



A second Planning Performance Framework - Annual Report, was submitted by Glasgow City Council's planning service on the 26th September 2013, covering the period from 1st April 2012 to 31st March 2013. Subsequent feedback was received on 11th December 2013 from Derek MacKay MSP, Minister for Local Government and Planning, which highlighted the following strengths of the said Annual Report:

- "A very good illustration of an authority taking the initiative to ensure the delivery and development of better places"
- Good examples of engagement during the year with stakeholders, including local communities,

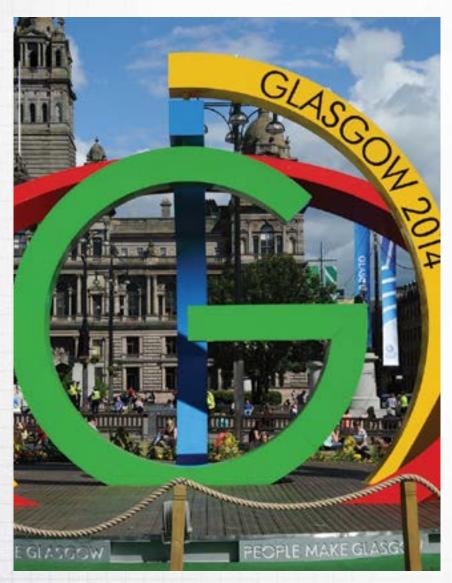
Clear, succinct and well-structured performance report

Demonstrated well the vital role the planning service has played in working with a range of stakeholders and supporting delivery

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Introduction



This Annual Report is the third produced by Glasgow City Council under the Planning Performance Framework (PPF). It covers the period from 1st April 2013 until 31st March 2014, it provides a report on the Council's planning performance following the format set out in the Planning Performance Framework Annual Report Template & Guidance Notes, issued in April 2014, by Heads of Planning Scotland (HOPS).

Glasgow City Council's key drivers are outlined in its <u>Strategic Plan</u>. It sets out the Council's priorities for 2012 - 2017. There are five priority areas where we will drive real progress and achievement in Glasgow. These are to make sure Glasgow has:

- Economic growth; and is
- A world class city
- A sustainable city
- A city that looks after its vulnerable people
- A learning city.

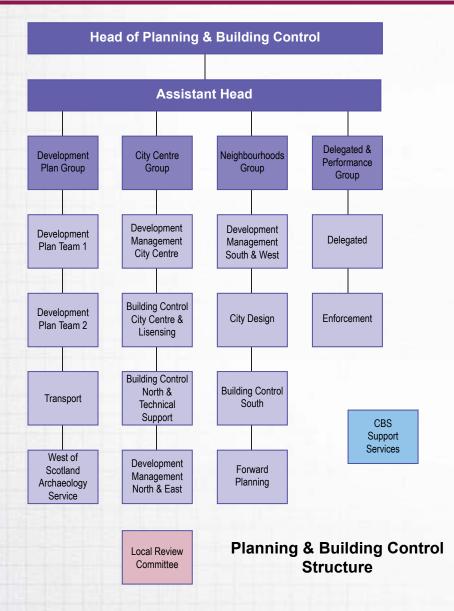
Development and Regeneration Services (DRS) have been tasked as the lead Service in delivering the first priority; economic growth.

Glasgow City Council's planning service is part of its Development and Regeneration Service whose Service Plan, Annual Service Plan and Improvement Report (ASPIR), provides the context and priorities for the planning service in delivering economic growth. ASPIR has identified 3 Key Issues in relation to the planning service:

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

The Performance Markers Report 2012-13 produced by the Scottish Government as part of their feedback from the previous years PPF report, assessed the said report using a RAG (Red, Amber, Green) rating. This was the first time that these markers had been used and their introduction left scope for interpretation. However, Glasgow City Council is committed to continuous service improvement (*Performance marker 1*) and was able to provide reasonable explanations for all the points raised.

The importance of satisfying the 15 Performance Markers, set out in the Annual Report Template and Guidance



Notes, to determine a suitable PPF is recognised. In order to demonstrate this, appropriate Performance Markers have been clearly identified against evidence within the body of the report. In addition, a Performance Markers checklist (Appendix 1), has been added to the report to cross reference evidence within the report against Performance Markers. Its noted that this year the Scottish Government RAG ratings of the PPFs will be reviewed with the individual planning authorities prior to their publication.

The proposed Glasgow City Development Plan (LDP) progressed towards publication during the 2013-14 period. The Plan focuses on a spatial strategy, key policies and applying the Placemaking approach in line with Scottish Government expectations. Following release for consultation, of draft versions of the National Planning Framework 3 and Scottish Planning Policy in April 2013, the Plan's themes and aims were refined to reflect the nationally identified priorities and strategic aims. The Plan's strategic direction is now well aligned with the final versions of both national documents, as published in June 2014.

Planning helps deliver economic growth to the city through involvement in regeneration and partnership project groups such as the Commonwealth Games 2014; providing a settled policy framework; delivery of high quality development on the ground, and providing advice and expertise on design, landscape and heritage issues.

In terms of decision making timescales, Glasgow's performance figures for average number of weeks to determine applications by category, are broadly improving year on year. (*Performance marker 1*) The period covered by these figures saw the initial implementation of a new organisational structure for the Planning Service. This new structure came into place on the 1st April 2013 and involved the creation of an integrated Planning and Building Control Service. This saw managers' spans of control expanded to encompass the wider range of functions discharged by the integrated Service.

The Case Studies throughout the Report give examples of how good practice has achieved good results. Many of the case studies are relevant to several of the different headings in Part 2, which define and measure a high-quality planning service.

Part 1: National Headline Indicators

While this year's Development Plan Scheme has been met, it has been identified that the LDP and supplementary guidance must fit in with the administrative timescales set out by the Council. This is likely to have implications for future delivery and next year's Development Plan Scheme.

Development Plan Scheme

Effective Housing Land Supply

Private sector - The decrease between 2012/13 and 2013/14 in the number of applications (from 32 to 25), and the reduction in the effective housing land supply over the same period (from 13,716 houses to 12,158) reflects the industry view that confidence in the housing market has not fully returned to the levels experienced before the downturn.

Social rented - The increase between 2012/13 and 2013/14 in the number of applications (from 19 to 25) and land supply (from 4,435 houses to 5,776 houses) is closely related to the improved availability (and more effective use) of grant funding in this sector.

Employment Land - An improvement in take-up of around 10 hectares of employment land between 2012/13 and 2013/14 may reflect an overall improvement in confidence in this market. Employment land supply has reduced by around 27 hectares over the same period (from 156.25 hectares to 129.36 hectares), through take-up of land for employment uses, for other uses such as housing, or for temporary uses.

