

Glasgow City Council
PLANNING PERFORMANCE FRAMEWORK
Annual Report 2012-2013

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Introduction

This Annual Report is the second produced by Glasgow City Council under the Planning Performance Framework. It covers the period April 2012 to March 2013 and provides a report on the Council's performance in relation to headline indicators such as delivery of effective floorspace, decision making and delivery of up to date development plans. The Report also provides information on Glasgow's performance in relation to achievements in delivering a high quality planning service through other indicators such as development on the ground and public involvement in the planning system.

Glasgow City Council's planning service is part of the its Development and Regeneration Service, whose Service Plan (ASPIR) provides the context and priorities for the involvement of the planning service in delivering economic growth.

Scottish Government have provided feedback on the previous year's report, which highlighted the Council's commitment to up to date development plans, and effective enforcement through adoption of an Enforcement Charter. The feedback also, importantly, noted the range of customer-focused activities providing a service which developers find welcoming and open for business. The planning service also engages with stakeholders in a wide range of forums which has helped to deliver high quality projects across the city. The Glasgow and Clyde Valley Strategic Development Plan was approved in May 2012, providing a new context for the delivery of the Local Development Plan. By March 2013, the LDP scheme targets were being met, although refinements to the Proposed Plan means that the timescales will need to be revised. These will be reflected in the amended Development Plan Scheme next year.

Glasgow's success as a retailing centre has been reflected by the significant increase in retailing floorspace completed during the year. Retailing planning consents also doubled in comparison to the previous year. Development activity in the City during the year amounted to £3.23 billion, including development complete, under construction and with planning consent.

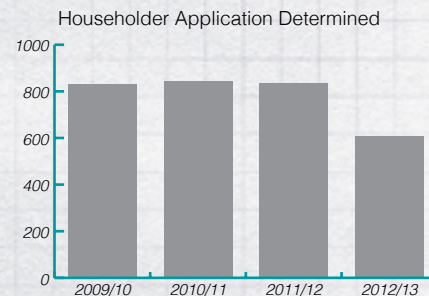
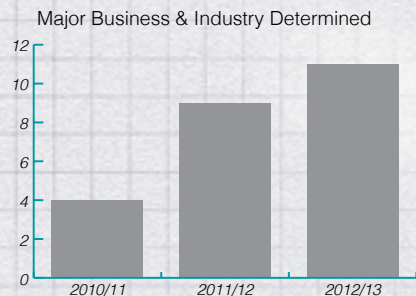
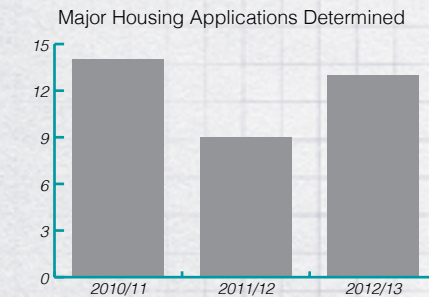
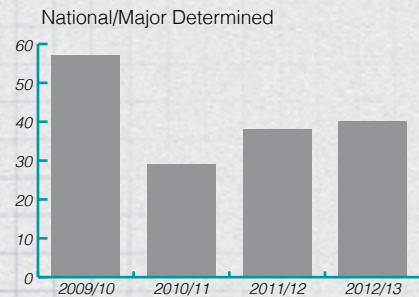
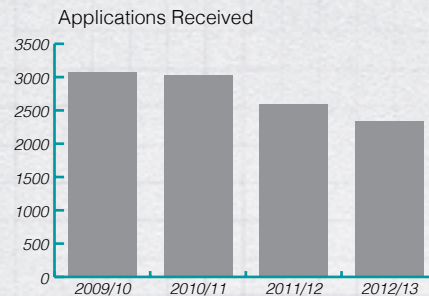
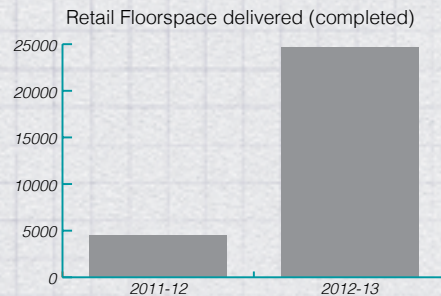
In terms of decision making timescales, the level remains fairly consistent with a marginal drop in performance time overall. These figures have to be considered in the context of the ongoing implementation of the Service's new integrated Planning and Building Control structure which is a fundamental re-organisation of the management and structure of the Planning Service. This will have further impact in the year 2013-14. It is noted that there has been a slight increase in the number of major applications while

other categories have shown a fall. The increase can be identified in the Business and Industry category.

The approval rate of applications is maintained while the percentage of applications dealt with by delegated powers has increased. This can be accounted for by the change in the Service scheme of delegation which increased the number of objections required before a Committee report is required.

