT or process issues arising and to enable two-way communication and sharing of ideas for improvement.
- We have delivered training and realigned the Householder Certificate of Lawful Permission task from planning officers to technicians to create efficiencies, free up officer time and deliver a more standardised service for applicants.

We are now focusing on our 2023/24 improvement action plan. Implementing change in our processes and practices has already cut out inefficiencies and promoted consistency, improving timescales for the processing of planning applications.

As we continue to reinforce and embed the changes to working practices brought about by these service improvements, it is good leadership to recognise that a period of stability is also needed to allow the team to focus, adapt, and thrive.

In the coming year we will examine further our customer journeys to identify improvements that will complement our new processes and practices as they become established.

We will continue to listen to feedback from partners and stakeholders as we look at our service delivery. Each layer of feedback, through both formal routes and informal routes such as direct feedback and staff testament helps us get to know our main customer groups and gives an insight as to their needs and preferences. This knowledge helps us prioritise improvement activity and communicate to our customers the accurate and detailed information they need to make our service easily accessible and to understand the steps taken in the planning process while managing the expectation of what we can deliver.

Throughout the year we have continued to participate in several partnership and peer groups. Through partnership working both across the council and with external partners, peer review, benchmarking and sharing best practice, a forum is created for sharing knowledge, comparing outcomes and discussing future direction.

Through peer review we always welcome the opportunity to meet with a range of colleagues to develop links and nurture working relationships. We have valued working with our peer review partners to discuss a wide range of topics.



This enabled us to share experiences and has given the opportunity to discuss best practice and to exchange views to get insight into the similar, but different challenges faced by another planning authorities.

Peer review has influenced and shaped our service improvements in various ways. In association with Heads of Planning Scotland we worked on a review of the preapplication process on telecoms masts. From that we used utilising learning from both Glasgow and Edinburgh councils we developed our telecoms mast preapplication process.

Our householder validation process and our update to our appeals process to make use of the DPEA document library are examples of how peer review partners, Aberdeen City Council and Glasgow City Council respectively, have had a positive impact on how our service has evolved and we have added a commentary on our performance markers following peer review with Edinburgh City Council.

Developing and sustaining these peer networks will prove to be invaluable as we shape our service to meet future needs. In preparing to develop our public consultation for our Open Space Strategy we have reached out at officer level and been directly supported by colleagues in Aberdeen City Council, East Dunbartonshire Council, Fife Council and Glasgow City Council who have all generously shared their experience with us. We have shared our experience to date in hosting the Vision Workshop for our Open Space Strategy with South Lanarkshire Council.

Informal partnership working allows us to collaborate with data intelligence peers in other Local Authorities such as Stirling Council. This peer working arrangement helped shape the way we collate and present our planning data on our mapping software.

These networks and links allow best practice to be shared and helps provide a cohesive direction of travel as we navigate the transformation of the planning system. We look forward to further building on these positive working relationships as we look to establish best practice moving forward.



# Case Studies

## Case Study 1 Manufacturing facility and offices for Guala Closures Group UK

### Location and Dates:

Gartcosh Business Interchange. April 2022 to present.

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

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

### Key Markers:

- 1 & 3

### Key Areas of Work:

- Development Management Processes
- Interdisciplinary Working

### Stakeholders Involved:

- Authority Planning Staff

### Overview:

Planning permission has been granted for Guala Closures Group's manufacturing facility and offices at Gartcosh Business Interchange; works are well under way with construction of the steel frame commencing late May 2023. This 'state-of-the-art' £36 million facility will be one of the company's larger sites allowing it to increase capacity and productivity, provide room for future growth, and create a research and development lab space.

Guala Closures Group is a world leading producer of closures (a wide range of bottle tops) for spirits, wine, water and olive oil. They sought to consolidate three existing plants in Scotland into one single facility

at Gartcosh, safeguarding 425 jobs in the Scottish drinks supply chain as well as resulting in considerable capital expenditure investment. Successful delivery of the project over the period 2023 – 2027 could result in £43.6 million of additional Gross Value Added in Scotland. The project will also result in substantial capital investment for Guala Closures Group and some of their key customers, further strengthening the Scottish drinks supply chain.

The project is being developed on a vacant 1.6 hectare site within Gartcosh Business Interchange. The Business Interchange site previously formed part of Gartcosh steelworks until the late 1980's when the works were



closed and thereafter demolished. The site was fully remediated and prepared for development by Scottish Enterprise several years ago.

The scale of this proposal and the necessity to relocate while maintaining existing contracts meant Guala and Scottish Enterprise made extensive efforts during pre-application discussions to establish the technical information required to support the consideration of the proposed planning application.

The volume of work and the coordination and organisation involved in this major application, through pre-application discussion and from point of receipt to approval within tight timescales, demonstrates that major development in North Lanarkshire is managed and processed efficiently and effectively.

### Goals:

This development will have a significant impact on the local area. The application will bring a strategic vacant business site into productive use and there will be increased employment opportunities for the people of North Lanarkshire.

With every application our goal from the outset is to build a positive working relationship with developers and applicants.

To make sure our decision-making process was as efficient as possible, early multi-disciplinary collaboration through the pre-application process was key. The outcome of this cross-cutting approach was positive and highlighted issues that required specific attention, such as impact on Great Crested Newts which are a protected species, the impact the development would have on the M73 and local road

network, the potential for noise disturbance due to proximity to local housing and ground conditions/site investigation.

Our mutual ambition for this site was to ensure the impact of the development was positive and that it would:

- Support and contribute to sustainable economic growth in North Lanarkshire
- Deliver a high quality design that had a positive impact on the local area
- Have minimal impact on the road network
- Have minimal impact on existing local housing
- Take cognisance of the nearby Local Nature Reserve and Great Crested Newts
- Deliver biodiversity enhancements

### Outcomes:

The quick passage through the planning application process was aided by the fact that the Clydeplan 2017 recognised Gartcosh Business Interchange had strategic development potential with large sites offering a range of options for business users. The proposal supported the vision and spatial development strategy of the Strategic Development Plan and was therefore in turn assessed against Local Development Plan policy. In the North Lanarkshire Local Development Plan 2022 the site is within a Strategic Business Centre that specifically promotes the development of Class 4: Business, Class 5: General Industrial and Class 6: Storage and Distribution uses. Furthermore, the presence of Supplementary Planning Guidance on matters such as Landscaping, Flooding and

Drainage, Encouraging Cycling, Industry and Business Development and Biodiversity provided additional clarity including what supporting information should be provided alongside the planning application.

Our multi-disciplinary pre-application process allowed us to work with the applicant and key stakeholders towards the articulated design and layout and to address the technical requirements of the development early in the process.

NLC Roads commissioned a holistic Transport Assessment to consider the cumulative impacts of the remaining sites to be developed at the Business Interchange alongside ongoing housing developments within the Community Growth Area (CGA). The swift action by NLC Roads and quick turn-around by Transport Scotland, a key consultee, ensured this matter did not delay the determination of the application. Both Pollution Control and Greenspace colleagues ensured swift responses were given to allow the applicant to address areas requiring clarification and further survey work as quickly as was possible, again ensuring minimal delay. Addressing issues and setting out the reports and surveys required at the pre-application meant the submitted application was robust from the outset. Having all consultees on board and aware of the time critical nature of the application ensured quick response times and minimal delay.

We believe the development is achieving what it set out to, not only bringing vacant and derelict land back into use, increasing employment opportunities for residents in North Lanarkshire, but also having a positive impact on the local area.



The high-quality design of the building contributes creating a sense of place, featuring contemporary prominent elevations for the office element whilst bringing a practical element for the manufacturing facility. The proposed landscaping including biodiversity enhancements will successfully give this large building a context that fits with the site and local environment.