Developments completed in sq metres to 31st March 2014

Part 1 National Headline Indicators		
Development Planning	2012-13	2013-14
Age of Strategic Development Plan	Approved	May 2012
Age of Local Development Plan (years)	3	4
Development Plan Scheme on track?	Yes	Yes
Effective Land Supply and Delivery of Output		
Effective Housing Land 5 year Supply	7ye	ears
Effective Housing Land Supply (units)		_
Private Sector	14,200	12,158
Social Rented Sector	4,412	5,816
Housing Approvals		
Private Sector	1,954	2,973
Social Rented Sector	620	1,579
Effective Employment Land Supply (ha.)	156.25 ¹	129.36
Employment Land Take-up (ha.)	2.84 ¹	12.05
Effective Commercial Floorspace Supply (Granted)		
Retail (m²)	24,633	1,038
Hotels (rooms)	210	115
Development Management		
Project Planning		
Applications Subject to Pre-application advice (%)	25.3	39.2 ²
Number of Applications subject to Processing Agreement or other Project Planning	n/a	16
Percentage Planning Timescales Met	n/a	100%
Decision Making		
Application Approval Rate (%)	87.7	89.1
Delegation Rate (%)	94.8	96.6
Decision Making Timescales (Average number of weeks to decision)		
Major Developments	49.1	27.5
Minor Developments	11.6	11.0
Householder Developments	8.7	8.8
Enforcement		
Time since Enforcement Charter published/reviewed	10 months	0 months
Number of breaches identified/resolved	399/499	419/414

¹ Reviewed since PPF 2012-13

² Quarter 4 2013-14 only

³ At 31st March



Commercial (Retail/Leisure) - Two major extensions to existing schemes were approved in 2013/14, at Glasgow Fort (16,258 sqm) and Buchanan Galleries (65,000 sqm). These approvals contributed to an improvement of 30,000 sqm in the floorspace granted in comparison to 2012/13. There was a significant amount of floorspace completed in 2013/14 (24,633 sqm), largely due to extensions to existing major food stores and the opening of the Buchanan Quarter scheme. In 2013/14, a relatively small amount of floorspace (5,219 sqm) was completed, mainly at Glasgow Fort and smaller food stores, reflecting the emergence of the discount retailers.

Retail proposals

Commercial (Hotels) - A total of 1,324 beds were granted in 2012/13, with 210 beds completed, reflecting the demand driven by the 2014 Commonwealth Games, as well as the Citys ongoing importance as a conference and events venue. By 2013/14, only 191 beds were granted, and 115 beds implemented, which may reflect the industrys view that the previous years high level of activity had responded appropriately to the market demand.

For hotels, the last figures on-line are for March 2010

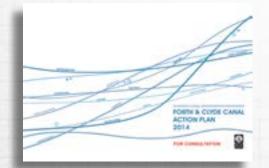
Part 2: Defining and Measuring a High Quality Planning Service

CASE STUDIES: Open for Business

Shawlands Town Centre Action Plan is implemented and guided by three Councillor-led subgroups covering movement and public realm, economic development and place-management. These groups meet quarterly and coordinate output delivery. These groups represent a broad range of interests including Shawlands Business Association, Jobs and Business Glasgow and Council planning officers.



Glasgow Canal Regeneration Partnership provides partnership working between Council planning, Scottish Canals and ISIS Waterside Regeneration Ltd. The officer steering group meets every 6 weeks and has resulted in developments such as the new Paddlesports centre, and the proposed new skatepark at Borran Street.



1. Open for Business

Positive actions to support sustainable economic growth and social needs

- Online applications to planning are encouraged and increasingly the preferred method of application, with the percentage of applications received electronically now 48.9% (risen from 38.7% in 2012-13).
- Information for prospective developers is provided on the Council's <u>website</u>, which has recently been updated. This includes information on how to make online applications, and guidance on what information may be required to make a valid application.

(Performance marker 11)

• A single point of contact is provided for applications. A planning officer takes an application from pre-planning through the planning application process, for all types of application from householder to major. Contact details for the officer are available through correspondence and on the online planning records.

(Performance marker 3)

• A duty officer phone rota is operated by planning officers for general planning enquiries from 9-5 daily. A one-stop shop is also available at John Street in the City Centre close to the planning office where general planning queries are handled face to face and applications can be submitted by hand.

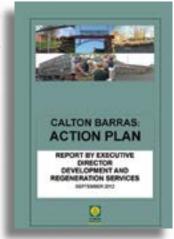
 Pre-application discussions are welcomed particularly for major applications and listed buildings. Early contact with developers is encouraged and the recording of pre-application discussions is being standardised to improve consistent and accurate recording of pre-application discussions, including a checklist of topics to be considered and supporting information to be requested. The new system of preapplication discussions for new residential applications in the Council's Design Guide for New Residential Areas has been operational during this year. This involves transport planning and other relevant officers in pre-application discussions for major housing applications, allowing the constraints and requirements of the site to be fully clarified and proportionate advice on supporting information to be provided. It also aims to streamline the process of both planning and Roads Construction Consent applications.

(Performance marker 3)

The Commonwealth Games collaborative working with Glasgow 2014 Ltd is another example of how the Council was open for business: see Case Study

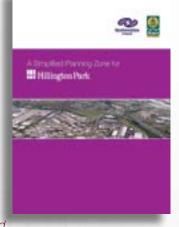
Calton Barras Action Plan project team includes planning officers, other Council officers and representatives of external bodies, and has worked together to develop recent projects such as Barrowland Park [see also High Quality Development on the Ground].

(Performance Marker 12)



Hillington Park Simplified Planning Zone Scheme

Glasgow Council planning service has been working with Renfrewshire Council and MEPC, the majority landholder in Hillington Business Park to develop a Simplified Planning Zone Scheme. The Council agreed to designate an SPZ in November 2013 and details of the scheme are being developed in the current year. This Scheme will allow certain development to take place without planning permission, and aims to encourage economic investment in the Business Park by streamlining planning processes and providing certainty to developers. Glasgow City Council and Renfrewshire Council will jointly monitor the Scheme, which is the first of its type in Scotland



 Developer Contributions: Clear guidance on specific requirements for developer contributions is provided in City Plan 2 Policies ENV 2 and TRANS 8, with more detailed advice in Development Guides DG/ENV 2 and DG/TRANS 4. Information on these requirements is provided by planning officers at preapplication stage. Developers are offered the option of phased payments through Section 75 agreements, taking into account the economic viability of the proposals. Alternative solutions to financial payments are also considered. If appropriate information is provided upfront, it is possible to "fast-track" the legal agreement while processing the planning application. This contributes to a reduction in processing time for the application. Further Supplementary Guidance on Developer Contributions is emerging through the new Local Development Plan and will be reflected in next year's report.

(Performance marker 11, 15)

• Officers from the planning service are also involved in a number of working groups and partnerships which have resulted in positive economic benefit and which provide a forward planning framework for future investment. The

Metropolitan Glasgow Strategic Drainage Partnership (a National Project in National Planning Framework 3), Glasgow Economic Leadership, Clyde Gateway and Creative Clyde and International Financial Services District (IFSD) all include involvement from the planning service.

CASE STUDIES: High Quality Development on the Ground

Central Govan Action Plan

has continued to deliver high quality development on the ground across



a range of activities. The planning service acted as client for the completion in 2013 of a new high quality public realm route and public space which connects Govan Cross and underground station to the River Clyde.

Planning is a key participant in the Steering Group which brings together public services, key stakeholders, community representatives and local councillors. This provides a dynamic and democratic forum for the deliberation of planning and regeneration decisions at the local level. It is the view of the key stakeholders that the active participation in dialogue improves the efficiency and effectiveness of decision-making, by addressing concerns and opportunities and allowing consensus outcomes which add value to the regeneration process. The participation of Council planners as core members of the group brings knowledge of statutory processes and expertise in a wide range of urban development activities.



Govan Cross - Public Realm

2. High Quality Development on the Ground

Creating and shaping places of which we can all be proud

• City Plan 2 Design Guidance continues to provide design advice for developers and this is backed up by input from case officers and from the City Design Team which forms part of the planning service. This advice and guidance is provided both at pre-application stage and during the consideration of applications as appropriate.

(Performance marker 3, 15)

 Design Briefs and other local development strategies developed by the planning service in conjunction with stakeholders have also provided guidance, which has resulted in positive development on the ground.

