

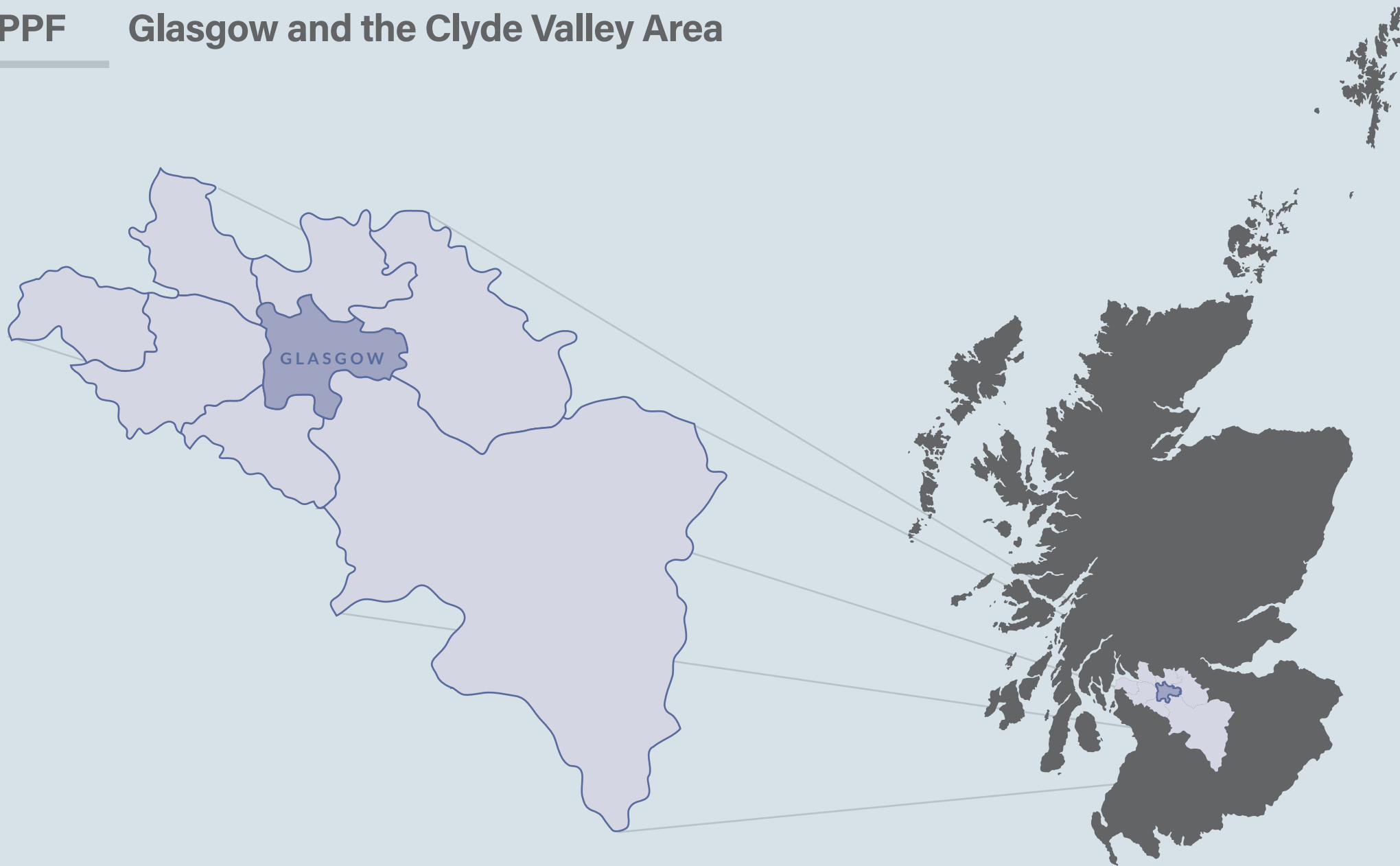
Glasgow City Council

PLANNING PERFORMANCE FRAMEWORK

Annual Report 2016 - 2017



PPF Glasgow and the Clyde Valley Area



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Front Cover: *City of Glasgow, College City Campus.*

A fifth Planning Performance Framework (PPF) was submitted by Glasgow City Council's planning service to the Scottish Government in July 2016, covering the period 1 April 2015 to 31 March 2016.

Subsequent feedback was received on 25 November 2016 from Kevin Stewart, Minister for Local Government and Housing, which provided [feedback on the 15 Performance markers](#), set out in the Planning Performance Framework, Annual Report Guidance Notes, issued on 31 March 2016. His reflections on the fifth PPF, were within a national context rather than specifically about Glasgow's PPF.

The following national comments were made:

Very pleased that the quality of PPF reporting has again improved.

A clear story of how the service is operating and detailing priority actions for improvement.

Planning performance improvement has come a long way in recent years and PPF provides an excellent opportunity for authorities to showcase good practice and innovative ideas.

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Introduction

This Annual Report is the sixth produced by Glasgow City Council under the Planning Performance Framework (PPF). It covers the period from 1 April 2016 until 31 March 2017 and provides a report on the Council's planning performance following the format of Planning Performance Framework, Annual Report [Guidance Notes](#).

Glasgow City Council's key themes and priorities are set out in the [Strategic Plan 2012 - 2017](#) and a [Strategic Plan Refresh](#). The financial challenges ahead are set out in [Transformation Strategy and Programme 2016 - 2018](#).

The Refreshed Council Strategic Plan renewed focus on the Council's international reputation for delivering world class sporting and cultural events that support economic growth and opportunities in the city. To achieve this, there were some minor adjustments to the original themes. All themes now reflect a world class ambition and the World Class City theme has been renamed "A Vibrant City" focusing on sport, culture and heritage.

The six priority areas, identified in the refreshed Council Strategic Plan, where the planning service will drive real progress and achievement in Glasgow are:

- Economic growth
- A vibrant city
- A sustainable city
- A city that looks after its vulnerable people
- A learning city
- Making best use of our resources.



Glasgow City Council's Development and Regeneration Services (DRS) have been identified as the lead service in delivering the first priority: economic growth and is one of seven key services providing core Council services (See diagram).

Glasgow City Council's planning service is part of DRS, whose Service Plan, [Annual Service Plan and Improvement Report 2016 \(ASPIR\)](#), provides the context and priorities for the planning service in delivering economic growth.

ASPIR has identified three Key Issues in relation to the planning service, which it reports on quarterly:

- Delivery on key priorities.
- Service performance ethos needs to be driven by the requirements of the Planning Performance Framework.
- Customer Service

The planning service in Glasgow is committed to continuous service improvement ([Performance marker 1](#)) and continues to help deliver economic growth to the city, through involvement in regeneration and partnership project groups, providing a settled policy framework, with advice and expertise on design, heritage and landscape issues and encouraging and enabling high quality development on the ground, through the development management process.



The Glasgow City Development Plan (CDP) was adopted on 29 March 2017 and it aims to give certainty for investment decisions for both public and private sectors, by indicating where development should happen, and where it should not. It has replaced City Plan 2 and represents the Statutory Local Development Plan for Glasgow. The CDP Action Programme will be published within the next few months and will operate as a live corporate document to inform and direct the delivery of the CDP's policies and proposals. [\(Performance marker 11\)](#).

This year's performance figures for Glasgow are set out in [Part 5: Official Statistics](#), which we are pleased to report broadly demonstrate continuing improvement. The average number of weeks to determine all applications has increased slightly from 10.7 weeks in 2015 - 2016, to 10.9 weeks in 2016 - 2017, however, this is set against a 10.9% increase in applications.

Over the last year the planning service has continued to manage continuing process changes, driven by Service Development and Transforming Glasgow.

The planning service has responded to, and been involved in discussions at a national, regional and local level on *'Places, people and planning: A consultation on the future of the Scottish planning system'*. The outcome of the consultation, and the subsequent action led by the Scottish Government, will impact more in 2017 - 2018 and future years, rather than in the year covered by this Performance Framework.

The period covered by this PPF, saw very little change on the organisational structure of the planning service, which operates within an integrated planning and building standards service. See Planning and Building Standards Structure.

The PPF Annual Report produced by the City Council's planning service, for the period 2015 - 2016, was assessed by the Scottish Government, who produced a Performance markers Report on 25 November 2016, [See Appendix 2](#).



The Report, produced as part of their feedback from the previous year's PPF report, was assessed using a RAG (Red, Amber, Green) rating to give an indication of priority areas for improvement and this showed that Glasgow's planning service broadly improved on the previous year's performance, measured against the 15 Performance markers, set out in the Annual Report Guidance Notes, produced by Heads of Planning Scotland (HOPS).

In order to demonstrate the importance of satisfying the 15 Performance markers, the appropriate Marker(s) have been clearly identified against evidence within the body of the report. In addition, a Performance markers checklist ([Appendix 1](#)), has been added to the report to cross reference evidence within the report against Performance markers.

A peer review of Glasgow's PPF was carried out by West Dunbartonshire Council on 3 November 2016 and suggestions for strengthening this year's PPF have, on the whole, been adopted ([Performance marker 13](#)).

The Case Studies throughout the Report give examples of how good practice has achieved good results and reflects the delivery of a high quality planning service and can be found in Part 1, under the headings of:

- Quality of Outcomes
- Quality of Service and Engagement
- Governance
- Culture of Continuous Improvement

Finally, it was highlighted in previous year's PPFs, that the UK Government awarded a City Deal to the Glasgow Region (Glasgow and 7 other Clyde Valley Councils).

Central to Glasgow and Clyde Valley's City Deal is a £1.13 billion fund with Infrastructure funding targeted towards unlocking new sites for housing and employment and enhancing transport infrastructure across the area. These projects will allow a programme of work to go ahead which will greatly add to the value of the local economy over a period of 20 years. Further details can be found in [1.2 Quality of Service and Engagement; Glasgow City Region City Deal](#).



Part 1 Defining and Measuring a High Quality Planning Service

1.1 Quality of Outcomes

The *Glasgow and Clyde Valley Strategic Development Plan, City Development Plan Policies and City Development Plan Supplementary Guidance and Interim Planning Guidance* provide design guidance for developers which is backed up by advice and input from planning officers and the planning service's City Design team. This advice and guidance is available at pre-application stage and during the consideration of the submitted application, as appropriate. The policies are available on the Council's website which has recently been updated with the new City Development Plan. [\(Performance marker 3\)](#)

The Design Guide for New Residential Areas provides guidance both on good design and the recommended design process for new development. This continues to be applied in discussions with house builders and is available on the website. [\(Performance marker 2, 3 and 15\)](#)

Design briefs and masterplans, as developed by planning officers in conjunction with stakeholders, also provide further guidance which contributes to good quality development on the ground. [\(Performance marker 11\)](#)



DESIGN GUIDE NEW RESIDENTIAL AREAS



Western Infirmary Site.

Image courtesy of 7N Architects

Glasgow Urban Design Panel (GUDP)

The planning service hosts and co-ordinates the regular Glasgow Urban Design panel which had seven meetings during the year. This provides an opportunity for designers of significant schemes to present their proposals to the panel, usually at pre-application stage.

The GUDP includes representatives from A+DS, other design bodies and civic groups, individuals and the Glasgow Institute of Architects who provide comment and critique. This is seen as a useful review process by developers and the planning officers.



Burrell Refurbishment. John McAslan and Partners

Proposals presented throughout this year included some of national and regional significance, including: [\(Performance marker 3\)](#)

- **Mackintosh School of Art**
 - Phase 1 of repair works to the Mackintosh School of Art following a fire in 2014.
- **Burrell Collection**
 - Refurbishment of a category A Listed Building museum.
 - £65 million scheme to comprehensively repair and improve the visitor experience, making more of the collection more accessible to the public.
- **Western Infirmary Site Masterplan**
 - Future expansion of Glasgow University, creating a new Urban Quarter in the former Western Infirmary site.
- **Learning and Teaching Hub, University Avenue**
 - A new Learning and Teaching Hub for Glasgow University proposed to provide space for 3000 students.
- **BHS Site, Bath Street**
 - Redevelopment of the site to provide a mixed use facility with an external courtyard area, which will connect the existing Sauchiehall Lane to Renfield Street.
- **Former Victoria Infirmary**
 - Masterplan redevelopment of the site to provide approximately 400 new homes with the refurbishment of the Nightingale wards and the B listed administration building.
- **Jordanhill Campus**
 - Conversion of B Listed David Stow Building integrated with a large scale new residential development and the existing green space.
- **Glasgow College of Building and Printing**
 - The City Campus provides over 56000 square metres of new state of the art teaching facilities within the heart of the city centre providing learning space for 40,000 students and 1,200 staff.
- **4 - 8 Dixon Street**
 - Landmark 18 storey Hotel of 150 rooms at the termination of the north/south axis down Buchanan Street at the Clyde waterfront.
- **Jumpin' Jack's, Sauchiehall Street**
 - Demolition of the Jumpin' Jack's nightclub and erection of a 185 bed student housing development adjacent to the Mackintosh School of Art.
- **Sighthill Bridge**
 - Part of Sighthill TRA, this new bridge across the M8 motorway is part of a new civic corridor.
- **Stow College**
 - Expansion by Glasgow School Art onto the former Stow College Campus. The project involves the re-use and adaptation of existing buildings providing world class studios for the School of Fine Art.

