

Glasgow City Council
PLANNING PERFORMANCE FRAMEWORK
Annual Report 2014 - 2015



A third Planning Performance Framework Annual Report was submitted by Glasgow City Council's planning service to the Scottish Government in September 2014, covering the period 1 April 2013 to 31 March 2014. Subsequent feedback was received on 11 December 2014 from Alex Neil MSP, Cabinet Secretary for Social Justice, Communities and Pensioners' Rights, which highlighted the following strengths of the said Annual Report:

“ You have again produced a well-structured report ”

“ Your use of case studies and customer feedback is helpful in providing evidence of effective service delivery ”

“ We are pleased to see that your average decision-making timescales for major and local (non-householder) applications have seen improvements ”

“ ...you continue to demonstrate the positive role the planning service plays in working with a range of stakeholders and supporting delivery ”

Cover photo: Kelvingrove Bandstand

Contents

Introduction	4	
Part 1:	6	National Headline Indicators
Part 2:	8	Defining and Measuring a High Quality Planning Service
2.1:	8	Open for business
2.2:	10	High quality development on the ground
2.3:	13	Certainty
2.4:	15	Communications, engagement and customer service
2.5:	17	Efficient and effective decision-making
2.6:	18	Effective management structures
2.7:	21	Financial management and local governance
2.8:	22	Culture of continuous improvement
Part 3:	24	Evidence
Part 4:	25	Service Improvements
4.1:	25	Service Improvements for 2014 -15
4.2:	26	Delivery of Service Improvement Actions in 2013-14
Part 5:	28	Official Statistics
Part 6:	31	Workforce and Financial Information
Appendix:	33	Performance Markers Checklist

Introduction

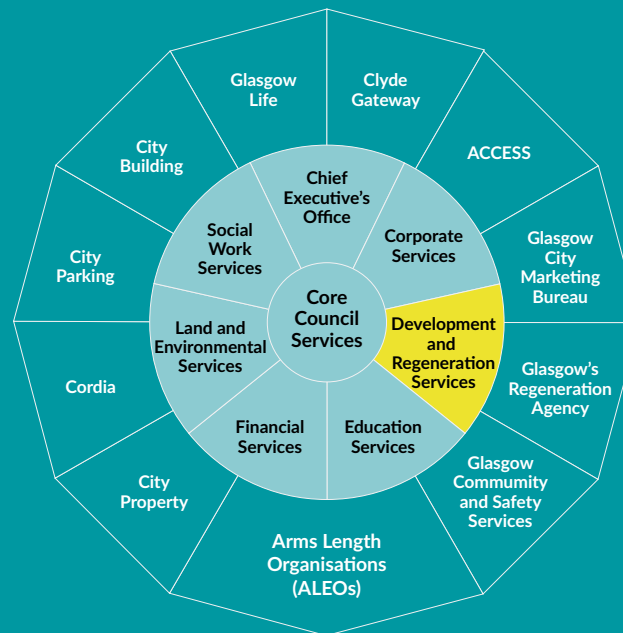
This Annual Report is the fourth produced by Glasgow City Council under the Planning Performance Framework (PPF). It covers the period from 1 April 2014 to 31 March 2015 and provides a report on the Council's planning performance, following the format set out by Heads of Planning Scotland (HOPS) Planning Performance Framework Annual Report Template, issued in February 2015.

Glasgow City Council's key priorities are set out in its [Strategic Plan](#) for 2012-2017. There are five priority areas to drive real progress and achievement in Glasgow.

These are to ensure that 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 identified as the lead Service in delivering the first priority: **economic growth**, and is one of seven key services providing core council services as illustrated in the diagram below.



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

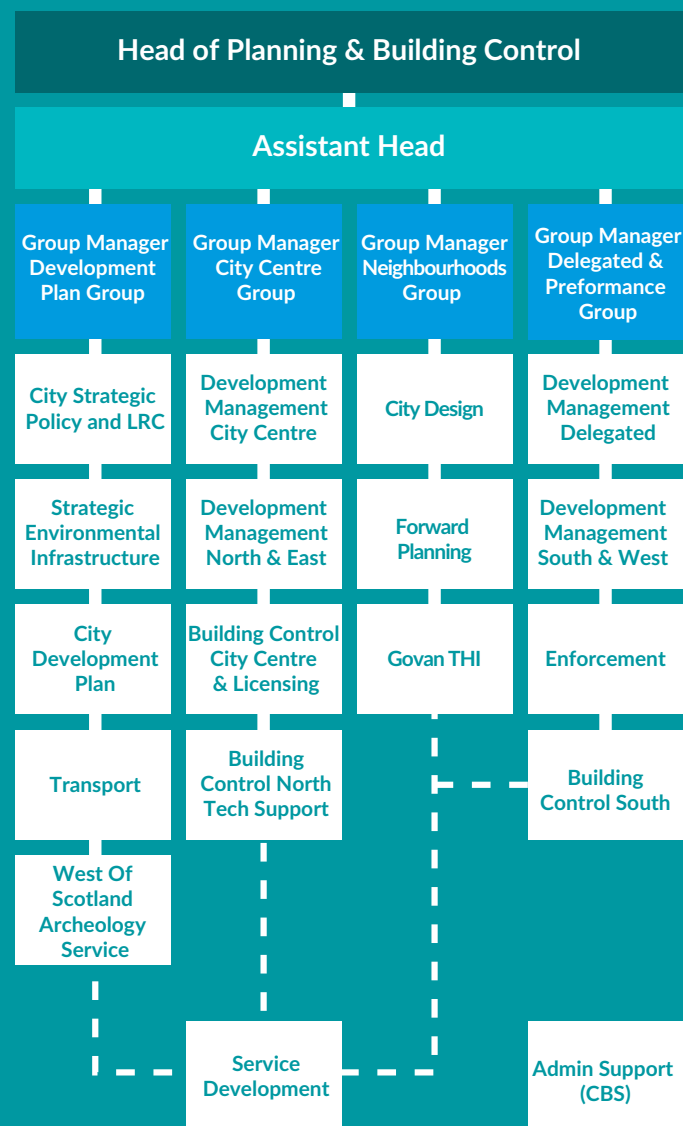
[ASPIR](#) has identified 3 key issues in relation to the planning service, which it reports on quarterly:

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

The planning service in Glasgow continues to help deliver **economic growth** to the City, through involvement in regeneration and partnership project groups, providing a settled policy framework, with advice and expertise on design, heritage and landscape issues, and encouraging and enabling high quality development on the ground through the development management process.

The proposed [Glasgow City Development Plan](#) (LDP) progressed towards publication during the 2014-15 period. The Plan focuses on a spatial strategy, key policies and applying a Placemaking approach in line with Scottish Government expectations. The Plan's themes and aims reflect the [National Planning Framework 3](#) and [Scottish Planning Policy](#) (published in June 2014).

Planning & Building Control Structure



This year's performance figures for Glasgow are set out in [Part 5: Official Statistics](#), which we are please to report are broadly improving year on year figures, across all categories, in a particularly challenging year, when planning staff were faced with IT upgrades and continuing process changes, driven by Service Development.

In addition staff had to provide support and commitment to the build-up and delivery of the “[best ever](#)” Commonwealth Games.

The period covered by these figures saw further changes to the organisational structure for the planning service, see adjacent structure and, [Financial Management and Local Governance](#).

The [PPF Annual Report](#) produced by the City Council's planning service for the period 2013-14 was assessed by the Scottish Government who produced a Performance Markers Report 2013-14. This report concluded that we had again produced a well-structured report and that we continue to demonstrate the positive role the planning service plays in working with a range of stakeholders and supporting delivery. The Performance Markers were assessed using a Red, Amber, Green (RAG) rating to give an indication of priority areas for improvement. Glasgow's planning

service improved on the previous year's performance with all green and amber ratings and no reds. The importance of satisfying the 15 Performance Markers in the PPF Annual Report 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 has been added to the end of this report (Appendix), to cross-reference evidence within the report.

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.

Finally, it should be noted that an important announcement was made by the UK Government on 4th July 2014, that the Glasgow Region (Glasgow & Clyde Valley) was being awarded a City Deal worth £1.13 Billion. The City Deal will be used to fund major infrastructure projects, drive innovation and growth through the support of key sectors. These projects will allow a programme of work to go ahead which will greatly add to the value of the local economy over the next 20 years and are likely to feature in future PPFs.

Part 1:

National Headline Indicators

Development Planning

The Proposed Glasgow City Development Plan (CDP – Glasgow’s Local Development Plan) was approved by the Council’s Executive Committee on 3rd April 2014 and made available for representations from 1st May 2014 to 27th June.

Development Plan Scheme Engagement/ Consultation Commitments

• * (DPS) 2014/2015

Commitments were met in full with the exception of the production of posters for distribution at key locations such as libraries. Whilst posters were produced and displayed at the MIR stage, budgetary pressures meant this was not replicated at Proposed Plan stage. It is considered that extensive advertisement of the Proposed Plan via newspapers, internet mediums and public places gave the Plan broad public exposure. The timetable for commencing the Examination has slipped from that anticipated in the 2013/2014 DPS, which had anticipated that the Proposed CDP would be submitted to Scottish Ministers, and that an Examination would commence, at the end of 2014/early 2015. However, the DPS had noted that this timetable was a “broad” one, acknowledging the fact that the ongoing timetable would necessarily reflect the number of representations received, and the breadth of issues that they covered. The number of representations received meant that initial analysis and summary of representations (necessary to provide respondents with a summary of their response) took longer than had been indicated in the broad timetable set out in the 2014 DPS, a situation further complicated by a second round of neighbour/ owner/occupier notification, and associated consultation period, to reflect those erroneously missed out during earlier neighbour notification.