• The planning service hosts and coordinates the Glasgow Urban Design Panel which meets every six weeks. This provides an opportunity for designers of significant or large scale schemes to present their proposals to the panel, usually at pre-application stage.

The GUDP includes representatives from A+DS, other design bodies, individuals and the Glasgow Institute of Architects who provide comment and critique. This is seen as a useful review process by developers and planners. Schemes reviewed in 2013-14 include:

- The Glasgow Whisky Experience Old Pumphouse.
- Kelvinhall Refurbishment
- Student Accommodation schemes at Sawmillfield Street/Farnell Street. Bath Street and High Street
- Residential Development at Botany, Lambhill and Argyle Street
- Hotels at 222 Clyde Street, Glasgow Harbour Hotel



Shawlands Town Centre: the Town Centre Action Plan (approved 2012) has resulted in the designation of the Shawlands Cross Conservation Area (May 2013) and the co-ordination of a marketing and servicing strategy which combines economic development, place management and the public realm. Examples of on-the-ground delivery are environmental improvements including a new public square next to Langside Hall (due summer 2015) and an outdoor digital animation studio "Shawlands Gate"



Calton Barras Action Plan: the most recent achievement of the Action Plan and working group has been environmental improvements focusing on the route to the Games Village and venues in the East End. Barrowland Park, Barras Shopfront Improvement Scheme and the Calton Linked Spaces have all been developed within the last year.



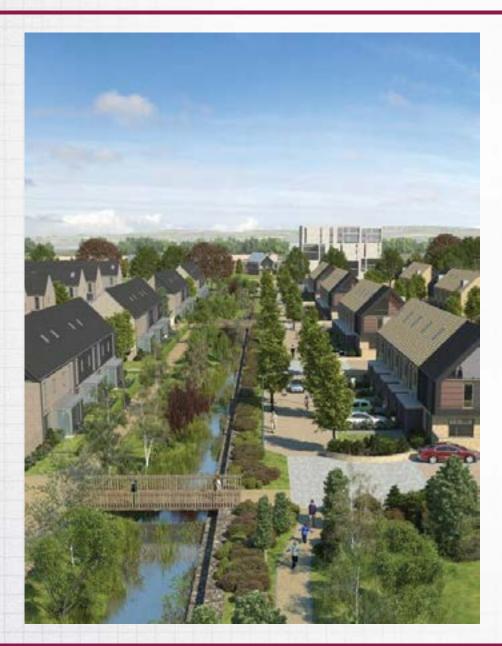
Possilpark Health Centre (opened February 2014), business centre and associated public realm works are the product of a partnership between the City Council planning service and roads service, the NHS and Jobs and Business Glasgow to revitalise the town centre at Saracen Street. Planning designed and co-ordinated the public footway improvements and produced leaflets for the community on the construction progress. In 2013-14, The Saracen Street development was completed in accordance with the Development Study and outline masterplan.

• Historic Scotland surgeries continue as previously where Historic Scotland officers visit the planning office to discuss proposals with officers informally, both at preapplication stage and during the application process. Applicants are also able to avail themselves of this service. This provides early guidance and streamlines the process of determination.

(Performance marker 3)

• The Conservation Areas Community/Schools Art Project mentioned in last year's PPF report continued this year with an exhibition of work produced so far in the Lighthouse in April 2013. This was also exhibited in the West End Festival (June 2013) and the Doors Open event in September 2013. This project is co-ordinated by planning officers from the City Design team.

Planning officers were involved in the delivery of various award winning projects in the last year, notably Notre Dame Primary School - Glasgow Institute of Architects (GIA) awards, Civic Trust Special Award for Scotland; Calman Cancer Support Centre (former Gartnavel Hospital Chapel) which won the 2013 National Lottery Best Heritage Project Award, GIA award and RICS Building Conservation commendation; and the SSE Hydro which has recently won recognition in the GIA and Scottish Property Awards. Other award winning schemes in Glasgow include The William Quarrier Scottish Epilepsy Centre (former Elderpark School), Maryhill Burgh Halls and various large scale housing developments including Collective Architecture's development at Garscube Road, also in Maryhill.



The Athletes Village comprises the regeneration of a large 32.5-hectare brownfield site in Dalmarnock. The initial phase comprises approximately 700 mixed tenure homes, care home, energy centre and generous public spaces.

Extensive pre-application engagement over an 18-month period with City Legacy (applicant and developer) and Turley Associates (agent) led to the preparation and submission of a detailed proposal for the Athletes Village. The engagement process also included a 6-day community consultation event and numerous presentations to local groups. Agreement was reached on design principles at the outset in order to secure a quality development on the ground with a sense of place, connectivity, and sustainability.

The Village was broken down into four character zones, providing distinct neighbourhoods with unity and cohesion provided by design codes throughout the Village. The layout also provides open spaces, including a central square, and SUDS features, all enhancing the river, central square, and entrances to the Village.

The layout ties in with the surrounding areas and continues the existing street pattern, encouraging connectivity. Key routes connect the site to nearby hubs, such as Dalmarnock Station, NISA and the Velodrome to the north. Links to the walkway/cycleway on the river connect the site to the rest of the City. Connectivity was further enhanced by improving the quality of the main arterial routes through the Village. The development also meets the energy consumption targets of the 2013 Building Regulations, thus reducing its carbon footprint by 60% through well-insulated and airtight buildings, and minimising energy demand. The materials specification meets the BRE Green Guide to materials A or A+ rating.

Because of the pre-engagement exercise, involving applicant, agent and planning authority, this transformational project was determined within 4 months. It has also resulted in an exemplar residential area, which will also provide a memorable venue for athletes participating in the Games. To date the Village has won the Scottish Property Awards for City Regeneration Project of the Year 2014, and Best Regeneration Project in the Herald Property Awards in 2013.



3. Certainty

Consistency of advice, process, engagement and decision making

• The adopted development plan comprises the Glasgow City Plan 2 (adopted 2009), together with the Glasgow and Clyde Valley Strategic Development Plan (SDP) approved 2012. This sets out clear guidance for developers on all scales of development and is well-established with developers as the main consideration in determination of applications. Only 4% of applications were decided contrary to development plan showing that these documents remain robust.

(Performance marker 7)

- Guidance is also provided by masterplans, action plans and local development strategies, as evidenced above and in Part 3. The emerging Local Development Plan will also provide guidance and certainty for development.
- The Local Development Plan is being project managed by the development plan team within the planning service, with input from all planning officers. It is currently meeting the terms of the current Development Plan Scheme (reviewed and published March 2014). An additional Green Belt Review was carried

- out in 2013, as required by the SDP and potential additional development sites in the Green Belt were consulted on in August-October 2013, contributing to the Proposed Local Development Plan which was published in May 2014.
- Supplementary Guidance (SG) is also being produced to support the Local Development Plan, including SG on Placemaking. A City Centre Strategy was being produced during 2013-14 which sets the context for Regeneration Frameworks for nine Districts in the City Centre. Supplementary Guidance for these Districts will also be developed. The Design Guide for New Residential Areas now forms SG supporting the LDP and is being monitored and updated.

(Performance marker 11)

• Other Action Plans include <u>Calton</u>
<u>Barras Action Plan</u> which has recently received Scottish Government Regeneration Capital Grant Fund funding of £1,400,580 for 2014-15, thus increasing certainty for the stakeholders that the projects in the Action Plan will be achieved.



