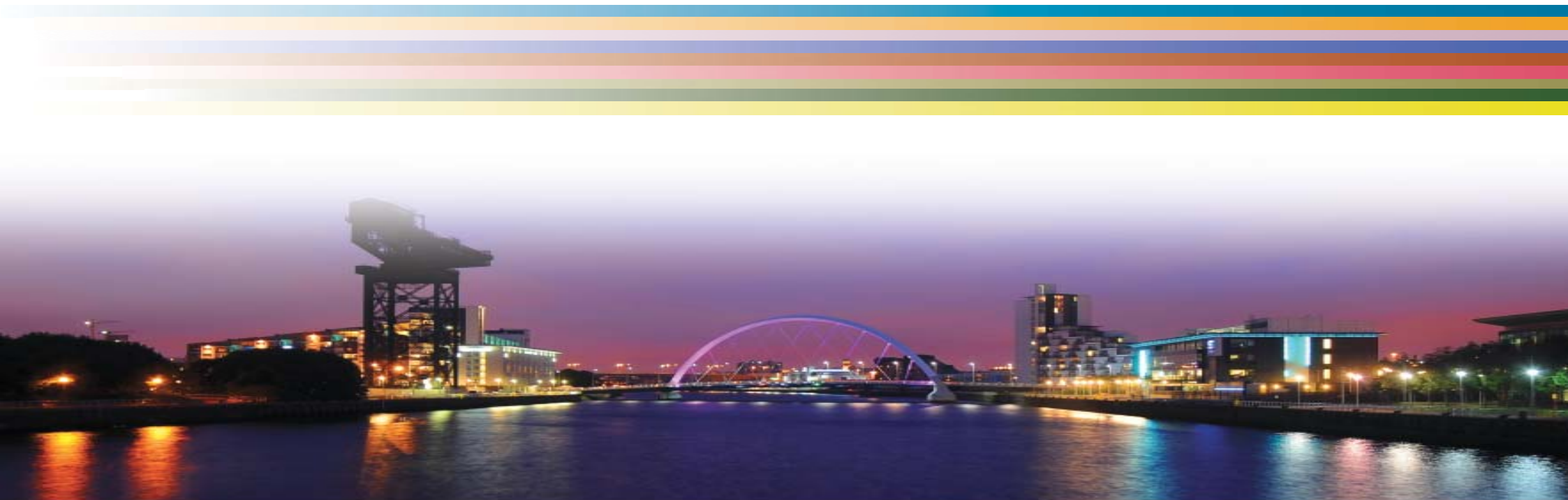


Glasgow City Council  
**PLANNING PERFORMANCE FRAMEWORK**  
Annual Report 2011-2012







**Bailie Elizabeth Cameron,**  
Executive Member for Jobs and the Economy

## Foreword

In March 2012 the Heads of Planning Scotland (HoPS), with the agreement of the Scottish Government, announced the launch of the new Planning Performance Framework (PPF).

*The PPF states 'For the first time the planning system has a balanced scorecard approach to performance which will enable each local planning authority to demonstrate its achievements, successes, individuality and personality. Speed of decision making will still feature as an important factor but it will be set within a wider supporting context of quality, workloads, resources, organisation and outcomes achieved on the ground.'*

Glasgow City Council's Planning Performance Framework Annual Report 2011-2012 has adopted this balanced score approach in order that its headline performance statistics can be properly understood within Glasgow's unique circumstances. It is hoped that this document shall clearly illustrate the central role Glasgow City Council has identified for planning in the City's regeneration, its push to provide an inclusive planning service open and available to all parties. It also recognises the need to pursue improvement in delivery and as such highlights areas that have been identified for improvement.

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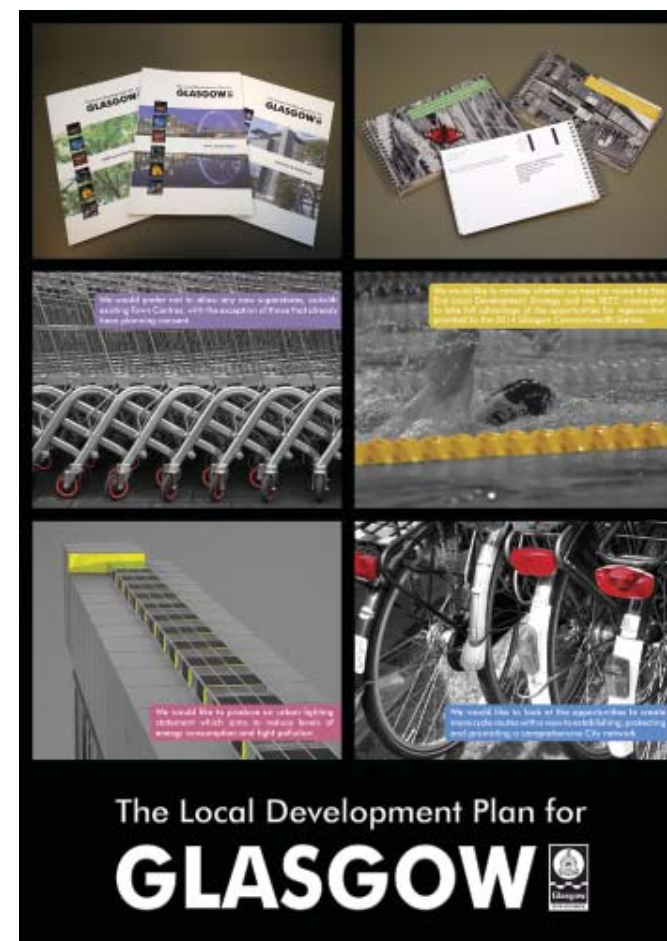
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Development Planning		2011 - 12	2012 - 13
Age of Strategic Development Plan		approved May 2012	
Age of Local Development Plan		2 years	
Development Plan Scheme on track?		Yes	
Effective Land Supply and Delivery of Output <sup>1</sup>		2011 - 12	2012 - 13
Effective Housing Land 5 year Supply		7 years	
Effective Housing Land Supply		13986 units (private sector) 5224 units (social rented sector)	
Housing Approvals		3195 units (private sector) 823 units (social rented sector)	
Effective Employment Land Supply		155.88ha	
Employment Land Take-Up		3.35ha	
Effective Commercial Floorspace Supply		Granted in 2011/12 Retail 29316m <sup>2</sup> Hotels 1775 rooms	
Commercial Floorspace Delivered		Completed in 2011/12 Retail 4565m <sup>2</sup> Hotel 222 rooms	
Development Management		2011 - 12	2012 - 13
Project Planning			
Percentage of Applications subject to Pre-Application Advice		not available <sup>2</sup>	
Number of Applications subject to Processing Agreement or other Project Planning		0%	
Percentage Planning Timescales met		Not applicable	
Decision Making			
Application Approval rate		87.8%	
Delegation rate		91.8%	

<sup>1</sup> Land Supply Monitoring Statement 2012<sup>2</sup> Data not yet fully recorded



Above: Blochairn Housing Co-operative

Decision Making Timescales	2011 - 12	2012 - 13
Average number of weeks to decision		
Major Developments	46.6	
Minor Developments	11.0	
Householder Developments	8.4	

Enforcement	2011 - 12	2012 - 13
Time since enforcement charter published/reviewed (full years)	Charter first published May 2012	
Number of breaches identified/resolved	563/451	

## Context

The planning function for Glasgow, the largest city in Scotland, is provided by Development and Regeneration Services. In addition to Planning and Building Control, DRS also deals with Economic and Social Initiatives, Housing, and delivery of a large Capital Programme.

The scope of the planning service in Glasgow is wide and includes such elements as;

- Participation in the preparation of a Strategic Development Plan (SDP)**
- Preparation of a Local Development Plan (LDP)**
- Development Management**
- Area Planning and Project Management**
- Enforcement**
- Specialist advice on Design**
- Specialist advice on the Built Heritage**
- Specialist advice on the Natural Environment**
- Development of an Urban Model**



The service deals with a broad range of development proposals as would be expected in a large urban environment. The city has a legacy of older buildings including traditional tenemental areas, post war developments, together with recent development. It contains over 1,800 Listed Buildings, 23 Conservation Areas, a portion of the Antonine Wall (which forms part of the Frontiers of the Roman Empire World Heritage Site), and 16 Ancient Monuments.

It also suffers from [serious social problems](#), and much of the Council's more recent activity has been directed to addressing issues relating to large housing estates and other challenging areas, both on the periphery and in the inner city. Glasgow still has disproportionately more people living in extremely deprived areas. According to the Scottish Index of Multiple Deprivation, of the most deprived areas in Scotland, over 30% are in Glasgow. There are still over 240,000 people living in the most deprived parts of the city – over 41% of Glasgow's population. About 36% of all households in the city receive Housing Benefit and/or Council Tax Benefit. Whilst recent initiatives have succeeded in reducing the incidence of deprivation, a number of elements outwith Council control will continue to affect social conditions e.g. changes in the benefit regime. This mix provides a unique and challenging environment within which the planning service in Glasgow is delivered.

With regard to **Development Planning**, progress has been sustained. In May 2012, the Glasgow and Clyde Valley Strategic Development Plan was the first SDP to be adopted in Scotland. Glasgow has replaced a plethora of Local Plans with its city wide City Plan and City Plan 2 which were adopted in 2003 and 2009 respectively. Steady progress in the preparation of the Glasgow Local Development Plan has been maintained and, with an expected date of adoption in mid-2014, it is considered that Glasgow is well advanced in the achievement of a robust, up to date Development Plan framework.

#### **Effective land supply and delivery of outputs**

Glasgow City Council prepares an audit of information for Housing Land Supply, Industrial and Business Land Supply, Major Retail Proposals and Hotel and Leisure Proposals on an annual or half yearly basis.

