NATIONAL PLANNING IMPROVEMENT FRAMEWORK

Performance Assessment

prepared by Glasgow City Council

(Cohort 1)

June 2024

Planning Authority:	Glasgow City Council
Lead officer:	Julia Lapthorn
Email:	Julia.lapthorn@glasgow.gov.uk
Phone number:	07554 725 145

Scoring matrix:

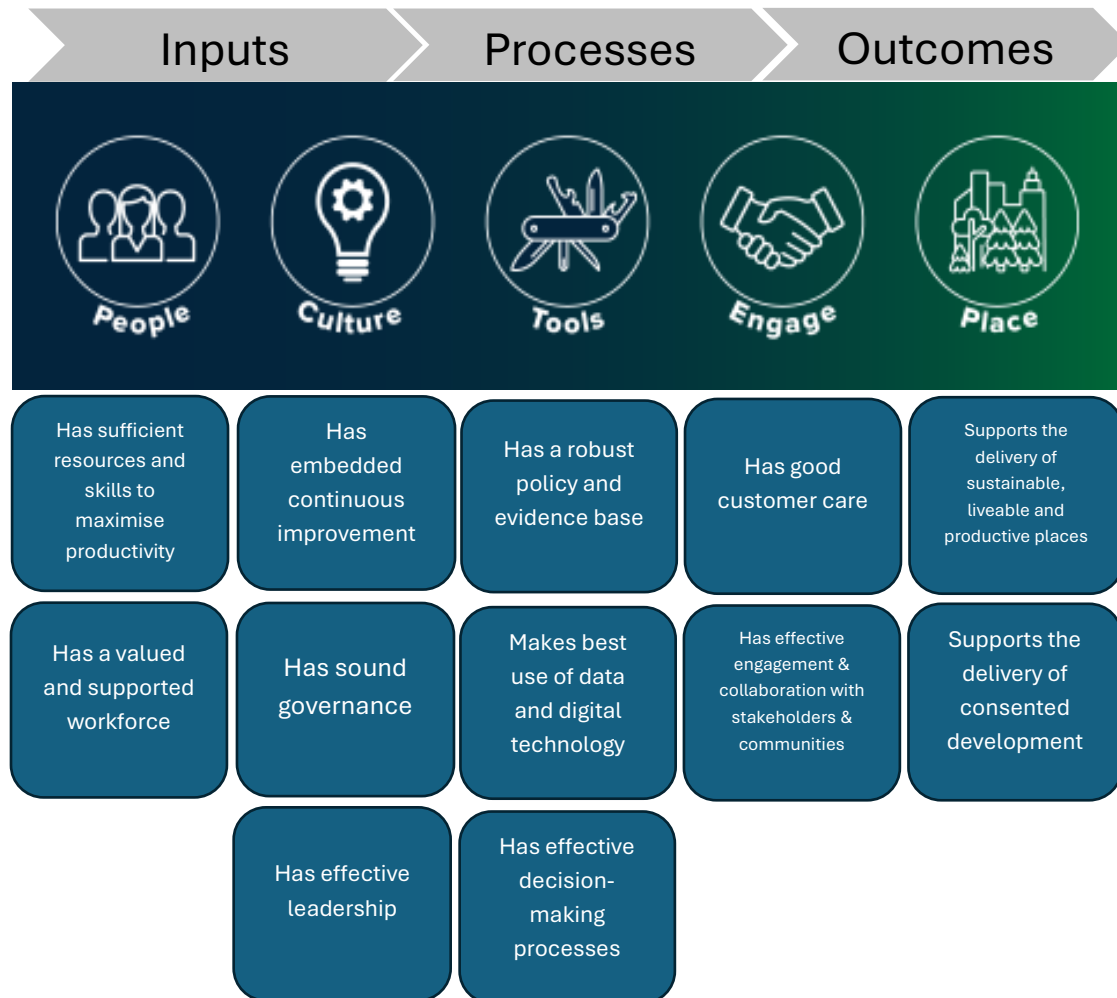|			
☐	1	Making excellent progress	**Consolidate** Share learning with others
☐	2	Making good progress	**Build upon** Increase ambition in targets Share learning with others
☐	3	Making fair progress	**Develop** Increase ambition in targets Review and improve implementation
☐	4	Making limited progress	**Review** Review ambition Review approach taken Inform NPI Learn from others
☐	5	No progress	**Prioritise** Prioritise fundamental review and revisit approach taken. Engage with NPI Learn from others

Contents

Introduction

Glasgow City Council is delighted to share this National Planning Improvement Framework (NPIF) as part of the first cohort for this pilot led by the Improvement Service. As part of this, the Planning Service has undertaken a performance assessment and identified areas for improvement focused on the attributes of a highly performing planning authority which are grouped around the following 5 themes:

Inputs		Processes	Outcomes	
People	Culture	Tools	Engage	Place
Has sufficient resources and skills to maximise productivity	Has embedded continuous improvement	Has a robust policy and evidence base	Has good customer care	Supports the delivery of sustainable, liveable and productive places
Has a valued and supported workforce	Has sound governance	Makes best use of data and digital technology	Has effective engagement & collaboration with stakeholders & communities	Supports the delivery of consented development
	Has effective leadership	Has effective decision-making processes		

The Planning Service in Glasgow is currently undergoing a period of change and transformation due to several key factors. A surge of investment in the city has coincided with significant resource constraints within the Planning Service and substantial changes at senior leadership level. Recognizing these challenges, a business manager was appointed in January 2024 to lead improvements and drive positive change within the service.

Due to time constraints, the improvement action plan included in this NPIF outlines specific improvement actions identified thus far. A more comprehensive service improvement plan is in progress, incorporating feedback and evidence from staff as well as from both external and internal stakeholders.

A high performing planning authority needs to have the right number of people to do the work expected of it with the rights skills set. It also needs to have a strategy to ensure that it retains and recruits the right staff in the future. It supports staff to upskill and to be prepared for changes in policy, legislation, and new circumstances.

ATTRIBUTE 1: THIS PLANNING AUTHORITY HAS SUFFICIENT RESOURCES AND SKILLS TO MAXIMISE PRODUCTIVITY

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have the sufficient level of staff to carry out all activities within the required timeframes?
- Does the planning authority have the ability to carry out all activities within the required timeframes with its current budget?
- Does the planning authority have the ability to carry out all activities within the required timeframes with its current income?
- Does the planning authority received responses from consultees within the prescribed timescale when assessing planning applications?
- Does the planning authority have the ability to access the appropriate advice, expertise, evidence and data it requires?

Narrative

Sufficient levels of staff and ability to carry out activities within the required timeframes

The Development Management function faces significant resource constraints, driven by increased demand for planning services and diminishing numbers of experienced officers. Over the past 3 years, there has been a loss of experienced Planning officers in Glasgow, creating challenges in handling demanding caseloads and increasingly complex applications. While this created opportunities for younger officers to progress their careers, the impact in terms of confidence and capability in dealing with a demanding caseload and increasingly complex applications is considerable, albeit difficult to quantify. The departure of experienced officers not only places more responsibility on those remaining but also diminishes the capacity for other essential work. At the same time there is a smaller and smaller pool of new planners coming through education to join local authorities, compounding concerns over long terms sustainability of the service's resource. This has implications when it comes to finding remedies to these

challenges. Another concerning trend is the migration of planners to energy companies. This resulted in 6 experienced officers leave for promoted or better paid roles in the last 12 months.

Despite efforts to enable the recruitment of replacement staff, the average time to determine applications has unfortunately increased between 2022-23 and 2023-24. (NB this should be read in the context of similar issues and trends across Scottish planning authorities generally)

A strategic resource business case has been presented to the Glasgow City Council Senior Management that addresses immediate staffing challenges and supports long-term sustainability and investment. Several short-term initiatives, including overtime working, staff re-allocation, and employing agency workers, are being pursued to mitigate the staffing crisis. Retention of existing staff is being prioritised with a number of measures being pursued.

In addition to this, the intensity, complexity and extent of planning challenges set the City apart from any other local authority in Scotland. The widespread socio-economic deprivation, lack of market activity in some sectors and shortage of public investment mean that proactive, area-based planning strategies, working in partnership with a wide range of stakeholders and local communities is vital to deliver on the aims of NPF4. This needs to be recognised and properly resourced by Scottish Government – both staff resources, but also capital funds.

Ability to carry out activities within current budget and income

Income from pre-applications and planning applications has increased by 64% last year. The surge in investment in the city has coincided with a significant increase in fees for pre-application consultations, necessitating appropriate staffing to meet service demands and expectations in line with fee charges.

Responses from consultees within prescribed timescales

Only 5 applications determined in 2023-24 identified an external consultation delay as a reason to "Stop the Clock". Internal consultations in areas such as Contaminated Land, Flood Risk, Heritage & Design and Environmental Health have been challenging. This reflects the staffing pressures experienced by these areas of the Council. A number of options are currently being pursued to utilise the increased funding of the Planning Service through fee income to address staffing issues with internal consultees. An additional geotechnical officer funded by Planning is currently being recruited to support consultations in relation to contaminated land and flood risk. The recruitment of a conservation officer/ architect aligned to the Planning Service is currently also being pursued.

ATTRIBUTE 2: THE PLANNING AUTHORITY HAS A VALUED AND SUPPORTED WORKFORCE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have a workforce planning strategy in place?
- Does the planning authority have the ability to support staff development and upskilling and send staff on relevant courses?
- Does the planning authority have a deliverable commitment to support staff health and wellbeing?

Narrative
Workforce planning strategy

A strategic resource business case has been prepared encompassing short-, medium- and long-term initiatives to mitigate the current staffing shortage and secure sufficient staffing levels. This will be supplemented by a forward-looking workforce planning strategy considering the career aspirations of younger employees and the retirement intentions of older staff members.

Staff development

Good progress is being made in supporting staff development and upskilling of staff. An internal Planning training webpage has been developed and is regularly updated with a range of training opportunities and courses to support Continuing Professional Development (CPD). Over the past year, planners were able to attend a range of courses including:

- Design Skills for Early Career Planners, RTPI
- Conserving Timberwork and Timber Windows, Historic Environment Scotland
- Scottish Roofing: Materials and Practices, Historic Environment Scotland
- Scotland's Towns Conference 2023, Scotland's Towns Partnership

In addition, 10 Planners have been able to attend the RTPI's Scottish Young Planners' Conference 2024 in Glasgow.

The Planning Service has had a track record of employing graduates with 5 graduates employed in 2022 and a further 3 graduates employed recently. A number of graduates that were recruited in the summer of 2022 have been able to secure permanent posts over the course of the last year. Graduate posts provide these permanent members of staff with opportunities for rotation allowing them to gain experience across the Planning Service to support their development and progression towards gaining chartered status from the RTPI. An example of this is provided at Appendix 1 to demonstrate the good progress made in relation to this.

Regular team meetings provide updates on work-programming, policy and service priorities while also acting as a means of supporting staff and allowing issues to be raised.

Support staff health & wellbeing

To support staff health and wellbeing, Glasgow City Council is providing a free and confidential life management and personal support service (PAM Assist) that is available to staff 24 hours a day, any day of the year. It offers practical information, resources and counselling to help staff balance work, family and personal life.

All opportunities provided to facilitate the support of staff health and wellbeing are regularly circulated to staff within the Service.