- Information on City Plan 2 and the new Local Development Plan is provided on the Council website.
- The LDP team also produced regular monitoring and analysis information on industrial and business land supply (April 2013), Major office, business and industrial development applications (March 2014), Housing Land Audit (November 2013), and major retail proposals in Glasgow (September 2013).
- Officer advice is provided at preapplication stage and also through discussions of live applications, with suggested improvements: for example, in the pre-application discussions for the Commonwealth Games Overlay (see Case Study). Officer advice consistently supported through the determination of applications as shown by only 0.1% of applications were decided contrary to officer recommendation.
- 72.5% of Local Review Committee (LRC) appeals were dismissed showing a degree of robustness in the delegated decision making process.
- Processing Agreements for applications are now being offered with

an advice note and form provided on the <u>website</u>. This procedure is available for major or more complex applications. It is a more formal version of the project management approach which is already practiced by development management officers. Feedback on the effect of this procedure will be provided in the next annual report.

(Performance marker 2)

• Information is also provided to prospective developers at pre-application stage about the likely timescales for processing of applications. This has recently been clarified further by the addition of support for processing agreements. Information on this is available on the website and is being provided by planning officers at preapplication stage.

(Performance marker 3)

 Advice on the level of information required to validate an application is provided by officers to applicants during pre-application discussions. The Design Guide for New Residential Areas is further evidence of published guidance on the level and standard of information needed to support applications.

(Performance marker 3)

CASE STUDY: Communications, Engagement and Customer Service

Port Dundas Charrette

A Glasgow Canals Partnership workshop in September 2013 identified the Port Dundas area as a regeneration priority on the canal corridor. Funding was obtained from the Scottish Government's Charrette Mainstreaming Programme and it was facilitated by a multi-disciplinary team. The Stage 1 event on 12-14 March 2014 involved over 150 participants with a Stage 2 event on 24 April being attended by over 60 people. Those involved included stakeholders, local residents and businesses, and future potential users of the area.

The Stage 1 process started with presentations from the key partners (Scottish Canals and Glasgow City Council Planning) and the designers to set the context of the charrette's opportunities. Following a site tour participants worked in groups looking at technical aspects such as surface water drainage, transport and topography. They also took part in scenario planning. The design team was then able to sketch up the outcomes from these discussions, which were exhibited on the final day of Stage 1. Stage 2 of the charrette was split into sessions targeted at local residents and businesses, and also agencies and stakeholders. Participants provided feedback on the work which had been completed, focussing on developments and phasing, green and blue networks and integrated infrastructure, transport and movement, and economic justification for a mixed-use neighbourhood.

Among the outputs and conclusions from the charrette was the need for a Development Framework and Action Plan to take forward the proposals and deliver regeneration. This Action Plan suggested a formal strategic infrastructure partnership for Port Dundas to involve key stakeholders, and also set out the main issues which need to be addressed. The next steps from the charrette also included a Charrette report and feedback which will be published on the Scottish Government website to share good practice.

4. Communications, Engagement and Customer Service

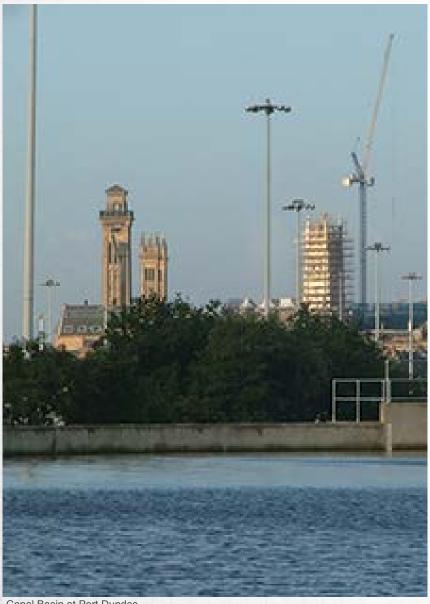
Communications strategy for engagement and positive customer experience

- The planning service is engaged in a number of local forums and steering groups. The participation and contribution of the planning service is seen as crucial by local people in providing input on best practice and planning policy, enabling development on the ground, and developing bids for external funding.
- In the wider context, the planning service has begun to assess the customer service which it provides. A Customer Satisfaction Survey was carried out in March 2014 via SurveyMonkey, sent to the main 40 applicants during the past year. Topics included pre-application advice, contact with officers, planning information on the website and post-decision interaction. The results of the feedback are being assessed and will inform service improvements for the coming year. The survey has also been amended following internal feedback from planning officers. Further surveys

to be carried out this year will widen the customer base measured beyond development management customers. Consideration is also being given to

- other methods of surveying customer satisfaction.
- Complaint handling is carried out in accordance with the Council Complaints Policy. This is available to view on the Council's website. In 2013-14, 5 complaints were received and 1 progressed to Stage 2 with none pursued beyond Stage 2. Internal audits are carried out quarterly when it was noted that advice to complainants in the process as to the complaints stages should be improved and this has been communicated to senior managers.
- A national audit of Council websites provided feedback on the Council's website as a whole and this has led to an update of the website and in particular improvements to the Planning and Building Control section of the website. Electronic applications and public representations are encouraged. 1368 representations were received electronically for this period.

Planning Performance Framework



Canal Basin at Port Dundas

- Provisions in relation to the Councils statutory obligations under The High Hedges (Scotland) Act 2013 developed. It was agreed that functional responsibility for implementing the provisions of the legislation would be undertaken by the Executive Director, Development and Regeneration Services amending the Scheme of Delegation to Officers accordingly. A fee of £500 for a High Hedge application and provision for refunding fees, were agreed, as was the decision to provide guidance for interested parties. This guidance is set out already in the information available through the Planning Portal, which details the process which must be travelled before an application may be submitted and what the application and appeal process entails thereafter.
- The previous Glasgow City Council Planning Enforcement Charter has been reviewed. Planning legislation requires the Council to prepare an updated Enforcement Charter, taking into consideration any changes in legislation that may have occurred throughout the duration of the previous Charter. A report was prepared to amend the Charter.

New sections explain that responsibility for implementing the provisions of the High Hedges (Scotland) Act 2013 has been given to the Planning Enforcement Team. A report was prepared for the Regeneration and The Economy Policy Development Committee for approval. The new Charter will be uploaded onto the Glasgow City Council webpage for the public to access.

(Performance Marker 5)

CASE STUDY: Effective Decision Making

Enforcement Case Study - Seaward Street: Land beneath M77 Motorway.

The land beneath the motorway had been used for storage of salvaged materials, including containers. As well as being unsightly, the materials were a fire hazard. The traffic impact of any significant fire damage to the motorway viaducts, which are key pieces of strategic infastructure, would have potentially catastrophic effects on the economy during any prolonged period of repair work requiring carriageways to be closed.

This scenario happened on the M1, when tyres stored under a viaduct caught fire causing this main transport artery to be closed for several days while repair works were carried out.

The use was unauthorised and a retrospective planning application was submitted and refused following call-in by Scottish Government.

The Council followed up this decision positively, firstly by engaging all relevant parties in discussion about ways to resolve the matter and secondly by serving Stop and Enforcement Notices (one of the highest levels of sanction which can be brought against an unauthorised use in terms of planning enforcement powers).

Seeking compliance with these Notices has been project managed to allow the operator to function, a necessity given that materials had to be removed (sold or otherwise) and direct action was not financially viable within the scope of existing budgets. Assistance was given to the operator to seek an alternative site. Contact between the owner and enforcement officers has been maintained on average about once a week. There has also been full formal liaison with external bodies including Transport Scotland and the Fire Service. The officer resource dedicated to the issue has been proportionate to the risk factor presented by the situation.