In response to the Scottish Government feedback, this report is much shorter than last year's annual report. The report has also been set out to reflect the key markers that identify a good quality planning service, with examples throughout, as suggested by the guidance from HOPS/Cosla & Scottish Government in August 2013. Full evidence links are contained in Part 3.

Part 1: National Headline Indicators



Part 1 National Headline Indicators		
Development Planning	2011-12	2012-13
Age of Strategic Development Plan	Approved May 2012	
Age of Local Development Plan (years)	2	3
Development Plan Scheme on track?	Yes	Yes
Effective Land Supply and Delivery of Output		
Effective Housing Land 5 year Supply	7years	
Effective Housing Land Supply (units)		
Private Sector	13,986	14,200
Social Rented Sector	5,224	4,412
Housing Approvals		
Private Sector	3,195	1,954
Social Rented Sector	823	620
Effective Employment Land Supply (ha.)	155.9	157.3
Employment Land Take-up (ha.)	3.4	1.4
Effective Commercial Floorspace Supply (Granted)		
Retail (m²)	29,316	58,766
Hotels (rooms)	1,775	1,324
Commercial Floorspace Delivered (Completed)		
Retail (m²)	4,565	24,633
Hotels (rooms)	222	210
Development Management		
Project Planning		
Percentage of Applications Subject to Pre-application Advice	n/a	25.3
Number of Applications subject to Processing Agreement or other Project Planning	n/a	n/a
Percentage Planning Timescales Met	n/a	n/a
Decision Making		
Application Approval Rate (%)	87.8	87.7
Delegation Rate (%)	91.8	94.8
Decision Making Timescales (Average number of weeks to decision)		
Major Developments	46.6	49.1
Minor Developments	11.0	11.6
Householder Developments	8.4	8.7
Enforcement		
Time since Enforcement Charter published/reviewed	Charter published May 2012	
Number of breaches identified/resolved	563/451	399/499

“Building a prosperous City”
Council Plan Objective

Part 2: Defining and Measuring a High Quality Planning Service



Virginia Galleries Courtyard

1. Open for Business

- Single point of contact for planning applications: A planning officer takes an application through the pre-application and application process for all types of application from householder to major. Contact details for the officer are available on correspondence and through the online planning website. There is a duty officer helpline for general enquiries.

- Online applications are accepted and encouraged as well as online representations; the percentage of applications received electronically has risen from 7.8% in 2009-10 to 38.7% in 2012-13.

- No charge is made for pre-application discussions. Early contact is encouraged and officers meet developers regularly. Information requests for applications are outlined at pre-application and validation stage. A new system of pre-application discussion has been developed for new residential applications to streamline the process of planning application and Roads Construction Consent applications (see Case Study 1).

● Developer Contributions:

estimates of developer contributions are provided if requested at pre-application stage. Clear guidance on the need for contributions appears in the City Plan. Phased payments are available at developer request through section 75 agreements.

- The planning service helps to deliver economic growth through involvement in partnership project groups such as the Commonwealth Games, the Youth Olympic Games bid, the Glasgow Canal project, Clyde Gateway, Clyde Waterfront, Creative Clyde, the IFSD and the Metropolitan Glasgow Strategic Drainage Plan. Planning permission for the Pacific Quay masterplan was granted in February 2012 and 300 hotel beds are under construction in the Clyde Waterfront. The Council's Project Management and Design team is now located in the same department and building as the planning service; this has enabled closer working relationships which have helped the smooth delivery of the Council's capital programme. This includes the Housing Development Programme; the pre-12s schools project,



South Glasgow Hospital proposal

with capital funding of £5 million approved in November 2012 for early works on this £250 million project; and the delivery of care homes throughout the City.

- Regular communication with the business community takes place through the Glasgow Economic Commission, a partnership between the City Council and the Glasgow Chamber of Commerce. The Commission has identified the quality and supply of city infrastructure as a key contributor to economic growth. The planning service plays an important role in fulfilling this workstream through delivery of projects such as the South Glasgow Hospital. Work on this £842 million project continues with the new £90 million laboratory opening in November 2012.

Feedback:

Peel Environmental, South Clyde Energy Centre

"from the outset of our project there was a willingness to enter into open, frank and constructive pre-application dialogue about all aspects of the scheme... following pre-application discussions you had briefed other members of the



South Clyde Energy Centre (Fletcher Rae Architects)

Council which undoubtedly facilitated a better understanding of the SCEC...the application was validated promptly and we were able to work with you closely during the determination period to expedite resolution of those matters that arose."

Feedback:

Miller Homes, Crookston Major Residential Development

"The feedback and information flow from meetings with all Departments involved led by Planning, particularly during the design stage development of the project, greatly assisting in the application process itself being a smooth transition from the early stages of discussion thus ensuring a timeous delivery of the final consent."