Activity is also monitored for all of these development types at the same frequency, and the monitoring reports are published on the Council's website. A summary Development Activity Bulletin, covering housing, industry and business, retail, and hotel and leisure development, is also prepared annually, and published on the website. This document is a key input to the Economic Monitor published by the Council every year, and informs the annual State of the City Economy Conference.



Above: Buchanan Street



Above: 'The Whisky Bond', Glasgow Sculpture Studios

### Effective Housing Land

The Effective Housing Land Supply for Glasgow is audited annually and agreed with Homes for Scotland.

At 31 March 2011, the 7 year effective housing land supply for Glasgow was 13,986 units for the private sector, and 5,224 units for the social rented sector. During 2011-12, consent was granted for 3,195 units in the private sector, with a further 823 units granted for the social rented sector. Completions were 1,152 units and 1,110 units for the private and social rented sectors respectively.

### Effective Employment Land

The Industrial and Business Marketable Land Supply at 31 March 2012 was 155.88 hectares over 58 sites, consisting of 82.69 hectares Confirmed Marketable and 73.19 hectares Potential Marketable. Of this supply, 19 sites with a total area of 37.18 hectares had planning permission for Use Classes 4, 5 or 6. Take up of Employment Land in 2011-12 was 3.35 hectares.

The Strategic Development Plan for Glasgow and the Clyde Valley has identified Strategic Economic Investment Locations (SEIL). These represent the city-region's response to the challenge of maintaining long-term sustainable economic growth. Around 45.55 hectares of the City's marketable land supply (21 sites) lies within a SEIL. A review of Glasgow's Industrial and Business Areas and the Marketable Land Supply is currently underway to inform the new Local Development Plan for Glasgow, to be published early in 2013.

### Effective Commercial Floorspace

Commercial floorspace in Glasgow is generally developed for a specific occupier or investor, rather than on a speculative basis.

A report on major retail proposals in Glasgow is published six monthly, the last being at 31 March 2012. This document is based on regular monitoring of planning applications for retail proposals of 1,000 m<sup>2</sup> for food retailing and 2,000 m<sup>2</sup> for non food retailing, and shows developments which are completed and operational or recently closed, under construction or the subject of a recently determined or current planning application. Four categories of retail development are included within this analysis: food stores, retail warehouses, mixed retail developments and retail development within the City Centre.



At 31 March 2012, the total amount of floorspace completed in 2011-12 was 4,565m<sup>2</sup> (convenience). Planning permission was granted for 29,316m<sup>2</sup> during this year, comprising 3,253m<sup>2</sup> of convenience floorspace and 26,063m<sup>2</sup> of comparison floorspace.

Information on hotel and guest house proposals is also published annually, the last being at 31 March 2012. Hotels with capacity of around 222 rooms were completed during 2011-12, with capacity for a further 5,229 rooms in the pipeline. This consists of 3,021 rooms granted permission prior to 2011/12, 1,755 rooms with planning permission subject to legal agreement, and 453 rooms in current planning applications.

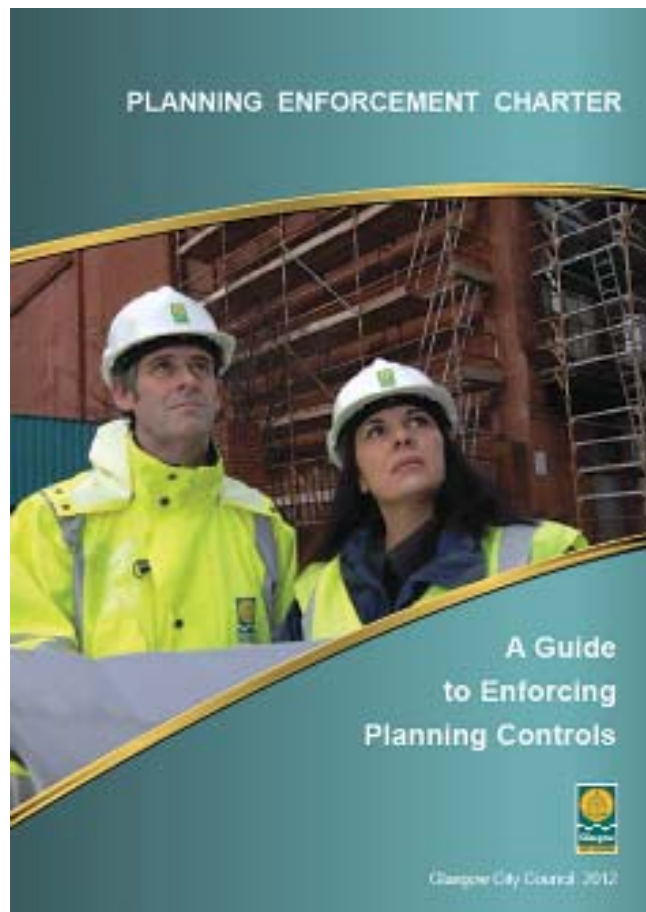
With regard to **Development Management**, the trend in Glasgow's performance, when assessed against the statutory period for determination, has consistently improved year on year because of;

- close monitoring of application progress against the statutory timescales, and
- the establishment of a service structure to facilitate this end.

While Glasgow City Council welcomes the opportunity to contextualise the Planning Statutory Performance Indicators that the Planning Performance Framework affords, the extent to which some details of the National Headline Indicators can be compared between Authorities will, from initial appraisal, be misleading. The rationale of excising from the Decision Making Timescales Indicator the returns for applications subject to a formal processing agreement is questionable.

Although there has been no pressure from applicants for the Council to enter into formal processing agreements, nevertheless, a project-managed approach has been adopted for major developments, such as the new Southern General Hospital complex. Glasgow has made an operational decision that pursuing formal processing agreements would not necessarily enhance the City's planning service. Given that the PPF recognises decision making timescales as a Headline Indicator, the fact that a processing agreement has been entered into does not invalidate the basis for measuring the number of weeks between an application being validated and the issue of a decision notice. Furthermore, no measurement is proposed as to whether the initial timescales agreed in the processing agreement are met. If a subsequent extended timescale is agreed, this will supersede the initial agreement. In such circumstances, it is difficult to envisage a situation where the percentage of processing agreement timescales being met will not approach 100%.





Above: Planning Enforcement Charter

With regard to **Enforcement**, the information requested in the PPF does not provide a full picture of the extent of such work undertaken across the country and does not reflect Glasgow's view that the preferred outcome is to remedy a breach of planning control via measures outwith formal enforcement action/prosecution. It should be noted that Glasgow published its Enforcement Charter in May 2012.

The Enforcement statistics provided do not include cases "Not Founded". It should be noted that this is an important component of the overall Enforcement case load. Cases "Not Founded" can include alleged breaches of planning control which do not constitute development, where the work involved benefits from permitted development rights or there is an existing permission in place and a fresh planning permission or other consent is not considered to be required. Some of these cases can be very complex and time consuming, requiring careful interpretation of legislation and case law. This situation is somewhat analogous to the proposed removal of Certificate of Lawfulness applications from the planning statistics.

It is also important to note that there are a number of different types of Notice served in relation to enforcement activity. Two new types of Notice provided by the 2006 Planning etc (Scotland) Act are worthy of mention, as they differ from the regular enforcement notices relating to unauthorised uses, buildings or alterations to listed buildings. The Fixed Penalty Notice (FPN) is available to serve in situations where an Enforcement Notice has not been complied with. If the circumstances are appropriate, it may be used as an alternative to reporting to the Fiscal, the process of which is often fraught with technical difficulties, is time consuming and unpredictable. Glasgow City Council has been at the forefront of serving FPNs in Scotland and has achieved reasonable success in having fines paid in full, incrementally, or in securing compliance with Enforcement Notices. However, as the FPN discharges the liability to prosecution, it may not be appropriate to all situations, particularly where the breach is severe and/or ongoing.

Another substantial proportion of Notices served relate to another provision of The Planning Etc Scotland Act, the S.33A Notice. This requires the recipient to submit a retrospective application in situations where there is a reasonable chance that planning permission will be granted, with or without conditions. Thirty have been served since 2011, with about 50% compliance in terms of valid applications being submitted. If the notice has not been complied with, the development is recognised formally as being unauthorised and cannot become immune from further enforcement action or become lawful with the passage of time.

### Ready for business

'Jobs and the Economy' have been identified by the Council as the key priorities to be tackled in the city. DRS has been charged as the key delivery service in this regard. The Planning service is provided by DRS. This integrates with other DRS divisions such as Economic and Social Initiatives and Housing, other Council services, and external agencies aimed at providing an integrated approach towards facilitating sustainable economic development and investment. For example, the Council has a Housing Capital Programme of approximately £160 million. It is crucial to the delivery of the programme that there are efficient planning processes in place to support the Council's priorities. Similarly, the Planning service in conjunction with colleagues in other divisions, has assisted in the planning and development of the Commonwealth Games Infrastructure for 2014. It is hoped to build on the success of the delivery of the Commonwealth Games by pursuing other regeneration catalysts such as the Youth Olympic Games in 2018.

The Council's planning service is delivered from a single site, and benefits from a city centre location with high accessibility to public transport.

Planning staff are available from 9am – 5pm, Monday to Friday in person/via telephone to answer queries. Case officer contact details are available online, including email and direct dial telephone numbers, in addition to voicemail for all Development Management staff. A duty officer is available to provide planning advice at Reception without appointment or on the phone. **Service Standards** are published on the web.

Public engagement is central to the development of Planning Policy through documents such as the emergent Local Development Plan and various Local Development Strategies. The LDP required the preparation of a Main Issues Report. In accordance with general advice from the Scottish Government, the Council was keen not only to undertake the statutory requirement for consultation and engagement in relation to the LDP, but also to look for new and innovative ways of getting information about the LDP out to as wide an audience as possible. It was also aimed at engaging with individuals and groups who would not normally become involved in the planning process so that any comments made would have the potential to influence the Proposed Plan.