Staff engagement

The Planning Service undertook a comprehensive planning staff survey in May 2024. This provided detailed insight into employee satisfaction and identified areas for improvement. To further help to make informed decisions, this was followed up by two staff engagement events in June which were attended by more than 90% of staff. These focused on identifying areas of strength and weakness and to identify improvement actions. The outcome of these will feed into the Planning Service Improvement Plan and a number of working groups will be set up to involve staff in delivering the improvement actions identified.

A number of staff social events are also being organised throughout the year to allow opportunities for staff to get to know each other and socialise.

Improvement Action Plan (People theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
1. The planning authority has sufficient resources and skills to maximise productivity	4
2. The planning authority has a valued and supported workforce	2

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Implementation of resource business case to address immediate staffing challenges and support long-term growth and investment. This includes short to medium term measures in relation to recruitment, staff retention, training and upskilling not only in Planning but also in other Council services that support the Planning function	Business Manager	High	Short to medium term	Planning management team, Planning staff, HR, Organisational Development, staff from other service areas. Liaison with Universities, Colleges, RTPI, HOPS and other local authorities
Preparation of long-term workforce planning strategy following the	Business Manager	Medium	Medium to long term	Planning management team, Planning staff, HR,

implementation of the resource business case, taking into consideration age profiles and succession planning, upskilling needs to deal with the demands of NPF4, staff retention plans and implementing actions such as staff exchanges with other authorities, enabling apprenticeships/ work placed degrees				Organisational Development. Liaison with Universities, Colleges, RTPI, HOPS and other local authorities
Set up staff led working group within the Planning Service to drive forward a range of improvement actions identified from the staff survey and the staff engagement days, such as mentoring, training, upskilling, information sharing	Business Manager	High	Short to medium term	Staff led working group consisting of Planning staff from a range of teams within the Planning Service

A high performing planning authority has a positive culture through ensuring it has sound governance, effective leadership and a commitment to continuous improvement. The authority has an identified chief planner, who is supported by a strong leadership group to advise on decision-making, policy and operational management.

ATTRIBUTE 3: THIS PLANNING AUTHORITY HAS EMBEDDED CONTINOUS IMPROVEMENT.

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Has the planning authority undertaken an annual assessment of its performance and acted upon areas previously identified as in need of improvement?
- Has the planning authority achieved recognition at relevant awards or through performance accreditation frameworks?
- Has the planning authority engaged in peer review, good practice exchange or improvement activities?
- Has the planning authority addressed any complaints upheld by the Scottish Public Services Ombudsman and have evidence of this and that it has learned from valid cases?

Narrative

Annual assessment of performance
A number of commitments for service improvement were identified in Glasgow's Planning Performance Framework last year. Work on these is continuing with the following progress made to date:
Commitment 1 – Promoting the Plan-Led System
- Updated Development Plan Scheme prepared and reported this to Committee
- Draft Evidence Report completed and to be presented to Committee in June 2024
- Further development of the Place Hub as an interactive spatial map of the City Development Plan

Commitment 2 – Investing in the Planning Service
- Staff investment has continued through the recruitment of staff over the past year and the continued development of a training programme for staff.
- New team structures have been developed for Development Management based on geographic areas of the City.

Commitment 3 – Improving Customer Service

- Elected members were offered a range of training sessions on design and the Place standard tool. Heritage training for members of the Planning Committee has been undertaken to increase awareness of heritage issues relating to planning applications.
- Presentations on pre-applications were re-introduced at Committee.
- A review of the hearing protocols of the Local Review and the Planning Applications Committee has been undertaken.
- Guidance to enhance customer experience when submitting/ commenting on planning applications is being developed.
- An action plan to capture and monitor improvements across the Planning Service is being prepared.

Commitment 4 – Improving Processes
- A review of the Planning Service webpages as part of the new Council webpage is ongoing to continue to improve their accessibility and ease of use.
- Templates for Reports of Handling and Committee Reports have been produced.

Recognition at awards

A number of projects in which the Service was involved with have received recognition recently:

The Play Sufficiency Assessment project was the overall winner of the RTPI Scotland awards at the awards in June 2024 and has been shortlisted for the RTPI UK and Ireland awards in Autumn 2024.

The Golden Z masterplan for the City Centre won Gold for the Masterplan category at the Scottish Design Awards in June 2024.

The new Stockingfield Bridge was a finalist in the Best Project Category at the RTPI Scotland Awards for Planning Excellence in 2023. University of Glasgow Gilmorehill Campus Development project was a winner in the same category. Glasgow City Council Planning were recognized for their role in supporting the delivery of these projects.

The Glasgow Planning Service won the RTPI UK and Ireland award for the Place Standard Tool (PST) previously, which was developed with Scottish Government and key partners. and other councils have used the tool to create huge changes – building capacity in planning staff and creating cross-service approach to engagement within and out-with their council. The tool is now embedded in National Planning Guidance and is being used across 16 different European Countries, with Norway and Sweden adopting it as the only tool to be used for engaging with municipality services, stakeholders, the public and interested parties. The World Health Organisation even quoted that "The Place Standard Tool is Scotland's gift to the world."

Peer review and good practice exchange

The Planning Service regularly engages with other authorities through Heads of Planning Scotland where Glasgow is represented on the Executive, and all the subgroups. Representatives of the Glasgow Planning Service regularly attend HOPS and other forums in order to keep aware of good

practice and this is amplified particularly in relation to the interpretation and use of NPF4. Informal networks are used to reach out to colleagues in other authorities where there is a matter of uncertainty but until this process there has been no formal review of the service improvement plan to allow benchmarking with peers and a baseline for improvement.

However, through the Planning Performance Framework process in previous years the Service has had an annual peer review Partner Authority. This has led to further conversations about best practice and also enabled contacts for further discussion.

Complaints upheld by the Scottish Ombudsman

The Glasgow Planning Service has received no complaints recently that were upheld by the Scottish Public Services Ombudsman.

ATTRIBUTE 4: THE PLANNING AUTHORITY HAS SOUND GOVERNANCE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have an effective scheme of delegation in place?
- Have all councillors who exercise a planning function undergone statutory training and is there is evidence of ongoing training for members?
- Have more than x % of officer recommendations have been overturned by councillors at committee or Local Review Body.

Narrative

In 2022 a short life working group comprising members of the Planning Applications Committee, senior planning officers and corporate Democratic Services carried out a review of the role of the Planning Applications Committee and Local Review Committee. The scope of this study was broad and incorporated a comprehensive analysis of the existing scheme of delegated functions relative to a range of drivers in making committee procedures more democratic but also to ensure efficiency of functions. This introduced a range of modifications to the thresholds set in the scheme of delegation but also led to the introduction of an initiative enabling applicants to introduce their emerging Major proposals to the Planning Applications Committee with the intention of bringing members up to speed with emerging development activity in the city.

Scheme of delegation

Glasgow City Council has an effective scheme of delegation which can be found here. This means that over 98% of applications are determined on a delegated basis. The new changes to Clyde Mission in NPF4 mean that all Major applications in the Clyde Mission area now need to be referred to Committee, for a pre-determination hearing, which has reduced the delegation rate for Major applications in this part of the City.

Statutory training is provided to all members of Committee before they are able to participate. However, bespoke thematic training events take place throughout the year covering a range of emerging topics. In recent months members have been taken part in a workshop on residential design along with, sessions on urban design, changes to the Use Classes Order and an FAQ session covering a broad range of topics. A session on Heritage Planning is also being prepared for later this year.

There is regular communication between the Group Managers for Development Management and the Head of Legal and Governance on matters of procedure that may arise to ensure best practice is achieved. The Chair and Vice Chair of the Planning Committee and Group Manager for DM will have regular meetings to review processes and general committee activity to consider how to approach any areas of uncertainty or legal matters.

Local Review Body

47 Local Reviews have been received in 2023/24. 61% of officers' decisions have been upheld at Local Review.

ATTRIBUTE 5: THE PLANNING AUTHORITY HAS EFFECTIVE LEADERSHIP

Please consider the following when thinking about this attribute and how you have performed over the last year:
- Does the planning authority have an identified Chief Planning Officer in place?
- Does the Chief Planning Officer advise on corporate decision making and policy within the broader organisation?
- Is the planning authority's Chief Planning Officer a member of the Royal Town Planning Institute?
- Does the Chief Planning Officer advise and support external bodies through engagement in organisations' committees, advisory groups or working groups?
- Does the planning authority have a strong leadership team that supports a culture of continuous improvement?

Narrative

Chief Planning Officer
The Head of Planning, Sarah Shaw, is also the Chief Planning Officer for Glasgow City Council and is a Chartered Member of the RTPI.

The Chief Planning Officer is involved in a wide range of key groups within Glasgow City Council to advise on policy and influence corporate decision making, such as:

- Net Zero Routemap Working Group
- Climate and Sustainability Scoping Group
- Infrastructure Board
- Spatial Development Group
- Clyde Strategic/Operational Group
- Glasgow Canal Regeneration Partnership
- City Development Plan Cross Party Working Group-
- Feminist urbanism Cross Party working group

As well as the internal departmental Senior Management Team, where there is an understanding that there should be a focus on delivery and funding of projects and operations in line with the place principle.

The Chief Planning Officer is also engaged in the following external bodies:
- HOPS Executive, and also vice chair of Performance and Practice Sub Group
- Co-Chair of the Enabling Investment Through Infrastructure working group with University of Glasgow (Glasgow Riverside Innovation District).
- City Centre Task Force

And meets regularly with the Scottish Property Federation and Glasgow Developers Forum (Chamber of Commerce) as well as other stakeholders e.g. Glasgow School of Art, Strathclyde University.

The Planning Service recently appointed a Business Manager to take forward service improvements with a focus on customer service and performance. The Head of Planning works with the business manager and the Planning Leadership Group to foster a culture of continuous improvement and positive collaborative leadership, as well as promoting the planning service outwardly through engagement with the development industry and participation in Glasgow's representation at UKREiiF.

The senior leadership team has recently been restructured to ensure that the Divisional Director responsible for Planning and Building Standards, among other placed based services, has expertise in Planning.

Feedback from customers including the development industry has identified a need for better visibility of the requirements, achievements and processes of the Planning Service, and this is being addressed through our Service Improvement plan.

Improvement Action Plan (Culture theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
3. This Planning Authority has embedded continuous improvement	3
4. This Planning Authority has sound governance	3
5. This Planning Authority has effective leadership	2

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Development and monitoring of a Planning Service Improvement plan that is being developed in partnership with staff as well as internal and external stakeholders. This will also articulate a clear vision and strategic direction.	Business Manager	High	Short term	Planning working group consisting of a variety of staff, Senior Leadership team
Councillor briefings and training on specific subjects as well as the ambitions of Planning in the city to allow a broader perspective on the ambitions of Planning	Business Manager & Group Manager Development Management	High	Short term	DM staff
Development of a Planning intranet page to improve visibility of Planning work to other service areas within GCC and to increase joint working	Business Manager	Medium	Short to medium term	Working group consisting of Planning and Service Development staff
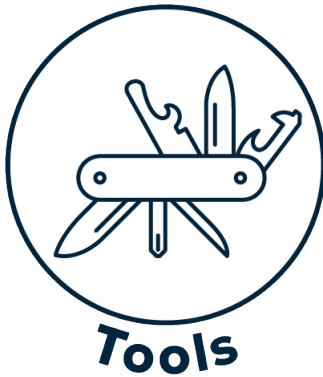
A high performing planning authority needs to have an effective local development plan and other strategies in place to provide a vision for the future of the area. It needs to be able to set and deliver on policy ambitions and priorities by clearly informing decision making and providing certainty and predictability for communities, developers and investment. The authority's development management systems need to be effective in making the right decisions about development and be efficient as possible in doing this. The planning authority makes best use of digital technology and how it manages and uses data.