2. High Quality Development on the Ground

- Both local and major applications are provided with design advice through the clear City Plan guidance and also through involvement of officers at pre-application stage and during determination. The current structure of the planning service enables constructive input through a dedicated City Design Team, which

CASE STUDY 1

The Design Guide for New Residential Areas, approved in February 2013, is a joint undertaking between the Planning service and Land and Environmental Services (the Roads authority). The Guide sets out how the policy guidance in Designing Streets will be applied, and sets out a clear process for pre-application discussions between planning officers,

roads officers and developers. This process now enables applications for planning permission and Roads Construction Consent to be dealt with concurrently, thus streamlining and reducing the length of the overall statutory consent process. The Guide was prepared and project managed jointly by the planning and roads services, and involved extensive stakeholder discussions with

a large number of officers, private housing developers, housing associations, architects, engineers and other interest groups such as RNIB, Community Councils, Scottish Natural Heritage, SPT, SEPA and utilities companies. Information and training sessions about the Guide are now being held for developers as well as officers involved in the process.

provides advice and expertise on design, landscape and heritage issues.

- The programme of activity to support the historic environment has been confirmed by:

Approval of Conservation Area Appraisal for Parkhead Cross,

Publication of postcards for Bridgeton and Victoria Park Conservation Areas

Parkhead Townscape Heritage Initiative/ Conservation Area Renewal Scheme.

Conservation Area Schools Outreach

(see Case Study 4)

- Other recent supplementary Design Guidance includes the Design Guide for New Residential Areas (see Case study 1)

- Regular “surgeries” are held in the office with Historic Scotland where officers are able to discuss proposals informally, both at pre-application stage as well as during determination. This provides early guidance and also speeds up the process of determination.

- The planning service co-ordinates and hosts the Urban Design panel, which

meets every six weeks. This includes representatives from A+DS, other design bodies and individuals and the Glasgow Institute of Architects. The GUDP allows applicants and developers to present large scale and major projects to the panel for comment, critique and review. The GUDP is considered a valuable tool in the pre-application process of large scale and major projects. Schemes reviewed in 2012-13 include the South Clyde Energy Centre, and the award winning residential development at Golspie St/Shaw St; Speirs Locks and the Glasgow Hospice in Bellahouston Park.

- A number of local environmental improvement projects have taken place over the year, throughout all areas of the City. Many of these are in areas where regeneration is currently being focussed through Transformational Regeneration Areas or Town Centre Action Plans. The planning service is closely involved in providing project management and guidance though drawing up action plans and working with local communities to achieve economic and environmental regeneration.



CASE STUDY 2

Shawlands: Riverford Road landscaping:

Riverford Road is a new build social housing development on the former site of two Multi Story high rise flats. It is the first visible state of the redevelopment of the wider area. The new four storey development reinforced the street edge, created a new Greenspace at its core and linked to a historic graveyard.

The proposals for the greenspace were felt to be lacklustre and it was recognised that there was potential to create a high quality resource for the new community.

A project team was formed between Planning Service's City Design group, Glasgow Housing Association and the Local Housing Association. The team took ownership of

the site from the developer and the budget allocated to providing the green space. City Design developed the landscape design and brought in landscape engineers and electrical service designers to provide technical services.

Added to the team were Artist Peter McCaughey and Architects Pidgin Perfect and Collective Architecture. The team were able to engage thoroughly by a programme of community hands-on workshops; project news letter; regular exhibitions; Q and A nights at the local Library and school projects.

Building on this budget the team were able to secure further funds from Creative Scotland, Stalled Spaces and access funds from Glasgow City Council Lighting Strategy and GHA. This has created a safe and vibrant space;

creating an exemplar project to guide the future development in the area.

Feedback: from Lesley McGregor of GHA:

The Riverford project was developed and delivered as a partnership project by GHA and GCC DRS. "The success of the project hinged on both parties playing to their strengths. DRS led on the creation of the landscape designs and lightning designs with GHA concentrating on working with local artists, community groups and residents ensuring that their was community input and participation. This allowed a space to be developed that was unique and reflected the history of the area, involved local people in the delivery of art work and took into consideration comments and suggestions from local residents.

Specific projects include:

Riverford Road landscaping
(see Case Study 2)

Calton Barras: mural, shopfront improvements and public realm works
(see Case Study 3)

- Planning officers have worked closely with developers to provide design advice on specific development proposals which have resulted in recognition through design awards. Examples include: Glasgow Institute of Architects Awards 2012 and Saltire Housing Design Awards: Govan Housing Association at Golspie St/ Shaw St (DO Architects); RIAS Awards March 2013: WASPS South block (Nord Architects)- winner; The Glad Café, Shawlands (ATW Architects)-shortlisted, commended RIAS Andrew Doolan Award for Best Building in Scotland November 2012: Maggie's Centre, Gartnavel

3. Certainty

- The Glasgow and Clyde Valley Strategic Development Plan was approved in May 2012 giving the strategic context for Glasgow and its Metropolitan Area.

- The existing development plan (City Plan) continues to provide clear guidance for developers and 0.24% of decisions were approvals contrary to the Development Plan. Successful appeals as a percentage of applications determined in the period amounted to 2%. Only 0.05% of applications were decided against officer recommendation.