Case Study. **Imaging Centre of Excellence (ICE) Building** **Queen Elizabeth University Hospital.**

The application forms part of the Queen Elizabeth University Hospital which has recently undergone wholesale redevelopment via an approved masterplan and subsequent planning permissions. This development did not form part of the approved masterplan site.

The successful implementation of the hospital campus masterplan both influenced and contributed towards bringing further redevelopment to the campus. The quality of the built form of the new adult and children's hospital and associated buildings, coupled with landscape works, set a benchmark for future development.

The applicant was the University of Glasgow, in partnership with the NHS Greater Glasgow and Clyde, who proposed a building which now contains the UK's first Magnetic Resonance Imaging (MRI) scanner of its kind.

The *Imaging Centre of Excellence (ICE)* raises design standards further with the creation an iconic building, which exists as a campus landmark. The landscape works within which the ICE building is set, match the hard and soft landscaping undertaken as part of the hospital campus redevelopment. It is fitting that a building which is home to pioneering health care and research benefits from acclaimed architecture.

The ICE proposal was assessed against the former adopted plan, Glasgow City Plan 2. Policy DES – 1 'Development Design Principles' which sought to "reflect high quality contemporary design, where appropriate, which is imaginative, innovative and sympathetic to local traditions, and which creates a strong sense of place". This development is a fine example of how the terms of this policy have been met in full.

While the varying developments which preceded this proposal had a positive influence, the notable quality of this development affords the opportunity to influence the ongoing hospital campus improvements. ([Performance marker 2, 3 and 12](#))



The Imaging Centre of Excellence (ICE)

Case Study. **Dakota Hotel**

The *Dakota Hotel* application site constituted a vacant office building within what the former adopted Glasgow City Plan 2 referred to as the Principal Office Area (City Centre). The proposed external alterations were assessed against Policy DES-1 'Development Design Principles' which sought to:

Reflect high quality contemporary design, where appropriate, which is imaginative, innovative and sympathetic to local traditions, and which creates a strong sense of place.

The former vacant office building was constructed in 1967 comprising a concrete construction with horizontally proportioned brown brick and strip glazed façade. The application proposed to remove the previous façade on West Regent Street and Pitt Street and to reclad the building with a 'warehouse' style – vertical emphasis.

The north and west elevations were fully refurbished with high quality facing grey brick with full height aluminium framed windows at upper levels which incorporate a black feature panel. The ground and first floor windows comprise double height aluminium curtain walling to give the illusion of height to the street.

This is surrounded by a slim polished granite 'picture' frame with a matching stall riser below ground floor level. The ground floor windows have a frit glass spandrel to further emphasise the illusion of height and a laser cut metal panel separating the first floor windows above.

The above detailed external alterations have resulted in a building of notable distinction, transforming a former office building that offered little aesthetic merit, into a hotel benefiting from contemporary and imaginative architecture. [\(Performance marker 3 and 12\)](#)



Dakota Hotel (Glasgow Institute of Architects (GIA) Design Awards Winner: Design Award for Commercial.

Image courtesy of 3D Reid.

Case Study. **City of Glasgow College,** **City Campus**

The campus provides over 56000, square metres of new state of the art teaching facilities within the heart of the city centre providing learning space for 40,000 students and 1,200 staff, with the City Campus focusing on sports and practical studies in a shared and stimulating learning environment. The new building engages directly with Cathedral Street, repairing the urban fabric and incorporates a new stepped civic space facing south west, delivering the city a significant new amenity space whilst improving links from Townhead to the north, to the heart of the city centre, to the south. The refined architecture of the building is constructed of high quality, robust materials to a highly sustainable design rated BREEAM 'Excellent' and with an 'A' rated energy performance certificate.

In 2009 the former Nautical College, Central College and Glasgow Metropolitan College agreed to amalgamate and create the combined *City of Glasgow College* which was officially launched in November 2010. The project involved a substantial rationalisation of the college's estate from multiple locations in the City onto two sites, one at Cathedral Street (City Campus) and one at Crown Street (Riverside Campus). This necessitated the demolition of some existing assets and the disposal of other to allow the creation of the two purpose built campuses. The projects represent major investment in the built infrastructure of the city to the value of £228 million. This represent the single largest estates investment in the college sector in Scotland and will help transform the city centre landscape for generations to come.

This investment is publicly and privately financed with funding support from the Scottish Government via the Scottish Futures Trust's Non Profit Distributing financing model and from the college's financial reserves.

The Council's engagement with the College has been through many phases. Beginning with the preparation of a Development Framework, which was approved by the Council's Business and Economy Committee in May 2010. Thereafter the Council was involved with bidders day sessions, with the various consortiums bidding for the design and build project. This led onto lengthy and detailed pre-application discussions with the successful consortium, Glasgow Learning Quarter, comprising Sir Robert McAlpine, working with Reiach and Hall and Michael Laird Architects, in the run up to the submission of a planning application in February 2013. This 'major' planning application was approved on 27 March 2013 in less than two months. A testament to the hard work and detailed discussions that had been had at the pre-application stage.



Main Foyer City Of Glasgow College.

Images courtesy of Reiach and Hall Architects / Michael Laird Architects; Image © Keith Hunter Photography

College Principal Paul Little said:

" We are truly grateful to our colleagues at the city council for promptly considering our application and this will allow us to finalise our funding arrangements and keep our schedule on track to start building work in the summer. For many people, it's finally dawning on them that this dream has come true. The scale of what we are planning is amazing and will set Glasgow apart as a city truly committed to further education."

The new building heightens the visibility of The City of Glasgow College and engages confidently with the City through the creation of memorable landmark buildings within the urban townscape of Glasgow. The influx of thousands of students has re-energised and regenerated Cathedral Street. A simple, confident and elegant façade creates a strong edge onto Cathedral Street with activity concentrated along its length from the main entrance in the west through exhibition, cafe, hairdresser, baker, butcher and restaurant at its eastern end. In a stroke Cathedral Street is given scale, discipline and street life. The city will benefit further from the generous and well designed new public realm and park that reconnects previously neglected parts of the City while offering activity and visibility at street level.

With demolition and construction due to start in Autumn 2013, there was significant amount of detailed work to be done on agreeing planning conditions, to ensure this timetable could be achieved. The building opened in August 2016 and work is now underway to provide the new amenity space. The Council continues to work with the Scottish Futures Trust and others to secure the future of the College's previous assets at the Charles Oakley building and Metropolitan Tower. *(Performance marker 2 ,3 and 12)*

The project has gone on to be shortlisted for a number of accolades:

- RIBA National Award 2017
- AJ100 Awards Building of the Year 2017
- RIAS Award 2017
- Scottish Design Awards Education Building of the Year 2017
- BCI Awards Major Building Project of the Year [over £50 million] 2017 Shortlisted
- 2017 RIBA Stirling Prize shortlist



City Campus.

Images courtesy of Reiach and Hall Architects / Michael Laird Architects; Image © Keith Hunter Photography

Case Study. Kelvin Hall

The development proposal was for the wholesale refurbishment and restoration of the category B listed *Kelvin Hall* into a multi-use sport, culture and education venue now that their previous use as an indoor athletics venue was redundant.

The building now houses elements of Glasgow Life Sports, Glasgow Life Museums, The University of Glasgow Hunterian Museum and the National Libraries of Scotland Scottish Screen Archive and was a Glasgow Life project with a budget of £35 million. This multi-use proposal required substantial changes to the building, however, within the framework provided by the Design and Built Heritage policies within the Local Development Plan.

The planning authority were able to support significant contemporary interventions to the listed building that secured the future occupation of the listed building and delivered high quality design within this important public sector project which completed in late 2016.

The requirement to satisfy the very specific conditions imposed by the planning and listed building consents has led to a very high standard of finish within the project.

Whilst the success of the finished development is a credit to the project team and the brief they were given by the varied stakeholders, the project is also a clear example of the local authority utilising the clear, detailed policies and guidance within the local development plan to secure high quality development on the ground. *(Performance marker 3 and 12)*



Images courtesy of Page\Park Architects.

Planning Awards 2016 - 2017



Glasgow Women's Library
Accreditation: Collective Architecture



St Luke's Church/Bain Square



Laurieston



City of Glasgow College: Riverside Campus
Accreditation: Edmund Sumner



The Saunders Centre



Dakota Hotel
Accreditation: 3D Reid

- *City of Glasgow College: Riverside Campus*
 - RIBA
 - Shortlist: Stirling Prize
 - 6 October 2016
- *City of Glasgow College: Riverside Campus*
 - Civic Trust Awards
 - Winner: Civic Trust Award
 - 10 March 2017
- *St Lukes Refurbishment and Bain Street Public Realm*
 - Scottish Awards for Quality in Planning
 - Winner: Place
 - 8 November 2016
- *St Vincent Plaza*
 - Scottish Awards for Quality in Planning
 - Winner: Place
 - 8 November 2016

- *Laurieston Transformational Regeneration Area (TRA)*
 - RTPi Awards for Planning Excellence
 - Finalist: Excellence in Planning to Deliver Housing
 - 5 May 2016
- *Finnieston Substation*
 - Glasgow Institute of Architects (GIA) Design Awards
 - Commendation: Design Award for Commercial
 - 8 November 2016
- *Dakota Deluxe*
 - Glasgow Institute of Architects (GIA) Design Awards
 - Winner: Design Award for Commercial
 - 8 November 2016
- *Glasgow Women's Library*
 - Glasgow Institute of Architects (GIA) Design Awards
 - Winner: Design Award for Leisure / Arts
 - 8 November 2016

- *The Saunders Centre, The Glasgow Academy*
 - Glasgow Institute of Architects (GIA) Design Awards
 - Winner: Design Award for Education
 - 8 November 2016
- *Woodside, Firhill and Hamiltonhill Development Framework*
 - Landscape Institute Award
 - 24 November 2016

Quality of service and engagement

Partnership Working

Officers from the planning service continue to play an active role in local forums, steering groups, working groups and collaborative partnerships with other local authorities, local communities and other stakeholders. *(Performance marker 12)*

Currently planning officers are engaged in, among others:

- *Shawlands Business Improvement District (BID)*, and Pollokshaws Local Delivery Group
- *Scottish Local Authorities Economic Development SubGroup*
- *Glasgow and Clyde Valley Green Network Partnership* as part of CSGN (National Projects in NPF 3).
- *The Canal Partnership with Scottish Canals*, delivering significant investment along the canal corridor
- *Clyde Gateway*
- *The Central Govan Action Plan Partnership*
- *The Seven Lochs Partnership*
- *Thriving Places* working with Community Planning partnerships
- *Place Standard* with Scottish Government
- *LUCI-'Lighting in the City'*
- The International Society of City and Regional Planners (*ISOCARP*) *workshop*, attendance at a conference in Rotterdam in June 2016, where the Council's representative put together a proposal for the ISOCARP workshop to come to Glasgow.

Subsurface Information and Partnership Working

The planning service is also closely involved with several projects relating to subsurface information and improvements to access to data and infrastructure planning. Funding from a three year NERC Knowledge Exchange fellowship, has allowed a geologist from British Geological Survey (BGS) to be embedded in the City Council planning service working with multiple service teams, including development policy, geotechnical, engineering and project design. The project examines how BGS subsurface environmental data could have a higher impact on strategic decisions relating to city development planning and policy.

Glasgow City Council, along with BGS, has been instrumental in setting up the *ASK Network* (Accessing Subsurface Knowledge). This Network has been refreshed in response to the need for higher quality strategic data front loaded to local development planning, a need recognised in the recent Planning Review.

Presentations by GCC planning staff and the BGS geologist were given at the ASK Network Meeting in January 2017. This event, in The Lighthouse in Glasgow, also focussed on ongoing work in London and the Black Country, and the BGS National Geoscience Digital Data Portal and Improvement Service Spatial Hub.

GCC planning staff have also been closely involved in the *EU COST Sub-Urban project*, culminating in a conference in Bucharest in March 2017, where a GCC planning officer presented on city planning and the *Place Standard*. This project is a European network to improve understanding and use of the ground beneath our cities. *COST (European Cooperation in Science and Technology) Sub-Urban*. *(Performance marker 12)*



The Canal Partnership with Scottish Canals,

Enforcement Charter

The Glasgow City Council *Enforcement Charter* was updated and made publicly available in March 2016. The new Charter is more customer service focused with the inclusion of four Service Pledges; taken together, these are in effect a qualitative statement citing our commitment publicly to a basic code of conduct and set of values and principles which will be applied to the delivery of the service. The Service Pledges provide the overarching service direction for the Planning Enforcement

There are four Service Standards which state the target timescales in the progress of an investigation that customers should expect under normal circumstances, against which performance is measured. Perhaps the most notable of these is Performance Standard 4 which requires that every case should result in a decision (regarding the necessary way forward), within 4 months of the case being formally acknowledged. This should ensure that there is greater focus on decision making at an earlier stage and that appropriate action is taken which is proportionate to the breach. In the review of cases prior to this stage it is fully expected that action will be directed to cases of higher priority in terms of their position on the overall spectrum of harm, but that justification will be given to any decision on whether to proceed or not.