ATTRIBUTE 6: THE PLANNING AUTHORITY HAS A ROBUST POLICY AND EVIDENCE BASE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have an up to date Local Development Plan in place and/ or is on track to adoption?
- Does the planning authority have an up to date Regional Spatial Strategy in place/ or on track to adoption?
- Has the planning authority's Local Development Plan Evidence Report been approved by the Department of Planning and Environmental Appeals and/ or on track for approval?
- Have the application of the Local Development Plan's policies been found to be deficient at appeal or judicial review?

Narrative

Development Plan & Evidence Report

Glasgow City Council adopted its current City Development Plan (CDP) in 2017. Work has recently been finalised on Supplementary Guidance 6 and 12 which will replace interim Guidance and produce Planning Guidance on Co-Living. This work will further update the adopted Plan. NPF4 was adopted in February 2023 and this is being used in development management alongside CDP 2017.

In 2023 a Development Plan Scheme (DPS) was produced and published for CDP2. It sets out a target to adopt CDP2 in 2027. This is ahead of the 2028 target set by the Scottish Government in order to adopt CDP2 10 years after CDP 2017. The DPS notes that this timescale may change, for example the timescales for the Gatecheck and Examination are outwith the Council's control and implementing a new Planning Act takes time.

Work is progressing on schedule in line with the DPS timescales. The Evidence Report will be submitted to the DPEA during Q1 (April – June 2024). The Evidence Report has been a significant undertaking and provides a range of evidence required by the Planning (Scotland) Act 2019 and Development Planning Guidance.

The finalised [Forestry and Woodland Strategy](#) sets the approach to trees and woodlands in the city within the context of the climate change and biodiversity emergencies. Once approved, the Forestry and Woodland Strategy will be the primary strategy and policy document relating to all woodlands and trees in the City. The strategy, summary of consultation responses and Delivery Plan are attached to this report as appendices. The Strategy is due to go the City Administration Committee on 6th June 2024.

The Scottish Government introduced, as part of the National Planning Framework 4 (2023) the need for children and young people to be actively involved in the Development Plan process in Scotland. Consulting on housing, transport, retail, economic growth, etc. understandably would not appeal to children and young people. Play Sufficiency Assessments have become a mandatory requirement for all local authorities and Glasgow is working towards meeting the criteria set out by the Scottish Government.

Children experience a range of health wellbeing and educational benefits from outdoor play, and learning in, and connecting to nature. Planning staff have been collaborating with the Centre for Civic Innovation, and Education Services, to pilot a collaborative engagement approach with young people in Glasgow for the Play Sufficiency Assessment. [This approach has been recognised in the 2024 RTPI Awards for Excellence as the overall Winner for Scotland]

Regional Spatial Strategy

Strategic Development Frameworks (SDFs) and Local Development Frameworks (LDFs) act as Spatial Supplementary Guidance for priority areas of the city. They set out a long-term vision for regeneration, support sustainable development and seek to address challenges such as vacant and derelict land. SDFs and LDFs also identify where the preparation of additional guidance (in the form of masterplans, development briefs and design statements) is required to provide further clarity to developers and other stakeholders.

The Council has identified an ambitious programme for regeneration in the city, in line with the Spatial Strategy as set out in the City Development Plan which identifies a number of spatial priority areas in the city for additional planning focus.

This programme is set out in Policy CDP2: Sustainable Spatial Strategy. To achieve this the Planning Service identified the need for supplementary spatial planning guidance to provide a planning framework and guide regeneration in 6 strategic and 3 local priority areas in the city.

The City Council has adopted 5 Strategic Development frameworks since 2017 for the following areas, with the 6th being progressed towards adoption later this year:

- City Centre

- River Clyde Corridor
- Glasgow North
- Govan – Partick
- Inner East
- Easterhouse

Draft SDF:

- Easterhouse

This year, the Planning Service progressed one SDF – Inner East. The Council has also adopted an LDF for the South Central Glasgow. Following consultation, final drafts of Easterhouse SDF and Pollok LDF are currently being prepared and the LDF for Drumchapel is due to be adopted by summer 2024.

These documents have all been developed in consultation with key stakeholders, including the key agencies, and with local communities through a participative programme of local consultation.

Critically the Development Frameworks on adoption encompass Action Programmes for delivery either in co-ordination with other Council and key stakeholders or directly by the Council's Planning Section in delivery of key infrastructure. This includes 3 of Glasgow's 4 area based City Deal programmes totalling £135m are led by The Planning Section: Waterfront and West End Innovation Quarter, Collegelands Calton Barras and Canal and North Gateway together with other area based regeneration projects such as Central Govan Action Plan.

The engagement with local residents and businesses for the SDF and LDFs, and the identification of local place and policy needs, form part of the evidence base for the Evidence Report and will also be taken into account in the formation of the Proposed Plan.

ATTRIBUTE 7: THE PLANNING AUTHORITY MAKES BEST USE OF DATA AND DIGITAL TECHNOLOGY

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Has the planning authority encouraged and promoted planning applications to be submitted through the e-development portal?
- Does the planning authority have a data governance strategy in place for the management of planning data?
- Does the planning authority have the ability to use interactive web-mapping, GIS and spatial data?
- Does the planning authority have the ability to use digital approaches to engagement, including website, social media and other platforms?

Narrative

E-development Portal

The Planning pages on the Glasgow City Council webpage have been reviewed and improved to make them more accessible and easier to navigate. Clear guidance is provided on how to make a planning application.

92.8% of applications received 2023-24 were received through the e-development portal.

Data Governance Strategy

Glasgow City Council has a clear data retention policy in place. The Planning pages of this policy can be found here:

Copy of Data
Retention - May 202

Use of GIS and Spatial Data

The use of GIS and spatial data is at the heart of the Development Plan Groups activities, for example the following activities have been carried out in the last year:

- CDP2 Evidence Report Mapping Hub – For the Evidence Report a comprehensive Mapping Hub has been produced which provides all the spatial data referred to and required by the Evidence Report.
- Development Plan Scheme – The DPS is presented in a story map.
- CDP2 Information Hub – This is presented using ESRI to provide a source of information on production of CDP2.

The Place Hub is continuing to be developed and will act as an interactive spatial map of the City Development Plan. The aim is to provide up-to-date spatial information and details about programmed infrastructure and other development priorities across the city and to help coordinate decision making on future priorities.

The Glasgow Planning Service is continuing to progress the use of digital technology to support a transition in the way it is working, the decisions that are being made and how the city is being understood and imagined. The use of ArcGIS (AGOL) helps to improve collaborative working and enhances access to data.

A dashboard for major applications has been developed to allow stakeholders and elected members a city-wide, map based overview of all significant and major applications received.

As part of the work on the development of the Forestry and Woodland Strategy, the Planning service has worked closely with our corporate GIS Group to develop an Environmental Digital Twin. This gathered on one GIS Experience Platform all of the useful data layers that would allow quick visual analysis of key deliverables for the Forest and Woodland Strategy. Effectively we developed a digital Atlas that aims to reduce the development of duplicate data; speed up the creation of analytical dashboards and free up GIS analysists for the more complicated tasks. The Environmental digital Twin provides a range of base maps in 2 and 3D which can be layered with Environmental, Social, Health, Biodiversity and Economic data. The aim is to continue to grow the available data layers and to publish an open source version for community use. Corporate GIS and Glasgow's Digital Strategy team are currently working on a case study of the twin. The Twin has been used to support the creation of a Developer contribution dashboard, in addition to a series of dashboards for the Forest and Woodland strategy. It has also be used to support the development of the Open Space Strategy delivery plan.

The Forestry and Woodland Strategy is included as good practice example in Appendix 2.

Digital Engagement

As part of the CDP2 Early Engagement a range of digital engagement activities were undertaken:

- CDP2 Information Hub – This is presented using ESRI to provide a source of information on production of CDP2.
- Place Standard Survey – online place standard for Glasgow's residents. The results have been presented in a dashboard.
- Development Survey – this allowed the development industry to submit evidence and site information.
- Social Media publicity.

Full details are provided in the CDP2 Early Engagement Good Practice Example in Appendix 3.

In developing Strategic and Local Development Frameworks (SDFs and LDFs) for spatial priority areas as identified in the City Development Plan, digital technology has played a key role in their production. This is evident, both in terms of the data tools and GIS mapping which have been

critical to informing the baseline analysis of these geographical areas, and also the platforms used to engage with local residents and stakeholders. This includes social media, the online Place Standard tool, virtual workshops which utilised interactive software such as Miro, an online whiteboard platform.

Digital tools were also used to undertake online surveys on the draft versions of these documents, and then to analyse the survey results to better inform our interpretation of the comments receive and in turn better inform the final versions of the SDFs and LDFs which are ultimately adopted as spatial Supplementary Guidance to the Development Plan.

Both the Glasgow Canal Action Plan and Central Govan Action Plan / Govan Heritage project are examples of the place-based working the Council undertakes to address the complex challenges of inner urban regeneration. As well as working in traditional ways with stakeholders, the project has access to a range of web and social media platforms to engage with the wider community and build the profile of the project. Using funding from the Govan Heritage project, the Council will work with local stakeholders to relaunch the project website and refresh the approach to social media engagement.

The Planning Service is currently exploring how Artificial Intelligence (AI) can enhance customer service and communication and streamline processes. Staff members recently embarked on a study trip to London to gain insights from local authorities and organisations in relation to current developments in AI and PlanTech. Work on this will continue over the coming year with the aim to improve efficiency, resilience and agility of the Planning Service and to improve the customer experience.

The Planning Service has also worked with Scot Gov/A+DS on a Plan Tech pilot for the city centre, reporting in summer 2024. This is part of the Scottish Government's Digital Planning Strategy with which the planning service has been heavily involved over the last few years.

ATTRIBUTE 8: THE PLANNING AUTHORITY HAS EFFECTIVE AND EFFICIENT DECSION MAKING PROCESSES

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority planning have the ability to make decisions on planning applications within the required timeframes?
- Are less than x% of planning decisions overturned at appeal or judicial review?
- Does the planning authority have an up to date Enforcement Charter in place?
- Does the planning authority have the ability to resolve enforcement cases?

Narrative

Decision making within required timeframe
The latest Scottish Government Statistics for the Glasgow Planning Service are available here and show that the service continues to be competitive in delivering an effective and efficient planning service. Like many authorities, the last 12 months have seen significant staff retention challenges which have undoubtedly affected timescale performance.

For Major applications, we have seen consistent performance in the second half of the year which has exceeded that of the previous five years, despite remarkably challenging circumstances and in part this is a reflection of constructive and comprehensive pre-application procedures.

Local applications have seen a mix of performance albeit there has been a slowing down of determination in the most recent quarter. The most significant change has seen the timescales for householder applications with a drop off in the number of cases being determined within statutory timescales

At the moment this infers that the planning authority does not always have the capacity to achieve statutory timescales.

2023-24 - Midyear - 260.xlsm   2023-24 - Yearend - 260 - OW.xlsm

Decisions overturned at appeal or judicial review

47 Local Reviews have been received in 2023/24. 61% of officers' decisions have been upheld at Local Review.

Enforcement Charter

The Planning Service is required to have an up-to-date Planning Enforcement Charter (PEC) in place, as stipulated by the Planning Etc. (Scotland) Act 2006 and has continuously achieved the planning performance framework requirement to provide an updated charter every two years since then. The current Planning Enforcement Charter, which came into effect on 1st April 2024, serves as a comprehensive guide outlining the Council's commitment to delivering a robust planning enforcement service for the city.