Throughout the process successful communication and trust meant all pre-application advice was taken on board by the applicant, meaning the application was turned round efficiently and effectively while maintaining a focus on high quality design and minimal impacts on roads, local housing, and protected species.

In terms of our efficient processing of this major development application, we achieved a 13 week turn-around from the date the valid application was received to the committee approval decision date. This time frame falls well within the four-month target for this type of major proposal and has contributed to the overall aim of encouraging development to achieve economic growth in North Lanarkshire.

The applicant, agent and Scottish Enterprise have all complimented the service on its efficiency and we are delighted to receive the following feedback:

'It is a real pleasure to work with NLC and we are very pleased to be taking

up a prominent position on the Gartcosh site. There was, and remains, a very strong partnership between North Lanarkshire Council, Scottish Enterprise, and Guala Closure UK.' - Ken Moran (Guala Closure General Manager)

'Convery Prenty Shields Architects (CPSA) are delighted that the new build manufacturing facility at Gartcosh is to be included as a Case Study within North Lanarkshire Council's PPF. Acting as Agent and lead consultant for Guala Closures UK during the planning process, we successfully put forward design proposals for a world class manufacturing facility.

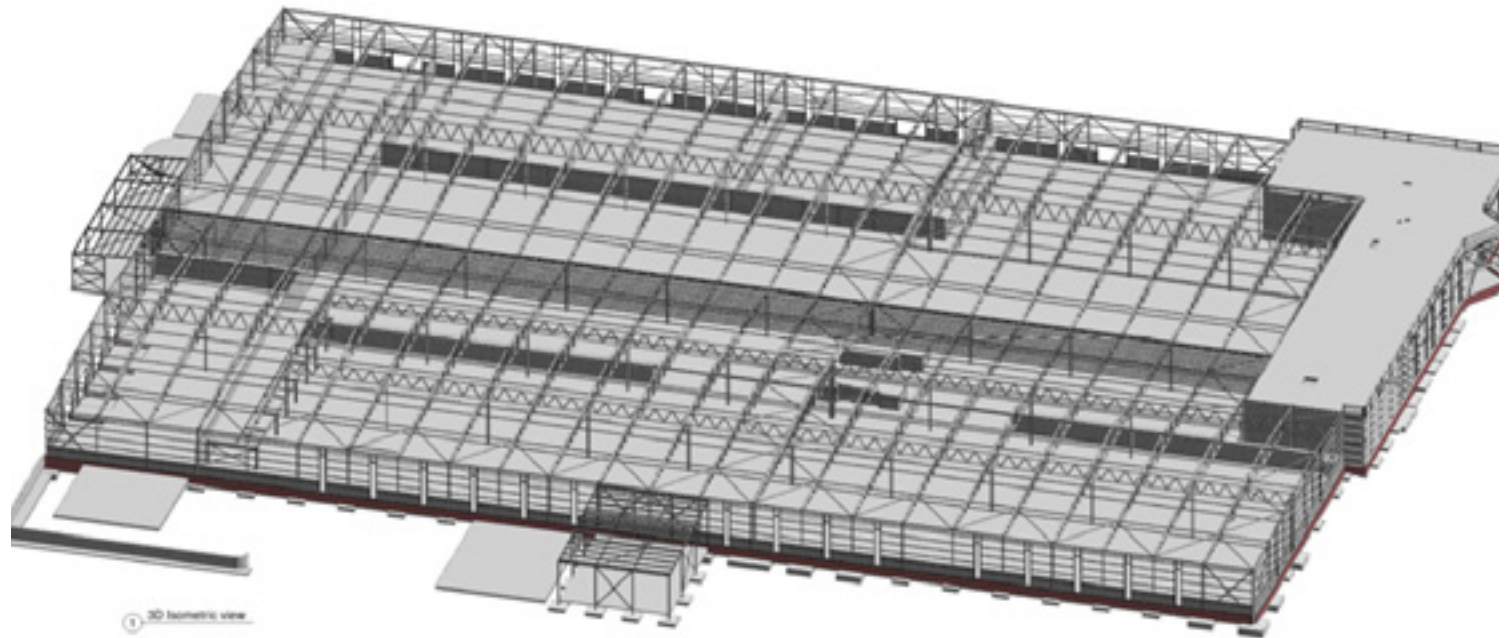
This was done with the support of the Project Design Team, North Lanarkshire Council Planning

Department, Guala Closures UK and Scottish Enterprise.

Throughout the planning process, CPSA and Guala Closures UK were well informed and supported by NLC which helped achieve the challenging target timescales for beginning construction works on site in November last year. As such, construction is now successfully underway with a view for the facility to open in summer 2024.' – Gordon Gibson (Convery Prenty Shields Architects)

#### Name of key officer

Kirsten Devlin



## Case Study 2

# Open Space Strategy

### Location and Dates:

September 2022 to present.

### Elements of a High Quality Planning

#### Service this study relates to:

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

### Key Markers:

- 9 & 10, 12, 13

### Key Areas of Work:

- Greenspace
- Placemaking

### Stakeholders Involved:

- Authority Planning Staff
- Key Agencies

### Overview:

The Planning (Scotland) Act 2019 introduced a changed planning system with a focus on tackling the climate and nature emergencies by taking a much more place-based approach to Planning. These aims are articulated in the new National Planning Framework 4 (NPF4).

The NPF4 identifies six outcomes for planning which are:

- Meeting the housing needs of people living in Scotland
- Improving the health and wellbeing of people living in Scotland
- Increasing the population of rural areas of Scotland
- Improving equality and eliminating discrimination
- Meeting any targets relating to the reduction of emissions of greenhouse gases
- Securing positive effects for biodiversity

NPF4 is the main framework that will support Scotland Sustainable Development goals and will provide a mechanism for the planning and delivery of:

- sustainable places, where we reduce emissions, restore and better connect biodiversity
- liveable places, where we can all live better, healthier lives
- productive places, where we have a greener, fairer and more inclusive wellbeing economy

A central feature of creating these successful places is local access to good quality open space that people want to use. Greenspace can improve quality of life, strengthen communities, and deliver numerous health, social, economic and environmental benefits.



In North Lanarkshire we have many green and open spaces. These spaces are usually within and on the edges of towns and villages and include parks, gardens, playing fields, woodlands, river corridors, play areas, allotments, and civic spaces. Good quality greenspace will contribute to the council's shared ambition for inclusive growth and prosperity for all – where North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit.

The development of an Open Space Strategy (OSS) is not only a statutory requirement under the Planning (Scotland) Act 2019, but it will also set out a strategic framework that will enable the council (and partners) to make better informed and more effective decisions around asset and land management. It will inform future investment programmes, including Town and Community Hubs and delivery of our town visions and will also be a material consideration in assessing future planning applications.

In addition to the new statutory duties upon councils to prepare and publish an Open Space Strategy (OSS), there is also a duty to produce a Play Sufficiency Assessment (PSA) to assess the sufficiency of play opportunities for children in their area.

Whilst the Open Space Strategy and Play Sufficiency Assessment are two distinct duties, draft guidance to the regulation's states: 'a holistic and integrated approach has been adopted in preparing the proposed provisions on OSS and PSA. It is widely recognised there are clear links and many overlaps between planning for open spaces and play spaces. Children and young people will play in different types of spaces - not just formal play parks - informal/spontaneous play happens in other types of open spaces, in civic space and in the wider public realm'.

The open space strategy must contain an audit of existing open space provision and an assessment of current and future requirements. The play sufficiency assessment must assess the sufficiency of play opportunities in the area for children.

### Goals:

Due to our Local Development Plan timelines, we need to progress the Open Space Strategy and Play Sufficiency Assessment based on the draft guidance published. We are therefore at the beginning of developing our ambitious OSS that will set out a strategic framework of North Lanarkshire's policies and proposals for the development, maintenance, and use of green infrastructure, including open spaces and green networks, and our PSA that will look at the quality, quantity and accessibility of play opportunities play for children of all ages in the area.