• ** (DPS) 2013/2014

The 2013/2014 DPS had anticipated production of the Proposed Plan in Summer 2013 and submission of the Plan/Examination in early 2014. This timetable slipped (Proposed Plan not published until 1 May 2014) principally

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Development Planning	2014-15	2013-14
Development Planning: <ul style="list-style-type: none"> Age of local/strategic development plan(s) (years and months) at end of reporting period. Requirement: less than 5 years Will the local/strategic development plan(s) be replaced by their 5th anniversary according to the current development plan scheme? (Y/N) Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year? (Y-earlier/Y-later/N) Were development plan scheme engagement/ consultation commitments met during the year? (Y/N) 	5y 3m N Y-later N *	4y 3m Y Y-later N **
Effective Land Supply and Delivery of Outputs <ul style="list-style-type: none"> Established housing land supply (units) 5-year effective housing land supply (units) 5-year housing supply target (units) 5-year effective housing land supply (Years) Housing approvals (units) Housing completions over the last 5 years (units) Marketable employment land supply (ha) Employment land take-up during reporting year (ha) 	43,430 13,533 13,663 5.0 3,507 10,707 123.27 0.94	44,202 13,269 13,399 5.0 4,552 10,918 129.23 12.05
Development Management: Project Planning <ul style="list-style-type: none"> Percentage of applications subject to pre-application advice (%) Number of major applications subject to processing agreement or other project plan Percentage planned timescales met (%) Decision-making <ul style="list-style-type: none"> Application approval rate (%) Delegation rate (%) 	50.8 1 87.5 86.8 98.6	39.2 0 100.0 89.1 96.6
Decision-making timescales <ul style="list-style-type: none"> Average number of weeks to decision: Major developments Local developments (non-householder) Householder developments 	30.2 12.4 8.6	37.3 13.1 8.8
Legacy Cases <ul style="list-style-type: none"> Number cleared during reporting period Number remaining 	95 104	102 126
Enforcement <ul style="list-style-type: none"> Time since enforcement charter published / reviewed (months) Requirement: review every 2 years Number of breaches identified / resolved 	12 months 468/452	0 months 419/414

because of an additional, unforeseen round of public consultation, in the Summer of 2013, on potential development sites that had emerged from the Council's Green Belt review and that had not previously been consulted on during the Plan process. Engagement/consultation commitments envisaged as taking place during the DPS period had been in relation to the publication of the Proposed Plan and, as a result of the delay outlined above, these did not take place.

Effective Land Supply and Delivery of Output

The fall in employment land take-up from 12.05 ha in 2013/14 to 0.94 ha in 2014/15 mainly reflects the timing of development completing on site, with some relatively large schemes being developed in 2013/14. Employment land take-up in Glasgow in recent years has been relatively low, which indicates that the higher figure in 2013/14 was not typical of the longer term trend in this sector, and was partly attributable to significant key investments in the East End of the City. Take-up of employment land for other uses continues to be a feature in Glasgow, and this accounts for most of the reduction in the marketable land supply from 129.36 ha in 2013/14 to 123.27 ha in 2014/15.

Development Management

The average timescales to determine applications, itemised in Part 5, show sustained improvement in 86% of the comparable measures. For example, the average timescale to determine Major applications has fallen by over 7 weeks from 37.3 to 30.2 weeks. The only significant departure from this trend is in the average timescale for the determination of Major Business and Industry applications. (However, given the small sample size of 4 applications determine in the present reporting period, a degree of volatility in returns for such applications is to be expected.)

In contrast a fall in the percentage of original decisions being upheld for both Local Reviews and Appeals to Scottish Ministers is demonstrated. It would be hoped that the adoption of the emergent Local Development Plan will address this matter.

It is hoped that the delivery of the proposed Service Improvement Actions in 2015-16, See Part 4, will enable this broad improvement in the delivery of the Development Management Service to be maintained.

[< Return to previous page](#)



Buchanan Street.

Part 2: Defining and Measuring a High Quality Planning Service

2.1: Open for Business

- Information for developers is provided on the [website](#). This includes information on the Council's commitment to pre-application discussions and procedures, including processing agreements. (Performance Marker 2)
- Online applications now form 65.5% of applications received (2014-15). The planning service is represented on the Scottish Government group working on upgrading the Planning Portal.
- A single point of contact is provided for all applications through the case officer. The name and direct contact details for the case officer are provided on correspondence and on the online records. (Performance Marker 3)
- Information on general planning queries is available daily through a [duty officer helpline telephone number](#).
- Pre-application discussions are welcomed for all applications from householder to major applications. All major applications are now expected to be the subject of a processing agreement and pre-application discussions, and this is indicated formally to the developer when the PAN is approved. Developers can opt out if they do not wish to go take part in a processing agreement, but early contact and discussion is still welcomed. Proposals for new residential streets are taken through a specific pre-application process as set out in the Council's [Design Guide for New Residential Areas](#) which includes feedback from transport planning and other relevant stakeholders. The aim is to streamline the planning and Roads Construction Consent process as well as inform the design and frontload the submission. (Performance Marker 2 & 3)
- **Developer Contributions:** Clear and specific guidance is available on the website about developer contributions for open space and public realm through the City Plan Policies [ENV 2](#) and [DG/ENV2](#), and for Fastlink through [TRANS 8](#) and [DG/TRANS 4](#). Information on these requirements is also given at pre-application stage as part of preliminary discussions. Developers are also offered the option of staged or deferred payments through section 75 legal agreements as well as upfront payment of contributions through section 69 agreements. Further Supplementary Guidance on Developer Contributions will be provided through the new emerging City Development Plan. (Performance Marker 3, 11, 15)
- **Working Groups:** Officers from the planning service continue to be involved in a number of working groups and partnerships which provide a planning framework for investment to enable development, and work towards an improved customer service.
Groups include:
 - The Metropolitan Glasgow Strategic Drainage Partnership.
 - Glasgow & Clyde Valley Green Network Partnership as part of Central Scotland Green Network (both National Projects in NPF 3).
 - Glasgow Economic Leadership.
 - Clyde Gateway
 - Benchmarking groups and Scottish Government working groups e.g. on Place Standards development.
- **Commonwealth Games Business Embassy:** On the invitation of [Invest Glasgow](#), Planning managers took part in the Business Embassy, set up by Invest Glasgow over the period of the Commonwealth Games, to promote investment opportunities in the city. The Planning Service took a leading role and prepared leaflets covering:
 - The Planning & Building Control Service.
 - Green Networks in Glasgow.
 - Town Centre Regeneration.
 - Clyde Waterfront & West End.
 - The Planning Legislative & Policy Position.
 - Glasgow's Canals.

CS: Westburn Viaduct Feasibility Study

Linked Via Light Project

The **Westburn Viaduct**, a former railway bridge, links the Carmyle area of Glasgow and Westburn in South Lanarkshire. The Viaduct is currently closed to public access but in recent years, has been associated with anti-social behaviour.

In two spatial planning studies, the Clyde Walkway Pilot Project and the 'Baillieston and Shettleston Green Network Development Framework', the Viaduct was highlighted as an area of significant potential for the development of a green link, connecting the two adjacent communities and the neighbouring authorities. The area has also been identified as part of the Broomhouse, Baillieston and Carmyle Community Growth Area, a long term major residential development. Forestry Commission Scotland also have ambitious plans for large community woodland creation in relatively close proximity to the Viaduct – Newton Farm and Greenoakhill.

The feasibility study, undertaken by Glasgow Community Safety Services on behalf of Glasgow City Council, examined the issues surrounding the Viaduct. It recognised that due to the current stigma and severe anti-social behaviour associated with the Viaduct, reopening to pedestrian access is not feasible in the short term future. As part of this study, an officer from the Planning Service visited Derry/Londonderry with other colleagues working on the study to learn from the approach taken to delivering