- Further Supplementary Guidance has been prepared by the Planning Service which, as approved by the Council, now acts as locally relevant planning policy and as a material consideration in assessing proposals for development. Examples include the Design Guide for New Residential Areas, Calton Area Development Framework, Shawlands Town Centre Action Plan

- Project management of applications: as discussed above in Open for Business, officers already enter into discussions with applicants as early as possible in the pre-application stage, and provide clear guidance on information required as well as policy guidance. This has proved beneficial to developers as evidenced by



Riverford Road landscaping



CASE STUDY 3

Calton Barras

The Calton Area Development Framework (ADF) was approved by the Council on 30 August 2012. The adopted Calton ADF sets out a framework for making decisions on the future development of vacant land, the re-use of buildings and the improvement of streets and spaces.

Some early actions, particularly in relation to open space, have already been delivered through the Calton Matrix and the Calton Working Group. The Calton Matrix was set up as means of addressing immediate concerns in the area identified through the Street Audit process and during the preparation of the Calton Area Development Framework. Projects undertaken through this approach include the Calton Mural, which involved local people in identifying images and a local community artist in scaling up a new mural for a prominent site on Abercromby Street; improvements to a key walking route between the residential area and the Barras with improved lighting columns and general improvements to Bain Square and St James pitch. A Shopfront Improvement Scheme was set up in March 2013. The Calton Barras Action Plan, approved September 2012, with £3.5 million funding approved, is a joint Council and community-led five year programme to address issues identified in the Calton ADF. A working group, Action Barras Calton (ABC) comprising local members, community representatives and other stakeholders and supported by planning officers has been set up. The ADF drew on learning from the Equally Well Healthy Sustainable Neighbourhoods/ME models.

the testimonials received. The planning service is moving to formalise the processing of applications by a consistent method of recording and formal pre-application procedures, as exemplified by the process set out in the Design Guide for New Residential Areas. The planning service will also enter into agreement with developers, if requested, for the processing of the actual application. This will be an enhancement to the project management process practised by the service, and will provide additional certainty for applicants.

Feedback:

Viridor, Glasgow Recycling and Renewable Energy Centre

"Glasgow City Council Planning Department have provided impartial helpful feedback and guidance that enabled Viridor to achieve a successful determination in a timely manner and to facilitate the implementation of this major development. The entire process of engagement with Glasgow City Council's Planning Department has been a positive experience and responsive to the Applicant's deadlines by the LPA according to timescales within the set Regulations."

- The development plan team within the planning service is delivering the update of the existing local development plan, as set out in the Development Plan Scheme, updated in March 2013. The Main Issues Report won the Development Planning category of the Scottish Planning Awards 2012. In the last year information received through the MIR process has been analysed and engagement with key agencies and stakeholders has taken place. A consultation on additional sites for consideration also took place. The timescales of the Scheme were being met up to the end of March 2013; however, due to redrafting and further assessment of the Proposed Plan against SDP targets, timescales for the next year are behind the current schedule. The Development Plan scheme will be updated to reflect this situation. Further updates will appear in the next PPF report.

“Improving health and wellbeing”

Council Plan Objective

4. Communications, Engagement and Customer Service

Engagement with the Public

● Engagement with the wider community is an important part of the planning service's work. Planning officers attend a wide range of focus groups which have been instrumental in producing Action Plans, now bearing fruit. Examples include:

Shawlands Town Centre Action Plan: approved in May 2012, the Plan uses an integrated approach by addressing economic issues, place-making, place management and urban design issues together and has established a cross party, multi agency and division governance structure to deliver the regeneration, accompanied by £3.3 million of funding. The Plan and its delivery is built on extensive community consultation and engagement with the Shawlands & Strathbungo Community Council and Shawlands Business Association.

Equally Well Project: the planning service has led one of the Glasgow test sites and has produced the Healthy Sustainable

Neighbourhoods Placemaker and the Healthy Sustainable Me toolkits to improve interaction between the community and the planning service. These were approved by Scottish Government in 2012.

Conservation Schools Project
(see case study 4)

Engagement with stakeholders

● The planning service works closely with other stakeholders to deliver projects on the ground. Examples include the 2014 Commonwealth Games Athletes' Village, which as a national project has required extensive input and leadership from planning over a number of years. The current phase of works involve the 2014 Commonwealth Games Monitoring Group, which meets monthly, and the Implementation/Return Brief group which involves DRS, City Legacy and the 2014 Organisational Committee. The Head of Planning & Building Control plays a key role in these groups and helps to achieve the integrated delivery of developments on the ground and also the organisation of the Games themselves.



Elcho Street Community Garden



Whisky Bond Sculpture Studio



Paddlesport Centre

Another example is the Glasgow Canal project, involving the City Council and Scottish Canals, with ISIS. Here various projects have come onstream during the year, including the Paddlesports Centre at Pinkston Basin and the Whisky Warehouse Sculpture Studio. The planning service plays a key enabling role in this partnership.