The Strategy will be shaped around six outcomes identified by the Government. In conjunction with the audit and stakeholder engagement this will help inform the assessment of current and future requirements.

These six outcomes are:

- improving access to green infrastructure, open space and green networks
- improving health and wellbeing
- securing positive effects for biodiversity
- creating successful and sustainable places
- advancing equality and eliminating discrimination
- mitigation of and adaptation to climate change

To ensure our Open Space Strategy is robust and deliverable, it will align the work of a broad range of council services and partner organisations.



## Outcomes:

During the case study period the progress achieved has been significant and while our OSS and PSA won't be prepared until 2024, we are pleased to highlight the progress achieved to 31 March 2023:

### Open Space Strategy and Play Sufficiency Board and Steering Group

In advance of the Regulations, the council established an OSS and PSA Board, including senior officers from Environmental Assets and Planning and Regeneration, chaired by the Head of Planning and Regeneration, and an OSS and PSA Steering Group, including representatives from relevant services and external partners (e.g., public health colleagues at NHS Lanarkshire).

Both the Board and Steering Group recognise that developing a North Lanarkshire OSS and PSA is not only a statutory requirement but will also enable the council (and partners) to make better informed and more effective decisions around asset and land management and the development of our hubs programme and delivery of our town visions. It was also agreed that this work should proceed at pace, given the scale of our ambition and investment plans in these areas.

A Project Team was also established to scope out the work required and make recommendations to the Board and Steering Group around the resources required to progress with the OSS and PSA. This work has been supported by Greenspace Scotland, a social enterprise which is the national lead for improving urban environments and which has significant experience in developing assessments and strategies of this nature.

### Recruitment undertaken and OSS Team established:

The project team looked at best practice across Scotland in developing open space and play sufficiency audits and strategies. This looked at previous OSS experience, developing experience at other authorities and advice from Greenspace Scotland. Models considered for delivery of an OSS and PSA were:

- Consultants engaged to deliver audit consultation and strategy development:

Feedback from other authorities indicated that this route has not delivered good quality results in previous strategies. Another authority that recently put work out to tender returned costs four times that of their previous strategy. The project team also felt that developing these skills in house would be beneficial and in the long term will ensure that both the strategy and the related data set(s) can be regularly updated.

- In house delivery with existing resources:

Neither Planning and Regeneration or Environmental Assets have resources that could be released to this work without significant impact on current and future programmes of work.

- In house team resourced to deliver the audit and strategy development phase:

This allows for adequate resource to deliver the strategy at the pace required. It develops transferable skills that will be relevant to other work within Enterprise and Communities going forward. Other authorities are also proceeding with this model. The project team recommended this as the best option going forward.



Following recommendation from the project team, an in-house cross service team was resourced. When established, this team would deliver the audit and strategy development phase.

The new posts were recruited during September/October 2022:

- 1 x Senior Project Officer (Planning)
- 1 x Data Intelligence Analyst
- 1 x Senior Open Space Ranger
- 2 x Open Space Ranger

#### **Pilot exercise:**

Thinking about what type of places we want in the future, and what they can help achieve, we have collaborated with Greenspace Scotland and Clyde Valley Green Network to inform the scope and methodology to be applied to our audit process. This will ensure a robust and consistent approach to establish the quantity, quality and accessibility of open space and play opportunities in North Lanarkshire.

Having developed a draft quality assessment document to allow the OSS audit to be undertaken, a pilot exercise was carried out in collaboration with Greenspace Scotland over a period of several weeks. This valuable step provided information and feedback and allowed us to establish a baseline to examine what worked for the audit process and what would need further development.

#### **Audit quality assessment document developed:**

Following the on-site pilot exercise, a successful workshop took place to review the pilot exercise and proposed audit process. This collaboration allowed us to develop, shape and refine a quality assessment



document that would be applied to all open sand play pace audited. This would provide a robust and consistent template for gathering data on the audited sites. Following consultation with the NL Access Panel, we developed a final version that will be used throughout the audit. This step gave us confidence in the future audit work and quality of the information that would be gathered.

#### **Sites for audit mapped:**

In the absence of meaningful Ordnance Survey mapping information on open space for the purposes of audit (due to 10,000+ spaces being mapped), an in-depth desktop exercise was carried out based on the types and sub-types of open space defined in the draft guidance to establish what sites are already mapped through the council Geographic Information System (GIS). During October 2022 we identified 700+ sites through this exercise that would fall into the scope of the audit.

#### **Vision workshop held with partners:**

Getting the right people and organisations involved from the outset is vital to ensuring the Open Space Strategy is ambitious, but also robust and deliverable. During November 2022 a broad range of colleagues and partners were invited to participate in our North Lanarkshire Council Open Space Strategy workshop.

The event was well attended and well received. Following a short series of presentations, participants were invited to give feedback through engagement activities and during group workshops.

We gathered valuable feedback on the how action could contribute towards the proposed outcomes that will inform our approach in developing the North Lanarkshire Council Open Space Strategy, and what could/would/should be local priorities for the NL Open Space Strategy.

#### **Equipment procured and IT system developed, tested and introduced:**

During October 2022, a robust business needs assessment carried out to establish requirements for data gathering throughout audit.

The councils existing Confirm system was identified as potentially meeting the needs of the audit for data gathering. The Confirm system was intuitive, user licences were available, and we had an in-house team that would carry out the system build. Due to challenging deadlines set, and the Confirm system aligning with our needs, other systems that were identified that perhaps could have been considered (for example Arc GIS Pro) were not given further explored.



Test data was provided, and after a demonstration of the Confirm systems capability, we established it would meet the needs of the OSS audit and a tailored module could be delivered within tight timescales.

Tablets were identified as key tool to be used by rangers in data collection. For expediency tablets have been acquired through another services existing stock, with our own procurement exercise following on to replace these.

By November 2022, approximately six weeks from our initial request for development of the Confirm system, we had delivery of a test system and had carried out the necessary training to allow us to start gathering audit data electronically.

**Public consultation developed:**

In addition to undertaking the open space audit, it is important to emphasise that community engagement is a central part of the process to develop an Open Space Strategy.

In line with the council's Delivering for Communities operating model, a community engagement plan was developed aligned to North Lanarkshire's existing Community Board and related community engagement arrangements.

Following meetings with colleagues from East Dunbartonshire Council, Aberdeen City Council, Fife Council and Play Scotland who generously shared their experience with us, we developed our own surveys relating to open space and play opportunities in the area, including asking that people tell us what sites are important to them.

The opportunity to use digital technology through interactive smart maps to compliment traditional engagement methods (such as online forms) will enable us to gather feedback more effectively about the existing quality, quantity and accessibility of open space and play provision and how well it meets the needs of our communities.

For our surveys on play opportunities, we have tailored them for children and young people. Our established links with Education will allow us to reach every child and young person in North Lanarkshire to ask them to tell us their views.

The online surveys will be open for 12 weeks from April 2023.

**Geographic Information System (GIS) training delivered:**

Developing effective processes and using technology to assist with efficient recording of data that will link with the council's GIS mapping system will enable us to establish a mapped baseline of all the open space and play opportunities in North Lanarkshire. This systems approach will provide a single source of truth for all open space and play opportunities and enable data to be updated in the future as required.

Looking at capacity within the team, we have provided training for the planning technicians within our technical support team to provide support to the mapping process. This opportunity will support staff development, succession planning and will ensure we have resilience moving forward not only for this project but for all future work that is linked to mapping.