Consistency and reliability of officer advice to all parties have been essential in reducing the risk factors on site to the minimum, particularly in the run-up to the Commonwealth Games. The resulting environmental improvement is clearly visible. Work is ongoing to remove the remaining containers.

5. Efficient and Effective Decision Making

Ensuring structure and processes are proportionate

- Planning Applications Committee meets every two weeks which allows cases to be dealt with quickly. Appointed officers meet the convenor and vice-convenor the week before committee to discuss the cases which will be presented.
- The scheme of delegation is extensive and allows 96.3% of cases to be decided on a delegated basis rather than by committee.
- Development Management teams are arranged on a geographic basis but caseload management is carried out by managers who review work pressures holistically throughout the service and allocate work accordingly. Planning officers also manage their own caseloads, including using a spreadsheet to monitor timescales and milestones within the process. Regular individual one-to-one meetings with managers in the DM teams also help to monitor and manage workloads.

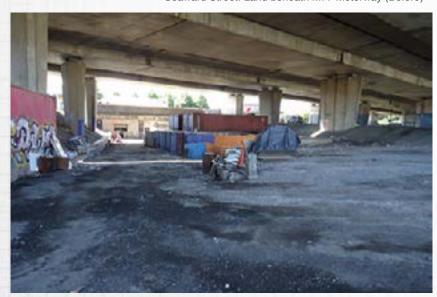
- Decision notices are signed off by team leaders who thus ensure consistency of decision making. Issues are discussed by team leaders at the Development Management Forum (see Effective Management Structures)
- During the past year a specific project was carried out to deal with the stalled or "legacy" cases which had built up over the last few years, particularly as a result of the recession. Applications which were subject to legal agreements which had not been concluded, and applications which appeared to have been abandoned by applicants were chased up on a systematic basis and either withdrawn or, where appropriate, refused at committee. In some cases the legal agreements were brought to a conclusion. In the period 2013-14, 48 applications were withdrawn and 14 refused by committee concluded as part of this legacy project. A similar exercise will be carried out on a regular basis. Working arrangements are also being improved with legal services colleagues to ensure that timescales are monitored more closely.

(Performance marker 4, 14)

Planning Performance Framework



Seaward Street: Land beneath M77 Motorway (Before)



Seaward Street: Land beneath M77 Motorway (After)

The Local Review Committee (LRC) was augmented in October 2013, with the newly formed LRC team becoming fully staffed. The team provides an experienced independent Planning Advisor to the committee, from outwith the Development Management structure, and manages the administration of the LRC process. In the first six months, since October, reviews increased by 57% from the same period in 2012-13, while the average processing time was reduced by a week and a half to 7.1 weeks.

The LRC team has also taken on responding to DPEA appeals from Development Management colleagues, providing a single point of contact for the DPEA and the public on appeals. In addition, the LRC team provide flexible cover to Development Management, Enforcement and Development Plan teams; providing opportunities for continuous staff development, while managing service delivery.

- A range of relevant personal development courses are available on the Council's intranet as part of the GOLD learning resource, including time management, presentation and negotiation skills and decision making.
- The engagement with customers through ongoing customer surveys will give a clearer feedback as to improvements we can make with our customer interface, one of our commitments for service improvements in the year ahead.

CASE STUDY: Effective Management Structures

Commonwealth Games Overlay

As part of the preparations for the Glasgow 2014 Commonwealth Games, some of the City's established sporting facilities required significant redevelopment, whilst temporary overlay of supporting infrastructure was required around all sporting, public and cultural venues to accommodate associated administrative, security and hospitality functions. These proposals were designated as 'national' developments in National Planning Framework 2.

Given the high profile nature of the Games and each of the associated proposals, the main priority was the need to ensure prompt determination of applications sufficiently in advance of the games.

In advance of the applications being prepared and submitted, DRS Planning formed and led a working group to undertake a programme of pre-application discussion and to establish the level of detail and supporting information required to accompany each planning application at the date of submission. Those discussions involved key stakeholders and necessary consultees in the application process, including representatives of Glasgow 2014 Commonwealth Games Organising Committee, LES Public Health and DRS Transport Planning. Part of this process included the review of a joint screening opinion. In light of the commonality of characteristics and potential impacts of each of the proposals, this single screening opinion considered each of the sites in question, ensuring a consistent approach to the review process and avoiding duplication of support services administrative duties and officer processing time.

The outcomes from the working group were cascaded downwards within the respective departments to case officers handing individual planning applications and consultation responses, affording them a full understanding of the proposals in advance of applications being submitted.

6. Effective Management Structures

Ensuring management structures are effective and fit for purpose



Opening Ceremony at Celtic Park

© Glasgow 2014



Ibrox Stadium Commonwealth Games Overlay

© Glasgow 2014

- The planning service forms part of the City Council's Development and Regeneration Services, and thus delivers the service priorities of the Council, as reflected in the Council's Strategic Plan. Within the planning function in DRS the two development plan teams support the SDP and prepare, produce and monitor the Local Development Plan including associated Supplementary Guidance. The forward planning team develops local strategies and provides project support for many area based projects as demonstrated elsewhere in this report. The City Design and Transport Planning teams provide specialist advice and guidance for all planning colleagues. Development Management is carried out by three geographically based teams and one team which deals with householder and minor commercial applications.
- The planning service also includes an Enforcement Team and a team supporting the Local Review Committee and dealing with DPEA appeals.

The proactive project management structure established with the applicants agent and the screening process enabled planning officers and consultees for each application to review the full suite of supporting information and complete the assessment process timeously. Consequently, this paved the way for early ratification of proposals by the Planning Applications Committee and approval by Full Council. It also provided confidence for Glasgow 2014 that a template had been provided for the decision notices in relation to planning conditions which would allow outstanding matters to be resolved before delivery.

"A collaborative approach between the project team and Glasgow City Council was absolutely essential to deliver the planning permissions for the temporary overlay works within (often very) tight project timescales. From our perspective as agents to Glasgow 2014 Ltd., the Planning Authority's willingness to engage with the project team from the outset and officers' buyin to the Application Guidelines approach was invaluable to us in delivering our client's planning objectives. Officers were both pro-active and responsive throughout the process, which ensured we could engage meaningfully with local communities, prepare robust planning applications that addressed the key issues at each site and ultimately deliver consents which met the needs of all stakeholders." [Niall Alcock, Deloitte Real Estate, for Glasgow 2014 Ltd] (Performance marker 12)



Hampden Park Commonwealth Games Overlay

© Glasgow 2014

- The planning service also hosts the West of Scotland Archaeology Service, a joint resource serving other Councils. WoSAS is a shared service for 11 authorities in West and Central Scotland and they maintain the Historic Environment Record database, respond to planning authorities' requests for consultations, and participate in various working groups such as the Antonine Wall working group and National Parks Historic Enironment Working Group.
- The structure is flexible and capable of responding to specific needs and challenges. The delivery of the Commonwealth Games is a good example of how the planning service was able to play an effective part in streamlining and enabling this National Planning project to be delivered on time.
- The planning service is involved in collaborative working with neighbouring planning authorities in several specific projects, such as the preparation of a Simplified Planning Zone with Renfrewshire Council, the Metropolitan Glasgow Strategic Drainage Partnership and the Glasgow and Clyde Valley Strategic Development Plan Topic groups: these include, The Enviroment Forum, The Industry & Business Topic Group and The Retail & Town Centres Topic Group. (Performance marker 13)
- The co-location of the planning service and the Council's Project Management and Design (PMD) and City Property services within the one building continues to help to integrate delivery of projects by providing planning advice at pre-planning stage as well as during the application process.