Enforcement cases

Glasgow's Planning Enforcement Charter (PEC) sets out how cases shall be investigated and hopefully resolved. The PEC serves multiple functions—it's a policy statement, a user manual for stakeholders, and a set of service pledges to ensure that enforcement cases are investigated in line with legislation, government guidance and good working practice. It clarifies the processes, powers, and policies applied in dealing with enforcement matters, ensuring consistency, transparency, and expediency in all actions undertaken by the planning authority.

The updates to the PEC in 2024 demonstrate a commitment to continuous improvement.   For instance, adjustments to service standards aim to enhance efficiency and accountability. Complaints are acknowledged promptly and triaged for priority within five working days; preliminary investigations and site visits are conducted within specific timeframes; and Planning Impact Reports (formal assessments of alleged unauthorised development) are provided within set periods, streamlining the enforcement process while prioritising cases effectively.   These changes align with the council's objective of maintaining an effective enforcement system, even amidst challenges such as staffing issues and legislative changes.

Overall, Glasgow's commitment and adherence to the Planning Enforcement Charter underscores a commitment to upholding planning regulations, dealing with unacceptable development, and ensuring the delivery of appropriate development (as per Attribute 12: "The planning authority supports the delivery of consented (appropriate) development".)

Improvement Action Plan (Tools theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
6. The planning authority has a robust policy and evidence base	3
7. The planning authority makes best use of data and digital technology	2
8. The planning authority has effective and efficient decision-making processes	3

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Improve planning application guidance documents to increase number of applications validated first time	Business Manager	High	Short term	Planning Technicians, summer intern
Review of pre-app process in partnership with planning agents in order to increase customer satisfaction	Group Manager - Development Management	Medium	Medium term	Planning staff, Planning agents, internal consultees
Review of planning conditions and reports of handling to streamline processes and reduce volume of conditions and size of reports	Group Manager - Development Management	High	Short term	Working group of Planning staff and internal consultees

Explore the use of Artificial Intelligence (AI) and other digital technology to enhance customer service and communication and to streamline processes	Business Manager	Medium	Medium term	Business Manager, Planning Technicians, Strategic Information, Innovation and Technology staff (SIIT team)

A high performing planning authority should ensure a wide range of people are involved in shaping their future places. Engagement should be fair and inclusive, early, collaborative, meaningful and proportionate and should include difficult to reach groups. The authority should engage with a wide range of partners at a national, regional and local level to ensure a joined-up approach and that links are made across policies and programmes. The planning authority should demonstrate good customer care, transparency and effective communication.

ATTRIBUTE 9: THE PLANNING AUTHORITY HAS GOOD CUSTOMER CARE

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have the ability to offer pre-application advice where it is requested?
- Has the planning authority held regular engagement events with developers and communities?
- Do the results from the customer and stakeholder survey show that customers are satisfied with the service offer by the planning authority?

Narrative

Pre-Application Advice

Glasgow's Planning Service encourages pre-application discussions and this can range from early contact with householders to a collaboration with stakeholders involved in delivering major applications. Pre-application requests for all scales of development are accepted. Presentations on pre-applications for Major proposals at the Planning Applications Committee were introduced recently. The timing of this generally coincides with, and forms part of, the pre-application consultation activity and engagement with local communities. The presentation and subsequent discussion can be included in the consultation report submitted with the planning application. This exercise allows developers to engage at pre-application stage with Committee Members and to identify and address any issues raised by an emerging development before any application is submitted. It also offers Members visibility of significant new proposals throughout the city.

General advice on planning applications can be found here:

https://www.glasgow.gov.uk/article/1296/Planning-Permission

And specific advice on charged pre-applications can be found here:

https://www.glasgow.gov.uk/article/1299/Pre-Application-Advice

General Planning enquiries can be made by filling out an online form at:

https://www.glasgow.gov.uk/article/1233/Planning-Enquiry-Form

The Scottish Government has introduced discretionary fees for pre-application requests and as a result the fee structure has been revised. The number of pre-applications received has declined slightly which anecdotal evidence suggests is due to the higher charges for pre-applications. However, the Planning Service has also struggled to resource pre-applications appropriately due to the constrained resources in Development Management and in particular the loss of senior experienced officers in the last 12 months. This has resulted in delays and frustrations experienced by developers and planning agents. We are currently reflecting on this and will undertake a review of the pre-application process to provide developers and agents with a structured process that allows for more clarity in relation to expectations and timescales. We will be working closely with Planning Consultants to develop this.

Engagement Events

The CDP2 Early Engagement included a range of engagement events with developers and communities. Full details are provided in the CDP2 Early Engagement Good Practice Example in Appendix 3.

Glasgow's Planning Service is currently undertaking a survey around the planning application process with planning consultants to better understand the needs and requirements of regular customers. The results of this survey will be the starting point for discussions in a new Planning Consultants Forum that is being set up by the Planning Service to include consultants in shaping improvement of processes, such as the pre-application process. Appropriate improvement actions flowing from this will be fed into the improvement action plan.

The delivery of the city's development frameworks and action programmes includes in depth community consultation and co-production which reach from online consultations and workshops to co-design of interventions with local communities. Examples of this include recent public realm interventions to Byres Road and Old Dumbarton Road where communities were directly engaged in the design process to Central Govan Action Plan where members of the community provided additional scrutiny to a regeneration programme.

Customer Satisfaction

Glasgow's Planning Service continues to supply a Planning Enquiry Service for enquiries relating to general Planning enquiries. This can be assessed either online using the Planning Enquiry Form or alternatively by email. A review of the staffing of this service will be undertaken over the

coming year to improve response times and efficiency of the service, in response to feedback from customers and our own self assessment.

ATTRIBUTE 10: THE PLANNING AUTHORITY HAS EFFECTIVE ENGAGEMENT AND COLLABORATION WITH STAKEHOLDERS AND COMMUNITIES

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Does the planning authority have a community engagement strategy and infrastructure in place to ensure engagement is early, collaborative, meaningful and proportionate?
- Has the planning authority undertaken community engagement, for example consistent and effective use of the Place Standard Tool, to inform decision-making processes? Has the planning authority encouraged and promoted planning applications to be submitted through the e-development portal?
- Has the planning authority engaged with a good representation of the community including young people, gypsies and travellers, people with protected characteristics, including disability, race, age, sex and sexual orientation, and including people from a range of socio-economic backgrounds?
- Has the planning authority supported the production of Local Place Plans when requested?
- Do the results from the customer and stakeholder survey show that stakeholders are satisfied with their collaboration with the planning authority?

Narrative

Community Engagement Strategy

The CDP2 DPS sets out the Participation Statement for the CDP2 process. This Participation Statement was consulted on, and a Report of Consultation was produced.

The Council is demonstrating best practice in building genuine dialogue with local communities and linking this to policy and implementation over the extended timeframes critical to regeneration delivery. These long term and sustained processes of community and stakeholder engagement have been critical to building support and influence. They have also allowed a depth of understanding of place to be developed, which has informed innovative spatial strategy development and linked capital investment prioritisation.

In the Govan-Partick SDF area this theme has been developed over nearly 2 decades through the Central Govan Action Plan (CGAP) Steering Group. The CGAP Steering Group brings together local elected members, housing associations, community representatives and key agencies within Glasgow to work in partnership to address the complex and interlinked challenges around place and economy in Central Govan. The benefits of open and creative engagement with the wider community in the area was also demonstrated through the Scottish Government funded

Govan-Partick Charrette and the linkages this made to City Deal business case development and delivering local priorities such as the Govan-Partick bridge and mixed use housing at Water Row. The Charrette process demonstrated that where strategic spatial planning and engagement were linked to a realistic prospect of new capital funding for the area, there was a great level of enthusiasm to participate from local communities, who had often complained of being 'over-consulted'.

Within the Planning Service there is an awareness that community engagement and consultation approaches should be modelled to address the place and project context. This requires a continuous dialogue with other Council services and public bodies to ensure awareness of their consultation plans, to avoid duplication or consultation fatigue in an area.

Engagement with residents and stakeholders has been key to the collaborative delivery of spatial supplementary guidance to the City Development Plan in the form of Strategic and Local Development Frameworks (SDFs and LDFs). This engagement has taken place continuously across the development of these frameworks to ensure that local priorities and expertise help to inform and shape these documents and the associated action plans. This has involved numerous approaches, from in person and online workshops, utilizing the Place Standard tool, attending public meetings, and using online surveys to gain feedback on the emerging strategies. The Planning Service also worked with partners to help support this process, including a pilot project with Architecture and Design Scotland (A&DS) who supported the engagement process for the South Central LDF. This is included as a best practice example on the A&DS website and can be viewed here: South Central LDF: Participation in Planning Case Study

Another good practice example is included in Appendix 4 which explains the engagement undertaken in relation to the Drumchapel LDF.

Similar approaches have been used to develop all nine of the adopted and emerging SDFs and LDFs.

Use of the Place Standard Tool

The CDP2 Evidence Report Early Engagement included an online Place Standard and in person events. A questionnaire was used that was based on the Place Standard guidance. The results can be found in the Report of Engagement and full details are provided in the CDP2 Early Engagement Good Practice Example in Appendix 3.

Engaging with Equalities Groups

Engaging with equalities groups has been a key component of the CDP2 Evidence Report Early Engagement, given Glasgow's demographic make-up. Sessions have been held with a range of groups and the surveys and events were publicised to a range of equalities organisations operating in Glasgow. Full details are provided in the CDP2 Early Engagement Good Practice Example in Appendix 3.

Following Glasgow's declaration of Glasgow as a Feminist City, the planning service has been leading on the implementation of feminist urbanism and the cross party working group and budget which have resulted. This has included participating in networking groups (peer practitioner) and engaging with consultants, Universities etc on this aspect. We have ensured that reaching out to women and girls has been part of the CDP engagement and also the Play Sufficiency Assessments.

Local Place Plans

In addition to preparing and developing an online advice and guidance platform, Glasgow City Council has also secured some funding through the Scottish Government's Place Based Investment Programme to support local community groups to deliver Local Place Plans (LPPs). These plans will not only inform the next City Development Plan, allowing local communities to express their spatial aspirations and priorities for their local neighborhoods, these plans will also help to define and identify place-based projects in line with those priorities which can in turn inform future funding bids for capital projects.

In total, £104,507 of funding has been allocated to 10 community groups across the City to deliver LPPs in the financial year 2024-25. In addition to the funding support, staff from the Planning Service will provide ongoing support and guidance to these groups during the preparation of their LPPs to ensure that the resulting plans meet the legislative requirements as set out in Planning Legislation and to provide advice and support relative to the wider planning context and opportunities that might help to support the community groups' aspirations for their respective LPP areas. Guidance will also be provided to any additional groups who might wish to consider developing LPPs outwith the initial ten funded projects.

Customer Satisfaction

The CDP2 DPS sets out the Participation Statement for the CDP2 process. This Participation Statement was consulted on, and a Report of Consultation was produced. As a result of the consultation adjustments were made to the Participation Statement, however in the main the respondents were satisfied with the activities set out in the Participation Statement.

As outlined earlier, the Planning Service is also undertaking a survey around the planning application process with planning consultants to better understand the needs and requirements of regular customers. The results of this survey will be the starting point for discussions in a new Planning Consultants Forum that is being set up by the Planning Service to include consultants in shaping improvement of processes, such as the pre-application process. Appropriate improvement actions flowing from this will be fed into the improvement action plan.