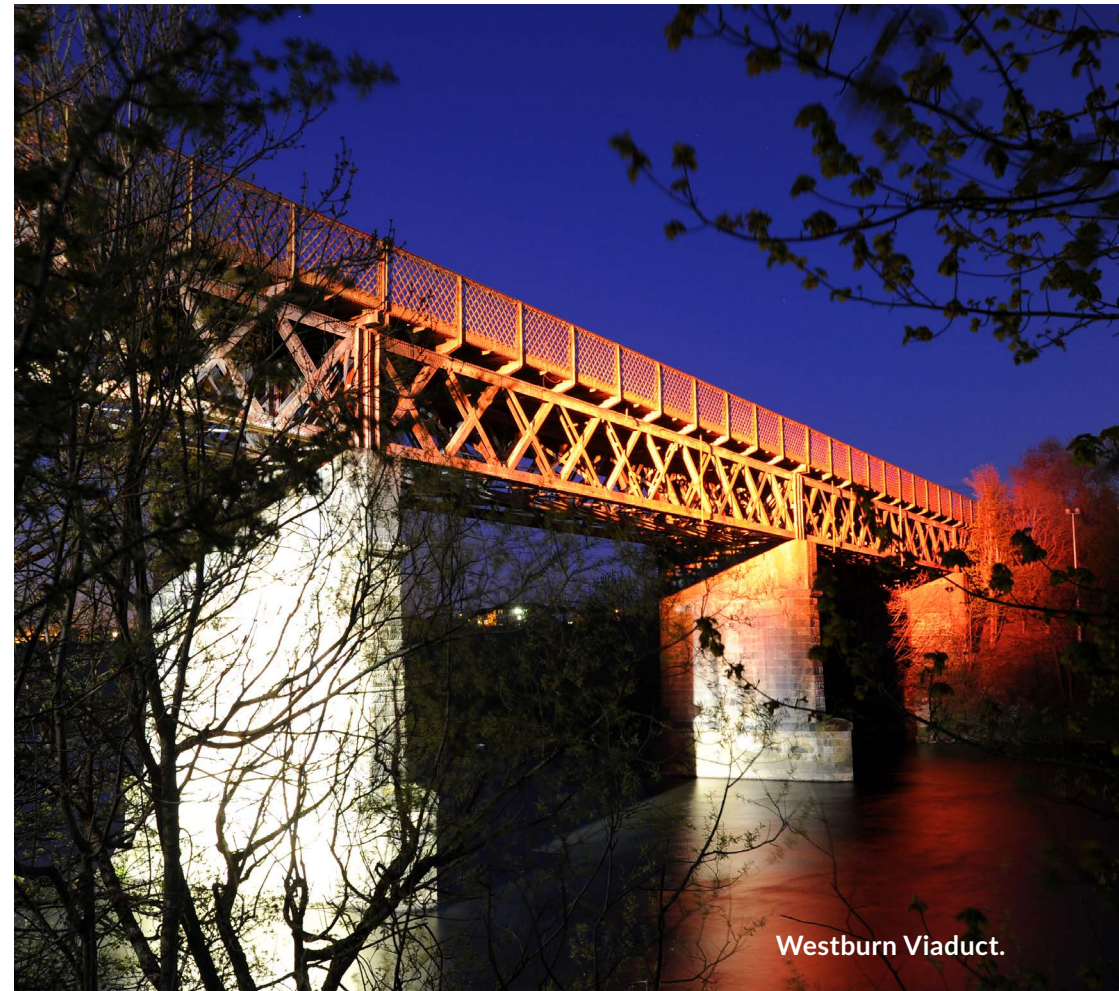
the Peace Bridge project. This then lead on to the development of an action programme of medium to long term joint community environmental projects and capacity building.

To initiate the action programme, the Planning Service worked with colleagues in Land and Environmental Services to undertake environmental improvements and architectural lighting to improve the visual and perceived feel of the area adjacent to the river and the Viaduct.

Working with Education Services, Carmyle Committee Council, Tollcross Housing Association, Community Safety Glasgow, Sustrans and South Lanarkshire Council a core group of young people from three schools (one in Glasgow and two in South Lanarkshire) were set up to drive forward the Viaduct Lighting Project. This built upon approaches taken from other Planning Service projects (such as the lighting of Shawlands Academy) and put young people at the heart of the decision making. The core group were involved in selecting the lighting designer to work with, working through a planning workbook, participating in hands-on design workshops to explore the issues and opportunities of the river and the physical connections and disconnections between their two communities. Following this, the wider community was consulted with and a final design implemented on site.

On the 11th of March 2015 the new Viaduct lights were switched on by the young people in the core group and brought together the various local stakeholders and both communities. This marked a step change in the future of the area/Viaduct as a valued

landmark. By undertaking a long term programme of environmental improvement to this area it provides a stronger justification for the new community growth area adjacent to the project site to ensure it delivers connections to the river and walkway.



Westburn Viaduct.

2.2: High Quality Development on the Ground

- City Plan 2 Policies provide design guidance for developers which is backed up by advice and input from planning officers and the planning service's City Design team. This advice and guidance is available at pre-application stage and during the consideration of the submitted application, as appropriate. (Performance Marker 3)
- **The Design Guide for New Residential Areas** provides guidance both on good design and the recommended design process for new development. This continues to be applied in discussions with housebuilders and is available on the website. (Performance Marker 2, 3, 15)
- Design briefs and masterplans as developed by planning officers in conjunction with stakeholders also provide further guidance which contributes to good quality development on the ground. (see case studies on Transformational Regeneration Areas). (Performance Marker 11)

Central Govan Action Plan (CGAP): This project won the RTPi Silver Jubilee Cup at the RTPi national awards in 2014. The last year has been one of transition, review and evaluation for the Central Govan Action Plan (CGAP) project. This has included submitting a THI 2 bid to extend the townscape heritage initiative to cover the 2016-2021 period and this has received a stage 1 pass from Historic Scotland and Heritage Lottery. Also, the CGAP project has been central to strategic planning and regeneration initiatives such as the Clyde Waterfront City Deal project development and the Govan-Partick Charrette. These strategic interventions have been shaped by the CGAP framework and they have also helped to assist with the redefinition of the regeneration vision for Govan in the next 10 years. On the ground projects have included the completion of building repairs to the listed tenements at Water Row and the installation of 6 new heritage shopfronts at Langlands Road.

Case Studies

CS: Kelvingrove Bandstand



The Kelvingrove Bandstand and Amphitheatre is situated in Kelvingrove Park, a designed landscape of national importance. The structure is B listed and was built as a purpose built entertainment facility by Glasgow Corporation in 1924. It is the only original bandstand left in Glasgow and one of only three with associated amphitheatres in Scotland. It closed in 1999 after falling into disrepair and was included in the Buildings at Risk register. A partnership was established between Glasgow City Council planning service, Glasgow Building Preservation Trust and Glasgow Life, which drew up a Conservation Management Plan and raised funds for the site's refurbishment and reopening at a cost of £2.2 million. The refurbishment includes sensitive alterations and extensions to the amphitheatre which improved public accessibility to both the bandstand and arena as well as providing modern

performance facilities ([see front cover](#)). The project was carried out by the partners with lead consultants Page and Park, involving frequent public consultation events and close working with bodies such as Friends of Kelvin Park. These events included an exhibition in Kelvingrove Art Gallery and a lighting event by a design student from Napier University. The bandstand and amphitheatre was re-opened in May 2014 and with its 2500 seat capacity and modern facilities, is a popular venue hosting a wide variety of open air events. The project has guaranteed a sustainable long term future for this important historic and cultural structure, supporting the vision for a city-wide public venue with a strong sense of pride from local residents, visitors and the city as a whole.

SDA: Award winner
My Place Awards: Nomination



Kelvingrove Bandstand.



Glasgow Urban Design Panel (GUDP)

The planning service hosts and co-ordinates the regular Glasgow Urban Design Panel which had 7 meetings during the year. This provides an opportunity for designers of significant schemes to present their proposals to the panel, usually at pre-application stage.

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

Proposals presented throughout this year included some of national and regional significance, including the EGIP Queen Street redevelopment, the new Woodside Health Centre, the Candleriggs site (formerly Selfridges site) for mixed use, and the bids for a high end residential site at Park Quadrant marketed by City Property which attracted four major consortiums of housebuilders and architects. Other proposals included several schemes for student accommodation and commercial floorspace on Cathedral Street, Beith Street, Argyle St/Miller St and Kelvinhaugh Street. (Performance Marker 3)

Historic Scotland

Historic Scotland officers visit the planning office on a regular basis in a “surgery” format, giving planning officers, and applicants if requested, a chance to discuss heritage issues and proposals informally at pre-application stage and during the application process. This helps to provide a streamlined pre-application advice as well as shaping development positively.

Awards

Below are a selection of awards presented to projects within Glasgow City associated with the PPF period.

Scottish Awards for Quality in Planning 2014

Overall Winner	Commonwealth Games Athletes Village
Delivering in Partnership	The Athletes' Village - City Legacy Central Govan Action Plan (Including Govan Cross Townscape Heritage Initiative)
Development on the Ground	Glasgow 2014 Commonwealth Games - The Athletes' Village Glasgow School Of Art – The Reid Building
Development Management	Archaeological Impact Mitigation System

RTPI Awards for Planning Excellence 2014

Jubilee Cup Winner 2014	Central Govan Action Plan
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Scottish Design Awards 2015

Architecture Chairman's	Award: The Reid Building
Residential	Award: Laurieston Phase 1
Education Building or Project	Award: The Reid Building
Regeneration	Award: Speirs Locks Studios
Affordable Housing	Award: Laurieston Phase 1
Reuse of a Listed Building	Award: Kelvingrove Bandstand & Amphitheatre Glasgow Central Station
Place Making / Master Planning	Award: Laurieston Phase 1

Scottish Civic Trust My Place Awards	Nomination: Kelvingrove Bandstand
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mipim UK awards

Regeneration Project of the Year	Commonwealth Games Athletes Village
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CS: Glasgow School of Art Reid Building

The new school building was intended to replace two existing School buildings, incorporate the category 'C' listed Assembly Building used as the students union and provide public realm enhancements.

The status and sensitivity of the site required a creative and high quality response, to be of the highest quality, next to the Mackintosh Building. Following an international competition with submissions from 153 practices, Stephen Holl Architects of New York, in association with Glasgow based JM Architects and ARUP Engineering, were selected in September 2009.

The Glasgow School of Art sought early engagement with the Planning Service. In response Glasgow City Council set up a core team dedicated to handle such a complex and sensitive development application. A processing timetable was agreed at pre-application stage which the planning case officer coordinated and project managed. The whole team demonstrated a commitment to excellence in customer service which contributed towards delivering high quality contemporary design and place-making.

External design reviews were sought through the involvement of the Glasgow Urban Design Panel and Architecture and Design Scotland.

The local community participated and contributed fully to the Pre-Application Consultation process, providing detailed local knowledge, insight and opinions.

The project has exceeded all expectations in creating an object building that makes a valuable contribution to the City's wealth and variety of architectural achievements and provides a world class studio and workspace for the production of art.

Key Factors and Benefits:

Professional Knowledge: provided by a highly experienced case officer, principal planner and the city's design advisor.