Focus on performance in relation to this will be achieved by checking the manual spreadsheet, which is maintained in relation to performance. There is a need to ensure that all Performance Standards are eventually capable of being monitored via Uniform Enterprise and this remains a service development issue for Planning Enforcement which needs to be resolved.

Quarterly Performance in relation to the Charter has been reported to senior management and at regular performance management meetings.



A summary of quarterly performance is as follows:

- **Quarterly 1 (April –June 2016):**
 - Service Standard 1 requires that complaints are acknowledged within 10 working days of receipt of the complaint: 91%.
 - Service Standard 2 requires that a preliminary site investigation is undertaken within 25 working days from the date of acknowledgement: 98%.
 - Service Standard 3 requires same day or next day visit in “high priority cases”: N/A
 - Service Standard 4 requires to inform the complainant of the outcome of the case within 4 months. Due to projected timescales of targets in relation to, there will be no returns on performance until Q3 (October 2016).
- **Quarterly 2 (July –September 2016):**
 - Service Standard 1: 96%
 - Service Standard 2: 100%
 - Service Standard 3: 100%
- **Quarterly 3 (October– December 2016):**
 - Service Standard 1: 98.2%
 - Service Standard 2: 98.1%
 - Service Standard 3: 100%
 - Service Standard 4: 81%
- **Quarterly 4 (January – March 2017):**
 - Service Standard 1: 86%
 - Service Standard 2: 95%
 - Service Standard 3: 100%
 - Service Standard 4: 78%

High Hedges

Responsibility for High hedges legislation, advice and any resulting application is also undertaken by the Planning Enforcement Team. The existing arrangement is that the Planning Enforcement Team provides a free Pre-Application Assessment (PAA) (not a requirement of legislation), which gives the public the opportunity to discuss the problem on site in terms of how it affects their amenity. Customers receive detailed guidance in relation to the provisions of the High Hedges Scotland Act 2013, in particular guidance on whether or not they meet the criteria to enable them to make an application in the first instance. It may then be possible for customers to make an informed decision as to whether or not to submit an application (the fee for which is £500). A PAA is registered as an enforcement case to ensure that it is properly recorded and may be referred to in any situation where an application is eventually submitted for more detailed assessment. [\(Performance marker 5\)](#)



Pre-Application Discussions

Pre-application advice is provided free of charge by planning officers for all levels of planning applications, listed building applications and advertisements consent applications. The consistence of officer advice is shown by the fact that only 0.1% of applications were determined contrary to officer recommendations. A formal process of registration of pre-application discussions and clearer timescales for response is about to be launched in the planning service and this will improve the customer experience.

Early contact and discussion at pre-application stage is welcomed and encouraged, particularly for residential applications, as set out in the Council's [Design Guide for New Residential Areas](#). This provides input from transport planning and other relevant parts of the planning service. The developer is provided with an opportunity to streamline the consents process by submission of a planning application and Roads Construction Consent application concurrently. However, this depends on meaningful involvement by all parties at the pre-application stage. [\(Performance marker 2, 3 and 15\)](#)

A number of developers have presented proposals at pre application stage to the members of Planning Applications Committee. This has provide to be a useful exercise for developers and Committee members. Developers are able to present schemes at an early stage of development and are able to hear at first hand the issues which members

feel will be important to consider and which may be raised at committee. The members of Committee find out about significant proposals which are at pre-application stage and have the opportunity to ask questions of the developer. They are thus better informed of the proposals, some of which may not eventually be considered by Committee. Developers can ensure that when the application is submitted, any issues raised through this forum have been considered in the final submission, and this can form part of the pre-application consultation report accompanying major applications [\(Performance marker 9\)](#).

Clear and specific guidance is available for use at pre-application stage on the Council's website about [developer contributions](#). This forms part of the new City Development Plan Supplementary Guidance IPG12. Developers are offered the opportunity of staged payment for such developer contributions, usually through a legal agreement. [\(Performance marker 3, 11, 15\)](#).

Processing Agreements

All major applications are now expected to be the subject of a [processing agreement](#). This is indicated to the developer when a Proposal of Application Notice (PAN), is approved. Processing Agreements are also made available to all applicants if requested for all levels of application. Such agreements are useful for project management of applications at pre-application stage. [\(Performance marker 2\)](#)

Other customer engagement and feedback

The vetting model has continued to be reviewed regularly through the year to take into account applicant and officer feedback.

Complaint handling is carried out in accordance with the [Council Complaints Policy](#) and a specific team within the planning service registers and monitors complaints, Elected Member queries and Freedom of Information/ Environmental Information Regulations (FOI/EIR) requests.

Electronic representations are now encouraged through the online planning system.

Online applications now form 79.8% of applications received in 2016 - 2017, a further increase on the 72% the previous year. With the launch of the eDevelopment portal, including online building warrant applications, the operation of the online portal is being monitored and reviewed by the DRS Service Development team. [\(Performance marker 1 and 6\)](#)

A single point of contact is provided for all applications through a named case officer, on the online record and on correspondence. [\(Performance marker 12\)](#).

Glasgow City Development Plan

Scotland operates a plan-led planning system. This comprises of; at national level-the Scottish Government's *Scottish Planning Policy* and *Scotland's Third National Planning Framework*; at regional level-the *Glasgow and Clyde Valley Strategic Development Plan (SDP)* (adopted 2012), and at local level-*Glasgow City Development Plan* (adopted 2017) and City Development Plan *Supplementary Guidance*. These set out clear guidance for developers on all scales of development are the main consideration in the determination of planning applications. Due to the very short period since the adopted on the new City Development Plan and Supplementary Guidance there are no monitoring details to illustrate the proportion of applications determined in accordance with the Plan. *(Performance marker 7)*

Progress has already commenced in preparing for an early review of the City Development Plan to allow the Council to address issues raised in the Examination Report and an ambitious timetable has been prepared in moving towards the preparation of a new plan based upon ongoing dialogue with the Scottish Government. This will lead to the preparation of cross sector engagement to inform the preparation of the Main Issues Report (MIR). *(Performance marker 8 and 10)*

At the time of adoption of the City Development Plan, the Council has adopted 7 pieces of statutory Supplementary Guidance (SG) and the final four pieces of topic based SG are in the final stages of consultation prior to the Council seeking to adopt them. *(Performance marker 11)*

The *City Development Plan Action Programme* has been produced in conjunction with Partner Services throughout the Council to establish their roles responsibilities and priorities. As it will operate as a live document it is our aim to increase participation in its operation and usage as a delivery and prioritising tool. *(Performance marker 12)*



Glasgow City Region, City Deal

Glasgow City Region, City Deal is a 2014 agreement between the Scottish Government, the UK Government and the eight Glasgow and Clyde Valley Councils, providing a £1.13 billion infrastructure fund targeted towards unlocking new sites for housing and employment and enhancing transport infrastructure in the area. It is anticipated that as a result of this investment 29,000 new jobs will be created, £2.2 billion of net additional Gross Value Added (GVA) per annum and an additional £3.3 billion of investment will be levered in over a 20 year period.

Within Glasgow City there are 5 main projects which amount to approximately £400 million of investment over a 10 year period:

- *City Central Enabling Infrastructure and Public Realm*
- *Waterfront and West End Innovation Quarter*
- *Canal and North Gateway*
- *Collegelands and Calton Barras*
- *Metropolitan and Strategic Drainage Partnership*

Planning officers have been directly involved in all the projects, in particular leading the Waterfront and West End, Canal and North Gateway and Collegelands and Calton Barras.

Planners take the lead to ensure that the infrastructure interventions are embedded within the physical regeneration of the city. Redevelopment of a number of key vacant sites has been brought forward through a masterplanning approach.

Case Study. Customer Service Interface

In 2015 - 2016, the planning service had employed an intern to review the quality of our customer service on a range of points, resulting in a study and a series of recommendations, in a Customer Services Report (CSR).

The key areas were identified as:

- The customer care officer phone rota
- The role of the central Council switchboard and the one stop shop in John Street
- The website
- Responses to planning queries through emails

Feedback was also gathered through a stakeholder event with agents and architects in November 2016. [See Case Study, Development Management Stakeholder Event.](#)

As a result the planning information on the Council's website has been updated and improved to allow improved self service for customers seeking information on the need for planning permission and how to apply for permission. Details of how to contact planning officers has been simplified and streamlined into a planning enquiry web form. A Planning Enquiry mailbox has also been introduced to which general planning enquiries can be directed. These are monitored daily by the planning officer on duty.

by all planning officers in turn has been simplified and voicemail messages improved, directing enquirers to the information on the website when the Customer Care Officer is otherwise engaged. The telephone service is available daily from 9am-1pm. Email queries are also picked up by the Customer Care Officer. A series of FAQs have been developed for the use of officers to ensure consistency. A response target has been set for the emails and planning enquiry forms submitted. A central Interactive Voice Response (IVR) telephone system has been introduced for the DRS switchboard, which helps to direct non-planning calls and queries away from the planning telephone service. Engagement with staff has also taken place to improve use of out of office voicemail and email messages.

The service will be further improved by the introduction of a formal pre-application registration and response module which will allow general planning queries to be separated from pre-application requests and allow a more relevant and timely response, as well as better recording of this service. This is a commitment in Service Improvements for 2017 - 2018.

Our next step is to reconvene our stakeholder event and to investigate further means of surveying the users of our service to take into account their feedback, in our quest for continuous improvement of the customer experience. The adoption of recommendations from the CSR and holding a Stakeholder Event, satisfy Service Improvements for 2016 - 2017. [\(Performance marker 6 and 12\)](#)



Extract from Council website.

The customer care officer telephone rota which is staffed

Case Study. **Glasgow**

West Conservation Area

Case background

This planning enforcement case was brought to the attention of the Council via a departmental complaint, and later via a public complaint. The property is a ground floor retail unit, within a three storey traditional tenement, within the Glasgow West Conservation Area. An unauthorised fascia signage panel had been removed, revealing that the original stained glass shopfront remained, while a solid roller shutter was installed, without first seeking guidance from the Local Planning Authority.

Working in Partnership

After discussion with colleagues within Heritage and Development Management, it was agreed that the roller shutter was not in keeping with the conservation area status and that as the unauthorised signage had been removed, every effort should be made to restore the original shopfront, including the stained glass, to the streetscene.

Communication

The Enforcement team then contacted the owner and occupier of the shop unit and advised that the new roller shutter was not acceptable as it did not meet the design guidance in the development plan, and detracted from the character and appearance of the unit and the wider Glasgow West Conservation Area. A reasonable timescale was given for the occupier of the unit to comment on the Council's findings and provide their intentions regarding the breach in planning legislation.

Negotiation

The occupier and the owner of the unit contacted the Enforcement officer and Development Management officer to discuss the alterations to the shopfront, and what would be acceptable. The occupier and the owner were advised to always contact the local planning authority before carrying out works, in case permission or consent is required, given the unit is in a conservation area.

Through negotiation the original shopfront was restored, including the stained glass feature, and appropriate signage and security features installed. With good communication, the works were carried out through negotiation without the Council issuing a formal enforcement notice. *(Performance marker 3)*



Shopfront before



Shopfront after

Case Study. Shawlands

Town Centre Action Plan.

The £3.3 million *Shawlands Town Centre Action Plan* was approved in May 2012 to enable the Shawlands town centre to reposition itself as a niche retail, quality food and cultural destination. Under the initiative, it was agreed to fund a range of environmental and public realm improvements across the centre in tandem with other complementary initiatives to reinvigorate the town centre, support businesses and attract additional footfall.

1. In 2016/ 2017 the contractors completed Phase 1A of the public realm works. This included new white lighting, reconfiguring Shawlands Cross via improved crossing arrangements, widening and introducing new granite footways together with the removal of clutter.

During the last year, the works have completely transformed the appearance of the Granary junction, Skirving Street and the Kilmarnock/Coustonholm Road corner. As a direct result, since September 2016, three mini street festivals have already been hosted and a range of new award winning businesses have been attracted to the town centre.

The work has been shaped directly by the businesses and community through the Shawlands Town Centre Action Plan Executive Board and its Sub Groups, co-ordinated by the planning service, who have considered the materials to be used, footway configuration and all aspects of street furniture.

2. This collaborative approach led to the successful planning approval in May 2016 of the proposed new Shawlands Square beside the Category 'A' listed Langside Hall.

The proposal will reconfigure the existing junction arrangement to create a new public space which will act as a catalyst for unlocking the potential of the hall. The Square will extend and provide a permanent base for the Southside Farmers Market and also enable a range of outdoor and complementary indoor events to be hosted.

The space will also include an integrated transport hub for the wider Southside serving routes from the Queen Elizabeth University Hospital and to and from Glasgow City Centre by bringing cycling, bus connections and the taxi rank together at the heart of the town centre and the Shawlands Cultural Quarter. The square will also form a vital new gateway to the Queens Park.

Since the approval the Council's Development and Regeneration Services (DRS) and Land and Environmental Services (LES) have been working together on the detailed design and delivery and anticipate this will progress to procurement shortly.