Glasgow City Council's online resources offers a wide range of planning facilities which includes information on planning applications on both the Council's and tellmescotland websites, facilities to submit applications, representations and enforcement complaints, and availability to view the adopted City Plan 2.







Above: Stobhill Hospital (ACAD)

The City Plans have identified priority areas for action and many of these have been the subject of focussed planning activity in conjunction with other stakeholders including the local community to provide such outputs as Local Development Frameworks (LDF).

With regard to development management, whilst a project-managed approach has been adopted for major developments such as the new Southern General Hospital complex, the Council has made the operational decision that pursuing **formal** processing agreements would not necessarily enhance the City's planning service. The Council considers a more informal approach more appropriate towards large scale developments in the City and this has been well received by developers. Similarly, for small scale applications, the Planning service provides a specialist team who are experienced in dealing with applicants, agents and other parties interested in developments of that nature.

It is the practice of Glasgow City Council to encourage pre-application discussions as early as possible to address and resolve contentious issues and explain what will be required within the planning process. Further, case officers will undertake site visits at the pre-application stage to gain a greater understanding of the characteristics of sites and site specific matters. Unlike certain other Planning Authorities, no charge is made for pre-application discussion.

Once an application has been submitted, a named case officer offers a single point of contact with the Planning service for all interested parties up to determination of the application and beyond e.g. for the discharge of conditions or contributing to the preparation of a legal agreement. Full contact details of the Case Officer are included in all correspondence relating to the application and are published on the web.

When dealing with applications once submitted, it is the Council's practice to adopt a reasonable and pragmatic approach towards the amount of information requested to avoid making excessive demands on developers, which can cause delays, whilst still requiring the provision of adequate information to inform interested parties and aid the determination of the proposed development

The Council's pragmatic approach towards promoting investment can be illustrated by the changing attitude of the Council towards developer contributions for developments. Glasgow was the first planning authority to move from the requirement of all monies to be paid "up front" towards an instalment regime payable at certain agreed milestones once the development has commenced.

For major applications, the approach taken by case officers in the development management process is to identify at an early stage any issues with the proposed development and be prepared to enter into dialogue with the developer to resolve such issues in order to promote high quality development.

The service considers itself open and transparent and is available for all stakeholders in the planning process to achieve quality planning outcomes on the ground.

### High quality development on the ground

The Planning service gives priority to achieving high quality development and benefits from having a dedicated City Design team which has a proven track record in guiding proposals to secure successful developments ranging from small scale domestic work to substantial regeneration schemes.

City Design also prepares design policy and is responsible for a range of projects that have helped to improve the sense of place in various areas throughout the city. Projects include The Lighting Strategy and a series of Conservation Area Appraisals.

City Design also hosts a regular Urban Design Panel which scrutinizes a range of development proposals, offering their expert advice to officers and developers. This is of particular interest to the Planning Applications Committee when applications are presented to it for determination. The Panel was constituted over 20 years ago and was the only one in Scotland for many years. There is a greater reliance on the Panel as Architecture and Design Scotland moves to more strategic/national objectives.

The service is also currently preparing a Residential Design Guide which interprets Designing Streets within a Glasgow context taking account of city policies. This is intended to encourage early interaction between developers and the Council, and identifies key themes like place-making, movement, integrating landscape and open space. These are central to the design process. It is anticipated that the document will benefit both developers and officers in delivering high quality neighbourhoods and creating distinctive new development.



Above: Riverside Museum





Above: Tolboth, Glasgow Cross

City Plan 2 contains an up to date expression of the Council's design guidance which promotes the delivery of high quality design. Policies cover a range of topics and provide principles identifying a range of topic specific criteria such as the historic environment, tall buildings and sustainable construction methods. All of these contribute in guiding developers towards achieving high quality design and, ultimately, successful places.

In today's more challenging economic climate, the Council has sought to take advantage of environmental opportunities through investigating temporary alternative uses for stalled sites. Our Stalled Spaces program has brought beneficial use to over 12 hectares of land ranging from outdoor education and green gyms to growing spaces, and is continuing to bring unused spaces back into beneficial use throughout the city.

The service has also led a number of more permanent environmental improvement projects including various Townscape Heritage Initiatives and Town Centre Action Plans (TCAP). One example is the Shawlands TCAP which aims to tackle the declining town centre by addressing existing movement and economic issues along with setting out specific place management and urban design frameworks to guide environmental improvements. These frameworks include area specific townscape initiatives, a drive to reduce street clutter and preparation of development briefs for significant new developments. A key theme in the Shawlands TCAP is learning from what has worked in similar projects elsewhere and seeking to apply this success to the Shawlands context.

### Certainty

The Council's Planning service has a responsibility to provide certainty for all of its stakeholder partners including other Council services, developers, elected members and the community.

Certainty is recognised as a key factor for developers, investors and businesses when considering a commitment to invest in a city. Securing such opportunities for business and employment is seen as critical to the continued economic growth of the City and it is, therefore, a priority for the Council to provide a high degree of certainty in the planning process to assist in realising the aspirations of these investors through providing:

- a streamlined planning process comprising
  - an up to date, clear and robust Local Development Plan; and
  - an efficient, effective and pro-active development management service including offering advice.

Up to date development plans help provide certainty for stakeholders and, by reflecting the Council's latest plans, projects and strategy and providing clear development management policies and guidance, provide a robust framework within which developers and other users can design, finance and implement their projects.

The production of development plans incorporates many checks and balances to ensure that the community and other stakeholders can influence the plans' form and content, including the examination of objections by an independent reporter appointed by the Scottish Government. In this way, plans should reflect the realistic aims and aspirations of stakeholders, which is important in a plan-led system.

Since City Plan 1 replaced a regime of over 40 different local planning areas in the City in 2003, the Council's development plan coverage has remained up-to-date - Structure Plans/Strategic Development Plans and Local Plans having been replaced within 5 years of approval/adoption. The Glasgow and Clyde Valley Strategic Development Plan, setting out the Vision and Spatial Strategy for the metropolitan area, was adopted in May 2012. This also sets the direction for the work on the new LDP for Glasgow. A Monitoring statement on City Plan 2 was published along with the Main Issues Report and Strategic Environmental Assessment in October 2011. The production of this suite of documents was the result of significant stakeholder engagement in order to establish the key areas of discussion for the City. The public consultation exercise finished in December 2011 and work progresses on the Proposed Plan production. This is due for publication in January 2013. This process should ensure that the City's Local Development Plan is adopted by 2014, within 5 years of the adoption of City Plan 2, and 2 years from the adoption of the Strategic Development Plan.

With regard to Development Management, and the planning application process in particular, pre-application discussions are encouraged at all levels, with dedicated case officers allocated at an early date to ensure consistency and efficiency. Significantly, internal and external pre-application consultation is frequently undertaken to ensure the early identification and effective resolution of potential issues of concern prior to a planning application being submitted.

In particular, there is a close working relationship between Development Management and the City Design team and there are regular opportunities for design review through the Glasgow Urban Design Panel, both of which can be used to assist with design challenges and help inform solutions. It has been demonstrated that this high degree of inter-team/agency communication serves to accelerate and streamline the planning application process itself and, whilst complete certainty can never be guaranteed, it helps to demonstrate the level of engagement and negotiation involved in proposals that are presented to elected members at the Planning Applications Committee. This approach normally leads to successful outcomes for applicants.



Above: River Clyde



Above: National Indoor Sports Arena

As part of the Councils 'Tomorrow's Office' Initiative, the Planning service has recently been relocated to a single floor of the building. This facilitates greater informal interaction and communication between teams and disciplines. In addition, regular team meetings take place to discuss current planning issues, application progress and policy implementation and review, with additional four weekly meetings attended by members of various teams presenting on their current work-stream and engaging in consultation, where appropriate. This high degree of formal and informal communication between team and officers instils confidence and consistency in the advice provided to applicants and contributes to the level of certainty in outcomes. In addition, the newly refurbished building will also include the Glasgow Regeneration Agency, City Marketing and Events, and City Property LLP. Each of these agencies engages at strategic and project level with DRS. This adjacency is expected to provide synergies between these organisations to facilitate the ongoing regeneration agenda of the city.

### **Communications, engagement and customer service**

Within the context of the wider Development and Regeneration Services, there is a range of measures in place to encourage communication and engagement in all aspects of the Planning function from the Development Plan to Development Management.

The Planning Service has a [Customer Service Standards](#) document which provides information on the levels of service the DRS aims to deliver and how it will respond to complaints and representations. This document contains a single point of contact with a range of options to provide advice and deal with complaints. This complements the Council's [Compliments and Complaints](#) guidance.

A variety of options are available for contacting the Service and all are prominently displayed in these documents and on the Council's website. The Council's website also provides contact details for the senior officers in Development and Regeneration Services.

The Council, generally, seeks feedback from stakeholders across its services using focus groups, customer surveys and community meetings through the Community Planning process. The Planning service is assessed along with other services through these measures and a more formal performance review system. The Council's website has a prominent section on 'consultations' through which draft Planning documents are made available to the public with clear timescales given for comment. Hard copies and/or CDs of draft Plans for consultation are also made available through the Council's extensive network of public libraries.



The City Council communicates with residents and stakeholders in a variety of ways with the aim of involving them in the plan-making process and in developing an efficient Development Management system. During the preparation of statutory plans and supplementary guidance, it uses innovative and imaginative techniques to encourage participation. These include the public's use of pre-printed postcards, scrapbooks and photographs taken with disposable cameras provided by the service. The service has also used modern social networking technologies such as Facebook, Twitter and YouTube. Details of [customer engagement](#) are available on the Council's website at:

The service does, however, recognise that this is an area in which it is important to keep up with modern innovations, and can further develop.