Innovation: The design philosophy for the scheme meticulously studied the use of natural light in the Mackintosh building and used this as inspiration to develop an ingenious methodology to harness natural light.

Management: The core team of the council stewarded the proposal through all stages of the planning process with design and placemaking at the heart of the planning assessment.

Sustainable Development: The School's exacting operational brief stipulated that the design should be environmentally sensitive and achieve a BREEAM 'Excellent' rating. Features include a "green roof", rainwater harvesting and natural ventilation.

Partnership: Partnership working between the council and the GSA design team was key to meeting agreed milestones.

Community Interest: The engagement was carried through to the construction

stage post-determination and a community liaison officer was available to deal with any amenity issues arising.

Regeneration: The Reid Building has replaced 20th century buildings that were no longer fit for purpose and makes a valuable contribution to the city's wealth and variety of architectural achievements.



Customer Satisfaction: The GSA design team recently thanked the planning service, commenting that this case is "A great advertisement of how the planning process should be".

SDA: Winner

SAQP: Winner



Reid Building.

2.3: Certainty

The adopted development plan comprises **Glasgow City Plan 2** (adopted 2009), together with the Glasgow and Clyde Valley Strategic Development Plan (SDP) approved 2012. These set out clear guidance for developers on all scales of development and are still the main consideration in the determination of planning applications. Only 0.5% of applications were approved contrary to the development plan in the last year showing that the documents remain robust. Information on City Plan 2 and other Supplementary Guidance is available on the Council website for potential developers. (Performance Marker 11)

The new emerging Glasgow City Development Plan (GCDP), will become more of a material consideration for the determination of applications in the next year and this will be accompanied by a suite of Supplementary Guidance giving further certainty for developers.

The GCDP aims to give certainty for investment decisions for the public and private sectors by indicating where development, including regeneration, should happen and where it should not. Future planning applications will be determined according to the policies in The Plan, as required by Section 25 of the Town and Country Planning (Scotland) Act 1997. The Plan is more concise than previous Local Plans, and makes greater use of mapping and illustration. As The Plan needs to remain relevant, it will be reviewed and updated every five years. (Performance Marker 8)

Guidance is also provided by masterplans, action plans and local development strategies as evidenced elsewhere in Part 2 and in Part 3. The planning service also produces regular monitoring and analysis information on:

- **Industrial and business land supply,**
- **Major office, business and industrial development applications,**
- **Housing land audit**

and major retail proposals in Glasgow. (Performance Marker 11)



Officer advice is provided at pre-application stage and also through discussions of live applications with suggested improvements. A specific example is the project handling of the recent Buchanan Galleries application and the GSA Reid Building (see case study). Officer advice is consistently supported through the determination of applications as shown by the fact that only 0.1% of applications were determined contrary to officer recommendation. (Performance Marker 2, 3, 15)

With regard to Local Review Committee appeals, 68.6% were dismissed showing a strong degree of robustness in the delegated decision making process.

Processing Agreements for applications are now being strongly promoted for major applications. Advice and a template are provided on the website and planning officers offer these agreements as a form of project management at pre-application stage. Developers are informed on approval of PAN applications that they are expected to enter into a processing agreement. Stakeholder meetings have been held with architects, housebuilders and Housing Associations during the year to inform them of this process as

part of the review of the Design Guide for New Residential Areas. Prospective developers are therefore more informed at pre-application stage about the likely timescales for processing of applications. Advice on information required to validate an application is provided by officers on request and is also available on the website as part of the Design Guide for New Residential areas and processing agreements. As part of the vetting project (see case study) a process model has been developed which ensures that officers vetting applications will be applying a consistent approach to validation. (Performance Marker 2 & 15)

City Deal

Planning staff presented business cases that resulted in the successful awarding to the City Region (Glasgow & Clyde Valley), of £1.13 Billion in funding. The planning service in collaboration with other council services, is working towards the implementation of major projects, funded by City Deal.



Sighthill TRA

Case Studies

CS: Transformational Regeneration Areas

In 2010 Scottish Government, in partnership with Glasgow City Council and Glasgow Housing Association (GHA) launched a new initiative to kick start major regeneration in eight Glasgow communities. The initiative, known as Transformational Regeneration Areas, established the principles for a new approach that seeks to maximise the value realised through integrated, long term regeneration and the delivery of high quality neighbourhoods.

Within the TRAs, approved masterplans provide local communities, developers and investors with the confidence that delivery programmes based on an agreed and robust regeneration vision. City Council, including the planning service, and Glasgow Housing Association jointly lead the delivery of these masterplans through Local Development Groups (LDGs) which ensure community involvement through local agencies and groups.

- The **Pollokshaws masterplan** has been developed by the LDG and has resulted in a high quality residential development at Riverbank Street/Riverford Road; it continues to guide preparations for the next phases of development.
- In **Maryhill**, Phase 2 “The Valley”, a development of 125 new dwellings for social rent and shared equity have been built during 2014-15. The masterplan is now set to be reviewed, to reflect the stakeholders’ fresh project aims and guidance for delivering the final phases of development, and consider innovative new models for housing delivery.
- In **Sighthill**, the masterplan is in place and has successfully guided the first phase of new housing currently being delivered at Fountainwell Road (141 new dwellings for social rent as part of a re-provisioning programme). The masterplan was approved as part of a Planning Permission in Principle in April 2014.

2.4: Communications, Engagement and Customer Service

- The planning service is engaged in a number of local forums and steering groups as shown in the case studies elsewhere. The participation and contribution of the planning service is acknowledged by local groups as important in providing input on best practice and planning policy, enabling development and assisting with bids for external funding. (Performance Marker 12)
- In the wider context, the planning service is now assessing the customer service which it provides. After the first Customer Satisfaction Survey was carried out in March 2014, the feedback from the survey has been considered. The comments mainly related to the difficulties in contacting planning staff. The survey has been amended and embedded on the Council website from March 2015. It is intended to recruit an Intern to consider customer service further throughout summer 2015, including the points raised in the survey. This will lead to service improvements in due course, to be reported next year. **See Part 4: 4.1 Service Improvements 2015-16** (Performance Marker 6 & 12)
- Complaint handling is carried out in accordance with the **Council Complaints Policy**.
- Electronic representations are now encouraged through the online planning system and representations are increasingly received electronically.
- Responsibility for **High Hedges** legislation, advice and any resulting applications is undertaken by the planning service's Enforcement team.
- The Glasgow City Council **Enforcement Charter** was updated in 2014. Enforcement continues to work with members of the public to resolve breaches of planning control and resolved 452 cases in the past year, an increase of 38 on the previous year. (Performance Marker 5)

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Case Studies

CS: Glasgow Canal Regeneration Partnership

Glasgow's planning officers work alongside partners including Scottish Canals and BIGG Regeneration to foster regeneration along the Glasgow Canal. Support is provided through six-weekly steering officer group meetings and planning officers also offer pre-application advice to developers. This has encouraged high quality and innovative developments in the Canal Corridor. Recent development on the ground includes the Wakeboarding centre at the Pinkston Basin watersports hub in Port Dundas. The National Theatre for Scotland HQ was also given planning permission in February 2015, which will bring an exciting addition to the Spiers Locks/Wharf cultural hub.

Planning officers have worked to promote the aspirations for high quality developments which has resulted in these creative and place-enhancing developments. Engagement with the community has also formed an important part of the development of the area, with a four day Charrette held in February 2015 covering the Applecross-Firhill-Hamiltonhill area, following on from the Port Dundas Charrette in March 2014. A wide range of local community and agency interests were brought together, with three days of fruitful discussions leading to a presentation on day 4 of an overarching vision and framework for the area. The Charrette's popularity and success is evident in the subsequent widespread support shown by stakeholders and the public for this vision and resulting recommendations.



Maryhill: The Valley.

- Engagement with Councillors has recently been undertaken through the introduction at Planning Application Committee of a chance for developers to present potential forthcoming schemes to the Councillors on that committee for information and interest. (Performance Marker 6)

of new and innovative techniques were introduced at the MIR consultation phase (freepost postcards, twitter feeds and youtube uploads) and, whilst the approach to consultation during the Proposed Plan representation period was more “traditional” in form, use continued to be made of twitter and other means to publicise, and encourage involvement in, the CDP process. (Performance Marker 6)

- Planning staff have been informed of GCDP progress from the issue of an internal factsheet. See extract below.

GCDP

- As well as fulfilling statutory consultation obligations, we aimed to increase the range and number of stakeholders in the plan preparation process and increase general awareness of the development plan. A number

[< Return to previous page](#)

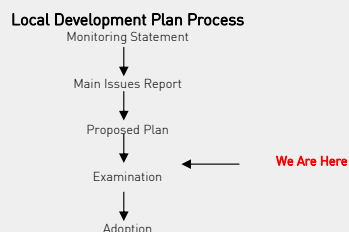
Factsheet Extract

GLASGOW CITY DEVELOPMENT PLAN

FACTSHEET 1 - INTERNAL
MARCH 2015

INTRODUCTION

This note provides an update on the progress of the [City Development Plan](#) explaining what stage we are at and how the Plan and Supplementary Guidance is progressing towards Adoption.



Case Studies

CS: Glasgow's Local Development Plan - GCDP

During the representation period, two events were held in conjunction with Planning Aid Scotland:

- The first (evening of 12/05/2014) was a two hour session aimed at Community Councils and other community and amenity groups. Its intention was to explain the new local development plan process, and to outline the key issues that the Proposed Plan was addressing.
- The second (16/06/2014) was a half-day drop in event specifically aimed at Community Councils, other community and amenity groups and anyone who had received a neighbour notification letter. The event took place at Glasgow City Chambers and was attended by officers from the Development Plan Team. This provided attendees with the opportunity to clarify general points about proposed sites prior to making a representation. PAS volunteers were on hand to provide general advice on the development plan process and making a representation.