- The planning service is part of the Glasgow and Clyde Valley Strategic Development Plan Authority Joint Committee, Steering Group and the various topic groups, thus shaping and helping to deliver the Strategic Development Plan. Other joint working groups include the Glasgow and Clyde Valley Green Network Partnership and its subgroups on projects such as Integrating Green Infrastructure.

Customer Service:

- A new Planning Enforcement Online complaints procedure has been developed. Working with ACCESS and Corporate Services a standardised online web form has been developed requiring the public to provide specific information about a potential breach of planning control. This

has resulted in: clearer complaints from the public with more evidence, details and background; a faster administrative procedure in registering complaints assisting in meeting the service standards in the Enforcement Charter.

- The Consultations link on the Council website highlights ongoing consultations including forthcoming planning policy. The Council also has its own Youtube channel where topics such as the Development Plan and the Stalled Spaces initiative have been covered by video.

- The Council has opened a one stop shop office at John Street which acts as the first point of contact for the public for a number of Council services including Planning.

- The Council operates a Complaints procedure which is available through the Council website and customers are directed to use this.

CASE STUDY 4

Conservation Areas

Community/Schools Art Project

In order to facilitate education and awareness of the built historic environment, all new conservation area appraisals from 2011 have been promoted via a schools/community outreach project. This has involved a variety of artists and the use of many different techniques including photography, feltwork, collage and screenprinting – giving young people from pre-school through to secondary and further education establishments, the opportunity to work to a brief, engage with working artists and learn about the historic environment of the City. This innovative project has been applauded by Historic Scotland and the Local Authority Historic Environment Forum as a means of promoting awareness of the historic built environment.

Phase 2 of the project, which was co-ordinated by the Planning service Design team and delivered by Bett Associates, has involved 10 schools and approximately 450 pupils, and 9 conservation areas. Examples include:

Newlands: Merrylee Primary School: Stage: P3 and P3/2

Artist: Serena Partridge

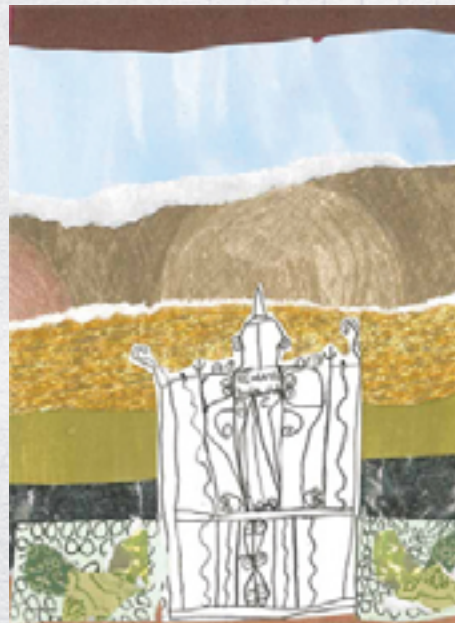
These two young classes developed their drawings of the area into paper collage images of their chosen views, giving them invaluable experience of manipulating a wide variety of materials to create the colours and textures they had observed in the area.

Hyndland: Hyndland Secondary School

Stage: Secondary S3

Arts Organisation: Stone Opera

Delivered over the period of a week when the entire school was undertaking projects relating to a Curriculum for Excellence. This project, delivered by the Art department and Stone Opera was one of the projects pupils could opt into. Pupils surveyed the area and took photographs. They then developed their photographs into 3D models. Finally they shot the buildings again using their models in the foreground of the images. The project produced drawings paintings, models and photo montage.



5. Effective Decision Making

- Planning Applications Committee meets every two weeks which allows cases to be dealt with quickly. Appointed officers meet the convenor and vice convenor every two weeks prior to the committee to discuss the cases to be presented.

- The scheme of delegation has been extended so that 94.8% of cases are now decided on a delegated basis rather than by committee.

- The removal of the duty to notify Listed Building Applications to Historic Scotland prior to issue of decision allows a swifter determination of such applications.

- Although development management teams are organised on a geographic basis, caseload management is carried out at a management level by allocation of applications where resources are available, to take into account workloads of individual officers. Time management training is also available through the Council for staff. Individual meetings with officers by managers also help to focus on the timely determination of applications.

6. Effective Management Structures

- The planning service forms part of Glasgow City Council's Development and Regeneration Services, and as such delivers the service priorities of the Council and of the City Plan. Within the planning function, in 2012-13, the two Development Planning Teams supported the SDP, and are preparing and produced the Local Development Plan. The neighbourhood planning team developed local area strategies and provided project support for specific Council developments, Community Planning, local groups and cross-body partnerships. The City Design and Transport Planning Teams provided specialist advice and assessments on the built and natural heritage and transport/road safety issues respectively. Within Development Management, the service operated 4 planning teams: one for householder and minor commercial applications, and three geographically based teams (North/East, South/West and City Centre/Riverside). A team also dealt with Enforcement and a manager supported the Local Review Board.