Improvement Action Plan (Engage theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
9. This planning authority has good customer care	4
10. The planning authority has effective engagement and collaboration with stakeholders and communities.	2

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Review and improvement of Planning Enquiry Service to improve response times and efficiency	Business Manager	High	Short term	Planning staff, Customer & Business Service staff
Development of communications strategy to provide clarity on how to share information, advice and feedback with applicants, consultees and other stakeholders involved in the planning application process	Business manager & Group manager Development Management	Medium	Medium term	Planning Comms Group, Senior Management Team

A high performing planning authority should demonstrate place leadership by taking a collaborative place-based approach in line with the Place Principle. It should use the Place and Wellbeing Outcomes in decision-making processes, to achieve the three spatial principles outlined in NPF4: Sustainable places, where we reduce emissions, restore and better connect biodiversity; Liveable places, where we can all live better, healthier lives; and Productive places, where we have a greener, fairer and more inclusive wellbeing economy. The planning authority should seek to ensure that there are no impediments to delivering agreed development.

ATTRIBUTE 11: THE PLANNING AUTHORITY SUPPORTS THE DELIVERY OF SUSTAINABLE, LIVEABLE AND PRODUCTIVE PLACES

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Is the planning authority aware of the Place and Wellbeing Outcomes, the evidence that sits behind them and is it using them in decision-making processes?
- Has the planning authority identified tools and approaches to delivering sustainable, liveable and productive places and is implementing them?

Narrative
Place & Wellbeing Outcomes

The origins of the Place Standard Tool are firmly embedded in Glasgow's role as one of the 8 Scottish test sites for the Equally Well Initiative. Appendix 5 describes the work undertaken by the Glasgow Planning Service in the development and promotion of the Place Standard tool. The Council contributed at a very early stage to the development of the Place and Wellbeing outcomes. Glasgow Planning staff were part of the Spatial Planning Health and Wellbeing Collaborative group, hosted by the Improvement Service and influenced the briefing paper which led to the creation of the Place and Wellbeing Outcomes. The Place and Wellbeing Outcomes provide a Scotland wide framework for place-based decision making. There is a set of place and wellbeing indicators for the framework. These place and wellbeing outcomes are designed to complement the use of the place standard tool and create a holistic framework for a place-based approach to spatial planning.

Tools and approaches to deliver sustainable and productive places

Place-based planning has informed the process undertaken for the Early Engagement and Evidence Report for the City Development Plan 2 Place Approach. A place-based approach was taken to the engagement materials and methods and the Report of Engagement to ensure we gathered information about the lived experience of Glasgow's residents to feed into the Evidence Report. Full details are provided in the CDP2 Early Engagement Good Practice Example. The Place Reports are the key place-based element of the Evidence Report and they summarise matters raised in the Evidence Report and consider these issues at ward level, creating a place-based study of the key topics. The reports reflect on each ward's demographics, land use characteristics, plans and actions affecting the area, residents' views on their neighbourhood and local living data. The reports then set out the main planning issues in the area which will be considered for City Development Plan 2.

In addressing the city's multiple Planning challenges Glasgow builds upon the Action Programme and Development Frameworks in proactive development of liveable and productive places. For example much of the City Deal programme has been developed directly from the Action Programme within the Development Frameworks with investment in the Calton Barras and the Meatmarket site based on the outputs of the Calton Barras Area Development Framework and Govan Partick Bridge from local aspirations developed from the Govan Partick Charette. These projects are often being led directly through Planning who act as the Informed Client or fund holder in ensuring multifunctional benefits are achieved.

ATTRIBUTE 12: THE PLANNING AUTHORITY SUPPORTS THE DELIVERY OF CONSENTED DEVELOPMENT

Please consider the following when thinking about this attribute and how you have performed over the last year:

- Has the planning authority provided clear and proportionate expectations of Section 75 agreements and set these out in the LDP and pre-application discussions and they are concluded within 6 months of resolution to grant?
- Does the planning authority take a proportionate approach to imposing conditions?
- Does the planning authority have an ambitious local housing land requirement that exceeds the Minimum All Tenure Housing land requirements in NPF4 and is it on track to support delivery?
- Are the number of processing agreements the planning authority has agreed with applicants increasing?
- Does the planning authority have an effective delivery programme in place that supports the delivery of development on the ground?

Narrative

Approach to Section 75 Agreements

The adopted City Development Plan (2017) sets out policy on developer contributions as part of Policy CDP12 Delivering Development. Supplementary Guidance (SG) supports this policy, as Interim Planning Guidance (IPG). The development plan Team has recently produced Supplementary Guidance SG12, which updates IPG12, which finalizes this guidance and has just been submitted to Scottish Ministers prior to adoption.

Close collaboration with our legal services enables a smooth process in the majority of cases that enables informed discussions between the Planning Authority and applicants. However, as with most other factors the loss of senior officers has delayed the conclusion of legal agreements due to new officers having to pick up and familiarize themselves with cases. In many cases it is also difficult to bring the developer to conclude on the section 75 agreement. Most of our section 75 agreements relate to developer contributions. We are proposing through our business plan to appoint two developer contributions officers who will implement this policy SG12 and keep up engagement with developers to ensure development and contributions, are delivered.

Use of Conditions

As an authority we are conscious that there has been criticism around the number of conditions attached to consents. We are engaging with agents to identify an approach to condensing the number of conditions and seek to avoid any duplication.

There has been a focus on the ordering and quality of conditions informed by a review of appeal cases recently which has brought about a new approach towards timescales for suspensive works but also in testing the robustness of conditions to ensure the required needs are met.

Local Housing Land Requirement

As part of the CDP2 Evidence Report a Housing Report has been produced which sets out the basis for the Local Housing Land Requirement. This will be subject to Gatecheck. The Local Housing Land Requirement set out by the Council exceeds the Minimum All Tenure Housing Land Requirement in NPF4.

Processing Agreements

In 2023-24, the following number of Processing Agreements have been determined:

| Q1 | 33 |
| Q2 | 57 |

This shows an increasing number of agreements, and planning case officers and managers have been encouraging the use of such as a project management tool which is visible to both developers and planners.

Delivery Programme

The City Development Plan (CDP) Delivery Programme is a live tool in Council decision making and its scrutiny in ensuring that multifunctional benefits are derived from Council investments is

part taken forward by the Spatial Development Group that is convened by the Planning Service and encompasses all Heads of Department and Directors within the City Development part of the NRS. The CDP Delivery Programme was updated in June 2023 and is used internally to track delivery and provide services with information relating to a range of delivery projects.

Further work is required to enable the CDP delivery programme to be taken up as business as usual for the alignment of capital programmes and funding. Work is ongoing to align this work and to ensure funding and project development across the Council fits into the framework of the City Development Plan. This will be developed through the Senior Management Team.

Improvement Action Plan (People theme)

Attribute	Score (1=Making excellent progress, 5= No progress)
11. The planning authority supports the delivery of sustainable, liveable and productive places	2
12. This planning authority supports the delivery of appropriate development	4

Based on the grading above, outline any areas of improvement that are required and by whom and their level of importance (High/ Medium/ Low) and by when (short/ medium/ long term).

Improvement Action What action will you take? What will the outcome be?	Owner	Importance High Medium Low	Timescale Short term – 1 year Medium term – 3 years Long term – 3+ years	Resources
Implementation and monitoring of Development Plan action programme.	Group Manager – Development Plan	High	Long term	Need to bring on board whole Council through senior leadership involvement
Explore the use of the place Standard Tool in the evaluation of Strategic & Local Delivery Frameworks to measure the impact of place-based action programmes	Group Manager – Spatial Strategy	High	Long Term	Spatial Strategy Team, other GCC and Planning and financial

Appendix 1: Good Practice example

Which attributes of a high level planning authority does this relate to:

☐Attribute 1: The Planning Authority has sufficient resources and skills to maximise productivity

☒Attribute 2: The Planning Authority has a valued and supported workforce

☐Attribute 3: This Planning Authority has embedded continuous improvement

☐Attribute 4: This Planning Authority has sound governance

☐Attribute 5: This Planning Authority has effective leadership

☐Attribute 6: This Planning Authority has a robust policy and evidence base

☐Attribute 7: This Planning Authority makes best use of data and digital technology

☐Attribute 8: This Planning Authority has effective and efficient decision making processes

☐Attribute 9: This Planning Authority has good customer care

☐Attribute 10: This Planning Authority has effective engagement and collaboration with stakeholders and communities

☐Attribute 11: This Planning Authority supports the delivery of sustainable, liveable and productive places

☐Attribute 12: This Planning Authority supports the delivery of consented development

Title: Graduate Programme and Career Progression

Context

Please detail here the project, or problem that was being addressed. Location and dates.

This case study outlines the career journey of a graduate planner within the department. The officer started with the Council in October 2016 and gained a permanent role in October 2018. The officer became RTPI chartered in May 2024 through the Experienced Practitioner APC route, having a degree in Geography rather than Planning, so unable to apply as a Licentiate.

What happened?

Please provide details of the main activities carried out, when and where this took place, resources needed.

After completing an undergraduate degree in BSc (Hons) Geography in 2016 at the University of Glasgow, the officer began a full-time role as a Graduate Planner at Glasgow City Council (GCC) in October 2016. The graduate scheme was normally completed on a two-year fixed term contract, however at the time of starting the officer was only able to be given a one-year contract. This was later extended to two years when one of the other graduates left GCC.

The two years on the graduate scheme were arranged on a roughly eight monthly rotational basis, with the officer's roles in chronological order being in the City Development Plan team, Delegated and Performance (Development Management) team and Forward Planning/Spatial Strategy team. This gave him a broad range of experience and exposed him to different aspects of spatial planning.

In the City Development Plan (CDP) team he worked on the Glasgow Open Space Strategy (GOSS), analysing and surveying individual sites using maps, GIS and through site visits, to eliminate sites from our GIS database which did not have the potential to meet the criteria for public open space as set out in the GOSS. He was also involved in writing sections of Local Context Analysis documents which focussed on open space provision within specific areas of the city. Whilst in the CDP team he also contributed to work on the completion of Supplementary Guidance for the City Development Plan (adopted March 2017).

During his rotation within the Delegated and Performance DM team, the officer determined a variety of types of application, including Householder, Advertisements, Listed Buildings and Local Non-householder development. This experience vastly increased his knowledge and ability in DM, such that he became able to competently assess and determine applications, and liaise with agents and applicants accordingly. His time in the team involved managing a significant caseload (around 180 applications), and determining applications in the context of the CDP, which developed his understanding of the relationship between policy and DM.

The officer's final graduate rotation within the Forward Planning/Spatial Strategy team involved him having significant involvement in the development and delivery of a Heritage Lottery funded project focusing on the gateway section of Glasgow's canal, and beginning to assist more senior colleagues in the preparation of Strategic Development Frameworks (SDFs) for priority areas of the city identified in the CDP. During this time, permanent roles were advertised for Planning Project Officers within the team which would have an emphasis on the SDFs. The officer was successful in gaining one of these positions, with his experience of the graduate programme overall, and within the specific team, being vital in allowing him to do so. He began this role in October 2018.

Throughout the graduate programme the officer was also required to act as the Duty Planning Officer for customer service purposes once a month. This involved a 2-hour slot answering planning enquiries on the public phone line and replying to enquiry emails. This required him to engage with all aspects of the local authority planning function as the enquiries were often quite varied.