With regard to engagement with national professional bodies and other local authorities, the Head of Planning holds the post of Senior Vice-convenor for the Royal Town Planning Institute in Scotland, and chaired Heads of Planning Scotland (HoPS), an association of senior Planning officers from Scottish local authorities. Other senior officers attend specific sub-groups of the HoPS, e.g. on development management and development planning.

The Council is a constituent member of the Glasgow and Clyde Valley Strategic Green Network and the Council hosts the West of Scotland Archaeology Service as a joint shared service with other councils.

The Planning service has rapidly expanded its use of electronic communication methods. Online planning is now available for the submission of Planning Applications and drawings, and consultations and representations can be made through this service. There is also an online Enforcement system to facilitate public engagement in the identification of breaches of planning control to meet the Service Standards detailed in the Enforcement Charter. Planning Applications are available through the Council's Online Planning system. This provides details of Planning Application data from 1st January 1999, appeal data from 1st January 2001 and Enforcement data from 1st January 2006. [Comments on planning applications](#) can be made online.

The City Council provides clear guidance for those involved in the development process by producing strategies on a thematic basis to ensure its policy approach is seen to be open and transparent. These include Open Space, Core Paths, Lighting and Planning Enforcement strategies, each of which has its own consultation process and, when approved, provide a 'level playing field' for assessing the appropriateness of any particular development proposal. In addition, the recently prepared Residential Design Guide (currently out for consultation) provides guidance on the City's approach to the Scottish Government's Designing Streets policy. The Design Guide incorporates a more formal pre-application discussion process than has existed hitherto.



Above: The 'Hydro'



Above: 'Stalled Space', Shettleston

### Efficient and effective decision-making

The delivery of an efficient and effective Planning service has been aided, until now, by the annual production of a Service Improvement Plan. This reflects on past performance and proposes measures to improve service delivery.

The City Council holds a Planning Applications Committee every two weeks which, together with an extensive scheme of delegation, provides an efficient decision-making framework. The scheme of delegation and the service structure allows for a high level of decision-making autonomy which enhances performance.

With regard to elected members, training in planning was available to all candidates before the May 2012 elections. This was supplemented by further training for those elected. Training for members of the Local Review Committee (LRC) is continuing on a regular basis to broaden the range of trained councillors able to sit on the LRC. A further training event for councillors has been organised to be delivered by Planning Aid for Scotland.

The Planning service in Glasgow relies on qualified, experienced staff who are organised into geographical and specialist teams. Continuing professional development and Personal Development Plans ensure staff maintain an up-to-date awareness of evolving policy and procedural matters. The Planning service has been an active participant with the government's Improvement Service and staff have attended a variety of events to supplement their training needs.

There is an integrated process of audit and review which aids improvement in the quality of decisions, assists in promoting development plan priorities and ensures effective management of processing issues. There are monthly meetings of senior managers to ensure Development Management meets its local performance target. The advent of online planning has assisted greatly in ensuring a more efficient system for submitting applications, supplementary plans, documents and consultation responses.



### Effective Management Structures

The Planning service in Glasgow is delivered through DRS which continues to review and adjust organisational structures to meet changing corporate and service demands.

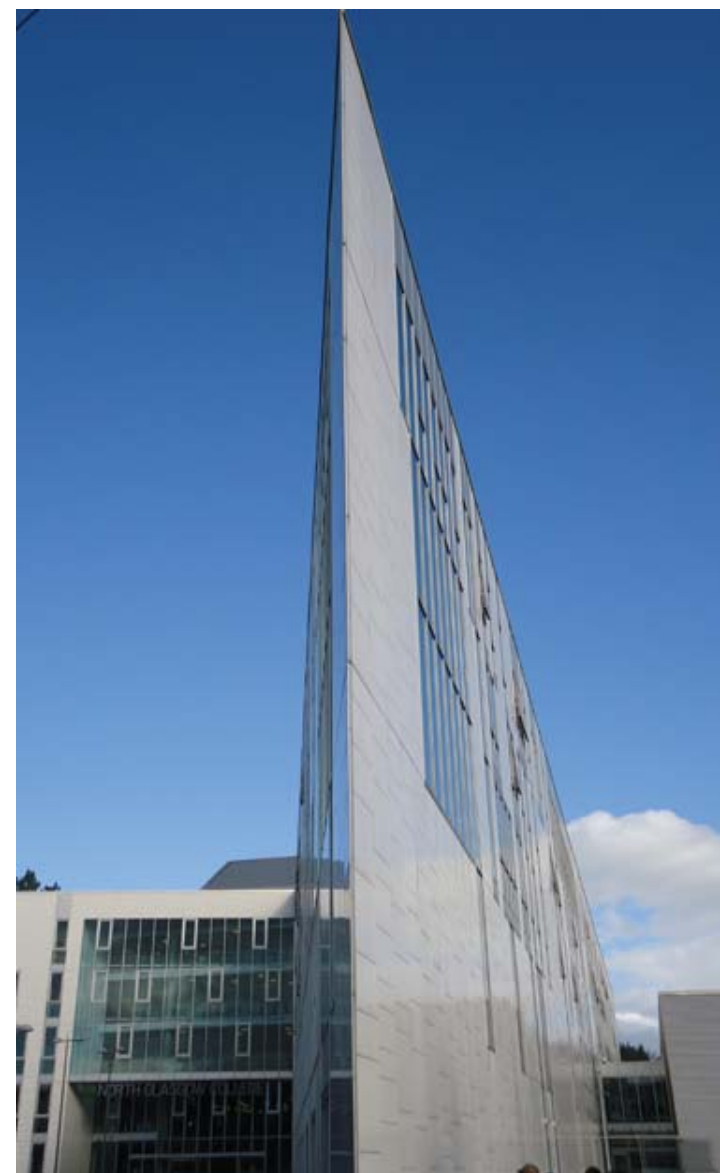
The current Planning structure comprises the following Teams:

- **Development Plan**
- **City Design**
- **City Centre and Clyde** (area based) integrating development management and forward planning
- **Neighbourhoods** (area based) integrating development management and forward planning
- **Delegated and Performance Team** (functionally based) – fast track team dealing with development management , and service developments
- **Enforcement and Local Review**
- **DM Support** (dedicated centralised admin support).

This is complemented by local administration staff for the Teams noted above.

This structure was devised to address the requirement to undertake statutory functions in accordance with service priorities whilst providing specialist teams to provide expert advice, and deliver a variety of outputs including local development strategies, planning briefs, etc as detailed in [Appendix 6](#). As the development plan has been maintained up to date, and there has been a **steady upward trend** in development management performance in recent years, and other initiatives progressed, the structure has proved to be effective.

Whilst the integrated planning Teams allow internal flexibility in resource allocation between functions to reflect service priorities, staff have also been transferred from one team to another for the benefit of the service and in the interests of staff development.



Above: North Glasgow College



Above: The Botany, Maryhill

DRS is, however, currently engaged in a full scale review (not yet finalised) of its organisational structure primarily:

- to meet the impact of growing economic, social and environmental demands arising from the economic downturn; and
- to meet the continuing budgetary challenges on the Council e.g. the continuing implementation of 'Tomorrow's Council', the Council's Workforce Planning initiative.

The resultant structure will reflect a number of key factors including:

- rationalisation of service provision;
- organisational restructuring;
- the need to pursue service modernisation;
- the physical integration of the Planning Service on a single floor;
- capitalising on previous investment in modernised IT facilities;
- designing and implementing new and more streamlined processes;
- investing in organisational development; and
- working to ensure effective succession planning in business critical areas.

The new structure will apply to DRS, not solely the Planning Division, to ensure that holistic approach towards development and regeneration within DRS and with external agencies – the £160 million housing capital programme has been mentioned elsewhere – is maintained and strengthened.

On a more detailed note, the Planning Management Team meets fortnightly to discuss current issues. Minutes are published for all staff on the GCC intranet. In addition, annual 'Away Days' involving management staff have been held in recent years to review delivery of the service priorities and resourcing.

Many policies and procedures implemented by DRS are guided by corporate policies and procedures, each having a clear rationale and strong linkages to relevant Council policy areas. The implementation of these policies and procedures is supporting key strategies of the Council, in particular, the commitment to deliver Best Value through continuous improvement and service modernisation via service reform initiatives and key initiatives such as 'Tomorrow's Council'. These new approaches are now embedded in DRS practice. The supporting evidence represents a range of documentation having a bearing on planning performance, from the high level (Council Plan, ASPIR etc) to the more immediate and detailed (Scheme of Delegated Functions, Enforcement Charter etc).

### Financial management and local governance

The context for the organisation of the planning service is outlined in “Effective Management Structures” above. Of particular note is the current review of the structure of DRS which necessitates a detailed appraisal of structures against service priorities which includes those of the Planning Division. All staff are involved in discussions on the structure to informing its development. A ‘Staff Development Day’ was particularly helpful in eliciting ideas from staff in service efficiencies and improvements, in addition to broadening the knowledge of the activities of the various Teams and individual officers in the Planning Division.