Planning Performance Framework



South Clyde Energy Centre (Fletcher Rae Architects)



Drawing class for Planners

In April 2013 a new service structure was put in place which aims to deliver the planning function with reduced numbers of staff but with a more integrated and flexible workforce. Four Group Managers are now in place, two dealing with both Building Control and Planning teams. A new team has been set up to support the Local Review Board/Committee. The clerical/admin support for planning and building control is now under the same manager. The effects of this new structure will be reflected in the next annual report.

- The refurbishment of Exchange House and the delivery of the conceptual 'centre for development and regeneration' within the City, through the Tomorrow's Office programme, has resulted in the relocation of the planning teams, as well as the co-location of external agencies (Glasgow Regeneration Agency and City Property LLP) and the Council's Project Management and Design team, to within the Exchange House building. The planning teams are now located entirely within the same floor. These new arrangements enable closer partnership working. The Service also hosts the West of Scotland Archaeology

Service (WoSAS) which serves a number of Councils.

- The new management structure for DRS, which was formulated during 2012-13, has included a Service Development team which seeks to provide a pooled centre of excellence to support and develop all systems including Planning. It will address the needs of the planning service by applying the skills of the existing staff more flexibly, by measures including a staff skills audit and rotation of staff. The planning service has taken on Commonwealth Graduates who will work and gain experience within different sections of the planning service.

- The Development Management Forum meets regularly to allow DM managers and other relevant officers as required to discuss current issues, legislative updates and address practicalities of management and priorities.



Buchanan Street

7. Financial Management and Local Governance

- Service delivery planning is managed through the corporate Annual Service Plan and Improvement Report (ASPIR) which is reported quarterly to the operational scrutiny committee to ensure that resources are aligned to priorities.
- Planning has a flexible workforce, and, through continuous improvement, capacity is being developed to allow staff to broaden their roles and prepare for opportunities arising from Service Reform.
- Service Reform within the Council is introducing significant departmental and service change. This is supported by strong financial management at corporate, departmental and service level.
- Workforce planning has been managed corporately through a workforce planning board which examined business cases to ensure that new posts created through Service Reform deliver on corporate priorities.

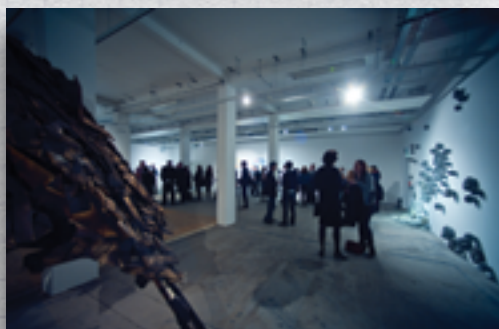
- Procurement of services is managed through Framework Contracts and through the PECOS system ensuring accountable spend.

8. Culture of Continuous Improvement

- Continuous service review takes place through the Development and Regenerations Service's Annual Service Plan and Performance Improvement Report (ASPIR). This includes the Service Improvement Plan as laid out in the previous PPF Annual Report. A core target for 2013-14 is to deliver on the PPF.
- Staff Development is an important element of continuous improvement and staff are given opportunities to attend relevant internal and external training courses and events. Internal training is available through the Council's online GOLD system, or internal group training. 913 sessions of e-learning were undertaken in 2012-13. Courses include Shaping the Future, First Line Management and courses on time management, presentation skills etc. In response to a demand for developing design and spatial skills, Drawing Skills training was



7 Victoria Park Gardens, South



TWB. (Tommy Ga-Ken Wan)

Venue for 2014 Commonwealth Games.
Emirates Arena

Riverford Road (Pidgin Perfect)

organised this year with the support of A+DS. This was taken up by 20 staff and proved popular and useful.

"I found the 'drawing for planners' course very helpful and useful. I have a lot of experience drawing as a hobby and I have some experience with urban design drawing, but I hadn't used these skills much in the workplace in the years prior to the workshop. Undertaking the workshop provided me with new skills and useful techniques. Crucially it also gave me the confidence to use my drawing skills to help communicate at all stages of the design and planning process. Since the workshop I have used these skills to help negotiate complex urban design and placemaking challenges. This has been particularly useful in Govan where the challenges of conservation, placemaking and economic and social development overlap and often clash."

- All teams have monthly team meetings and Delegated in particular have run a programme of study tours, some involving agents to review building on the ground; also external and internal speakers, including peers, about recent

developments. This has the effect of widening the knowledge of the staff in the team who can also learn from examples of successful development.

- Joint working also takes place between authorities to share good practice. Benchmarking continues between Glasgow, Edinburgh, Dundee and Aberdeen planning authorities. The planning service also plays a major role in HOPS. The planning-led Equally Well project and the toolkits which have been produced have been shared as an exemplar in 16 forums and events during the year. This includes presentations to NHS, COSLA, HOPS, Scottish Government and University College London, among others.