The officer has spent the rest of his subsequent career within the Forward Planning/Spatial Strategy section of the department, specifically now as a member of the Spatial Strategy and Projects team. The team serves an area planning function, and is responsible for the creation of Spatial Supplementary Guidance for priority areas of the city identified in the CDP, as well as other projects and strategies, many of which are of a medium to long-term nature. He has been directly involved in the development of SDFs for Glasgow City Centre, Greater Easterhouse and North Glasgow, and personally led on the

development of the Drumchapel Local Development Framework (LDF). He also took over administration of the canal Heritage Lottery Fund project mentioned previously, working with stakeholders and partners, awarding and claiming funding, and ensuring the budget was spent.

In terms of becoming a chartered member of the RTPI, the officer ultimately took the Experienced Practitioner APC route. This is because he only had an undergraduate honours degree in Geography and not an accredited Planning degree, so was unable to apply as a Licentiate. This required 6 years of planning experience, which was provided by his time working for GCC. Prior to this, he was successful in becoming an Associate member in May 2021, which gave him a good starting point for his full application. He was supported by a more experienced colleague who acted as his mentor.

Areas of collaboration

Please provide details of the lead officer and what stakeholder were involved.

For example, communities, protected characteristics, developers, key agencies, planning committee, planning authority staff, other local authority staff.

The lead officer was a graduate planner from October 2016 - October 2018 and subsequently a planner (project officer), becoming chartered in May 2024. He was supported in his career development by his respective line managers at different stages, more senior colleagues within the department and wider Council, peers and his RTPI mentor.

What was the overall result?

Please provide details of the overall outputs and outcomes. What results were achieved, how this has contributed towards improvement.

The officer obtained a variety of experience, leading to a permanent role as a planner in October 2018 and ultimately to his recent success in becoming a chartered member of the RTPI in May 2024. His next career goal is to obtain a position as a senior planner.

Lessons learned

Please detail here what worked well and what did not work and on reflection what you would do in future.

The use of a graduate rotation which gave the officer a variety of experience was of great importance in equipping him for his role and allowing him to determine what field of planning he was best suited to. It is recommended that this approach is taken in future.

There was a level of uncertainty and difficulty for the officer in obtaining a permanent role within the department when his two-year graduate contract was coming to an end. He was ultimately successful in gaining a role, however this happened very close to the end of his contract and was somewhat concerning for him. Where possible, graduate roles are now given as permanent contracts in the form of assistant planner posts.

Currently, there are less opportunities for career progression within the area planning/spatial strategy field which the officer works within i.e. senior planner posts which he would be likely to apply for.

What contribution did it make towards delivering outcomes?

Please tick all the below outcomes that this example worked towards:

NPF4

☐Sustainable places

☐Climate change and nature crisis

☐Climate mitigate and adaptation

☐Biodiversity

☐Natural Places

☐Soils

☐Forestry, woodland and trees

☐Historic assets and places

☐Green belts

☐Brownfield, vacant and derelict land and empty buildings

☐Coast development

☐Energy

☐Zero waste

☐Sustainable transport

☐Liveable places

☐Design, quality and place

☐Local living and 20 minute neighbourhoods

☐Quality homes

☐Rural homes

☐Infrastructure first

☐Heat and cooling

- ☐ Blue and green infrastructure
- ☐ Play, recreation and sport
- ☐ Flood risk and water management
- ☐ Health and safety
- ☐ Digital Infrastructure

☐ Productive places

- ☐ Community Wealth Building
- ☐ Business and industry
- ☐ City, town, local and commercial centres
- ☐ Retail
- ☐ Rural development
- ☐ Tourism
- ☐ Culture and creativity
- ☐ Aquaculture
- ☐ Minerals

Place and Wellbeing Outcomes

- ☐ Movement
- ☐ Spaces
- ☐ Resources
- ☐ Civic
- ☐ Stewardship

Appendix 2: Good Practice example

Which attributes of a high level planning authority does this relate to:

☐Attribute 1: The Planning Authority has sufficient resources and skills to maximise productivity

☐Attribute 2: The Planning Authority has a valued and supported workforce

☐Attribute 3: This Planning Authority has embedded continuous improvement

☐Attribute 4: This Planning Authority has sound governance

☐Attribute 5: This Planning Authority has effective leadership

☐Attribute 6: This Planning Authority has a robust policy and evidence base

☒Attribute 7: This Planning Authority makes best use of data and digital technology

☐Attribute 8: This Planning Authority has effective and efficient decision making processes

☐Attribute 9: This Planning Authority has good customer care

☐Attribute 10: This Planning Authority has effective engagement and collaboration with stakeholders and communities

☐Attribute 11: This Planning Authority supports the delivery of sustainable, liveable and productive places

☐Attribute 12: This Planning Authority supports the delivery of consented development

Title: Forestry and Woodland Strategy

Context

Please detail here the project, or problem that was being addressed. Location and dates.

The Forestry and Woodland Strategy is the Council's response to the Town and Country Planning (Scotland) Act 1997, as amended by the Planning (Scotland) Act 2019, which places a new duty on planning authorities to produce a Forestry and Woodland Strategy (FWS). The legislation requires the FWS to identify woodlands of high nature conservation value (HNCV) and include policies and proposals which set out how HNCV trees, and other trees and woodlands, will be protected and enhanced, and how resilience to climate change will be addressed. They also need to set out how the expansion of woodlands of a range of types will provide multiple benefits to the physical, cultural, economic, social and environmental characteristics of the area.

In addition to conforming with the legislation, the FWS must be compatible with Policy 6 'Forestry, Woodland and Trees' of National Planning Framework 4 which expects Councils to have an up to date FWS which supports the development plan. Policy 6 adds detail to the legislative requirements and specifies the FWS should *'identify and protect existing woodland and the potential for its enhancement or expansion to avoid habitat fragmentation and improve ecological connectivity, helping to support and expand nature networks. The spatial strategy should identify and set out proposals for forestry, woodlands and trees in the area, including their development,*

protection and enhancement, resilience to climate change, and the expansion of a range of types to provide multiple benefits.'

The FWS will form part of an extensive package of environmental information which supports the Council's emerging City Development Plan 2 and it will be put to the Scottish Ministers as part of their Gatecheck procedure.

What happened?

Please provide details of the main activities carried out, when and where this took place, resources needed.

Between January and June 2023, one to two days per week was spent by one officer identifying relevant Council strategies and policy documents, together with those of other organisations, and ascertaining the key aims, policies and priorities which needed to be reflected in Glasgow City Council's Forestry and Woodland Strategy (FWS). In September 2023, creating an Environmental Digital Twin (EDT) of the city to assist with informing the FWS was advocated, and an initial version was produced in November 2023 by two officers within the Neighbourhoods, Regeneration and Sustainability Service Development section. The EDT incorporates both 2D and 3D rendering of information, and the variety of GIS data included is extensive, from vacant and derelict land supply to Local Nature Reserve boundaries. While the EDT started off as a tool to support the FWS, and was called the Woodland Digital Twin, it is capable of supporting data driven decision making across all areas of Planning and other Council work. As a result, its name was changed to Environmental Digital Twin, and its use in expediting the creation of a developer contribution spend dashboard is prime example of its scope.

In late November 2023, drafting the FWS in the form of an ArcGIS storymap was begun by a Planning officer, assisted by a GIS Planning Technician and was completed in January 2024. Thereafter, an eight-week public consultation exercise, which concluded on 31 March 2024, was undertaken to ascertain the views of members of the public and stakeholder organisations on the draft FWS. Details of the consultation methodology are provided in the 'Areas of Collaboration' section below.

Following the end of the consultation exercise, the period April to mid-May 2024 saw the FWS being edited by a planning officer and a GIS Support Officer in order to incorporate those suggested amendments which have been accepted as improving the FWS. One of the Planning authority's responses was to devise and integrate maps and dashboards which convey the Council's spatial priorities for trees and woodlands and enable interrogation of the underlying data on a Ward basis by anyone viewing the storymap.

The approved version is anticipated in June 2024, and it will incorporate various layers included within the EDT in the form of dashboards which indicate the FWS spatial priorities and allow users to analyse the data by Council Wards.

Areas of collaboration

Please provide details of the lead officer and what stakeholder were involved.

For example, communities, protected characteristics, developers, key agencies, planning committee, planning authority staff, other local authority staff.

The FWS consultation exercise was led by the Spatial Planning Manager – Research & Development and a Planning Officer, with administration assistance provided by a Graduate Project Officer.

To identify key issues to consider in drafting the FWS, meetings on Microsoft Teams were held with Council colleagues from the Greenspace and Biodiversity team: Assistant Group Manager, Assistant Manager, Project Co-ordinator Community Woodlands, and Assistant Manager (Food Growing). In addition, Planning officers met a Woodlands /Arbor Officer, the Project Manager (Ash Dieback), Group Manager Engineering, and the Metropolitan Glasgow Strategic Drainage Plan (MGSDP) Manager.

Following drafting of the consultation version of the FWS, the following actions were undertaken to publicise it to a wide audience and allow feedback on its contents:

- Placed on the Council's online consultation hub with help from a Business Insight Analyst at the Council's Performance and Information Management Unit;
- Made available in all city libraries, with assistance from an officer at Glasgow Life (ALEO);
- Social media posts by the Council's Public Relations Officer;
- Targeted email to 682 recipients, as follows: 7 surrounding local authorities, 79 key organisations, 330 other organisations, 60 housing Associations, Glasgow, and 152 members of the public expressing an interest in Council Consultations. In addition, all Community Councils in Glasgow were notified by email of the FWS consultation with the assistance of the Council's Community Council Officer.

Following the consultation publicity, a mix of in person and Microsoft Teams meetings with key stakeholders: Scottish Forestry, ClydePlan, Glasgow and the Clyde Valley Green Network, Clyde Gateway, Green Action Trust/Clyde Climate Forest, were held to gather their views on how the draft FWS could be improved. Written comments were also considered and contributed to finalising the FWS.

What was the overall result?

Please provide details of the overall outputs and outcomes. What results were achieved, how this has contributed towards improvement.

As indicated in the 'What happened?' section above, during the April to mid-May 2024 period the FWS was edited by a planning officer and a GIS Support Officer to incorporate suggested amendments. The suggestion to include more maps to convey the Councils spatial priorities and enable interrogation of the underlying data was accepted by the lead officers and as a result the GIS Support Officer produced a number of dashboards with Ordnance Survey based maps dot highlight the priority areas, and these have been incorporated within the final draft FWS at the Priority Areas chapter. The dashboards are:

- High Nature Conservation Value Trees – ancient and native woodlands. The dashboard also indicates areas covered by TPOs, Green Corridors, Local Nature Reserves, Sites of

Special Scientific Interest, Special Landscape areas, and Sites Important for Nature Conservation. The FWS indicates there could be trees of HNCV in these areas, but a survey is required to ascertain this;

- Vacant and Derelict Land Canopy Cover – indicates the area of canopy cover on each vacant and derelict land site, and the area without cover; and
- GCV Forestry and Woodland Strategy sensitive, potential and preferred areas with regard to tree and woodland planting.

In addition to the dashboards, hyperlinks have also been used throughout the document to provide the reader with direct access to related Council documents and those of other organisations. The dashboards provide a clear visual representation of the following within the FWS Priority Areas chapter:

- Central Scotland Green Network Habitat Networks and Opportunities Map, which identified areas where tree planting and woodland extension could be considered to increase linkages in green and nature networks;
- Clyde Climate Forest Urban Tree Canopy and Target Neighbourhoods, where tree planting in areas of urban Glasgow which have low levels of canopy cover and have relatively high levels of deprivation; and
- Areas in the Council's Tree Plan (which encompasses areas in Council ownerships/control) which are vulnerable to climate change, vacant and derelict land sites, urban streets, parks and green spaces suitable for planting trees.