In recent years, the Planning Division has responded to numerous pressures by adapting its structure and processes. Such pressures include the need to respond to budgetary pressures resulting from the need to:

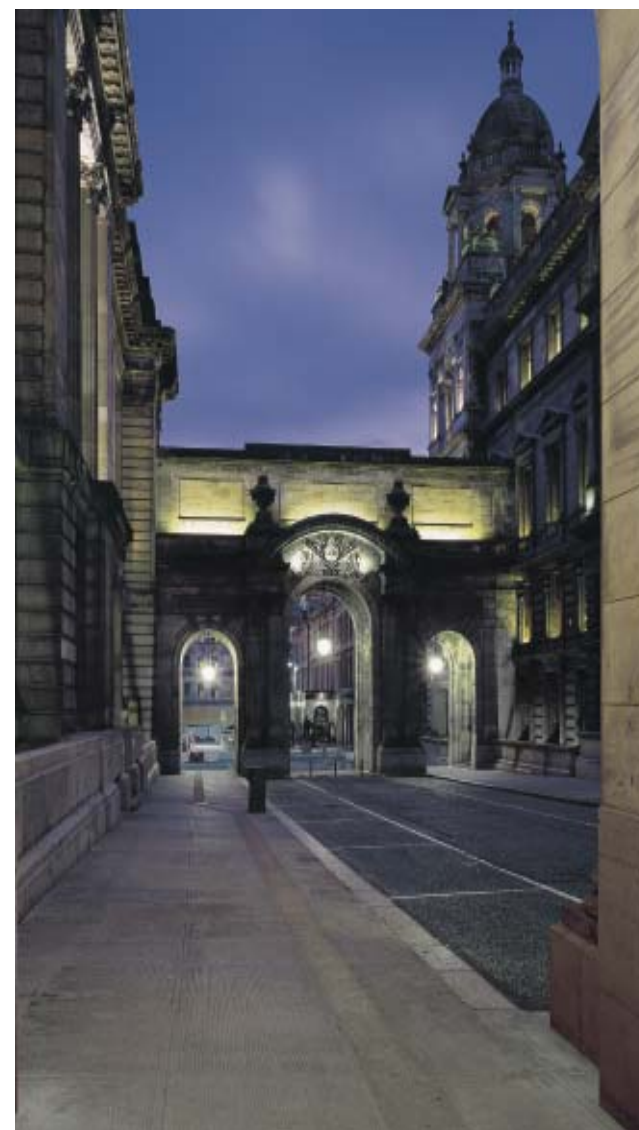
- **address the drop in planning fee income;**
- **address changes in planning legislation;**
- **accommodate budgetary savings emanating from corporate level;**
- **maintain the resourcing for its priority function e.g. development plan, development management and**
- **respond to the departure of staff because of the Council’s Workforce Planning initiative**

Other measures have been established to ensure best use of resources and exercise budgetary control including:

- **review of monthly income/expenditure at the Senior Management Team which is reported to all staff**
- **dissemination of detailed procurement policy**
- **strict guidance on filling of vacancies**
- **allocation of staff resources to meet service demands.**

(This is more detailed in Effective Management Structures above)

In recent years, there has been a mismatch between budget allocation for anticipated income from planning fees and the actual income received. This has had implications for the resourcing of the planning service. Elected members requested a **detailed report on trends in planning fee income** to better understand the strains on the planning budget, and a full report on this was presented to the Council's Finance and Audit Scrutiny Committee in January 2012. Although this led to a reduction in anticipated income, somewhat easing the sense of pressure on the planning budget, an increase in planning fees is required to rebalance expected planning income and costs of delivery of the service.



Above: The Arches, John Street



Above: Kibble Palace, Botanic Gardens

### **Culture of continuous improvement**

In response to a challenging environment, the Planning service has recognised the importance of continuous improvement to deliver a more efficient and effective service. Staff CPD is supported through internal and external seminars with staff regularly advised of upcoming events and encouraged to attend. Linked to this is the Personal Development Plan (PDP) which all staff are required to keep up to date. The PDP is designed to help staff explore and understand what their role is, identify personal development opportunities and ultimately support career development. The Planning service has a dedicated training budget which supports the PDP process and other training needs.

The Planning service maintains a list of all staff who have attended courses over the last few years and all managers have had extensive leadership training. The service is represented on a reformed Organisational Development Board.

This year the Planning service held a Staff Development Day (SDD) designed as an opportunity for staff to engage with all parts of the service and gain an understanding of the full spectrum of work we undertake. With five main teams operating and numerous smaller groups within these, there is broad range of work carried out by the service. The SDD gave staff an opportunity to find out about the work of their colleagues, but was also an opportunity to foster closer working practices and networking to improve overall efficiency. This is now something that the service has decided that it will hold on a regular basis. Such was the success of the event, DRS will roll this out across the entire service.

As mentioned earlier, the annual Service Improvement Plans have provided a systematic way to achieve continuous improvement. This Planning Performance Framework will build on the work undertaken following preparation of the earlier Service Improvement Plans.



## Ready for business

- ePlanning – 24/7 availability of information on planning applications both on [Glasgow Online Planning](#) and [tellmescotland](#)
- ePlanning – 24/7 facility to make planning representations at [Glasgow Online Planning](#)
- ePlanning – 24/7 facility to submit applications at [ePlanning](#).
- ePlanning – Online [City Plan](#).
- ePlanning - Facility to [make enforcement complaints online](#).
- Planning staff available from 0900 until 1700 Monday to Friday
- Case officer details available online e.g. [Weekly List of Planning Applications](#)
- Direct dial facility for DM staff
- Voicemail available to all DM staff
- Pre-application discussions encouraged at the correct level in the organisation given the nature of any specific project. [What is Development Management](#)
- Willingness to attend site meeting pre-application submission.
- Easy access to centralised head office via public transport
- Duty Officer availability to give planning advice without appointment.
- Development Activity Bulletin [October 2011](#)

## Certainty

- Up to date Development Plan (consultation and engagement with the business community, the public etc)
- ePlanning – development plan available online
- [Glasgow and Clyde Valley Strategic Development Plan](#)
- [City Plan 2](#)
- [Main Issues Report](#) and public consultation material
- [Monitoring Statement](#)
- [Strategic Environmental Assessment](#)
- [Development Plan Scheme](#)
- [Development Plan Bulletin](#)



Top: Online planning  
Bottom: Main Issues Report summary





Above: Buchanan Street, Urban Model Image

### High quality development on the ground

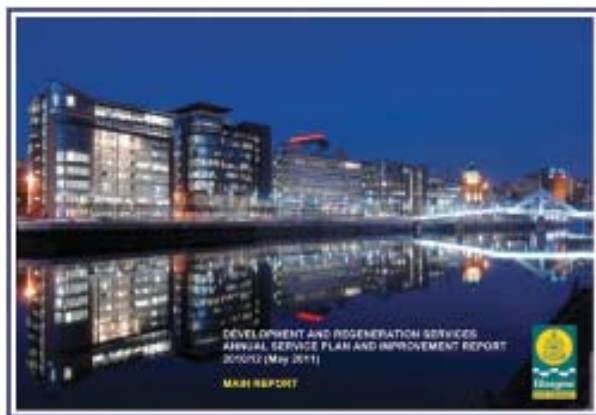
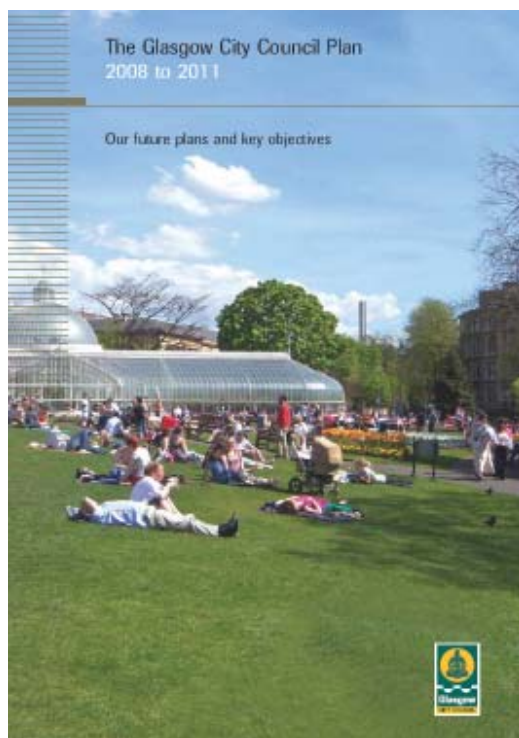
- Dedicated City Design Team
- Urban Design Panel - [Minutes 25th August 2011](#)
- [Urban Model](#) provides a tool to evaluate potential city centre development proposals
- Preparation of [Residential Design Guide](#)
- Regular design seminars
- Monitoring and discharge of conditions on planning consents
- Dedicated Stalled Space team
  - [GCC Stalled Space guidance pages](#)
  - [Stalled Space 'Inspiring Examples'](#)
  - [Stalled Space Scottish Govt case study](#)
  - [Stalled Space video](#)
- Design Awards (for examples, see links below)
  - Oatlands - [List of awards for Oatlands](#)
  - Botany Phase 1 - [Saltire Housing Design Awards](#)
  - Stobhill Hospital ACAD - [Prime Ministers Award](#), [Glasgow Institute of Architecture Award](#)
  - Shettleston H.A. Offices - [RIAS Robert Doolan Award for Best Building in Scotland](#)
  - Scottish Awards for Quality in Planning - [Glasgow MIR submission](#)
  - Pearce Street Govan - [Glasgow Institute of Architecture Award](#)
  - St Andrews Cathedral - [Glasgow Institute of Architecture Award](#)
  - The Cube St Paul's Church - [Glasgow Institute of Architecture Award](#)
  - Scottish Awards for Quality Planning – [Stalled Spaces Initiative](#)
  - EUROCITIES Awards 2012 – shortlisted - [Glasgow Commonwealth Initiatives Team](#)
- [Other examples](#) are included in Appendix 5.