On-job learning and mentoring to extend skills takes place and this will have further emphasis in relation to the extensive changes which have been introduced during 2013-14.

- The PPF process is being used as a tool for service improvement across all levels. Lessons learned from the preparation of this report will be fed through the Service Improvement Plan.

Part 3: EVIDENCE

Title	Link
ASPIR	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=6103&p=0
Glasgow Strategic Plan	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=14572&p=0
Glasgow and Clyde Valley Strategic Development Plan	http://www.gcvsdpa.gov.uk/
MIR	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=13033&p=0
Planning Enforcement Charter	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=14639&p=0
Online Enforcement Complaints Form	http://www.glasgow.gov.uk/index.aspx?articleid=8965
Local Development Plan info	http://www.glasgow.gov.uk/index.aspx?articleid=3011
GCC Planning Site	http://www.glasgow.gov.uk/index.aspx?articleid=2944
Commonwealth Games	http://www.glasgow2014.com/
YOG Bid	http://www.glasgow2018.com/our-bid/executive-summary/
Glasgow Canal Project Regeneration Projects	http://www.glasgowcanal.co.uk/regeneration-projects
Glasgow City Council Housing Development Projects - Leithland	http://www.glasgow.gov.uk/index.aspx?articleid=4476
Glasgow City Council Housing Development Projects - Castlemilk Daycare Uni	http://www.glasgow.gov.uk/index.aspx?articleid=4476
Glasgow City Council Housing Development Projects - Toryglen Residential Care Home	http://www.glasgow.gov.uk/index.aspx?articleid=4476
Shawlands Cross CA Appraisal (Approved 21 May 2013)	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=15716&p=0
Woodlands CA Appraisal (Draft)	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=16798&p=0
Parkhead Cross THI/CARS	http://www.glasgow.gov.uk/index.aspx?articleid=5158
Design Guide for New Residential Areas	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=15298&p=0
GUDP	http://gia.org.uk/our-work/urban-design-panel
Awarded Scheme - Golspie Street/Shaw Street	http://saltirehousingdesignawards.com/view_item.aspx?item_id=50328&list_id=list1-50169&list_index=10&add_cat=2012
Awarded Scheme - Golspie Street/Shaw Street	http://gia.org.uk/awards/2012/Housing-at-Golspie-Street-and-Shaw-Street/156
Awarded Scheme - WASPS South Block	http://www.rias.org.uk/awards/rias-awards/rias-awards-2013/
Awarded Scheme - Glad Café	http://www.rias.org.uk/awards/rias-awards/rias-awards-2013/
Awarded Scheme - Maggie's, Gartnavel	http://www.rias.org.uk/awards/doolan-award/
Awarded Scheme - Emerging LDP Main Issues Report (MIR)	http://www.scotland.gov.uk/Topics/Built-Environment/planning/National-Planning-Policy/awards/2012/P8
Transformational Regeneration Areas (TRAs)	http://www.glasgow.gov.uk/index.aspx?articleid=7533
Shawlands Town Centre Action Plan	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=12093&p=0
Calton Area Development Framework	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=2583&p=0
Stalled Spaces	http://www.glasgow.gov.uk/index.aspx?articleid=3248
Awarded Scheme - Stalled Spaces	http://www.scotland.gov.uk/Topics/Built-Environment/planning/National-Planning-Policy/awards/2012/I4
Online Planning Consultation Link	http://www.glasgow.gov.uk/index.aspx?articleid=3040
GCC Youtube Channel	http://www.youtube.com/user/glasgowcitycouncil
GCC Online Complaints Procedures	http://www.glasgow.gov.uk/index.aspx?articleid=9986
International Financial Services District	http://www.ifsdglasgow.co.uk/why-ifsd/facts--figures

“Provide effective regulation”

from Council Plan Objectives and DRS Service Priorities

Part 4: SERVICE IMPROVEMENTS

The Council Plan's 2008 - 2011 key objectives are as follows:

- Improving the efficiency and effectiveness of our services
- Increasing access to lifelong learning
- Making Glasgow a cleaner, safer city
- Building a prosperous city
- Improving health and wellbeing

Development and Regeneration Services four key objectives are as follows:

- Develop effective regional, city-wide, and local policies and plans
- Provide effective regulation
- Develop and deliver value added projects and initiatives
- Make best use of resources and modernise services

The 2011-12 annual report contained various points for service improvement. An update on the main points is below:

Develop an online system of payment for eplanning applications	This has now been implemented.
Staff skills audit/database linked to training needs	Now that the new structure has been implemented, this is being progressed
Integrated approach to joint working	This has been achieved through the new structure and the delivery of the Tomorrow's Office project.
Develop systematic approach to obtaining feedback from Stakeholders	This is ongoing. A review of other authorities' procedures has been carried out and a questionnaire is being developed for an online annual feedback survey.
Update of website	An overhaul of the Council's website is now completed but further improvements are planned to improve the planning service elements on the new pages.
Social media	The use of social media has been researched. The Council has a Youtube and Twitter presence and investigation is ongoing into how these can be used further for planning information.
FAQs	Progress has been made on this; following a review of best practice elsewhere, FAQs have been drafted and await transfer to the website.