These changes have resulted in a visually attractive document, and a more useful one to the reader in which the spatial priorities arising from the policies in the FWS are clear, and some analysis of the data on a Council Ward basis can be undertaken by the viewer.

Lessons learned

Please detail here what worked well and what did not work and on reflection what you would do in future.

Using the ArcGIS Storymap format to present a document, and incorporating dashboards and hyperlinks to other organisations websites within can not only improve the visual presentation of a document, but it can do this while also directing the reader to important data and analysis. In future it would be useful to consider the use of dashboards at an early stage in the project in terms of what should be the subject of a dashboard, and what might be useful analysis to allow the reader to undertake. It is likely that increased use of the Environmental Digital Model will occur in future as more Council officers become aware of it and how it can be used to provide relatively quick answers to queries with a spatial element. It is clear from the responses to the EDM from officers seeing it for the first time that they can see what a useful tool it is in terms of the large number of digital spatial layers which can be analysed to monitoring existing policies and to inform the development of new ones. Often, this method of collecting and analysing data is more helpful than other forms of collating and analysing spatial data.

What contribution did it make towards delivering outcomes?

Please tick all the below outcomes that this example worked towards:

NPF4

☒Sustainable places

☒Climate change and nature crisis

☒Climate mitigate and adaptation

☒Biodiversity

☒Natural Places

☒Soils

☒Forestry, woodland and trees

☒Historic assets and places

☒Green belts

☒Brownfield, vacant and derelict land and empty buildings

☐Coast development

☐Energy

☐Zero waste

☐Sustainable transport

☒Liveable places

☒Design, quality and place

☐Local living and 20 minute neighbourhoods

☐Quality homes

☐Rural homes

☐Infrastructure first

☐Heat and cooling

☒Blue and green infrastructure

☒Play, recreation and sport

☒Flood risk and water management

☒Health and safety

☐Digital Infrastructure

☐Productive places

☐Community Wealth Building

☐Business and industry

☐City, town, local and commercial centres

☐Retail

☐Rural development

☐Tourism

☐Culture and creativity

☐Aquaculture

☐Minerals

Place and Wellbeing Outcomes

☒Movement

☒Spaces

☒Resources

☒Civic

☒Stewardship

Appendix 3: Good Practice example

Which attributes of a high level planning authority does this relate to:

☐Attribute 1: The Planning Authority has sufficient resources and skills to maximise productivity

☐Attribute 2: The Planning Authority has a valued and supported workforce

☐Attribute 3: This Planning Authority has embedded continuous improvement

☐Attribute 4: This Planning Authority has sound governance

☐Attribute 5: This Planning Authority has effective leadership

☒Attribute 6: This Planning Authority has a robust policy and evidence base

☒Attribute 7: This Planning Authority makes best use of data and digital technology

☐Attribute 8: This Planning Authority has effective and efficient decision making processes

☒Attribute 9: This Planning Authority has good customer care

☒Attribute 10: This Planning Authority has effective engagement and collaboration with stakeholders and communities

☒Attribute 11: This Planning Authority supports the delivery of sustainable, liveable and productive places

☐Attribute 12: This Planning Authority supports the delivery of consented development

Title: City Development Plan 2 – Early Engagement

Context

Please detail here the project, or problem that was being addressed. Location and dates.

Early engagement plays a significant role in preparing the new City Development Plan for Glasgow (CDP2). The Scottish Government's Local Development Planning Guidance states that early engagement should be collaborative, meaningful, and proportionate, with views taken into account. It should also take into account who is directly, or indirectly, impacted by proposals, providing opportunities for a diverse range of people to express their views in different ways. Early engagement was therefore carried out alongside the preparation of the Evidence Report. In particular activities were focused on an engagement period which took place between 1 November 2023 and 1 February 2024, however additional activities took place outwith this period. Full details can be found in the Report of Engagement.

What happened?

Please provide details of the main activities carried out, when and where this took place, resources needed.

A range of engagement activities were utilised during the early engagement period:

- 10 in person drop in events were held across the city, where individuals filled out a short paper-based survey. The questionnaire asked how people feel about their area, what makes it unique, what are the challenges and what needs to be improved for the people living there. Additionally, the questionnaire asked what services and amenities people need to live their life and if they could access this locally, and how they typically travelled to these facilities. The public drop in events were also an opportunity for members of the public to ask questions about the CDP2 process.
- There was an online Place Standard survey which was mainly filled out by members of the public. The survey asked people to score their local area based on 14 categories depending on how much room for improvement there is. People also provided comments for each category alongside the score. A dashboard has been produced which show these results.
- Various engagement events with different equality groups including a workshop where the Place Standard Tool was used, a session with older people, pupil forums and sessions at universities.
- A session with Community Councils was also held where the paper-based survey was completed for their area.
- Engagement with key agencies and public bodies was primarily completed through emails and meetings.
- A developer's survey was also conducted in order to gather evidence from the development industry.

Areas of collaboration

Please provide details of the lead officer and what stakeholder were involved.

For example, communities, protected characteristics, developers, key agencies, planning committee, planning authority staff, other local authority staff.

Early engagement took place with the public, key agencies, community councils, developers, and internal council services. These groups were engaged through in person events/workshops and online surveys. Targeted engagement events also took place with equality groups.

What was the overall result?

Please provide details of the overall outputs and outcomes. What results were achieved, how this has contributed towards improvement.

Through the online Place standard survey and the questionnaires there were approximately 700 responses. The findings from the questionnaires and surveys were integrated into the Place Reports, split up by ward. The engagement findings were also fed into the Evidence Report Summary Templates.

Lessons learned

Please detail here what worked well and what did not work and on reflection what you would do in future.

We focused the engagement events in areas of the city where there has been limited engagement recently and used the drop in events as a base to go out into the areas and reach more people, this helped increase the footfall experienced. Whilst the engagement had to be conducted during winter, which had its limitations, it was useful for the team to reflect on which times of day work best for future consultations.

The range of events we did also worked well, with targeted sessions for different equality groups. The materials for the events including the ward posters and questionnaires which were well received and allowed us to understand resident's lived experience and what they need to live locally. Gaining wide response rates to consultations in a city is challenging, particularly at this early stage when there were no specific proposals to discuss. Going forward the team is well informed to evolve consultation techniques for use during the production of the proposed plan.

What contribution did it make towards delivering outcomes?

Please tick all the below outcomes that this example worked towards:

NPF4

☒Sustainable places

☐Climate change and nature crisis

☐Climate mitigate and adaptation

☐Biodiversity

☐Natural Places

☐Soils

☐Forestry, woodland and trees

☐Historic assets and places

☐Green belts

☐Brownfield, vacant and derelict land and empty buildings

☐Coast development

☐Energy

☐Zero waste

☐Sustainable transport

☒Liveable places

☐Design, quality and place

☐Local living and 20 minute neighbourhoods

☐Quality homes

☐Rural homes

☐Infrastructure first

☐Heat and cooling

☐Blue and green infrastructure

☐Play, recreation and sport

☐Flood risk and water management

☐Health and safety

☐Digital Infrastructure

☒Productive places

☐Community Wealth Building

☐Business and industry

☐City, town, local and commercial centres

☐Retail

☐Rural development

☐Tourism

☐Culture and creativity

☐Aquaculture

☐Minerals

Place and Wellbeing Outcomes

☒Movement

☒Spaces

☒Resources

☒Civic

☒Stewardship

Appendix 4: Good Practice example

Which attributes of a high level planning authority does this relate to:

☐Attribute 1: The Planning Authority has sufficient resources and skills to maximise productivity

☐Attribute 2: The Planning Authority has a valued and supported workforce

☐Attribute 3: This Planning Authority has embedded continuous improvement

☐Attribute 4: This Planning Authority has sound governance

☐Attribute 5: This Planning Authority has effective leadership

☐Attribute 6: This Planning Authority has a robust policy and evidence base

☐Attribute 7: This Planning Authority makes best use of data and digital technology

☐Attribute 8: This Planning Authority has effective and efficient decision making processes

☐Attribute 9: This Planning Authority has good customer care

☒Attribute 10: This Planning Authority has effective engagement and collaboration with stakeholders and communities

☐Attribute 11: This Planning Authority supports the delivery of sustainable, liveable and productive places

☐Attribute 12: This Planning Authority supports the delivery of consented development

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Title: Drumchapel Local Development Framework Engagement

Context

Please detail here the project, or problem that was being addressed. Location and dates.

Click or tap here to enter text.

The Drumchapel Local Development Framework (LDF) was prepared as a requirement of the 2017 City Development Plan (CDP), as a spatial supplementary guidance document. Drumchapel is one of Glasgow's four large post-war peripheral housing schemes, lying on the city's north-western edge. The area has suffered from social and economic disadvantage similar to the other three peripheral schemes, through deindustrialisation, depopulation and other related issues. The document seeks to:

• Provide a long-term vision for the development of the area;

• Coordinate development activity over the short, medium and long term;

• Establish a sustained commitment to the area beyond the term of the current City Development Plan.

In terms of the final point, whilst having medium and short term priorities, the LDF will also include long term aspirations extending as far as 25-30 years into the future.

The process of creating the LDF began in 2021, and initial community engagement was conducted from October 2021 – October 2022. A draft document was created and published for public consultation in June 2023, and a revised version is expected to be adopted in summer 2024.

What happened?

Please provide details of the main activities carried out, when and where this took place, resources needed.

Click or tap here to enter text.

Community and Local Stakeholder Engagement

The first phase of work consisted of evidence gathering and the development of initial ideas as a result. Relationships also began to be developed with local stakeholders through attendance at meetings and regular visits to area. The lead officer then began a period of initial community engagement with people in Drumchapel to inform what would go into the LDF and the work that should come out of it. The aim was to help find out about the issues and priorities that matter most to people who live and work in the area. An engagement report and area overview document were published at the commencement of this, and information gathered through the different activities outlined below.

Staff attended several local events to have conversations with local people and gather comments. These events were at Growchapel (02/09/2021), Winter Wonderland (11/12/2021), Fortune Works (07/04/2022), Drumhub (24/05/2022) and Friendship House (26/10/22). This involved the use of stall with a large map of Drumchapel, and members of the public could write on post-it notes (or the officer could write down their comment) and stick it to the map. The events attended were unrelated to the LDF, meaning that members of the public who may not have previously known about the process were able to be engaged with.

An online survey was published and open from November 2021 - June 2022, receiving 245 responses. Many of the survey questions were based on the Place Standard Tool, and the exercise allowed people to express their thoughts and feelings around the strengths, issues and opportunities in the area. The survey was accompanied by a separate interactive online map which was hosted through the *Commonplace* website. This received 63 comments, with people marking a specific point on the map and expressing their thoughts on the location.

In addition, two focus groups were held to target specific demographics which were underrepresented in the engagement responses - school age children and pensioners. These were held at Drumchapel High School (26/07/22) and the Goodyear Social Club (24/08/22).

Due to the absence of a budget, resources consisted of staff time only, and the use of online platforms for the survey and interactive map. The information and experiences gathered during this period then informed the content of the draft LDF.

Formal Post-Draft Consultation and Broader Stakeholder Engagement

The draft which was subsequently prepared was published for public consultation in June 2023, allowing members of the public and organisations to read the document and comment via survey or email. As well as being accessible online, paper surveys were made available in Drumchapel library. A table of comments and Council responses was created and the LDF amended as appropriate through this process.