3. Since December 2016, Glasgow City Council and its partners in the Glasgow City Heritage Trust have been improving Shawlands historic environment by progressing a Shop Front Improvement Scheme and this will support the repositioning of the town centre to capitalise on the many attractions in the wider area, including Hampden, the Burrell refresh in 2019, the historic Queens Park, Greek Thomson and Charles Rennie Mackintosh heritage of Strathbungo.



Public realm works; Shawlands Town Centre.

4. Following successful collaboration between the Council and the Shawlands Business Association, the local business community took decision to set up Shawlands Business Improvement District (BID), in what will be the largest BID in the city. The BID initiative will raise approximately £740,000 from 2017 till 2022 and enable the business community to fund a range of projects including events, marketing, shop front improvements, joint procurement and a dedicated BID Manager. The BID will also lever in significant additional external resources.
5. As a result of close collaboration between DRS Planning Neighbourhoods, Land and Environmental Services (LES) and the private provider Healthmatic, the town centre will also see the reopening of the former public toilet on Pollokshaws Road. This will be achieved via £27,000 Town Centre Action Plan (TCAP) support which unlocked match funding from LES. The project includes the re-allocation of a



service contract to enable the re-opening of the toilet as a dedicated facility for the twice monthly farmers market; the remainder of the building will be used to offer up lettable space for a range of businesses or community groups.

(Performance marker 2, 3 and 12)



Shawlands Street Market.

Case Study. **Wheatley Group**

Glasgow City Council (GCC) and the Wheatley Group signed a Strategic Agreement in 2016. The purpose of the Agreement is to protect Glasgow's tenants and the stock transfer legacy into the future, by setting out how GCC and Wheatley will work together, building on the outcomes secured through the transfer process. A key area for the Strategic Agreement is realising the full potential of the finance that Wheatley has secured through its asset base and revenue streams, to increase the supply of affordable housing in Glasgow.

GCC as strategic housing authority can affect the development opportunities available to the Wheatley Group's RSLs: the Glasgow Housing Association, Cube Housing Association and Loretto Housing Association, by assisting in the delivery of their housing programmes. The Strategic Agreement includes commitments to support new build development by making land available through nominated disposal and to work together to raise additional funding for housing development in the city.

This has resulted in a significant programme of house building activity from the Wheatley Group Associations, leading to a significant number of associated planning applications and building warrants.

To assist in ensuring that these are processed timeously and programmed targets are met, a working group has been set up involving key personnel from Wheatley and GCC to oversee the progress of the applications for statutory consent. A planning liaison manager has been identified to ensure good communication is maintained between the two organisations. The role of planning liaison manager is to report progress, to highlight issues that may delay projects and to act on problems identified by the Group in relation to processing of consents. It also allows early consideration of potential sites and arranging for pre application meetings. In addition the creation of this role has also allowed processes to be reviewed and improvements identified and implemented. The planning liaison manager is a senior manager from Planning and Building Standards.

An example of process improvements is in relation to the concluding of developer obligations. It was noted that in some circumstances the conclusion of an obligation securing a contribution was adding time to the process and delaying consent being issued. A changed approach was introduced whereby there is one overall obligation relating to sites within the build programme instead of individual agreements for each site. This speeds up the process and reduces demand on resources.

In relation to Building Standards the planning liaison manager has been instrumental in preparing the way for a type approval scheme which the Wheatley Group wish to pursue. This will also have a beneficial effect on processing times and resources.

It is considered that this example of collaborative working is proving to be hugely successful to both organisations and is an effective method of overseeing the processing of statutory consents, helping to deliver timeously the Wheatley Group's development aspirations contributing to the delivery of housing in the city. *(Performance Marker 2, 3 and 12)*



Image courtesy of Wheatly Group.

Governance



The planning service forms part of the City Council's Development and Regeneration Services (DRS) and delivers the service priorities of the Council as reflected in the Council's Strategic Plan.

Planning and Building Standards are an integrated service under a single Head of Service.

Performance issues and service improvements are shared between planning and building standards managers at weekly performance and management meetings. *(Performance marker 12)*

Within the integrated Planning and Building Standards Service managers' spans of control encompass the wide range of functions discharged by the integrated service. This organisation is predicated on the principle of continuing to provide a "smarter" workforce to deliver an improved service with less staff resources, through "smarter" work practices. *See Planning and Building Standards Structure in Introduction.*

In the past year the level of staff resource committed to City Deal has increased, with dedicated project teams now established for each of the three projects being delivered by the planning service. These teams form the link between the forward planning function of the service and third parties, leading on project delivery and ensuring that the wider spatial objectives of City Deal investment are not lost during implementation. *[See diagram on Page 6]*

- Within the planning function in DRS, teams prepare, produce and monitor. The *City Development Plan* including *Supplementary Guidance*, and support and contribute towards the *Strategic Plan*.
- They support greenspace and environmental programmes such as *Central Scotland Green Network, Glasgow and Clyde Valley Green Network Partnership, Sustainable Glasgow* and the *Place Standard* project.
- A Forward Planning Team delivers projects in partnership with other stakeholders and works closely with the Govan THI
- The City Design and Transport Planning teams provide specialist advice and guidance for planning colleagues.
- Development Management is carried out in four teams as described in the management structure. Caseload management is carried out by managers throughout the planning service who work together to review work pressures throughout the service and allocate work accordingly. These teams are set up to be able to react to the need for intensive project management for major developments, through early engagement at pre-application stage and throughout the process, through Planning Permission in Principle (PPP) applications, through the resulting Matters specified in conditions (MSC) applications and engaging with clearing pre-start conditions before work starts on the ground. A specified Delegated team deals with all householder applications and most advertisement telecommunications, and minor works applications.
- Planning officers manage their own caseload using a spreadsheet to monitor timescales. Regular one-to-one meetings between managers and teams also help to monitor and manage workloads. Decision notices are signed by team leaders. *(Performance marker 1)*
- The Enforcement team also works closely with Development Management officers.
- The Local Review Committee (LRC) is supported by the LRC team within the planning function. The team provides an experienced independent Planning Advisor to the Committee from outwith the Development Management function, who manages the administration of the local review appeals process.
- Administration and relevant observations for appeals determined by the DPEA (Scottish Ministers) are handled by the original Development Management officer to reduce the time taken to provide comments to the DPEA.

Customer and Business Services (CBS) provide the administrative support to the planning services. Although not part of the planning services structure, they provide essential administrative support. Daily issues are addressed directly with the CBS manager and regular fortnightly meetings, or more often if required, take place between the CBS manager and a Planning and Building Standards Group Manager to discuss broader process and development issues.

As the planning service is placed within DRS, many initiatives are carried out in partnership with colleagues elsewhere in the Service, such as Project Management and Design, who are responsible for delivery of the Council's strategic investment priorities, such as the schools and care facilities currently being developed.

Place-based Approaches to Joint Planning, Resourcing and Delivery

An overview of current practice in Scotland
April 2016



Partnership – particularly in exploring the link between spatial and community planning. This includes promoting the use of the *Place Standard*. (Performance marker 12)

The planning service is involved in collaborative working with neighbouring planning authorities in projects on such projects including City Deal (see above). (Performance marker 13)

Planning is also involved with other DRS officers in projects such as Metropolitan Glasgow Strategic Drainage Partnership, Sustainable Glasgow and the City Centre Regeneration team, working on projects such as public realm transformation. Within the Council Family we are working with colleagues in Community Planning



City Centre Public Realm.

The West of Scotland Archaeology Service (WoSAS)

WoSAS is hosted by the City Council planning service: WoSAS was created in 1997 so member councils benefit from a shared curatorial service. Currently 11 planning authorities, 10 councils and a national park authority in West and Central Scotland, receive this service from WoSAS.








The primary purpose of WoSAS is to assist the councils in the statutory duties that arise from their expected curatorial role as planning authorities, to maintain the Historic Environment Record (HER) for each member authority, and make information from it freely available to the public online. The [WoSAS Business Plan](#) for 2014 - 17 outlines core activities and responsibilities.

The service liaises with national agencies on heritage matters, and participates on behalf of the member authorities in various working groups such as Association of Local Government Archaeological Officers ([ALAGO](#)), the Scottish SMR Forum, the Antonine Wall World Heritage Site working group, the National Parks Historic Environment Working Group and the Regional Archaeological Research Framework for Argyll working group. WoSAS has proactively engaged in the consultation on 'Places, People and Planning'

The mediated, accurate information provided by the experienced, specialist planning archaeologists of WoSAS have brought major benefits to member Councils by:

- contributing to the de-risking of major developments and
- ensuring developers of all sizes address potentially significant historic environment issues at as early a stage in the development process as is feasible, thus speeding up determination timescales.

Outcomes are reported annually and are published on the [WoSAS website](#) the outturn report for 2016 - 2017 will be published, after committee approval, in September 2017.

Each working day...		3 FTE STAFF
	Income	<ul style="list-style-type: none"> • Generated £118.26 of income used to part-offset running cost to the Councils
	Supporting Sustainable Development	<ul style="list-style-type: none"> • Checked 30 planning applications • Commented/advised on 3.2 planning applications • Instigated 2 pieces of archaeological mitigation work • Commented/advised on 1 other land-use change consultation
	Improving Management of the Historic Environment	<ul style="list-style-type: none"> • Recorded 1.5 new sites in the HER • Updated 1 existing site record in the HER • Recorded 1.2 new archaeological survey/excavation events • Received 0.8 new archaeological reports for the HER
	Providing Community Support	<ul style="list-style-type: none"> • Advised 0.04 Members of the Public/Community Groups • Delivered 0.02 lectures/talks to Community Groups
	Promoting the Councils	<ul style="list-style-type: none"> • Received 1600 'hits' on the online HER (+ same at weekends) • Provided 0.06 Press releases/news items
	Sharing Skills and Knowledge	<ul style="list-style-type: none"> • Provided 0.4 mediated data downloads to commercial clients • Liaised with 0.02 National Agencies on HE Policy matters • Contributed 10.5 minutes to the development of Regional Archaeological Research Frameworks with national agencies
 = 0.005p per Council Tax payer per working day		

Service Delivery and Workflow Management

Service delivery is managed through the corporate *Annual Service Plan and Improvement Report (ASPIR)* which is reported quarterly to the operational scrutiny committee to ensure that resources are aligned to priorities. Planning and Building Standards have adopted a Business Plan which aligns the workflow to the Council's strategic priorities; updates are reported quarterly to Senior Management Team.

Workforce planning is managed corporately through a workforce planning board, which examines business cases to ensure that new posts created through Service Reform deliver on corporate priorities.

Planning and Building Standards management team meets two-weekly. Planning and Building Standards Principals and Team Leaders meet weekly to discuss issues of concern and progress service improvements, and feed back to the management team.

Ongoing planning policy, legislation and performance pressures are discussed at the six-weekly Development Management Forum meetings.

Planning Applications Committee meets every two weeks which allows case to be dealt with quickly. Appointed officers attend committee on a rota basis and meet with the Convenor and Vice-Convenor the week before Committee for a pre-agenda meeting. The scheme of delegation is extensive and allowed 98.3% of cases to be decided on a delegated basis rather than by Committee, thus increasing the speed of decisions.



Case Study. e-development

Glasgow's DRS Service Development team was tasked with the project to create a new process model and introduce eWorkflow for Planning and Building Standards. Service Development reviewed and analysed the existing process, legislative requirements and tailored tasks for Glasgow's specific requirements.

Based on this review, process models were developed, task responsibilities were realigned, unnecessary tasks were removed and new efficient processes were developed. eWorkflow was introduced using Idox Enterprise. This software allowed work to be moved around electronically to staff to undertake the next step in the process and at the same time afforded management with a real time performance management tool (RAG rating in accordance with target dates).

eWorkflow and eBuilding Standards portal were implemented on 24 August 2016. Service Development continues to support this function and regular meetings with staff help to develop the processes further.

Significant benefits have been realised by developing full end-to-end electronic workflow for Planning and Building Standards. eWorkflow has streamlined processes; reduce manual data entry and the requirement for consumables (paper etc.), postage and storage of files. eWorkflow also allows applications to move from staff to staff automatically once certain tasks have been completed on the system.

Initially performance may have declined at first as Planners and Surveyors got to know the new process. This was compensated through time saved in other parts of the process and performance improved as staff were more familiar with the new processes. No additional staff were required to support the new process and eWorkflow is projected to save an average of £163,890 a year in terms of staff time savings, consumables savings and postage savings. *(Performance marker 6 and 12)*

The Completed processes include;

- Registration Process
- Vetting Process
- Decision Process

PBS_DM	PBS_DM
Active Tasks <ul style="list-style-type: none"> Complete Decision Process: 17/00933/D Complete Decision Process: 17/00613/D Complete Decision Process: 17/01758/D Complete Decision Process: 17/01333/D Complete Decision Process: 17/01188/D Complete Decision Process: 17/01369/D Recently Completed <ul style="list-style-type: none"> Refer To Legal 16/02417/DC 8 Dixon Str Withdraw Application: 17/01790/DC at 1 Withdraw Application: 17/01620/DC at 4 DC Application Received 17/01808/DC DC Application Received 17/01816/DC DC Application Received 17/01817/DC DC Application Received 17/01818/DC J DC Application Received 17/01819/DC 3 Withdraw Application: 17/01797/DC at 2 Print Validation Letters 17/01796/DC at 1 	Active Tasks <ul style="list-style-type: none"> DC Application Received 17/01814/DC 6 Recently Completed <ul style="list-style-type: none"> Refer To Legal 16/02417/DC 8 Dixon Str Withdraw Application: 17/01790/DC at 1 Withdraw Application: 17/01620/DC at 4 DC Application Received 17/01808/DC DC Application Received 17/01816/DC DC Application Received 17/01817/DC DC Application Received 17/01818/DC J DC Application Received 17/01819/DC 3 Withdraw Application: 17/01797/DC at 2 Print Validation Letters 17/01796/DC at 1 DC Application Received 17/01820/DC 1 DC Application Received 17/01821/DC 6 DC Application Received 17/01822/DC 2

Tailored Tasks

Case Study. Organisational Development Board (ODB).