## Communications, engagement and customer service

- DRS has published a [Customer Service Standards](#) document online
- Close community involvement through preparation of Local Development Plan and Local Development Strategies (see [Appendix 3](#) for exemplars)
- GCC nominated for Scottish Planning Awards for [Glasgow MIR submission](#)
  - [Postcard](#)
  - YouTube
  - Twitter
- Desire for continuity of case officers for dealing with special projects e.g. new Southern General Hospital Complex, Glasgow School of Art
- [Glasgow Open Space Strategy](#)
- [Core Paths Plan](#)
- [Lighting Strategy](#)
- [Conservation Area Appraisals](#)
- [Enforcement Charter](#)
- Encourage Pre-Application discussion
- Consultation of Planning Guidance – e.g. [Residential Design Guide Consultation](#)
- [Glasgow and Clyde Valley Green Network](#)
- [West of Scotland Archaeology Service \(WOSAS\)](#)



Top: Conservation Area publicity material  
 Middle: Local Development Plan consultation material  
 Bottom: Social Networking



Top: The Glasgow City Council Plan  
Bottom: DRS Annual Service Plan and Improvement Report

### Efficient and effective decision-making

- Highly qualified and experienced staff
- Extensive **Scheme of Delegation** providing high level of autonomy in decision making
- Fortnightly Committee for planning applications
- Officers assigned to geographical area
- **ASPIR**
- Audit and review of stalled planning applications

### Effective management structure

- **The Glasgow City Council Plan**
- The Council Plan Supplement '**Rising To The Challenge**'
- **ASPIR**
- Quarterly ASPIR Performance Reports on Priorities and Indicators
- Connect - Complaints and Compliments
- Reports to Committee including the 6 monthly performance report to the Operational Delivery Scrutiny Committee
- **Statutory Performance Indicators**
- **EFQM**
- Risk Register
- Restructuring to respond to the Council's "Tomorrow's Council"
- Benchmarking with other cities
- Extensive **Scheme of Delegation** to deal with planning applications
- Extensive **Scheme of Delegation** to deal with Enforcement issues
- Extensive scheme of delegation to deliver an up to date statutory Development Plan.
- **Enforcement Charter**
- Planning Management Team minutes are made available to staff
- Planning Management 'Away Day' reports are available for Staff



## Financial management and local governance

- 4 weekly reports on costs and income for Planning service discussed at Senior Management Team Meeting
- Decisions on Enforcement direct action programme guided by likely ability to recoup costs
- Various corporate initiatives demonstrate GCC's aspirations towards cost reduction and more efficient working e.g. 'Tomorrow's Council', IT provisions and ALEOs, detailed formal procurement process
- Staff engagement in DRS restructuring proposals
- Development of improved IT facilities
- **Procurement Policy**
- **Trends in Planning service Income**

## Culture of continuous improvement

- CPD encouraged through internal and external seminars and courses
- Requirement to undertake PDP reviews
- Engagement with courses offered by the Improvement Service, Historic Scotland, Scottish Natural Heritage and Architecture and Design Scotland
- Preparation/Review of Service Improvement Plan
- Staff Development Days to raise awareness of the range of work undertaken by Planning Division
- Regular Senior Management Review of Departmental and Divisional Structure
- Delivering "Tomorrow's Council"
- Shaping the Future being progressed
- Benchmarking exercise with selected Local Authorities
- The collaboration capabilities offered by EDRM will allow the Council to remove the information silos between teams and services and enable increased levels of joint working, whilst at the same time increasing the level of information security available.

### TOMORROW'S COUNCIL CHANGING THE WAY WE WORK

**!** The council will save around £38 million this year through service reform and other savings. The following projects are underway to deliver savings this year and beyond.

#### TRANSPORT REVIEW - WORKING SMARTER TO REDUCE OUR MILES AND HELP THE ENVIRONMENT



The Transport Review is looking at ways of reducing what we spend on providing transport and transport related services, together with how we can work smarter to reduce our travel miles and carbon emissions which will help to protect our environment.

David McClelland, Head of Service Development in Land and Environmental Services, who is delivering this project said: "We aim to reduce our spend on transport by around £1 million over the next two years, as well as reduce the amount of miles staff travel as part of their jobs, which will have a positive environmental impact as well as reducing road congestion. Managers will be looking at ways to change daily work programmes to make sure staff are working smarter and travelling less miles, as well as and making better use of pool cars."

"We aim to save around half a million alone in education by only slightly reducing the mileage threshold for pupils travelling to and from our schools. We are still able to provide a pupil travel service which is over and above our statutory requirements at a time when some other councils are only providing a statutory service."

"Our ongoing review of transport across the council will aim to make better use of our existing resources. Throughout this project we will incorporate our clients' needs and our statutory requirements, while at the same time, recognise the logistical difficulties associated with balancing capacity and finances with demand."

#### PROCUREMENT REVIEW LEADS TO CHANGES

The Extended Council Management Team has approved the recommendations put forward as the result of a review of our procurement procedures, which will lead to future savings.

Margaret McKee, Corporate Procurement Operations Manager, told us more about the impact on staff: "There will be a phased transition to a procurement strategy development, tender management, mini-competitions and quotations – to the Corporate Procurement Unit (CPU), part of Corporate Services currently located in the City Chambers East Building."

Margaret continued: "The CPU will now work on establishing a clear policy and governance strategy for all procurement activity and deliver this to the council."

Various actions have been identified both during PPF preparation and also in the staff consultations and management interviews for the SIP. This process has identified various opportunities for the service to improve its performance and delivery. This has distinguished the SIP from previous years' in that it does not simply list actions which are being undertaken as part of the service's obligations. Rather, it has identified tangible actions which should deliver specific, practical service improvements.



Above: Service Improvement Plan

Many of the actions fell within two key areas of improvement, namely:

- **Efficiency of Service**
- **Improving Customer Service**

In the coming year, we will:

### **Efficiency of Service**

- Continue to develop an integrated approach to joint working between Development Management / Area Planning / City Plan e.g. Job swaps
- Investigate a staff skills audit / database of people to inform a skills audit and training needs assessment.
- Develop an online payment system for online applications
- Continue the review of key processes in development management and configure a workflow system
- Contribute to a city-wide EDRMS solution

### **Improve Customer Service**

- Develop a systematic approach to obtaining feedback from stakeholders
- Provide a series of FAQs with typical answers on common topics to ensure consistent advice but also free up staff time.
- Develop a systematic approach to recording pre-application discussions
- Engender greater interaction between teams and officers
- Undertake a review of the Planning Page on the GCC website and make more customer focussed
- Investigate the use of modern electronic communication methods to enhance knowledge of current development proposals
- Develop a mentoring scheme for young planners and encourage their involvement in Young Planners Scotland
- Provide staff opportunities to shadow Head of Planning Service.



**Delivery of our Service Improvement Actions in 2011 - 2012**

Commitment	Timescale	Achieved	Actions / Evidence
Meet twice yearly with Edinburgh, Dundee and Aberdeen to share best practice in DM	Ongoing	Yes	Continuing to take place. Has led to sharing of good practice in processes and provided a useful forum for discussion with other planning authorities.
Regularly monitor DM performance and income	Ongoing	Ongoing	For performance, monthly meetings scheduled with Head of Service, Group Managers and Team Leaders. Detailed stats circulated on monthly basis. For income, 4-weekly update circulated to Head of Service and Finance.
Consult key agencies and the public regarding draft 2012 SIP	Winter 2011	No	Given the introduction of PPF and its incorporation of SIP, emphasis was placed onto the PPF and using a future SIP as an internal tool to deliver specific actions for improvement. This was augmented by a service wide consultation and targeted interviews to guide future content and ideas.
Finalise with Scottish Water and SEPA best means of consultation on planning applications.	2011	Ongoing research	This action has been superseded by electronic viewing of consultations by all consultees and electronic submission of comments. To date this is going well. An update of the DM data system will allow further improvements including ultimately entirely electronic consultation.
Monitor delivery of e-planning and investigate new methods of public consultation using social media.	Ongoing	Yes	Online planning/building control implemented. Investigation commenced into use of social media. Used successfully in MIA and being investigated further for progressing LDP and what media private PCs are able to view.
Provide improved online planning application service.	Autumn 2011	Yes	Online submissions implemented for DM although no online payment system yet. Online submissions for BC under discussion as part of the outstanding elements to complete the Online DC/BC project. Workflow to be further developed. Details of future development work being assembled.
Monitor and update the Council's planning web pages and information services and update support systems. (Uniform)	Ongoing	No	Limited work done on web pages. Training required for key staff to enable future implementation. New web platform awaited.
Continue to implement the development of the City's green network and core paths plan throughout the DM process and other means.	Ongoing	Yes	DM consultation process continues to resolve access and connectivity issues, as well as the delivery of green network elements. Continued support and working with Glasgow and Clyde Valley Green Network and Glasgow Open Space Strategy is developing future actions.

Commitment	Timescale	Achieved	Actions / Evidence
Explore innovative ways to promote the integration of green infrastructure, flooding and drainage, SUDS etc.		Yes	The Main Issues Report identified this as a key area to be explored in the emerging Local Development Plan. Project work on Glasgow and Clyde Valley Green network through pilot projects for integrated green infrastructure (Nitshill) will inform future framework. Pilot projects with Greenspace Scotland in 5 urban streets have been identified to examine the implications on the ground. Joint working with metropolitan Glasgow Strategic Drainage Plan, and the surface water management plans continues. Staff training on green infrastructure has been undertaken.
Launch the Planning Enforcement Charter	2011	Yes	Enforcement Charter published May 2012.
Further develop Equally Well toolkits, e.g. Health Sustainable neighbourhoods.		Yes July 2012	We are currently investigating at how we might roll out the test site work across the Council. In order to begin to address the existing health inequalities in Glasgow we will need to involve a range of services and share the learning outcomes as well as introducing our toolkits as an integrated approach to health and wellbeing, place-making, environment, education, etc. This process will be ongoing from March 2012.
Adapted Leading with Impact courses rolled out to Principal and Senior Officers		Ongoing	This is ongoing and will lead to a review of service improvement project outputs to establish priorities for potential improvements to working practices
Continue programme of appropriate training sessions for community councils, elected members and others, and ensure that planning staff have the opportunity to engage in appropriate training courses and forums.		Yes	Member training session carried out at commencement of new committee following Local Government elections. Ongoing programme of staff training scheduled on monthly basis. Further needs to be identified.
Relate the outcomes of officers' PDP to succession planning and the needs and delivery of the service.		Ongoing	The PDP has been simplified and continuous training opportunities are identified and supported. These have focused on development of skills for the implementation of Planning Reform, e.g. through Design Skills Symposium. As the departmental restructure is developed further opportunities to support succession planning will be identified.
Move forward the "Tomorrow's Council" service reform agenda, undertaking an audit of staff skills to assist the re-shaping of the planning service, continue staff rotation and introduce new methods of working within and between planning divisions and other services and agencies to make best use of the new internal.		Ongoing	This has taken place and new working practices have emerged. A new structure to the service incorporating Building Control is imminent while staff development is focusing on flexible working practices and a more project based approach to work planning.