The following tasks have been highlighted as priorities for improvement during the year 2013-14:

Communications, engagement and customer service	<ul style="list-style-type: none"> • Launch a customer feedback survey, results to be integrated into tasks for continuous improvement • Continue to explore the further use of techniques to enable public information about planning, and to share examples of good practice • Upload FAQs to website
Certainty	<ul style="list-style-type: none"> • Develop a consistent format for carrying out and recording pre-application discussions • Develop a consistent format for project management of applications between developers and planning officers
Effective decision making	<ul style="list-style-type: none"> • Progress to determine/have withdrawn all stalled/"legacy" applications more than 1 year old
Culture of continuous improvement	<ul style="list-style-type: none"> • Raise awareness and embed delivery of PPF culture and behaviours through the service. • Develop further cross-team sharing of good practice on caseload management techniques and staff development • Develop database of staff skills to allow flexible use of staff • Monitor success of streamlined planning/RCC process enabled by the Design Guide for new residential streets, for potential roll out to other developments • Develop programme of on-job learning and mentoring particularly for new staff

“Develop and deliver value added projects and initiative”

from Council Plan Objectives and DRS Service Priorities

APPENDIX 1

Decision - Making Timescales				
	Total Number of Decisions		Average Timescale (weeks)	
	2011-12	2012-13	2011-12	2012-13
Major Developments	35	37	46.1	49.1
Local	1711	1405	11.1	11.6
Less than 2 months %	76.9	69.5	8.0	7.9
More than 2 months %	23.1	30.5	28.5	20.1
Householder	838	606	8.4	8.7
Less than 2 months %	93.0	88.4	8.1	8.0
More than 2 months %	7.0	11.6	11.5	13.5
Housing Developments	117	98	30.3	32.5
Major	9	12	69.1	71.5
Local	108	86	27.1	24.0
Local less than 2 months %	45.4	33.7	10.2	7.5
Local more than 2 months %	54.6	66.3	41.1	32.3
Business and Industry	98	101	11.8	14.5
Major	9	11	21.2	28.3
Local	89	90	10.8	12.8
Local less than 2 months %	67.4	63.3	7.6	7.8
Local more than 2 months %	32.6	37.7	17.4	21.6
EIA Developments*	-	-	-	-
Other Consents	816	690	11.1	11.3
Planning/Legal Agreements	35	31	65.6	66.8
Local Reviews	46	26	9.5	9.7

Decision-Making Local Reviews and Appeals				
	Total Number of Decisions		Original Decision Upheld (%)	
	2011-12	2012-13	2011-12	2012-13
Local Reviews	46	26	45.7	42.3
Appeals to Scottish Ministers	33	47	51.5	63.8

Enforcement Activity			2011-12	2012-13
Cases being taken up			675	561
Breaches identified			563	399
Cases resolved			451	499
Notices served			67	96
Reports to Procurator Fiscal			0	0
Prosecutions			0	0

* EIA Developments not recorded

APPENDIX 2

Workforce and Financial Information

It should be noted that this is a snapshot at 31 March 2013. A number of staff left the service at this point and a new Head of Planning and Building Control was appointed to lead the service from April 2013. A new structure is being progressed to ensure that an Integrated Planning and Building Control service can be developed to deliver Council priorities in the context of Tomorrow's Council (Service Reform).

As at 31 March 2013												
Staffing												
Head of Planning Service	1 @ Tier 4											
	Managers			Main Grade Posts			Technician Posts			Office/Clerical		
	No. Posts	FTE	Vacant	No. posts	FTE	Vacant	No. posts	FTE	Vacant	No. posts	FTE	Vacant
Development Management	7	6.8		25	23.7		5	4.7		23	20	
Development Planning	4	4		21	19		11	11		1	1	
Enforcement	2	2		7	6.6					2	1.5	
Cross Service/ Other Planning	5	5		12	11.3		12	11.2		11	10	

Budgets	Staff Costs £	Other Costs £	Total Costs £	Income £	Net Expenditure £
Development Management	2,060,053	500,061	2,560,114	1,423,168	1,136,946
Development Planning	1,562,138	379,196	1,941,334	50,098	1,891,236
Enforcement	410,749	99,706	510,455	18,924	491,531
Cross services (including Heads of Service)(see note 1)	1,744,432	423,447	2,167,879	228,907	1,938,972
Planning Service total	5,777,372	1,402,410	7,179,782	1,721,097	5,458,685

Staffing profile	
Staffing profile	Number
Under 30	15
30-39	28
40-49	51
50 and Over	55
total	149

Committees and Site Visits	
Committees and Site Visits	Number
Full Council Committees	7
Planning Applications Committee	19
Committee Site Visits	2
LRB Committee meetings	14
LRB site visit	0

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