Planning is represented in the Service ODB which aims to continue to build on the work of 'Engage for Success'; (the Council's employee engagement strategy).

The Board is tasked with developing a refreshed strategy that aims to develop and support a workforce that is skilled, engaged and healthy.

There are six main headings under the "Engage for Success" Banner:

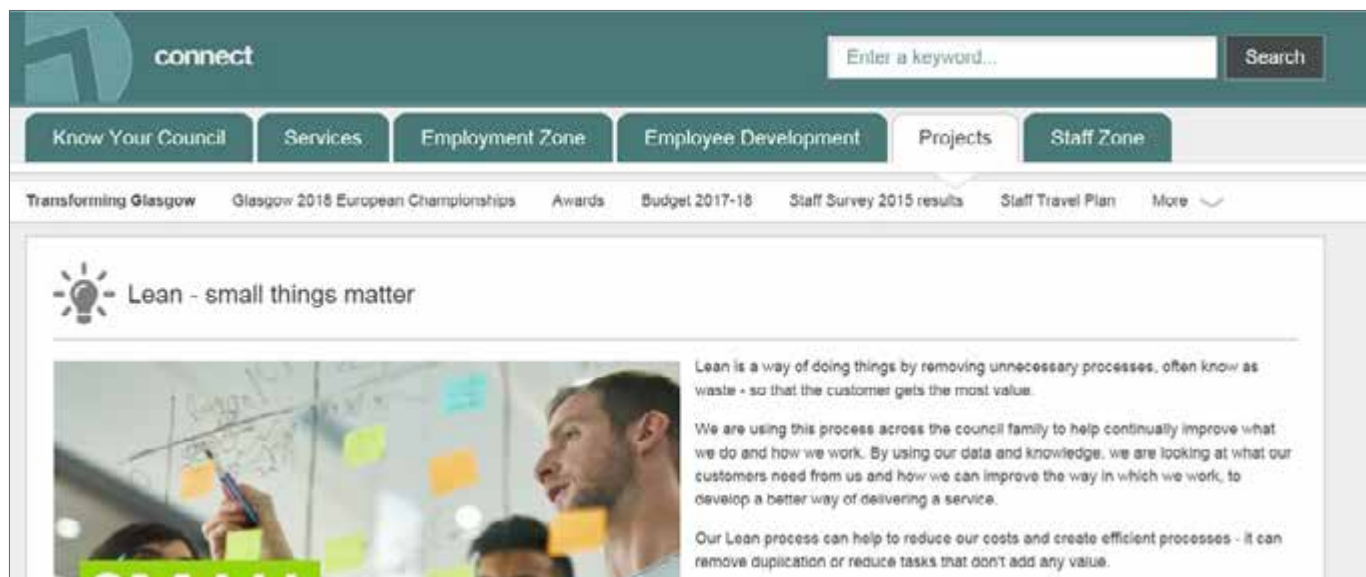
- Staff Development
 - Supporting Employee Development, Coaching and Mentoring and Equality and Diversity
- Communications
 - News, Events, Forums, Communications Strategy and more
- Health and Wellbeing
 - Helping to build a Resilient Workforce
- Celebrating Success
 - Recognising Service Achievements and Award Nominations
- Ask the Senior Management Team
 - Ask the Senior Management Team a question and find out about Roles, Vision, Objectives and Performance
- Your Ideas Matter
 - Submission of Staff ideas and suggestions online

A number of initiatives are already in place to promote these aims.

In 2016 - 2017 the results of the Staff Survey and the Work Positive Stress Survey were made available. In response to these findings the Services' ODB Strategic Plan has been updated.

Included in the Plan is the development of "Spotlight On" sessions, which highlight good practice to be found within the Service. This should facilitate the alignment of the Services' priorities to promote a more interactive focus on how information is shared and will impact on how change is successfully delivered across the Service, the Council and the City.

This year also saw the roll out of "Employee Voice" within the Service. Employee Voice is an online forum that allows staff to easily share and develop ideas about ways in which the Service can improve how it works. With Employee Voice platform it is anticipated the organisation can take small ideas and make positive changes to how it works. [\(Performance marker 6 and 12\)](#)



Extract from Glasgow City Council's CONNECT website for staff.

Culture of continuous improvement

Joint working and benchmarking to share good practice between local authorities takes place on a regular basis. Glasgow takes part in the Heads of Planning Scotland (HOPS) and Society of Local Authority Chief Executives and Senior Managers (SOLACE) benchmarking family group. [\(Performance marker 13\)](#)

Glasgow City Council planning service plays an active role in various other inter-authority groups, including Heads of Planning Scotland (HOPS) subgroups, which are invaluable in sharing of good practice, suggestions and results of research between planning authorities. These subgroups include the Development Plans, Development Management and Performance and Practice subgroups. [\(Performance marker 13\)](#)

Glasgow's planning service also facilitates the Glasgow Urban Design Panel (GUDP), which discusses best practice on an arrangement of design based topics. [\(Performance marker 13\)](#)

Planning officers from the City Council have been an integral part of various Scottish Government projects such as the development of the Place Standard for Scotland and the national Stalled Spaces project. [\(Performance marker 13\)](#)

The planning service has responded to, and been involved in discussions at a national, regional and local level on 'Places, people and planning: A consultation on the future of the Scottish planning system.' This engagement resulted in members of staff assisting in the forming of at least seven responses as well as the City Council's own response. The outcome of the consultation, and the subsequent action led by the Scottish Government, will impact more in 2017 - 2018 and future years, rather than in the year covered by this Performance Framework.

Note the following responses which Glasgow's planning service has contributed:

- Clydeplan (Glasgow and the Clyde Valley Strategic Development Planning Authority)
- Glasgow City Region
- Glasgow and Clyde Valley Green Network Response, which again we inputted to
- Metropolitan Glasgow Strategic Drainage Partnership
- Greenspace Scotland – where we were part of the expert group
- Heads of Planning Scotland
- West of Scotland Archaeology
- [Glasgow City Council, Planning Service response.](#)

Staff development plays an important part in the planning services' drive for continuous development. This year has seen the introduction of organised monthly lunchtime feedback sessions available to all planning staff. Those attending internal or external training courses, workshops, benchmarking and other events, have the opportunity to feedback directly to staff at these sessions. All staff will receive and email a week in advance to notify them of an up - coming session to ensure the best possible attendance. [\(Performance marker 12\)](#)

In addition this year, a team of designated planning officers from all parts of the planning service, along with colleagues from Building Standards, formed a Training Group which has developed a system to allow staff to highlight to their colleagues, relevant events, courses, seminars and workshops they become aware of. [See Case Study –Training Group.](#) [\(Performance marker 12\)](#)

Service Improvements as set out in the PPF have been used as one of the tools for measuring continuous improvement and this ongoing list is added to, monitored and implemented during the year (see [Part 3](#) for summary). [\(Performance marker 6\)](#)

A Development Management Forum meets regularly to allow development management managers to discuss and address current planning issues and their implications, including legislative and policy changes, IT support requirements and staffing and management priorities. [\(Performance marker 6\)](#)

In-house training and discussion forums have been held for staff on a variety of topics throughout 2016 - 2017, delivered in partnership with Glasgow City Heritage Trust and include:

- **2016:**
 - GCC Office 9 June 2016 The Use of Traditional Mortars
 - GCC Office 19 July 2016 Sash and Case Window Restoration
 - GCC Office 2 August 2016 Chimneys and Flues
 - GCHT Office 27 October 2016 Scaffold for Heritage Projects
 - GCHT Office 22 November 2016 Historic Brickwork care and maintenance
- **2017:**
 - GCC Office 24 January 2017 Inspecting Heritage Work
 - GCC Office 16 February 2017 Thermal Imaging and Heritage Buildings
 - GCC Office 9 March 2017 Plumbing (Lead work) for Traditional Buildings

Teams in the planning service have regular team meetings and use site visits and tours to review recent built development in the City.

Performance Coaching and Review (PCR) is a development tool adopted by Glasgow City Council to maximise employee performance. PCR is a performance management system that supports the delivery of the Council objectives along with team and individual goals. It also provides a method of managing behaviours and outcomes, fostering effective working relationships and continuous improvement. All planning staff take part in discussions every six months with their line managers to discuss areas such as; performance, quality and continuous improvement, customer care/ service, teamwork, communication, managing change, time management, leadership and people management. A review of the quality, relevance and effectiveness of PCRs conducted within the planning service, is a Service Improvement for 2017 - 2018, to ensure that all staff and the service get the best outcome. [\(Performance marker 6, 12\)](#)

Throughout 2016 - 2017, planning and service development representatives have attended meetings and seminars, hosted by the Scottish Government, to be informed of the progress of the new ePlanning portal. Following the launch of ePlanning.scot on 13 January 2016, which replaced the ePlanning. Scotland portal launched in April 2009, the Scottish Government have stressed the importance of continued input from all partners regarding the ePlanning project. The City's planning service continues to communicate their experiences and make constructive improvement suggestions.

Engagement in this programme will continue throughout 2017 - 2018, as it will deliver the technology the planning service requires to further streamline planning processes. We are also keen to see how it aligns to other major system and process developments in Glasgow, such as mobile working and 3D technology. [\(Performance marker 13\)](#)

Glasgow's case management system (UNIFORM), recently upgraded in March 2017 and Document Management System (DMS), continue to align with departmental priorities. All planning staff are continuing to benefit from the roll out of new devices (hybrid laptops/tablets and PCs), deployed as part of a departmental wide Refresh Programme. The introduction of these new devices will allow the development of further agile working, allowing officers to be more efficient and effective in the assessment of their applications. [\(Performance marker 12 and 13\)](#)

Legacy cases have again been monitored during the year by case officers, who are proactively seeking to have applications withdrawn or refused if legal agreements are not concluded within six months of being sent to developers. A list of legacy cases is produced each month for the monthly performance meetings, which managers use for discussions with their staff regarding the current status of applications. [\(Performance marker 4 and 14\)](#)

Case Study. ISOCARP/ ITACUS Young Planning Professionals Think Deep UK Conference “Rethinking the Clyde Waterfront”

October 23 - 28 2016

Glasgow City Council (GCC), in partnership with both The International Society of City and Regional Planners (ISOCARP) and the International Tunnelling and Underground Space Association's Committee on Underground Space (ITACUS), hosted the inaugural cross disciplinary Young Professionals Think Deep Programme (YPTDP) Workshop between 23 - 28 of October 2016. The workshop was the first in a series of events intended to produce a set of case studies that will contribute towards an in-depth analysis of the interrelations between city planning, urban design, underground space utilization and infrastructure provision. The event was tied into the work being conducted by GCC in collaboration with the British Geological Survey which is putting Glasgow at the forefront of achieving an integrated use of the subsurface.

Under the guidance of tutors from ITACUS, ISOCARP and Think Deep UK, the event brought together twenty international participants with four officers from DRS (all under the age of 35) to work on a collaborative spatial design project titled 'Rethinking the Clyde Waterfront'. The aim was to create a common vision on the use of urban underground space. A wide spectrum of disciplines were represented at the workshop including; planners, architects, urban designers, civil engineers, geologists, road engineers and underground space specialists; coming from as far afield as Brazil, Iran and Botswana.

The workshop's innovative outcomes can be found in a [report published online](#). The results were presented to several key stakeholders, including planners and directors from Glasgow City Council on the last day of the workshop.

The workshop gave the participating young planners from Glasgow City Council an insight into the complexities and importance of subsurface planning and the opportunity to network with and learn from specialists from a variety of fields. The information gathered in the final report will be of continued use as the council advances preparations for the Strategic Development Framework for the River Clyde. [\(Performance marker 13\)](#)



Case Study. Development Management Stakeholder Event

In November 2016 the development management team organised a stakeholder event for architects and agents who were identified as frequent users of the planning service. The focus was on customer service, with attendees invited to discuss their experience of our service and to discuss the future direction of service improvements.

Initially the stakeholders were updated on the current structure and processes operating within the planning service, and reminded of the role of the Planning Performance framework in setting out planning service improvements each year. Several new initiatives which were about to be introduced were also presented, including our new arrangements for the customer care phone, planning enquiry email and website improvements (discussed in [Case Study Customer Service Interface](#)). The forthcoming new procedure for pre-application enquiries was also trailed. The event then broke into groups to discuss questions focussed on processing agreements; the upcoming increase in fees, and potential pre-application charges; e-planning, and contact and expectations.