Commitment	Timescale	Achieved	Actions / Evidence
Post the monitoring Report to City Plan 2 on website and progress on City Plan proposals	April 2011	Yes	Published October 2011
Publish City Plan 3 MIR and Strategic Environmental Assessment (SEA) for 10 weeks.	August 2011	Yes	Published October 2011
Provide advance publicity for MIR stage of consultation and provide a new service using Planning Aid for Scotland to assist local communities and other interested parties to respond to the MIR stage consultation and engagement process.	October 2011	Yes	Need to work more with Community Councils in order to get the most out of the new plan process.
Prepare a summary report of the public response to the MIR and publish this on the Council website.	December 2011	No	To be published by October 2012. Volume of responses and underestimation of time required to consider these led to delay.
Complete preparation of an publish consultations, the Conservation Area Appraisals (CAA) for Dumbreck, East Pollokshields, Newlands, Park , Pollok Park, Victoria Park and Woodlands and also for a proposed new CA at Broomhill.		In Part	East Pollokshields and Victoria Park CAA approved in Nov 2011 and March 2012 respectively. Now proposed to draft and issue for consultation the following CAAs - Newlands, Dumbreck, Woodlands and Broomhill by March 2013
Publish for consultation, the cross authority SPG on the Antonine Wall World Heritage Site.	Summer 2011	Yes	Published
Publish, for consultation, the Maryhill Town Centre Action Plan, and prepare and approve the Town Centre Action Plans for Parkhead, Possilpark and Shawlands.	Spring 2011 December 2011	Partial	<b>Maryhill</b> completed 2012 <b>Possilpark</b> not completed due to change in priorities and delays in related projects. Priority was given instead to the public realm improvements in the town centre but the TCAP is due for publication in December 2012. <b>Shawlands</b> TCAP Final Draft published May 2012 <b>Parkhead</b> work has been suspended.
Develop the Stalled Spaces Initiative website and associated Supplementary Planning Guidance (SPG).area.		Yes	Website now running. SPG being incorporated into emerging LDP.

Commitment	Timescale	Achieved	Actions / Evidence
Commence masterplan for the regeneration of Port Dundas/Sighthill area, approve masterplan for Cowglen and development frameworks for Arden and Nitshill.	Autumn 2011	In Part	<b>Port Dundas</b> Masterplan now complete and discussions taking place with landowners regarding future development. <b>Cowglen</b> Masterplan approved May 2011. <b>Arden</b> Development Framework being revised and set for consultative draft Oct 2012. <b>Nitshill</b> Development Framework due to be presented to committee in November 2012.
Complete the comprehensive planning study for the Parkhouse/Deaconbank area.		No	Due to changed priorities within team this project was removed from work list.
Provide planning input to the corporate action plan for Govanhill		Yes	Action Plan approved by committee March 2012
Move the City's Core Paths Plan forward to adoption.		Yes	Approved for adoption March 2012
Continue to implement the City Centre Action Plan through public realm improvements in Glassford, Virginia and Wilson Streets.		Yes	Public Realm works now complete in each of the streets.
Complete preparation of SPG for new residential areas (based on Designing for Streets Guidance)		Yes	External consultation started 15th August
Support the promotion and implementation of action arising from the Sustainable Glasgow Initiative (SGI) and Climate Change Strategy, e.g. investigating appropriate location for energy generation and waste recycling and ensure that City Plan 3 contains up-to-date planning policy guidance to support these.		Yes	The emerging Local Development Plan is incorporating policy on Energy and Sustainability which has been informed by the SGI.
Continue to promote action in support of the development of the 2014 Commonwealth Games and associated legacy.		Ongoing	The Council has identified a Commonwealth Games Legacy Plan which includes specific projects, such as the development of the Clyde Walkway, and Stalled Spaces, to ensure delivery beyond that required for "Games Mode". Areas such as Calton Barras, which are part of the "routes" to the games have had focussed attention through the development of an area development framework and action plan.



Decision-Making Timescales	Total Number of Decisions 2011 - 12	Average Timescale (weeks)	
		2011 - 12	2012 - 13
Major Developments	35	46.1	
Local Developments	541	13.6	
Local less than 2 months	61.8%	7.8	
Local more than 2 months	38.2%	23.0	
Householder Developments	838	8.4	
Local less than 2 months	93.0%	8.1	
Local more than 2 months	7.0%	11.5	
Housing Developments	117	30.3	
Major	9	69.1	
Local Housing Developments	108	27.1	
Local less than 2 months	45.4%	10.2	
Local more than 2 months	54.6%	41.1	
Business and Industry	98	11.8	
Major	9	21.2	
Local Business and Industry	89	10.8	
Local less than 2 months	67.4%	7.6	
Local more than 2 months	32.6%	17.4	
EIA Developments	0	0	
Other Consents*	816	11.1	
Planning/ Legal Agreements**	35	65.6	
Local Reviews <sup>3</sup>	46	65.6	



Above: IFSD Footbridge, Tradeston



Top: Lambhill Stables, before  
Bottom: Lambhill Stables, after

Decision-Making Local Reviews and Appeals	Total Number of Decisions	Original Decision Upheld			
	2011 - 12	2011 - 12		2012 - 13	
		No.	%	No.	%
Local Reviews	46	21	45.7		
Appeals to Scottish Ministers	33	17	51.5		

Enforcement Activity	2011 - 12	2012 - 13
Cases being taken up	675	
Breaches identified	563	
Cases resolved	451	
Notices served <sup>xxx</sup>	67	
Reports to Procurator Fiscal	0	
Prosecutions	0	

\* Consents and certificates: Listed buildings and Conservation area consents, Control of Advertisement consents, Hazardous Substances consents, Established Use Certificates, certificates of lawfulness of existing use or development, notification on overhead electricity lines, notifications and directions under GPDO Parts 6 & 7 relating to agricultural and forestry development and applications for prior approval by Coal Authority or licensed operator under classes 60 & 62 of the GPDO.

\*\* Legal obligations associated with a planning permission; concluded under section 75 of the Town and Country Planning (Scotland) Act 1997 or section 69 of the Local Government (Scotland) Act 1973

\*\*\* Enforcement notices, breach of condition notices, planning contravention notices, stop notices temporary stop notices, fixed penalty notices and Section 33 notices.

<sup>a</sup>Average timescale average time for Local Reviews is calculated from LRB valid date to LRB decision date.

### Workforce and Financial Information

See Financial Management and Local Governance section.  
Detailed information not required as advised in PFF FAQs July 2012 version 2



Above: Maryhill Locks





Above: Polish consultation poster

## Exemplar of Area Development Frameworks

### Arden

#### Community Engagement and Aims

Community consultation on draft document using concepts which place an emphasis on meaningful communication, building trust and prioritising well-being in decisions relating to Planning

#### Method of Consultation

- Two presentations and workshop events in the local school - allowing issues to be captured by:
- Drawing on maps;
- Open discussion;
- Use of 'Voxur' units with Polish and English language. A Polish interpreter attended the workshop;
- Advertising – leaflets and posters in English and Polish, housing association text service notification and newsletter, letters to local businesses and service providers and word of mouth.

#### Who Is Involved

Project Manager with Steering Group and consultant Facilitator.

There were 48 attendees, with good representation across age groups (young to elderly), nationality (including non-English speaking Polish residents) and gender. Written, video and verbal responses were received.



## Exemplar of Area Development Frameworks

### Calton

#### Community Engagement and Aims

The process of engaging local people was influenced by the innovative techniques and concepts developed by the Planning Neighbourhoods team within the Council's Development and Regeneration Services during work on the East End Local Development Strategy (GCC, 2009). These concepts placed an emphasis on meaningful communication, building trust and prioritising well-being in decisions relating to Planning.

#### Method of Consultation

- A range of techniques were used during consultation on the Calton ADF. These included:
- A Community Street Audit engaged local residents in an assessment of their streets and open spaces;
- A web-link to the document was uploaded onto the front page of Glasgow City Council's website and this included an online survey;
- Three drop-in sessions were held at the Calton community flat allowing participants to identify key issues and priorities for the area;
- A scrapbook project recoding local people's experience of their neighbourhood through photographs, drawings and comments;
- Posters were displayed at the Calton community flat and flyers distributed throughout the Calton and the Barras;
- A public event was held to consult more widely on the Calton ADF and related issues.

#### Who Is Involved

Project Team, Council Services, Calton Area Association, Barras Enterprise Trust, local community and other stakeholders.