A member of the Development Plan Team and a PAS volunteer also attended a Community Council discussion forum on 07/06/2014. This provided Community Councils with the opportunity to engage with Council Officers and PAS volunteers, midway through the period for representations, which was helpful in ironing out any issues or misunderstandings which may have arisen in relation to specific sites or to the process for making a representation.

In addition to a press notice, hard copies of the Proposed CDP were distributed to all Glasgow

City Council libraries and provided to Community Councils on request. Around 1,500 consultees were notified of the start of the representation period directly, either by e-mail or letter, and neighbour/owner/occupier notification letters were issued to approximately 15,875 addresses.

A total of 952 items of correspondence were received before the end of these representation periods, equating to almost 4,000 individual comments, roughly 85% of which were objections.

The 2014 Development Plan Scheme had anticipated that the Proposed CDP would be submitted to Scottish Ministers, and that an Examination would commence, at the end of 2014/early 2015. However, the DPS had noted that this timetable was a “broad” one, acknowledging the fact that the ongoing timetable would necessarily reflect the number of representations received, and the breadth of issues that they covered. The number of representations received meant that initial analysis and summary of representations (necessary to provide respondees with a summary of their response) took longer than had been indicated in the broad timetable set out in the 2014 DPS.

As a result in May 2015 the responses to the representations received were approved by the Council's Executive Committee, with the Proposed Plan being submitted to Scottish Ministers on 24 June 2015. Scottish Ministers have subsequently advised the Council that Reporters have been appointed to carry out the Examination of the Proposed CDP, with this likely to commence during July 2015.

2.5: Efficient and Effective Decision Making

- Planning Applications Committee meets every two weeks which allows cases to be dealt with quickly. Appointed officers attend Committee on a rota basis and meet with the Convenor and Vice-Convenor the week before Committee for a pre-agenda meeting.
- The scheme of delegation is extensive and allowed 98.6% of cases to be decided on a delegated basis rather than by Committee. This has allowed a quicker determination of cases.
- Development Management teams are arranged on a geographic basis but caseload management is carried out by managers throughout the planning service who work together to review work pressures throughout the service and allocate work accordingly. A specified team deals with all householders applications and most advertisement and telecommunication applications. Planning officers manage their own caseloads using a spreadsheet to monitor timescales. Regular one-to-one meetings between managers and teams also help to monitor and manage workloads. Decision notices are signed by team leaders. (Performance Marker 1)
- Ongoing planning policy, legislation and performance pressures are discussed at the six-weekly DM Forum meetings.
- Legacy cases have again been monitored during the year by case officers who are proactively seeking to have applications withdrawn or refused if legal agreements are not concluded within 6 months of being sent to developers. (Performance Marker 4 & 14)

Case Studies

CS: Vetting of Planning Applications

It had been established that it was taking too long to get an application to a point where the planning process can begin.

It was decided to review our registration and vetting processes, which follows benchmarking with other authorities on how they vet planning applications. A pilot group was set up over an initial 3 month period to try out a new process for registration and vetting, with the aim to ensure the planners are served with valid applications to assess, as early as possible after registration.

The pilot group comprised 2 Planning Technicians and 8 Planners.

The roles were as follow:

Administration: Register and digitise applications, scan, index and issue correspondence as required.

Technician: Vet all applications, identify neighbours where applicable, statutory consultations, deal with invalid applications to validation or withdrawal.

Planner: Identify additional non statutory consultation, assess additional information, determine.

Our Service Development colleagues provided training for the administration staff and Technicians. They also produced a workflow model to support them, which could be viewed on screen and adapted as issues arose. A checklist for the Technicians to vet an application was

also developed in collaboration with the Planning Principals, which continues to be regularly reviewed and/ or adapted.

The pilot started on the week beginning 6th October 2014 and at the end of December 2014 an assessment of the pilot took place which identified that the general feedback from the officers involved in the pilot was positive. They found that they had more time to deal with planning matters and had not been tied up with administration such as completing database (UNIFORM) screens and dealing with telephone calls regarding invalid applications.

It was also decided at this time to extend the pilot by another month and use that time to train up another 5 Technicians to giving us a total of 7 fully trained. The remaining 3 Technicians will become involved at a later date depending on their current work commitments.

In February the pilot was completed and all planning applications are now vetted by Technicians.

The change in process has resulted in a reduction in the time taken to validate an application, from an average of 12 days to 6 days, which we hope will be reduced further as other service development changes are introduced. (Performance Marker 1)

2.6: Effective Management Structures

- The planning service forms part of the City Council's Development and Regeneration Services and delivers the service priorities of the Council as reflected in the Council's Strategic Plan. Within the planning function in DRS, teams support the **Glasgow and Clyde Valley SDP**, prepare, produce and monitor the City Development Plan including Supplementary Guidance. They support greenspace and environmental programmes such as Central Scotland Green Network, Glasgow & Clyde Valley Green Network Partnership, Sustainable Glasgow and Equally Well. The City Design and Transport Planning teams provide specialist advice and guidance for planning colleagues. Development management is carried out primarily in four teams as described above. Enforcement team also works closely with mainly the DM officers.
- Planning and Building Control are an integrated service under a single Head of Service. Performance issues and service improvements are shared between planning and building control managers at weekly performance and management meetings. (Performance Marker 12)
- As the planning service is placed within DRS, many initiatives are carried out in partnership with colleagues elsewhere in the Service, such as Project Management and Design who are responsible for the schools and care facilities currently being developed, and with projects such as Metropolitan Glasgow Strategic Drainage Partnership, Sustainable Glasgow and the City Centre team working on public realm transformation. (Performance Marker 12)
- The Local Review Committee (LRC) is supported by the LRC team within the planning function. The team provides an experienced independent Planning Advisor to the Committee outwith the Development Management function, and manages the administration of the local review appeals process.

Continued on next page >

Case Studies

CS: Laurieston Transformational Regeneration Area (TRA)



The TRA process, as mentioned in the case study under Certainty (above) is intended to oversee and co-ordinate the regeneration programme while retaining the current community and attracting people back into the respective areas. In addition to housing, TRAs will deliver local opportunities such as jobs, education, training and community facilities. **Laurieston TRA** was the first to be brought forward, with the full process being managed and co-ordinated by the Council's planning service. In the light of the scale and extent of development proposed, a programme of 12 fortnightly pre-application meetings were scheduled to ensure effective management and front-loading of applications. The initial meetings focussed on the delivery of an updated masterplan; thereafter meetings focussed on PAN submission, community/stakeholder engagement,

alterations, a design guide, and the form and content of the planning submission. Key consultees and agencies were invited to attend at relevant stages to resolve potential issues prior to application stage. Closely aligned to this, Laurieston Local Delivery Group was established which sought input from key community groups and members of the public on a monthly basis, following feedback from the fortnightly meetings. A major benefit of this collaborative approach is that key staffing resources were only in attendance when their input was required, thereby ensuring that Council staff, other agencies, the appointed design team, the delivery partner and other community groups were managed effectively. The process also assisted greatly with the subsequent assessment and approval of planning permission. (Performance Marker 12)

Awards and nomination



The LRC team also provides the point of contact and relevant observations and administration for appeals determined by the DPEA (Scottish Ministers).

- Customer and Business Services (CBS), provide the administrative support to the planning services. Although not part of the planning services structure, they provide the essentials front and back end administrative support. Daily issues are addressed directly with the CBS manager and regular fortnightly meetings, or more often if necessary, take place between the CBS manager and a planning Group manager to discuss broader process and development issues.
- The **West of Scotland Archaeology Service (WoSAS)** is hosted by the City Council planning Service: WoSAS is a joint resource serving 11 local authorities in West and Central Scotland. The team 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 Environment Working Group.

- The planning service is involved in collaborative working with neighbouring planning authorities in projects such as the Metropolitan Glasgow Strategic Drainage Partnership, the Glasgow and Clyde Valley SDP working groups and the Local Authority Urban Design Forum.
- The planning service is set up to be able to react to the need for intensive project management for major developments, though early engagement at pre-application stage and throughout the process, through PPP applications, through the resulting MSC applications and engaging with clearing pre-start conditions before work starts on the ground.

[< Return to previous page](#)

Case Studies

CS: WoSAS Archaeological Mitigation System



This project was a Commendation Winner at the Scottish Quality Awards for Planning in 2014. The project aimed to see if changes to working practices of the Archaeology Service could be combined with increased use of available online resources, to assess the potential historic environment impact of development proposals more efficiently. This allows cost effective expert advice to be provided to the member planning authorities and to developers. The Archaeological Service uses the ePlanning resources of the member authorities and also digital information

from Historic Scotland, the National Library of Scotland, and other resources, to flag up potentially significant development impacts at an early stage. The Historic Environment Record which is available to member planning authorities has also been upgraded. "WoSAS provides a template for how an already successful shared service can work in partnership, reacting and adapting to take advantage of emerging technologies and resources" (Hugh O'Brien, Manager at WOSAS)

SAQP: Commendation Winner



Athletes Village; Archaeological Dig.