The feedback from the stakeholders was useful in that it identified specific issues which most had experienced as areas requiring improvement, particularly ease of contacting officers, clarity on timescales for dealing with enquiries and acknowledgement of enquiries. Generally the work of the planning officers was supported and acknowledged to be of a high standard. Agents felt that they received a good service once they had managed to contact the right person. Suggestions were made including further consistency of processing agreements, consistency of responses to agents and applicants, a checklist for validation, and further improvements to the website. These will be taken on board and addressed through the service improvements planned for the coming year. We committed to reconvene the stakeholder event in Autumn 2017 to report on progress in relation to these improvements, and to update the agents on forthcoming changes. This forum was a useful tool to obtain feedback and review of our processes and will inform our priorities for improvements to our customer service. [\(Performance marker 6\)](#)

DEVELOPMENT MANAGEMENT STAKEHOLDER EVENT

AGENDA

PART ONE

09.30

Registration

09.45

1. Introduction and welcome

2. Development Management teams -

- structure
- geographic areas

3. Planning Performance Framework

4. Initiatives in Customer Service

- customer phone/email
- pre-app
- eflow

11.00

Coffee/tea break

PART TWO

11.15

Discussion groups on customer service - facilitated by GCC

12.15

Reports from groups

12.30

Concluding remarks



Case Study. Training Group

It was recognised by planning managers and staff, that there needed to be a better way to collate, advertise and promote training and development opportunities throughout the year for all staff. These would include seminars, courses, events and workshops.

A Training Group was created with representatives from all sections of the planning service, to collectively discuss the best approach to achieve a good outcome for all staff, including managers, planning officers, technicians and graduates.

In March 2017, this resulted in the creation of a Training Calendar, located in our electronic document management system, which could be viewed by all.

All planning staff were informed by email of the Training Calendar and given a direct link to it. In addition, the email also explained a process to follow when applying to attend a desired training event.

The process requires a conversation with a line manager to discuss the suitability of the event for the staff member and to ensure that on the day of the event, there would still be adequate cover in their team. If there is agreement for attendance, then a Conference Requisition Form requires to be completed and authorised by the line manager, who would then forward for attendance to be arranged.

Administrative support staff arrange the booking and ensures that the invoice, if there is one, comes to them for processing.

The launch of the Training Calendar has been a success and feedback from staff has been very positive. It will, however, be further developed and refined to include financial tracking, which is currently done remotely and also focus more on Continuous Professional Development (CPD) opportunities and link better with the Council's Performance Coaching and Review (PCR), which is a tool for development and continuous improvement that provides a way to help to maximise employee performance and increase engagement.

The Training Group, identified colleagues throughout the planning service for staff to pass on information regarding upcoming training events and opportunities which they become aware of. These colleagues would then insert these events and opportunities into the Training Calendar with a hyperlink for additional information and booking details.

Planning staff are encouraged to regularly view the Training Calendar at their team meetings and there is always a section in the monthly newsletter to all staff, as a further reminder. See extract of PBS News.

Monthly Lunchtime Catch Up/Share the Knowledge Sessions have been set up for staff to feedback to colleagues on the events that they have attended recently. In advance all staff receive an email to inform them what is to be presented and a register of those attending is kept. (*Performance marker 6*)



Part 2 Supporting Evidence

Supporting evidence is contained throughout the Planning Performance Framework (PPF), in the form of hyperlinks to websites and documents from the following sources.

Headings
PLANNING PERFORMANCE FRAMEWORK GUIDANCE NOTES
GLASGOW CITY COUNCIL STRATEGIC PLAN 2012 - 17
GLASGOW CITY COUNCIL STRATEGIC PLAN REFRESH 2015 TO 2017
TRANSFORMATION STRATEGY AND PROGRAMME
ANNUAL SERVICE PLAN AND IMPROVEMENT REPORT 2016
GLASGOW CITY DEVELOPMENT PLAN
PLACES PEOPLE AND PLANNING
PERFORMANCE MARKERS REPORT 2015 - 2016 - GLASGOW CITY COUNCIL
PERFORMANCE MARKER CHECKLIST
GLASGOW CITY REGION CITY DEAL

Headings
GLASGOW AND THE CLYDE VALLEY STRATEGIC DEVELOPMENT PLAN
CITY DEVELOPMENT PLAN - SUPPLEMENTARY GUIDANCE AND INTERIM PLANNING GUIDANCE
DESIGN GUIDE FOR NEW RESIDENTIAL AREAS
IMAGING CENTRE OF EXCELLENCE
DAKOTA HOTEL
CITY OF GLASGOW COLLEGE
KELVIN HALL
CITY OF GLASGOW COLLEGE: RIVERSIDE CAMPUS; ROYAL INCORPORATION OF BRITISH ARCHITECTS
CITY OF GLASGOW COLLEGE : RIVERSIDE CAMPUS - CIVIC TRUST AWARDS
ST LUKES REFURBISHMENT AND BAIN STREET PUBLIC REALM - SCOTTISH AWARDS FOR QUALITY IN PLANNING

Headings
ST VINCENT PLAZA - SCOTTISH AWARDS FOR QUALITY IN PLANNING
FINNIESTON SUBSTATION - GLASGOW INSTITUTE OF ARCHITECTS
DAKOTA DELUXE - GLASGOW INSTITUTE OF ARCHITECTS
GLASGOW WOMEN'S LIBRARY - GLASGOW INSTITUTE OF ARCHITECTS
THE SAUNDERS CENTRE, THE GLASGOW ACADEMY - GLASGOW INSTITUTE OF ARCHITECTS
WOODSIDE, FIRHILL and HAMILTONHILL DEVELOPMENT FRAMEWORK - LANDSCAPE INSTITUTE AWARD
SHAWLANDS BUSINESS IMPROVEMENT DISTRICT
SCOTTISH LOCAL AUTHORITIES ECONOMIC DEVELOPMENT SUBGROUP
GLASGOW AND CLYDE VALLEY GREEN NETWORK PARTNERSHIP
THE CANAL PARTNERSHIP WITH SCOTTISH CANALS
CLYDE GATEWAY

Headings
<i>THE CENTRAL GOVAN ACTION PLAN PARTNERSHIP</i>
<i>THE SEVEN LOCHS PARTNERSHIP</i>
<i>THRIVING PLACES</i>
<i>PLACE STANDARD</i>
<i>LUCI - 'LIGHTING THE CITY'</i>
<i>INTERNATIONAL SOCIETY OF CITY AND REGIONAL PLANNERS (ISOCARP) WORKSHOP</i>
<i>ACCESSING SUBSURFACE KNOWLEDGE WORKSHOP</i>
<i>EU COST SUB - URBAN PROJECT</i>
<i>ENFORCEMENT CHARTER</i>
<i>DEVELOPER CONTRIBUTIONS</i>

Headings
<i>PROCESSING AGREEMENTS</i>
<i>COUNCIL COMPLAINTS POLICY</i>
<i>SCOTTISH PLANNING POLICY</i>
<i>SCOTLAND'S THIRD NATIONAL</i>
<i>PLANNING FRAMEWORK</i>
<i>CITY DEVELOPMENT PLAN ACTION PROGRAMME</i>
<i>WATERFRONT AND WEST END INNOVATION QUARTER</i>
<i>CANAL AND NORTH GATEWAY</i>
<i>COLLEGELANDS AND CALTON BARRAS</i>
<i>METROPOLITAN AND STRATEGIC DRAINAGE PARTNERSHIP</i>
<i>SHAWLANDS TOWN CENTRE ACTION PLAN</i>

Headings
<i>MY SHAWLANDS BUSINESS PLAN</i>
<i>CENTRAL SCOTLAND GREEN NETWORK</i>
<i>SUSTAINABLE GLASGOW</i>
<i>WEST OF SCOTLAND ARCHAEOLOGY SERVICE BUSINESS PLAN</i>
<i>ASSOCIATION OF LOCAL GOVERNMENT ARCHAEOLOGICAL OFFICERS</i>
<i>WEST OF SCOTLAND ARCHAEOLOGY SERVICE WEBSITE</i>

Part 3 Service Improvements for 2017 - 2018

Headings	Commitments	Performance
Quality Outcomes, Quality of Service and Engagement	Explore on-line consultations Working with Service Development to improve our engagement with our consultees.	1, 6 and 12
Culture of Continuous Improvement, Quality of Service and Engagement	Complaints procedure This is to support planning staff and improve the quality of responses received by customers. This commitment will also help staff development.	6
Quality of Service and Engagement	Customised versions of PPF6 This would be targeted at different stakeholders.	6
Culture of Continuous Improvement	More of Elected Members training Many new Councillors were elected at the recent Local Authority elections. The planning service will work with Planning Aid Scotland (PAS) to deliver training on all aspects of the planning service in Glasgow.	9
Culture of Continuous Improvement	Refreshed PCR This is required to ensure that continuing staff development includes reference to the developing Business Plan and other training requirements.	6
Governance, Quality Outcomes	Training Group – Financial tracking This would be added to the newly setup Training Calendar, to better manage training requests against budgets.	6
Governance, Quality Outcomes, Quality of Service and Engagement	Develop electronic workflow for legal agreements. This would be developed with the support of Service Development and operate between the planning service and legal service.	1, 4, 6 and 12
Quality Outcomes, Culture of Continuous Improvement	Streamline processes. Updating Committee Reports, Handling Reports and all decision notices to streamline processes, reduce possible errors and standardise the format.	1, 6 and 12
Quality Outcomes, Quality of Service and Engagement, Governance and Culture of Continuous Improvement	Continuing commitment to complete improvements commitments identified in 2016 - 17 as Continuing.	Various
Governance, Quality Outcomes, Quality of Service and Engagement	Complete work by Service Development on pre-application and response module, followed by training for staff.	1, 6 and 12
Quality Outcomes, Culture of Continuous Improvement	Hold another stakeholder event, feeding back on suggestions made at the event in November 2016.	6

Delivery of Service Improvement Actions in 2016 - 2017

Headings	Commitments	Actions and Evidence	Performance marker	Completed
Quality Outcomes, Governance and Culture of Continuous Improvement	Create a suite of graphs in UNIFORM Enterprise for the Planning Module, to support monitoring of workload and performance by planning officers and managers.	Reported by Service Development that this is likely to be completed by September 2017, due to competing priorities.	1, 6, 12	Continuing
Quality of Service and Engagement	Adopt the recommendations of the Customer Service Report. This report was produced following a commitment in Part 4: Service Improvements 2015 – 16, in last year's PPF.	<p>The Customer Service Report, focused on:</p> <ul style="list-style-type: none"> The operation of a Duty Planner system for handling planning enquiries. Communication with the planning service from the main Council switchboard and counter office. <p>Improvements to the planning pages of the Council's website. (See Case Study: Customer Service Interface).</p>	3, 11, 12	Completed
Governance	Develop a Business Plan for the planning service to deliver on its role within Development and Regeneration Services (DRS). The Plan will examine Context, Performance Framework Key Themes, Our People and Culture, Work Programme and Work Flow, Partners and Relationships in Delivering our Service and Communications.	A Business Plan has now been established by senior planning managers, which will continue to evolve and align with the Council's strategic priorities and competing priorities of the planning service. A work programme has been developed to allow strategic discussions to be taken forward.	12	Completed
Quality Outcomes and Culture of Continuous Improvement	Create electronic workflow to support full electronic processing of applications.	See Case Study: edevelopment .	6, 12	Completed August 2016

Quality Outcomes, Quality of Service and Engagement and Culture of Continuous Improvement	Review on-line consultation responses to automatically update UNIFORM, thus reducing the need for administrative support to record, scan and index responses.	Reported by Service Development that this is likely to be completed by December 2017, due to competing priorities.	6	Continuing
Quality Outcomes and Culture of Continuous Improvement	Introduce electronic vetting as part of the planning decision process.	Electronic vetting is now carried out by planning technicians. A system has been developed by Service Development, which has reduced the time taken before a planning officer receives an application for assessment. His process change is having a positive effect on performance timescales.	6, 12	Completed April 2016
Quality of Service and Engagement	Improve Councillor engagement regarding planning enquiries, in collaboration with their liaison staff. Develop guidance and an improved checklist.	An improved checklist for Councillors has been prepared which allows better engagement between Councillors and planning officers. It ensures that relevant information is contained in communications.	6	Completed
Quality Outcomes and Culture of Continuous Improvement	Review of the format and content of reports relating to the determination of planning application.	Reported by Service Development that this is currently in progress and likely to be completed by December 2017, due to competing priorities.	6, 12	Continuing
Quality Outcomes and Culture of Continuous Improvement	Organise a Customer Stakeholder Event to seek feedback on Service delivery.	See Case Study: Development Management Stakeholder Event .	3, 12	Completed

Part 4 National Headline Indicators (NHIs)

Key outcomes	2016 - 17	2015 - 16
Development Planning:		
▪ age of local development plan (years and months) at end of reporting period Requirement: less than 5 years	0m	6y 3m
▪ Will the local development plan be replaced by their 5th anniversary according to the current development plan scheme? (Y/N)	Y	N
▪ Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N)	N	Y-Later
▪ Were development plan scheme engagement/consultation commitments met during the year? (Y/N)	Y	Y
Effective Land Supply and Delivery of Outputs*		
▪ Established housing land supply	37,814	42,920
▪ 5-year effective housing land supply	16,031	12,469
▪ 5-year housing supply target	12,514	36,376
▪ 5-year effective housing land supply (to one decimal place)	6.4 years	1.7 years
▪ Housing approvals	5,716	3,638
▪ Housing completions over the last 5 years	9,502	9,476
▪ Marketable employment land supply	101.62 ha	118.62 ha
▪ Employment land take-up during reporting year	5.04 ha	2.22 ha

Development Planning

The Glasgow City Development Plan (CDP) was adopted on 29 March 2017. It has replaced City Plan 2 and represents the Statutory Local Development Plan for Glasgow. The CDP Action Programme will be published within the next few months and will operate as a live corporate document to inform and direct the delivery of the CDP's policies and proposals.