(Performance marker 12)

Planning Performance Framework



Cathkin Braes Commonwealth Games Mountain Bike Track

© Glasgow 2014



Glasgow National Hockey Centre constructed for Commonwealth Games

- DRS has a Service Development Team to develop and support DRS systems, processes and staff to ensure efficient service delivery and to meet the Council's key objectives. These areas of service include: updates on relevant Corporate Initiatives and Service Development projects; support for legislative requirements through changes; service development requests, e.g:
- Review and streamlining of processes to improve performance
- Design and implementation of new processes
- Solutions for issues arising, such as audit recommendations, ombudsman reports etc.
- Implementation of quality management solutions
- ICT requirements
- Web development
- Facilitate the Glasgow Employer Diversity Forum
- Facilitate DRS Organisational Development Board

Regular four weekly meetings take place between Planning and Service Development colleagues to discuss new and ongoing intiatives to benefit and streamline planning processes.

(Performance marker 6, 12)

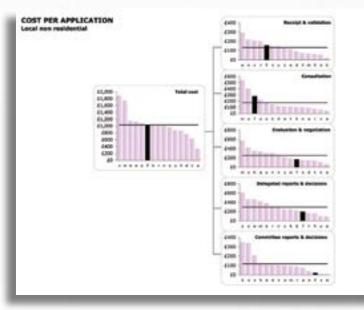
CASE STUDY: Financial management and local governance

Costing the Planning Service

DRS planning service volunteered to be one of the initial Scottish authorities to take part in this Heads of Planning Scotland (HoPS) led initiative during 2013-14. The aim of the project was to provide robust evidence of the cost of providing the planning service.

The project's methodology borrowed on experience of the Local Government Association's existing partnership with The Chartered Institute of Public Finance & Accountancy (CIPFA) in providing empirical evidence of the cost of the provision of the Plan Making and Development Management services for English authorities.

HoPs charged Improvement Services, the body supporting Scottish Local Government and its partners to deliver better outcomes for communities, to coordinate the participating authority's data collection to ensure consistent and comparable costs.



The mechanism to collect the data included the collection of the costs of overheads, individual staff costs and perhaps most importantly timesheets being completed by all staff to differentiate where staff costs were being expended.

The output of this exercise has been individual reports, prepared by CIPFA, for each of the participating planning authorities. These reports highlighted the costs broken down by the area of service provision, for example the average cost of processing householder planning applications has been isolated together with a full range of other application types. These costs have also been compared across the participating authorities.

This data will also be used by the HoPS, Scottish Government and COSLA to inform discussions on planning costs and fees. It will also be used by the participating authorities to identify differences in pressures and allow potential areas for efficiencies to be identified.

Glasgow initiated analysis of the data to ensure that the Council's structures and processes are proportionate in cost terms and to enable procedures to put in place maximise efficiencies in the use of staff resources. A concrete example of this was the setting of the fee for processing High Hedges applications where the costing exercise data was used to set a proportionate fee for such applications.

7. Financial Management and Local Governance

Demonstrating effective governance and financial management

- 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.
- Workforce planning is managed corporately through a workforce planning board which examines business cases to ensure that new posts created through Service Reform deliver on corporate priorities.
- Procurement of services is managed through Framework Contracts and through the PECOS system ensuring accountable spend.
- The planning service is also involved in a number of local Steering Groups (e.g. Glasgow Canal Partnership, Calton Matrix) which co-ordinate grant schemes and assemble funding bids to support community projects and secure socioeconomic benefits for local communities.

8. Culture of Continuous Improvement

Demonstrating a culture of learning and improving

• Joint working and benchmarking to share good practice between authorities takes place on a regular basis. Glasgow takes part in the 4 Cities benchmarking project with Glasgow, Edinburgh, Dundee and Aberdeen planning authorities.

(Performance marker 13)

- The Development Plan teams from Glasgow and Edinburgh have initiated a series of meetings and study tours to share good practice in development planning within Scotland's two largest cities.
- As discussed above, the Costing the Planning Service exercise has also been a way of benchmarking costs against other planning authorities, and provided baseline date for measuring future improvements.

(Performance marker 13)

• Glasgow planners have also taken part in sharing best practice through a variety of external forums such as Scotland's Towns Partnership; the feedback sessions on PPF and other courses run by the Improvement Service; and the Local Authority Urban Design Forum (facilitated by A+DS). (Performance marker 13)

- Following completion of the Equally Well test site, the Scottish Government recognised the role of the City Council planners in working with communities and helping them visualise the impact of place on health and wellbeing. This has resulted in the tools developed in Glasgow being considered within the ongoing work on the Placemaking Standards for Scotland. Glasgow planners are closely involved in this work.
- Staff Development plays an important part in continuous improvement and staff are given opportunities to attend relevant internal and external training courses and events. A designated officer collects details of relevant training opportunities and circulates these on a regular basis. Peer feedback from these training events is encouraged and a system of regular feedback workshops is being established.
- In-house training for staff on the Design Guide for New Residential Streets has been provided for all planning officers in the form of workshops.
- Teams within the planning service have regular team meetings and use site visits and tours to review recent built development across the City.

• Service Improvements as set out in the previous PPF have been used as a tool for measuring continuous improvement, and a variety of improvements in processes and practice have been set in train. These are summarized in Part 4.

(Performance marker 6)

• A Development Management Forum meets regularly to allow DM managers to address current issues which arise, including legislative and policy changes, IT support requirements, and staffing and management priorities. Service improvements which have arisen as a result of the PPF are being discussed and developed through this forum.

Part 3: Evidence

Part 2 of this report was compiled drawing evidence from the following sources.

Title	Link
Strategic Plan	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=14572&p=0
ASPIR	http://connect.glasgow.gov.uk/NR/rdonlyres/E87B8794-12EA-4C35-B51E-D3E212C1AF59/0/2013DRS_ASPIR.pdf
Glasgow and Clyde Valley Strategic Development Plan	http://www.gcvsdpa.gov.uk/sdp
Glasgow City Plan 2	https://www.glasgow.gov.uk/index.aspx?articleid=2910
Local Development Plan	http://www.glasgow.gov.uk/index.aspx?articleid=3011
Development Plan Scheme	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=15247&p=0
Green Belt Review	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=19223&p=0
Design Guide for New Residential Areas	http://www.glasgow.gov.uk/designguide
Planning information	http://www.glasgow.gov.uk/index.aspx?articleid=11866
Online Enforcement Complains Form	http://www.glasgow.gov.uk/PlanningEnforcementWebApplication/PlanningEnforcementForm.asp
GCC Online Complaints procedure	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=15769&p=0
Commonwealth Games 2014	http://www.glasgow2014.com/
Glasgow Canal Project projects	http://www.glasgowcanal.co.uk/
Glasgow Conservation Area Appraisals	https://glasgow.gov.uk/index.aspx?articleid=6847
Shawlands Town Centre Action Plan	https://www.glasgow.gov.uk/index.aspx?articleid=10198
Central Govan Action Plan	http://www.getintogovan.com/cgap/
Calton Barras Action Plan	http://www.glasgow.gov.uk/index.aspx?articleid=11077
Calton Area Development Framework	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=2583&p=0
Equally Well	http://www.scotland.gov.uk/Publications/2008/06/25104032/0
Metropolitan Strategic Drainage	http://www.mgsdp.org/
Glasgow Economic Leadership	http://glasgoweconomicleadership.com/
Creative Clyde	http://www.creativeclyde.com/
Clyde Gateway	http://www.clydegateway.com/
International Financial Services District	http://www.ifsdglasgow.co.uk/
Customer Satisfaction Survey	
Costing the Planning Service Report	
Planning Enforcement Charter	