**Name of key officer**

Moira McKenna Dell

# Case Study 3

## Ravenscraig

### Location and Dates:

Ravenscraig. From April 2022 to present

### Elements of a High Quality Planning

#### Service this study relates to:

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

#### Key Markers:

- 12

#### Key Areas of Work:

- Regeneration
- Placemaking

#### Stakeholders Involved:

- Authority Planning Staff

### Overview:

Progress continues to be made in the regeneration of the Ravenscraig site. Most notably we have helped achieve the following:

- **Off-site access improvements:**

The first significant phase of works to create the new connection between Motherwell and Ravenscraig has been completed with the installation of the new road-under-rail bridge across the West Coast Mainline. The bridge structure, delivered by the Council with assistance from Network Rail, was pre-fabricated on site adjacent to the railway throughout 2022 and moved into place in April 2023 during a short closure of the railway. This is believed to be one of the largest projects of its type in Europe. Further details of the project, including a remarkable video showing the construction of the bridge, can be found [here](#).

- **New bus service:**

Following successful procurement by Strathclyde Partnership for Transport during winter 2022/023, and receipt of monies from the developer by way of the legal agreement tied to the agreed masterplan, a bus contract has now been awarded. The new service shall commence in July 2023 and will connect Ravenscraig with nearby railway stations in Motherwell and Carfin.

- **Active travel proposals:**

Last year we were pleased to report the completion of the first phase of the Ravenscraig Active Travel Link - a new cycle/footpath connecting Craigneuk with Ravenscraig and creating a direct, off-road link to the new public park. We are now pleased to report that the second phase of works, which has created an east-west

spur through Ravenscraig to New College Lanarkshire's Motherwell Campus, is substantially complete and is due to open in summer 2023.

- **New housing and commercial developments:**

Last year Keepmoat and the council were given the go-ahead for 83 new houses within Ravenscraig. Further applications have been submitted for 23 houses and a parade of shops, and these should be concluded soon.

- **Business and Industry:**

The new road accessing new employment land within Ravenscraig was completed in spring 2022 and has been followed by approval for advanced works at the first plot and also by preparation and submission of an 'Area Planning Brief' for the remainder of the employment plots.

Ravenscraig is an important part of the council's long- term plan as it will bring new homes, schools, businesses, jobs and leisure facilities over the next 25 years. We look forward to reporting on further progress at Ravenscraig in next year's Planning Performance Framework.



# Case Study 4

## Construction of Flatted Social Housing Development

### Location and Dates:

Site At- Burns Road, Kildrum, Cumbernauld, North Lanarkshire (March 2019 to June 2023)

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

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

### Key Markers:

- 3

### Key Areas of Work:

- Collaborative working
- Placemaking

### Stakeholders Involved:

- Authority Planning Staff
- Key Agencies

### Overview:

This case study focusses on the last in a series of developments undertaken by Sanctuary Homes in relation to its housing stock within the original 'hill top' area of Cumbernauld New Town.

The £75 million 'High Rise Regeneration Project' included the replacement of twelve high rise blocks and the aim was to provide new social housing homes to meet current space and energy standards (sites were located on Berryhill Road, Hume Road, Allanfauld Road and Burns Road). Although all of the developments are considered to be extremely successful in their own right, the jewel in the crown is considered to be the redevelopment at Burns Road.

The project in its entirety was commenced as far back as 2010 with a number of preapplication discussions taking place on each of the sites and specific way markers such as the council approving the use of

compulsory purchase orders in November 2011 followed by planning applications for each distinct phase of the redevelopment work.

The planning permission for Burns Road was granted during August 2019 and allowed the replacement of the former high-rise blocks at Burns Road, Cumbernauld. As with the other redevelopments this project required close working between the council and Sanctuary Homes. The scale of this proposal and the necessity to relocate residents while maintaining existing pedestrian routes through the site was managed through extensive pre-application discussions. The council also supported the project by pursuing compulsory purchase orders to secure vacant possession of the site.





The site is key not only in terms of the New Town urban morphology but also because of the landmark nature of the original flats on the site as these were readily visible from the A80. This 'island' site set within the original layout of the New Town development is located close to the town centre; is surrounded by important major road corridors and also on a key pedestrian route linking the site and the residential areas to the east to the town centre by way of the iconic pedestrian 'snake' bridge.

The redevelopment proposal was for 133 flatted dwellings designed to 'HAPPI' standards with enhanced social spaces within the flats and the landscape and aimed at a 50+ demographic end user.

The scheme aimed to retain the existing woodland on the northwest and southern boundaries to continue to provide a buffer from the adjacent roads whilst locating the new housing within the northern, western and southern parts of the site thus freeing up the south-eastern side of the site for substantial amenity open space.

Public art works are positioned within the front amenity space to honour the work carried out by Brian Miller the town artist who made a significant contribution to public art within the new town. The development is considered to be a success and the new flatted blocks are a welcome and positive addition to the urban fabric of the New Town.

The volume of work and the coordination and organisation involved in the 'High Rise Regeneration Project' demonstrates the council's commitment to partnership working and its ability to deal with complex development proposals in a timely and efficient manner.

### Goals:

This project and the Burns Road development in particular has resulted in a significant positive impact on the local area. It has brought innovative design in the next phase of the new towns development by redeveloping a constrained site while continuing to connect residential and commercial retail districts via existing infrastructure and networks.

This high rise project in its entirety has been running for over 10 years so it was important to maintain a consistent approach through each element of the project. The reorganisation of the planning service within this time period also added a complexity to an already complex project. The strong relationship that developed between the council and Sanctuary Homes enabled the project to be managed and delivered successfully.

With regards to Burns Road the unique challenges of the site were managed through close working between the planning service and Sanctuary Homes in particular complex issues such as; site levels, movement, contamination, landscape retention, building design, the existing town context, the impact the development would have on the transport network, local cycleway and footpaths and the visual impact of such a large change to the residential built environment.



Our shared aim for this site was to ensure the impact of the redevelopment of Burns Road was positive and that it would:

- Create a landmark development on a prominent and key site within the town
- Deliver a high quality homes
- Create a development that would ensure greenspace formed an integral part of the design, rather than be marginalised
- Have minimal impact on local amenities
- Have minimum impact on the environment
- Use existing connections and urban context

#### Outcomes:

This case study demonstrates the success of the planning service in managing large projects that have a significant impact on the physical fabric of North Lanarkshire.

The application for Burns Road in particular was aided by the pre-application discussion and this resulted in the submission of a strong architectural design and vision for a site which lies within the urban area and was previously residential.

Our multi-disciplinary pre-application process allowed us to work with the applicant and key stakeholders towards the articulated design and layout and to address the complex technical requirements of the development early in the process.

Establishing and understanding a clear vision for the site meant that the planning application process was strong from the outset. Technical matters were thereafter referenced by technical documents that would be reviewed by external consultees.

It is considered that the development has achieved what it originally intended in redeveloping a significant residential location within the town with attractive and innovative design. The high-quality design of the built form contributes creating a sense of place, featuring prominent contemporary frontages whilst creating a pleasant urban residential environment complementing the local context.

Throughout the process successful communication and trust meant all pre-application advice was taken on board by the applicant, meaning the application was turned round efficiently and effectively while maintaining a focus on high quality design.

Speaking in Scottish Housing News at the start of the Burns Road Project in November 2020 Peter Martin, Sanctuary's group director – development, said: "Burns Road is the last part of a decade-long high-rise regeneration project which has transformed much of Cumbernauld's social housing.

"The support of both North Lanarkshire Council and the Scottish Government has been instrumental in Sanctuary creating 598 new homes, more than those replaced in the tower blocks.

"What we've achieved in Cumbernauld makes me immensely proud and shows the value of partnership working. Many former high-rise residents remain Sanctuary tenants and know first-hand just how good our new homes are."

Pamela Humphries, Chief Officer of Place North Lanarkshire Council, added: "We are delighted to see the final phase of the multi-storey redevelopment programme now underway to deliver much needed new, affordable housing for the people of Cumbernauld.