Throughout the development of the LDF, the lead officer spent time engaging with broader stakeholders and experts including Glasgow City Council colleagues (in different departments and within Planning), public sector agencies, registered social landlords and third sector organisations. This was of great value in making the final version more robust and reflective of priorities, issues and opportunities which may not have been picked up on without external input.

Areas of collaboration

Please provide details of the lead officer and what stakeholder were involved.

For example, communities, protected characteristics, developers, key agencies, planning committee, planning authority staff, other local authority staff.

Click or tap here to enter text.

The lead officer on the Drumchapel LDF was a planner within the Spatial Strategy and Projects team. Stakeholders involved were:

- Residents, workers, businesses and others with a connection to Drumchapel
- High school and pensioner ages via focus groups
- Community workers and activists
- Local community groups and organisations
- Registered social landlords
- Council colleagues in different departments and within Planning
- Wider public sector agencies and third sector organisations

What was the overall result?

Please provide details of the overall outputs and outcomes. What results were achieved, how this has contributed towards improvement.

Click or tap here to enter text.

The draft LDF was ultimately revised in light of the comments received during the public consultation, resulting in a final version which is expected to be adopted in summer 2024. The whole engagement and consultation process has helped create a comprehensive development framework for Drumchapel which aligns with local priorities and sets the scene for the delivery of tangible actions.

One key action and priority of the LDF which is now well underway is the Drumchapel Town Centre Regeneration Project. The LDF and the lead officer played a key role in the development and evidence base for this project, and in the bid to the UK Government Levelling Up Fund which ultimately resulted

in funding of £14.9m being awarded in November 2023. A masterplan is now being developed which aims to incorporate new housing, public space and active travel links alongside a new community hub for the area.

Lessons learned

Please detail here what worked well and what did not work and on reflection what you would do in future.

Click or tap here to enter text.

The embedding of a planning officer as much as possible within the local community, in order to familiarise with the area, develop relationships and attend events worked well in terms of facilitating a level of community engagement which would not have been possible otherwise. The informal nature of much of the engagement and attendance at events unrelated to the LDF meant that people could be reached who otherwise may not have chosen to attend a dedicated session related to a planning document. However, if budget had allowed it may have been useful to have hosted one or more events dedicated to the LDF, as there would have been scope for more in depth engagement and to be more creative with the methods used.

What contribution did it make towards delivering outcomes?

Please tick all the below outcomes that this example worked towards:

NPF4

☒Sustainable places

☒Climate change and nature crisis

☒Climate mitigate and adaptation

☒Biodiversity

☒Natural Places

☐Soils

☒Forestry, woodland and trees

☒Historic assets and places

☐Green belts

☒Brownfield, vacant and derelict land and empty buildings

☐Coast development

☒Energy

☐Zero waste

☒Sustainable transport

☒Liveable places

☒Design, quality and place

☒Local living and 20 minute neighbourhoods

☒Quality homes

☐Rural homes

☐Infrastructure first

☒Heat and cooling

☒Blue and green infrastructure

☒Play, recreation and sport

☒Flood risk and water management

☒Health and safety

☒Digital Infrastructure

☒Productive places

☒Community Wealth Building

☒Business and industry

☒City, town, local and commercial centres

☒Retail

☐Rural development

☒Tourism

☒Culture and creativity

☐Aquaculture

☐Minerals

Place and Wellbeing Outcomes

☒Movement

☒Spaces

☒Resources

☒Civic

☒Stewardship

Appendix 5: Good Practice example

Which attributes of a high level planning authority does this relate to:

☐Attribute 1: The Planning Authority has sufficient resources and skills to maximise productivity

☐Attribute 2: The Planning Authority has a valued and supported workforce

☐Attribute 3: This Planning Authority has embedded continuous improvement

☐Attribute 4: This Planning Authority has sound governance

☐Attribute 5: This Planning Authority has effective leadership

☒Attribute 6: This Planning Authority has a robust policy and evidence base

☒Attribute 7: This Planning Authority makes best use of data and digital technology

☐Attribute 8: This Planning Authority has effective and efficient decision making processes

☐Attribute 9: This Planning Authority has good customer care

☒Attribute 10: This Planning Authority has effective engagement and collaboration with stakeholders and communities

☒Attribute 11: This Planning Authority supports the delivery of sustainable, liveable and productive places

☐Attribute 12: This Planning Authority supports the delivery of consented development

Title: The Place Standard Tool

Context

Please detail here the project, or problem that was being addressed. Location and dates.

The origins of the Place Standard Tool are firmly embedded in Glasgow's role as one of the 8 Scottish Test Sites for the Equally Well Initiative created by the Ministerial Taskforce on Inequalities (2008-2010). Glasgow focused on bringing Public Health and Spatial Planning together, Currie's Healthy Sustainable Neighbourhoods Model (2008), as well as building on Glasgow's award-winning approaches to community engagement (scrap books; influencing PAS VOiCE programme; and influencing National Standards for Community Engagement). The final recommendation from the Scottish Government's Ministerial Taskforce for Inequalities was that the work done in Glasgow should be shared and developed across Scotland, and that a National Place Standard be developed. This resulted in Etive Currie from Glasgow's Planning Service being invited to join the national design team to develop a place standard for Scotland.

What happened?

Please provide details of the main activities carried out, when and where this took place, resources needed.

The National Team was made up of representatives from the Scottish Government's Architecture and Design Directorate (now Architecture & Planning); Architecture and Design Scotland; Public Health Scotland and Etive Currie from Glasgow City Council. From 2012 – 2014 there was a series of workshops, focus groups and individual conversations run by the National place Standard Team establishing what was required to create a place and to change a place. The collaboration between the core team was what made design of the Place Standard Tool so successful, and it is the continued collaboration that makes the success of the tool continue 9 years after the launch of the tool in 2015. The Improvement Service joined the National Team after the launch of the tool in 2015. The Place Standard tool went on the win the UK+ Ireland RTPI for Health and Wellbeing Award in 2017 (the first time a tool has won any category in the history of the RTPI Awards). Etive was the only planning officer to be invited to develop the place standard tool and has continued to influence policy and practice not just in Scotland but in the rest of the UK and Ireland, as well as Europe and America's through the Council's ICLEI partnership.

Areas of collaboration

Please provide details of the lead officer and what stakeholder were involved.

For example, communities, protected characteristics, developers, key agencies, planning committee, planning authority staff, other local authority staff.

From the beginning of the design process all the partners wanted to be as open and collaborative as possible. The team held a series of workshops where they would present thoughts and to sense check that the approach and contents were right. This included sessions with public sector organisations, private sector, third sector bodies, community organisations, consultants, and experts in the field of planning and urban design. After the launch of the Place Standard tool, the Chief Architect for Scotland wrote to all 32 Local Authorities community planning partnerships to ask if they would test the Place Standard Tool (PST) as part of their preparations for the Locality Plan process. The Improvement Service presented the PST to all 32 Councils. Almost all Councils used the PST in the preparation of their Locality Plans. Shetland Island Council and East Ayrshire Council were earlier adopters who took the PST and used it for community and stakeholder engagement when preparing their Local Development Plans and both Councils shared the data collected across all council services. The National Team went on to create a Local Authority Place Standard Leads group, where they asked for 1 or 2 people from any service to be the place standard leads for their Local Authority. All 32 Local Authorities signed up and went on to create the Place Alliance which met 4 times a year and celebrated all things Place Standard as well as finding solutions for any difficulties any local authority was encountering.

What was the overall result?

Please provide details of the overall outputs and outcomes. What results were achieved, how this has contributed towards improvement.

In 2017, the World Health Organisation (WHO) approached the National Place Standard team and asked if they could host their International Healthy Cities Staff and tell them about the Place Standard Tool. The National Team hosted a two-day introduction and training session for the WHO. At this session, Glasgow's

Etive Currie demonstrated in her presentation how the Place Standard Tool could be used to discuss at a very local level the UN-SDGs (Sustainable Development Goals), this was the main reason the WHO adopted the use of the tool across the European Network of Healthy Cities. Public Health Scotland have been the main partner involved in working with the Healthy Cities Network Promoting the Place Standard Tool. Etive Currie went on secondment to Public Health Scotland for a year to help with training the Healthy Cities network to use the Place Standard Tool. The tool is now being used across 16 different European countries and has been translated into 15 different languages. In Europe, Scotland, Ireland, and the rest of the UK, Etive has represented Glasgow City Council presenting and training thousands of professionals and communities to use the Place Standard Tool. In her international work she has influenced municipalities to use the PST as the main tool for Engagement. The Netherlands, Sweden, Norway and Denmark now use the Place Standard Tool as their main engagement tool across their municipalities. The Place Standard Tool is used across Scotland regularly across all 32 Local Authorities as well as third sector organisations and by private sector planning and urban design consultants. To-date the PST has been used to influence community plans, spatial planning development plans, masterplans, planning applications and community action plans. It has been nine years since the launch of the Place Standard Tool and it has now been embedded in the Scottish Government's National Planning Framework 4 (NPF4) as the tool to be used to inform 20-minute neighbourhoods work and local place plans work. Th best quote about the Place Standard Tool was the one made by the WHO –" This is Scotland's gift to the World". The WHO have asked that the Place Standard Team consider taking the tool Global. Also Public Health Scotland will become the host of a Scottish Collaborating Centre as a result of the Place Standard Partnership and our collaborative, place-based approach.

Lessons learned

Please detail here what worked well and what did not work and on reflection what you would do in future.

The tool has been so successful because of the collaboration between the partners and the willingness of everyone to pick up any request and find time to help above and beyond members daily roles within their individual organisations. Glasgow initially did not use the Place Standard Tool for the preparation of their locality plans and could have done more to celebrate and promote the work that Etive Currie did for Glasgow Planning. The Place Standard Tool originally did not realise the need for a rural specific version of the tool. This work is now being undertaken by Etive and staff from Public Health Scotland. Including children and young people was also not being included in the early stages of the process. The children and young people's versions of the tool are now being used for the mandatory Play Sufficiency Assessments across the Scottish Local Authorities. The tool has been most successful in authorities where there has been senior officer and political support for the tool.

What contribution did it make towards delivering outcomes?

Please tick all the below outcomes that this example worked towards:

NPF4

☒Sustainable places

☒Climate change and nature crisis

☒Climate mitigate and adaptation

☒Biodiversity

☒Natural Places

☒Soils

☒Forestry, woodland and trees

☒Historic assets and places

☒Green belts

☒Brownfield, vacant and derelict land and empty buildings

☒Coast development

☒Energy

☒Zero waste

☒Sustainable transport

☒Liveable places

☒Design, quality and place

☒Local living and 20 minute neighbourhoods

☒Quality homes

☒Rural homes

☒Infrastructure first

☒Heat and cooling

☒Blue and green infrastructure

☒Play, recreation and sport

☒Flood risk and water management

☒Health and safety

☒Digital Infrastructure

☒Productive places

☒Community Wealth Building

☒Business and industry

☒City, town, local and commercial centres

☒Retail

☒Rural development

☒Tourism

☒Culture and creativity

☐Aquaculture

☐Minerals

Place and Wellbeing Outcomes

☒Movement

☒Spaces

☒Resources

☒Civic

☒Stewardship

All of the policy themes listed above can be discussed by using the Place Standard Tool and the themes within the tool are flexible enough to add additional supporting questions for all of the policy areas of NPF4.