CS: The Queen Elizabeth University Hospital and Royal Hospital for Sick Children

The former Southern General Hospital has been redeveloped to create the Queen Elizabeth University Hospital and Royal Hospital for Sick Children, a development delivered in partnership between Glasgow City Council (GCC), NHS Greater Glasgow and Clyde and Brookfield Multiplex. Fundamental to the context of the development was the need for the planning authority to recognise the Board's 'Acute Health Care Review', its strategic site selection process and the aspirational triple 'Gold Standard': to be achieved through the coalescence of Maternity, Children's and Adult Hospitals. Recognition also had to be given to the Government's delivery/funding model – reflected in a shift from a Public/Private Partnership (PPP) to Direct Treasury Finance. Also of importance was the initial spatial planning context, invited by City Plan 2, through the preparation of a Campus Development Plan.

The objectives of the project were as follows:

- To deliver a landmark healthcare campus
- To establish a world-class clinical facility
- To create a green campus environment as setting for comprehensive healthcare provision in Glasgow
- To develop an effective and user-friendly design through intuitive way-finding
- To understand climate change issues to create a robust and sustainable design
- To create a fine piece of architecture.
- A focus on design quality & outcomes was crucial for the NHS, and involved direct

interface with Architecture and Design Scotland, giving strong encouragement to the preparation of a robust Design Exemplar to be set within a wider master plan; all to be washed through an EIA process to ensure effective environmental mitigation.

The Environmental Statement thereafter constituted a key regulatory requirement. Therefore, the partners adopted a structured approach to the sequential discharge and management of the MSC (multi-staged consent) and Environmental Impact Assessment (EIA) application processes, with a realistic emphasis on place making and sustainable design.

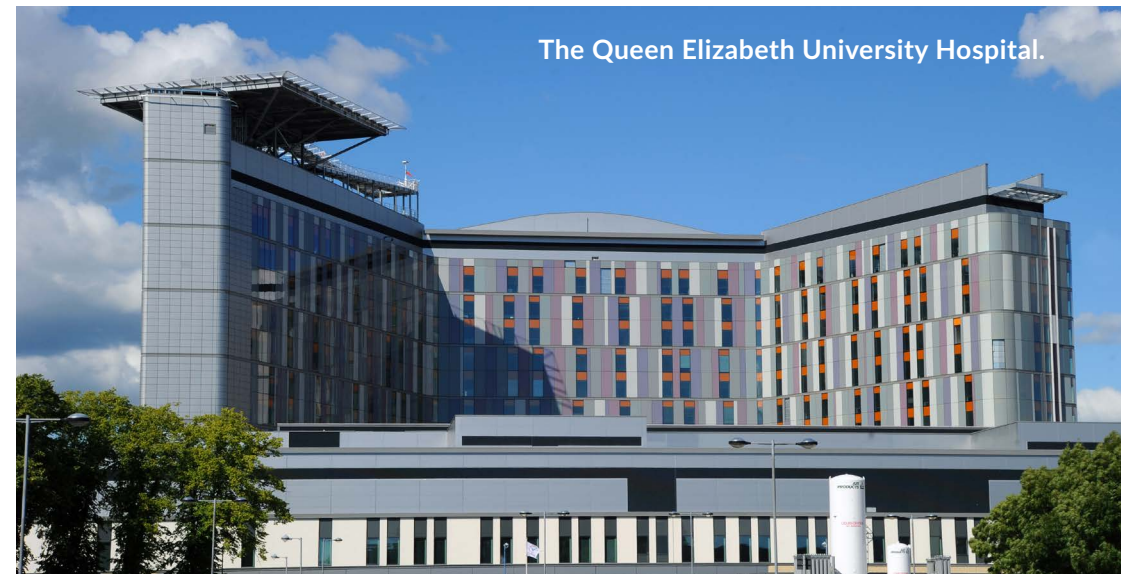
Operating within the constraints of a working hospital placed demands on construction logistics, and impacted on adjoining residential areas. Glasgow City Council appointed a dedicated team of planning officers to participate with key stakeholders in a series of managed and interlinked workshops with the Brookfield Multiplex design team, covering urban design and architecture, landscape and environment, traffic and transportation, site Infrastructure and remediation. Both the NHS and Brookfield Multiplex had regular engagement with the local community, through a variety of methods.

Workshops facilitated the resolution of many competing issues regarding clinical requirements, space, functionality, aesthetics, public realm, quality of materials and costs.

This also allowed testing of the functionality and resilience of the transport hub/ arrival, working in partnership with SPT and the GCC Fastlink design team. GCC approved the resulting 2010 Master plan within 8 weeks; and approved the MSC applications within a 12-16 week period.

The project epitomises delivery in partnership between Glasgow City Council, NHS-GGC, Brookfield Multiplex and the local community. It demonstrates that the full commitment of Council officers and stakeholders to engage in the design process contributed significantly to its productivity and success. Front loading of MSC applications clearly demonstrates the Development Management processes to be efficient, responsive, reliable and transparent.

The partnership approach secured full planning consent in 9 months which is unprecedented in Scotland for a project of this scale and complexity. The established campus development plan and associated base line infrastructure modelling exists to confidently plan for the development of the Hospitals retained estate. The development constitutes an important economic driver, seen in the context of the wider spatial planning for Govan/Linthouse and the River Clyde Corridor as expressed through the Strategic Development Plan, Glasgow's Local Development Plan and associated supplementary planning guidance. (Performance Marker 2 & 3)



The Queen Elizabeth University Hospital.

2.7: Financial Management and Local Governance

- Service delivery is managed through the corporate Annual Service Plan and Improvement Report (ASPIR) which is reported quarterly to the operational scrutiny committee to ensure that resources are aligned to priorities.
- 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 such as the Canal Partnership and the Calton matrix which co-ordinate grant schemes and assemble funding bids to support community projects and secure social, environmental and economic benefits for local communities.
- An new organisational structure came into effect on 1 January 2015. This followed a review of the structure which had been introduced in April 2013, involving the creation of an integrated Planning and Building Control Service. The changes saw managers' spans of control expanded to encompass the wider range of functions discharged by the integrated service. This reorganisation was predicated on the principle of continuing to provide a new "smarter" workforce to deliver an improved service with less staff resources, through "smarter" work practices.



Clyde Arc.

2.8: Culture of Continuous Improvement

- Joint working and benchmarking to share good practice between local authorities takes place on a regular basis. Glasgow takes part in the 4 Cities benchmarking project with Edinburgh, Dundee and Aberdeen City planning authorities, and also participates in the Heads of Planning Scotland (HOPS) Society of Local Authority Chief Executives and Senior Managers (SOLACE), benchmarking family group. (Performance Marker 13)
- Glasgow City Council planning service plays an active role in various other inter-authority groups such as Heads of Planning Scotland subgroups (including the Development Plans, Development Management and Performance and Practice Subgroups) and the Local Authority Urban Design Forum. These groups are invaluable in sharing good practice, suggestions and results of research. (Performance Marker 13)
- Planning officers from the City Council have been an integral part of various Scottish Government projects such as the development of the Place Standard for Scotland and the national Stalled Spaces project. (Performance Marker 13)
- Staff Development plays an important part in continuous development. Staff are given feedback from benchmarking and other similar events to cascade information and are also given the opportunity to attend relevant internal and external training courses and events. A designated officer highlights relevant events and organises peer feedback from those attending seminars or workshops. (Performance Marker 12)
- Service Improvements as set out in the PPF have been used as a tool for measuring continuous improvement and this ongoing list is added to, monitored and implemented during the year (see Part 4 for summary). (Performance Marker 6)

Continued on next page >

CS: Stalled Spaces: Sharing Best Practice

Following on from Glasgow's award winning and successful **Stalled Spaces** project, planning officers from the City Council have supported the development of the national Stalled Spaces programme which is being led by Architecture and Design Scotland (A+DS). This involved contribution to the development of guidance and information sheets and a toolkit for developers, local authorities and communities.

Officers also shared experience by presenting at four regional "surgeries" to 20 local authorities and facilitated

discussions at the national Stalled Spaces seminar. They also presented at an Improvement Service event "Community Growing, Temporary Uses and the Planning System".

Glasgow's planning staff also worked with A+DS to assess applications from other local authorities and worked with six local authorities to initiate their programmes, including supporting local stakeholder information sessions with Renfrewshire Council.



Shuttle Street.

- A Development Management Forum meets regularly to allow Development management managers to discuss and address current planning issues and their implications, including legislative and policy changes, IT support requirements and staffing and management priorities. (Performance Marker 6)
- Inhouse training and discussion forums for staff on the Design Guide for New Residential Areas continued through the year.
- Teams in the planning service have regular team meetings and use site visits and tours to review recent built development in the City.
- Planning representatives attended a stakeholder engagement and communication events in January 2015, to be informed of the progress of the programme to building a new ePlanning portal, which is planned to be launched in the first half of 2016. Engagement in this programme will continue as it will deliver the technology we require to further streamline Planning processes. We

are keen to see how it aligns to other major system and process developments in Glasgow, such as mobile working and 3D technology.

- The Uniform System was upgraded at the end of March 2015, aligned to departmental priorities. Training to support the upgraded version of Uniform was carried out by the Service Development Team to support users during the go live period. Also during this period the phased roll out of new devices (hybrid laptops/tablets and PCs), were deployed as part of a Department wide Refresh Programme, to all planning staff. In the build-up to the refresh, guides and a checklist were sent to all staff in preparation for their new device. The introduction of these new devices will allow further agile working allowing officers to be more efficient and effective in the assessment of their applications. (Performance Marker 12 & 13)

[< Return to previous page](#)

CS: Organisational Development Board (ODB)

Organisational development is a planned, systematic approach to improving organisational effectiveness ensuring that it aligns with strategy, people and processes. To address the complex challenges facing the public sector, organisational development can play a crucial role in supporting our colleagues in developing and implementing new and effective ways of working. This can include change management, implementing new systems/processes, developing collaborative cross division/team working etc.