"The redevelopment of the Burns Road site marks the culmination of a successful partnership between Sanctuary, the council and the Scottish Government to not only deliver new high quality homes in place of the former multi-storey flats, but also help transform communities.

#### Name of key officer:

Gordon Arthur



## Case Study 5

# Local Development Plan – Resource Planning

### Location and Dates:

September 2022 - ongoing

### 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:

- 8

### Key Areas of Work:

- Project Management
- Data and Information

### Stakeholders Involved:

- Authority Planning Staff

### Overview:

The planning system is central to supporting the Scottish Governments objective of creating a more successful country with opportunities for all to flourish through increased wellbeing and sustainable and inclusive economic growth.

To support this key role, the planning system in Scotland is undergoing significant and wide-reaching change. The new Planning (Scotland) Act 2019 puts in place a range of new statutory duties and measures to modernise the system, making it more efficient and effective ensuring it can provide a high-quality service.

The modernised planning system includes Digital Planning, putting data and technology at the heart of the planning system, and National Planning Framework 4, the long-term plan for Scotland that sets out where development and infrastructure is needed.

As the planning system is reformed, there will be significantly increased requirements for Development Plan programming and data management and analysis. We recognise that our existing workforce will need to change and adapt to meet these new needs and demands, and to ensure our service is effective and designed for the future.

Considering this, it was apparent that the management of the Local Development Plan programme and the associated data, information and analysis workstreams would require dedicated programme and data insights support.

A proposal to create permanent posts for a Senior Project Officer (Planning) and Data Intelligence Analyst to support this work was approved by committee.



## Goals:

To ensure that the service remains relevant in the face of new legislative requirements we have responded by reviewing our staff skill set and re-shaping our staff structure to introduce new, non-planner roles to facilitate the work that we are now being asked to deliver.

Each role was designed to work alongside and to support the work of the planning team, reporting to the Planning Manager (Strategy and Policy). By supporting the preparation of the Local Development Plan, the posts will contribute to ongoing successful delivery of the corporate Transforming Places Programme of Work and the wider North Lanarkshire Council vision.

Following a recruitment process, the posts are now filled.

The Senior Project Officer is responsible for:

- The planning, monitoring, control and delivery of all aspects of the Local Development programme on a day-to-day basis
- Providing hands-on support for programme and project leads across the service playing a proactive knowledge management role in the promotion of programme and project management methods and controls, and the rollout of best practice management. This will include providing support and enabling decision making from programme planning, resource management and capacity planning, programme governance, analytics and reporting, standards and processes and quality assurance

- Assessing and continually reviewing systems, procedures and performance management arrangements in support of continuous improvement and the delivery of efficiencies across Planning and Place

The Data Intelligence Analyst is responsible for:

- Developing relationships with services both within and outwith the council to promote the use of data and intelligence as a key tool to inform the development of Local Development Plan policy and wider strategies.
- Managing the delivery of interrogation and analysis of a broad range of complex information, developing insight to formulate evidence-based recommendations that challenge and inform strategic decisions in support of the development of the Local Development Plan (LDP), North Lanarkshire Open Space Strategy & Play Sufficiency Assessment, linked LDP Programme of Work and associated work packages.
- Managing the delivery of service data and information requirements in accordance with corporate standards and processes and the National Digital Planning Programme.
- Contributing to the service and wider corporate response to the National Digital Planning Programme, including participation in Scottish Government, Improvement Service and Digital Office for Local Government pilots, programmes and initiatives.

## Outcomes:

We are the beginning of preparing our LDP delivery programme. We anticipate that by using the specific and specialist skills these new posts bring, it will enable us to better manage multiple workstreams and activities, phases of the programme, and data and information, allowing us to maximise the potential within the planning team by allowing all our staffing resources to be deployed effectively.

The primary objective will be to increase the wider team's effectiveness by translating LDP guidance into actions and improving on time delivery on our delivery programme by understanding key interdependencies between the actions and managing their interfaces to achieve efficiency through prioritisation.

## Name of key officer:

Moira McKenna Dell



# Case Study 6

## Review of Support Service

### Location and Dates:

April 2022 to present.

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

- Quality of outcomes
- Quality of service and engagement
- Culture of Continuous Improvement

### Key Markers:

- 12

### Key Areas of Work:

- Development Management Processes
- Staff training

### Stakeholders Involved:

- Authority Planning Staff
- Authority Other Staff

### Overview:

As we looked to shape our team to meet future needs and demands, it was clear that within our technical support team there was opportunity to create capacity and increase resilience to further support the planning function.

Our technical support team has already developed and evolved under the leadership of the Support Services Team Leader to become a more integral part of the wider planning team. We identified that continuing to enhance this leadership role would provide an opportunity to integrate support staff from the wider Place Service. This change would lead to increased resilience within the planning support team and provide an enhanced variety of workload and increased job opportunities for the wider support team.

To enable this, the existing Support Services Team Leader post was regraded to Support Services Manager. This promoted Support Services Manager post will allow our technical support team to continue to adapt and change, letting us realign resources and address challenges to continue to meet the needs of stakeholders and customers.

Through this focus on workforce development, we identified further potential in the technical support team that would mean we could realign specific tasks within the planning process from the planning officer role to the technician role. This change in process will both add value to the role of technician and create capacity leading to efficiencies within the wider planning team.



To facilitate this, we reintroduced a Senior Technician post, reporting to the Support Services Manager. This post is vital in coaching the technicians, overseeing progress, delegating tasks within the team and managing workflow. This key role also ensures a smooth link between the work of the planners and the technical staff.

Since the Senior Technician has been in post, we have provided training and development to the technician team who, in addition to their existing workload, are now also responsible for the following tasks:

- Validation of householder applications
- Processing of Certificate of Lawfulness householder applications
- Assisting with GIS tasks and data management around the Open Space Strategy and Play Sufficiency Assessment
- Producing system reports and information required to support performance management

#### Goals:

Within planning it is vital to build our future workforce to enable us to support the councils' ambitious plans for growth and prosperity for the people and communities of North Lanarkshire. Working with the council's Talent and Organisational Development Team, we are committed to creating opportunities for staff to develop and grow in their role and to reach their potential within the team.

In broadening the scope of the technical support team, we have an opportunity to strengthen links further across all 'Place' services leading to a more integrated approach at all levels.

One of our main goals in developing staff is to address succession planning. As referenced in the in 2021/22 Planning Performance Framework, two planning technicians undertook the University of Glasgow post-graduate planning qualification and have since been appointed to Planning Assistant posts.

This is something we are keen to continue, and we encourage all our technicians to pursue further education and we will support them where we can to gain the planning qualification.

By realigning tasks and developing and enhancing the role of our technicians we aim to improve overall performance within our development management team as we create capacity allowing planning officers to focus on other planning tasks.

The introduction of NPF4 has highlighted the need to build resilience and provide support to the production of the next Local Development Plan. Our technicians will play a key role in this work and are currently undertaking ArcGIS Pro training.

#### Outcomes:

One of the council's five key priorities is to improve North Lanarkshire's resource base. This includes the commitment to 'Build a workforce for the future capable of delivering on our priorities and shared ambition'.

Our technicians first task was to take on ownership of validation of householder applications which has now progressed to them dealing with Certificate of Lawfulness householder applications from validation to decision.

Next steps to further enhance this role will be to develop and cascade training that will enable the technicians to validate local and major planning applications.



This will further embed the skills and experience of team and will help them build on their knowledge of planning legislation. It will also enhance our service by providing a consistent approach in validation process.

By considering all resources available to the team and building resilience through staff development, the technician's team will be in a strong position to support the planning service as we develop the spatial data that will support the Local Development Plan.