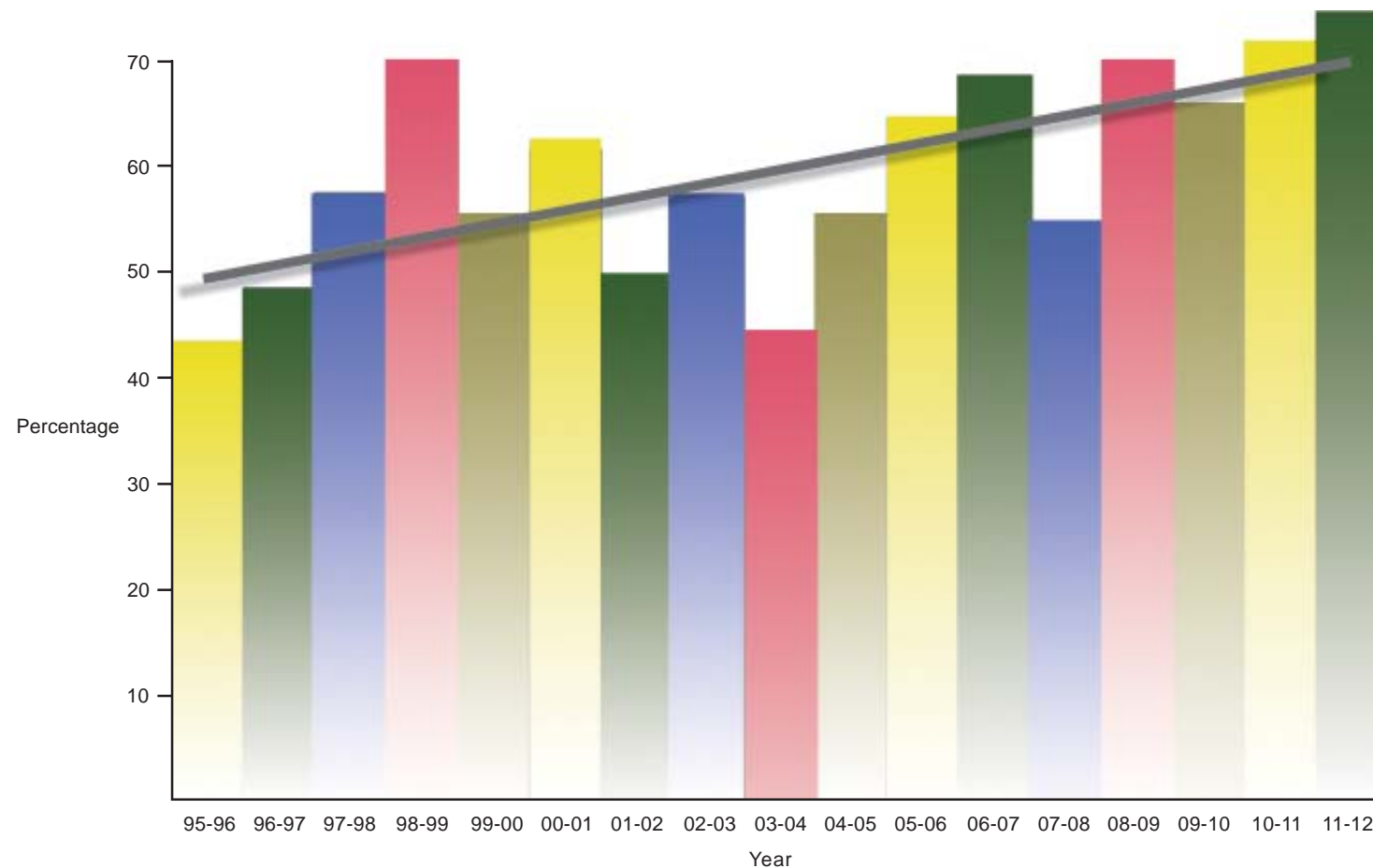
Around forty people attended the public consultation event at the Barras Centre. Thirteen responses were received through the online survey and a further fifteen responses received via email. Seven scrapbooks were completed and a number of photos/comments submitted.

Representations were received from statutory bodies including Scottish Environmental Protection Agency (SEPA) and Historic Scotland. Verbal responses were also received during consultation events



Above: Public Art through community heritage on the Gallowgate

### Trend in Application Determination within Scottish Government Targets



## Further Awards

### White Cart Water Flood Prevention Scheme

Waterways Renaissance Awards; top prize in the Flood Risk Management category 2012

CEEQUAL Awards for Joint overall, Flood Storage Areas and Urban Flood Defences

Commendation at the Saltire Society Civil Engineering Awards 2011

Bill Douglas – Flourish Individual Staff Award 2010

### Glasgow Main Issues Report/Interim Environmental Report and Engagement

Scottish Awards for Quality in Planning 2012 - Commendation

### Stalled Spaces Initiative

Scottish Awards for Quality in Planning 2012

### Glasgow

Academy of Urbanism, European City of the Year Award 2011

### Byres Road

Academy of Urbanism, The Great Street Award 2012

### Pollokshields

Academy of Urbanism, The Great Neighbourhood Award 2011

### The Style Mile

Flourish Awards 2011

### Michael Gallagher

DRS Challenge Award Winner Commonwealth Apprenticeship Initiative (CAI) 2011

### Garthamlock Regeneration

Shortlisted in the Excellence in Regeneration Awards 2010



Above: Presentations at the Scottish Awards for Quality in Planning 2012



Top: Beardmore Park  
Bottom: Maryhill Burgh Halls

### Further Awards

#### Glasgow

In the top 10 of fDi Magazine's European Cities and Regions of the Future 2010/11

#### Tourism Signage Project

Flourish Awards 2010

#### Glasgow Works

The Recruitment Partnership award for large employers 2010

The Recruitment Partnership Award for SME's 2010

#### Tourist Signage and Public Realm Project

National Transport Awards 2010

#### Garscube Link

Roses Design Awards 2010

#### Beardmore Park, Auchinlea Park and Bishops Estate

Shortlisted, UK Landscape Awards 2010

#### The Supplier Development Programme

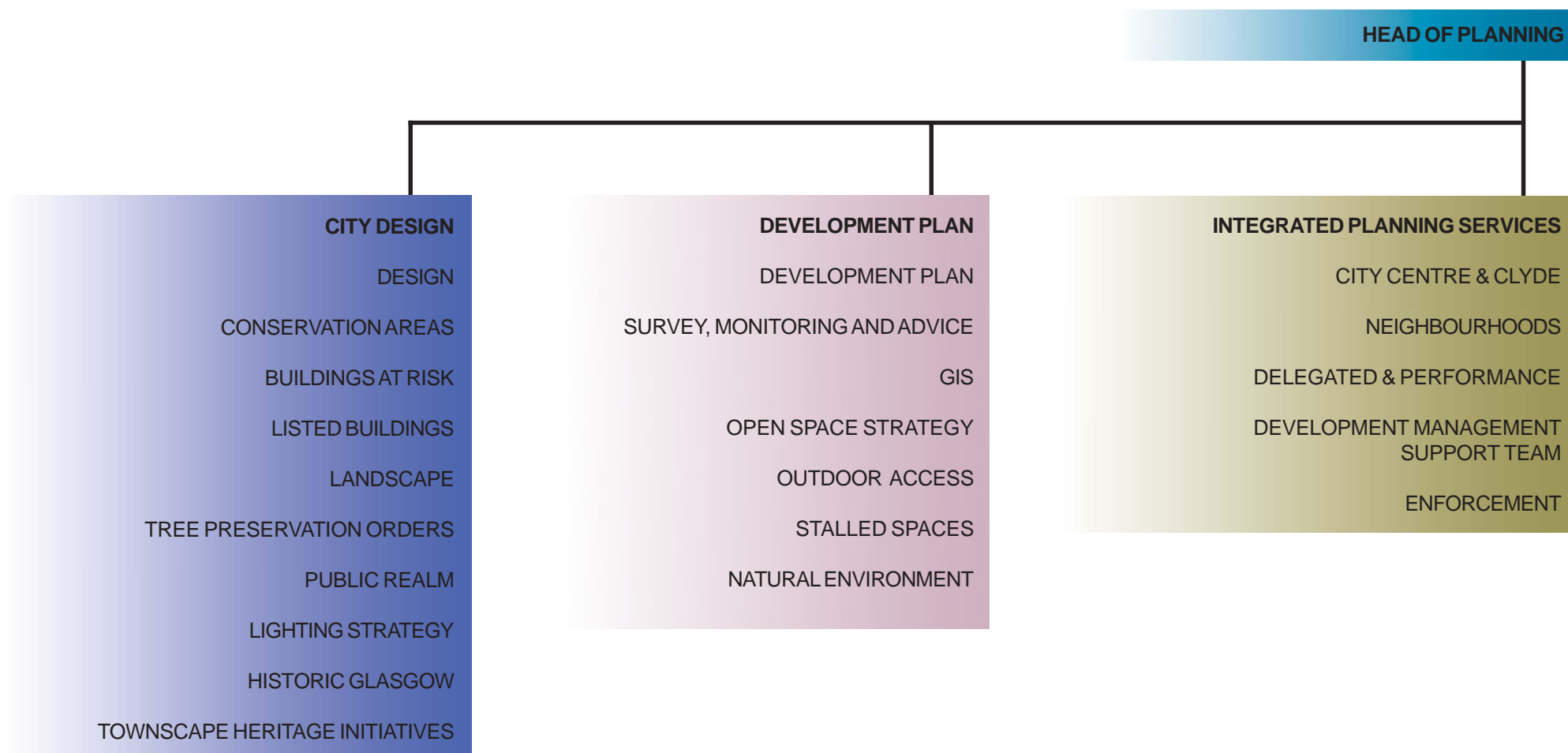
Best Supplier Engagement Initiative, GO Awards 2010

#### Maryhill Burgh Halls

Best Contribution to Urban Regeneration in Scotland through the use of European Structural Funds in the 2007 to 2013 Programme



## Planning Structure









Development and Regeneration Services  
Glasgow City Council  
231 George Street  
Glasgow G1 1 RX