DRS have established an ODB group with representatives from each part of the office including Planning and Building Control. This meets six times a year.

The ODB is instrumental in implementing the Departments Engage for Success strategy which is our commitment to employee engagement.

The group reviewed and agreed 6 pillars of an engaged workforce:

- Alignment:

Engaging staff to realise that every job has an impact on team/division/department in achieving successful outcomes.

- Advocacy:

Develop a culture of trust in which staff feel they have a 'voice' and ideas are listened to and can be part of the team/division/department success.

- Commitment:

Developing a culture that nurtures staff and recognises talent fostering an environment that people want to stay and commit too

- Discretionary Effort:

How to capture and develop an effective process for staff recognition.

- Autonomy:

Developing a culture where staff has the trust and support to carry out their job.

- Pride: Developing a culture that builds on and captures staff pride to work for the Department and Glasgow City Council.

The OD Board meets 6 weekly and has an agreed action plan to support the development of a resilient workforce. (Performance Marker 6)



Part 3: Evidence

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

Click on a tile to take you directly to the document or website described.

				ATHLETES VILLAGE	INVEST GLASGOW
STRATEGIC PLAN	ASPIR	HEADS OF PLANNING PERFORMANCE FRAMEWORK ANNUAL REPORT TEMPLATE	PPF ANNUAL REPORT (2013-14)	GLASGOW AND THE CLYDE VALLEY STRATEGIC DEVELOPMENT PLAN	CITY PLAN 2
CITY DEVELOPMENT PLAN	DUTY OFFICER	DESIGN GUIDE FOR NEW RESIDENTIAL AREAS	ENV2	DG/ENV2	TRANS 8
DG/TRANS 4	METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP	NPF 3	GLASGOW ECONOMIC LEADERSHIP	CLYDE GATEWAY	WESTBURN VIADUCT FEASIBILITY STUDY
CENTRAL GOVAN ACTION PLAN	POLLOKSHAWS MASTERPLAN	MARYHILL	SIGHTHILL	COUNCIL COMPLAINTS POLICY	HIGH HEDGES
ENFORCEMENT CHARTER	GLASGOW CANAL REGENERATION PARTNERSHIP	LAURIESTON TRA	WOSAS	STALLED SPACES	SCOTTISH PLANNING POLICY

Part 4: Service Improvements

4.1: Service Improvements 2015 - 2016

Headings	Commitments	Performance Marker
Certainty	Improve how we handle Stopping up Orders by reviewing guidance, streamlining the process and providing resilience.	12
Certainty	Develop the High Hedges Module in our database (Uniform).	12
Efficient and Effective Decision Making	Develop a suite of reports from the new database (Uniform Enterprise), in collaboration with planning staff and Service Development colleagues, to support the monitoring of workload and processes to improve throughput and performance.	1, 6, 12
Communications, engagement and Customer Service	Review of all aspects of the planning service engagement with customers and providing recommendations for improvements.	3, 11, 12
Culture of Continuous Improvement	Set up internal Design Workshops.	3, 11, 13
Culture of Continuous Improvement	Work with Service Development colleagues to develop planning econsultation process.	6, 12
Several	Continuing commitment to complete improvements commitments identified in 2014/ 15 as Continuing .	3, 4, 6, 12

4.2: Delivery of Service Improvement Actions in 2014 - 15

Headings	Commitments	Action and Evidence	Performance Marker	Completed
Certainty	Formalise an internal process with regard to processing agreements and look to record details electronically (UNIFORM).	Our Service Development colleagues have reported that this is now due for completion in October 15. The delay resulted from issues with the UNIFORM upgrade that took place in November 14, which meant that development priorities were reassessed.	2	No
	A standard approach to be developed to the clearing of conditions.	This is completed and is now live.	6	Yes
Communications, engagement and Customer Service	Carry out a repeat Survey to build on the result analysis of an initial survey.	A repeat survey was carried out.	6	Yes
	Continue further development of the Planning pages on the Council website and intranet.	Development has taken place, however, the planning content online is always under review for improvement.	6	Yes
	Set up regular meetings with the Council's one-stop-shop to improve advice to customers.	Regular meetings take place with the Service Desk Manager to ensure that she is kept up to date with planning information available online and that she has the appropriate contact numbers to give our customers dependant on the nature of the enquiry.	6	Yes
Financial Management and local governance	Set up a system of tracking fines imposed by a fixed penalty notice by the Enforcement Team.	This is currently in progress and a temporary measure has been implemented until our Service Development colleagues complete an appropriate system, which is now likely to be in November 15.	6	Continuing

Headings	Commitments	Action and Evidence	Performance Marker	Completed
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.	Developers are now able to discuss their proposals directly with our Elected Members and several have taken up the opportunity. The response has been positive from both sides.	3	Yes
	Advice and guidance to planning officers to input data into an electronic pre-application module (UNiform).	This is nearing completion, however, is currently stalled due to re-prioritising of service developments. It is now reported for completion in August 15.	3	Continuing
Culture of Continuous Improvement	Develop a pro forma and shared spreadsheet between the Planning Service and Legal Services to monitor Legal Agreements.	A spreadsheet developed by Legal Services will now be made available, following discussion regarding access rights.	4, 12	Continuing
	The process for Legal Agreements to be defined and clear guidance provided to developers.	Guidance on this process is available online with information on Processing Agreements.	4, 12	Yes
	An electronic database for the Planning Service to be developed with Service Development colleagues, to be available to all planning staff.	This is in progress, but unlikely to be completed imminently. Consequently, this will be included again in Service Improvements 2015-16.	6	Continuing
	Develop a database of Planning Officers skills.	There is now no need to complete a separate Planning Officers skill database, due to the continuing development of a general Skills Audit, requested by staff to support a new Corporate initiative for Performance Coaching, carried out every 6 months.	6	Not Req'd.
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.	After a successful pilot that ran for 4 months, vetting is now carried out by the Technicians. This change in process, supported by our Service Development colleagues, is showing a reduction in time taken for a planning officer to receive an application for assessment.	1	Yes
	A spreadsheet to be developed to provide consistency with the governance and monitoring of a Planning Officer's case load.	This has been developed and is in general use by the planning officers.	6	Yes

Part 5: Official Statistics

A: Decision-making timescales

Category	Total number of decisions 2014 - 2015	Average timescale (weeks)	
		2014-2015	2013-2014
Major developments	30	30.2	37.3
Local developments (non-householder)	853	12.4	13.1
• Local: less than 2 months	470	7.7	7.8
• Local: more than 2 months	383	18.1	20.0
Householder developments	651	8.6	8.8
• Local: less than 2 months	573	8.1	8.0
• Local: more than 2 months	78	12.3	12.9
Housing developments	112	19.5	20.2
Major	14	37.2	57.7
Local housing developments	112	19.5	20.2
• Local: less than 2 months	45	7.7	7.9
• Local: more than 2 months	67	27.4	33.7
Business and industry	132	10.9	12.7
Major	4	28.1	14.4
Local business and industry	128	10.4	12.7
• Local: less than 2 months	78	7.5	7.7
• Local: more than 2 months	50	14.8	20.5
EIA developments	8	26.2	N/R
Other consents	56	7.8	11.6
Planning/legal agreements	29	41.1	58.3
• Major: average time	7	56.9	65.6
• Local: average time	19	36.0	50.5
Local reviews	35	8.9	8.7

B:

Type	Total number of decisions	Original decision upheld			
		2014-2015		2013-2014	
		No.	%	No.	%
Local reviews	35	24	68.6	14.5	72.5
Appeals to Scottish Ministers	32	18	56.3	13	59.1

C:

	2014-2015	2013-2014
Cases taken up	536	571
Breaches identified	272	419
Cases resolved	452	414
Notices served	58	39
Reports to Procurator Fiscal	0	1
Prosecutions	0	0

Context

Glasgow City Council is committed to continuous service improvement and has provided 4 graphics to compare our performance against last year's Planning Performance Framework (PPF).

[Continued on next page >](#)

[To graphics >](#)

Glasgow's performance figures in this year's PPF (see table A), shows improving performance across all categories in 19 of the 22 reported statistics last year. Particular improvement was seen in the average number of weeks to determine Major Applications. It was reported last year that the planning service had implemented a new organisational structure, designed to provide a streamlined workforce, providing an improved service with less staff resources through 'smarter' working practices. This is a factor influencing our improved performance statistics along with better governance and monitoring of planning officer caseload, which was a Service Improvement Action commitment for 2014-15.

Three statistics showed decrease in performance from last year's PPF.

The average timescale for determining Householder Development in less than 2 months was slightly up, however, the average weeks overall improved.

The performance of Business and Industry, Major applications decreased this year, however, this was against only 4 applications for the year.

The average timescales to determine Local Reviews increased marginally; 8.9 weeks from 8.7, however, this was against an increase in the total number of decisions from 26 to 35. Over the first 2 Quarters in particular, effort was made to maintain performance levels during the build-up to the Commonwealth Games and throughout their delivery from 23 July to 3 August 2014, which involved additional commitment from staff throughout the Council, including those from the planning service. It was therefore not surprising that the second Quarter did see some fall in the level of planning performance, as measured by the average weeks to determine applications, in all categories.

The planning service was also affected by upgrades to our database (Uniform) and document management system in the fourth quarter. This did not go entirely smoothly, affecting processing times by our support staff, with a consequent affect on performance.