As we continue to look for ways to become more efficient, collaborative working within the different support areas across the suite of functions that make up the Place Service has led to the New Supply team administration staff now forming part of the team under the new Support Services Manager.

This provided further opportunity for staff to broaden their skillset and to contribute to the overall service delivery within Place. Potential to roll this out this support structure further would see the team grow to encompass Growth, City Deal and Enterprise teams which all fall within the Place Service and further developing an efficient and collaborative approach to service delivery within North Lanarkshire.

#### Name of key officer

Lorelei Gonnella.

BROWN TROUT ARE ABLE TO SURVIVE IN SALT WATER  
WHEN THEY GO TO SEA TO FEED AND GROW



## Part 2: Supporting Evidence

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

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

- [The Plan for North Lanarkshire](#)
- [North Lanarkshire Programme of Work to 2028](#)
- [North Lanarkshire The Place, The Vision](#)
- [North Lanarkshire Economic Regeneration Delivery Plan](#)
- [North Lanarkshire Town Visions](#)
- [Community Boards](#)
- [Glasgow City Region City Deal](#)
- [Infrastructure Fund](#)
- [A8/M8 corridor access improvements](#)
- [Glenboig link road](#)
- [Pan-Lanarkshire orbital transport corridor information](#)
- [Local Development Plan](#)
- [Ravenscraig information](#)
- [Gartcosh:Glenboig Community Growth Area](#)
- [Town Centres](#)
- [Development Management Customer Charter](#)
- [Enforcement Charter](#)
- [‘Listening to You’ complaints procedure](#)
- [Pre-Application Advice](#)
- [Supplementary Planning Guidance](#)
- [Planning Processing Agreement](#)
- [Procedure for Dealing with Legacy Planning Applications](#)
- [Protocol for Planning Application Hearings - NO URL ON LINK](#)
- [Scheme of Delegation](#)
- [Local Review Body](#)
- [Disability Confident Leader](#)
- [DPEA Core Documents Library](#)





Case Study Summary			
Case Study Topics	Issue covered by case study (pg number)	Case Study Topics	Issue covered by case study (pg number)
Design		Interdisciplinary Working	Case Study 1
Conservation		Collaborative Working	Case Study 4
Regeneration	Case Study 3	Community Engagement	
Environment		Placemaking	Case Study 2, 3,4
Greenspace	Case Study 2	Charrettes	
Town Centres		Place Standard	
Masterplanning		Performance Monitoring	
LDP & Supplementary Guidance		Process Improvement	
Housing Supply		Project Management	Case Study 5
Affordable Housing		Skills Sharing	
Economic Development		Staff Training	Case Study 6
Enforcement		Online Systems	
Development Management Processes	Case Study 1, 6	Data and Information	Case Study 5
Planning Applications		Transport	
		Active Travel	
Other:			



# Part 3: Service improvements



## In North Lanarkshire, Planning and Place will play a significant role in delivering the Programme of Work for North Lanarkshire.

We continue to be agile in our approach and will move swiftly to adapt our service to meet needs and demands. While this report lays out our service improvements for the coming year, we also recognise the need for a period of relative stability to allow the significant change we have already undertaken to become established.

### In the coming year covering the 12 months from 1 April 2023 to 31 March 2024, we will:

#### Review:

- Review our staff structure and processes in relation to the North Lanarkshire Programme of Work for Transforming Places and Invest in NL to ensure we are able to meet future challenges and effectively support delivery of investment to meet our economic regeneration priorities.
- Review our approach to dealing with Planning enforcement complaints, including opportunities for more effective collaboration with other council services.
- Identify metrics and geographies for the definition of 20 Minute Neighbourhoods
- Establish through peer review alternative systems and processes available to streamline and improve the process for dealing with Section 69 and Section 75s.
- Review NPF4 to identify the requirement for additional supplementary guidance.

#### Develop:

- Develop a comprehensive suite of data and define data governance that will support development of Local Development Plan 2.
- Draft Participation and Engagement Strategy for Local Development Plan 2 including initial programme for key stakeholder discussion on Local Development Plan 2.

#### Implement:

- Planning application decision making process for committee applications to achieve consistency in all areas of development management application approval.
- Enhance our current IT workflow system to include new pre-application enquiries to achieve consistency in the pre-application process.
- Further development of our IT workflow system to automate the exchange of information within the team for the new appeals process.

#### Continue to:

- Address succession planning through recruitment and staff development
- Seek opportunities for peer group and partnership working to identify best practice and service improvements
- Engage with local communities on planning matters
- Deliver elected members training reflecting on relevant topics such as changes brought about by the new Planning Act, NPF4 and new Local Development Plan

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



Delivery of service improvement actions committed in previous year in 2022-23		
Committed improvements and actions	Complete	
<b>Review</b>		
Enforcement processes to consider a cross service early observations through a combined team report	A review of our enforcement process has highlighted that more integrated working has the potential to streamline and provide a more cohesive 'one council' approach to enforcement. This proposal will be considered at a higher level and will inform our future improvement plan around enforcement.	
Metrics and geographies for the definition of 20 Minute Neighbourhoods		Rescheduled for 2023-24 following issue of LDP guidance
<b>Develop</b>		
A timetable for delivery of Supplementary Planning Guidance identified as required following Adoption of the Local Development Plan.	We have developed a timetable allowing us to progress SPG for the following: <ul style="list-style-type: none"> <li>• Affordable housing</li> <li>• Noise</li> <li>• Antonine Wall</li> <li>• Education (in Draft )</li> </ul>	
Appeals process to streamline the task of collating information and develop Enterprise tasks to automate the exchange of information within the team.	We have developed and implemented a new Local Review Body process.  This process will be further enhanced by the implementation of key workflow tasks to automate the exchange of information within the team	
A standardised approach to developer contributions and strengthen our policy guidance.	Progress is being made on developer contributions as follows: <ul style="list-style-type: none"> <li>• Education: Proposal complete and with Education colleagues for consultation.</li> <li>• Affordable housing: To be adopted.</li> </ul>	
A streamlined and improved process for dealing with Section 69 and Section 75s (ongoing).	A model agreement has been prepared and a process for dealing with legacy cases with Section 75 attached developed and implemented. The Idox Conditions Monitoring module has been explored as an option for managing this workstream, however we are keen to establish through peer review alternative systems and processes available.	
Online version of North Lanarkshire Local Development Plan	The Local Development Plan is now published via our website.	

Delivery of service improvement actions committed in previous year in 2022-23		
Committed improvements and actions	Complete	
Develop (continued)		
Draft Participation and Engagement Strategy for Local Development Plan 2		Rescheduled for 2023-24 following issue of LDP guidance
Initial programme for initial key stakeholder discussion for Local Development Plan 2		Rescheduled for 2023-24 following issue of LDP guidance
Implement		
New staffing structure and further review of support function to align priorities and to address future challenges	The support function has been reviewed and changes implemented to allow staff to further support the planning process and to enable people to develop and meet their potential.	
A series of staff workshops on process review with a focus on performance to identify areas for improvement and to ensure the team have the information needed to perform in their role	Regular staff workshops now support and feed into process change. This is also supported by weekly 'drop-in' staff led workshops that provide a platform for 2 way discussion and cascade of information around IT matters and working practices and processes.	
New householder certificate of lawfulness process by moving task from planning officers to the technical support team to make efficiencies and to further develop role of the technical support team	Our technical support team are now responsible for dealing with all householder certificate of lawfulness applications. We hope to build on this success and further upskill the team to provide the same support to local development certificate of lawfulness applications.	
Continue to		
Address succession planning through recruitment and staff development	Having restructured our technical support team and recruited new posts within the wider planning team, this ongoing action will allow our team to continue to evolve to continue to meet needs and demands.	