Development Plan Scheme

The timetable detailed in the 2016 Development Plan Scheme, set out that the CDP Examination would conclude in Spring 2016. However, the Examination Report was not received until 17 June of that year. The Examination Report set out that the Council should proceed towards adoption but should also embark on an early review of the Plan to address deficiencies identified in the Examination Report. Before preparing the post-examination modifications for the CDP and submitting these to the Scottish Government, the Council sought clarification on what the "early review" would entail, to ensure the version of the Plan to be adopted and the associated Supplementary Guidance, would still be viable. This process, and the extended timetable for concluding the Examination, meant that the DPS target to adopt the CDP was delayed from Late 2016 to March 2017.

Effective Land Supply and Delivery of Outputs

The 5-year Housing Supply Target is taken from the 2016 Strategic Development Plan, which is anticipated to be approved in summer 2017. The Housing Supply Target, at 16,031 houses, is considerably lower than the 2015 - 2016 figure of 36,376. This reflects the updated requirements for Glasgow from HNDA2, which was prepared for the 2016 Strategic Development Plan, and the non-inclusion of the shortfall in completions for the period 2008 - 2009 to 2015, which related to the 2012 Strategic Development Plan.

The Housing Land Supply has also increased to 16,031 houses, as a result of an assumption of recovery in the private sector, and increased funding in the affordable sector.

The comparison of the 5-year effective land supply with the 5-year housing supply target produces an effective housing land supply of 6.4 years.

The amount of marketable employment land has decreased by around 14%, as a result of the re-designation for housing and other uses of marketable land at Darnley Mains, and an improvement in take-up of employment land, from 2.22 hectares in 2015 - 2016 to 5.04 hectares in 2016 - 2017.



Sighthill Housing.

Key outcomes	2016 - 17	2015 - 16
Development Management		
Project Planning		
▪ Percentage and number of applications subject to pre - application advice	41.9% 1135	47.3% 1034
▪ Percentage and number of major applications subject to processing agreement	10.5% 4	5.9% 2
Decision-making		
▪ Application approval rate	90.4%	86.9%
▪ Delegation rate	98.3%	98.5%
Validation		
▪ Percentage of applications valid upon receipt	30.6%	28.8%
Decision-making timescales		
Average number of weeks to decision:		
▪ Major developments	35.7	25.7
▪ Local developments (non-householder)	11.7	12.2
▪ Householder developments	7.4	8.8
Legacy Cases		
▪ Number cleared during reporting period	76	67
▪ Number remaining	64	74
Enforcement		
▪ time since enforcement charter published / reviewed (months) Requirement: review every 2 years	12 months	0 months

Development Management

Project planning

The percentage of applications subject to pre-application advice was down slightly, although there was a 10% increase in applications.

The number of major applications determined where a project plan was entered into, increased from 2 to 4 applications. While this represents a 100% increase, it is recognised that this is from a low overall baseline, though it represents 10% of Majors determined.

Decision Making

No significant change in the application approval rates or delegation rates have been demonstrated. A full analysis of average weeks to determine can be found in [Part 5 Official Statistics](#).

A 10 weeks increase in average number of weeks for Major applications is explained in the context for Table a in Part 5: Official Statistics.

Decision-making Timescales

Improved average number of weeks for Local developments (non-householder) and Householder developments is pleasing, noting that the number of applications increased 12.6% and 5.8% respectfully. See context of Table A in Part 5: Official Statistics.

Legacy Cases

The Legacy cases remaining figure has fallen from the previous reporting period from 74 to 64 cases. While 76 legacy cases were cleared in 2016 - 2017, as opposed to the 67 cases cleared in 2015-2016, this illustrates that more cases were cleared year on year and that fewer legacy cases remained at the year's end than in the previous reporting period. Measures are being taken at Performance meetings to reduce this figure further.

Enforcement

The Enforcement Charter 2016 was revised and published within the required timescale and will expire in March 2018. This was the first Enforcement Charter to state that performance would be monitored in relation to the Standards it sets (a recommendation following on from the internal audit carried out of the Planning Enforcement Team's procedures). Consequently, progress has been reported on a quarterly basis to senior management and at departmental performance monitoring meetings. Consideration of performance in relation to Standards will be crucial to the content of the future Charter when it is revised early in 2018.

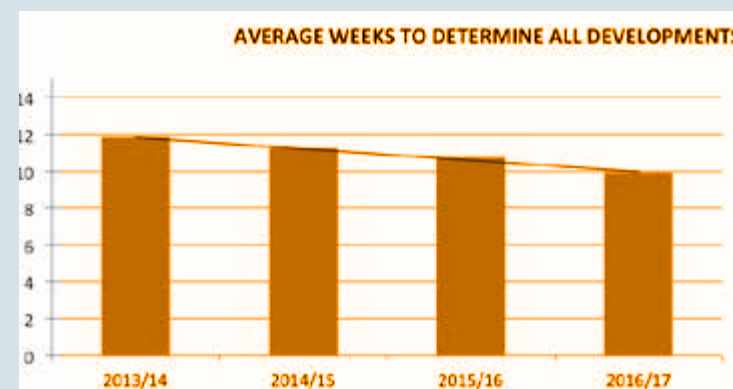
Part 5 Official Statistics

A: Decision-making timescales (Based on “all applications” timescales)

Category	Average timescale (weeks)		
	Total number of decisions 2016 - 2017	2016 - 2017	2015 - 2016
Major developments	34	35.7	25.7
Local developments (non-householder)	921	11.7	12.2
Local: less than 2 months	58.8%	7.0	7.5
Local: more than 2 months	41.2%	18.3	16.0
Householder developments	791	7.4	8.8
Local: less than 2 months	91.0%	6.9	7.6
Local: more than 2 months	9.0%	12.3	12.5
Housing developments	211	16.5	15.3
Major	14	38.9	30.5
Local housing developments	197	14.9	14.1
Local: less than 2 months	50.8%	6.8	7.4
Local: more than 2 months	49.2%	23.3	19.0
Business and industry	134	9.6	11.9
Major	1	17.7	16.2
Local business and industry	133	9.5	11.7
Local: less than 2 months	87	7.1	7.5
Local: more than 2 months	46	14.2	16.7
EIA developments	0	-	27.0
Other consents*	977	9.3	6.7
Planning/legal agreements**	58	35.2	25.8
Major: average time	24	41.2	31.6
Local: average time	34	31.0	23.5
Local reviews	25	10.7	9.3

Table A:

The average number of weeks to determine all applications has decreased from 10.7 weeks in 2015 - 16, to 9.9 weeks in 2016 - 2017. This is set against a 10.9% increase in applications.



Glasgow City Council remains committed to continuous service improvement and leaner processes, facilitated by our Service Development colleagues, who will continue to support this. The context for the performance figures reported for 2016 - 2017, is set out below and illustrated by 3 graphics of key areas, which demonstrate a continuous trend of improving performance over the last 4 years.

The following sets out the average number of weeks to determine Major Developments, Local Developments (non-householder) and Householder Developments in 2016 - 2017 and the factors influencing them.

The previous 3 year's statistics are in brackets.

Major Developments

- **35.7 weeks**
 - (25.7 weeks 2015 - 2016)
 - (30.2 weeks 2014 - 2015)
 - (37.3 weeks 2013 - 2014)

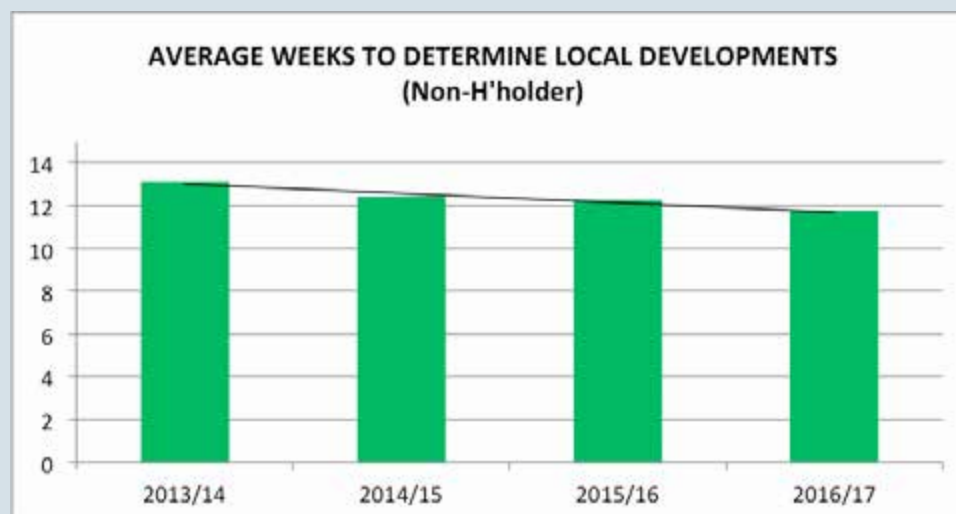
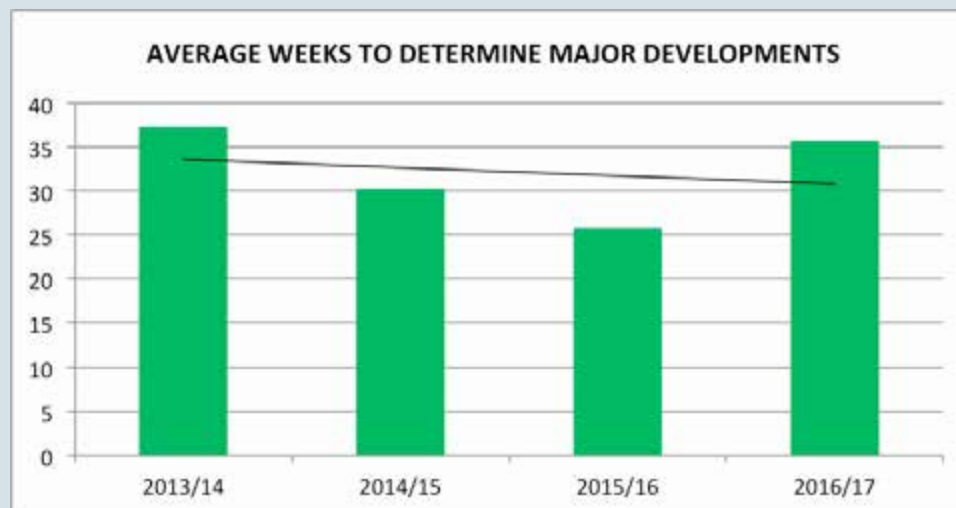
A total of 34 major applications were determined this year, which in context, corresponds to 13.6% of all major developments determined nationally.

Three major developments were determined in 2016 - 2017, which had a processing time of over 2 years. Given the number of major applications determined (34), the average weeks figure has been significantly adversely affected. The continuous improvement trend since 2013 - 2014, would have continued without the effect of these 3 applications.

Local Developments (non-householder)

- **11.7 weeks**
 - (12.2 weeks 2015 - 2016)
 - (12.4 weeks 2014 - 2015),
 - 13.1 weeks 2013 - 2014)

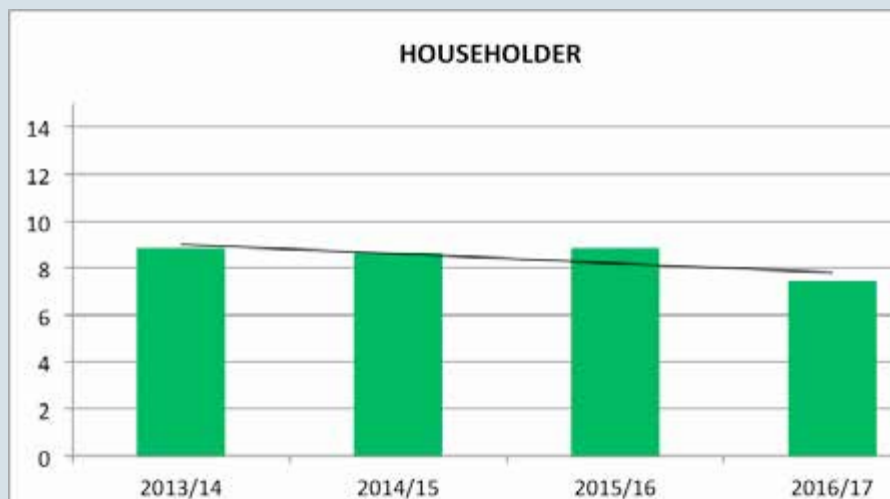
Average weeks to determine continues to fall, reflecting on the figures reported since 2013 - 2014. This is particularly pleasing noting that the total number of decisions increased from 818 last year to 921 in 2016 - 2017.