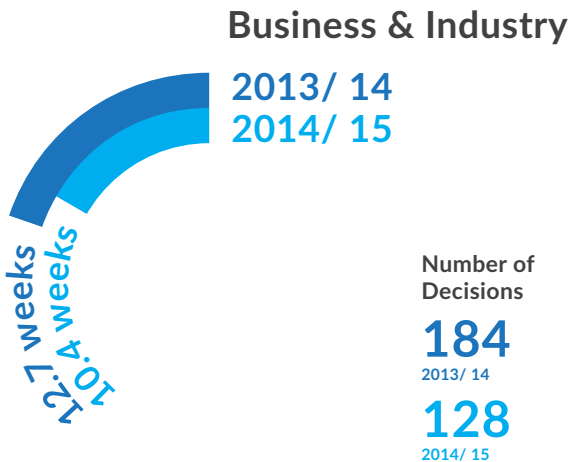
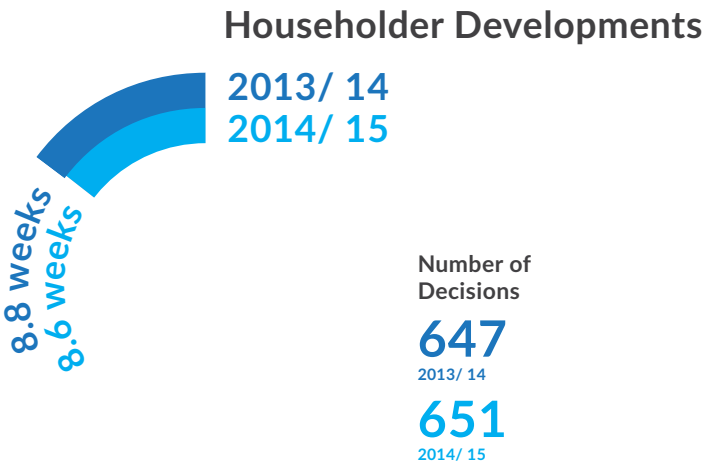
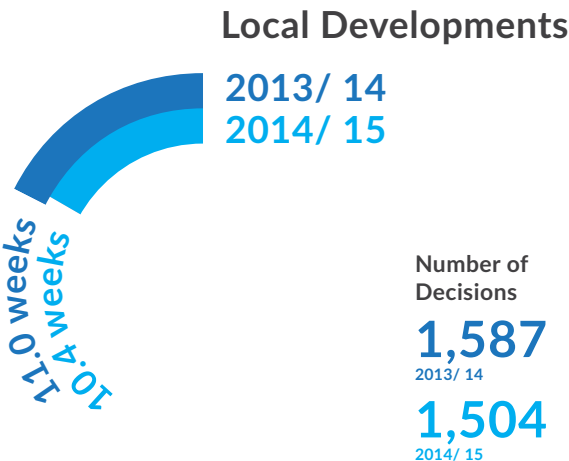
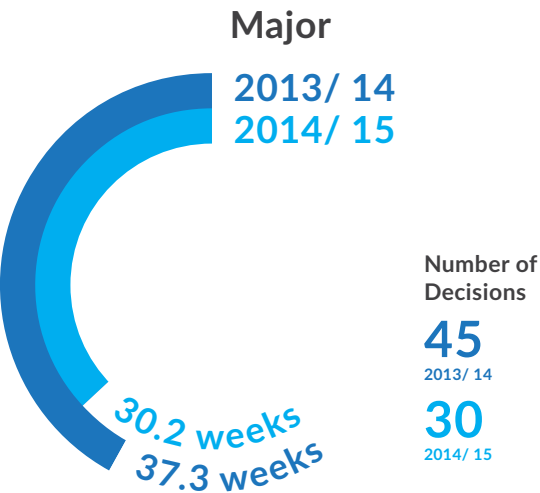
This has been a challenging year in many ways, however, for most application types, the performance for year 2014-15 bettered that of the previous year.

[< Return to previous page](#)



Construction of new housing in Glasgow.

Performance Graphics



[Back to Official Statistics >](#)

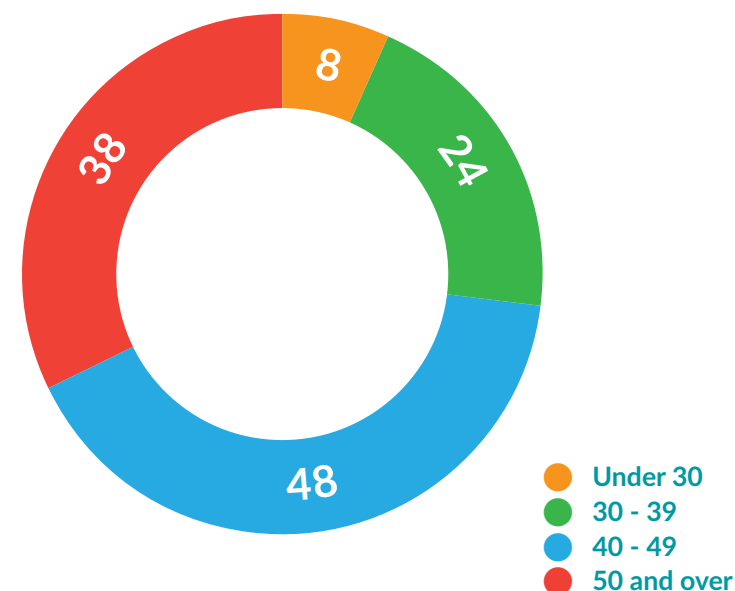
Part 6: Workforce and Financial Information

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

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

		DM	DP	Enforcement	Other *
Managers	No. Posts	6	4	1	6
	Vacant	0	0	0	0
Main grade posts	No. Posts	23	13	7	26
	Vacant	0	0	0	0
Technician	No. Posts	5	6	-	3
	Vacant	0	0	-	0
Office Support/ Clerical	No. Posts	13	1	1	2
	Vacant	0	0	0	0
TOTAL		47	24	9	37
FTE		46.1	21.9	7.4	37

Staff Age Profile



Note: FTE = Full Time Equivalent

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

Part 6: Workforce and Financial Information

Committee & Site Visits	Number per Year
Full Council meetings	7
Planning committees	21
Area committees (where relevant)	133
Committee site visits	0
LRC	15
LRC site visits	0

	Total Budget*	Costs		Income
		Direct	Indirect	
Development management	1,442,200	2,528,700	304,100	1,390,600
Development planning	1,137,200	1,090,000	47,200	0
Enforcement	334,000	288,400	45,600	0
Other**	910,700	859,600	51,100	0
TOTAL	3,824,100	4,766,700	448,000	1,390,600

* Total Budget shown as a Net Budget total

** Other includes Forward Planning, Transport, LRC, City Design, Govan THI and Parkhead THI. The West Of Scotland Archaeology Service (WOSAS) is included in a different cost centre.

Appendix: Performance Markers Checklist

Driving Improved Performance

	Performance Marker	Evidence	PPF
1	Decision making: authorities demonstrating continuous evidence of reducing average timescales for all development types	NHIs; Vetting Project (p17)	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 publicised on planning authority website	Processing Agreements: on website and now offered. Housebuilders informed in Stakeholder meetings. Case Studies: Reid Building, QEUI	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	Certainty Open for Business Effective Decision Making
4	Legal Agreements: resolved within 6 months	Ongoing monitoring of Legacy Cases; reduction in cases more than 6 months old.	Certainty Efficient and Effective Decision Making
5	Enforcement charter updated / re-published	Yes: 2014	NHI
6	Continuous improvement: - show progress/improvement in relation to PPF National Headline Indicators - progress ambitious and relevant service improvement commitments identified through	Councillor engagement GCDP Forum ODB	Culture of Continuous Improvement

Promoting the Plan- Led System

	Performance Marker	Evidence	PPF
7	LDP (or LP) less than 5 years since adoption	Local Plan now more than 5 years old (2009)	NHI; Certainty
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	Case Study	NHI; Certainty

Promoting the Plan- Led System (Continued)

	Performance Marker	Evidence	PPF
9	Elected members engaged early (pre-MIR) in development plan preparation	n/a at this stage	-
10	Cross-sector stakeholders, including industry, agencies and Scottish Government, engaged early (pre-MIR) in development plan preparation	n/a at this stage	-
11	Production of regular and proportionate policy advice, for example through supplementary guidance, on (i) information required to support applications and (ii) expected developer contributions	Design Guide for New Residential Areas; City Plan policies ENV2/TRANS 8/DG/ ENV2; DG/TRANS 4 Emerging SG in new LDP	Open for Business Certainty

Simplifying and Streamlining

	Performance Marker	Evidence	PPF
12	Corporate working across services to improve outputs and services for customer benefit (e.g. protocols; joined-up services; single contact; joint pre-application advice)	Case Studies: Laurieston, QEUA WOSAS. Joint Working Groups (e.g. MGSDP) Design Guide for New Residential Areas	Effective Management Structures Culture of Continuous Improvement
13	Sharing good practice, skills and knowledge between authorities	Benchmarking; involvement with HOPS Subgroups; Stalled Spaces; ePlanning Working Group; Place Standards working group	Effective Management Structures Culture of Continuous Improvement

Delivering Development

	Performance Marker	Evidence	PPF
14	Stalled sites/legacy cases: conclusion/withdrawal of planning applications more than one year old	Ongoing monitoring and action to withdraw or conclude	NHI; 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 (ENV 2; TRANS8; DG/ENV 2). Emerging SG in the new City Development Plan will deal with wider Developer Contributions. Requirements set out in pre- applications discussions	Certainty Open for Business Efficient and Effective Decision Making

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