Delivery of service improvement actions committed in previous year in 2022-23		
Committed improvements and actions	Complete	
Seek opportunities for peer group and partnership working to identify service improvements.	Having reached out to and collaborated with a range of peer local authorities this year, including Aberdeen City Council, East Dunbartonshire Council, Fife Council, Glasgow Council and Stirling Council, we recognise the strength in sharing practice and learning. This action will be ongoing as we continue to evolve to meet future needs and demands.	
Engage with local communities on planning matters.	Linking with the councils Community Matters team, the team continue to engage with local communities on planning matters such as the Open Space Strategy.	
Deliver elected members training reflecting on relevant topics such as changes brought about by the new Planning Act, NPF4 and new Local Development Plan.	Elected members training has continued focusing on NPF4 and the Local Development Plan.	



# Part 4: National Headline Indicators (NHI)

## A: NHI Key outcomes - Development Planning:

Development Planning	2021-22	2022-23
<b>Local and Strategic Development Planning:</b>		
Age of local development plan(s) at end of reporting period Requirement: less than 5 years	10 years and 6 months	9 months
Will the local development plan(s) be replaced by their 5th anniversary according to the current development plan scheme?	N	Y
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	Y-later	N
Were development plan scheme engagement/consultation commitments met during the year?	Y	N/A
<b>Effective Land Supply and Delivery of Outputs*</b>		
Housing approvals	1,003 units	730 units
Housing completions over the last 5 years	5,569 units	5,189 units
Marketable employment land supply	471.68 ha	466.29 ha
Employment land take-up during reporting year	4.26 ha	5.99 ha

\* Figures from 2022 Housing Land Audit (HLA).







## B: NHI Key outcomes – Development Management:

Development Management	2021-22	2022-23
<b>Project Planning:</b>		
Percentage and number of applications subject to pre-application advice	10.9%	18.2%
Percentage and number of major applications subject to processing agreement	36.4% (4)	53.3% (8)
<b>Decision Making</b>		
Application approval rate	95.6%	97.1%
Delegation rate	94.2%	95.8%
Validation	60.7%	60.1%
<b>Decision Making Timescales</b>		
Major Developments	37.2 weeks	19.4 weeks
Local developments (non-householder)	11.8 weeks	7.3 weeks
Householder developments	9.0 weeks	6.6 weeks
<b>Legacy Cases</b>		
Number cleared during reporting period	56	33
Number remaining	56	48

# Development Planning and Development Management

## DEVELOPMENT PLANNING

**Development Planning:** The North Lanarkshire Local Development Plan was Adopted and came into force on 6 July 2022.

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

Following publication of Scottish Planning Policy 2020 and PAN 01/2020 on 18 December 2020, the 5-year effective housing land figures are to be derived using the housing land requirement, not the housing supply target. Our 5-year housing land requirement is reported as 5,189 units (2022 figures).



## DEVELOPMENT MANAGEMENT

**Project Planning:** With 18.2% of applications now subject to pre application advice, we continue to monitor take up of our formalised pre-application service. Early collaboration with applicants and agents, we ensure we have the relevant information needed to carry out pre-application appraisal and to give advice on developer contributions for proposed development. This enables us to provide a clear and proportionate response within four or eight weeks for most pre-applications, depending on the development type.

With an increased percentage of major applications being subject to processing agreement, our direct and proactive approach to encouraging their use has had a positive response. Supporting this approach, we have developed a new process and staff guidance to create a more consistent approach when negotiating processing agreements. Based on the upturn in our performance for meeting timescales for applications with processing agreements, we are confident this process had made a positive impact.

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

Validation rates remain steady with 60.1% of applications valid upon first receipt.

**Decision-Making Timescales:** With new working practices bedding in, the introduction of new processes and more focussed performance management mean our development management team have delivered improvements in performance across all application types.

**Legacy Cases:** Our procedure for dealing with planning legacy cases has been successful with 33 being cleared during the reporting period. The number remaining has reduced on last year's figure.

## C: Enforcement activity

Enforcement activity	2021-22	2022-23
Time since <b>enforcement charter</b> published / reviewed Requirement: review every 2 years	1 month	13 months
Complaints lodged and investigated	19	22
Breaches identified – no further action taken	115	95
Cases closed	388	282
Notices served	1	0
Direct Action	0	0
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

**Enforcement:** We continue to provide a proportionate response to enforcement enquiries. Through our Enforcement Charter, we aim to better manage expectation around the take up of enforcement cases by highlighting what is and what is not a planning matter, and the priority system used for investigating possible breaches in planning control.

The number of cases closed remains high as we continue to review and close cases reported that are not planning matters so can't be investigated further, and review and close historic cases where we did not use our powers (which are discretionary) to pursue formal enforcement action.





Part 5:  
Scottish Government  
Official Statistics

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

Timescales	2021-22	2022-23	%
<b>Overall</b>			
<b>Major developments</b>	37.2 weeks	19.4 weeks	
<b>Local developments (non-householder)</b>	11.8 weeks	7.3 weeks	
• Local: less than 2 months	7.0 weeks	6.0 weeks	80.3%
• Local: more than 2 months	15.5 weeks	12.6 weeks	19.7%
<b>Householder developments</b>	9.0 weeks	6.6 weeks	
• Local: less than 2 months	6.5 weeks	5.8 weeks	84.3%
• Local: more than 2 months	12.9 weeks	10.5 weeks	15.7%
<b>Housing Developments</b>			
<b>Major</b>	52.8 weeks	32.6 weeks	
<b>Local housing developments</b>	12.3 weeks	9.1 weeks	64.1%
• Local: less than 2 months	7.0 weeks	7.3 weeks	35.9%
• Local: more than 2 months	15.5 weeks	12.2 weeks	

Timescales	2021-22	2022-23	%
<b>Business and Industry</b>			
<b>Major</b>	13.4 weeks	15.1 weeks	
<b>Local business and industry developments</b>	12.6 weeks	9.6 weeks	
• Local: less than 2 months	7.2 weeks	6.4 weeks	70.1%
• Local: more than 2 months	16.2 weeks	17.1 weeks	29.9%
<b>EIA Developments</b>	27.9 weeks	8 weeks	
<b>Other Consents</b>	6.7 weeks	5.4 weeks	
<b>Planning/legal agreements</b>			
• Major: average time	65.7 weeks	55.9 weeks	
• Local: average time	21.8 weeks	N/A	

## B: Decision-making: local reviews and appeals

Type	Original decision upheld				
	2021-22		2022-23		Total number of decisions 2022-23
	No.	%	No.	%	
Local reviews	7	78%	5	45.5%	11
Appeals to Scottish Ministers	10	80%	3	42.9%	7

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

Decision making timescales have improved across all application types. With new working practices bedding in, the introduction of new processes and more focussed performance management, our dedicated development management team have delivered for all application types.

### Decision-making: Local Reviews and Appeals

As anticipated the number of appeals has remained steady.