Part 4: Service Improvements

Service Improvements for 2014 -15

Headings	Commitments	Performance Marker
Certainty	 Formalise an internal process with regard to processing agreements and look to record details electronically (UNIform). (Jan 2015) A standard approach to be developed to the clearing of conditions. (Feb 2015) 	6
Communications, engagement and Customer Service	 Carry out a repeat Survey to built on the result analysis of an initial survey. (Mar 2015) Continue further development of the Planning pages on the Council website and intranet. (Mar 2015) Set up regular meetings with the Council's one-stop-shop to improve advice to customers. (Oct 2014) 	6 6 6
Financial Management and local governance	Set up a system of tracking fines imposed by a fixed penalty notice by the Enforcement Team. (Mar 2015)	6
Open for Business	 Pre-application discussions with Elected Member to be made available to developers. A pre-application consultation page to be put on the website. (Dec 2014) Advice and guidance to planning officers to input data into an electronic pre-application module (UNIform). (Mar 2015) 	3
Culture of Continuous Improvement	 develop a pro forma and shared spreadsheet between the Planning Service and Legal Services to monitor Legal Agreements. (Dec 2014) The process for Legal Agreements to be defined and clear guidance provided to developers. (Jan 2015) An electronic database for the Planning Service to be developed with Service Development colleagues, to be available to all planning staff. (Mar 2015) Develop a database of Planning Officers skills. (Mar 2015) 	4, 12 4, 12 6
Efficient and Effective Decision Making	 A pilot to be set up to examine the possible benefits of applications being vetted by Planning Technicians. These benefits may include the reduction in time it takes for a planning officer to receive an application for assessment. (Oct 2014) A spreadsheet to be developed to provide consistency with the governance and monitoring of a Planning Officer's case load. (Oct 2014) 	6

Delivery of Service Improvement Actions in 2013-14

Headings	Commitments	Action and Evidence	Performance Marker	Completed
Communications, engagement and customer service:	Launch a customer feedback survey	This was launched in March 2014 and sent to the top 40 agents who had submitted applications in the previous year. The results have been analysed and the points taken on as a task for improvement for next year. We are continuing to explore survey techniques and repeat surveys.	6	Yes
Communications, engagement and customer service:	Continue to explore the further use of techniques to enable public information about planning, and to share examples of good practice	The Planning page of Glasgow City Council's <u>website</u> offers a choice of planning guidance to support applications, useful links and detail of planning studies. The website has been updated but this project is ongoing. Examples of good practice continue to be shared through benchmarking and through the Development Management Forum		Yes
Communications, engagement and customer service:	Upload FAQs to website	FAQs have been uploaded to the <u>website</u> in a series of links from the main planning pages:	3, 6	Yes
Certainty	Develop a consistent format for carrying out and recording pre-application discussions	A pro-forma for minute taking at pre-application discussions has been developed and work is continuing on the recording of pre-application discussions. This is currently being recorded in the electronic document management system but it is intended that the records will be stored on the Uniform system on a more systematic basis.	3, 6, 12	Partly*
Certainty	Develop a consistent format for project management of applications between developers and planning officers	Processing agreements are now being offered as a more formal alternative to the existing project management process. website.	2, 3, 6, 12, 15	Yes
Effective decision making	Progress to determine or have withdrawn all stalled/"legacy" applications more than 1 year old	All undetermined applications more than 1 year old, with section 69 or Section 75 legal agreements or merely dormant applications where no contact has been received from the applicant, have been assessed. Applicants and agents were contacted on a consistent basis. Most applications have been withdrawn, refused by Committee, or outstanding legal agreements concluded.	4, 14	Yes
Culture of Continuous Improvement	Raise awareness of PPF through the service	A working group has been formed representing all sections of the planning service. The remit of the PPF group is to improve communication and awareness of the PPF throughout the planning service and also work on the Annual Report.	6	Yes

^{*} There have been on going issues with the introduction of the latest version of our electronic recording system (Uniform), which has delayed the development and training of the pre-application module.

Headings	Commitments	Action and Evidence	Performance Marker	Completed
Culture of Continuous Improvement	Develop further cross-team sharing of good practice on caseload management techniques	A Development Management Forum (DM Forum) is in place with a remit of providing an arena to promote consistent good practice in the delivery of the DM function. This Forum also disseminates knowledge of emergent issues affecting the DM function (internal and external).	6, 12	Yes
Culture of Continuous Improvement	Develop database of staff skills	The tasks and skills of our Planning Technicians have been captured, allowing the planning service to pool the technician resource in a more flexible way.	6	Partly*
Culture of Continuous Improvement	Monitor success of streamlined planning/ RCC process enabled by the Design Guide for New Residential Streets	Although pre-application discussions have commenced with developers on several sites following the new guidance and process in the design Guide, a review of the implementation of the Design Guide has shown that its use is a little patchy. To address this issue the Design Guide Core Team put together some examples of how easy the new Guide can be to use and to try to encourage a better take up of the process. Training sessions for case officers have taken place to explain the process and the use of the Guide. Group Managers and Principals have were asked for their opinion and expertise in how the Transport Team should better engage with planning officers. Following this discussion, the Core Team met to refine the information. The Core Team have now establish a cyclic meeting so that all will learn and refine the new Guide and examine the potential to roll this out to other developments. This will share planning officers' experience of the implementation of the Guide.	3, 6, 15,	Yes
Culture of Continuous Improvement	Develop programme of on- job learning and mentoring particularly for new staff	A Senior Planning Officer has been tasked to coordinate training across the Planning Service, including:	6	Yes

^{*}The skills of Planning Technicians have been captured, however, a database of Planning Officer skills is a Service Improvement for 2014 - 2015.

Part 5: Official Statistics

A; Decision-making timescales

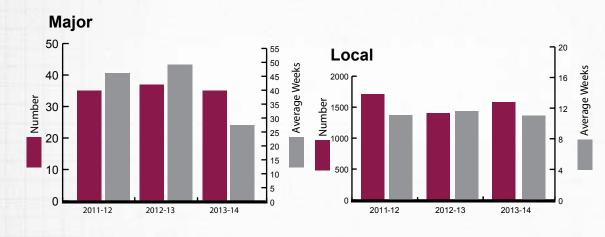
Decision - Making Timescales				
		ımber of sions		Timescales eks)
	2012-13	2013-14	2012-13	2013-14
Major Developments	37	35	49.1	27.5
Local Developments	1405	1584	11.6	11.0
Less than 2 months %	69.5	67.5	7.9	7.9
More than 2 months %	30.5	32.5	20.1	17.4
Householder	606	647	8.7	8.8
Less than 2 months %	88.4	84.1	8.0	8.0
More than 2 months %	11.6	15.9	13.5	12.9
Housing Developments	98	115	32.5	29.8
Major	12	14	71.5	41.9
Local	86	101	24.0	17.3
Local less than 2 months %	33.7	53.5	7.5	7.9
Local more than 2 months %	66.3	46.5	32.3	28.0
Business and Industry	101	186	14.5	13.1
Major	11	3	28.3	14.4
Local	90	183	12.8	11.2
Local less than 2 months %	63.3	61.2	7.8	7.7
Local more than 2 months %	37.7	38.8	21.6	16.7
EIA Developments ¹	N/R	N/R	N/R	N/R
Other Consents	690	778	11.3	11.2
Planning/Legal Agreements	31	29	66.8	45.4
Local Reviews	26	26	9.7	8.7