Householder Developments

- 7.4 weeks
 - (8.8 weeks 2015 - 2016),
 - (8.6 weeks 2014 - 2015),
 - (8.8 weeks 2013 - 2014)

It was highlighted in last year's PPF, that a failure of the Council's IT system had a severe effect on Householder performance in the 4th Quarter. Consequently, it is more realistic to compare this year's performance against the figures in 2014 - 2015, whereby performance has improved by 1.2 weeks. This improvement has also been achieved on a higher number of decisions than the previous year. 791 were determined in 2016 - 2017, compared with 748 in 2015 - 2016.



Planning/legal agreements

It is recognised that more work needs to be done to improve the average weeks to determine applications associated with legal obligations. Currently the planning service are further developing electronic workflow processes, specifically designed to improve performance times. (See Service Improvements 2017 - 2018)



Bankend Street.

B: Decision-making: Local review and appeals

Type	Original decision upheld				
	Total number of decisions 2016 - 2017	2016 - 2017		2015 - 2016	
		No.	%	No.	%
Local reviews	25	13	52.0	14	52.8
Appeals to Scottish Ministers	25	6	24.0	17.5	38.0

Table B: Local Reviews

The proportion of decisions upheld by the Local Review Board in 2016/ 2017, has remained almost unchanged from 2015/ 2016 at 52%, reflecting the relative age of City Plan 2. It is anticipated that the newly adopted City Development Plan will provide a more up to date policy framework for development management decisions in 2017/ 2018.

Appeals to Scottish Ministers

In relation to DPEA appeals, the figures reflect a group of appeals which relate to ten sites across the city. These appeals were initially refused by Glasgow City Council as premature as they were submitted in advance of a review of a pilot project of advertising drums, which sought to reduce fly-posting in targeted areas of the city. As the DPEA overturned this decision the implications for the figures in Table B are that 40% of all reported appeals were determined on a single material consideration, which is reflected in the reduction in the percentage of decisions upheld from 2015 - 2016.

C: Enforcement Activity

	2016 - 2017	2015 - 2016
Complaints lodged	584	532
Cases taken up	584	532
Breaches identified	586	423
Cases resolved	895	323
Notices served***	61	34
Reports to Procurator Fiscal	0	0
Prosecutions	1	0

Table C:

The number of cases taken up lodged and taken-up has increased from 532 (in 2015 - 2016) to 584 (in 2016 - 2017), an increase of 9.8%. Cases resolved is significantly up from 323 to 895 over the same period due to a concerted effort at better housekeeping: i.e. reducing the number of cases recorded as being unresolved on the Uniform system, which in actual fact had been resolved or were inactive and not expedient to pursue.

Encouragingly the number of formal enforcement actions rose significantly from 34 to 61 in the last financial year a rise of 79.4% from the previous financial year.

The actual number of formal Notices served is not necessarily an indicator of good performance (the avoidance of formal action may be a better outcome for all concerned and may have less impact on resources, less appeals etc). The focus on achieving target standards may have concentrated thoughts about achieving timescales and this may account for the greater use of formal enforcement action, as well as the acceptance that the service of formal Notices may be the only solution available in bringing a case to closure.

Outside of the targets set by the Planning Enforcement Charter, Elected Members queries (MLUs) are always a high priority in relation to the mainstay of cases received. Performance in relation to these has been consistently high in the planning Enforcement Team but is not measured in relation to the Standards of the Charter. [Performance marker 5.](#)

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Part 6 Workforce Information

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

		DM	DP	Enforcement	Other *
Managers	No. Posts	6	4	1	10
Main grade	No. Posts	21	12	6	30
Technician	No. Posts	5	5	0	2
Office Support/ Clerical	No. Posts	11	1	1	2
TOTAL		43	22	8	44
FTE		41.1	18.8	7.6	43.3

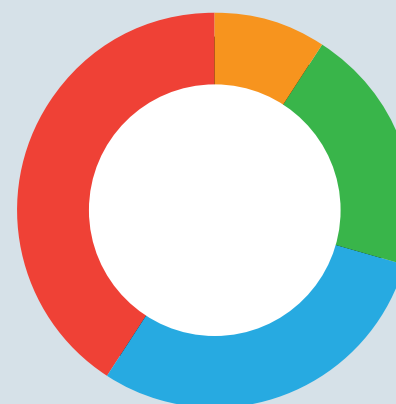
Note: **Tier 1** = Chief Executive, **Tier 2** = Directors, **Tier 3** = Heads of Service, **Tier 4** = Managers

Note: FTE = Full Time Equivalent

* Other includes Forward Planning, Transport, WOSAS, City Design, Govan THI and Parkhead THI.

Committee and Site Visits	Number per Year
Full Council meetings	6
Planning committees	20
Area committees (where relevant)	N/ A
Committee site visits	1
LRC	13
LRC site visits	0

Staff Age Profile



Staff Age Profile	Number
Under 30	11
30 - 39	24
40 - 49	35
50 and over	48

- Under 30
- 30 - 39
- 40 - 49
- 50 and over

Appendix 1: Performance markers Checklist

	Performance marker	Source/Evidence
DRIVING IMPROVED PERFORMANCE		
1	Decision making: authorities demonstrating continuous evidence of reducing average time-scales for all development types.	On-line applications, Caseload management.
2	Project management: offer of processing agreements (or other agreed project plan) made to prospective applicants in advance of all major applications and availability publicised on planning authority website.	The Design Guide for New Residential Areas, ICE Building Case Study, City of Glasgow College, City Campus Case Study, Pre-application discussions, Processing agreements, Shawlands Town Centre Action Plan Case Study, Wheatley Group Case Study.
3	Early collaboration with applicants and consultees on planning applications: <ul style="list-style-type: none"> ▪ availability and promotion of pre-application discussions for all prospective applications. ▪ clear and proportionate requests for supporting information. 	City Development Plan (CDP), The Design Guide for New Residential Areas, Glasgow Urban Design Panel (GUDP), ICE Building Case Study, Dakota Hotel Case Study, City of Glasgow College, City Campus Case Study, Kelvin Hall Case Study, Pre-application discussions, Developer contributions, Glasgow West Conservation Area Case Study, Shawlands Town Centre Action Plan Case Study, Wheatley Group Case Study.
4	Legal Agreements: resolved within 6 months.	Monitoring of Legacy Cases.
5	Enforcement charter updated / re-published.	Enforcement Charter.
6	Continuous improvement: <ul style="list-style-type: none"> ▪ show progress/improvement in relation to PPF National Headline Indicators. ▪ progress ambitious and relevant service improvement commitments identified through PPF report. 	On-line applications, Customer Service Interface Case Study, Staff resources to City Deal, edevelopment Case Study, Organisational Development Board Case Study, PPF Service Improvements, Development Management Forum, Staff Performance Coaching and Review (PCR), Development Management Stakeholder Event Case Study, Training Group Case Study, Enforcement activity.

PROMOTING THE PLAN-LED SYSTEM		
7	LDP (or LP) less than 5 years since adoption.	City Development Plan (CDP), Supplementary Guidance.
8	Development plan scheme demonstrates next LDP:-on course for adoption within 5-year cycle-project planned and expected to be delivered to planned timescale.	Early review of City Development Plan (CDP), Cross sector engagement to prepare MIR.
9	Elected members engaged early (pre-MIR) in development plan preparation.	Developers presentations to Planning Applications Committee.
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation.	Cross sector engagement to prepare MIR, City Development Action Programme.
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on (i) information required to support applications and (ii) expected developer contributions.	City Development Plan (CDP), Design briefs and masterplans, Developer contributions
SIMPLIFYING AND STREAMLINING		
12	Corporate working across services to improve outputs and services for customer benefit (for example protocols; joined-up services; single contact; joint pre-application advice).	ICE Building Case Study, Dakota Hotel Case Study, City of Glasgow College, City Campus Case Study, Kelvin Hall Case Study, Partnership Working, EU COST Sub-Urban project, Named officer contact, City Development Action Programme, Customer Service Interface Case Study, Shawlands Town Centre Action Plan Case Study, Wheatley Group Case Study, Performance and Management meetings, Community Planning Partnership, edevelopment Case Study, Organisational Development Board Case Study, Training Group Case Study, Staff Performance Coaching and Review (PCR), Refresh programme of IT equipment.
13	Sharing good practice, skills and knowledge between authorities.	Collaboration with neighbouring planning authorities, HOPS and SOLACE Benchmarking, HOPS Sub-groups, Glasgow Urban Design Panel (GUDP).Scottish Government projects, Lunchtime feedback sessions for staff, Refresh programme of IT equipment, ISOCARP Case Study.

DELIVERING DEVELOPMENT		
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one year old.	Monitoring of Legacy Cases.
15	Developer contributions: clear and proportionate expectations: <ul style="list-style-type: none"> ▪ set out in development plan (and/or emerging plan,) and ▪ in pre-application discussions. 	The Design Guide for New Residential Areas, Pre-application discussions, Developer contributions.

Appendix 2: Performance markers Report (Planning Performance Framework 2015 - 2016)

	Performance marker	RAG	Comments rating
1	Decision-making: continuous reduction of average timescales for all development categories [Q1-Q4]	Amber	<p>Major applications At 25.7 weeks your timescales have improved and remain quicker than the national average of 38.8 weeks. RAG = Green</p> <p>Local non-householder applications At 12.2 weeks your timescales have improved and are quicker than the national average of 12.3 weeks. RAG = Green</p> <p>Householder applications Timescales have increased from 8.6 to 8.8 weeks and are slower than the national average of 7.5 weeks. RAG = Red</p> <p>Overall RAG-Amber</p>
2	Processing agreements: <ul style="list-style-type: none"> offer to all prospective applicants for major development planning applications; and availability publicised on website 	Green	<p>You had 2 major applications with processing agreements last year. You state all major applications are now expected to be subject to a processing agreement. RAG = Green</p> <p>Availability publicised on website. RAG = Green</p>
3	Early collaboration with applicants and consultees <ul style="list-style-type: none"> availability and promotion of pre-application discussions for all prospective applications; and clear and proportionate requests for supporting information 	Green	<p>Pre-application advice for 47.3% of applications, a slight reduction on the previous year. Guidance is available on your website. RAG = Green</p> <p>Examples provided of developments subject to preapplication discussions. RAG = Green</p>
4	Legal agreements: conclude (or reconsider) applications after resolving to grant permission: <ul style="list-style-type: none"> reducing number of live applications more than 6 months after resolution to grant (from last reporting period) 	Green	<p>The number of legal agreements you have entered into has increased this year and the timescales for major applications with legal agreements remains below the national average.</p>

5	Enforcement charter updated / republished within last 2 years	Green	Enforcement Charter published March 2016.
6	<p>Continuous improvement:</p> <ul style="list-style-type: none"> ▪ progress/improvement in relation to PPF National Headline Indicators; and ▪ progress ambitious and relevant service improvement commitments identified through PPF report 	Amber	<p>Your decision making timescales have improved but concerns remain about your delays in development planning. RAG = Amber</p> <p>You have completed your customer survey and customer report and committed to adopting the recommendations this year. It is noted the majority of your improvements identified for 2015 - 2016 are continuing.</p> <p>You have identified a range of service improvement commitments for the coming year. RAG = Amber</p>
7	Local development plan less than	Red	Your LDP is over 6 years old at the end of the reporting year.
8	<p>Development plan scheme – next LDP:</p> <ul style="list-style-type: none"> ▪ on course for adoption within 5 years of current plan(s) adoption; and ▪ project planned and expected to be delivered to planned timescale 	Red	LDP not replaced within 5 year timescale. It is noted DPEA extended the timescale for concluding examination.
9	Elected members engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year	N/A	
10	<p>Cross sector stakeholders* engaged early (pre-MIR) in development plan preparation – if plan has been at pre-MIR stage during reporting year</p> <p>*including industry, agencies and Scottish Government</p>	N/A	
11	Regular and proportionate policy advice produced on information required to support applications	Green	Suite of supplementary guidance available online and updates to be published alongside emerging development plan this coming year.
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	<p>You are involved with numerous working partnerships including hosting WoSAS. All applications have a single point of contact.</p> <p>The Land Art Generator Initiative provides a further good example of working across services.</p>

13	Sharing good practice, skills and knowledge between authorities	Green	You are involved in a number of benchmarking groups and have joint working arrangements to share good practice. It is also noted you have been sharing good practice, skills and knowledge with delegates from various international planning organisations.
14	Stalled sites / legacy cases: conclusion or withdrawal of old planning applications and reducing number of live applications more than one year old	Amber	You have cleared fewer legacy cases than the previous year and have accumulated additional legacy cases.
15	Developer contributions: clear and proportionate expectations <ul style="list-style-type: none"> ▪ set out in development plan (and/or emerging plan); and ▪ in pre-application discussions 	Green	Developer contributions set out in the development plan and through supplementary guidance. RAG = Green