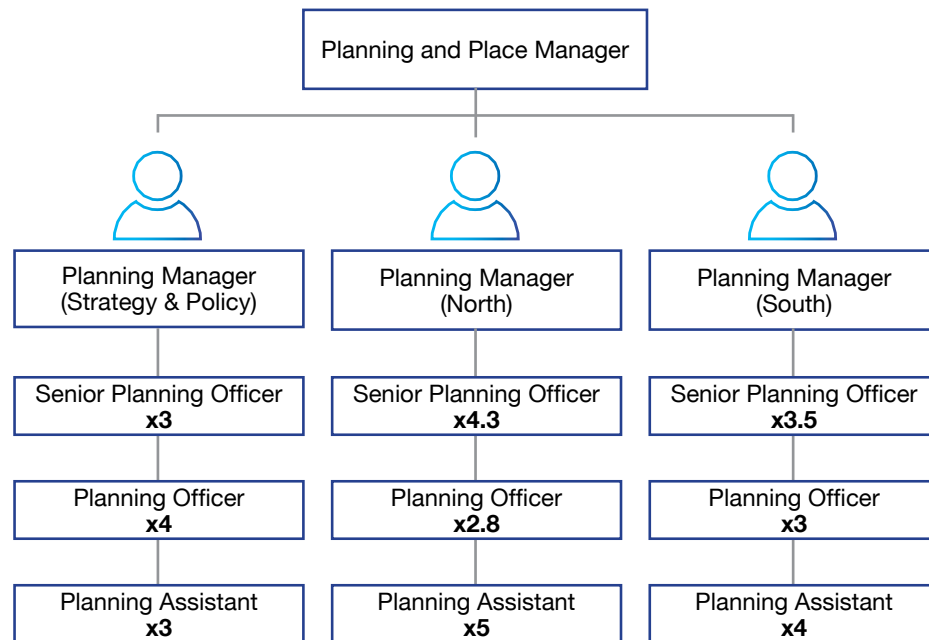
Part 6:  
Workforce Information

Management Levels	Tier 1	Tier 2	Tier 3	Tier 4
	Chief Executive	Director	Head of Service	Manager
<b>Head of Planning Service</b>				1

Staff Age Profile	Headcount
Under 30	2
30-39	6
40-49	11
50 and over	16


RTPI Chartered Staff	Headcount
Chartered staff	21

### Staff Structure





# Part 7: Planning Committee Information



Committee & Site Visits	Number per year
Full council meetings	1
Planning committees	9
Area committees	0
Committee site visits	0
Local Review Body	4
LRB site visits	0

# Appendix

Performance Markers Report 2021-2022			
No	Performance marker	RAG rating 2021-22 (PPF 11)	Evidence provided for this performance marker 2022-23 (PPF 12)
1	Decision-making: continuous reduction of average timescales for all development categories [Q1 - Q4]	Amber: 2021-22	With new working practices bedding in, the introduction of new processes and more focussed performance management mean our development management team have delivered improvements in performance across all application types.
2	Processing agreements: <ul style="list-style-type: none"> <li>offer to all prospective applicants for major development planning applications; and</li> <li>availability publicised on website</li> </ul>	Green: 2021-22	As highlighted in Part 1 – Quality of service and Engagement and reported previously, we continue to offer and encourage processing agreements for all major applications and many local developments.  Processing agreements are advertised on our website and to further support this we have developed a new internal process and staff guidance to support a more consistent approach when negotiating processing agreements.
3	Early collaboration with applicants and consultees <ul style="list-style-type: none"> <li>availability and promotion of pre-application discussions for all prospective applications; and</li> <li>clear and proportionate requests for supporting information</li> </ul>	Green: 2021-22	As highlighted in Part 1 – Quality of service and Engagement we highlight our refreshed approach to our pre-application advice service. We promote this through our website and by staff engaging with prospective applicants. By formalising this process of early collaboration with applicants and agents, we ensure we have the relevant information needed to carry out pre-application appraisal and to give advice on developer contributions for proposed development. This enables us to provide a clear and proportionate response within four or eight weeks for most pre-applications, depending on the development type.
4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission reducing number of live applications more than 6 months after resolution to grant (from last reporting period)	Green 2021-22	As highlighted in Part 1 – Quality of service and Engagement, our new procedure for dealing with legacy planning applications sets out how we will manage delays in concluding legal agreements. We anticipate will positively impact on time scales as this change becomes embedded. We continue to review this area of work as we seek to identify any further areas for development of the processes around legal agreements.
5	Enforcement charter updated / republished within last 2 years	Green: 2021-22	As highlighted Part 1 – Quality of service and Engagement, our enforcement charter is regularly reviewed and is published through our website in an accessible format. The charter was 13 months old at the end of the reporting period.

Performance Markers Report 2021-2022			
No	Performance marker	RAG rating 2021-22 (PPF 11)	Evidence provided for this performance marker 2022-23 (PPF 12)
6	<p>Continuous improvement:</p> <ul style="list-style-type: none"> <li>• progress/improvement in relation to PPF National Headline Indicators; and</li> <li>• progress ambitious and relevant service improvement commitments identified through PPF report</li> </ul>	Green: 2021-22	<p>We have been ambitious for our improvement actions and the scale of change within the service. Our performance timescales have improved as these changes become embedded.</p> <p>The number of legacy cases cleared has increased significantly and the number remaining has decreased.</p> <p>Our Enforcement Charter has been reviewed and is up to date.</p> <p>Of our 16 improvement commitments, we have completed 12, and made significant progress with one, creating tangible improvements for our team and our service delivery. Three actions have been rescheduled for the coming year following issue of the LDP guidance.</p>
7	Local development plan less than 5 years since adoption	Red: 2021-22	The North Lanarkshire Local Development Plan was Adopted and came into force on 6 July 2022.
8	<p>Development plan scheme – next LDP:</p> <ul style="list-style-type: none"> <li>• on course for adoption within 5 years of current plan(s) adoption; and</li> <li>• project planned and expected to be delivered to planned timescale</li> </ul>	Green: 2021-22	The North Lanarkshire Local Development Plan was Adopted and came into force on 6 July 2022. We are at the start of the process to prepare our next LDP. Case Study 5 highlights that we have recruited additional posts to support this process.
9&10	LDP Engagement: stakeholders including Elected Members, industry, agencies, the public and Scottish Government are engaged appropriately through all key stages of development plan	N/A	
11	Policy Advice - production of relevant and up-to date policy advice	Green: 2021-22	As highlighted in Part 1 – Quality of Outcomes, our guidance and policies continue to contribute to the delivery of improved economic opportunities and outcomes for the people of North Lanarkshire.

Performance Markers Report 2021-2022			
No	Performance marker	RAG rating 2021-22 (PPF 11)	Evidence provided for this performance marker 2022-23 (PPF 12)
12	Corporate working across services to improve outputs and services for customer benefit (for example: protocols; joined-up services; single contact arrangements; joint pre-application advice)	Green: 2021-22	As highlighted in our report introduction, our staffing structure has been aligned within a wider service cluster to enable us to combine skills and resources to address challenges through integrated solutions, making our areas attractive business locations, improving employment opportunities, encouraging strong sustainable communities, and enhancing and protecting our natural and built environment. We also work closely with housing, the GIS team and colleagues across building standards and pollution control to improve service delivery around matters such as development on contaminated land (highlighted in Part 1 – Quality of Service and Engagement).
13	Sharing good practice, skills and knowledge between authorities	Green: 2021-22	<p>Part 1 – Governance and Quality of service and Engagement outlines the groups we participate in as we continue to share good practice, skills and knowledge.</p> <p>Our peer review partners have also influenced our service delivery and continues to do so as we have evolved our PPF report to include this performance markers section following early discussion with colleagues from Edinburgh City Council.</p> <p>Formal and informal arrangements have allowed us to share good practice and highlight any pitfalls to avoid as we continue to shape our service delivery.</p>
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Amber: 2021-22	<p>As highlighted in Part 1 – Quality of service and Engagement, our procedure for dealing with legacy planning applications sets out how we will manage delays in concluding legal agreements.</p> <p>This year we concluded 33 legacy case applications within the reporting period and had also reduced the number remaining to 48, as evidenced in National Headline Indicators.</p>
15	<p>Developer contributions: clear and proportionate expectations</p> <ul style="list-style-type: none"> <li>• set out in development plan (and/or emerging plan); and</li> <li>• in pre-application discussions</li> </ul>	Green: 2021-22	<p>Part 1 – Quality of Service and Engagement outlines that developer contributions are discussed at an early pre application stage, and that requests are based on the scale and nature of the proposals.</p> <p>We have progressed a standardised approach to developers contributions for education and affordable housing, as highlighted in our commentary on the delivery of our service improvement actions.</p>

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