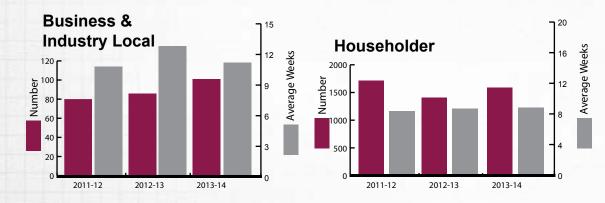
Decision - Making Local Reviews and Appeals							
		umber of sions		Decision eld (%)			
	2012-13	2013-14	2012-13	2013-14			
Local Reviews	26	20	42.3	72.5			
Appeals to Scottish Ministers	47	22	63.8	59.1			

Enforcement Activity	2012-13	2013-14
Cases being taken up	561	571
Breaches identified	399	419
Cases Resolved	499	414
Notices Served	96	39
Reports to Procurator Fiscal	0	1
Prosecutions	0	0
1 EIA Davidonmento net recorded		

Glasgow City Council is committed to continuous service improvement and has provided 4 charts to compare our performance for PPF1, PPF2 and PPF3.

Glasgow's performance figures show both positives and negatives in the percentage of applications dealt with in under two months however, the figures for average number of weeks to determine applications by category are broadly improving year on year.





Comparison charts for Performance for PPF1, PP2 and PPF3

The period covered by these figures saw the initial implementation of a new organisational structure for our Service. This new structure came into place on the 1st of April 2013 and involved the creation of an integrated Planning and Building Control Service.

This reorganisation was designed to provide a streamlined workforce providing an improved service with less staff resources through 'smarter' working practices. The Service was, however, able to offer some planning posts to Commonwealth Graduates under fixed term contracts. The challenge, for the period covered by this PPF, has been to imbed this new staff resource into our Service as quickly as possible, while existing staff are adjusting to the changes. During this time particular effort was made to continue to maintain performance levels. However, it was not surprising that the initial quarter did see some fall in the level of planning performance, as measured by the average weeks to determine applications, in a range of application types. Over the remaining quarters this measure of performance improved so that at the year end, for a range of application types, the performance for year 2013-14 bettered that of the previous year.

It is of note that Glasgow City Council determined 10 National Applications in 2013-14. These applications were part of the preparatory works for the delivery of the 2014 Commonwealth Games and have been central to the delivery of development in the City for this period. It should be noted that these applications have not been included within our performance figures.

Part 6: Workforce and Financial Information

It should be noted that the workforce information reflects a new Service structure introduced on 1st April 2013 to ensure that an integrated Planning and Building Control Service can deliver Council priorities in the context of Tomorrow's Council (Service Reform).

As at 31 March 20	As at 31 March 2013											
Staffing												
Head of Planning & Building Control	0.9 @ Tier 4		This reflects the amount of time allocated by the Head and Assistant Head of Planning & Building Control to the planning service.									
Assistant Head of Planning & Building Control	0.1 @ Tier 5											
	Manager	s 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	8	5.8	10	31	27.6	-	4	3.7	ī	16	12.55	-
Development Planning	4	3.05	-	13	9.9		6	6	-	3	0.65	-
Enforcement	2	1.2	-	7	6.6	-	-	-	-	2	1.6	-
Cross Service/ Other Planning	6	4.95	-	30	27.9	-	2	1.7	-	3	3	-

Cross Service/Other Planning includes WoSAS, Forward Planning, Transport, LRC, City Design and Govan THI.

	Total Budget		Income	
		Direct	Indirect	
Development Management	194,700	1,550,400	322,100	1,677,800
Development Planning	804,500	754,500	50,000	
Enforcement	340,900	305,500	48,300	12,900
Other	1,429,000	1,374,900	54,100	
TOTAL	2,769,100	3,985,300	474,500	1,690,700

Committee & Site Visits*	Number per Year		
Full Council meetings	8		
Planning committes	19		
Area committes (where relevant)	-		
Committee site visits	-		
LRC	13		
LRC site visits	-		

Staff age profile	Number
Under 30	10%
30 - 39	23%
40 - 49	37%
50 and over	30%

Appendix 1

Performance Markers Checklist

	Performance Marker	Evidence	PPF	
	Driving Improved Performance			
1	Decision making: authorities demonstrating continuous evidence of reducing timescales for all development types	NHIs; Legacy Projects. 2-weekly Committees	NHIs, Effective Decision Making	
2	Project management: offer of processing agreements (or other agreed project plan) made to prospective applicants in advance of all major applications and availability publicized on website	Processing Agreements now available and offered on Council website. Project management already negotiated with applicants for major developments through DM officers	Certainty Open for Business Effective Decision Making	
3	 Early collaboration with applicants and consultees on planning applications: Availability and promotion of pre-application discussions for all prospective applications Clear and proportionate requests for supporting information 	Yes See Games case study	Open for Business; Certainty Effective Decision Making	
4	Legal Agreements: conclude (or reconsider) applications within 6 months of resolving to grant	Project undertaken in 2013-14 to reduce number of live applications resulting in resolution of 62 cases. Ongoing streamlining of process between legal services and planning to monitor progress on agreements (see Service improvements for 2014-15)	Certainty; Efficient and Effective Decision making	
5	Enforcement Charter updated/republished within 2 years	Yes; New Enforcement Charter updated in 2014 (previous 2012)	NHIs	
6	Continuous Improvement Show progress/improvement in relation to PPF NHIs Progress ambitious and relevant service improvements identified through PPF report	See PPF report and Service Improvements for 2014-15	Culture of Continuous Improvement; Service Improvement Plan	
	Promoting the Plan-Led System			
7	LDP/LP less than 5 years since adoption	Local plan (City Plan 2) adopted December 2009.	NHIs; Certainty; High Quality Development on the Ground	
8	Development plan scheme demonstrates next LDP On course for adoption within 5 year cycle Project planned and expected to be delivered to planned timescale	PPF report in 3. Certainty	NHIs; Certainty; High Quality Development on the Ground	
9	Elected Members engaged pre-MIR in development plan preparation	Not applicable at this stage	Certainty; Efficient and Effective Decision Making	

	Performance Marker	Evidence	PPF
10	Cross-sector stakeholders, including industry etc engaged pre-MIR	Not applicable at this stage	Certainty; Efficient and Effective Decision Making
11	Prduction of regular and proportionate policy advice, for example through SPGs, on Information required to support applications Expected developer contributions	Information to support applications: information on website for new residential applications (Design Guide: New Residential Areas) Development Plan policy ENV 2 and TRANS 8 and DG/ENV 2 and TRANS 4 on developer contributions.	Open for Business; Certainty
	Simplifying and Streamlining		
12	Corporate working across service to improve outputs and services for customer benefit	Working with Legal Services; Development Plan SG	Effective management structures; Culture of Continuous Improvement
13	Sharing good practice, skills and knowledge between authorities	Benchmarking, collaboration with other authorities Historic Scotland surgeries	Effective management structures; Culture of Continuous Improvement
	Delivering Development		
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one year old	Project undertaken to determine or withdraw these applications in 2013-14;	Certainty; Efficient and Effective Decision Making
15	Developer Contributions: clear and proportionate expectations (set out in development plan and or emerging plan) and in pre-application discussions	Existing City Plan policy on developer contributions; see Marker 11 above. Emerging SG in new City Development Plan will deal with Developer Contributions. These expectations are set out at preapplication discussion stage	Certainty; Efficient and Effective Decision Making



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